

Water Week, EPA Webinar: PMI in Action and Working for You!

By Fernando Fernandez, 2015 PMI President and Director of Codes and Standards, TOTO USA



Fernando Fernandez

Nothing demonstrates commitment like being actively engaged in activities that impact our industry. PMI has a tradition of demonstrating this commitment to its members at the national, state and local levels and this year is no different be it related to technical matters or advocacy and communication. In reviewing 2015's first quarter activities, PMI has been lobbying on issues that impact its respective members not only in California, but at the federal level with respect to the Reduction of Lead in Drinking Water Act. In addition, raising the awareness of regional drought issues and strengthening our messaging on the importance of water efficiency and the products that are available now to deliver the savings that can immediately make an impact are an important role in our activities.

I visited Washington D.C. on April 13th during Water Week and attended the first-ever Plumbing Industry Leadership Coalition's (PILC) Congressional Briefing on the Future of Water (*see article on page 3*). Not only did PMI play a pivotal role in organizing this event, **Barb Higgins**, PMI CEO/Executive Director, was one of the five panelists who spoke on the topic and delivered a powerful message on the importance of recognizing the immediacy of saving water by using WaterSense labeled products. It was very encouraging to see other PILC representatives speak on the significance of taking action now rather than later. As I looked around the room I noticed the attendees eagerly soaking up what was being presented. This event was also significant in another way. It created an atmosphere of empowerment where Congressional staff representatives can witness the presence of PMI and connect in person so that they know who to turn to for consultation when they need to hear an expert voice. I look forward to PMI's role in another similar event. The fourth annual meeting of PILC is set for May 12, 2015 in Washington DC.

Moreover, PMI also made its presence felt in person at the EPA webinar regarding comments being solicited to clarify language and intent on such issues as labeling of products covered by the Reduction of Lead in Drinking Water Act. During this event, Barb presented a review of the law and compelling arguments on how manufacturers already demonstrate compliance through marks of conformity and federally mandated markings. I was able to offer up some technical clarifications as it appeared there was some confusion on test methods and standards related to the topic. While it appears EPA may be leaning in the direction of a marking implementation, it is of tremendous value to be sitting in the room face-to-face with policymakers so that our voice is heard and our presence is felt. We will continue to move forward with members' interests in mind and submit comments to the EPA detailing our position in writing by the end of April. Thank you to **Matt Sigler**, PMI Technical Director, and the Tech Team for their good work behind the scenes to provide details in support of our position. Thanks also to **Stephanie Salmon**, PMI Federal Government Affairs Consultant, who was also in attendance at both events. Through her efforts and contacts, PMI gained added visibility.

Last but not least, PMI participated in the March rulemaking at CEC headquarters in Sacramento, CA. Representing PMI in person were **Jerry Desmond** (PMI California Government Affairs Consultant), **Daniel Gleiberman** (Sloan), and myself (TOTO). We all gave verbal testimony on the rulemaking reiterating our previous positions. However, in an unprecedented turn of events, an Executive Order issued by **Gov. Jerry Brown** (D-CA) on April 1 trumped the formal rulemaking process and authorized the CEC to implement its own proposal as voted on favorably by the various Commissioners. The outcome yielded in flows for urinals and faucets which are a departure from the high efficiency levels standardized in various EPA WaterSense specifications. While this may present some challenges for members, PMI will continue to be engaged on this topic to look for opportunities to which I say, "carpe diem"—seize the day by taking action for the future today!

To Build Confidence: Character Matters, Credibility Counts

By Barbara C. Higgins, Plumbing Manufacturers International CEO/Executive Director



Barbara C. Higgins

Credibility and integrity have been the focus of much press attention lately. We have seen that formerly respected news anchors, sports

figures, and public officials on whom we counted to tell the truth, have been shown to have feet of clay – embellishments, fibs, cover-ups. As the saying goes: “The bigger they are, the harder they fall.” There has been a tendency in the United States (and perhaps the world over) to create heroes, put them on a pedestal and then work to knock them off. Today, many of our icons are revealed as phonies through countless scandals and exposés. While the impact on the disgraced may cost them their place in the spotlight as they fall from the public eye, the real and longer lasting collateral damage is to those who have put their trust in them. The result: a cynical view of the future thought leaders who hope to take their place. We trust no one. We believe no one. Tragic indeed.

The interview process in which I participated in 1997-98 for the top PMI spot, spanned from December to April. The last phase included analysis by a business psychologist, the late great **Dr. Paul Bomrad**, who ultimately became a personal friend. One of his questions was whether I had any heroes. My list was lengthy and varied: authors, astronauts, inventors, social philosophers, historical figures, military leaders, and entertainment celebrities – those who took risks to follow their dreams and be themselves. Sadly, when we ask our kids today about their ‘heroes’, the list is often short, superficial or worst case – nonexistent. Discovering that

someone whom we have held in high regard doesn’t deserve our trust after all, is devastating and tragic. A bit of skepticism is a healthy thing. One can’t be too careful or naïve in today’s crazy world. But taken to the extreme – to have no one to look up to as a mentor or hero – is very sad.

The relationship of PMI to you, our members, is one of trust. We count on you for input and you count on staff to reflect your views. PMI positions on legislative, regulatory and technical issues are the product of the consensus of our association members, a group of companies who compete vigorously in the field. Building consensus is sometimes not easy. PMI staff painstakingly collects the views of our members and then develops an official PMI position. When I first joined PMI in 1998, PMI often took “no position” on key issues. We used the motto “PMI: Voice of the Industry.” As the new CEO, I struggled with how we as an organization could claim to be the “Voice”, but then remain silent on key issues. Since that time, I have encouraged our organization to work to find areas of agreement between our fiercely competitive members. While sometimes, no easy task, this enables PMI to communicate a unified and thus very powerful industry opinion on important issues.

In some corners, manufacturers, and in like manner their industry associations, are seen to lack credibility. Often this is based on age old stereotypes or misperceptions. Sometimes the image is deserved when associations and their members have been less than truthful in their objections or input to proposed regulatory and legislative actions.

On my watch, PMI has worked very hard to be consistent in our messaging; to deliver the truth when we weigh in on issues; to offer legitimate concerns about product efficacy, availability and possible

unintended consequences. We make it a practice to avoid the use of terms like “always,” “never,” and “impossible.” PMI’s effectiveness is dependent on our role as a reliable resource. Once integrity is compromised—that’s it. There is rarely an opportunity to regain lost confidence. There is rarely a chance to put the toothpaste back in the tube.

We have just been through a series of critical discussions with the California Energy Commission (CEC) in view of the drought in California. PMI and our members stand by to assist with viable options to relieve the impact of the drought. We advocate for the adoption of WaterSense products which are available today – ready and waiting to promote the efficient use of water NOW. No need to move to ever-lower rates for future products yet-to be developed. Our estimates indicate that less than 5% of the US (and California) have replaced legacy products with more efficient ones. As noted in our letter to the Governor (*see page 5*) just as it makes no sense to rely on 25-year-old communications technology, it makes no sense to rely on 25-year-old plumbing technology. WaterSense is common sense! Follow this link to learn more! <http://goo.gl/4nJ3tn>

In order to represent PMI accurately, we depend on your accurate input. The relationship is one of mutual trust. We then deliver the industry position with the confidence that we have the support of our membership. Together and over time, with statements others can count on, PMI is establishing a track record of informative, and truthful testimony and counsel. With your support, we are cementing our reputation as a no-nonsense, reliable, credible resource. We offer opinions and advice rooted in our dedication to the efficient use of water in the name of health and safety. Together we are making a difference.

PILC Panel Discusses “The Future of Water” on Capitol Hill

Courtesy of the Plumbing Industry Leadership Coalition

The Plumbing Industry Leadership Coalition (PILC) on Monday hosted the Future of Water Congressional Briefing, an event that helped mark the beginning of Water Week 2015, which seeks to inform and inspire local, state, and national leaders and communicate the considerable value the water sector brings to environmental protection, economic development, and job creation.

On the panel were **Mary Ann Dickinson**, president and CEO of the Alliance for Water Efficiency; **Barbara Higgins**, CEO of Plumbing Manufacturers International; **Pete DeMarco**, senior vice president of Advocacy and Research for The IAPMO Group; **Gerry Kennedy**, executive vice president of Plumbing-Heating-Cooling Contractors-National Association; and **Sara Yerkes**, senior vice president of Government Relations for the International Code Council.

“Along with our partners on the Plumbing Industry Leadership Coalition, IAPMO looks forward to continuing our efforts to meet the global challenges

of drought, water scarcity, and declining water quality through the development of safe and effective plumbing and mechanical code provisions,” DeMarco said.

The Plumbing Industry Leadership Coalition was created to provide a forum for the exchange of information through the leadership of U.S.-based plumbing industry associations representing manufacturers, plumbing systems, certification bodies, and stakeholders having an influence on policy. The goal is to seek common ground on plumbing industry issues and then to address and promote the issues as a unified coalition.

“Water-efficient plumbing has already conserved more than 18 trillion gallons nationally, saving municipalities millions of dollars in the delivery of water and wastewater services to our nation’s water users,” said Dickinson, of the Alliance for Water Efficiency. “With drought gripping more than 30 percent of the United States, federal leadership on water efficiency is needed now more than ever.”



PMI CEO Barbara C. Higgins shares PMI's thoughts and perspectives on the future of water in relation to the plumbing industry

“There’s no need to guess what a future without water will look like,” PMI’s Higgins said. “The future is now in California. PMI and its members stand ready to assist with WaterSense products, which are certified to be both water efficient and effective. Homeowners can start saving water today by replacing inefficient legacy products with WaterSense-certified ones. Consumers won’t settle with 25-year old cell-phone technology. Why, especially with the drought upon us, would anyone be content with 25-year-old plumbing technology? Industry estimates indicate that less than 5 percent of the market has made the switch to WaterSense. The products are ready and waiting on the shelf. Our message: replace those old products and save water now!”

“Increased water efficiency is an important aspect of sustainability, and the adoption and enforcement of relevant codes and standards should be an effective part of any water efficiency program,” said Yerkes, of ICC. “Water and wastewater costs have been rising faster than electricity costs since 2001, so saving water also makes economic sense. ICC is also proud to be a partner in the U.S. EPA WaterSense Program. WaterSense makes it easy to save water while still delivering plumbing products that perform.”



Stephanie Salmon, Federal Government Affairs Consultant for PMI (left), and PMI President Fernando Fernandez, Director of Codes and Standards, TOTO USA join PMI CEO Barbara C. Higgins (right) and other sponsors, in welcoming legislators and members of the press to the briefing. On behalf of the PILC, the event was sponsored by PMI, Alliance for Water Efficiency, American Rainwater Catchment Systems Association, American Society of Plumbing Engineers, American Society of Sanitary Engineering, International Association of Plumbing Mechanical Officials, International Code Council, Plumbing Contractors of America, Plumbing Heating Cooling Contractors Association, National Institute of Building Sciences and Water Quality Association

PMI Urges Use of EPA WaterSense Products in California

Using WaterSense products can make an immediate, positive impact on water savings while avoiding health and safety risks

PMI appreciates and applauds **Governor Jerry Brown's** April 1 executive order, as the need for water savings in California has never been greater. PMI, however, is concerned that the California Energy Commission's (CEC) emergency regulations call for products with maximum flow rates far below approved WaterSense levels and, in the case of 1.2 gallons per minute (gpm) residential lavatory faucets, products that do not widely exist. The compliance deadline of January 2016 is unrealistic in view of the time required for product development, testing and certification, and meeting the deadline will be difficult, if not impossible. In addition, consistent with the analysis submitted by acknowledged scientists, PMI has expressed concerns that the 1.2 maximum gpm flow rate for residential lavatory faucets may introduce the risk of waterborne pathogens growing in plumbing systems. Distribution challenges must also be considered.

In working with the CEC on this issue for some time, PMI advocates the use of current WaterSense-labeled, water-efficient plumbing products meeting Environmental Protection Agency criteria. Using these products can save up to 360 million gallons of water per day in California, according to a PMI estimate.

PMI has therefore recommended a 1.5 maximum gpm flow rate for residential lavatory faucets. PMI advocates for flow rates to be established with an eye toward health, safety and product performance. Replacing, or retrofitting, old plumbing fixtures with WaterSense products will deliver immediate savings now. As noted, the executive

order sets flow rate levels to be effective in the future, delaying the impact of water savings. "The future is now," said **Barbara C. Higgins**, CEO and executive director of PMI. "There is no need to postpone savings. Retrofit to WaterSense today." Higgins was part of a panel presentation on "The Future of Water" at an April 13 Water Week event in Washington, D.C. (see article on page 3).

In anticipation of the need for better water efficiency, PMI has been engaged with the CEC during the two-year regulatory process preceding the governor's order. As a result, PMI is very familiar with the emergency regulations and supports the ones addressing toilets, kitchen faucets and public lavatory faucets.

PMI will continue to work with and provide input to the CEC, the Department of Water Resources and the State Water Resources Control Board as they work to fulfill Governor Jerry Brown's executive order to develop a statewide rebate program providing monetary incentives for the purchase of these products, which include toilets, faucets and showerheads bearing the WaterSense label of endorsement.

In California, the future is now

In an April 7 news announcement (see article on page 5), Higgins stated: "In California, the future is now – a time when steps to sustain an ever-precious resource must be taken. As good stewards of the environment, PMI wants the public to know that using water-efficient plumbing products is an immediate action that can be taken to

save water. Flow rates must be set carefully within health and safety parameters to avoid unintended consequences. PMI advocates levels specified by the EPA WaterSense program, which takes performance criteria into account in addition to promoting the efficient use of water. There have been tremendous advancements in the technology and efficacy of plumbing products. Just as you wouldn't use a 25-year-old cell phone, it doesn't make sense to use 25-year-old plumbing technology."

PMI has long encouraged the replacement of older fixtures with WaterSense toilets, showerheads and faucets, which are widely available in stores throughout California and the nation. PMI and its member companies – which produce most of the plumbing products in the United States – participate as partners in the WaterSense program. "Using WaterSense products is common sense," Higgins said.

The infographic features the PMI Plumbing Manufacturers International logo and the WaterSense logo. It includes a photo of a child playing with water. The text is organized into several sections: a main title, a sub-header, a paragraph about the benefits of WaterSense, a 'Facts of the Matter' section with statistics, a 'Look for the WaterSense Label' section with a circular logo, and a final paragraph about the EPA's role.

pmi PLUMBING MANUFACTURERS INTERNATIONAL

WaterSense® is Common Sense

WaterSense® Plumbing Products – An Easy Way to Save Water

If you live in a home built before 1994, there's a good chance you have plumbing fixtures that use more water than necessary. You may be able to save thousands of gallons of water a year by replacing older toilets, showerheads, and faucets with WaterSense® plumbing products.

Plumbing Manufacturers International (PMI) encourages the use of WaterSense® products as a simple way to save water. PMI members produce 90% of the plumbing products sold in the U.S.

Saving water is important because droughts, aging infrastructure and rising populations have caused water shortages in many regions. You may save money by saving water, too.

Look for the WaterSense® Label

WaterSense® means high-performing, water-efficient plumbing products that gain customer satisfaction. Thousands of WaterSense® products can be found in a variety of price points and styles at home improvement stores, showrooms and online.

Facts of the Matter

Consumers have saved 757 billion gallons of water and \$14.2 billion in water and energy bills since 2006 due to WaterSense® products, according to the EPA.

WaterSense® fixtures use 20% less water than federal requirements. Products receive the WaterSense® certification after undergoing rigorous, independent testing for efficiency and performance.

The USA can save 3 billion gallons of water a day by installing WaterSense® toilets, showers, faucets and urinals in place of fixtures manufactured before the 1994 implementation of the 1992 Energy Policy Act (EPACT). That's more than a trillion gallons of water a year.

Visit <http://goo.gl/4nJ3tn> to learn why "WaterSense is Common Sense."

Rebates Will Save Significant Water in California

PMI estimates up to 360 million gallons a day can be saved through Governor Brown's call for a statewide rebate program

Recognizing the severity of the California drought and the call to action it demands, PMI announced its support of Governor Jerry Brown's call for a statewide rebate program encouraging the purchase of water-efficient plumbing products, such as toilets, showerheads and faucets, to replace older ones on April 7, 2015.

WaterSense products use 20 percent less water than federal requirements

To earn the WaterSense label, plumbing products are independently tested and certified as using at least 20 percent less water than federal requirements while meeting performance standards. Available at a wide variety of price points and in a broad range of styles, these water-efficient products are now required by the California Building Code in new construction and renovations. "A statewide rebate program will further water savings by encouraging comprehensive and timely retrofitting of older products in existing buildings," Higgins said.

PMI has a history of active engagement and support for California legislative and regulatory efforts to accomplish increased water efficiencies:

- PMI was instrumental in the creation and promulgation of the provisions within AB 715 (Laird, Chapter 499, Statutes of 2007) to reduce water consumption of high-efficiency toilets (HET) to 1.28 gallon per flush (gpf) and high efficiency urinals (HEU) to 0.5 gpf. This law set levels of sales for high-efficiency water closets and urinals starting in 2010 and went into full effect for all sales of these products on January 1, 2014. All HETs and HEUs sold in California are required to meet these levels.
- PMI also supported the promulgation of SB 407 (Padilla, Chapter 587, Statutes of 2009), which will require the replacement of plumbing fixtures installed prior to 1994 when new fixtures are installed during new construction or remodeling projects. The older fixtures must be replaced with water-conserving fixtures in single family residences by 2017 and in commercial and multi-family properties by 2019.
- PMI also worked closely with the California Department of Housing and Community Development (HCD) and the Building Standards Commission (BSC) to establish water efficiency levels for the 2013 CALGreen section of the California Building Code, which went into effect on January 1, 2014.

Readers Write

Special thanks to *Ripple Effect* reader, **Scott McDonald**, Vice President of Marketing, Fluidmaster, and PMI Board Member, for his feedback on our last issue, "I read it, with interest, cover to cover – great job!!!"

PMI CEO Quarterly Report is Online

The first PMI CEO Quarterly Report for 2015 is online and ready for review. View it and the previous reports at <http://www.safeplumbing.org/pmi/about/quarterly-reports>

Strengthening Bonds: PMI Addresses Local Chapter of ASPE

Barbara C. Higgins, PMI CEO, was invited as the luncheon keynote speaker to talk about PMI, our initiatives, and synergies with the American Society of Plumbing Engineers (ASPE). The event was held during a meeting of the St. Louis Chapter. PMI and ASPE have a long industry relationship and have partnered on such projects as the International Emerging Technologies Symposium, Plumbing Industry Leadership Coalition and the Get the Lead Out of Plumbing Consortium. The invitation was issued by **Jack Fisher**, Vice President, Technical Committee and **Paul Hellickson**, ASPE Chapter President and Mechanical Designer, McClure Engineering.



Meet me in St. Louis! Barbara C. Higgins meets with Paul Hellickson (left) and Jack Fisher (right) following her keynote address

Members Continue to Find New Ways to Promote Efficiency

By Dawn Robinson, PMI Communications Manager



Dawn Robinson

The recent gubernatorial actions in California have drawn increased attention within the state, and even nationally, especially among PMI members when it comes to the potential impact of water shortages in our industry. While this has encouraged more people to take a closer look at water conservation, PMI members have been actively employing ways to save water not just through the products they produce, and their manufacturing processes, but in sometimes unexpected ways as well.

Fluidmaster, is one such member. Long before California **Governor Jerry Brown's** mandates were issued last month, Fluidmaster was taking proactive steps to reduce its water footprint with efforts such as:

- Beginning to replace “thirsty landscape” with drought tolerant plants and layouts, incorporating the use of agave and other local desert plants



- Using recycled water in their on-site testing facilities whenever possible
- Implementing a self-sufficient solar energy system, using 2,432 American-made solar panels; in addition to providing them with enough energy to run their facility, the system is conservatively projected to save 4,000,000 gallons of water annually (based on an estimated 4.5 gallons of water used to generate each kilowatt of electricity through traditional means)
- Adoption of a “cool roof” technology designed to enhance insulation in the “building envelope” to increase overall energy efficiency, and further reduce consumption of electricity and water

Recognizing that the need to save water spreads beyond just California, **Kohler Company** is also taking steps to enact change by joining the “Change the Course” campaign to support water restoration efforts in the Colorado River Basin. Kohler’s participation is an example of the company’s sustainability efforts which includes driving awareness of water-related issues and encouraging consumers to take action. Kohler’s effort, communicated through its “Believing in Better” platform.

“The economic and environmental benefits of reducing water consumption are significant no matter where you live in North America. But with *Change the Course*, your pledge and the actions you take to reduce water use in your



home will also benefit one of the most stressed rivers in the world,” said **Rob Zimmerman**, Senior Channel Manager for Kohler Co.

By joining *Change the Course*, Kohler Co. and other sponsors seek to inspire permanent change by helping millions of people learn how their actions affect global water issues, and empower them to change the way they use, value, and manage water, including upgrading their toilets, showerheads and faucets to water-efficient models that carry EPA’s WaterSense label.

To learn more about the efforts of our members and these programs, visit PMI’s Join the Discussion section of our website at: <http://www.safeplumbing.org/discussion>

If you are a PMI Member with a story to share about your own efforts to promote water efficiency we’d love to post it—contact **Dawn Robinson**, PMI Communications Manager, at drobinson@safeplumbing.org or **Ray Valek**, PMI Public Relations Consultant, at ray@valekco.com and let our readers know you’ve been up to.

Are you on the distribution list for PMI Press Releases and are we on yours?

If you would like to be added to the distribution list for PMI Press Releases, please contact **Dawn Robinson**, PMI Communications Manager at drobinson@safeplumbing.org. PMI member companies are encouraged to share and post these releases within their own networks. Please double check that your PR teams are also on the list, and vice versa.

PMI Conference “Future of Water: Wins, Woes and Worries”

Mark your calendars and save-the-date for the PMI Conference coming this fall, **October 26-29, 2015**. The conference will focus on the future of water and examine the “wins, woes and worries” affecting our industry.

WHO: PMI Members, Prospective Members, Industry Partners, and Members of the Press are invited

WHAT: Two and a half days packed full of industry relevant presentations, panel discussions, networking sessions with industry leaders, and more!

WHEN: October 26-29, 2015

WHERE: The Hotel Contessa in San Antonio, Texas, on the River Walk (<http://www.thehotelcontessa.com/>)

Registration will open this summer. More details on our exciting line-up of speakers and events will be posted online and in our next issue of *Ripple Effect*.

The popular **Expanded Sponsorship Program** will be back by popular demand. Choosing to participate in the expanded sponsorship program at the 2015 PMI Conference will open doors to one-on-one conversations with leading manufacturers, and key decision makers, from across the plumbing industry. Packages include up to two full conference registrations. Whether it is at your tabletop display, during networking sessions, or during conference meetings, sponsors gain valuable face-to-face time with current and potential clients. Details about participating in the PMI Expanded Sponsorship Program will also be featured online and in our next issue.



Join us as we look to the Future of Water: Wins, Woes and Worries.

News From PMI Members

Don't forget to visit our website to see the latest News from PMI Members: <http://www.safeplumbing.org/news/news-from-pmi-members>

Member Company PR/Communications Consultants Approved to Join Outreach/Communications Meetings

The PMI Board of Directors, recently approved the participation of contracted public relations/communications consultants for member companies on the Outreach/Communication Committee conference calls and meetings. Information exchange regarding PMI's communications strategy (whether by conference call, electronic media or face-to-face meetings) is a fundamental benefit offered by PMI exclusively to its members. The PMI Board of Directors has, however, made an exception to this restriction in the spirit of facilitating idea generation, enhancing the messaging and amplifying PMI's message and initiatives.

The approval is effective immediately and subject to the policy listed below. If you are a member company, and would like to have your consultant added to the contact list for this committee, please contact PMI Communications Manager, **Dawn Robinson** at 847-481-5500 ext. 103, or via email at drobinson@safeplumbing.org.

Guidelines for Member Company Consultants

POLICY: Individuals serving PMI member companies as Public Relations/Communications consultants (“Consultant”) may now participate in Outreach/Communications Committee activities by invitation following these guidelines:

- Consultant participants must be retained by a PMI member company.
- Consultant participants are asked to offer positive support of PMI initiatives and consultants. Constructive suggestions are welcome.
- Non-member consultant participants are considered guests of the Board of Directors and the privilege of participation in these formerly “Members-Only” activities may be withdrawn by the Board at any time.
- Any information identified during these PMI sanctioned events as confidential is recognized as such by the Consultant participant and will be honored by the Consultant.

Congratulations to Barbara C. Higgins, PMI CEO on Her 17th Anniversary with PMI



Barbara Higgins, 1998

Members and friends from across the industry joined PMI staff in wishing our CEO, **Barbara C. Higgins**, the best of wishes on her 17th anniversary at PMI. Although, we don't have room to print them all here, we want to thank all those who took time to send in their regards to Barb, and we join you in thanking her for her service to PMI and wishing her well in the year to come.

- "Congrats, Barb! The best decision we made 17 years ago was to get you to join PMI!" **Gary Turner**, head of 1997 Strategic Advisory Council and executive search committee for PMI
- "Happy Anniversary and congratulations on reaching such a noteworthy professional milestone! The U.S. plumbing industry has been extremely well served under your leadership at PMI. It's been an honor to serve with you and I wish you many more years of effective leadership and service. All the best at EPA today!" **Gary Stanley**, Acting Director, Office of Materials Industries, US Department of Commerce
- "Congratulations Barb!" **Lars Christensen**, Global Product Marketing Manager, Franke
- "Are you kidding me...17 years? Way to go Barb! You are making a major difference in our industry that will be felt for years to come and you deserve a huge 'Thank you!' It's been my privilege to know you all these years and see what you've accomplished. All the best, Bob" **Bob Atkins**, President, Grohe (retired)
- "Congrats! Woohoo - 17 years!!! Thanks for all that you do on behalf of PMI" **Scott McDonald**, VP Marketing, Fluidmaster
- "The years pass like wildfire don't they? Happy work anniversary" **Larry Muller**, Manger, Metallurgy and technical services, Chase Brass and Copper Co.
- "Barb, your service to PMI and the entire industry is unmatched. I am grateful to have worked with you at PMI, and wish you and Trey all the success in the world!" **David MacNair**, past PMI Board Member, formerly of InSinkErator
- "Barbara, I remember when you took over PMI. What you have done with the PILC has been important. I wish you the best and hope to see you at future model code meetings." **Bill LeVan**, CEO, CISPI (retired)



Presented to Barb on her anniversary from the PMI staff

Dear Matt, Dawn, Jodi and Shirley,

A heartfelt 'thank you' to the PMI Dream Team for the lovely flowers to celebrate my 17 years with PMI. You've brightened up my office and my day. I appreciate all you do for PMI!

*All the best,
Barb*

2015 PMI LEADERSHIP

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