

## WE'RE RAISING OUR VOICE TO THE INDUSTRY BY LORI GILL, ASSOCIATION MANAGER



PMI's Executive Committee met on June 22 and approved the development or advancement of several internal and industry programs which will continue elevating PMI as "the Voice of the Plumbing Industry."

The Executive Committee also approved PMI's new strategic plan, detailed in Executive Director **Barb Higgins'** column this issue, to benchmark PMI's progress on meeting the needs of its members and managing industry issues. A copy of the new plan is being mailed to each member.

A series of meetings held in conjunction with the National Hardware Show – the Marketing and Trade Show Consolidation Subcommittees on August 16, the Strategic Advisory Committee (SAC) on August 17, and the inaugural association executive alliance meeting on August 18 (see page 4) – will further define PMI's focus and the programs which will benefit the industry and, most importantly, PMI members. Some of the initiatives to be discussed in August are outlined here.

### Reaching Out to the Industry...

PMI is initiating a series of quarterly alliance meetings, comprised of association executives from trade related associations, to strengthen industry-wide communication and foster ideas of managing common goals and issues. The first meeting will take place on Wednesday, August 18 at PMI headquarters.

Those planning to attend include executives from the American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE), American Society of Sanitary Engineers (ASSE), American Supply Association (ASA), Canadian Institute of Plumbing & Heating (CIPH), National Kitchen & Bath Association (NKBA), Plumbing, Heating, Cooling Contractors-National Association (PHCC-NA), and the Window & Door Manufacturers Association (WDMA). Barb Higgins will represent PMI. Stan Wolfson of the American Society of Plumbing Engineers (ASPE), Dick Church of the Plastic Pipe & Fittings Association (PPFA) and Joe McGuire of the Association of Home Appliance Manufacturers (AHAM) have each indicated an interest in being a part of the series but cannot make the August 18 meeting.

We will keep our members posted on the progress of this initiative.

*(continued on page 4)*

## PERSISTENCE BY FRED LUEDKE, PMI PRESIDENT



**Fred Luedke**

The new PMI has definitely entered its adolescent phase.

We have successfully navigated our way through the challenges of organizational birth and childhood, i.e., finding office space, installing computer and telephone equipment, gathering together a competent and well-balanced staff, setting up employee payroll and benefit systems, establishing an accounting system, defining

our goals – in short, doing all of those things that are required of a start-up organization.

Our rapid emergence into adolescence was marked by our success at reorienting our membership meetings, defining our major industry concerns and organizing ourselves to address them and raising our visibility in the industry. We have received favorable responses from our members informally and in meeting surveys. You have

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**Barb Higgs**

In the last newsletter I provided some insight as to how PMI staff organizes, prioritizes and stays focused on the various tasks at hand. As mentioned, we work off of comprehensive "to-do" lists, which break projects down into manageable tasks, and review the progress at our weekly staff meetings.

The most important of these lists of course is contained in our Strategic Plan, which was officially approved by the Executive Committee at our June meeting. Much care and thought has been given to the topics, wording and priority of the goals listed here.

Our TOP priority is to promote the interests of our members. YOU are the primary focus and beneficiary of PMI's efforts as we address the issues most important to you. Here's our plan—

**Promoting Members' Interests**

**As The Voice of the Industry—**

**The Strategic Plan of the  
Plumbing Manufacturers Institute**

1. **Identify, address and monitor issues critical to the success of the industry**, as identified by the membership and the Strategic Advisory Committee (SAC). The current list includes the Focus Five Issues: Universal Conformity Assessment, Fair Trade, Leachates, Trade Show Consolidation, and Water Conservation.
2. **Develop PMI as an organization responsive to the needs of its membership** though its influence as a leader in the industry, and build on that foundation to strengthen and firmly establish PMI as a respected professional, proactive, results-oriented organization.
3. **Add value to member companies in traditional and new ways, and communicate the organization's value to members and prospects.** Support membership generally and in specific product group areas to solidify PMI's role as the Voice of the Industry.
4. **Increase visibility, credibility, time lines and importance of the organization as the Voice of the Industry** among members, prospective members, governmental and legislative bodies, related businesses, and trade journals, and by taking and actively promoting positions on a range of issues of substantial concern to the industry.
5. **Focus on continuous improvement** with an eye toward ongoing member input and member services, and enhanced member communications.

Obviously, behind each of these objectives is a list of specific action items which will be pursued to

accomplish each goal. In this way, we will stay focused and effectively stamp out the dreaded "random good idea."

The "random good idea" you ask? That's the rascal which can derail even the most focussed among us. It's the tempting offer which pulls us away from the core of our work.

"Hey gang! I just got a call offering PMI half-price advertising on the 'Tonight Show' next Thursday! Whadda ya say? Let's do it!"

And with that projects are dropped, re-prioritized, budgets are blown and the train is off the track.

The random good idea is the business equivalent of the annoying phone solicitations we all get at home. Has such a call actually persuaded you to make a major purchase that you really hadn't already been considering? "Say! I DO need aluminum siding. Thanks for calling!?"

Having been a personnel director for a company with phone sales as a big part of the business, (it's a long story — don't get me started) I can say that such calls at best, simply hit the prospect at the right time. That is, the plan was already in the works and the call just moved the decision forward, as opposed to actually selling the person on the idea.

Our approach to business planning at PMI operates this way. When presented with an opportunity, we bounce it against our well thought-out strategic plan. Is the proposed opportunity already a part of the plan... and the budget? If it is... GREAT! Let's do it! If not, is the opportunity compelling enough to have us change our strategy and reallocate our dollars? If it is, then let's re-think the plan and include the proposed opportunity. If not, let's abandon the idea and get back to the plan!

As with all businesses, the PMI office is barraged on a daily basis with unsolicited calls to change our phone system, subscribe to a new trade journal, advertise in a new directory, travel to a convention, exhibit in a trade show. We keep our sanity (while keeping our budget in line) by evaluating these random good ideas in the context of our strategic plan, and making decisions accordingly.

That is not to suggest that we are inflexible or adverse to new ideas. (Just about everything we do has been re-evaluated over the past year or so, and we have made some significant changes.) It's a matter of reducing the distractions and avoiding the temptation to try to be a "jack of all trades, master of none".

So that's what we're up to these days. We are chipping away at the Focus Five and enhancing our value to you, while raising our visibility in the industry. If you have any questions about the plan or would like more details on the tactics, please call a Board member or me.

Until next time...we'll stay focused and be on the look out for the insidious random good idea.





Dave Viola

### Compromising Shower Safety

Several attempts to revise plumbing codes around the country could result in compromising the protection currently afforded against thermal shock. Proposals have recently surfaced at each of the model code meetings as well as in the State of New York to require all hot water outlets in plumbing systems to be protected from the

risk of scalding. Each of these proposals called for hot water outlets to be protected by a thermostatic valve complying with American Society of Sanitary Engineers (ASSE) Standard 1016 Performance Requirements for Individual Thermostatic, Pressure Balancing and Combination Pressure Balancing and Thermostatic Control Valves for Individual Fixtures. The thermostatic mixing valve is permitted to be located at individual fixtures, or at the water heater as an in-line device serving multiple fixtures.

Mixing valves meeting the performance requirements of ASSE 1016 can provide scald protection when serving multiple fixtures. The problem occurs when the level of protection currently afforded to showers is reduced. Virtually all plumbing codes require showers and shower/bath combinations to be protected by mixing valves complying with ASSE 1016 (some codes such as the International Plumbing Code require compliance with ASSE 1016 or Canadian Standards Association (CSA) Standard B125, Plumbing Fittings). These valves are required to be point-of-use devices providing the sole source of mixed water to the shower. The valves:

- Incorporate a high limit handle stop to establish a maximum allowable discharge temperature;
- Provide automatic compensation to prevent set temperatures from being exceeded; and
- Limit temperature and pressure fluctuations that are potentially dangerous.

These features are intended to protect the bather against two types of injuries common in shower areas. The first type is scalding, which is a burn injury caused by the contact of hot water on the skin. The second is thermal shock. Thermal shock is a rapid change in water temperature great enough to cause individuals to react to a change in water temperature and exposing themselves to injury. Thermal shock can occur from both a warming and cooling of the water, causing slips, falls, breaking through shower doors and similar accidents.

Thermal shock protection is compromised when a thermostatic valve supplies mixed water to the hot side

only of one or more fixtures. Any pressure imbalances in either the cold or hot water line will significantly change the water temperature at the outlet.

To compound the problem, these proposals are in direct conflict with the ASSE 1016. As currently written, ASSE 1016 applies only to individual mixing valves for individual fixtures. The title, foreword and Section 1.1 Application of ASSE 1016 clearly state that devices regulated by this standard are intended solely for individual fixtures. It could even be argued that ASSE 1016 only applies to individual shower valves. The foreword states "...persons having had disturbing experience with shower valves which were potentially hazardous allowing sudden surges of high temperature water to flow from the shower head prompted the initiation of this standard". Other areas that indicate the standard applies to individual shower valves are as follows:

- Several sections reference ASME A112.18.1M, and ASME A112.18.1M regulates shower valves and individual fixture fittings.
- Figure 1 of ASSE 1016 shows a schematic of a valve as it is to be tested. The figure requires a thermocouple (T3) to be located no more than 36 inches from the valve to measure the temperature of water as it exits the plumbing system. 36 inches is the developed length of the water supply riser between the shower valve and showerhead.
- Section 3.6 requires the Regulation and Temperature Variation Test to be conducted at one specified flow rate of 2.5 gallons per minute (gpm). 2.5 gpm is the maximum allowable flow rate for a showerhead.
- The Foreword requires the valve to protect the USER against exposure to sudden changes of water temperature, and Section 1.1 requires the valve to be designed to be adjusted by the user. A valve located at the water heater is not controlled by the USER.



To date, PMI has been successful in defeating well-intentioned attempts to expand the scope of ASSE 1016 to in-line devices. PMI understands that significant confusion still exists within the industry, and additional work is necessary. As such, PMI is in the process of developing a white paper that will be reviewed by the PMI membership at the Fall Meeting in Washington, D.C. The white paper will be used as a tool to educate legislators, code bodies, standards writers and inspectors on the necessity of both thermal shock and scald protection. Additionally, PMI will be actively working with standards writers to clarify the scope and application of ASSE 1016, and if necessary, develop a performance standard for in-line thermostatic mixing valves designed to protect multiple fixtures.



Lori Gill

### ...And To Our Own As Well

The Executive Committee approved the Marketing Subcommittee's "industry forum" concept – convening periodic forums on industry issues to increase the value of PMI to "non-technical" employees of member companies as well as expose PMI to non-members. The forums will focus on the marketing aspects of industry issues and/or explain

complex industry processes from a non-technical perspective. Ideas for forum topics include each of PMI's Focus Five issues, as well as a primer on understanding the code and product approval processes (an extremely popular presentation presented by Technical Director **Dave Viola** at PMI's 1999 Spring Meeting).

The Marketing Subcommittee will meet on August 16, in conjunction with the National Hardware Show in Chicago, Ill., to finalize a date, location and topic for the first forum.

### PMI's Focus Five Gets More "Focused"

The Executive Committee has asked the Strategic Advisory Committee (SAC) to identify deliverables for each of the Focus Five issues – universal conformity assessment, fair trade, leachates, trade show consolidation, and water conservation – to better measure annual progress toward the defined goals and objectives of each issue. Discussion on developing specific, defined "deliverables" on the Focus Five will be the main focus of the Committee's August 17 meeting.

### Industry Statistics to Get a Boost from PMI

The Marketing Subcommittee will also be busy on August 18 discussing PMI's statistical role in the industry. Chuck Wodrich of Wallace Data Comp, PMI's third party data collector, has been invited by the Subcommittee in discuss ways to restructure the shipment report program to increase its value to participants, and simplifying the report structure to aid in reporting and increase the value of using the aggregate quarterly reports. The Subcommittee will also explore possible ways to expand participation in the shipment report program as well as enhancing the use of the aggregate data. The Marketing Subcommittee will also discuss developing a new statistical program, focused on accounting and production data.

## **PERSISTENCE** (continued from page 1)

confirmed that we were definitely on the right track and have urged us to keep doing what we were doing.

Adolescence is characterized by hope, by unfulfilled promise, by occasional setbacks but also by offering exciting glimpses of the future – of the competent and accomplished adult that will eventually, with a lot of hard work and a little luck, emerge. PMI is definitely emerging as an organization. We are beginning to make our mark and to assume a leadership role in industry circles. Barb Higgins is keeping PMI focused on its strategic goals, while strengthening the organization externally by establishing working relationships with other industry associations. Dave Viola has been able to successfully present a PMI consensus at code meetings so that the PMI position is actively being solicited by others in the industry. He is an excellent resource for our members and the industry. Through the staff's responsiveness we have forged a much closer relationship with our members, not the least of which has been Barb's effort to visit all of our member companies. We have welcomed some new members into the ranks of PMI and have attracted a number of prospects who see the benefits of membership. CeCe Kremer continues to exercise a leadership role as she represents our interests in Washington.

However, being in our adolescent stage, we have not escaped our share of setbacks. We have had some membership attrition this year: Vanguard Industries, Grand Haven Brass Foundry, and most significantly, Jay R. Smith Mfg. Co. All three of these companies had very good business reasons for resigning, did not reach their respective decisions lightly and all left singing the praises of PMI. However, it is still disappointing to lose members during the rebuilding process. The departure of Jay R. Smith was especially demoralizing since they were such enthusiastic participants in every respect, representing the hope for expanding PMI into another whole industry group of manufacturers and with Bruce Smith poised to lead the organization in 2000. Bruce has encouraged PMI to consider him a prospect and we will, of course, maintain our contact with him and his organization.

Events like these lead to soul-searching about whether we are doing the right things and serving our members appropriately. I am personally convinced that we are definitely doing the right things and that we should not be deterred from our goals by these setbacks in our formative years. Of course we will continue to analyze our progress against our goals and make whatever adjustments are necessary, including even the redefinition of our high priority focus issues; but, fundamentally, I believe we are headed in the right direction. If we are persistent, we will fulfill our adolescent promise and become an even stronger organization in which occasional membership defection will not only be rare but less traumatic.

Speaking of persistence, this gives me the opportunity to share one of my favorite quotations with you:

*"Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan 'Press on' has solved, and will always solve, the problems of the human race."*

Calvin Coolidge

Finally, the judges have reached a decision on our slogan contest. "PMI – Make a Difference" was the hands-down winner. We liked it because it delivered the PMI message on a number of different levels. PMI, through well-conceived and implemented collective efforts can make a difference in the industry and business environment in which we all operate. An individual company using the PMI forum can make a difference by influencing the direction of PMI, which, in turn, is able to impact the outside world. Lastly, an individual member, by actively participating in PMI, is able to make a difference by presenting his ideas and helping to establish the PMI consensus position. You can look for our new slogan to start appearing in whatever form Barb's fertile mind can dream up.

Enjoy the rest of the summer!





Have suitcase, will travel...PMI staff has been "on the road again" - to places new and familiar - in our quest to represent PMI, at as many opportunities as possible. Here's a sampling of where we've been lately:

Technical Services Manager **Sharon Sroka** and **Chuck Feltes** continue to represent PMI in Madison, Wis., at the monthly Wisconsin Plumbing Code meetings. Sroka and **Jack Lancaster** also participated in the ADAAG/A117 Committee meeting June 3-4 in Washington, D.C. to provide input on the new standard. On June 18, Sroka gave a presentation on PMI to 50 Florida inspectors. The presentation has opened additional avenues of cooperation between PMI and Florida on building and plumbing code issues.

Technical Director **Dave Viola** continues to champion members' interests at the model code, committee and state levels. In addition to attending the model code hearings this past spring, he represented PMI at the IAPMO Industry Advisory Committee (IAC) meeting May 11-13. He attended the ASME A112.19.2/19.6 Project Team meeting on June 9, the ASME A112 Main Committee meeting on June 10, and the CSA B125 and B45 meetings on June 15 and 16, respectively. He also represented PMI at the CC Plumbing Fixtures Ad Hoc Committee Meeting in Dallas on July 29. At the state level, Viola has been active in several state plumbing code issues and held a key meeting with Chief Illinois Plumbing Inspector Dean Thady on June 2.

Viola was also recently appointed to the Plumbing Industry Advisory Council (PIAC). The PIAC is a committee of the Canadian Institute of Plumbing & Heating (CIPH) to promote uniformity in Canadian plumbing codes. The Committee also works with

Canadian standards writing organizations, certification agencies, code writing bodies and inspection authorities.

Looking ahead, Viola will represent PMI at the NSPC code change meeting on August 20 in Washington, D.C., the ASME A112 meetings August 23-26 in Northbrook, Ill., the UPC code change meeting on August 31 in Washington, D.C., the BOCA/ICBO/SBCCI joint annual conference and code change hearings September 12-16 in St. Louis, and the NSF Joint Committee on Drinking Water Additives September 22-23 in Ann Arbor, Mich.

Executive Director **Barb Higgins** continues to visit PMI members, establish and maintain industry liaisons, and represent PMI in a variety of capacities. She has recently visited Garvin/Guarantee Specialties in Cleveland, and Cifial Brass Works LLC and Hansgrohe Inc. in the Atlanta area. She has toured the offices of the Canadian Institute of Plumbing & Heating, and she attended CIPH's 67th Annual Business Conference in which she was invited to address the general membership on PMI and its relationship with CIPH.

Higgins makes sure PMI is represented at industry trade shows, and she also maintains regular contact with the NEX partners and others in facilitating trade show consolidation discussions. She and other PMI staff attend workshops on issues specific to trade associations. She will be attending the National Association of Manufacturers (NAM) Leadership Conference August 4-7 outside Boston. Higgins and Viola will also be attending the ASA Annual Meeting September 15- 18 in San Antonio, Texas, and will be staffing a booth for PMI.

Until the next issue ... bon voyage!

### **BUILDING A BETTER WEBSITE TO SERVE YOU!**

Changes are on the way to PMI's website! PMI is beefing up its website to increase the value of its on-line communications to members, the industry and others.

Newly available on PMI's general homepage is a comprehensive listing of web links to sites devoted to codes and standards, government and legislative information, industry associations and publications, statistical resources including the PMI-sponsored MQ332E (formerly MQ34E), and other plumbing-related sites of interest.

The members-only page is about to undergo a total redesign. It will be expanded shortly to include PMI meeting minutes and agendas, staff reports on code hearings and other industry meetings, a searchable address/phone/email listing of all PMI members (with the ability to email another member while in the members-only site), information on PMI's government affairs activities, urgent information needing member action, and more.

Your active involvement in the development of this site is key. Please let us know your ideas on information you feel would be beneficial to members, the industry and others accessing PMI's page. Now more than ever, it will be important to members to obtain user names and passwords from PMI to access the members-only site. Contact PMI headquarters for same-day access to the page.

### **NOTES OF THANKS...**

Hello Barbara,  
Thank you for visiting us at Hansgrohe Inc. I hope you found us interesting. I look forward to seeing you and Dave [Viola] in the fall.

Regards,  
Dale Archer  
Hansgrohe Inc.



Barb,

Just a note to thank you for the visit and update on PMI. I look forward to seeing you again at the Fall Meeting. Best of luck as you work to make PMI all it can be.

Sincerely,

Ralph Herrbach  
Cifial Brass Works LLC



*This issue of PMI News begins our focus on what makes PMI successful as the emerging voice of the plumbing industry – the PMI membership. Each issue will profile a member company – offering a glimpse into the company and its involvement in PMI. This month we focus on a supplier member of PMI – Quality Metal Finishing. Suppliers of material to OEM manufacturers are a vital link to the success of the plumbing industry, and we thank Mario and Matt Bortoli for their assistance and their commitment to PMI and the industry.*

*“Let every bird sing its own note...”*

*Author Unknown*

The above quote is found on the inside cover of Quality Metal Finishing’s promotional material. At Quality Metal, rare is the opportunity to “sing its own note” – the company’s products are always part of larger, “finished” items that carry someone else’s name. Lack of name recognition can be an occupational hazard of suppliers to the plumbing industry.

At Quality Metal, however, their motto – “pride in what you do” – goes beyond obtaining name recognition in the industry. According to president and CEO **Mario Bortoli**, the importance of employees, their talents and dedication to quality are what make Quality Metal successful.

Quality Metal Finishing is a privately-held company located in Byron, Ill., outside of the northern Illinois town of Rockford. It’s a paternal company in which the employees share in its success and in which personal workmanship is rewarded.

Quality Metal was founded in 1947 by four gentlemen who believed in a complete, unabashed dedication to providing the best quality products for their customers. Bortoli, a friend of founder Burt L. Way, joined the organization in 1950, “down at the bottom of the pack.”

Bortoli had worked for a large corporation before joining the 20-employee die-casting, electroplating and finishing business. What was once a small, family-run business grew over the years to a 500-employee company that manufactures and finishes chrome-plated die cast components for the plumbing industry.

“Quality Metal Finishing has grown with the plumbing industry,” says Bortoli. “When we first got involved in the business, zinc die castings were referred to as ‘pot metal’ – an old-time derogatory term meaning ‘cheap’ or ‘chintzy’. Now the business we’re in has become the accepted and preferred way to do business” – a major feat for suppliers in the plumbing industry.

*“When we first got involved in the business, zinc die castings were referred to as ‘pot metal’ – a old-time derogatory term meaning ‘cheap’ or ‘chintzy’.*

*Mario Bortoli*



As Quality Metal grew, so too did Bortoli’s responsibility within the company. Fifteen years ago, Bortoli became president and CEO of Quality Metal and, in 1995, the Bortoli family became owners of the controlling interest in the company. Bortoli’s son, Matt, also became a vital part of Quality Metal and is currently the company’s executive vice-president.

Since taking over as president and CEO, Bortoli says the growth in the plating business has been “phenomenal.” He credits the growth to “an ever-decreasing amount of domestic vendors” for American OEM manufacturers of plumbing equipment.

“Many companies simply prefer a domestic, on-shore source of die cast hardware, and there are only a few qualified supply sources in the entire world, let alone the United States. That’s been a large part of the success of our company and companies like ours. Still, one must compete worldwide for quality material at the lowest possible price, and we have been able to do that effectively as well,” says Bortoli. Quality Metal was initially also involved in supplying the automotive and appliance industries, but over the past 35 years, Bortoli says Quality Metal found its niche in the plumbing industry.



Which then led Quality Metal to PMI in 1987. Bortoli says PMI was “a natural fit” to the goals and success of Quality Metal. “Many of the major plumbing manufacturers are our customers. The common denominator in the plumbing industry is the supplier.”

As with any relationship, Bortoli says communication is the key to a successful manufacturer-supplier relationship. “A good supplier has to be aware of its buyers’ problems, because those problems eventually become your problems.” Joining PMI, says Bortoli, allowed Quality Metal to keep lines of communication with manufacturers open and “become more in tune with the issues facing our customers.” In turn, according to Bortoli, “it enabled our expertise in the plumbing industry to grow.”

Quality Metal also found crucial value in PMI’s proactive management of issues facing the industry. “The majority of our business is vendor-to-OEM-manufacturer.”

“Identifying, managing and avoiding – when and if possible – industry issues such as lead and other environmental concerns, is crucial to the maintenance of this supplier-manufacturer relationship.” PMI, he says, performs this “preventative maintenance” function, by getting to, and managing, the issue before the issue gets to, and manages, the industry.

Bortoli views Quality Metal’s relationship with PMI as a symbiotic one, in which “one feeds off the other” by the sharing of information, leading to proactive management of industry issues. And, proactive, he

says, is the key to the success of the Institute, its members and the industry as a whole. “All of us [PMI and its members] must work as a team and feed each other mutually beneficial information. If we supply the information early, put it through the ‘grinder’ and see what comes out, that makes it a much harder hill for the issue to climb in terms of the damage it can do to the industry.”

Like the commitment put forth at Quality Metal, Bortoli and his son, Matt, have faithfully served PMI with their time and talent. Bortoli is currently a member of the PMI Board of Directors, and Matt serves as co-chair of Specialty Finishing Product Group. Both regularly attend PMI meetings. Bortoli’s wife Mary, often joins him at PMI meetings, and their four grandchildren – ranging in age from three to 17 – have also been involved in special PMI events.

The Bortolis have another son, Michael, who is a doctor in the Rockford area and is an excellent wood carver of water fowl and other birds. In fact, a picture of one of Michael’s sculptures adorns the inside cover of Quality Metal’s promotional material. The Bortoli family is a close-knit one,

and the entire family enjoys spending as much time as possible together.

Through the years, Quality Metal has built itself into a very successful die casting and finishing company – all the while singing its own note by “doing what’s best for customers, our employees and our business.”

*“A good supplier has to be aware of its buyers’ problems, because those problems eventually become your problems...[Joining PMI] allowed us to become more in tune with our customers.”*

*Mario Bortoli*

## EXTRA EXTRA...PMI IN THE NEWS!

### Highlighted Articles on PMI this Year

- Special PMI Supplement; *Plumbing & Mechanical*, March
- “PMI Accredited As Standards Developer”; *Contractor*, May
- “Plumbing Manufacturers Institute ANSI Certified, Will Develop Oil Separator Performance Standard”; *PMEngineer*, May
- “PMI Encourages Code Uniformity”; *Plumbing & Mechanical*, May
- “Support for Unified Show” (letter of thanks to NEX partners by PMI President Fred Luedke); *Contractor*, May
- “PMI Announces Dates for Semi-Annual Meetings”; *Southern PHC Magazine*, June
- “PMI Spring Meeting Addresses Key Issues”; *PMEngineer*, June



- “PMI to Develop Separator Standard”; *Plumbing Engineer*, June
- “PMI Committee Adopts Plumbing Code Policy”; *Plumbing & Mechanical*, June

### Articles in which PMI’s Influence is Highlighted

- “The Undead Knollenberg Bill,” *PMEngineer*, April
- “NKBA/NEX Joint-Show Talks Continue,” *Supply House Times*, June
- “Controversial House Bill Seeks to Flush Low-Flush Toilets,” *Plumbing & Mechanical*, June
- “Congress Sees Low-Flow Toilet Repeal Bill Again,” *Contractor*, July

## THE NEW PMI...ONE YEAR LATER BY MARTIE GUNTHER, ASSOCIATION COORDINATOR



**Martie Gunther**

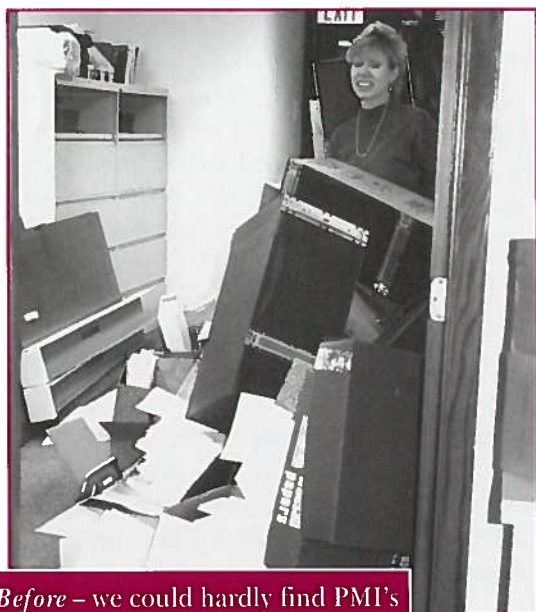
It's amazing that already one year has passed since PMI established its own in-house staff. Over the past year, we have expanded — not only the office building, furniture and equipment, but also the staff that makes us what we are today.

It all started with **Barb Higgins** working at home on her kitchen table, then expanded with the addition of **Sharon Sroka** and a new office that needed tons of

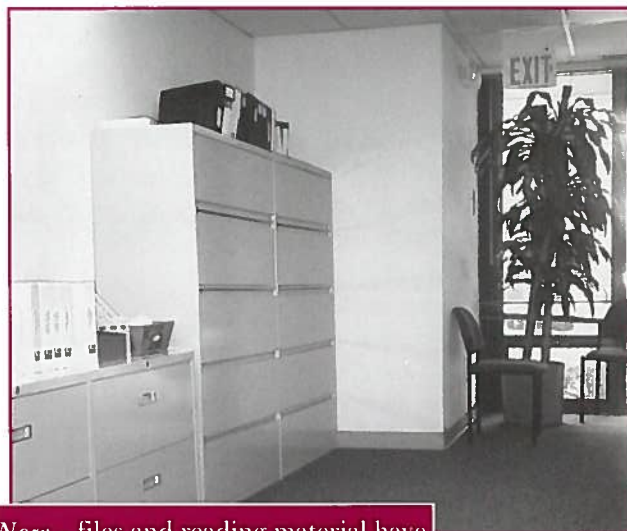
work. Both were working in the “lap of luxury” which included holding meetings around card tables and using cell phones amidst the workmen and dust.

Finally, PMI's office was cosmetically complete but PMI needed additional staff. **Dave Viola** arrived in September 1998 and brought with him his vast technical knowledge. This past April, **Lori Gill** and I were hired to round out the administrative aspect of the association.

PMI has come along way — just take a look at these pictures! And we, the staff of PMI, look forward to the adventure and continued growth in the years ahead.



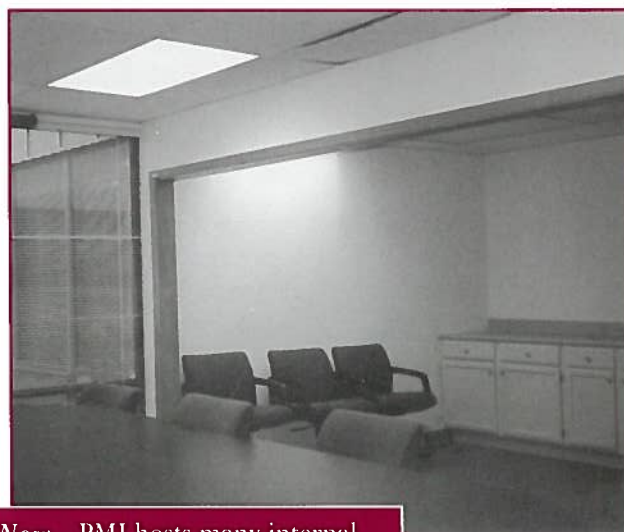
*Before* – we could hardly find PMI's staff amidst all of the boxes!



*Now* – files and reading material have found an orderly home, and staff can now walk through the office!



*Then* – the walls came down to give PMI conference space.



*Now* – PMI hosts many internal meetings in-house — a cost savings and convenience to the members!



*As we focus a portion of this issue to PMI now, and one year ago, we are pleased to profile two gentlemen instrumental in PMI's transition – 1997 Chairman Gary Turner and 1998 Chairman Bill O'Keeffe.*

**Gary Turner**, director of quality at Teledyne Water Pik in Ft. Collins, Colo. and PMI's 1997 Chairman, has been with Teledyne for 23 years and active in PMI for 15 years. A Jayhawk alum, Turner graduated from the University of Kansas with a B.A. in mathematics and a M.B.A. in economics. Before arriving at Teledyne, Turner served in contract management in the U.S. Air Force.



**Gary Turner**

Turner models his management philosophy after Steven Covey's, "Seven Basic Habits of Highly Effective People," which teaches effective managers to break tasks down into four "quadrants" according to their urgency. Turner states he works daily, as much as possible, on "Quadrant II" activities – activities which are important but not deemed "urgent". "Far enough of the work becomes 'Quadrant I' activities (important and urgent) without my help," says Turner.

Turner credits eight secrets to his success: 1) visualize a situation from all sides, wearing all hats before reacting; 2) work from data as much as possible; 3) always meet your commitments; 4) be consistent; 5) be approachable; 6) be responsive; 7) put the customer first and all else will follow; and 8) above all, HAVE FUN IN WHAT YOU DO! Certainly these traits served him well during his tenure as Chairman and Immediate Past Chairman in 1997 and 1998 as PMI began its transition to a new office.

Aside from his leadership role as a PMI officer, Turner has played a very active role at the committee level, serving as past committee chairs of Government Affairs, Water Conservation, ASSE 1014, 3rd Party Certification, and Material Regulation. He is the current chair of the Strategic Advisory Committee (SAC). Turner cites networking opportunities, industry benchmarking, the ability to influence and/or lead in setting industry positions on laws, regulations and consensus standards, and knowledge of latest industry information, as reasons for Teledyne Water Pik's PMI membership.

Away from PMI and the office, Turner lives with his wife, Kathy, and has three children — Emily, Derek, and Ryan. When not working, you might find him playing golf, mountain biking, or taking a walk in the Rocky Mountains. It may surprise you to know that Turner comes from a notably musical heritage. His great-grandfather played tuba with the legendary John Philip Sousa, his grandfather played tuba in the Jazz clubs of Kansas City and his father had the last "live" music show on Kansas City radio. Turner is musically inclined as well; he plays the piano and the trumpet, and he is passing the legacy on to his two sons. Not surprisingly, Turner credits his father and grandfather as the most influential people in his life.

According to Turner, "One taught me to how to treat others, and the other taught me the importance of family over career."

When asked about the evolution of PMI over the last 25 years, Turner remarked, "Fifteen years ago, PMI tended to be reactionary, waiting for problems to arise and then reacting in a crisis. Over the years, and most significantly in the past two years, PMI has moved to a more proactive philosophy on issues. This is a trend that must continue to be emphasized in order for PMI to be recognized as "the Voice of the Plumbing Industry."



**Bill O'Keeffe**

**Bill O'Keeffe**, Chairman and CEO of Symmons Industries, Inc. in Braintree, Mass. and PMI's 1998 Chairman, played an integral part in the evolution of the new PMI over the last year. O'Keeffe's experience in the industry comes from 20 years as Symmons Industries, Inc.'s outside legal counsel and as its CEO for the past 14 years.

There are three things that describe O'Keeffe's management style: 1) provide general direction and planning; 2) put the right people in charge; and 3) get out of the way! O'Keeffe agrees with his hero, Winston Churchill, on the "secret" of success — failure. O'Keeffe quotes Churchill as saying, "Success is going from failure to failure without loss of enthusiasm."

O'Keeffe was asked to join PMI 14 years ago, and since then he has continually been active in PMI at the committee level, at the Board level from 1994-1999, and as PMI Chairman in 1998 and Immediate Past Chair in 1999. Access to information about the industry is the reason Symmons Industries joined PMI, and his vision for PMI is for the Institute to become the leading industry voice and information source.

During the summer, you will find O'Keeffe and his wife, Paula (Symmons), at their favorite vacation spot — their home on Cape Cod. He spends his time unwinding by reading his favorite books, *The Great Gatsby* and *Stuart Little*, and sailing. He admits that in the winter, when he is unable to sail, he is "a miserable person to be around." Paula and their two grown sons, Ian and Tim, might not agree.

One thing you might be surprised to learn about O'Keeffe is that he was very radical politically and socially in the late 50s and early 60s. This could be attributed to the most influential people in his life — his mother, who encouraged him to be independent, and a 98-year-old friend, Albert H. Gordon, who showed him what independence was all about.

For PMI, O'Keeffe had these parting words of wisdom, "If PMI focuses simply on being PMI and doing that well, then all other things (increasing membership, obtaining broader respect from government code bodies, etc.) will follow very easily."

### ***Deja vous all over again and the fat lady***

Around this same time last year PMI was engaged in the preliminary stages of planning for a House Energy and Power Subcommittee hearing on legislation introduced by Rep. Joe Knollenberg's calling for the repeal of the uniform national efficiency standards for plumbing products enacted in the 1992 Energy Policy and Conservation Act, EPAAct.

As many manufacturers vividly remember, we submitted testimony, drafted press releases, arranged for expert witnesses and began to converge on Washington — only to learn of Rep. Knollenberg's last minute request to "postpone" the hearing. ***And, here we go again!***

By mid-July of this year, Knollenberg began pressing for a hearing on his bill. Rep. Joe Barton, the new subcommittee chair and cosponsor of the legislation, HR 623, agreed to schedule a hearing before the month-long congressional recess begins in August. Once again, the Commerce Committee is in the preliminary stages of planning for an Energy and Power Subcommittee hearing on the bill during the week of July 26. PMI is again writing testimony, drafting press releases and compiling the witness list.

What has changed is the umbrella coalition. Membership in the coalition now numbers more than 100 diverse, well-respected organizations. The coalition that PMI helped form two years ago has become a strong and unified force.

Most importantly, the American Water Works Association Research Foundation, AWWARF, is

preparing the publication of a report which builds on the positive conclusions first documented in the *Saving Water, Saving Dollars* report and highlights dramatically the enormous benefits reaped from the national uniform efficiency standards for plumbing products in EPAAct.

Noteworthy, however, is the change in the official position taken by the National Association of Home Builders, NAHB. You will remember that early on in the process NAHB passed a resolution in support of Knollenberg's repeal effort. In fact, last year Charlie Ruma, currently President of NAHB, was at the top of Knollenberg's witness list.

Recently, after months of exhaustive negotiations between the home builders and plumbing manufacturers, NAHB's executive committee passed a new resolution requesting Knollenberg delay a congressional hearing on HR 623 in order to allow the home builder's and the manufacturers the time necessary "until the issue can be worked out...". The five very persuasive plumbing manufacturers who hold membership in NAHB's National Council of the Housing Industry (NCHI) and participated in the negotiations are **Bill Ficken**, vice co-chair of the NCHI, **Gerber Plumbing Fixtures Corp.**; **David Goike**, former co-chair of the NCHI, **Masco Corporation**; **Gary Felsing**, **Kohler Company**; **Lyle Hunicutt** and **Lee Mercer**, **Moen Incorporated**; and **Dave Lipkin**, **David Meisner** and **Pete DeMarco**, **American Standard Inc.**

### **WHAT TO DO ABOUT CANCELLED GOVERNMENT SPECIFICATIONS** BY SHARON SROKA, TECHNICAL SERVICES MANAGER



**Sharon Sroka**

Are you still receiving purchase orders that reference out-of-date, government specifications? Where do you go to get the proof that a specification has been replaced by a consensus standard? "Well, there are a couple of places", according to Mr. Tom Bacon, Chief of the Engineering Policy Branch of the General Services Administration (GSA).

For commercial item descriptions (CIDS) and Federal Specifications, contact the GSA Distribution Point at (202) 619-8925. Ask for a copy of the cancellation notice for that particular item (just give them the specification number). GSA will then provide a document noting the cancellation of the specification and it will also list the replacement consensus standard or specification number if one was issued for that particular item.

In addition, you can also visit the GSA website at <http://pub.fss.gsa.gov/pub/fed-specs.html> for a numeric list of canceled/superseded CIDS and federal specifications. To purchase a copy of the Index of Federal Specifications, Standards and Commercial Item Descriptions (FPMR 101-29.1), (for \$50) just phone (202) 619-8925.

For information on military and Department of Defense specifications, visit website [www.dodssp.daps.mil](http://www.dodssp.daps.mil). Click on "assist" and request a password. The service is free; however, you have to wait to receive the password via phone call. This web page offers information on Military Standards; DOD-adopted Non-Government/Industry Specifications and Standards; Federal Specifications and Standards; Military Handbooks; Qualified Products/Manufacturers Lists (QPL/QMLs); Commercial Item Descriptions (CIDs); Air Force/Navy Aeronautical Standards/Design Standards; and Air Force Specifications Bulletins.

If you still need assistance and you are a member, phone PMI, the trade association that works for you!





**Spouse/Companion Program For The Fall –  
UNDER CONSTRUCTION!**



With so much to see and do in Washington, D.C., PMI staff is finalizing plans for a TWO-DAY family/companion program in October — with privately arranged activities planned for Monday afternoon and Tuesday morning. Spouses, companions and/or family could elect to participate in one or both sessions.

PMI surveyed members to gauge the estimated attendance of companions and family, as well as interest in several points of interest. Completed program information will be included in the registration materials being mailed shortly.

Vice President of Government Affairs CeCe Kremer is working with “First Lady” Mrs. Jeanne Luedke on the spouse program. Options include Ford’s Theater, west wing of the White House and the Blair House (the presidential guest home) as one day’s activities; the Library of Congress, Capitol Building/behind —the-scenes of Congress, and Supreme Court tour as another package; and a tour of the National Holocaust Museum as a third option. **Call PMI for details.**



**PMI FALL MEETING 1999**

**GET SET FOR  
WASHINGTON!!**

PMI’s Fall Meeting will be held October 10-13 at the Willard Inter-Continental Hotel in Washington, D.C. In addition to committee and product group meetings, PMI is finalizing plans for a speaker to discuss the Y2K election. Don’t forget — congressional

visits, Legislator of the Year and a government affairs luncheon round out PMI’s fall fare.

Registration materials detailing program information will be mailed shortly; below are some details to give you a head start on making your arrangements to attend!

To get a head start on your planning, call (202) 628-9100 to make reservations with the Willard. The room rate for PMI’s meeting is \$210 for single/double rooms.

**HOTEL DEADLINE  
SEPTEMBER 10, 1999**

**Think ahead and make your plans  
with The Willard now!**

***DID YOU KNOW...?***

**Little-Known Facts About The Willard**

PMI has held several Fall Meetings at the Willard Inter-Continental Hotel in Washington, D.C., but how much do you really know about the hotel we like to call our D.C. home? Consider these facts:

- The Willard Inter-Continental Washington has hosted every president — as a sleeping guest or as a guest at a social function — from Franklin Pierce in 1853 to Bill Clinton in the 1990s.
- Because of assassination threats, President-elect Abraham Lincoln was smuggled into The Willard at dawn on February 23, 1861. He remained at the Willard for 10 days, then was inaugurated as President. The total cost for his family’s stay at the Willard, including meals? \$773.75. Lincoln paid the bill when he received his first paycheck.

- Julia Ward Howe, while a hotel guest in 1861, was awakened to Union soldiers marching and singing the popular “John Brown’s Body” outside her window. Ms. Howe had often thought the song, which had become an anthem of sorts for the Union troops, deserved more dignified words. So she rose from her bed and penned the song that would inspire a nation — “The Battle Hymn of the Republic.”
- President Ulysses S. Grant, used to escape to The Willard for a brandy and a cigar in the lobby. As word spread of Grant’s fondness for The Willard’s lobby, many would-be power brokers approached him on individuals causes. Grant referred to these people as “lobbyists” — hence the term.

The hotel underwent a restoration in 1986 and has remained D.C.’s social and political center. It enters the 21st century with a long and illustrious history as one of America’s most notable hotels.

## PMI's CALENDAR CHECK

### August 1999

- 15-18 National Hardware Show  
*Chicago, IL*
- 16 **PMI Marketing Subcommittee**  
**PMI Trade Show Consolidation Subcommittee**  
*Chicago, IL*
- 17 **PMI Strategic Advisory Committee Meeting**  
*Schaumburg, IL*
- 18 Industry Association Alliance Meeting  
*Schaumburg, IL*
- 20 NSPC Hearing  
*Washington, DC*
- 23-25 ASME 18.1 and 18.2 Committee Meetings  
*Northbrook, IL*
- 26-27 ASME 19.7 and 19.8 Committee Meetings  
*Northbrook, IL*
- 29-Sept. 2 IAPMO Annual Education & Business  
Conference  
*Washington, DC*

### September 1999

- 6 Labor Day
- 11 Rosh Hashanah
- 12-17 SBCCI/BOCA/ICBO Joint  
Annual Conferences  
*St. Louis, MO*
- 15-18 American Supply Association  
Annual Meeting  
*San Antonio, TX*
- 16-18 5th World Plumbing Conference  
*Sun City, South Africa*
- 17 ICBO ES Evaluation Committee  
*St. Louis, MO*
- 20 Yom Kippur
- 22-23 NSF Joint Committee on Drinking Water  
Additives  
*Ann Arbor, MI*
- 24-25 CIPHEX '99  
*Toronto, Ontario*

Check out PMI's website for a complete calendar!  
[www.pmihome.org](http://www.pmihome.org)



### PMI RETURNS TO MARCO ISLAND IN 2001! MARCH 4-7, 2001

PMI has contracted with the Marco Island Marriott Resort & Golf Club for its 2001 Spring Meeting. The Resort, site of PMI's 1999 Spring Meeting, will host PMI's 2001 meeting March 4-7. The Marco Island Marriott Resort & Golf Club received very high marks from the majority of PMI members responding to our post-meeting survey, and we are pleased to be returning in the 21st century.

## USTR DISCLOSES INTELLECTUAL PROPERTY "WATCH LIST"

By SHARON SROKA, TECHNICAL SERVICES MANAGER

Under the Trade Act of 1974, the United States Trade Representative (USTR) is required to identify and report to Congress on an annual basis all trading partners that deny adequate and effective protection of intellectual property rights and equitable market access to U.S. persons and firms that rely upon this intellectual property protection. Unless they enter into good faith negotiations to alleviate the problems, those countries having the greatest adverse impact to the USA are identified as "priority foreign countries".

This year, the USTR has identified 53 trading partners as having failed to provide adequate protection and equitable market access. Sixteen have been placed on the "priority watch list" and include Argentina, the Dominican Republic, Egypt, the European Union, Greece, Guatemala, India, Indonesia, Israel, Italy, Kuwait, Macao, Peru, Russia, Turkey and Ukraine. In addition, China and Paraguay are subject to continued monitoring. Thirty-seven other trading partners were placed on the "special watch list" and some of these partners will be subject to interim review during the coming year.

If you are interested in obtaining a complete list of the subject trading partners, (and you are a PMI member) phone PMI headquarters at (847) 884-9PMI (9764).

### 1999 PMI LEADERSHIP

#### Officers

President: Fred Luedke, NEOPERL, Inc.  
1st Vice Chair: Linda Mayer, Moen Incorporated  
2nd Vice Chair/Acting Treasurer: Frank Evans, Zin-Plas Corporation  
Immediate Past Chair: Bill O'Keeffe, Symmons Industries Inc.

#### Directors at Large

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Ken Martin, Delta Faucet Company  
Todd Talbot, Alsons Corporation  
Al Walcutt, MPC Plastics, Inc.  
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#### PMI Staff

Barbara C. Higgins, Executive Director  
David W. Viola, Technical Director  
Sharon Sroka, Technical Services Manager  
Lori Gill, Association Manager  
Martie Gunther, Association Coordinator  
Chuck Feltes, Industry Liaison

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**PMI Works...for you!!!**