

## PMI 2013 Fall Conference: A Solid Foundation for the Future!

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



Jeff Baldwin

As summer fades into fall and the excitement of a new year begins to shift into getting ready for the one that lies ahead, PMI is doing much the same. The final quarter of the year is fast approaching and preparations for our 2013 Fall Conference are in full swing. Set for October 13-16, in Washington, D.C., the event will focus on building **A Solid Foundation for the Future.**

New and familiar faces will gather together to address important topics, including our nation's infrastructure problems, universal conformity and assessment, internet sales of non-compliant products and environmental labeling. Attendees will have a chance to hear from, and talk to, representatives from the U.S. Department of Commerce and the Bureau of Consumer Protection for the U.S. Federal Trade Commission, the American Society of Civil Engineers, Environmental Protection Agency (EPA), National Institute for Building Sciences (NIBS), Washington DC Water and Sewer and participate in an interactive panel discussion with the Canadian Standards Association (CSA), International Association of Plumbing and Mechanical Officials (IAPMO), International Code Council (ICC), Intertek, National Association of Home Builders (NAHB) Research Center, Truesdail Group, NSF International, Underwriters Laboratories (UL) and Water Quality Association (WQA). We will hear from our friends around the globe to understand what is going on in other markets, including **Christian Taylor-Hamlin** of the Bathroom Manufacturers Association (BMA); **Carl Culotta** of Frank Lynn Associates will be on hand to discuss getting "Back to Basics—Market Mapping" and **Tim Keane** of Legionella Risk Management,

Inc. will address unintended consequences of reduced flow rates in the fight against Legionella and much more. All this will start with an exciting presentation by **Charlie Cook**, editor and publisher of *The Cook Political Report* and political analyst for the *National Journal*.

During the course of the conference we will also be setting the stage for all the exciting things to come in 2014: electing new officers, setting new policies and agendas, developing new action items and building that solid foundation that is the goal of the event. Before heading home, our members will join us in visiting Capitol Hill to speak with members of Congress. These Hill visits will build upon the work that will be done by our CEOs during our September 11 fly-in, where 11 CEOs from our member companies will come together with Congressional leaders to discuss topics critical to our industry. (See related story on page 2).

Summer may be over, but our work is still ramping up. Join us for an action-packed fall and help in laying the groundwork for the days ahead.

Registration for the event closes September 19. Visit our website at [www.pmihome.org](http://www.pmihome.org) to reserve your spot today!

We'll see you in D.C.!

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# Celebrating First PMI Executive Fly-In and Return of SAC

By Barbara C. Higgins, PMI Executive Director



Barbara C. Higgins

PMI's strategic planning efforts have been enhanced by the recent re-formation of the CEO Strategic Advisory Council (SAC). In February, a

group of 14 PMI member company CEOs met at PMI headquarters in Rolling Meadows, Illinois to discuss key industry issues and explore ways to best leverage the collective power of PMI. **Tim Kilbane**, Symmons and PMI 1st Vice President attended as a representative of the PMI Board of Directors.

Asked to articulate "What keeps you awake at night?" the CEOs cited a number of issues—top among them the burden on US business of over-regulation. As testimony to their commitment to the cause, eleven PMI executives (and a prospective PMI member!) put words into action by convening September 10 in Washington DC for a networking event, followed by visits to Capitol Hill on September 11. The Executives carried PMI's message to legislators to focus on the important contributions of our industry to the economy, convey the detrimental effect of over-regulation and promote the need to encourage replacement of outdated, inefficient plumbing products in the field to maximize the efficient use of water. While there is an urgent need in this country to address rampant water leakage resulting from our aging infrastructure, upgrading to high efficiency products is a viable intermediary step that will immediately result in tremendous water savings. PMI's general membership will follow up these executive visits with important visits of their own October 16 carrying the same message to the Hill at the conclusion of the PMI Fall Conference. (Be sure to sign up today!)

Participating in the inaugural PMI Executive Fly-In were charter SAC members, **Todd Talbot**, Fluidmaster; **Tim O'Keefe**, Symmons; **Hugh Ekberg**, Kohler; **David Lingafelter**, Moen, **Tim Ferry**, Insinkerator and **Ray Fisher**, Fisher Manufacturing together with executives **Richard O'Reagan**, Delta; **Ingolf Matthée**, Dornbracht Americas; **Paul Sullivan**, Lavelle; **Claude Theisen**, T&S Brass and prospective PMI member **Tim McConnell** of Holdrite.

In addition to reinforcing PMI's message on Capitol Hill, the PMI Executives will continue to provide ongoing strategic input to support the work of the PMI Board of Directors. For example, in preparation for the annual strategic planning summit last year, PMI member CEO were interviewed about key issues and their feelings as to the value of PMI. CEOs unanimously asserted that they value the advocacy and outreach function of PMI as being equally important to the technical function.... Not tech first and advocacy second... but both disciplines share EQUAL value. The new reality is that change affecting our business and products made through legislation and regulation often occurs more quickly (sometimes less visibly, under the radar) and to more devastating consequences than traditional multi-year code change cycles.

This important input from CEOs was consolidated into the resulting "Strategy Map" (available on the PMI website and as part of Fall Conference meeting materials). We have restructured the organization accordingly and PMI resources and focus are now divided equally: Technical and Advocacy/Outreach. **Dawn Robinson** was brought on board to shepherd the advocacy and outreach efforts, just as **Len Swatkowski** does on the technical side of the house. My job is to oversee the balance and ensure that both sides of the house are working together.

The PMI Fall Conference will again feature dual tracks — a mechanism by which PMI member company marketing professionals enjoy a separate forum (dubbed the Advocacy/Outreach track) from that of the technical group in order to explore PMI's communications challenges and expand outreach to enhance the value of the organization beyond the borders of the traditional "technical" value. The dual tracks continue to run successfully, doubling the effectiveness and productivity of our semi-annual conferences. You will see the efficient 'division of labor' in action next month, as we continue to prepare for possible future lower flow rates through our important proactive discussion of "How Low Can You Go and How Do You Know?" On Monday, October 14 at the Fall Conference, the Technical group will look for research gaps while the Advocacy/Outreach group will explore communications targets and techniques for the PMI Message (see related story on page 8). We wholeheartedly thank volunteer track leaders **Rick Reles**, Kohler; **Tim Doyle**, Amerikam; facilitator and Board champion **Paul Patton**, Delta; **John Finch**, MASCO; **David Mabry and Michael Martinez**, Delta; and **Brian Hinson**, KWC.

We continue to position PMI as the go-to resource for industry, policy makers and communicators; a resource that can be trusted to give thoughtful and accurate input to the questions at hand. We will continue to proactively reach out to communicate our positions and concerns before we are asked, using a variety of tools both conventional (face-to-face Hill visits) and cutting edge, including social media and our exciting new PMI "app" for Smart Phones (see related story on page 5). We continue to build upon our relationships for the good of the industry as we strive for Safe, responsible plumbing. Always.

*Join us in Washington DC!*

# Don't Miss the 2013 PMI Fall Conference! Oct. 13-16

## Schedule of Events

### Sunday, October 13

- 1:30 pm - 5:00 pm PMI Board of Directors Meeting (Invitation Only)  
5:30 pm Meeting Registration opens  
5:30 pm - 6:00 pm First Time Attendee Reception  
6:00 pm - 7:00 pm Cocktail Reception

#### DINNER ON YOUR OWN

### Monday, October 14

- 8:30 am - 10:00 am Opening Keynote: Political Insight with **Charlie Cook**, editor and publisher of *The Cook Political Report* and political analyst for the *National Journal*  
10:00 am - 10:15 am Break  
10:15 am - 11:15 am Welcome and General Membership Meeting  
11:15 am - 12:15 pm "Back to Basics – Market Mapping" Presentation with **Carl Culotta**, Frank Lynn Associates  
12:15 pm - 1:30 pm Buffet Lunch and Free Time for Office Catch-Up  
1:30 pm - 2:30 pm Unintended Consequences of Plumbing Codes and Regulations on Increasing Rates of Legionnaire's Disease by **Tim Keane**, Legionella Risk Management, Inc.  
2:30 pm - 4:15 pm Dual Track – Phase 2: How Low Can We Go and How Do We Know?:  
**Technical Council - Identifying Research Gaps**  
**Advocacy/Outreach Council - Communicating The "How Low" Message**  
4:15 pm - 5:15 pm Report from Dual Track Sessions Wrap Up

#### DINNER ON YOUR OWN

### Tuesday, October 15

- 8:00 am - 10:00 am ISSUE COMMITTEE: Water Efficiency with **Henry Green** of National Institute of Building Sciences (NIBS), **George Hawkins** of DC Water, **Stephanie Tanner**, Lead Engineer and **Veronica Blette**, Chief, WaterSense of the EPA, **Christian Taylor-Hamlin** of the Bathroom Manufacturers Association.  
10:00 am - 10:15 am Break  
10:15 am - 11:00 am "Report Card on America's Aging Infrastructure" with **Brian Pallasch**, Managing Director, American Society of Civil Engineers  
11:00 am - 12:00 pm Government Affairs Standing Committee  
12:00 pm - 1:15 pm Buffet Lunch and Free Time for Office Catch-Up  
1:15 pm - 2:30 pm ISSUE COMMITTEE: Fair Trade with "Conflict Minerals" and "Most Favored Nation" from the U.S. Department of Commerce with **Gary Stanley/Salim Bhabhrawala** as well as "Internet Sales of Non-Compliance Products/Environmental Labeling" Presentation by **Hampton Newsome**, Attorney, Bureau of Consumer Protection for the U.S. Federal Trade Commission.  
2:30 pm - 2:45 pm Break  
2:45 pm - 4:45 pm "Universal Conformity Assessment and Certification Issues" Panel Discussion with **CSA, IAPMO, ICC, Intertek, NAHB Research Center, NSF, Truesdail Group, UL and WQA (invited)**.  
4:45 pm - 5:15 pm Question and Answer Session, Summary, and Wrap-Up  
6:00 pm - 7:15 pm Cocktail Reception  
7:30 pm - 9:30 pm Dinner

### Wednesday, October 16

- 7:30 am - 9:00 am Buffet Breakfast  
8:00 am - 8:30 am Delivering the PMI Message on Capitol Hill presentation by **Brian Worth**, Director of Coalitions for House Majority Whip **Rep. Kevin McCarthy**  
8:30 am - 9:00 am Capitol Hill Visit Tutorial  
9:00 am - 4:00 pm Capitol Hill Visits

**Register Now!**

[www.pmihome.org](http://www.pmihome.org)

# There's No Use Running If You Are on the Wrong Road

By: Dawn Robinson, PMI Communications Manager



Meet **Bobbi Warren**, Chief Financial Officer of Amerikam Inc. and PMI Board Member/Finance Committee Champion. A six-year employee of Amerikam,

Bobbi has found a home in the plumbing industry at a company that allowed her to come back to her roots in manufacturing. Like many people, Bobbi didn't head directly into the plumbing industry but worked her way to it through a series of unexpected twists and turns.

As a new high school grad, Bobbi took a job working for local manufacturer. Stationed on the plant floor, she developed a fascination with the manufacturing process, of creating something from nothing. Eventually she began to move into order creation and costing for the plant floor, but she was undecided what to do next. As fate would have it, her motivation for the next phase of her life came from a poster that was taped to the tool room wall at the factory where she worked. Every day she would walk past the print that read, "There's no use running if you are on the wrong road." Those words stuck with her, motivating her to find the right path forward before charging ahead.

That motivation led her back to school where she earned a degree in accounting and finance from Michigan State University and on to Western Michigan State



PMI Executive Director Barbara C. Higgins joins Bobbi and Curt Warren (left) for dinner with Amerikam Quality Assurance Manager Tim Doyle and his wife Mandy

for her master's degree. From there she found a job at Irwin Seating Company as a Controller where she handled projects ranging from school and stadium seating, to theaters and more. Part of her time was spent traveling and overseeing installation projects. During those travels she attended the previews for the Oscars in Hollywood, overseeing seating changes. She left that job to work as a public accountant in order to pay her dues towards earning her CPA. It was then that she went to work for Amerikam Inc.



Amerikam's Niko Leonardos, Human Resources Manager, and Bobbi Warren, CFO, portray the balance of teamwork

Amerikam is Bobbi's first job in the plumbing industry but it brought her back to manufacturing, an area that she loves, and opened doors to new interests. Specializing in the production of precision machined components and niche products, Amerikam manufactures critical components that are key to their customer's core products. In addition to plumbing components, Amerikam is also heavily invested in the medical field and defense industries.

When asked what her key to success has been, Bobbi reflects that always saying yes and doing whatever she was asked to do in her career to the very best of her ability was a major proponent, but that it coupled with always taking responsibility for the work she did... and she works a lot. Not only is Bobbi CFO of a manufacturing company, but she also renovates houses in her spare time. In the past three years she has installed five bathroom sinks, two kitchen sinks, two showers, and "a whole lot" of cabinetry.

Working side by side with Bobbi is her husband of two years, **Curt Warren**, a landscaper who brings his own talents to their remodeling projects.

When she's not working Bobbi enjoys spending time with their three grown daughters. She is currently celebrating her eldest daughter's recent engagement and planning her next island getaway. Since they met, she and her husband have made it a point to travel to at least one island each year. Last year, they visited Hawaii on their honeymoon and she hopes to get to Cape Hatteras this October.

Bobbi doesn't shy away from hard work and learned from her mother, a social worker for Child Protective Services, that there are challenges to face in life, but how you deal with them and the people around you is what matters most. She considers life itself to be a joy.



Amerikam staffers Bobbie Warren, CFO; Pat Fitzpatrick, Managing Engineer; Tim Doyle, Quality Assurance Manager; and Stephanie Leonardos, President and CEO, meet with PMI Technical Director Len Swatkowski

While Bobbi is not sure what the future holds, she is quick to note that she is proud of the work she is doing in the present, that the products Amerikam makes are useful and that knowing what she is doing now is worthwhile makes all the difference. As the poster said, "There's no use running if you are on the wrong road." Luckily, Bobbi appears firmly set on the right road as, both professionally and personally, she points out that she has a lot of living left to do and she's only halfway through.

# PMI Enhancements to Serve You Better

## New Database Goes into Effect

**By: Christine Slabinger, PMI Administrative Assistant**

In order to serve our membership more effectively and efficiently, PMI has recently upgraded to a new database system. This will allow us to better communicate with our member companies by streamlining the process of updating member contact information. The current primary contact from each member company will be receiving an existing roster of contacts to be updated in order to insure that all information is correct and up to date. We will be expanding our direct contact lists for a variety of categories, such as technical, advocacy, etc. It will also allow us to increase our ability to reach out to prospective new members as well as getting the PMI message out to various audiences. Stay tuned for more details.

## PMI Mobile App in Development

**By: Dawn Robinson, PMI Communications Manager**



The PMI team is currently working with developers to design a free mobile PMI app dedicated to spreading our message and providing users with interactive tools. The app will be designed for use by both members and non-members in order to reach out to legislators, prospective members, industry professionals, media and more. Expected to launch in both Apple and Android stores in time for the Fall Conference, this will be a great tool for attendees to make the most of the event. Stay tuned for more details.

## PMI Trademark Update

**By: Dawn Robinson, PMI Communications Manager**

Designed by our own **Maureen Baird**, and launched in 2010, the PMI logo is now registered in the USA and around the world. We encourage you to show your pride in PMI and use our logo on your companies' promotional materials and websites. Special versions of the logo are available for Manufacturing Members and Allied Members, as well as versions for light or dark colored backgrounds. All versions of the logo should show the ® symbol in place of the previously used ™. New versions of the logo are available in the members only section of the website, or via PMI staff.



## Taking a Break for Some Fun!



*PMI staff channels The Village People and YMCA to create Y-PMI! Christine Slabinger, PMI Administrative Assistant; Len Swatkowski, PMI Technical Director; Barbara C. Higgins, PMI Executive Director; Dawn Robinson, PMI Communications Manager*

## CEO Quarterly Report

**By: Dawn Robinson, PMI Communications Manager**

Member Company CEOs gathered together earlier this year to take a closer look at the inner workings of PMI. They took note of the good work being done and requested a regular quarterly update. The document now highlights those works for both members and outside interest groups. PMI members and staff work tirelessly throughout the year to realize their vision of providing "Safe, responsible plumbing. Always." Spreading the word of our efforts is vital to our success. The quarterly reports are available on our website. To see the full reports please visit our website at [www.pmihome.org](http://www.pmihome.org).

## Around and About With PMI



*CIPH celebrates 80 years at their annual conference! (front l/r) John and Lise Wareham, Honored CIPH Life Members; Tina and Rick Fantham, Emco; (back l/r) Marian Speelman, CIPH staff with Barbara Higgins, Executive Director of PMI and her husband Trey*



*John Hammill, CIPH Immediate Past Chairman of the Board and VP, Wholesale Sales, Moen, cuts into the cake honoring CIPH's 80 years in service*



*PMI hosts a local baseball outing in appreciation of staff and consultants. (front) Victor Kelly, Switchfast IT Consultant; Accountant Marc Paquette and his wife Kathleen; (middle) The Slabinger Family: Matthew, Pete, Stephen and Christine, PMI Administrative Assistant; and Dawn Robinson, PMI Communications Manager; (back) Michael Sennett, Jones Day Legal Counsel; Maureen Baird, Maureen Baird Graphic Design and her husband, David*



*CIPH President Ralph Suppa and his wife Susie with PMI Executive Director Barbara C. Higgins and her husband, guest bagpiper, Trey at the CIPH Annual Conference. The CIPH Board of Directors entered the conference to the serenade by Trey Higgins on the bagpipes.*



## “How Low Can You Go?” and “How Do You Know?”

### A Homework Assignment

[Follow this link](#) to participate in a PMI initiative to prepare for possible future lower rates and the resulting unintended consequences.

**Help us help you!** PMI is gathering data to prepare our industry position on possible further lowered rates on plumbing fixtures. It is an exercise designed to be prepared, in advance, of any unintended consequences that could compromise health, safety, product performance and the consumer experience. This is not an argument against going lower, but an important look into the risks of further reductions; it is an exercise aimed at being prepared and finding ways to safe-guard against unintended consequences, ensure product performance, and health and safety. In the end, PMI wants to be able to lay out scientific facts and data to map the way forward safely and responsibly.

PMI advocates for consumer choice, yet when local governments are looking to mandate legislation it is important to harmonize standards to allow markets to remain viable. PMI works to ensure that conservation legislation works with the many water saving fixtures already on the market and played pivotal roles in the development of legislation for California and Texas, and most recently, the City of Denver, in regards to water conserving plumbing fixtures, and continues those efforts with other states today.

Consider low-flow showerheads. When installed properly they are safe and save water. However, if the flow is too low it may need to run for extended periods of time before triggering the hot water thereby wasting water instead of saving it. There is also a risk of thermal shock if used with improper valves. Plumbing is more than just the fixtures consumers see, it is an intricate system of pieces and parts that need to work together.

PMI first asked the questions “How Low Can You Go?” and “How Do You Know?” at our 2013 Spring Conference. This fall we will kick off the session on “unintended consequences”, with speaker **Tim Keane** of Legionella Risk Management, Inc. Mr. Keane will present his concerns that future reductions in flow rates may increase the presence of legionella in plumbing fixtures. Our Dual Track sessions will then address the issue further:

- The Advocacy/Outreach Track will focus on identifying the appropriate audiences and communication methods for our “How Low Can You Go?” findings.
- The Technical Track will focus on collecting data to back up our findings and also to identify research gaps which we need to fill in order to address the “How Do You Know?” part of the question.

PMI is proactively engaging in this exercise to identify issues and challenges of future lower flow rates. Have we reached the tipping point? Can we go lower? What are the challenges and risks? Armed with the facts, our industry will continue to reflect PMI’s vision of **Safe, responsible plumbing. Always.**

## Congratulations and Welcome to Our Newest Allied Members!

**International Code Council Evaluation Services (ICC-ES)**

**NSF International**

**Reed Construction Data**

*Meet them at the 2013 PMI Fall Conference*

## 2013 PMI LEADERSHIP

### EXECUTIVE COMMITTEE

**Jeff Baldwin, T&S Brass and Bronze Works**  
President

**Tim Kilbane, Symmons Industries**  
First Vice-President

**Fernando Fernandez, TOTO USA**  
Second Vice-President

**Paul Patton, Delta Faucet Company**  
Treasurer

**Stewart Yang, Kohler Co.**  
Immediate Past President

### DIRECTORS AT LARGE

**Ray Fisher, Fisher Manufacturing Company**  
(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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