

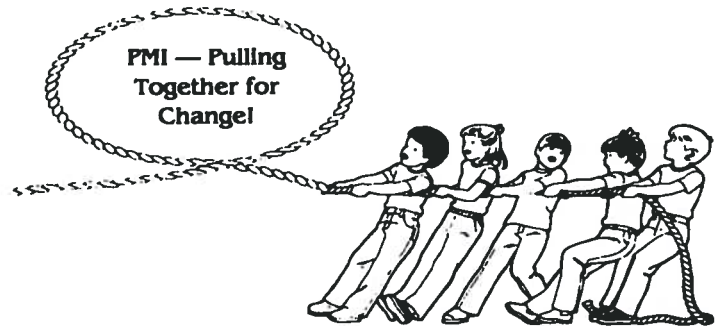
2001 PMI FALL MEETING RESCHEDULED!!

November 28-30, 2001

at the Inter-Continental Hotel in Chicago

Watch for details coming soon!

**NEW DATES!
NEW LOCATION!
SAME MEETING FORMAT!
MARK YOUR CALENDARS!**



REAPING THE REWARDS By FRANK EVANS, PMI PRESIDENT



Frank Evans

As I write this article, the events of September 11 are still very fresh in our nation's memory and updates continue to dominate the news. The tragedy and the resulting logistical complications in Washington, D.C., led the PMI Board to postpone the fall meeting for the first time in recent history (perhaps the first time EVER). We made the right decision. I am pleased and proud that the Board pulled together to reach that conclusion.

The events of that terrible day in September gave each of us a new perspective on life, our careers and our families. I'm sure we all hold our loved ones a little bit tighter these days! The events forced us to examine and reconfirm our values — to stop taking for granted the essential ingredients of our lives.

As we enter the budgeting season in each of our companies and at PMI, it's an appropriate time to talk about your PMI membership and the value you place on it. First of all, your membership is not taken for granted. The PMI Board and staff recognize that there are no more "automatics" or sure bets in today's business world. Each year companies scrutinize their budgets to see what goes and what stays. We do the same with

the PMI budget that you will review and (hopefully!) approve at next month's general membership meeting.

During a discussion at our September Board of Directors' meeting about, among other things, the PMI dues/value proposition, it was interesting to note that there are many different reasons our member companies belong to PMI. Some companies put value on the legislative/lobbying effort, some the

Continued on page 12

IN THIS ISSUE...

(In addition to our regular features)

At MPC, The Customer is Always Right. Period.....	4
PMI Makes a Change for 2002 Fall Meeting.....	5
In the Wake of the September 11 Attacks.....	6-8
Outlook for Policy Issues as Washington Readies for Military Action.....	9
Countering Terror with Trade.....	10
Industry Loses Two Icons.....	11

STRATEGIC PLANNING, CARD TRICKS AND THE PLUMBING INDUSTRY

BY BARBARA C. HIGGENS, EXECUTIVE DIRECTOR



Barb Higgins

Good planning and successful goal achievement look easy. Few people really appreciate (or even recognize) the hours of meticulous behind-the-scenes planning that it takes to organize — or in our recent example — RE-organize a meeting. When things are going smoothly no one notices...it's when things go awry that awareness is heightened. There are countless examples of this point. One of the most poignant examples, is the recent attack on

America. We took our security and liberties for granted. We now realize the preciousness of those “commodities.” It is likely that air travel will never be so “simple” again. We have learned a tough lesson. Whatever was left of our innocence is gone.

There are other more common examples too. There is nothing like a paper cut to make you aware of your finger (which I assume normally doesn't preoccupy your thoughts). Not many of us think about our health until there's a problem. So the first part of my message is to once again compliment the PMI staff for all of their hard work in the days leading up to the original Fall Meeting and especially in the days between late September and November as we quickly regroup to change the venue to Chicago. Thanks for pulling together, gang.

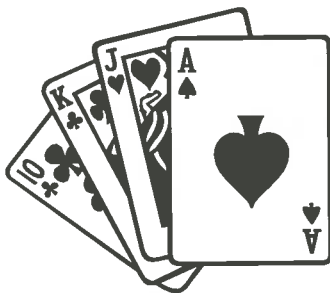
The second part of my message is to acknowledge the effort required to make a strategy succeed. I have become much more active in PMI's lobbying efforts this year and am now more than ever aware of how coalition of support is delicately built piece by piece — the essence of politics. Communication, patience, timing, and relationships are integral to the overall success of a campaign. It's essential to check and recheck along the way to make sure everyone is on the same page. Feedback is critical. Coordination of efforts is key. It is in this scenario that the proverbial “loose cannon” can do the most damage. Months of work can be sabotaged by a single well-intentioned (perhaps) but ill-timed and inappropriate act or comment. Sometimes “laying low” is an effective tactic.

In an age that celebrates instant gratification and promotes the desire for immediate payback, people often focus on the end result rather than the *means* to the end. “I want what you have, but I don't want to work for it!” People see successful musicians or athletes and the perquisites they receive, but don't acknowledge the endless hours of practice, training and personal sacrifice. Successful people make it look easy — but don't be fooled! The “overnight success” is myth or at least an anomaly. And even when someone seemingly makes a rapid rise to the top — often it is flash and sizzle with no content. It doesn't take long for this lack of substance to catch up with

these one-hit wonders and render them to the “What Ever Happened To...” category.

How many kids wish they could be just like their favorite rock star — only to turn up their noses at the notion of taking music lessons and worse yet...practicing! Or those of us who'd like to look like Julia Roberts or Antonio Banderas but won't give up the beer and pizza! (An interesting aside is that often these high-achieving celebrities were social misfits in their youth — biding their time before blossoming in their particular field. So, if your kid is a nerd, be of good cheer! Undoubtedly there's a great future ahead!)

Hard work and commitment pays off in business too. We've all worked with, or for, “face” men. It doesn't take long to see through the façade and the lack of substance always catches up with them. Yes...there IS justice in the business world — sometimes it just takes a little longer than we hope! Things always balance out in the end and there is no substitute for the real McCoy...for substance over sizzle — content over image!



Working toward a goal is much like lining up playing cards for the old “chain reaction” trick. It takes a great deal of time to set the cards ever so carefully in a row, on end....card after card...making sure the spacing is perfect, repositioning the ones that fall over too early, being careful not to knock over any others. What most people see, however is none of the “set up” but only the final “flick of the finger” that sends

the cards in motion. A lot of work goes into that fleeting, yet wonderful, visual effect.

We've worked hard lining up our cards to achieve our PMI goals. We are currently at various stages of success. (Through an amazing combination of teamwork, persistence, serendipity, contacts and relationships it looks like we've finally secured a place on the Massachusetts Plumbing Board agenda! What will happen next? Stay tuned!) Progress on some of the projects takes longer than others. Sometimes it takes a while to define a course of action and there may be a few false starts. But slow and steady wins the race. We remain focussed. We hope we make it look easy....but please don't be fooled!

PMI IN THE TRADE PRESS

“New PMI Lobbyist to Address Legislative, Regulatory Issues”, *Contractor*, July 2001.

“PMI Calls for Consensus”, *Plumbing and Heating Contractor News*, July/August 2001.

“PMI Hosts Second Information Technology Forum”, *Plumbing & Mechanical*, July 2001.

“PMI, Balch & Bingham To Address Legislative Issues”, *Plumbing & Mechanical*, August 2001.

“PMI Stages Inaugural ‘CEO Breakfast’”, *Southern Plumbing Heating Cooling Magazine*, August 2001.

MAJOR JURISDICTIONS MOVING FORWARD WITH CHANGES IN PRODUCT APPROVAL REQUIREMENTS

By DAVID W. VIOLA, TECHNICAL DIRECTOR

If you've been following *Tech Talk* over the past few months, you're aware that many states and jurisdictions are preparing to adopt new codes in the coming months. One of the most interesting and important issues being addressed in this wave of code updates is the approval of plumbing products.

We are starting to see results in our efforts to encourage state and local jurisdictions to abandon redundant and non-uniform conformity assessment activities by utilizing a system similar to the model developed by PMI. Three states moving toward a new code (Florida, Illinois and New York) have incorporated new approaches to the approval of plumbing products, and PMI has played a significant role in ensuring that these changes are consistent with PMI's conformity assessment goals.

Detailed descriptions of these new code requirements are as follows:

Florida — Until recently, the state of Florida was without a mandatory statewide plumbing code, although the majority of jurisdictions adopt the Standard Plumbing Code. Without a central governing body, each jurisdiction is responsible for establishing their own product approval criteria. The result is non-uniform product acceptance throughout the state.

The good news is, recent legislation required the Florida Department of Community Affairs to develop a mandatory statewide code. The new code was recently finalized and is scheduled to become effective January 1, 2002. The new statewide code is based on the 2000 edition of the International Plumbing Code (IPC) with Florida amendments.

One of the major amendments is product approval. Early on in the code adoption process, the state was leaning toward creating a mandatory product approval program. PMI, ANSI and many other industry associations were able to convince the Florida Building Commission not to move forward with an unnecessary and duplicative program.

The new Florida regulations allow manufacturers to use any ANSI-accredited certifier to show proof of compliance with the applicable standards. The new regulations also allow plumbing products to be approved by any of the following methods:

- a) Certification mark or listing from an organization approved by the Florida Building Commission;
- b) Test report from a testing lab approved by the Florida Building Commission and product manufactured under a quality assurance program audited by an agency approved by the Florida Building Commission;
- c) Evaluation report from a product evaluation entity such as the National Evaluation Service, BOCA Evaluation Service, ICBO Evaluation Service or SBCCI Product Safety Testing & Evaluation Service;
- d) Evaluation report from a Florida registered architect or engineer approved by the Florida Building Commission;
or
- e) Approval from the Florida Building Commission.

Manufacturers opting for product approval from the Florida Building Commission must submit an application, listing fees and supporting documentation to the Building Commission for verification of code compliance.

Illinois — Most manufacturers are aware that the current Illinois Plumbing Code lacks product approval criteria, which has allowed plumbing inspectors throughout the state to establish their own approval practices. This has resulted in unnecessary restrictions, job delays and redundant certifications.

PMI's proposal to allow products to be certified by any ANSI-accredited agency was accepted by the Illinois Plumbing Advisory Council. As a result, the new code will clearly establish uniform requirements for product certification agencies as well as providing a list of organizations meeting these requirements. The list will include CSA, IAPMO, NSF, UL, and Truesdail Laboratories. Additionally, the Illinois Department of Public Health will accept listings from ASSE because they have been previously accepted by the state, and because ASSE applied for ANSI accreditation.

The new code will be submitted to the Illinois Register for final public review and comment any day now. Barring any negative comments, the revised code is expected to be effective January 2002.

New York — The current New York State Plumbing Code addresses product approval but is silent on acceptance criteria for products or certification agencies. The code simply states that compliance with applicable provisions of referenced standards shall constitute compliance with the code. Like Illinois and Florida, products are not being accepted on a uniform basis.

The latest draft of the new code is based on the 2000 edition of the IPC. The product approval requirements of the IPC are largely a result of the hard work of PMI and its members. The new state plumbing code will require all potable water supply system components (i.e., fixture fittings, faucets, flexible connectors, hydrants, stop valves, backflow prevention devices and safety devices), plastic piping components, and appliances to be certified by an approved third party agency. All other products must be tested by an approved third party testing agency.

For products required to be third-party certified, the New York Department of State Division of Code Enforcement and Administration will recognize certification bodies that are ANSI-accredited or evaluated by the National Evaluation Service, BOCA Evaluation Service or ICBO Evaluation Service.

As these new codes become effective, the industry should start to see a significant reduction in pressures exerted on them to obtain multiple product certifications. These successes will serve as momentum builders as PMI continues its efforts to address other problem areas and achieve established conformity assessment objectives.



Dave Viola

Since Al and his wife Rocky Walcutt purchased MPC Plastics, Inc. in 1980, much has changed in the plating industry. But one thing has remained constant: the company's desire to provide customers with the highest quality plating and unmatched service.

It must be working. Today, as one of the few platers in the country that handles both metal and plastic parts and does its own in-house polishing and buffing, the company is in the midst of an expansion program that will more than double the size of the existing facility.

It's a far cry from when the husband-and-wife team bought the Cleveland, Ohio-based company. At the time, MPC had six employees, including the two co-owners. The plating line ran two days a week. "The company," Al says, "was as close to being out of business as a company could get without being out of business."

But the company quickly began to grow, thanks in large part to management's commitment to providing customers with unequalled service.

"We're going to deliver the product the customer wants when he wants it," Al says. "And we're going to do whatever is necessary to achieve that. And we mean literally whatever is necessary."

As a case in point, Al cites an example from the early 1980s:

"A customer in Toledo found themselves without a certain part that was absolutely essential if they were going to ship the finished product. They called us on a Friday, said they had over 10,000 pieces that needed to be polished, buffed and plated. And they needed them back in two days. At the time, we were still struggling, so the only way to get the parts was to hitch a horse trailer to the back of a pick-up truck and go get them. We loaded the parts onto the trailer and drove back to Cleveland. We polished, buffed and plated the parts on Friday night and Saturday. Then on Sunday, we loaded them back onto the trailer and drove them back to Toledo. In a blizzard. The snow was so bad they had to close the Ohio Turnpike, the main route between Cleveland and Toledo. We finally got to Toledo and went to the plant where the customer was waiting for us. But the snow was so deep, we couldn't get near the plant itself. The customer went home, came back with his own tractor, and pulled us up to the plant. That's not an everyday situation, and today we use trucks and towmotors, but it's an example how we are committed to doing whatever the customer needs us to do."

Full service capability is another important aspect to keeping the customer satisfied. In addition to offering a full range finishes (including PVD), MPC routinely handles both metal and plastic plating jobs from start to finish. That includes being responsible for supplying the raw materials as well as performing polishing, buffing, plating, and inspection operations.

"What that allows us to do is avoid finger pointing, We accept complete responsibility for the job. And if there is a problem, the customer knows he [or she] only has to make one phone call. Compare that to a situation where, for example, raw materials go from the customer in Tennessee to California for polishing and buffing, then to Michigan for plating and finally back to the customer in Tennessee. If there's a problem, the customer blames the plater, the plater blames the buffer, and on and on. Bottom line: the customer has inferior parts and no one's taking responsibility. That will never happen here. Not on my watch," Al said.

To keep it from happening, MPC has invested heavily over the years to develop a top-notch, closed-loop quality assurance program. The computerized program ensures that plating concerns are caught within five minutes of the part coming off the line. All variables — such as temperature and chemistry — that could affect the quality of any single part are monitored. "If there is a problem," Al says, "we're aware of it immediately and we correct it immediately."

In addition, MPC has three full-time chemists on hand to further analyze problems and identify their causes. The goal, says Al, is zero defects.



Al Walcutt in the middle of MPC's new building construction site. Behind him is where the new plating line will be located.

The result is less scrap, which in turn allows MPC to maximize capacity while keeping costs down.

And what if there are still problems? "Then we tell the customer and we work together to solve it," Al says. "There are three scenarios when you ship a job. One is, the parts are good. Two is, the parts are bad and it's the plater's fault. Three is, the parts are bad and it's the customer's fault. Bottom line is, if the parts are bad, we don't care who's at fault. We want to work together with the customer to solve the problem."

customer to solve the problem."

As a further indication of MPC's commitment to quality, the company expects to earn ISO 9000/2000 certification by the end of this year.

Understanding the needs of customers and the markets they serve is another important element of customer service. That, says Al, is where the Plumbing Manufacturers Institute plays such a vital role. "PMI helps us to understand the plumbing industry and the challenges the industry faces," he said. "This allows us to be partners with other members in solving these challenges. And by getting to know the members, we are better prepared to offer the services that they need to stay competitive and profitable."

What does the future hold for MPC? In a way, more of the same. "Our concept of doing business remains the same as it was twenty years ago," Al says. "We must do a superior job of answering customers' needs. As far as we're concerned, plating has been a customer-driven business and it always will be."

PMI MAKES A CHANGE FOR 2002 FALL MEETING BY LORI SMELSER, ASSOCIATION MANAGER

PMI has contracted with the Loews L'Enfant Plaza Hotel in Washington, D.C. for its 2002 Fall Meeting after a member-wide poll revealed a clear consensus to try a lower-priced hotel as the meeting host. More than 90 percent of the polled membership was in favor of making the switch, at least for one year, in an attempt to control increasing costs of attending meetings in the nation's capital.

PMI negotiated a room rate of \$199 for single and double accommodations, which is almost \$100 less per night than other area accommodations. According to Executive Director **Barb Higgins**, "the change in location is a response to increasing member concern over the cost of hotels such as the Willard Inter-Continental and to encourage member companies to send additional people to our PMI meetings."

PMI is no stranger to the Loews, having held several fall meetings there in the past. The four-diamond hotel is directly linked to the D.C.'s metroraill system, a brief cab ride to the

Capitol and within walking distance to many museums, monuments and the National Mall. The hotel also boasts a year-round rooftop pool (converted to an indoor pool during winter months via a retractable bubble) — and a full-service fitness center. The sleeping rooms at the Loews L'Enfant Plaza hotel are adorned in 19th century French styling, yet updated with the most modern conveniences. The rooms, in fact, have been voted D.C.'s most spacious according to the Convention and Visitors Bureau.

While PMI will be Loews-bound next year, the change is by no means permanent. "PMI, along with its membership, will assess the outcome of the meeting overall in terms of cost, location and efficiency, and move forward in accordance with the majority of members' preferences," said Higgins. She adds that PMI maintains a good working relationship with the Willard Inter-Continental and would consider them, and other properties as appropriate, for future meeting sites.



LOEWS L'ENFANT PLAZA HOTEL WASHINGTON D.C.

PMI MEMBERS IN THE NEWS BY KELLY ENRIGHT, TECHNICAL SERVICES COORDINATOR

AMERICAN STANDARD AND BUILD.COM IN TWO-YEAR AGREEMENT

The Building and Home Improvement Network, Build.com, and American Standard announced a two-year e-commerce and internet marketing agreement. American Standard plumbing products will be offered at all of the Build.com internet stores and will be a "Featured Brand" at www.faucet.com, www.whirlpoolbathstore.com, and www.kitchensinkstore.com.

BLACK AND DECKER CHOOSE BUILD.COM FOR PRICE PFISTER

Build.com announced a multi-year e-commerce and marketing agreement with Black and Decker's Hardware and Home Improvement Group. Price Pfister and the Bach line of products will participate in the marketing program. Price Pfister and Bach products will be sold at all Build.com internet stores and will be a "Featured Brand" at www.faucet.com, www.whirlpoolbathstore.com, and www.kitchensinkstore.com. Both entities will have an exclusive store for their products at www.pricepfisterstore.com.

ELKAY MANUFACTURING MANUALS ON WEB

Elkay Manufacturing has made their water cooler service manuals available on their website at www.elkay.com. This will allow service centers to have access to the most current manuals in a timely manner.

RAY FISHER, SR. RETIRES

Ray Fisher, Sr., chief executive officer of Fisher Manufacturing Co., has announced his retirement after 43 years in his family-owned business. Fisher joined the company in 1958 and became president in 1974. He will remain active in the company as chairman of the board.

MOEN EXPANDS WEBSITE

Moen Incorporated has expanded its website (www.moen.com) by adding more interactive features for both consumers and trade professionals. The site will allow users to not only mix and match bathroom plumbing products and accessories, but pick different colors and design schemes. Another feature allows users to design their ideal vertical spa showering system.

ONDINE AND BUILD.COM IN TWO-YEAR AGREEMENT

Build.com announced a two-year e-commerce and marketing agreement with Interbath-Ondine. Ondine will be a "Featured Brand" along with having the Ondine line of products sold at all of Build.com's internet stores. Exclusive stores for Ondine products can be found at www.faucet.com and www.whirlpoolbathstore.com. Ondine also participates in www.build.com and www.homeideas.com for building opportunities to their website and marketing programs.

After the tragedy unfolded on September 11, 2001, the country joined forces — to help those in need, to help those assisting at “Ground Zero”, and to stand by their country in a wave of patriotism not seen in many, many years.

PMI members were quick to show the nation THEIR support in various ways...

Haws Corporation shipped out several portable eyewash stations for recovery crews (crews were using bottled water to flush their eyes.) In addition, the company is participating in the American Heart Association's Heart Walk 2001 on Sept. 22. The AHA will contribute the first \$250,000 raised in this event to relief efforts.

Speakman Company's Safety Products Division donated and delivered portable eyewashes and saline solution concentrate directly to relief workers in Manhattan. They also supplied several distributors with portable eyewashes and saline solution for use at the Pentagon and at the WTC.

As with everyone in the world, **Interbath** stood in tears as it watched the horrific events unfold on Sept. 11. Immediately, the flag that flies proudly over Interbath was lowered to half-staff and its daily update meeting ended with a moment of silence. Interbath employees come from 28 countries around the world. With this diversity, it became one at a company-wide prayer vigil at noon on Friday, Sept. 14. Everyone wore red, white and blue ribbons as prayers were given in both English and Spanish.

Speakman Company has begun a drive to provide financial support to the disaster relief efforts. The proceeds will be donated the American Red Cross.

Waterpik Technologies is matching dollar for dollar donations of its employees to the Red Cross for the relief funds. There was also a company-wide observation of the moment of silence on Sept. 14. Individuals have participated in blood drives and have flags displayed in work areas.

Sloan Valve Company has set up a Red Cross donation box for employees to use for contributions to the disaster effort. Sloan will match each dollar contributed with \$10 dollars of company funds.

Flags are displayed throughout *Interbath* on desks, workstations and cars; patriotism runs high. Employees have donated blood to the Red Cross and as a company, *Interbath* is arranging for a day of contribution to the American Red Cross and the Salvation Army. Out of these senseless acts has arisen a sense of community and family.

About 200 employees of *The Chicago Faucet Company* gathered around the American flag outside the company headquarters on Sept. 14 for the nationwide moment of silence. Following the silence, the group sang "God Bless America".

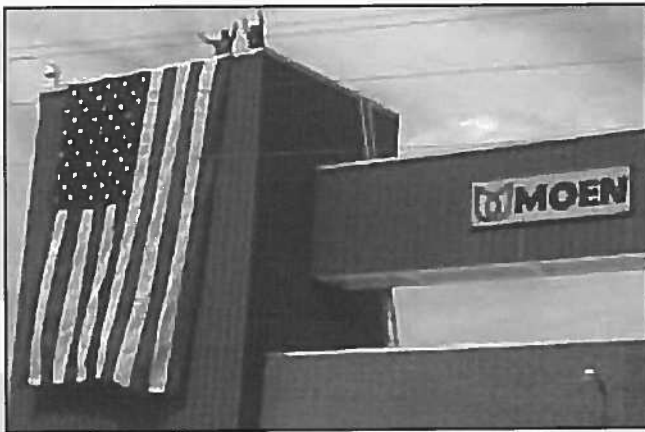
Elkay Mfg. has decided to cancel their traditional "Evening in the Park" customer reception during the ASA Convention. The funds spent on the event will be doubled and will be contributed to several organizations supporting the nation's recovery from the Sept. 11 event.



Kohler Rental Power provided generators and lighting equipment for emergency medical facilities set up in New Jersey. In addition hundreds of people quickly assembled a mobile shower unit in a truck and drove it out to New York, to provide showers to the rescuers and volunteers (see above).

The Whirlpool Foundation is matching all employee donations dollar for dollar, and donations are being channeled to the relief effort via *The American Red Cross*.

The Chicago Faucet Company raised about \$8,000 in employee and company contributions to the *Chicago Remembers Fund*. A blood drive is being arranged by the Red Cross for the company, at a date to be determined.



Moen's Sanford, N.C. plant (above) displayed their patriotism in a BIG way, while also donating 71 pints of blood.

Moen's parent company, *Fortune Brands*, donated \$500,000 to the September 11th Fund created by the *United Way* and *New York Trust*.

Kohler Co. had an observance of silence Sept. 14 followed by non-denominational prayers in front of the main office. *Kohler* also established an associate matching gifts program; they will match gifts on a dollar-for-dollar basis up to a combined total of \$10,000. A blood drive is also planned.

Price Pfister's parent company (*Black & Decker*) has donated a substantial number of lighting products to the rescue/relief effort, and will also donate \$100,000 to the *United Way Sept. 11th Fund*. The company will match employee donations to the Fund. Employees observed a moment of silence on Sept. 14 and were encouraged to wear red, white and blue.

Speakman local sales reps have been on site in New York helping to offer rescue workers *Emergency Response* solutions. They have been very successful in getting availability information and products to the rescue teams. *Speakman* has also responded to distributor and rescue worker inquiries for product requirements by developing a portable solution for plumbed deluge showers at the disaster sites. The company has configured a deluge shower that is fastened to a movable plywood platform and is supplied by water from fire hoses. Currently *Speakman* is getting the word out to rescue teams that they have availability of this product.

Continued on page 8

To All Symmons Employees:

At Symmons we do not believe management has any business commenting on current affairs or politics. But President Bush has now told us that on Tuesday our fellow citizens in their offices or in transit were killed and wounded by an enemy in "Acts of War". Therefore, we shall not remain silent.

When we come to work on a beautiful September day and find ourselves within an hour or so watching the mightiest structures man has made crash to the streets of New York killing thousands of decent, hard working Americans, we are sickened. Fully aware of the smallness of our own lives it would be easy to conclude there is nothing we can do. No army demands the young and brave among us; the enormous courage and the heroic efforts of the New York Fire and Police personnel inspired so many good and qualified emergency people to come to join them that volunteers are now being asked to stay away; billions in aid has already been pledged by the Federal Government and powerful financial institutions.

Yet within many, and I would hope each, of us a deep and primal urge is felt to do something more; to give up that which we previously may have thought was all and do something further; to use what little each of us has to do something for causes and concerns beyond - and greater than - ourselves. The ribbons on our cars, our cubicles, and elsewhere bear witness to our sympathy and concern and they help; but many wish they could do more.

We should not be afraid to speak of such feelings nor should we be embarrassed by our apparent inability to fulfill them. These feelings represent our finest instincts and beliefs - the ultimate desire not simply to exist or even live well, but to seek a life truly worth living. Nor should we feel small or useless or unhelpful if all we can do is come to work, do our jobs, support our families, and carry out our daily commitments. The enemy seeks to interrupt, stop and eventually destroy our routines because it is those simple acts which are very foundation of our country's laws and responsibilities and the philosophy on which our nation stands. Coming to work is no small matter - it is why we are the greatest nation in history, why we are free, and why unlike our enemy - we are not driven by hatred and anger but by hope and love.

I would urge you all:

- To pray for the souls of our fellow citizens murdered at their workplaces or in commercial airliners we all must use, especially especially for those police and fire men and women in New York who entered those crumbling towers just as all others were rushing to exit them to save their lives.**
- Support and pray for wisdom and courage for President Bush and advisers, and for the safety of the young men and woman of our armed forces who are likely to be called upon to risk their lives for our own.**
- Pray for all our citizens that we shall never be intimidated by lawless fanatics misusing religion. Neither God nor Allah nor Buddha or anyone else worthy of man's reverence ever urged anyone to do what we saw Tuesday.**

As many in the management know, perhaps too well, I have a fondness for finding reference points in the words of Winston Churchill the Prime Minister of England during World War II. In December 1940 when England stood alone against Nazi Germany, her navy and air force mostly already destroyed, and Hitler poised to invade; it was suggested to Churchill that these were "dark days". His response was:

"These are not dark days: these are great days - the greatest days our country has ever lived. How proud we ought to be, young and old, to live in this tremendous thrilling formative epoch in the human story. May it be said of us: how fortunate it was for the world that when these great trials came upon it, there was a generation that terror could not conquer and brutal violence could not enslave."

When as on Tuesday we see horror and hateful intimidation kill the innocent and we feel strongly we must do something about it then once again these are not dark days but great days for we realize we want to do something more - beyond ourselves - and we will not let terror conquer us.

Bill O'Keeffe, CEO

OUTLOOK FOR POLICY ISSUES AS WASHINGTON READIES FOR MILITARY ACTION

By FRED EAMES, BALCH AND BINGHAM, LLP

Washington is changed in the wake of the World Trade Center and Pentagon attacks. Policymakers share the grief, anger and feelings of loss Americans bear, and they shoulder a responsibility to lead the nation through challenges never before faced.

On a practical level, the way Washington pursues policy objectives not related to the terrorist attacks is also changed. This will have implications for issues PMI is following, both on Capitol Hill and in federal agencies.

Most legislative business not associated with responding to the terrorist attacks and their implications is now receiving much less attention. While the Bush Administration and Congress want to promote the appearance that business in the nation's capitol is continuing, the reality is that the attention paid even to most legislative items considered by policy makers to be major priorities will be greatly diminished. Prior to the end of the year, most observers expect Congress will do little more than address legislative needs arising out of the attacks, such as airline bailout legislation and various security and intelligence gathering enhancements, and pass the appropriations bills necessary to continue operation of the government.

This will affect how willing and able Congress is to deal with issues not considered among their top priorities, such as the Knollenberg legislation. Specifically, the House Subcommittee on Energy and Air Quality, which has jurisdiction over Knollenberg's bill, likely will not do much more before the end of the year to address its top priority — legislation to restructure the electric industry. The subcommittee had expected to complete its work on the legislation by the end of the year, leaving it free next year to work on other priorities. In the last Congress, of course, those other priorities had included a markup of the Knollenberg bill. With its top priority remaining unfinished, any consideration the subcommittee would be willing to give other issues likely will be postponed.

While Congress and the White House direct their attention to national security, other responsibilities of the government will continue to be carried out by the departments and agencies. As one former White House staffer put it, "departments get a lot

more powerful during a crisis."

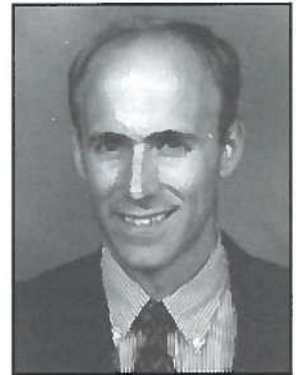
PMI is tracking a variety of issues currently in the hands of regulatory agencies, such as the potential for a new ergonomics rule from the Occupational Safety and Health Administration, and the metal processing and machinery rule being considered by the Environmental Protection Agency.

Ordinarily Congress and the White House would exercise appropriate political

influence over such decisions, prompted by lobbying from interest groups affected by the decisions. With the attention of the White House and Congress diverted elsewhere, interest groups have less ability to affect the outcome. Certainly, agency decision makers are routinely lobbied by interest groups, and public input in agency decisions is required by federal law. But lobbying from within the government can have a strong effect on regulatory decisions that will be

diminished as a result of the changed atmosphere.

How pronounced these effects on Congress and the Administration will be and how long they will last remains to be seen, but PMI and its members will do well to recognize these changes and tailor their strategies accordingly.



Fred Eames



CALENDAR CHECK

October 2001

8	Columbus Day	
11-12	ASME A112/CSA B125 Harmonization Meeting	Orlando, FL
21-24	NCSBCS Annual Conference	Orlando, FL
23-26	ASA Annual Convention	Las Vegas, NV
28-Nov. 1	SBCCI/ICBO (ICBO rescheduled) Annual Conference	Greensboro, NC

November 2001

1-4	ASPE Technical Symposium	St. Louis, MO
11	Veterans Day	
14-17	ASSE Annual Conference (rescheduled)	Cleveland, OH
15	ICC Code Change Deadline	
22	Thanksgiving — PMI Offices Closed	
23	PMI Office Closed	
28-30	PMI Rescheduled Fall Meeting	Chicago, IL

PMI'S "SHEAR MADNESS" DONATION

Because PMI was not able to have its scheduled Fall Meeting in Washington, D.C., attendees were also not able to attend the "Shear Madness" play at the Kennedy Center for Performing Arts on September 25. PMI donated the 18 tickets to the staff in Rep. Bilirakis' office (R-FL-9), staff members in Rep. Oxley's office (R-OH-4), the House Commerce Committee staff and the staff at Balch and Bingham, LLP.

Both Reps. Bilirakis and Oxley have been strong supporters of PMI legislative initiatives.

America has been attacked by a malevolence that craves our panic, retreat and abdication of global leadership. This grave test of a generation's fiber is an assault on more than buildings and innocent people — it is a strike against liberty. Our enemy's selection of targets — the White House, the Pentagon and the World Trade Towers — recognizes that America's might and light emanate from our political, military and economic vitality. Our counteroffensive must advance U.S. leadership across all these fronts.

Our nation has drawn together in shock, mourning and defiance. Now we must thrust forward the values that define us against our adversary: openness, peaceful exchange, democracy, the rule of law, compassion and tolerance. Economic strength — at home and abroad — is the foundation of America's hard and soft power. Earlier enemies learned that America is the arsenal of democracy; today's enemies will learn that America is the economic engine for freedom, opportunity and development. To that end, U.S. leadership in promoting the international economic and trading system is vital. Trade is about more than economic efficiency. It promotes the values at the heart of this protracted struggle.

Prior Americans recognized the role of economic ideas in overcoming international adversity. Congress granted Franklin D. Roosevelt the authority to employ free trade as a cure for the protectionism of the Great Depression and then to help Harry Truman revive a devastated world. Throughout the Cold War, Congress empowered presidents with trade negotiating authority to open markets, promote private enterprise and spur liberty around the world — complementing U.S. alliances and strengthening our nation.

Congress now needs to send an unmistakable signal to the world that the United States is committed to global leadership of openness and understands that the staying power of our new coalition depends on economic growth and hope. In particular, Congress needs to complete action on the U.S. free trade agreement with Jordan, our first such commitment in the Arab world. It needs to put the finishing touches on our trade accord with Vietnam, a former foe that is recognizing that its future depends on markets, not Marxism. Congress also should reauthorize critical trade preference legislation for Andean democracies struggling against internal threats and for other developing nations relying on open markets to counter those who can destroy but not build. And most important, Congress needs to enact U.S. trade promotion authority so America can negotiate agreements that advance the causes of openness, development and growth. It is a sad irony that just as the old world of bipolar blocs faded into history and the new world of globalization fast-forwarded, the United States let its trade promotion authority lapse.

President Bush has been reestablishing American trade leadership by moving on multiple fronts: globally, regionally and with individual countries. In the wake of last week's attack, we affirmed our commitment. The United States is working to launch new negotiations to open markets at the World Trade Organization meeting in November. In the past few days, we acted to bring China and Taiwan into the WTO this year. Yesterday [September 19], President Bush met President Megawati Sukarnoputri of Indonesia to emphasize our support

for the success of democracy in the largest Muslim country. Next week [September 24], I will go to Moscow to work on Russia's accession to the WTO. Before long, I will meet with African trade ministers to build new networks through the African Growth and Opportunity Act.

We are pressing ahead with negotiations on a free trade area for all 34 democracies of the Americas. We are driving to complete free trade agreements with Chile and Singapore. New U.S. activism on trade has been drawing others toward us so we can pursue free trade in a way that fosters a new type of alliance for openness and fairness.

America is inextricably linked to the global economy. Trade and earnings on international investments now amount to one-third of our nation's output. Exports account for 25 percent of gross cash sales for America's farmers and ranchers — a projected total of \$57 billion for next year. The jobs of one out of every five U.S. manufacturing workers rely on exports. And the annual gains from our last major trade agreements — the North American Free Trade Agreement and the Uruguay Round — amount to between \$1,300 and \$2,000 for the average American family of four.

America cannot lead effectively if it slips in international markets. Yet the United States is a party to only two of the more than 130 free trade agreements in the world; the United States belongs to only one of the 30 free trade agreements in the Western Hemisphere. When multiplied across products and countries, the cost to America's strength — and to workers, farmers and families — of falling behind on trade soars exponentially.

America's trade leadership can build a coalition of countries that cherish liberty in all its aspects. Open markets are vital for developing nations, many of them fragile democracies that rely on the international economy to overcome poverty and create opportunity; we need answers for those who ask for economic hope to counter internal threats to our common values. To address the relationship between trade agreements and other international objectives, the president has proposed that we build on openness and growth in developing countries with a toolbox of cooperative policies. There is no "one size fits all" formula that can deal with environment, labor, health and other challenges. Other nations are more likely to work with us to improve local standards if our approach is positive, not intimidating. As former president Ernesto Zedillo of Mexico said, some supposed friends of the downtrodden "seem strangely determined to save the developing world from development." For certain, we should not deny the benefits of trade until we reach domestic consensus on global application of social policies.

We need to infuse our global leadership with a new sense of purpose and lasting resolve. Congress, working with the Bush administration, has an opportunity to shape history by raising the flag of American economic leadership. The terrorists deliberately chose the World Trade towers as their target. While their blow toppled the towers, it cannot and will not shake the foundation of world trade and freedom.

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PLUMBING INDUSTRY MOURNS THE PASSING OF TWO INDUSTRY ICONS

WILLIAM E. SLOAN II



William E. Sloan, II

PMI lost a friend and the plumbing industry lost a dear colleague August 1 when **William Elvis Sloan II**, died at his home. He was 60 years old. He is survived by his wife Corinne, and two daughters, Kristen and Adria. A memorial service was held outside Chicago on August 8 and was attended by several members of PMI. PMI President **Frank Evans** and Executive Director **Barb Higgins** represented the Institute.

Bill served as executive vice president, treasurer and secretary of Sloan Valve Company in Franklin Park, Ill. The company was founded 94 years ago by Bill's grandfather, the late William E. Sloan. Bill began working for Sloan Valve in 1957. His dedication, his humor and his "can do/will do" attitude helped make Sloan Valve a leader in the industry.

As active as he was in the company, he was equally active in many organizations in his "free time". He was a member of the Driscoll High School Advisory Board, the Board of Directors of the Butterfield Country Club (where a post-memorial wake was held), the Hide Away Beach Condo Association of Marco Island (where he lived part time), and the Island Country Club in Marco Island. He also served on the Economic Development Committee in Franklin Park, the Addison (Ill.) Planning

Commission, the American Foundrymen's Society, and the Midwest Industrial Management Association.

Bill and Corinne were both regular attendees at PMI annual spring meetings, and both were active (and successful!) in the PMI golf tournaments. In addition to a fondness for golf, Bill also enjoyed his antique car collection and racing. But it was his passion for life and his commitment to his family that will remain with us always.

Donations can be sent to the Ara Parseghian Medical Research Foundation and/or the American Cancer Society. Call PMI for more details.

To PMI*:

Thank you for reaching out to us with your kind expression of sympathy. We deeply appreciate receiving so many gifts and cards with tender words of caring and so many generous contributions to such worthy causes. Your thoughtfulness has been a great source of comfort in our time of sorrow.

The Family of William E. Sloan II

*PMI made a donation to the Ara Parseghian Medical Research Foundation in honor of our dear friend, Bill.

HARRIET GERBER LEWIS

Harriet Gerber Lewis, one of the first women who steered a manufacturing company through decades of financial and marketing growth when she assumed the helm of Gerber Plumbing Fixtures Corporation in 1953, passed away on September 24, 2001. She was 81. A memorial service was held September 26 at the North Shore Congregation Israel in Glencoe, Ill. PMI President Frank Evans represented the institute. An Internment was at Rosehill Cemetery.

Harriet's father, Max Gerber, a Polish immigrant who came to the U.S. as a child early in the century, founded the company in 1932. Upon his premature death in 1953, Harriet shared the responsibility of heading the company with her brother, Oscar L. Gerber, and her husband, Maurice L. Lewis. A mother and homemaker in 1953, she had to be persuaded to take over her father's firm. In so doing, she established a thread of family management continuity which now involves a third generation. Since 1953, the company's annual sales volume increased over ten-fold.

The strong family orientation which characterizes the company's roots is also present within Gerber's philosophy of operation. Many of the company's 900 employees have spent nearly their entire working careers at Gerber, and many other

represent second or even third generations as members of the Gerber extended "family".

Despite the demands for business, Harriet has always made time for deep involvement in community and religious affairs. She has chaired the multi-million dollar Jewish United Fund campaign in Chicago as well as the Chicago campaign for the U.S. Holocaust Museum. For her leadership in humanitarian activities, she has been honored with recognitions that include the Julius Rosenwald and Deborah awards.



Harriet Gerber Lewis

Donations can be sent to the Jewish United Fund, 1 South Franklin, Room #505, Chicago, IL 60606; the United States Holocaust Memorial Museum, PO Box 1852, Highland Park, IL 60035; or the American Red Cross — Liberty Disaster Relief Fund, PO Box 97089, Washington, DC 20090-7089.

PMI made a donation to the American Red Cross — Liberty Disaster Relief Fund in memory of Harriet.

codes and standards initiatives, some the camaraderie and networking. The overwhelming majority of the diverse companies represented on the Board share a fundamental and philosophical belief in supporting the plumbing industry. This commitment is a driving influence in continuing their involvement in PMI — a need to be a part of and ensure the “greater good” in our industry. Pretty lofty sentiment and it’s tough to put a price tag on that, but PMI’s influence IS felt throughout the plumbing industry. No company maintains its membership because “we’ve always been a member.” Each of our members has tackled and evaluated the decision to rejoin PMI year after year.

A few years ago, the PMI board and membership were faced with a big decision about PMI’s future...should PMI continue? It doesn’t get any more basic than that. We decided to forge ahead — to survey the needs of the membership and then to construct an organization and management team around those requirements. We had the faith and determination that we could indeed rebuild the organization to one of power and stature.



As you will see at our next meeting, we are reaping the rewards of the work done over the past months, and making real progress on our industry issues. We are demonstrating that our group

made the right decision four years ago to continue the organization. The vision is a reality.

I am pleased too, that our membership is spreading the “PMI word” and recruiting potential new members to our meetings and events. These “third party endorsements” will be the key to our continued growth.

Neoperl’s **Fred Luedke**, a past PMI president, once paralleled the development of PMI to that of a child. We are emerging from our turbulent teen years. We are maturing into a group that is able to tackle issues that create conversation. That is good. We can’t have growth without change and we can’t have change without a little “pain.” We’re trying to meet the needs of all members, regardless of size or product group. It’s tough to be all things to all people...but that’s what successful trade associations aim to be. We need the wonderful mix and variety of companies that comprise PMI in order to be relevant and representative of the plumbing industry. We work to balance the Board of Directors in the same way — so that each member “type” is presented in the administration of the association. Our excellent legal counsel **Mike Sennett**, also works hard to ensure fair representation of the varying interests of our membership. The result is a diverse group working together for the common good of the industry.

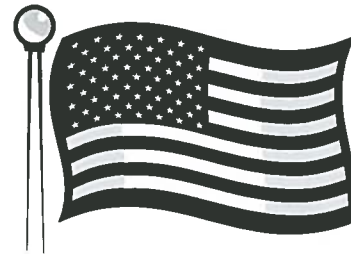
Adding to our membership base will continue to diversify and strengthen PMI. I have been involved with PMI for a great many years. PMI has been a good resource for the companies I have been affiliated with and for me personally. There have been a variety of challenges and issues that member companies have faced individually and collectively. While we don’t know

what’s ahead, we do know that we are not alone. PMI will continue to provide the information and tools we need to deal with the future. Just as the recent tragic events in Washington, D.C. and New York City drew our nation together, so do issues within our industry. While we may have individual differences, we’ll continue to work together to find answers and solutions for our industry.

PMI provides a rallying point — a forum where we can define issues and work on them collectively.

That’s the vision we had for PMI back at its inception in 1975 and at its renaissance in 1998.

Thanks for your continued support! God Bless America!



2001 PMI LEADERSHIP

Executive Committee:

Frank Evans, Chicago Faucet Company, President
Todd Talbot, Alsons Corporation, First Vice President
Ralph Herrbach, Cifial Brass Works, Second Vice President
Jim Westdorp, Kohler Company, Treasurer
Linda Mayer, Moen Incorporated, Immediate Past President

Directors at Large:

John Lauer, Sloan Valve Company (3/01-12/01)
Ken Martin, Delta Faucet Company (1/99-12/01)
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Claude Theisen, T&S Brass & Bronze Works (1/00-12/03)
Al Walcutt, MPC Plastics, Inc. (1/00-12/02)
Claus Zieger, Interbath Inc. (1/00-12/02)

PMI Staff:

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Barbara C. Higgins, Executive Director
Lori Smelser, Association Manager

LEGISLATIVE & REGULATORY

Fred Eames, Balch and Bingham, LLP

TECHNICAL

David W. Viola, Technical Director
Kelly Enright, Technical Services Coordinator

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