PMI’s Vision
Safe, responsible plumbing. Always.

PMI’s Mission
To promote the water efficiency, health, safety, quality and environmental sustainability of plumbing products while maximizing consumer choice and value in a fair and open marketplace.

To be a resource for the collection and exchange of information and a forum for industry education.

To represent openly the members’ interests and advocate for sound environmental and public health policies in the regulatory and legislative processes.

To enhance the plumbing industry’s growth and expansion.

PMI Leadership

2016 PMI Board of Directors
President
Paul Patton, Delta Faucet Company

Vice President
Peter Jahrling, Sloan Valve Company

Secretary-Treasurer
Scott McDonald, Fluidmaster, Inc.

Immediate Past President
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Rick Reles, Kohler Co.

Nate Kogler, Bradley Corporation

Michael Miller, LSP

Todd Teter, Moen Incorporated

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Technical Director
Matt Sigler

Association Manager
Jodi Stuhrberg

Administration Assistant
Ann Geier

PMI Strategic Advisory Council
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Ray Fisher, Fisher Manufacturing Company

Hugh Ekberg, Kohler Co.

Jai Shah, Delta Faucet Company

Todd Talbot, Fluidmaster, Inc.

Claude Theisen, T&S Brass and Bronze Works, Inc.
**PMI Provides Value to Members By Focusing on Advocacy, Outreach and Technical Expertise**

2016 was an exciting and successful year for PMI. We focused on fine-tuning our strategies and goals along with assuring that we were delivering value to our membership. Several new internal processes were put into place, more members stepped up their engagement for committees and task groups, and we kept our focus on continuous improvement. The involvement by our membership truly represented the importance of our association and how, as a collective group, we could accomplish many things together.

We coined a phrase as the year went on: “three legs of the stool,” representing our three core areas of focus – advocacy, outreach and technical. Our Board of Directors focused on these three areas to ensure that we were delivering on them for our association. Understanding the challenges that each of the segments presented allowed the board to fine-tune each strategy, develop goals to support the strategy and provide guidance to our committee chairs.

The involvement of our Strategic Advisory Group continued to be high, and they worked side by side with the board as we reviewed and developed the short- and long-term outlook for PMI. Having the support and engagement of this group has been and will continue to be a valuable component of our continued success.

The 2016 PMI Conference was another milestone for the association, with 139 total attendees, 32 of 35 member companies represented, and six prospective members in attendance. This level of engagement reflects the importance and value that our membership places on being actively involved with PMI.

The many accomplishments that we achieved in 2016 could not have been possible without the outstanding staff at PMI. Their dedication and hard work made this year’s success possible, and I want to thank them for making PMI a great organization. I would also like to thank my fellow board members for your guidance in 2016. And of course, without the support of our membership, none of this would have been possible. Thank you to the entire PMI community for making 2016 a remarkable year.

I look forward to the continued success that 2017 will bring.

**Paul Patton**

President, 2016 Board of Directors
Plumbing Manufacturers International

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**PMI Artfully Tacks A Steady Course to the Future**

PMI’s distinct personality characteristics are a reflection of PMI’s members, leadership, staff, and consultants. The team has worked to turn PMI into the collaborative, trustworthy, truthful, and reliable entity it is today.

PMI is now regularly invited to legislative and regulatory tables to provide input and direction on matters relating to the safe and efficient use of water. We are truly an industry collaborative partner on water efficiency and plumbing safety. We will remain true to this identity moving forward, always mindful of enhancing the PMI membership value.

Just as ballast provides stability in sailing, a strong vision and well-thought-out strategic plan provides stability as organizations change. PMI is well-positioned to leverage our strengths and continue the distinguished forward momentum that has been established over the years.

Your PMI Board of Directors and committee chairs are focused on success. PMI has a committed and talented staff, and allied team of consultants that have established strong relationships domestically and globally. Our network of connections is intact and our visibility and influence are strong. It is on that substantial foundation that PMI will continue to build, grow, and expand.

As our staff leadership changes after a long, successful tenure, there will be no big bang. No flash. Just a steady course on our strategies and goals. We will adjust our sails to artfully tack as we continue our voyage. There may be some recalibration as we examine our course, but there will be no major course correction — our destination remains the same.

Any changes that do happen will occur to embrace exciting opportunities for growth, renewal, and member value. We will channel any nervous anticipation and focus our energies on leveraging the opportunities that change presents. I encourage you to embrace it with gusto! Buckle up. We are in for an amazing ride!

**Peter Jahrling**

President, 2017 Board of Directors
Plumbing Manufacturers International
PMI Strategy Map

VISION
Safe, responsible plumbing. Always.

MISSION
To promote the water efficiency, health, safety, quality and environmental sustainability of plumbing products while maximizing consumer choice and value in a fair and open marketplace.
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CORE VALUES
Technical Expertise  Advocacy  Outreach

PRIORITIES (Focus Issues)
Water Efficiency  Sustainability  Health and Safety  Codes and Standards  Regulation and Legislation

AUDIENCES
External
Federal and State Regulators
Federal and State Legislators
Water Districts
Association Alliances
Prospective Members
Standards Development Organizations
Plumbers

Internal
Manufacturing Members
Allied Members
Member Company Executives

LEADERSHIP
PMI Board of Directors
Member Co. Executives (Strategic Advisory Council)
CEO/Executive Director
Staff Committees

FINANCIAL RESOURCES
Dues Revenue
Other Revenue
Special Funding
Maintain Reserve
Budget Management

Revised August 2016
2016 Strategic Planning

PMI’s Board of Directors and Strategic Advisory Council participated in an integrated SWOT (strengths, weaknesses, opportunities and threats) analysis of the organization. This process culminated in a three-year work plan for PMI. PMI’s core values, priorities, audiences, leadership, and financial resources were thoroughly analyzed and discussed, and summarized in the PMI Strategy Map.

PMI’s Core Values

PMI’s core member values of technical expertise, advocacy and outreach are often referred to by PMI members as the “three legs of the stool” upon which the organization stands.

PMI has traditionally provided strong technical expertise and leadership to the plumbing manufacturing industry through its members’ dedication, participation and focus. In the spirit of continuing to provide technical guidance and advice within the industry and to policymakers, PMI technical leadership initiated two research projects in 2016 – the first on the potential impact of low flow rates on the growth of water pathogens, and the second to determine the potential water savings that could be achieved by replacing older, inefficient toilets with high-efficiency models.

PMI’s government affairs agenda continues to be advanced through an advocacy effort that includes strong lobbying efforts, particularly in California and Washington, D.C., and through monitoring and early warnings of potential changes to regulations or legislation relating to technical standards and codes. PMI’s stature and credibility among regulators, elected officials, influencers, and partner organizations have increased due to these efforts.

The third leg of the stool – outreach – actively positions PMI and its Safe Plumbing brand as advocates for water efficiency through PMI’s partnership with the Environmental Protection Agency (EPA) WaterSense program. PMI also advocates for a restored national water infrastructure and for safe drinking water through its involvement in a relief effort on behalf of the residents of Flint. PMI’s outreach effort also emphasizes the value PMI provides to members by communicating its technical expertise and services, its advocacy accomplishments on behalf of its members, and outreach activities that demonstrate the benefits of safe, responsible plumbing.
2016 PMI Accomplishments

PMI centered its efforts on its core values of technical expertise, advocacy and outreach.

Technical Expertise

PMI released a Product Category Rule (PCR) Guidance Document for Kitchen and Bath Vessel Fixtures. The document was developed by PMI’s Sustainability Task Group with PMI board approval. In agreement with PMI comments, the FTC issued an official proposed rule regarding removing an outdated labeling requirement for plumbing products. PMI successfully lobbied against code proposals at the International Energy Conversation Code (IECC) hearings that would have changed lavatory faucets flow rates to EPA WaterSense levels in the mandatory IECC.

PMI submitted concerns about building standards related to California’s AB 2282 recycled water legislation at a stakeholder meeting and in follow-up communication with the California Building Standards Commission. The concerns relate to potential unintended public health consequences of the use of non-potable water indoors, as well as to the potential impact non-potable water may have on plumbing product performance.

The PMI Codes and Standards Workshop drew the attendance of 35 professionals who reviewed a brief history and summary of the roles of codes and standards, an industry acronym guide, a report on significant code changes, and more. PMI initiated a low flow and water pathogen growth study with Dr. Paul Sturman (Montana State University). PMI and the Alliance for Water Efficiency (AWE) initiated a study to determine water savings that might be achieved by replacing non-efficient water closets with high-efficiency models in five states that recently experienced drought.

PMI members participated in professional development activities such as the PMI Codes and Standards Workshop, as well as on various committees and task groups. PMI members' technical expertise gained the association a seat at the table as potential regulations and legislation were considered.
Advocacy

Fifteen PMI executives participated in the Washington, D.C., Executive Forum and Fly-In. The executives and other PMI members participated in 28 House and Senate Congressional meetings. Several member company executives and PMI Advocacy/Government Affairs Committee co-chairs attended the Sacramento, Calif., Executive Forum and Fly-In. They updated the California Energy Commission’s executive staff on PMI member efforts to comply with the low flow rates that apply to their products, and met as constituents with 10 legislative offices to lobby specific measures. Following months of PMI engagement, the Los Angeles City Council adopted an ordinance with voluntary low flow rates for specific plumbing products that reflect PMI’s input and suggestions and that will enable PMI member companies to move forward and provide products.

PMI advocated for sweeping bipartisan legislation addressing the nation’s water infrastructure. PMI CEO/Executive Director Barbara C. Higgens and PMI Government Affairs Advocate Stephanie Salmon met with American Water Works Association (AWWA) lobbyists in Washington, D.C., regarding top priority issues for the new Congress and Trump administration, including water infrastructure and financing. Ms. Higgens also attended the AWWA Conference in Chicago and met with AWWA CEO David La France and other AWWA leaders in Denver to discuss national water infrastructural challenges and partnering opportunities.

PMI contributed to amendments authorizing EPA WaterSense included in the Water Resources Development Act (S. 2848), the Energy Policy Modernization Act of 2016 (S.2012), and the North American Energy Security and Infrastructure Act (H.R.8). PMI continues to work behind the scenes to ensure authorization language remains intact. PMI initiated and signed onto a Plumbing Industry Leadership Coalition (PILC) letter highlighting the 10th anniversary of EPA WaterSense Program and joined coalition effort in support of tax exemption status for water efficiency rebates.
Outreach

The PMI communications team developed a monetary value to members estimate of $277,000 for PMI media outreach during the first nine months of 2016, representing a 5 to 1 return on investment. This estimate includes more than 75 stories and coverage of PMI’s Flint Relief Effort. During 2016, PMI distributed 16 news releases/media alerts that gained a total of 86,000 views, 515 website clicks, and 3,800 multimedia views via Business Wire.

A one-page position paper calling for the restoration of America’s aging underground water infrastructure was approved by the PMI board. PMI recruited speakers for and promoted a media and members event introducing PMI’s position paper and infographic about the need for a restored national underground water infrastructure. A full room of more than 25 individuals attended the event held at PMI headquarters.

PMI formed and gained volunteers for four outreach and communication work groups – value of PMI membership, amplifying PMI efforts through its members, engaging with youth to grow the industry, and expanding and diversifying PMI relationships.

PMI 2016 Conference

“Proactively Engaging Influencers,” the 2016 PMI Conference, was held on Oct. 24-27, in Rosemont, Ill. The event attracted 32 of 35 member companies and 85 individual member attendees. Total attendance was 139.

The annual PMI Conference provided a platform for experts in the field to give insightful and valuable information and commentary and for members to network and share their experiences.
Flint Relief Effort

PMI worked with the United Association (UA) plumbers union on a relief effort in Flint. Plumbers installed more than 700 PMI member-donated faucets and supplies so residents could use state-provided filters. Media coverage included national, local and trade stories by outlets including National Public Radio, People magazine, and CBS News. Mostly due to the coverage of the relief effort, the first quarter of 2016 was a record-breaking quarter for PMI communications: website traffic doubled; and there were more than 14,600 press release views, with more than 567 social media mentions reaching more than 240,000 people.

PMI was acknowledged and thanked for their efforts in Flint by presidential candidates during campaign speeches and by Congress during congressional hearings on Flint. Building on the success of the initial January event, hundreds of volunteers gathered in Flint in May to install products donated by PMI member companies in homes where existing fixtures were not compatible with filters. While the initial effort focused on filters for kitchen faucets, participants in the later event installed more than 1,000 water-efficient showerheads and filters.
On September 9, 2016, I announced my plans to retire from PMI at the end of 2017. As I prepare to pass the baton after 18 years at the helm, I'm delighted to report that PMI is in terrific shape. We've come a long way from the early days of PMI's reorganization in 1998, and though I'm personally ready to move on to something new, PMI’s job is far from being done. There is an exciting future ahead!

2016 was a year in the spotlight for PMI. Responding to the lead-in-water crisis in Flint, Mich., PMI members donated hundreds of faucets and other plumbing supplies that were installed by UA plumbers in more than 1,500 homes. Our humanitarian efforts in Flint gained media attention, including coverage by NPR, the Huffington Post, People, and various other news outlets.

Building on PMI’s vision of “Safe, Responsible Plumbing. Always,” PMI introduced a position statement and infographic advocating for the restoration of the United States’ aging underground water infrastructure. The 2017 American Society of Civil Engineers’ Report Card for America’s Infrastructure gave D grades to the U.S. drinking water and wastewater systems. Aging infrastructure thwarts the distribution of clean water. More than 1.7 trillion gallons of treated water are lost annually before the water even reaches residential and commercial buildings where our members’ products are installed.

Similarly, consumers need to do their part. In a study commissioned by PMI, GMP Research, Inc., found that WaterSense plumbing products, which save 20 percent more water than standard plumbing products, are significantly underutilized. On average, only 7.0 percent of the toilets installed nationwide are WaterSense toilets, 25.4 percent of bathroom faucets are WaterSense certified, and 28.7 percent of showerheads are WaterSense certified.

2016 was also a year of collaboration and guarding against unintended consequences, which often result from well-intentioned ideas hatched in a vacuum. PMI has established itself as a trusted resource, providing the scientific and technical balance needed to make good decisions. Our work with Denver Water, the California Energy Commission, and U.S. Environmental Protection Agency are evidence of the value of taking a holistic approach to problem solving.

2017 will see us communicating the results of additional research relating to water efficiency and to having a better understanding of the impact of low flow rates on waterborne pathogens. Stay tuned!

We’ve expanded our international footprint though our vast network, continuing the great momentum we’ve achieved by maintaining our industry presence both domestically and globally. PMI’s focus on networking and relationship building is critical to successful consensus building and achieving our initiatives, while supplementing our resources. Our small but mighty 3 ½-person staff continues to be incredibly productive through our contacts and partners.

Member prospecting and staff development continue as we maintain focus on enhancing member value in tangible ways. We’ve collected testimonials from our members to help communicate our value to prospective members. Increased exposure through a vigorous media outreach effort has also energized our profile and visibility. In 2016, PMI achieved an estimated media value of $277,000 by achieving 77 pieces of original media coverage on outlets reaching an online readership of 839.5 million. The value was achieved through an expenditure of $52,000, for a five-to-one return on investment.

As I prepare to start the next chapter in my life, I do so with the confidence that PMI is well-positioned for expansion, increased influence and success. The future holds exciting possibilities for PMI… and me!

Best regards,

Barbara C. Higgens
CEO/Executive Director
Plumbing Manufacturers International