



Continuous Improvement Through a Sharpened Focus

By: Jeff Baldwin, PMI President and Engineering Manager, T&S Brass and Bronze Works



Jeff Baldwin

In last month's issue of *PMI News*, you learned about the recent CEO Forum held at PMI headquarters. The CEOs of 11 of our member companies assembled to offer input and insight to PMI's strategic plan. I was very pleased that the outcome of the Forum echoed my theme for PMI this year: **Focusing on Core Values**. Consistent with earlier messages from our member company CEOs, we are encouraged

by them to continue to do what we do best and to avoid the temptation to be distracted from our mission.

As noted, "Focus" is the theme of the **2013 PMI Spring Conference** which is approaching quickly: April 7-10 in Austin, Texas. PMI is indeed getting back to basics. We are honing our skills and effectiveness in the areas of Technical Expertise and Advocacy/Outreach. The PMI staff has put together another information-filled conference, which should not be missed. We will be proactively exploring and preparing for the challenges our industry will present to us in the coming months. **Len Swatkowski**, PMI Technical Director will treat us to two presentations: one on the national legislation affecting the lead levels in plumbing products, as well as a workshop on "Green" codes and standards. **Dawn Robinson**, PMI's new Communications Manager will report on the terrific progress she and the team have made in the areas of social media outreach. Our lobbying team will be on hand as always to provide updates on external forces affecting our industry.

We will hear an array of featured speakers from a variety of disciplines, from throughout the industry and around the

world, on critical topics. We will continue our discussion on Plumbing as a Profession and learn how we can work together to better communicate and reflect the important work of our member companies and the entire plumbing industry. We will leave our positive footprint on Austin through our charitable works with the United Way on Saturday, April 6. We will have some fun too and experience a bit of Austin flavor as we enjoy a "Dine Around Town" event on Monday, April 8.

Finally, you will start to see some of the results of the hard work by the PMI Board of Directors over these past months. We are exploring a new conference rotation and pattern, a new template for leadership training, a new dues schedule, and better-defined roles for Board Members and Committee Chairs. The result is an organization that efficiently meets the needs and expectations of you, our members. Continuous improvement is the name of the game. We must continue to evolve and re-invent ourselves if we are to remain relevant in today's demanding world. We must stay focused however—never losing sight of what is important and what we do best.

I am looking forward to working with each of you as we continue to sharpen our focus in Austin!

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PMI is Living on Cloud Nine! — Or Are We?

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



Barbara C. Higgins

Already in these early months of 2013, PMI has undergone some significant changes. While strategically we are focusing on enhancing the core value we provide to our members, the tactics we are using to get there represent quite a step forward for our organization.

Thanks to **Dawn Robinson**, our new Communications Manager, we are aggressively tweeting and posting and linking-in. We are promoting our good deeds and visibility. We are diligently working to get the credit this industry deserves for advances in public health and safety, as well as product efficiency and performance. We are continuing industry outreach and networking to raise our voice. The Advocacy/Outreach Committee continues to attract new members and the excitement level is high. The January meeting of this committee at PMI headquarters generated a number of action items which are currently underway. Last month the CEO Forum also focused on PMI's communication outreach content and strategy.

Now, through Dawn's efforts, we are regularly updating our websites and reaching out via electronic newsletters to our constituents. At the suggestion of some of our members, **Len Swatkowski**, PMI Technical Director, has started using 'video' to enhance the weekly Tech Talk conference calls. The technology will be used on future monthly conference calls of the PMI Board of Directors, lobbyists and the Advocacy/Outreach team.

In the midst of all of this activity, here at PMI headquarters we have just completed the move of our data from the traditional server hardware to the "cloud."

As I have learned, this system provides unmatched stability and redundancy, both of which are critical to a business like PMI's which is so reliant on information to dictate events of the day.

Thanks to the reach and speed of electronic media, we are able to engage nearly instantly with our global counterparts to ensure that we are up-to-date with the latest trends and news. The efficiency, especially with our modest PMI budget, is nothing less than amazing. We are able to exponentially multiply our effectiveness and reach audiences that we never could have using conventional means.

That said, we must not lose sight of the purpose for all of this new-fangled technology. We, in fact, experienced an eye opening revelation during the February 5 CEO Forum. Stacked on the reception desk was the January issue of *PMI News*. Several of our top executives eagerly grabbed the newsletter saying: "Great! *PMI News* – I haven't seen this for months."

Ouch.

It has been over a year since we abandoned the printed version of the newsletter for the online and downloadable PDF versions. How much good information and hard work has evaporated into cyber space because the intended recipients don't follow through by linking, downloading or otherwise retrieving the data that we have deemed important to them? The visual in my brain is the forlorn message-in-a-bottle bobbing on the ocean. Or the information-packed newspaper tossed on the roof by an over-zealous news carrier. PMI is in the information business. It is our responsibility, not the responsibility of the recipient, to make sure that the messages sent are received. It's not enough to push "send" and hope for the best. Our job is not done until the loop is closed.

So we have come full circle, right back to the theme, focusing on the basics. The message cannot be compromised or lost due to the medium. Communications is a never ending and sometimes thankless task. But is it essential in holding our world together. Dawn Robinson—you have a big job ahead of you! But we are all here to help!!

A Fond Farewell From A Valued PMI Associate



Amy Berg-Ferguson

As my time with PMI draws to a close, I am in a bit of a state of denial. I've been with PMI for five years and during that time I've learned a great deal about both the plumbing industry and myself. I've learned that the members are what make this organization great and their input will take PMI to the next level. I will keep my eye on PMI over the new few years because great things are happening and I can say proudly, "I was a part of that association."

I have had such wonderful interactions with PMI members and that will be the part of this position I will miss the most. Thank you to **Barb Higgins** for finding a place for me at PMI. Best of luck to you all, and I hope our paths cross in the future.

-Amy Berg-Ferguson

Editor's Note: Best wishes to Amy as she relocates this month to Virginia with her husband Joe. Thanks for a job well done!

PMI Online: Updates and Headlines

By Dawn Robinson, PMI Communications Manager

Membership:

Followers for both PMI and Safe Plumbing have risen sharply over the past weeks. Both Twitter accounts have doubled their followers in our second month and are now over 80 followers each. The PMI LinkedIn page continues to enjoy our largest following with well over 700 members. Thanks to LinkedIn's statistical data we can report that of those followers: 73% relate directly to the construction or building materials industry and 70% are of the manager level or above.



Join us!

Trending Headlines:

"Introduction of Water Infrastructure Finance and Innovation Act receives applause from AWWA" by *WaterTech e-news Daily*.

"Growing University Highlights Connecticut's Water Woes" by National Public Radio. We asked the question: Water shortages now reach from coast to coast in the USA; plumbing fixtures have dropped their consumption significantly; but what is being done to alleviate the burden of in other areas?

If you have ideas for discussions and news blasts, we want to hear them. Suggestions can be sent to **Dawn Robinson** at drobinson@pmihome.org or submitted directly online.

Find us online at:

Twitter

@PlumbingMfgIntl
@SafePlumbing

LinkedIn Groups

Plumbing Manufacturers International
<http://www.linkedin.com/groups?home=&gid=1812215&trk=anct ug hm>

Safe Plumbing

<http://www.linkedin.com/groups?home=&gid=4196725&trk=anct ug hm>

Facebook

Plumbing Manufacturers International
<https://www.facebook.com/PMIhome>

Safe Plumbing

<https://www.facebook.com/pages/Safe-Plumbing/208363709303473>

Get The Lead Out Consortium Introduces New Member Logo

The Get The Lead Out Plumbing Consortium (GTLOP) has issued a new Member Logo available for use in materials, websites, trade ads, etc. PMI is proud to be a member of the consortium and we are proud to display this logo to show our support of GTLOP's mission.

The consortium was founded to promote compliance through information and training about the new national legislation which lowers the amount of lead in plumbing products. Their mission is to provide widespread education about the manufacture, distribution and installation of Lead Free* plumbing products. If you would like more information on the consortium please visit their website at www.gettheleadoutplumbing.com.

**Lead Free refers to the wetted surface of pipe, fittings and fixtures in potable water systems that have a weighted average lead content $\leq 0.25\%$ per the Safe Drinking Water Act (Sec. 1417) amended 1-4-2011 and other equivalent state regulations.*

Don't miss the "Get The Lead Out" presentation by **Len Swatkowski**, PMI Technical Director, at the Spring Conference. See the schedule on page 5 for details.



The 2013 Spring Conference Asks “How Low Can We Go?”

Have You Thought of Your Answer?

In keeping with past conferences, our event in April will be full of informative speeches, new information and updates from committees and outreach councils, but this spring’s meeting will feature even more. We are expanding the format to include additional features and using our time together to not just catch up, but to build viable structures for the future.

We will spend a large part of our second day addressing the questions, “**How Low Can We Go?**” and “**How Do We Know?**” As the need to conserve water grows, so do restrictions, but is there a tipping point? Can we go lower? If so, how low and what resources are needed? If not, why not? How do you know? Prove it!

As a whole, we want all of our membership to be a part of the discussion that centers around finding the optimal point between conservation and function for all our products, to establish a

benchmark by which PMI will stand. Because we will build upon this standard in our dealings with policymakers, environmental groups, and consumers, it is essential we also back up our answer with proven facts and documentation.

The only way to effectively address this issue during the conference, and to include the proper proof of our statements, is to ask all our members to do a little internal referencing prior to coming to Austin. Each member company should ask their technical team to consider the perspective of the industry, while the Advocacy/Outreach team will consider the concern from a consumer standpoint. If everyone comes prepared with their views, studies, and research, we will be able to successfully establish the membership’s preferred stance on such an important issue.

Conference registration closes **March 15**. Reserve your spot today!



PMI Lends a Helping Hand in Austin

An Unexpected Twist: Signing Up to Help Habitat for Humanity Leads to The United Way and an International Music Festival!

As we’ve done in previous years, PMI was excited to work with the Habitat for Humanity of Austin on one of their building projects. Signed up and geared to go, it looked like things were all set, when fate stepped in to add a twist. It turns out local groups who were sponsoring the current projects had an influx of volunteers and suddenly the Habitat team had more people than they could handle. Not wanting to turn anyone away, they decided to help pair up groups like ours with other worthy causes. Through this pairing, PMI is happy to announce that our charity work during our 2013 Spring

Conference will be helping the United Way with an International Music Festival being held on April 6th in Austin, TX. All the proceeds from the event will go to help their Hands on Central Texas program. Visit handsoncentraltexas.org to read more about United Way and their charitable works.



Positions are still available if you would like to sign up and help out this worthy cause. Please contact **Dawn Robinson** at drobinson@pmihome.org, or via phone at 847-217-6848, for more information.

2013 PMI Spring Conference Schedule

Sunday, April 7

1:30 pm - 5:00 pm PMI Board of Directors Meeting (Invitation Only)
 3:00 pm - 5:00 pm Meeting Registration
 5:30 pm - 6:00 pm First Time Attendee Reception
 6:00 pm - 7:15 pm Cocktail Reception
 DINNER ON YOUR OWN

Monday, April 8

8:30 am - 10:00 am Opening Keynote: **Dr. Lowell Catlett, Futurist with an Upbeat Message for Conference Attendees**
 10:00 am - 10:15 am Break
 10:15 am - 11:15 am Welcome and General Membership Meeting
 11:15 am - 12:15 pm ISSUE COMMITTEE: Fair Trade with Anti-Dumping Presentation by **Joe Dorn**, Partner, King & Spaulding, LLC
 12:15 pm - 1:45 pm Buffet Lunch and Free Time for Office Catch-up
 1:45 pm - 3:15 pm Follow Up to “Plumbing as a Profession: How We Can Work Together” with **Tom Bigley**, Director of Plumbing Services, United Association, and guests
 3:15 pm - 3:30 pm Break
 3:30 pm - 5:00 pm ISSUE COMMITTEE: Water Efficiency and Sustainability
 6:00 pm - 9:30 pm Dine Around Austin

Tuesday, April 9

Dual Council Track Meetings (with a twist!)

Technical Track

8:00 am - 9:00 am Get the Lead Out Consortium Presentation by PMI Technical Director **Len Swatkowski**
 9:00 am - 9:45 am **Russ Chaney**, Executive Director of International Association of Plumbing and Mechanical Officials (IAPMO) on their Acquisition of American Society of Sanitary Engineers (ASSE)
 9:45 am - 10:00 am Break
 10:00 am - 11:00 am Emerging Issues: A Proactive Approach

Advocacy and Outreach Track

8:00 am - 11:00 am

- Proactive Outreach Plan
- Social Media Strategy
- Partnerships and Perspectives

11:00 am - 12:00 pm

Technical/Outreach Dual Council Track Joint Session

12:00 pm - 1:30 pm Buffet Lunch and Free Time for Office Catch-up
 1:30 pm - 2:45 pm Updates From Up North, Across the Pond and Down Under with CIPH, BMA and PPIG
 2:45 pm - 3:30 pm “Promoting PMI Internally to Maximize Value” Presented by **Paul Patton**, Delta Faucet Company
 3:30 pm - 3:45 pm Break
 3:45 pm - 4:45 pm Government Affairs Standing Committee
 4:45 pm - 5:15 pm American Rainwater Catchment Systems Association Presentation
 6:00 pm - 7:15 pm Cocktail Reception
 7:30 pm - 9:30 pm Dinner

Wednesday, April 10

7:30 am - 9:00 am Breakfast
 8:00 am - 10:00 am PMI “Green” Codes and Standards Workshop presented by **Len Swatkowski**, PMI Technical Director
 8:00 am - 12:00 pm Special Meeting of the PMI Board of Directors (Invitation Only)

Why PMI? Member Companies Speak Out

By Ken Hair, Vice President, New Products and Engineering, Waterpik

Waterpik is humbled and proud to be a member of PMI again. After a hiatus of over ten years, we can now resume our participation with the organization that can best represent the interests of the plumbing manufacturers. We are impressed by PMI's leadership in industry lobbying at the federal level and in key states that highly influence legislation impacting plumbing. We are equally impressed by PMI's technical leadership with the codes and standards that directly affect the plumbing industry including sustainability, water quality, materials science and building codes.

Waterpik is a unique company in that we have two very different businesses under one roof; the first associated with plumbing products and specifically replacement showerheads and the second involving oral health products. Both are linked together by the movement of water as the principal ingredient of achieving their very different consumer needs. The plumbing industry has always been admirably represented by PMI. The oral health products industry involves certification of electrical appli-

ances (efficiency and safety), Food and Drug Administration (FDA) oversight and compliance (safety and clinical efficacy for medical devices), and the recommended practices of dental professionals (efficacy and acceptance). They are very different but yet similar in that efficiency and safety underlie most of the proposed legislation that impacts our firm in recent years.

Although admittedly a misguided strategy today, Waterpik felt at the time that our efforts were best placed with the clinical medical side of the business, and we would only be a reactive participant when it came to changes in the plumbing world. This resulted in our unfortunate withdrawal from PMI.

That all changed with the rise of the WaterSense program. After conversing with several PMI member companies and again witnessing the proactive approach of everyone involved, Waterpik knew it was time to re-evaluate our need to participate. We were able to witness first hand all the good work being performed and this was truly the best

advertisement the PMI organization could have received.

I personally have been a PMI member in the past with another company, and have always been impressed by the group's responsiveness to the issues. Most notable was the time leading up to California Prop 65¹ which led to the NRDC filings that subsequently led to the creation of NSF 61².

I have also noticed that PMI had indeed reinvented itself between the time I first participated with the group in the late 1980's and today. The focus on advocacy and public representation of the plumbing manufacturers for the collective good has never been as strong as it is today. The members at every meeting and on every phone call are truly engaged and working toward these common goals.

Waterpik is indeed excited to be a part of PMI again. We recognize PMI's leadership and advocacy role in the North American plumbing industry and, with today's changing market and regulatory environment, feel we need to be a part of such an organization again. We were away for far too long and will strive to participate more actively in PMI well into the future.

Booking a Flight for the 2013 PMI Spring Conference April 7-10?

Don't rush off too soon!!

The conference closes on Wednesday, but not until 10:00 am. The **Green Codes and Standards Workshop** will be presented that morning and should not be missed.

This is the third part to the training series being presented by **Len Swatkowski**, PMI Technical Director. The first two sessions are now online and all attendees are encouraged to sign up and take them prior to attending the conference. Visit our [homepage](#) for a link to the online segments. For your convenience, you may access and take the course anytime.

Registration for the Spring Conference closes **March 15**. Make your reservations today!



¹California Proposition 65, or the Safe Drinking Water and Toxic Enforcement Act of 1986, is a law passed by direct voter initiative to protect against toxic substances that cause cancer and birth defects and to reduce or eliminate exposures to those chemicals by requiring warnings in advance of those exposures.

²NSF/ANSI Standard 61, Drinking Water System Components-Health Effects, is the standard that establishes minimum health effects requirements for materials, components, products, or systems that contact drinking water, drinking water treatment chemicals, or both.

With Sadness We Announce the Passing of Rand H. Ackroyd



Rand H. Ackroyd, 64, of Newburyport, Massachusetts, died unexpectedly from surgical complications on Saturday February 16, 2013 at Beth Israel Deaconess Hospital.

He was employed by Watts Regulator Company from 1972-1997. During this time, Mr. Ackroyd held many positions including Vice President of Codes and Standards and Vice President of Research and Development. Mr. Ackroyd held over 15 patents in backflow prevention valves as well as general plumbing products.

He started his own technical consulting company, Rand Engineering, Inc. which provided expert witness, forensic

and litigation support services in the field of plumbing product performance, specifically with backflow prevention, pressure regulation, temperature control and safety pressure relief valves. Rand Engineering was also actively involved in developing and the updating of plumbing product performance standards, obtaining product approvals and managing the Plumbing and Drainage Institute trade association.

Mr. Ackroyd was considered one of the world's foremost experts in the area of backflow prevention. He was awarded IAPMO's Industry Man of the Year in 1996, ASSE's Fellow Award for Outstanding Contributions in 1998 and ASSE's Henry B. Davis Award for Meritorious Service in 1999. Mr. Ackroyd was a regular contributor to industry trade journals and lectured nationwide

on Backflow Prevention and the Effective Use of Grease Interceptors.

While Mr. Ackroyd was highly regarded by the plumbing industry for his knowledge, his greatest achievements were his kind and gentle manner, his devotion to his wife and son and other family members and his generosity towards all with his time, talents and treasures. He will be missed.

Congratulations to MASCO's John Finch!

2013 PMI President **Jeff Baldwin** has named him Committee Chair for the Materials Performance Committee.

The appointment is effective immediately with the first committee meeting to be held at the 2013 Spring Conference.

The 3-year term for this position expires with the 2016 PMI Spring Conference.

Thank you in advance, John, for your service to PMI!

Contest Reminder to Rename PMI News

PMI News needs a fresh new name. Available to both members and non-members, this newsletter is PMI's face to the world; our chance to show what we are up to and what is important to our membership.

We want our publication's name to be more reflective of our goal to "be the voice of the industry leading innovation and legislation, dedicated to and serious about water efficiency" so we are inviting all of our readers to take part in a contest to rename *PMI News*. Ideally, names will be reflective of PMI and its mission, as well as those of our educational website, SafePlumbing.org.

We invite all of our readers to take part in the contest. Submit your suggestions for the new name to **Dawn Robinson**

at drobinson@pmihome.org or via twitter at [@PlumbingMfgIntl](https://twitter.com/PlumbingMfgIntl) no later than April 1. The top contenders will be presented to all members to be voted on at the Spring Conference. The lucky winner will receive a \$50 Visa gift card.



Please Note:
PMI offices will be closed on March 29, in honor of Good Friday.

PMI Staff Thanks Moen For New Faucets!

Thank you from PMI staff to **David Lingafelter**, President of Moen Incorporated for the three beautiful new faucets he provided to PMI headquarters. Mr. Lingafelter was one of 11 CEOs who attended a special senior level strategic planning forum held here. He noted that PMI's bathroom and kitchen fittings were in need of updating. The products arrived within just a few days after the February 5 meeting and were promptly installed.

The CEO Forum was a productive and valuable one, and the PMI offices benefitted from an unexpected, but welcome, upgrade. It looks as though, at least sometimes, "unintended consequences" can be positive! Thanks again.



2013 PMI LEADERSHIP

EXECUTIVE COMMITTEE

Jeff Baldwin, T&S Brass and Bronze Works
President

Tim Kilbane, Symmons Industries
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Fernando Fernandez, TOTO USA
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Paul Patton, Delta Faucet Company
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(9/12-12/13)

Peter Jahrling, Sloan Valve Company
(1/12-12/14)

C.J. Lagan, American Standard Brands
(1/13-12/15)

David MacNair, InSinkErator
(1/12-12/14)

Bobbi Warren, Amerikam
(1/13-12/15)

John Watson, Elkay Manufacturing Company
(1/13-12/13)

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Save the Date!

for the thirteenth annual

CRYSTAL VISION AWARDS LUNCHEON CELEBRATION

Presented by the Storehouse of World Vision in
partnership with the National Kitchen & Bath Association

Saturday, April 20 ♦ 12:00 to 2:00 p.m.
during KBIS 2013 in New Orleans

For more information,
contact Efraín Pérez at
eperez@worldvision.org

