

Reflections on a Great Year: Resolve to Evolve

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



Fernando Fernandez

We are now a few weeks removed from our 2015 Annual Conference. I recall flying into San Antonio on a Saturday and noticing the unfavorable weather conditions thinking I didn't want it to rain because the downtown area is very pleasant for a stroll by the Riverwalk area. Fortunately, I brought some of that SoCal (Southern California) sunny weather and the rest is history.

First and foremost, I'd like to thank our members for your attendance and participation at PMI's Annual Conference in San Antonio, Texas. It was truly an information-packed two-and-a-half days of compelling presentations and association-related information which brought us all together in record numbers! From my perspective, it felt like a long time coming since I was the change agent representing the transition from a semiannual format to our new norm of just once a year. I will add, a yearly conference is actually the norm for associations so it has truly been an accomplishment for PMI staff to have operated under the previous format for as long as I can remember. Call it a gut feeling but I suspected we would have the highest member turn out ever – perhaps due to that same reason of moving to the yearly format but an integral part of PMI's evolution nonetheless.

Our keynote speaker, **Mr. Ross Shafer**, hit the nail on the head when he made reference to that “dog-whistle” moment. This phrase alludes to that out-of-the-box thinking style that brings solutions to us through unconventional, yet cost-effective and efficient means. This is something we can apply to both our professional and personal daily life experiences. Both **Dr. Marc Edwards** and **Dr. Paul Sturman** addressed achieving water conservation without

compromising public health as well as biofilm growth and response to antimicrobial treatment. PMI will continue to track progress with respect to this evolving issue and consider future recommendations for added research. In addition, our “Future of Water: Wins, Woes and Worries” panelists addressed some of the local successes with respect to water conservation in San Antonio as well as identified what they forecasted as viable alternatives in the near future as the topic of water availability becomes more crucial due to population growth demands, infrastructure, and rate adjustments. Make no mistake, the biggest evolution we will see will involve water in more ways than one.

I also want to thank all of our speakers and invited guests. Without each and every one of you, the 2015 PMI Annual Conference would not have been the success it was. Moreover, if you haven't already done so, check out the highlights from the event at <https://www.facebook.com/SafePlumbing/photos>.

Now, as we look forward to what's in store, it is safe to say that PMI will continue to evolve and enhance its relevancy through our communications and outreach strategies, through our strength in lobbying efforts, and through our continued momentum and impact in areas of technical expertise. However, that's not all. 2016 will be an exciting year as we look to continue to leverage input and participation from the Strategic Advisory Council (SAC), from our own members, and from industry allies too. In looking back at this last year I can say that it has been a great experience working with **Barbara C. Higgins**, PMI CEO/Executive Director, the Board and the SAC in terms of bringing you the value you expect. As my term as President comes to a close and we look at welcoming 2016 PMI President **Paul Patton**, senior research and development/regulatory manager, Delta Faucet Company. I ask each of you to resolve to evolve, to think out of the box, and look at ways to enhancing your level of participation with PMI. Thank you.

Time Flies When You're Managing an Industry Association!

By Barbara C. Higgins, PMI CEO/Executive Director



Barbara C. Higgins

August through early November was a crazy busy time for PMI and in particular... for me. Member visits, industry meetings, the September Executive Fly-

In, government meetings, the Bathroom Manufacturers Association (BMA) conference in the UK and our own PMI conference resulted in nearly non-stop travel. As I packed my bags for yet another trip, I could hear my dad's voice with his classic mantra, "You don't need a house, just a PO Box number."

While the rhythm becomes routine, the crack-of-dawn departures do not. Recently, I set my alarm clock for 4:00 am in preparation for my 5:15 am ride to the airport. As dawn approached, I opened one eye to steal a glance at the clock. I was not happy to see that it was 5:00 am! What the heck?! It turns out that I'd set the clock for 4:00 PM instead of AM. Don't you hate when that happens?! Needless to say, after rocketing out of my bed, there was no need for coffee that morning. Fueled by adrenaline alone, I showered, (and even squeeged the shower walls), finished packing, got dressed and was out the door by 5:16 am to meet the car. Not bad. If we had a fireman's pole rather than a flight of stairs, I might have shaved off that extra minute and spared the driver from having to ring the door bell and waking the house.

Time flies and here we are at the end of another PMI year. I hope you've stayed updated on our initiatives and accomplishments through the quarterly highlight reports: <https://goo.gl/RaC9Yf>. As I mentioned at the 2015 Annual Conference in San Antonio, moving to a single annual conference has enabled

staff to focus on pursuing strategic goals rather than meeting planning. The results of this redefined focus speak for themselves! We of course recognize and appreciate the value of face-to-face meetings and so will hold a series of smaller topic-specific meetings here at PMI Headquarters throughout 2016. We will also encourage our committee chairs to take a much more proactive role in setting goals for their committees and even in the planning of their committee meeting content for next year's Annual PMI Conference near Chicago.

PMI conferences are the result of meticulous planning. PMI is known for the quality of content and the precision of executing of our meeting. Our conferences have become our trademark and seen by others as a "best practice" to emulate. This does not happen by accident. The occasional glitch is an unwelcome exception to the rule and is quickly added to our post mortem meeting review list to be discussed and resolved by PMI staff. We don't beat ourselves up for a less-than-perfect incident, but we do our very best to ensure that mistakes don't happen twice. (For example, you can bet that as part of our pre-conference preparation next year, we will all know how to dim the lights in the meeting room!) In addition to our own notes, we are eager to see the results of the surveys you complete. What did we miss? What did we do well and what can we do better? We vet our speakers to ensure that the style is as compelling as the content. We provide phonetic pronunciation guides and bulleted introductions to those introducing guest speakers. We keep tight tabs on meeting times and keep the momentum rolling. With the possible exception of the weather (though we do our best on that score too), nothing is left to chance.

With this as the inaugural annual PMI conference, it was a bit challenging to anticipate, a year ago, projected attendance levels for 2015. Folks may not realize that we sign hotel contracts

more than a year in advance and do our best to anticipate the business climate, industry issues, membership levels and your behavior. Our track record is pretty darn good. (As you might now guess, I'm currently working with **Pete Jahrling** on the 2017 venue.) With record registrations in 2015, we had our work cut out for us to ensure your comfort in the tightly-packed meeting rooms. We appreciate your feedback and comments. We also appreciate your understanding that we always do our best to deliver a solid program.

We are very aware that just as with a trade show, no matter the published end time, there are some of you that creep out early. As we warn, woe unto you! This year our grand finale was a stellar panel of Water Warriors who delivered rich content, great brainstorming and quite a bit to think about. PMI even made its television debut as our event was covered by the local news network KSAT and we appeared on the nightly news! <http://goo.gl/OZkb0X>

In closing, I must acknowledge what a pleasure it has been to work with PMI President **Fernando Fernandez** this year. It has been a year of mutual respect. We have truly worked as a team and like lifelong friends are notorious for finishing each others' sentences. Great minds think alike, we often smirk! What a great year and, as noted, the results show. With streamlined governance and a board focused on the business of the business, the results are obvious. Thanks to Fernando, the 2015 Board, members and staff for a terrific year... Here's to 2016!

Holiday Schedule Reminder

PMI offices will be closed as follows:

November 25: Closing at 2 pm CST

November 26–27: Closed

December 24–January 1: Closed

[Click for a holiday message from PMI](#)

Safer Consumer Products Regulation Warrants Watching

By Matt Sigler, PMI Technical Director



Matt Sigler

As covered in my last *Ripple Effect* article, the regulations known as “California Proposition 65” put restrictions on the chemicals that manufacturers utilize

in their products by requiring them to provide a “clear and reasonable” warning before knowingly exposing the public to a chemical included on the Proposition 65 List. In my opinion, there is one regulation in California that could eventually have a more costly impact on plumbing product manufacturers than California Proposition 65 known as the “Safer Consumer Products” program.

The California Department of Toxic Substances Control’s (DTSC) Safer Consumer Products (SCP) program took effect on October 1, 2013. The purpose for the SCP program is to identify and prioritize chemicals in consumer products that have the potential to be harmful to the public and environment, and evaluate potential safer alternatives.

The process utilized by DTSC for identifying potentially safer alternatives includes:

- Establishing a list of “Candidate Chemicals,” or chemicals with hazardous traits or exposure history, that are based on existing authoritative lists. The authoritative lists consists of fifteen hazard trait-based lists of chemicals and eight lists of chemicals based on exposure concerns.
- Establishing a list of “Priority Products,” which are consumer products identified by DTSC that contain one or more Candidate Chemicals. If a Candidate Chemical becomes

the basis for a consumer product being listed as a Priority Product, then that chemical is designated as a “Chemical of Concern (COC).” On March 13, 2014, the first set of Priority Products was established by DTSC which included: paint stripper with methylene chloride, spray polyurethane foam with unreacted MDI, and children’s foam-padded sleeping products with TDCPP or TCEP. Additionally, on June 25, 2014, DTSC identified product categories on which to select the next set of Priority Products which includes: beauty and personal care products, building products such as painting products, adhesives, sealants and flooring, household and office furniture, cleaning products, clothing, fishing equipment, and office machinery.

- The manufacturer notifying DTSC when their product(s) is identified by DTSC as a Priority Product, and performing an “Alternatives Analysis (AA)” for their product(s) to determine how best to limit exposure to COCs. The purpose for the Alternatives Analysis is to

determine what alternative chemical ingredient or product design to utilize. The manufacturer will submit the completed Alternatives Analysis to DTSC to evaluate and determine if a regulatory response is necessary.

- The DTSC choosing to implement a regulatory response if the manufacturer decides to retain the Priority Product or the chosen alternative is a risk to public health or the environment. There are a number of regulatory responses that DTSC may choose to implement such as use restrictions, product sales prohibition or no regulatory response at all.

Even though plumbing products have not been identified in the next set of Priority Products, PMI Staff believes this will eventually occur. In the meantime, PMI Staff will continue to keep membership aware of new developments, and participate on their behalf in the regulatory process.

For more information on the SCP program please go to:
<http://www.dtsc.ca.gov/SCP/index.cfm>

And the Winner Is...

Congratulations to **Mariana Nicolae**, global regulatory manager, Sloan Valve Company, on winning the PMI Passport drawing! The Passport Program designed by PMI encourages conference attendees to visit each of the exhibiting sponsor booths at the PMI conference. Passports featured logos of each of the ten exhibiting sponsors and attendees were given a stamp for each sponsor when they visited their booth. An additional spot was added for a stamp given when the attendees turned in their completed antitrust forms at the end of the conference. Completed passports were then entered into a drawing.

PMI President, **Fernando Fernandez**, TOTO USA drew the winning passport during the final day of the conference for a \$100 Visa gift card and free registration for the 2016 conference in Chicagoland.



Register Now for the 2016 IETS in Chicagoland

International Emerging Technology Symposium

Registration is now open for the bi-annual International Emerging Technologies Symposium (IETS) scheduled for May 10-11, 2016 at the Westin O'Hare in Rosemont, Illinois. IETS provides a unique opportunity to join leaders and visionaries in the plumbing and mechanical industries from across the globe. Convened by ten key industry associations, this two-day event provides participants with an opportunity to view presentations and engage in timely discussions on critical topics.

We will explore how emerging technologies have provided solutions to challenges throughout industry segments including plumbing, mechanical, HVAC,

utilities, water efficiency-focused organizations, manufacturing, and industry trade associations.

The sponsors, presenters, and panelists participating in this symposium represent a diverse body of knowledge in the fields of: water quality, sanitation and health, water reuse, water and embedded energy, HVAC, solar, geothermal and other renewable technologies, and fat, oil and grease (FOG) discharge mitigation.

During the networking portions of the event, you can openly discuss pertinent topics with these experts and develop strategies how these evolving dynamics can benefit you and your organization.

IETS also invites you to sponsor the symposium. The IETS is an ideal forum to showcase your products, systems and services to engaged participants concerned about water and energy ef-

iciency from across the globe. No other venue provides access to such a diverse group of decisions makers.

To learn more and access sponsorship information, hotel information and online registration please visit:
<https://goo.gl/m1AzPz>



Sharing the Love

We received some kind words of praise for last month's article "All for One and One for All—Are You In or Out?" by PMI CEO/Executive Director **Barbara C. Higgins**, which appeared in the October 2015 issue of *Ripple Effect*. Read the full article and join the discussion here: <https://goo.gl/f9HI9y>

"I just needed to tell you how much I LOVED your article in Ripple Effect!"

Jennifer Baker Reid, president, The Laurin Baker Group, LLC.

"I LOVED your column this month. Hear hear! I couldn't agree more!"

Marcie M. McNelis, principal, MultiState Associates Inc.

2016 Crystal Vision Awards Breakfast

Registration is now open for the 16th Annual Crystal Vision Award Breakfast on Wednesday, January 20 in beautiful Las Vegas, Nevada!

Enjoy a complimentary breakfast as well as keynote message from **John B. Norris V**, managing director and founder of Oakworth Capital Bank, as we salute the manufacturers and builders who have generously donated to the World Vision Storehouse.

This year's breakfast event will be held on day two of Design & Construction Week, a massive industry collaboration of the International Builders' Show (IBS) and the Kitchen & Bath Industry Show (KBIS).

Learn more and register here: <http://goo.gl/87sWk8>



PMI, CIPH Announce Effort on Joint Plumbing Standards

By Ray Valek, PMI Communications Consultant

PMI and the Canadian Institute of Plumbing and Heating (CIPH) announced a mutual effort to further advance the development of joint Canadian-United States plumbing standards. This effort will build upon work exploring the harmonization of standards and conformity assessment procedures initiated by the American National Standards Institute (ANSI) and the Standards Council of Canada (SCC).

Toward developing the concept of “one standard, one test/one scheme” throughout North America, CIPH and PMI have reached out to their respective memberships for input on specific U.S. and Canadian standards that generate duplication of effort and that could benefit from a joint U.S.-Canadian standard approach. “We asked our members to indicate the areas that would benefit from the publication of a single document for both countries that indicates compliance to ANSI and SCC requirements,” said Barbara C. Higgins, PMI CEO/Executive Director.

This stakeholder engagement in the design and implementation of harmonizing standards is vital, said **Ralph Suppa**, CAE, CIPH president and general manager. “Expressions such as ‘one standard, one test’ and ‘one audit accepted everywhere in North America’ are frequently used during meetings and conferences between government and industry; they reflect a strong stakeholder interest in pursuing more efficient approaches,” he stated.

Over the coming months, PMI and CIPH will communicate the input they receive from members to ANSI and SCC and explore how best to respond to member requests for joint Canada-U.S. standards. Results of this initiative will be shared with all stakeholders toward determining appropriate next steps for future joint U.S.-Canadian standards development activities.

North American harmonized standards will enhance economic growth and competitiveness

Standards and conformity assessment play a key role in supporting economic growth and in facilitating trade. Further cross-border standardization will enable both U.S. and Canadian industry to increase supply chain efficiencies and improve the competitiveness of their exports across the continent and around the world. Conversely, duplicative standards, testing and certification require-

ments within a regional market can act as barriers to trade, negatively impacting costs, productivity and competitiveness.

Canada and the United States have the largest and most comprehensive trading relationship in the world, supporting millions of jobs in each country. In 2014, trade of goods and services between Canada and the U.S. totaled nearly \$600 billion CAD. In addition, trilateral trade between NAFTA partners (including Mexico) surpassed \$1.1 trillion CAD.

PMI Supports WATER Use Act

By Ray Valek, PMI Communications Consultant

PMI and its members support the Water Advanced Technologies for Efficient Resource (WATER) Use Act of 2015 (H.R. 3720), the latest proposed Congressional measure advocating WaterSense authorization. Introduced by **Rep. Matt Cartwright** (D-Pa.), the WATER Use Act also directs the federal government to purchase the most water-efficient products on the market and to provide assistance to state and local governments facing water shortages and other water-related issues.

PMI and its members have been leading efforts to gain support for H.R. 3720 and other bills advocating WaterSense authorization, including:

- North American Energy and Security Act of 2015 (H.R. 8), which includes a WaterSense provision sponsored by **Rep. Bob Latta** (R-Ohio) and **Rep. Jerry McNerney** (D-Cal.). This bipartisan measure passed the House Energy and Commerce Committee on Sept. 30.
- Water in the 21st Century Act (H.R. 291/S. 176), sponsored by **Sen. Barbara Boxer** (D-Cal.), and **Rep. Grace Napolitano** (Cal.-32).

- American Energy Innovation Act (S. 2089), sponsored by **Sen. Maria Cantwell** (D-Wash.).
- California Emergency Drought Relief Act (S. 1894), sponsored by **Sen. Dianne Feinstein** (D-Cal.).

“PMI applauds these lawmakers and their efforts to advance legislation authorizing the WaterSense program, which encourages consumers to decrease indoor water use through high efficiency plumbing products, services, and practices,” said **Barbara C. Higgins**, PMI CEO/Executive Director.

WaterSense is a voluntary, private-partnership program sponsored by the U.S. Environmental Protection Agency (EPA) and broadly supported by manufacturers, retailers, trade associations, nonprofits, builders, and local/state governments. PMI has been a WaterSense partner since 2007; WaterSense certifies toilets, showerheads, bathroom faucets and commercial pre-rinse spray valves that are at least 20 percent more water efficient than other plumbing products meeting federal standards.

The Future of Water: Wins, Woes and Worries



Sponsors Ryan Baird and Dan Borkowski of Chase Brass and Copper Co.



Paul McDonald, CIPH; William Gray, Uponor with PMI's Barb Higgins



Dr. Paul Sturman talks biofilm



Social Media Panel compares best practices



Fiesta con mariachis!



NEOPERL's Marie-Helene Pernin and Fredrick Fraisse



1st timer Jaci Evers, American Standard and PMI consultant Fred Desborough



ASPE's Billy Smith with John Finch, MASCO



Hazing 1st timer Cambria McLeod, Kohler Co.



Social Media Panelists check in online



ICC's Dawn Qualley and Maribel Campos with Ramiro Matta, CSA Group



Laura Marlow, CMD Group



Global initiatives with Fair Trade Committee



Quorum confirmed—meeting on!



A bit of Canadian fandom comes to Texas

PMI 2015 Conference: October 26–29, San Antonio, Texas



The boys from IAPMO: Lee Mercer and Anish Desai



Dayne Tyner, MASCO; Lars Christensen, Franke; Michael Martinez, MASCO and Michael Klueh, Hansgrohe



SAC strategizing with Ray Fisher, Fisher Mfg; Todd Talbot, Fluidmaster; and Jai Shah, Delta Faucet Co.



Dr. Marc Edwards talks health and safety



CMD's Derek Guffey and Laura Marlow with Rick Reles, Kohler, and Kris Alderson, Bradley



Panelist Ashlei Cooper, PHC/Plumbing Engineer Magazine, shares media insights



Sharing a laugh with the keynote speaker



TOTO President Bill Strang poses a question



Stamping the Passports! (see article on page 3)



Joel Smith, Kohler Co, and Belinda Wise, NEOPERL network amidst the exhibits



Rave reviews for Keynote Speaker Ross Shaffer



Future of Water Panelist celebrate water wins



PMI in Prime Time with KSAT News featuring Water Panelist Karen Guz



Sloan Valve's President and CEO Graham Allen (right) and Pete Jahrling listen in



Todd Lumpkin, CSA Group, (left) with David Purkiss, NSF International

Recognizing PMI Conference 1st Timers, VIPs and More



First time attendees and VIP Guests are welcomed at a dedicated reception the night before the conference presentations begin. Shown here are (l/r): Javier Robles, Truesdail Industries; Ryan Baird, Chase Brass and Copper Company; Richard Houle, Reliance Worldwide Corp., Laura Marlow, CMD Group, William Gray, Uponor; Beth Livingston, Environmental Protection Agency-WaterSense; Shane Page, Oatey; Lenora Campos, Ph.D., TOTO USA; Sean McClenaghan, Reliance Worldwide Corp.; Brian Henry, American Society of Plumbing Engineers (ASPE); Ashlei Cooper, PHC News/Plumbing Engineer Magazine; Mark Fasel, Viega LLC; Maribel Campos, International Code Council (ICC); Tom Achtziger, Moen, Inc.; David Purkiss, NSF International; Jai Shah, Delta Faucet Co.; and Sanjay Ray, Truesdail Industries.



First time attendees Rob Furioso, Symmons Ind.; Chris Ochoa, International Code Council; Krishna Arkalgud, Fluidmaster; Richard Polston, Hansgrohe; Jason Clark, Hansgrohe; and Jaci Evers, American Standard Brands, attend the opening day of presentations.

First time attendees not shown here include: Derek Bower, Viega LLC; Christian Geisthoff, Viega LLC; Scott Kay, BrassCraft Mfg.; Cambria McLeod, Kohler Co.; Jon Medved, WCM Industries; and Paul Olson, WCM Industries.



Outgoing and incoming PMI Committee Co-Chairs strategized with the Board of Directors on best practices for the coming year (l/r): David Marbry, Fluidmaster; Ece Cokyasar-Potter, Vitra USA; John Finch, Delta Faucet Co.; Gary Cole, T&S Brass and Bronze Works; Joel Smith, Kohler Co.; Kris Alderson, Bradley Corp.; Daniel Gleiberman, Sloan Valve; Lenora Campos, Ph.D., TOTO USA; Chip Way, Lavelle Ind.; Misty Guard, Bradley Corp.; and Jay Burnett, Delta Faucet Co. Not shown are: Jeff Zeman, Kohler Co.; Michael Martinez, Delta Faucet Co.; Rick Reles, Kohler Co.; and Shabin Moinian, International Code Council (ICC)



PMI Staff, consultants and VIPs gather at the close of another successful conference (l/r): Frederick Desborough, senior technical consultant; Dawn Robinson, communications manager, PMI; Barbara C. Higgins, CEO/Executive Director, PMI; Maureen Baird, graphic/web design consultant; Ann Geier, administrative assistant, PMI; Ray Valek, public relations consultant; 2015 PMI President Fernando Fernandez, TOTO USA; Stephanie Salmon, federal government affairs consultant; 2016 PMI Treasurer Scott McDonald (back row), Fluidmaster; 2016 PMI President Paul Patton (front row), Delta Faucet Co.; Jerry Desmond, California government affairs consultant; Yvonne Orgill, Bathroom Manufacturers Association (BMA); Christian Taylor-Hamlin, BMA; Jodi Stuhberg, PMI association manager; and Matt Sigler, PMI technical director.



2016 PMI President Paul Patton (left) receives the PMI gavel from 2015 President Fernando Fernandez; Paul's term begins in January



Stephanie Salmon (left) and Barbara C. Higgins present Fernando Fernandez with a United States flag as a thank you for his time as PMI President



More thank you gifts for outgoing PMI President Fernandez: a plaque and cd "ABBA Gold," including the hit song "Fernando"!

See more PMI Conference photos here:
<https://www.facebook.com/SafePlumbing/photos>

Kudos From Our Appreciative Conference Attendees

"The entire PMI Staff hit it out of the park!!!"

Dann Holmes, NSF

"Great job on the annual conference as usual! I truly appreciate the relevant and timely information presented by the various speakers."

Ramiro Matta, CSA Group

"Keep up the great work—a lot of progress is being made this week [at the conference]. Thanks for including me as a part of the program and please convey my thanks again to the PMI Board and team." **Ralph Suppa,**
Canadian Institute of Plumbing and Heating

"PMI you are terrific to work with! The conference was great."

Laura Marlow, CMD Group

"Always informative and well organized. Also an excellent networking opportunity regardless of your job function."

Mark Malatesta,
American Standard Brands.

"This is a valuable source of information. It is a great way to get insight into the trends, challenges and other activities affecting our industry."

Terry Burger,
NSF International

"Great conference, jam-packed with relevant topics and professional organization."

Holger Fehrholz, Similor AG

"As a first time attendee, I really enjoyed the thoughtful planning of the event, the professionalism of the attendees, and learning from both the speakers as well as from the other members of PMI."

Cambria McLeod, Kohler Co.



Fernando Fernandez presents a welcome plaque to Mark Fasel (right) of new member Viega LLC



Daniel Gleiberman, Sloan Valve Co. (right) receives the President's Award from Fernando Fernandez



Joel Smith, Kohler Co. (right) receives the President's Award from Fernando Fernandez



Franke's Lars Christensen (right), receives New Member Plaque from Fernando Fernandez



Holger Fehrholz of Similor AG (right) accepts the New Member Plaque from Fernando Fernandez

Thank you to everyone who completed our conference survey—results will be posted in the coming days. Copies of the presentations are online and meeting minutes will be posted there soon. Access all these materials at:

www.safeplumbing.org/2015conference

A Special Thanks to Our PMI Leadership

Thank you to all of our members who have volunteered their time to serve on PMI committees and leadership councils. Special thanks to those who will be retiring their positions at the end of this year:

Strategic Advisory Council (SAC)

David Lingafelter, President, Moen

Tim Ferry, President, InSinkErator

Tim O'Keeffe, CEO, Symmons Industries, Inc.

Board of Directors

C.J. Lagan, Compliance Engineering Manager, American Standard Brands

Tim Kilbane, National Sales Manager, Symmons Industries

Committee Co-Chairs

David Marbry, Codes and Standards Engineer, Fluidmaster (Technical)

Ece Cokyasar-Potter, Sales Manager, Plumbing Division, Vitra USA (Fair Trade)

Gary Cole, Operations Manager, T&S Brass and Bronze Works (Advocacy/Government Affairs)

Rick Reles, Vice President-Leadership and Professional Development, Kohler Co. (Outreach/Communications)

Reflections From Your Avuncular Legal Counsel

By Mike Sennett, PMI Senior Legal Advisor, Jones Day

Impressive!! My days in San Antonio for the PMI Annual Meeting just a few weeks ago were eye opening beyond belief. As many of you know, my colleague, **Erin Shencopp**, assumed the responsibilities of chief legal counsel for PMI more than two years ago and since that time I have served as the occasional senior legal advisor to the association (some may say, indeed very senior). I had the opportunity to join you in San Antonio this year to cover for Erin. I was truly amazed and surprised by how much change has occurred and how much positive momentum has developed. I was there some years ago for the beginnings of the discussions that many in leadership hoped would lead to some long-needed transformational change at PMI, but I was not in the many board meetings and Strategic Advisory Council (SAC) sessions that led to the new PMI unveiled to me in San Antonio. (Erin covered these sessions as legal counsel.) I could not tell **Fernando** and **Barb** enough times how truly exciting it was to see the finished product that the PMI team brought home. I have been PMI's counsel for almost 20 years, and I feel honored and blessed to have been able to witness firsthand the culmination of Fernando's remarkable year and to see the changes at PMI. Thank you for the opportunity.

And what a treat. PMI advocacy has taken a whole new proactive shape, with key executive fly ins (Washington DC and California), meaningful Congressional briefings and the important engagement of member CEOs as key advocacy participants. I also saw that PMI is now comprehensively committed to social media and communications and witnessed firsthand all of the positives this new commitment has brought in member value and the delivery of sophisticated member services. Globally, PMI has never been stronger, with powerful and trusted relationships with the leading Canadian and European associations and positive influence internation-

ally. Most impressive also has been the emergence of the Allied Members, from their engagement with PMI members through their exhibitions, to their financial sponsorships of PMI activities, to their active and positive involvement in the business and direction of PMI. Also I was struck by the more advanced technical and regulatory support emerging for member companies, with independent scientific research initiatives, a pro-consumer WaterSense strategy, research supported federal and state advocacy, and regulation shaping involvement before state agencies such as the California Energy Commission.

Let me return to the new engagement of PMI in the communications, marketing and consumer facing side of the membership. Discussing with **Rick Reles**, Kohler Co., this new PMI commitment led me to understand and appreciate that the new PMI has opened up to a entirely new and now active category of its member employees. San Antonio saw not only PMI's historical strength in codes and standards and the continuing attendance at the meetings of the technical types, but it also embraced the emergence of new PMI programs, initiatives and services brought to San Antonio by the members' marketing teams and a number of senior sales executives. This led to record numbers of attendees in San Antonio, with three, four and five from a number of companies in attendance. The "adds" were most often marketing types. Impressively, the communications track at the meeting was standing room only (and I was one of the ones standing). This from only a few years ago when a dozen or so would attend the meeting consisting mostly of Rick, a few stalwarts, PMI staff and legal counsel. What an exciting change.

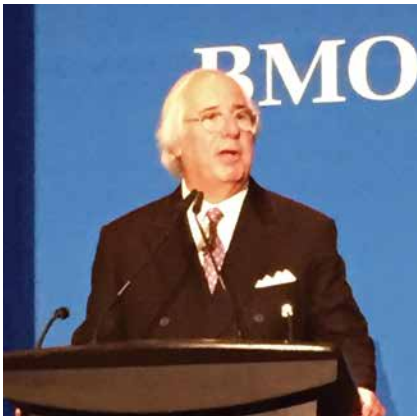
Finally, and most importantly, I witnessed the culmination of some of the most difficult but necessary changes — those made to the governance bylaws



Mike Sennett addresses conference attendees in San Antonio

and policies of PMI. These changes sharpened PMI's direction, elevated and enhanced its decision-making and streamlined its internal processes such that the small and efficient staff is now empowered to focus on direct member initiatives, legislative advocacy, new member development, allied member engagement and a host of other strategic undertakings. Governance changes included the reshaping of the board size and composition to facilitate prompt and effective decision making and the adoption of PMI strategies to support Barb and her team. Fernando led a PMI initiative with several recent presidents to reform the bylaws to permit much of what was seen in San Antonio as well as behind the scenes. The reengagement of the SAC — the CEO-led group that had not been engaged by the board for 20 years — brought renewed energy to PMI's mission and advocacy commitment. Every PMI board and association policy was reviewed, reaffirmed, dismissed or updated. The staff was immensely aided in all of this by the decision to drop the mid-year meeting in favor of more targeted board, ad hoc and committee meetings, advocacy get togethers and strategy sessions at PMI headquarters, such as the one undertaken by the SAC.

All in all, it was a very satisfying time in San Antonio. PMI is lean and mean and nicely prepared to address all challenges head on — exactly what is needed from your 21st Century trade association.



BMO Harris Bank sponsored a presentation on fraud protection by felon-turned-FBI-consultant Frank Abignale, the inspiration behind the Leonardo Di Caprio movie "Catch Me If You Can." PMI CEO/Executive Director Barbara Higgins attended the seminar to ensure best practices for PMI.



Bob Dold (R) US representative for the Illinois 10th congressional district was featured at a regional meeting of the National Association of Manufacturers (NAM). PMI CEO/Executive Director Barbara Higgins, leveraged the opportunity to talk about the initiative to authorize the EPA WaterSense program. In answer to her question, Rep. Dold confirmed that face-to-face visits are the best way to communicate with legislators. Note the "republican" elephant pendant on Barb's scarf.



Across the pond at the Bathroom Manufacturers Association (BMA) 2015 Conference with Christian Taylor-Hamlin, technical director, BMA; Yvonne Orgill, chief executive, BMA; 2015 BMA President David Osborne, Roman Showers; 2015 PMI President Fernando Fernandez, TOTO USA; 2016 PMI President Paul Patton, Delta Faucet Co.; and Barbara C. Higgins, PMI CEO/Executive Director.



Keynote speaker and noted footballer Francis Benali presented CEO/Executive Director Barbara Higgins with the raffle prize at the BMA conference. PMI President Fernando Fernandez and PMI Vice President Paul Patton also donated. Proceeds from the raffle go to the Children's Burns Trust as part of the Hotwaterburns.org campaign to help children injured by scalding water. <http://www.hotwaterburns.org>



S.J. Peters, executive director of Plumbing Contractors Association (PCA), the Plumbing Council and PAMCANI (Plumbing and Mechanical Contractors Authority of Northern Illinois) (left) joined PMI CEO/Executive Director Barbara Higgins at the Plumbing Heating and Cooling Contractors Associations (PHCC) conference in early October in welcoming new PHCC Executive Vice President Michael Copp who will replace Gerry Kennedy (right) who retires at the end of the year.

From **Gerry Kennedy**, executive vice president, PHCC, to PMI regarding their commemoration of his retirement with warmest wishes and a gift card to his favorite spot, Morton's Steakhouse:

Barb,
Thank you to the PMI Board and staff for the gift card. More importantly, thank you for friendship. You have done great work with PMI. Congratulations to you!

I hope we can keep in touch,
Gerry



Following the 2015 BMA Conference, PMI President Fernando Fernandez and CEO/Executive Director Barbara Higgins visited the NEOPERL production facility in nearby Malvern. Noel Neath, NEOPERL provided a comprehensive tour.

Out and About with PMI Staff *Continued from page 11*



CMD Group

Allied member, CMD Group, met with PMI Communications Manager Dawn Robinson (left), to talk about member benefits and the unique ways the two organizations can work together to enhance PMI's messaging and share more of our member's stories. Pictured from CMD Group are Laura Marlow, senior director, business development and strategic partnerships (center), and Deborah Reale, senior manager, social networking (right). Not shown, but also present, was Marianne Smith, customer loyalty manager.

Dornbracht Americas

Matt Miles, marketing manager, Dornbracht (left) and intern Franziska Frick (right) welcomed PMI Communications Manager Dawn Robinson, to their corporate headquarters in Duluth, Georgia. Also present but not shown were: Ingolf Matthée, CEO and president, and Kelly Cheek, marketing manager.



Viega LLC

New member Viega hosted PMI CEO/Executive Director Barbara Higgins and PMI Technical Director Matt Sigler in Wichita, KS. Shown here (l/r): Derek Bower, director, product management-metals; Barb; Christian Geisthoff, vice president, market innovation; Martin Knieps, director, technical marketing; and Matt.

... and at their manufacturing plant in McPherson, KS. Shown here with Barb and Matt is Martin Knieps, director, technical marketing and Viega's famous Orange County Chopper which has been showcased across Europe and North America.



2015 PMI LEADERSHIP

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(1/15-12/16)

Nate Kogler, Bradley Corporation
(1/15-12/16)

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Warmest wishes for the Holiday Season
from everyone at PMI

