

Involvement in PMI is the Key Ingredient to Successful Initiatives

By Peter Jahrling, PMI Board President and Director, Product Engineering and Intellectual Property, Sloan Valve Company



Peter Jahrling

I'm into my first hundred days as PMI Board of Directors president, and while I in no way see my tenure as important as the governance of our republic, I do have reason for great optimism and promise. Manufacturing is alive and well in the U.S. and by all accounts the present administration in Washington, D.C., plans to emphasize our manufacturing industry landscape, positioning PMI as vital to our

industry initiatives. Behind the scenes, our search for a new PMI CEO/executive director is well underway with the board's hiring of Kittleman & Associates as our executive search firm. I want to thank **Paul Patton**, Delta, immediate past board president, for heading up the search committee and board vice president **Scott McDonald**, Fluidmaster, for his valued input. Stay tuned for updates on our progress.

To align our strategic initiatives, we have placed more emphasis on committee activities, using techniques to align tactics with strategies. Each committee chair is following through with a newly developed quarterly Board of Directors report, thanks to **Fernando Fernandez**, TOTO; **Rick Reles**, Kohler; **Nate Kogler**, Bradley; and the committee chairs. This new template aligns and reinforces member activities with the strategic plans laid out last year. These cohesive, dynamic reports on the various committee activities will be included in PMI's periodic publications to demonstrate progress toward our association's goals.

Your PMI association is focused on delivering member value and enabling industry communication among members and industry stakeholders. PMI strategy monitors and communicates to members the dynamic industry forces affecting our businesses (codes/standards, federal/state action and more). I am reminded of the three-legged stool staff often uses to articulate PMI member values: technical expertise, advocacy, and outreach.

The image reminds us of not only the opportunities PMI identifies within each "leg," but also the network between each

that PMI facilitates. And while all of us have pressing responsibilities in our "day jobs," I would like to challenge each of you to assist staff in getting the message out within our respective organizations. One small but important first step is to forward within your organization the PMI publications and communications such as *Ripple Effect* or *Inside MY PMI*. Be sure to invite

others to sign up to receive these publications directly. (I was surprised to find out one of our senior staff members was not receiving the PMI publications.) PMI staff is eager to add new member company contacts to spread the word about the value proposition PMI provides to your company and to foster new collaboration opportunities within the membership.

Another important action is to log in to the PMI website and update your company contact information and make sure it is current.

Be sure to engage with PMI in social media and re-tweet our messages to help reinforce them. Your support is valuable! Finally, get involved on the various regularly scheduled calls and don't hesitate to speak up if you have a question. Don't be afraid to request clarification during the calls. Most times others are thinking the same as you are when you hear something! If you're shy, send an email. Staff is very punctual and responsive.

While it may seem mundane or cliché, it is true: our association value is limited only by what each one of us contributes. I encourage you to leverage the positive member experiences and be part of the changing landscape.

See you online.



Keeping an Eye on the Prize While Focusing on Mutual Goals

By Barbara C. Higgins, PMI CEO/Executive Director



Barbara C. Higgins

PMI is in the consensus-building business. Like all industry trade associations, PMI brings together diverse (and often competitive) groups with

the notion of working toward a common goal. PMI continues to enjoy much success in this arena. And, we have expanded our effectiveness by reaching out beyond our membership to network with groups throughout the U.S. and across the globe.

The ability to seek and then build upon common ground is not innate. While some folks may show a natural ability toward consensus-building, for most of us it is a trait that must be learned, nurtured and practiced. We have some Higgins family members that seem to nurture the opposite talent and take fiendish delight in throwing the hand grenade just to stir the pot at holiday gatherings. “So —don’t you think **Mother Theresa** is a knucklehead?” The turmoil that follows makes me physically sick. I immediately go into hyper-drive to mitigate the situation and regain the peace.

This ability comes in handy in my day job, too. PMI often is at the center of the discussions about continuing to ratchet down plumbing product flow rates in the name of water efficiency. In addition to cautioning about unintended consequences, PMI continues to highlight that its members’ products are only one piece of a larger system which includes utilities at one end and consumers at the other. A PMI infographic (goo.gl/sYgCRH) illustrates the need to restore our aging underground water infrastructure to abate the trillions of gallons of water lost annually through

water main breaks. Our WaterSense study (goo.gl/HEImH2) shows that with WaterSense toilets having only 7% market penetration nationally, there is much more work to be done in encouraging consumers to adopt these great products, which not only use water efficiently but perform well, too. A follow-up study conducted in partnership between PMI and the Alliance for Water Efficiency (AWE), due to be published very soon, will show the potential water savings to be gained by retrofitting outdated legacy products.

And isn’t this really what it’s all about? – saving water! I often find myself in conversations where that concept appears to be lost. The aim sometimes seems to be to focus and put pressure entirely on manufacturers, without regard to the other components in the system. If 93% of the population hasn’t embraced water-efficient toilet technology available since 2006, how does moving to even lower flow rates address the issue of water efficiency? Our products can’t save water if they are sitting on shelves. A new generation of products sitting there won’t do the job either.

Real water savings will only be achieved by working together with the other constituents in the system. Other issues, too – like legionella – can only be addressed in a group setting. There seems to be a tendency to find the one quick, easy answer. The fact is... there is no “one right answer.” There is not one culprit or hero. Perhaps it is a result of our short attention spans. (Look! A squirrel!) Issues resolved in a vacuum without all of the players in the room, often result in the afore-mentioned unintended consequences: thermal shock, drainline carry, tomato paste on restaurant plates, shampoo-encrusted hair. Taking an example from the construction industry, homes today are built so tightly in the name of efficiency that indoor air quality has become an issue. We now need to use circulation fans, or

open a window now and then.

While the key to building consensus is focusing on mutual goals, politics often gets in the way. We seem to divide the world into winners and losers. Good guys and bad guys. I’m right. You’re wrong. To protect my interests, I’ll throw you under the bus. This approach is not only unproductive, it often disguises or delays the real solutions. Some folks have a vested interest in and in fact have built careers around the turmoil and conflict that results. Think of the professions that might become extinct if we all got along and treated each other with respect to resolve issues. The collaboration of PMI member companies with the United Association (UA) plumbers’ local in Flint during the crisis there remains a testament to the power of working together for the greater good.

PMI will continue to seek new partners in the name of problem resolution through consensus building. We will continue to keep our eye on the prize and focus on mutual goals. While we come together with separate backgrounds, experiences, motivations and perspectives, at the end of the day, we’re all in this together. I think Mother Theresa had it right.

The PMI Logo Makes Anything Look Better

Are you in the market for a new jacket or shirt? Or maybe a travel tumbler or journal book? Or perhaps a golf umbrella is in order for this spring?

You can buy all these things and more at PMI’s Logo Store – giveaways and office supplies, as well as ladies and men’s apparel. The prices are right – and think about how good they will make you look. Shop at orders.corp-imaging.com/pmi/#

Scott McDonald's 'One for All and All for One' Philosophy

By Judy Wohlt, PMI Communications Team, Valek and Co.



Scott McDonald

"I'm proud to say my career's in the toilet," said **Scott McDonald**, 2017 PMI Board of Directors vice president and vice president of marketing at Fluidmaster, an international manufacturer and distributor of toilet tank components. But it didn't start there.

price is quite simple, but the key to all successful businesses," he said.

Scott has enjoyed a diverse career, which began with a firm decision, at the age of 12, to work at General Motors. "As a kid, I just knew GM was for me. So, when I was 16 and discovered they had their own college, you can imagine how excited I was," he said.

After earning a bachelor's degree in industrial administration from Kettering University (formerly General Motors Institute), Scott jumped in at GM to work on the auto component side of the business for a couple of years. It wasn't long before GM sent him to Stanford University Graduate School of Business to earn his MBA. That experience started opening his eyes to new and exciting ventures beyond the auto industry.

His career has taken some interesting turns, from running a tech start-up company that created a proprietary plasma product, to managing commercial operations for Rainbird, an irrigation products manufacturer.

Through it all, Scott said one central focus stuck with him: customers are the number one priority. He learned that lesson early in his career, serving up ice cream at a local shop in his Ohio hometown. "Customers simply wanted good tasting ice cream at a reasonable cost. That underlying principle of a good product at a fair

price is quite simple, but the key to all successful businesses," he said.

Scott said he believes that principle, along with strong communications and relationship building, helps him better focus on PMI's customers – member companies and industry policymakers. Whether he's working with PMI or Fluidmaster customers, Scott concentrates on "getting deep" by asking the right questions, genuinely listening, and working toward solutions that strike a balance between what works for the customer and what's right for the organization. As an example, he mentioned his work in 2012 on a PMI team that developed an advocacy and outreach program using PMI's website, press releases and other communications. "When you need to communicate outward and to the membership, it helps to dive in deeper and seek to understand the core issues," he said.

As a member of the PMI Board of Directors since January 2014, Scott said he has enjoyed contributing to PMI's strategic, balanced approach – including advocacy, outreach and technical expertise. He said he believes that approach has helped PMI stay ahead of the curve on regulations, policies, codes and standards, ultimately strengthening connections with policymakers and building trust in the industry. As a PMI officer, Scott also serves on the search committee for PMI's new CEO/executive director.

He credits Stanford University with developing a major appreciation for working together. "The expectation was that if we all do well, we will all succeed," he said. Scott infuses that spirit of mutual camaraderie, along with a customer focus, into everything he does.

He'll also admit he likes to eavesdrop – but only for the sake of formulating marketing plans at Fluidmaster. Scott was thrilled when his office recently relocated nearby by the company's technical

support team, where he can listen in on their customer conversations. "It's great hearing our team answer questions and get feedback from customers, whether it's through phone calls, emails or responding to customer reviews online," he said.



Scott, on left, enjoying good times with friends in Buffalo.

Scott's thirst for information doesn't end with the work week. He spends time on the weekends reading books and articles on the internet and is an admitted TV news junkie. He's currently reading "Customer Experience 365," which offers daily advice about customer service. Scott also likes rooting for his favorite sports teams, including the Stanford Cardinal football and basketball teams, and admits that on rainy California weekends, he'll binge-watch shows like "The Crown" and "House of Cards."

As he celebrates six years with Fluidmaster, Scott said he's lucky to work for a company that proved to be an excellent match for his style, which he describes as "aggressive, yet compassionate." He's also really looking forward to celebrating the company's 60th anniversary this year.

New Liaison Named

Congratulations to PMI board member, **Chip Way**, Lavelle Industries, as the new board liaison for the Water Efficiency and Sustainability Issue Committee. Chip's appointment was made by 2017 Board President **Peter Jahrling**, Sloan Valve Company, and is effective immediately. Chip will be working with committee co-chairs **Daniel Gleiberman**, Sloan Valve Company, and **Jeff Zeman**, Kohler Company.

Implications of Brexit on the European Plumbing Industry

By Genny Valek, PMI Communications Team, Valek and Co.

To completely understand “Brexit” – the term used to describe the United Kingdom’s potential exit from the European Union – and its varying implications, it is best to first take a look from a historical perspective. **Yvonne Orgill**, CEO of the Bathroom Manufacturers Association (BMA) in the United Kingdom (UK), presented her perspective of the Brexit vote at the 2016 PMI Annual Conference and its potential implications for the European plumbing manufacturing industry.

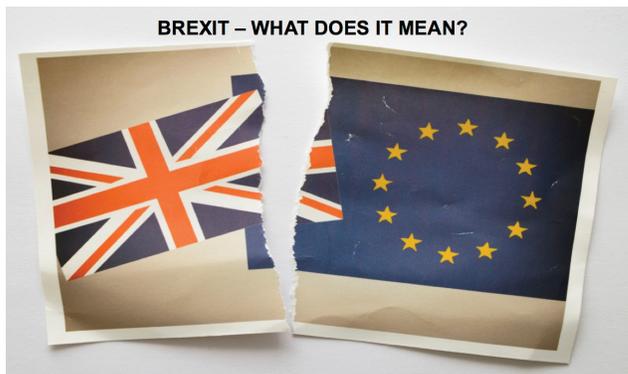


Yvonne Orgill, CEO, Bathroom Manufacturers Association

The European Union (EU) was established in 1945 – following World War II – in order to see that a war like this would never happen again, she explained. The EU was formed on a set of acceptable standards, human rights and rule of law; it included minority protection and gave civil control of the military. The EU ran as a democracy that included several criteria for future membership.

So, what’s not to like? What went wrong? A lot is implied by one of the campaign’s slogans, “Take control.” Many of the country’s citizens feel that they have lost full authority over Britain’s economic policies and regulations, and that Britain should be able to go back to doing things on its own without having to consult Brussels bureaucrats. They feel that there is an imminent threat to Britain’s identity, and that all things British – from double-decker

buses to immigration policies – are under fire. Though Britain has accepted a smaller number of refugees relative to other European countries, some Britons share the feeling that they are losing their cultural and national identity due to an influx of foreigners. In a sense, a large population feels that the UK has lost its place in the world.



As sweet as Brexit may have sounded to those who voted “yes,” they may have overlooked what the EU does for them.

The initial vote for Brexit ended in a 52 percent vote in favor of the UK leaving the EU. Yvonne said the vote indicated that voters neglected to look at the potential consequences of Brexit from every possible angle, bringing the UK to the complicated place that it is in now. As sweet as Brexit may have sounded to those who voted “yes,” they may have overlooked what the EU does for them. Reality is finally beginning to sink in, with the weakening British pound and fluctuation of other currencies. She quoted **Winston Churchill**, who said, “The best argument against democracy is a five-minute conversation with the average voter.”

Brexit’s potential effects on the issue of fair trade and the industries involved provide a very eye-opening look into just a few of the major disturbances Brexit could cause in the UK’s equilibrium, Yvonne explained. The need for mass border control reformation is an issue that Brexit will re-introduce, and

the UK market has had mixed reactions to all of these changes. The cost of living in the UK has increased due to higher internal demand for food, fuel, clothing and raw material. The latest data suggest that consumers have retained some of their pre-referendum confidence; consequently, the bathroom market is holding its own due to a month-to-month increase in consumer spending. The post-Brexit “doom and gloom” has not yet materialized.

No official political discussions have officially taken place at the European Commission, and though the UK is still technically an “active” member of the EU, the EU does not want the UK to “have its cake and eat it too,” Yvonne stated. Under article 50, any member of the EU can leave in accordance with its own constitutional requirements. However, the UK has been frozen out of some discussions due to its intent to become its own entity – even though article 50 has not yet been executed. In consequence, the UK has no idea what to expect or when to expect it.

Article 50 is expected to be invoked before the end of March 2017, so what can the UK and its people expect from the divorce? Prime Minister **Theresa May** recently gave a speech in which she warned European leaders that the UK is prepared to perform a “hard” exit from the single market and customs union if she cannot negotiate a reasonable exit deal. The UK could be a great ally and friend to the EU

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Implications of Brexit on the European Plumbing Industry

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if Article 50 is executed well, but May expressed that she is equally prepared to walk away: “While I am confident that this scenario need never arise – while I am sure a positive agreement can be reached – I am equally clear that no deal for Britain is better than a bad deal for Britain,” May stated.

The regulations that the bathroom industry have been following for years are most likely going to shift.

With all of that being said, this could mean several things for the UK bathroom industry, Yvonne explained. The divorce settlement with the EU must be agreed upon before the commencement of any new negotiations or trade deals that could have the potential to affect the bathroom industry. As a result of Brexit, some areas of concern – to name a few – include the potential disruption

of existing projects within the industry, membership in the European Committee for Standardization (CEN) and other product forums, the dilution of strong influencing voices of the industry, and the potential loss of harmonization between organizations. The regulations that the bathroom industry have been following for years are most likely going to shift, which leaves the fundamentals of which these organizations are founded upon “up in the air.” There is a high possibility for dual-regulation compliance, which could disrupt an equilibrium that these companies have reached after years of hard-fought work and building solid industry relationships.

In short, until Brexit is finalized, the UK is facing uncertainty within the



next two to three years, Yvonne stated. The major question is whether or not the UK has overcome Europe or if it has isolated itself to a point of no return. Since Britain has chosen to perform a hard exit, the answers will start to slowly unfold as the future progresses. The days of UK cherry picking are over, and the life the citizens of Britain have voted for will finally rear its head.

Kerox Ltd. Approved As PMI Allied Member

With its dramatic growth in recent years, Kerox Ltd. has rapidly emerged as one of the world’s leading suppliers of ceramic single-lever faucet cartridges. Annual sales have surpassed 22 million cartridges, which are supplied to faucet manufacturers in more than 40 countries around the world.

PMI welcomes Kerox into the fold! Learn more about this dynamic company at w2.kerox.hu.



2016 Year In Review Outlines PMI Wins

As a summary of the 2016 quarterly reports, this review covers the value provided to PMI members by PMI’s technical, advocacy and outreach initiatives – as well as other highlights of 2016. Among the highlights were the PMI Conference, new members, the Flint relief effort, and achievements gained through industry networking. goo.gl/7hBy4H



Sonoma Wine Country, Nov. 13–16, The Place to Be in 2017!

The 2017 PMI Conference, November 13–16, in Sonoma Wine Country, Calif., will be the place to be for those who want to be at the leading-edge of the plumbing manufacturing industry. And after the business day is done, there will be ample opportunities for great food, fine wines, and the gentle breezes of California wine country. As always, PMI is putting together an outstanding program of compelling speakers and networking events to give you everything you need to succeed.



IMPORTANT SCHEDULE CHANGE! PMI April 4-5 Executive Forum and Fly-in Postponed

Due to congressional scheduling issues and a lack of hotel availability, the 2017 PMI Executive Fly-In to Washington DC (originally set for April 4 and 5) has been postponed until the September/October time frame. Please adjust your calendars. We will advise you of the new dates ASAP! Thank you for your understanding and patience.

The June 13-14 Sacramento Executive fly-in remains unchanged.

These two invitation-only events provide PMI member organizations with the opportunity to educate policy makers while raising visibility of PMI and the plumbing manufacturing industry. PMI member CEOs and other senior executives are encouraged to participate.

April 4-5, 2017

Executive Forum and Fly-In, Washington D.C.

June 13-14, 2017

Executive Forum and Fly-In, Sacramento, Calif.

Tech Talk Reports, Other Members-Only Content Now Searchable

PMI Members: If you're looking for information on a particular issue discussed during a Tech Talk call, you can find it by logging in at safeplumbing.org and using the search bar. All you have to do is log in, type keywords into the search bar, and you should find what you need.

Tech Talk call reports dating back to November 2014 have been converted from pdf files to html web content and now appear in search results for logged in members. Prior to this upgrade, members-only content did not appear in search results. Other reports appearing in member search results are the weekly California Government Affairs Reports and the bi-weekly Legislative Tracking Reports.

A screenshot of the safeplumbing.org website. The header includes the site name, a search bar with the text "lautenberg", and navigation links for "Calendar", "Ripple Effect Newsletter", and "pmi PLUMBING MANUFACTURERS INTERNATIONAL". Below the header is a navigation menu with links for "Home", "SafePlumbing Is PMI", "Health & Safety", "Water Efficiency", "Join Our Efforts", "News", and "Resources". The main content area shows search results for "lautenberg", with two results listed: "Tech Talk Report - 12.07.16" and "Tech Talk Report - 08.31.16". Each result includes a brief description of the report's content.

PMI Catches New Wave of Feedback for Response to Crisis

The response of Plumbing Manufacturers International (PMI) members to the drinking water crisis in Flint, Mich., has elicited a new wave of positive feedback. The humanitarian effort, coordinated by PMI, its members, and Local 370 of the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry (UA), involved PMI members donating faucets, showerheads and other plumbing supplies, which were installed along with water filters provided by the state of Michigan by the UA plumbers in thousands of homes.

The following are several of the latest comments PMI received via email and social media:

“I just heard about the donation of parts from Plumbing Manufacturers International to (enable the installation of) water filters for residents of Flint. I am not a Flint resident - I live in California - but that does not keep me from recognizing the great service you have done for those people. It is heartening to know that there are so many people we can rely on for compassion and help in times like these. Thank you. Your kindness and determination to act is an inspiration.” — *Danielle*

“I just wanted to acknowledge the generous donations made by your company

for the people of Flint. I'm in Australia and saw the story on social networking. I wanted you to know your goodness was seen across the planet. Cheers!” — *Denise*

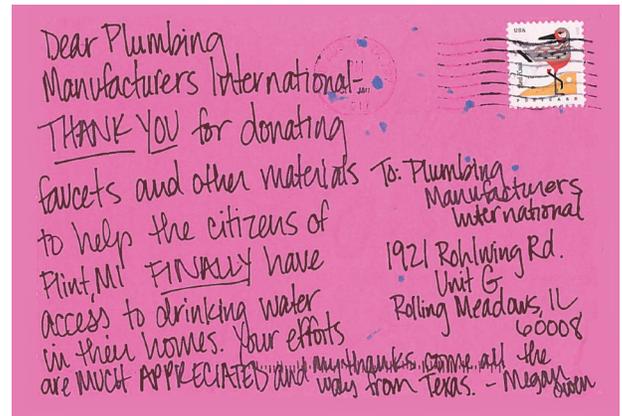
“Thank you for your donation of faucets to the people of Flint, MI. This country needs more good news like this!” — *Tania*

“@SafePlumbing Read a story that mentioned you guys as the donors (of plumbing products) to the union effort to aid in the #FlintWaterCrisis. Good on ya.” — *@RioDijo*

“I read about how you donated faucets to help residents in Flint, MI. I am from Michigan, and wanted to thank you for your help! I would like to make a donation, or support your efforts in some way. Please let me know what I can do. Thank you!” — *Jennifer*

“Thank you @SafePlumbing for taking action to address the #FlintWaterCrisis.” — *Laura*

“I'm writing for the millions who don't but feel the same way. Thank you for



helping Flint people get water filters. I felt helpless and you have the power to save people and you did. Extraordinary. I know you didn't do it for this but I'm giving you my business and telling friends what you did. What great people in your organization!” — *Brenda*

”Hi, I hope I'm not clogging up your e-mail, but I felt the need to give your organization praise and kudos for the work and plumbing equipment you have donated to the cause in Flint, Michigan. I'm not from there, in fact I'm from the other side of the country. It's just great to see Americans helping each other, especially at a time when it appears the nation is so divided. Thanks.” — *Vince*

PMI/UA Flint Relief Makes Huffington Post's Top 16 Good News Stories

“A handful of news stories showed that humanity still has a lot of heart,” wrote **Elyse Wanshel**, trends reporter for the Huffington Post, which listed 16 stories it called “pretty perfect.” The media outlet's story about the PMI/UA relief effort for Flint is the second in the scroll-down: goo.gl/aVvqMD



Gold and Silver Sponsorship Puts Your Message in Front of PMI Members

PMI's SafePlumbing.org website and the *Ripple Effect* and *Inside MY PMI* newsletters reach PMI's members and allies, as well as other organizations and individuals interested in issues relating to the plumbing manufacturing industry.

If you're a PMI member looking to reach this audience with your advertising message in a cost-efficient way, become a Gold or Silver Sponsor today!

Gold Sponsorship: \$10,000 one-time annual fee

The benefits of Gold Sponsorship include PMI Conference registration fees for up to two attendees, plus four months of advertising within your 12 months of sponsorship in any of these electronic PMI communication options:

- SafePlumbing.org (32,000 visits, 50,000 page views, over four months. Audience: PMI members, allies and general public). Digital ads will run for 30 days during each of four months on five high-visibility web pages (not including home page) selected by PMI.
- *Ripple Effect* (Direct delivery to 1,500+ PMI members, allies and subscribers, plus access via safeplumbing.org). Full-page ads will run in the next four available electronic issues after artwork submission.
- *Inside My PMI* (Direct delivery to 500+ PMI members, plus access via safeplumbing.org). Digital ads will run in the next eight consecutive issues after artwork submission.

Contact PMI Association Manager **Jodi Stuhrberg**, jstuhrberg@safeplumbing.org, for *Ripple Effect* and *Inside My PMI* deadlines.

Silver Sponsorship: \$2,500 one-time annual fee

The benefits of Silver Sponsorship include one month of exposure within your 12 months of sponsorship in any of these electronic PMI communication options:

- SafePlumbing.org (8,000 visits, 12,500 page views per month. Audience: PMI members, allies and general public). Digital ads will run for 30 days on five high-visibility web pages (not including home page) selected by PMI.
- *Ripple Effect* (Direct email delivery to 1,500+ PMI members, allies and subscribers, plus access via safeplumbing.org). Full-page ad will run in the next available electronic issue after artwork submission.
- *Inside My PMI* (Direct delivery to 500+ PMI members, plus access via safeplumbing.org). Digital ads will run in the next two consecutive issues after artwork submission.

For details:

safeplumbing.org/index/pmi-publications/pmi-advertising

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