

POSITIONING PMI ON THE INFORMATION HIGHWAY BY LINDA S. MAYER, PMI PRESIDENT



Linda Mayer

One of PMI's new focus issues as a result of the Spring Meeting is Information Technology (IT). We have planned a special forum to discuss current changes in technology and address the question of how these changes can potentially affect and/or benefit PMI members. (See the related article on pages 6 & 7.) I hope you'll plan to participate in the forum. We'll keep you posted as details take shape.

The internet currently is receiving the most visibility in the technology arena. The news is filled with the creation of internet exchanges as well as the ongoing drama of internet companies' stock performance. The question we need to consider is whether or not PMI should take a more proactive role in the technology arena to better service its members. For example, I was recently approached on the idea of PMI establishing a Plumbing Manufacturer's Exchange. The purpose of such an exchange would be to

establish a portal through which the manufacturers would buy materials, supplies, and components as well as sell products to customers. The exact capability would be negotiated and established by the members. However, the real purpose behind this concept (as well as what is behind many of the exchanges being formed today) is to "own and control the space."

The most recent major announcement in the building industry is the creation of the "HomebuildersXchange," a joint venture among the largest five homebuilders – Centex, D.R. Horton, Kaufman and Broad, Lennar and Pulte and Oracle, and Encore Venture partners. "HomebuildersXchange" will be an independent company with plans to offer on-line commerce, collaboration and supply chain services.

As stated in their press release, the "goal is to make the exchange a primary source for direct and indirect procurement of materials and labor for the founding partners, other homebuilders, trade contractors, distributors, wholesalers and manufacturers. The exchange

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SLOW AND STEADY WINS THE RACE...SO FAR BY CECE KREMER

The Future of Indoor Plumbing?



Supporters of Rep. Joe Knollenberg's "toilet bill" were caught completely off guard by the April 12 House subcommittee vote of 13-12 rejecting the bill. In a column entitled "Toilet Bill Down the Drain," Guy Gugliotta wrote in *The Washington Post's* Sunday Magazine that "the war of the toilets has snaked through five congresses, with no end in sight," Gugliotta further explained that, "what's at stake here is nothing less than the future of indoor plumbing!"

Calling the House subcommittee defeat a "heartbreaker," Gugliotta reported that Knollenberg is "regrouping, possibly to make another try this year, more likely to resume the struggle after a new Congress convenes next January. He will not be deterred: This isn't going to go away."

How did a sure victory for Knollenberg quickly turn into a "heartbreaking" defeat?

Because of an intense grassroots lobbying effort by PMI members along with our umbrella coalition partners and

extraordinary strategic leadership provided by Representatives Mike Bilirakis (R-FL) and John Dingell (D-MI).

Knollenberg had successfully framed the debate by draping his bill in anti-regulatory rhetoric. We needed a

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Barb Higgins

Never assume. Simple advice but advice that continues to amaze me in its value.

The secret to success is in the doing. There have been many great planners, thinkers and “promise-ers” that never deliver on the promises made. The secret to doing is **DOING!** You’ll never have all of the facts so the successful “do-er” gathers as much information as possible and then fills in the blanks with

what amounts to an educated guess based on past experience, logic and intuition.

But this is also where the wheels can come off. A bad assumption or guess based on a misinterpretation of the facts can be devastating. Politics and military history are full of examples... as are business and human relationships.

Consider the proliferation of talk shows designed, albeit “loosely,” to bring people together despite some enormous misunderstanding. A classic example of the frustration and destructiveness of distorted perception was illustrated in the not-so-recent movie “Accidental Tourist.” One spouse nags the other to change and when he does, she does not recognize the change because she has lost her ability to really SEE him. She just assumes he’s the same ol’ person he was.

We joke about people who “don’t want to be confused by the facts.” (Did the name Knollenberg just pop into your head? Did you have a vision of the O.J. Simpson jury?) Misperceptions are at the root of many problems: inter-personal relationships at home or at work, prejudice, and stereotypes. Because when people can’t see a changing situation for what it really is, often growth and progress are stifled. Among the phrases I dread most is —



“Well that’s the way we’ve ALWAYS done it!” Creative thinking steered us to a defeat of Knollenberg. We’ll continue to think “out of the box!”

PMI has stopped with the “automatics.” In years past, PMI assumed that all mailings should be automatically sent to EVERY member of PMI. The result? A flood of ignored correspondence. Then, when there was a particularly important issue, it was tough to get people to read and respond to critical information/action items (remember “The Boy Who Cried Wolf?”) Sometimes less IS more!

Here at PMI, we are striving to deliver on all the promises we make. If we say we’ll do it, we will. It may take some time, but you can rest assured that these important projects and goals stay on our radar screen until they are completed. As you’ll notice in the Spring Meeting minutes packet we sent to you recently, we set up the minutes to highlight the action items and keep them visible. These action items and our strategic goals are at the core of our daily life here at HQ.

More simple advice — It pays to check on the information received if it doesn’t track properly. Relying unquestioningly on information filtered through someone’s perception can be dangerous and unwise. Ever been on a blind date? Do you always agree with restaurant recommendations and movie reviews? If you’ve got questions about what’s up at PMI or in the industry, give us a call or send us an e-mail. Don’t guess, don’t wonder... don’t assume!

No one said communication is easy, but we have all seen how important it is. The ubiquitous “they” say “perception is reality”, but if you are using misperceptions to make important business decisions or are basing your decisions on how things USED TO BE, you’re headed for trouble! If you catch us doing any of that at PMI, just give us a clunk on the head, will ya?

DO YOU REMEMBER WHAT WAS HAPPENING IN MAY/JUNE 1975?

Events that happened in May/June:

- American merchant ship, Mayaguez, seized by Cambodian forces is rescued in an operation by U.S. Navy and Marines (May 15).
- The Golden State Warriors defeated the Washington Bullets for the NBA Championship (4 games to 0).
- The Philadelphia Flyers beat the Buffalo Sabres for the Stanley Cup (4 games to 2).
- Actor Ozzie Nelson (Ozzie & Harriet) dies at age 69 (June 3).

- #1 Song for the week of June 21 *Rhinestone Cowboy* —Glen Campbell
- Golfer Lee Trevino is struck by lightning at the Western Open (June 28).

PMI events in May/June:

- The PMI Spring Meeting was held in Chicago during June 8-11 with 27 members and 7 guests in attendance.
- The focus of the program was external forces having an effect on the industry, such as energy conservation and pollution.
- Brass Craft Mfg. Co. was accepted for membership.

WATER TEMPERATURE CONTROL REQUIREMENTS HEATING UP

By DAVID W. VIOLA, TECHNICAL DIRECTOR

Hot water temperature control is a critical health and safety issue that PMI and its members take very seriously. The vast majority of plumbing codes throughout the United States and Canada require thermal shock and scald protection in the shower, and PMI has played a major role in this accomplishment. Until now, shower safety has been the primary focus of our efforts. Recently, however, PMI has been active in efforts to establish temperature control requirements for fixtures other than showers, since hot water related injuries remain a risk at all hot water outlets.

Specifically, proposals limiting water delivered from bathtub fillers and public use lavatories to a maximum temperature of 120 degrees F are now being considered and incorporated into the model and local plumbing codes. The Uniform Plumbing Code Committee recently approved code changes incorporating bathtub and public lavatory temperature limits.

Although the International Plumbing Code Committee defeated similar proposals, it appears likely that this code body will implement temperature limits for bathtub fillers, since their membership overturned the committee's recommendation. PMI has actively supported these efforts to increase the level of protection because these provisions do not specify inappropriate standards, nor do they unnecessarily restrict the use of acceptable protective devices.

Bathtub filler and public lavatory water temperature limitations are obviously a step in the right direction, since they increase the level of health and safety protection. The next step is to develop and implement tools necessary for the installers, designers, specifiers and inspectors to use in accomplishing this protection. These tools include appropriate product standards and specific guidelines on how temperature control is accomplished.

Unfortunately, this problem can't be corrected until product standards regulating the various acceptable temperature control technologies currently available are developed. Because these products must limit the maximum temperature at the point of use for single or multiple fixture applications while operating under a wide range of flow rates, they do not fall within the scope of existing standards. Although existing standards regulate devices incorporating one or more of the requisite attributes of the products in question, each falls short in addressing the intended applications as the following summary illustrates.

ASSE 1016, *Performance Requirements for Individual Thermostatic, Pressure Balancing and Combination Control Valves for Bathing Facilities*. This standard applies to point-of-use valves intended for individual shower applications only. The standard does not apply to products installed in-line, nor does it serve multiple fixtures. Lastly, the standard does not address temperature regulation and temperature performance at flow rates other than 2.5 gallons per minute (gpm).

ASSE 1017, *Performance Requirements for Thermostatic Control Valves, Self Actuated for Primary Domestic Use*. The standard prohibits the use of these devices for end-use applications. Final temperature control must be provided by suitable individual mixing devices.

ASSE 1062, *Performance Requirements for Temperature Actuated, Flow Reduction Valves*

for Individual Fixture Fittings. The standard limits the use of these devices to point-of-use applications serving a single fixture fitting. These devices react to high temperature and reduce flow to 0.25 gpm or less. These products do not compensate for temperature or pressure fluctuations.

ASSE 1066, *Performance Requirements for Individual Pressure Balancing In-Line Valves for Individual Fixture Fittings*. Products complying with this standard are not designed to limit the maximum outlet temperature at the point of use. The standard specifies that these products are to be used in individual fixture fitting applications only.

Without appropriate product standards to reference or code language to address proper installation, implementation and enforcement of these temperature-control requirements are inconsistent, resulting in potentially unsafe installations or the unnecessary prohibition of acceptable devices. For example, some plumbing inspectors may allow the water heater thermostat to serve as the required temperature-limiting device, while others may only permit the use of a thermostatic mixing valve. This lack of uniformity is obviously a problem that needs to be corrected immediately.

This places tremendous pressure on the industry to correct this deficiency. Work is underway at the American Society of Sanitary Engineers (ASSE) Product Standards Committee to identify various applications for tempered water and degree of hazard associated with application, and to develop appropriate standards for these products. PMI is actively involved in these activities. Unfortunately, this effort has just begun and the deadlines to include these standards into the 2003 editions of model codes are fast approaching.

As the "Voice of the Industry," PMI and its members must increase public awareness of plumbing products, their proper functioning and application, and the safety issues surrounding their utilization. We must take the lead in bringing the industry to consensus and complete the development of temperature control standards at ASSE. We cannot afford to let this opportunity lapse.



Dave Viola

would be designed to facilitate collaborative supply chain planning functionality allowing accurate capacity and demand planning for participating trade contractors, distributors, wholesalers and manufacturers." Speaking plainly, that means orders would flow electronically, seamlessly and immediately through the supply chain. In theory, the manufacturer would have visibility to the order at the time of the specification along with required delivery dates.

In all of the excitement about the establishment of exchanges, there is relatively little hype about concerns with anti-trust or even security issues. Generally, there will be a side bar article on these topics almost out of good conscience. It's fascinating that only a few years ago people had concerns about entering their credit card information over the internet and now major corporations are willing to share systems with direct competitors that will house price, cost and volume information vital to their profitability and growth. Almost overnight, the use of the internet has shifted from being viewed as a competitive advantage over one's competitors to a strategy to invest with one's competitors to ensure that an entrepreneurial "dot.com" third-party outside the industry does not reap the benefits.

Historically, the concept of just-in-time inventory management

revolutionized the supply chain and removed major costs from the value chain. But, in that case, individual companies worked with their suppliers to use the cost savings and increased service levels to their advantage over their competitors. In this case, the need for standardization plays a pivotal role in the decision to forego a competitive advantage and instead collaborate with one's competitors.

In some ways the "Homebuilders Xchange" is an unexpected but logical outgrowth of the consolidation that has been occurring in homebuilding industry in the 90s. A primary intent is to leverage size as well as create electronic efficiencies. As manufacturers, we stand to benefit from collaborative planning and the ability to see what future requirements will be.

Very few of the exchanges are actually up and running. Most are about six months to two years away from being anything more than a virtual vision. However, I think it is fairly safe to say that two years from now, our businesses will be running very differently and how we look at the marketplace will have changed as well. So, should PMI jump on the bandwagon? That's the question I urge each of you to think about and share your thoughts with the PMI community.



NOTES OF THANKS

Dear Barb,

Thank you to you and PMI for the wonderful Mont Blanc pen set. This was a perfect gift since it was something I have always admired but probably would not have bought for myself.

I also really appreciated the thoughtful gift of the "golf trainer" tennis racket to encourage my transition to a more socially acceptable sport. I haven't quite got the hang of it yet, though. When I hit the tennis ball, it usually takes off on a 250-yard trajectory, which is disconcerting to my opponents. There have also been a few complaints about losing the ball. (Gee, it really is a lot like golf!)

It was a real privilege to serve as PMI President, not the least of which was to work closely with you and your terrific staff. The support that you and the PMI membership gave me during my term in office made my year in office very rewarding.

With warm regards,

Fred Luedke
NEOPERL, Inc.

Dear Barbara,

On behalf of all members, past and present within the Alsons team, we would like to extend our appreciation for the plaque presented to our organization at this year's PMI Spring Meeting; in honor of our charter membership into PMI on this the 25th anniversary of this fine industry association.

I know that I speak for Edward Leutheuser when I convey how important PMI has been in the heritage and to the success of our business. With my recent involvement, we look forward to many years of further developed business relationships that will enhance our business and the organization.

My congratulations to you and the team on a job well done this week, and in your tenure with the leadership at PMI.

Very truly yours,

Todd Talbot
Alsons Corporation

ELKAY MANUFACTURING COMPANY: 80 YEARS YOUNG AND GROWING

BY LORI SMELSER, ASSOCIATION MANAGER

Eighty years ago, on January 26, 1920, a butler pantry sink company was started amidst 2,100 square feet of rented space on Chicago's southwest side by a father-and-son team. The company's name "Elkay" was derived from the names "Katz" and "Ellef" for Ellef Robarth, a third partner who soon sold his share to Leopold and Louis.

Today, Leopold and Louis's vision to build a superior line of butler pantry sinks for the residential market has grown into **Elkay Manufacturing Company**, a leading manufacturer of sinks, faucets, water coolers and cabinets which employs more than 3,000 people in 14 manufacturing facilities that cover both coasts of the U.S., Canada, Mexico and beyond. One thing, however, has not changed over the 80 years — the company's commitment to quality products and service. The Elkay tradition is currently carried on by Leopold's grandson — Louis's son — Ron Katz.

The company's reputation for quality back in the 1920s drew consumers and by the 1930s, Elkay was generating a variety of products — specialized tubs, sinks for institutional use and shower stalls. Sales grew from a humble \$20,000 in its first year to \$120,000 by the mid-1930s, even more impressive in view of the Great Depression and the millions of people who were unemployed.

The company built its first, special order stainless steel sink in 1935 and continued to develop better ways to handle and produce the long-lasting sinks. Back then, the sinks were handmade of light gauge metal and reinforced with a wood frame, square corners, visible seams and joints, and overlapping flanges. However, Elkay continued to hone the production and innovation of the stainless steel residential sinks over the next several decades and, as the company continued to grow, it expanded into other water-related products, including faucets and water coolers.

Meanwhile, demand for Elkay sinks continued to grow. In 1993, Elkay created its Cabinetry Division in its quest to become a total supplier of kitchen products. Subsequent cabinetry acquisitions positioned Elkay as the sixth largest cabinet supplier in the U.S. Still, according to President **Jack Edl**, Elkay has not forgotten that stainless steel sinks and the plumbing industry have always

been the backbone of the company, and Elkay has more water and water treatment products currently under development.

Matching workforce talent with corporate goals is a challenge for all companies in the coming millennium, but it's a challenge Elkay has, and continues, to meet head on.

Recognizing the need for more employees with cutting-edge management and leadership skills, the company has begun a Leadership 2000 initiative to help Elkay employees develop the skills to advance themselves and advance the objectives of the company. "As always, people are our most valuable asset and we continue to encourage our employees to grow within the company."

Elkay joined PMI in April 1985 and has been active in such PMI activities as the PMI shipment report program. **John Heilstedt**, Elkay's executive vice president of sales and marketing, currently serves as the company's PMI principal representative. According to Heilstedt, PMI has been effective over the years for Elkay in two areas: 1) monitoring and active involvement in codes/standards

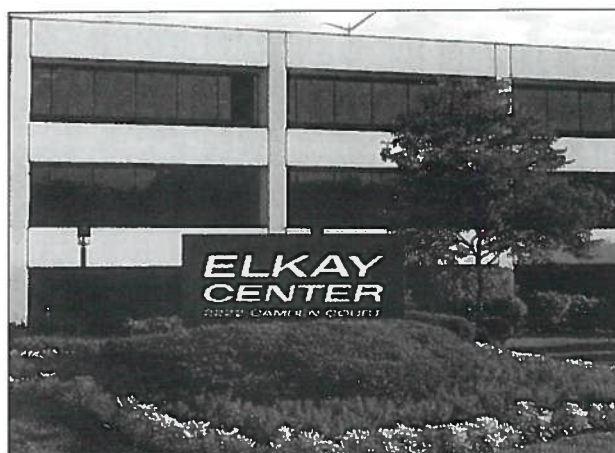
and regulatory issues; and 2) maintaining a presence on Capitol Hill and thus effectively influencing and affecting legislation involving the plumbing industry.

While he points out that the needs of Elkay may differ from those of many other PMI members, he stresses the core reason for obtaining and maintaining a trade association membership is the same universally — a company must receive value in its specific areas of need in return for the dues dollars paid to that association. This notion of "return on investment" is an area, Heilstedt says, in which PMI has "demonstrably improved" in recent years.

"PMI has responded to its recent management changes remarkably well. Staff has been improved both qualitatively and quantitatively." That, he says, combined

with an increase in crucial communication with members in all areas and on all levels, has "enabled PMI to become more active in the industry and much more effective across the board."

The net result for PMI? An Institute that's revitalized internally, brimming with members who are *involved* and who are *dedicated* to PMI's mission, is strategically poised to take on the challenges of the 21st century.





Pat Kelly

Pat Kelly, vice president of sales & marketing for Haws Corporation, located in Berkeley, California, has been a dedicated member of the Plumbing Manufacturers Institute for 11 years and has been in the industry for **over 40 years!**

After graduating from Purdue University with a Bachelor's of Science degree in Industrial Economics, Kelly began his career at The Powers Regulator Co, moved on to Crane Company and has spent the last 32 years at Haws Corporation. The secret to his success? In his college years and in the beginning of his career it was the fear of failure that was his motivation to succeed; however now Kelly answers, "treat others as you would like to be treated and don't lose sight of the goal." He also believes in honesty, integrity and optimism. Kelly's management style is based on consensus management, the ability to delegate, and freedom to ask if you do not understand.

Haws Corporation joined PMI to receive information on the industry and to have an opportunity to influence the outside perceptions of the plumbing industry. When asked how PMI can help Haws Corporation be more successful, Kelly replied "represent with strength of the membership

our common industry goals and combat those that would do us collective harm."

Kelly enjoys being involved in PMI and the interfacing with peers. He has been active by moving up the chairs of the board and serving as the Chairman in 1995 and as a member of the Strategic Advisory Committee (SAC). He would like to see PMI grow and broaden membership to truly be the "Voice of the Industry."

Next year Kelly is planning to retire which will allow him to spend more time with his wife, Lea, and travel to their favorite vacation spots of Hawaii and Italy. He also enjoys spending time playing golf and tennis or maybe unwind by reading his favorite book, *Atlas Shrugged*, by Ayn Rand. The most influential people in his life have been his wife and his father. He says his wife Lea "took a very unpolished nugget (himself) and has done her best to polish and instill confidence in it" and his father influenced him professionally by working in the plumbing industry for over thirty years (now we understand where Kelly got his loyalty and dedication from).

Kelly's parting words of wisdom for PMI are "PMI must find a way(s) to become strong in membership, influential inside and beyond our industry and 'a must' for manufacturers of plumbing products to belong."

We thank Pat for all his hard work and active involvement in PMI!!

IT FORUM — WE'VE GOT "IT"

PMI proudly announces a new Focus Issue! IT! That's "IT" — is short for "Information Technology" (IT), a topic that affects us all and offers virtually limitless scope and possibilities. Plans are underway to hold a PMI IT Forum in Chicago in late summer to explore the breadth of this topic.

April 8, 2000 marked the first meeting of the Information Technology subcommittee. The IT committee was formed at the direction of the PMI Board of Directors in response to a request by the membership through the Marketing Committee. Information Technology surfaced

as a potential new Focus Issue at the January meeting of the Strategic Advisory Committee (SAC).

K/BIS in Chicago served as the backdrop for the meeting at which **Barb Higgins**, PMI Executive Director, served as "Acting Chair" for **Ken Martin**, Delta Faucet Company, who was unable to

attend. Other subcommittee members include: **Todd Talbot**, Alsons Corporation; **Sam Herrbach**, Cifial Brass Works; **Linda Mayer**, Moen Incorporated; **Fred Luedke**, NEOPERL, Inc.; **Linda Carlisle**, Powers Process Controls; **Bill Tracey**, Symmons Industries, Inc.; **Mike Sennett**, PMI legal counsel (Bell, Boyd & Lloyd); and **Lori Smelser**, PMI. **Rod Couser** of Powers Process Controls was unable to attend. **Of course, as with ALL PMI COMMITTEES...EACH AND EVERY PMI MEMBER IS ENCOURAGED TO PARTICIPATE. THE MORE, THE MERRIER!**

The meeting focused on two basic themes:

- 1) *How is information technology/electronic communication going to potentially impact the manufacturer? What are others (i.e., the American Supply Association) currently doing to address and/or utilize technological advances?*
- 2) *How can we as manufacturers utilize technology to benefit our industry, and does PMI need to develop and take a position as an industry on technology and electronic communication/commerce? A subset of this question would be to explore how technological advances are being used by plumbers, wholesalers, builders, retailers and any other segment of the distribution chain.*



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An outgrowth of discussion on these issues was the notion to hold a special forum to explore the breadth of this topic. A lively discussion ensued and from this discussion, the structure of the IT Forum took shape. The committee agreed the forum should encompass four areas or segments:

- 1) **Explaining the current marketplace landscape in other industries and then extrapolate how that relates to PMI members (one hour).** Mr. Sennett agreed to investigate whether representatives from companies/manufacturers involved in the large, cooperative purchasing groups would be available to address forum attendees during this segment; if possible, three business models would be presented, each being allotted 20 minutes. Mr. Tracey also discussed using Mercata as an example of volume auctioning driving the price of products down (artificially aggregating buying power).
- 2) **Activities undertaken by ASA presented by Kevin Price, ASA Technology Center Director (i.e., Blue Ribbon Committee) to address electronic communication and commerce issues (one hour).**
- 3) **The changing dynamics of the plumbing industry and presentation of business models currently in place over the internet (one-plus hour).** This segment would involve inviting about four different "dot com" companies (i.e., faucet.com, buildnet.com, improvenet.com, W. Grainger-order.net, amazon.com, homedepot.com, etc.) to address the group on how these businesses evolved and the successes/challenges that have ensued. Each company representative would provide a brief overview of their company's business model (about five minutes each), followed by a question-and-answer session.
- 4) **Answering two core questions posed earlier to PMI members — how is information technology/electronic communication going to potentially impact manufacturers, and how can manufacturers utilize the technology to benefit the plumbing industry? (one-plus hour)**

The IT Forum has been set for August 17, 2000 following the Chicago Hardware Show, lasting approximately 10 a.m. to 4 p.m. to accommodate travelers from out of town. Both principal PMI members and their information systems personnel will be invited to attend. (We'll need to rely on our principal member contacts to develop information systems personnel contact lists). Non-PMI members will also be invited to attend (for a fee) to expose the Plumbing Manufacturers Institute to member prospects.

A separate goal of this forum is to encourage the information systems personnel to provide PMI with feedback on how this forum and, more generally, how PMI can benefit them in their daily responsibilities. This reinforces our goal of broadening the base of PMI membership within member companies to provide benefit and value on a variety of levels and topics.

A draft forum agenda was discussed as follows:

- | | |
|---------------------|--|
| 10 a.m. to 11 a.m.: | Kevin Price to discuss ASA initiatives |
| 11 a.m. to 12 noon: | Marketplace/cooperative buying groups presentation |
| 12 noon to 1 p.m.: | Lunch |
| 1 p.m. to 2 p.m.: | Dynamics of the industry/business model presentation and discussion by "dot com" companies |
| 2 p.m. to 3 p.m.: | Break out into technical/non-technical groups to discuss impact of technology/PMI involvement |
| 3 p.m. to 4 p.m.: | Reconvene as one group to discuss the presentations/discussions |
| 4 p.m. to 5 p.m.: | IT subcommittee meets to review forum and identify next steps and agenda items for PMI Fall Meeting. |

Relevance! Excitement! Timeliness! PMI's Got "IT!"

See you at the Forum. We'll keep you posted as details develop.

WE'VE REWIRED... TO SERVE YOU BETTER!

PMI, in an effort to upgrade its email capabilities and greatly reduce internet access charges, has switched to a DSL connection. This move not only saves PMI a significant amount of money from its previous set-up, it enables staff to instantly send and receive email messages, and attach documents of much greater size to recipients.

Some of our email addresses have changed as well. Gone is our generic "pmiadmin@pmihome.org" address (although mail sent to that address will still reach PMI). Each PMI staff member now has his or her own email address.

Please note the following new addresses:

Martie Gunther: mgunther@pmihome.org

Lori Smelser: lsmelser@pmihome.org

The email addresses for Executive Director Barb Higgins (bhiggins@pmihome.org) and Technical Director Dave Viola (dviola@pmihome.org) have remained unchanged.



PMI STRENGTHENS ITS VOICE WITH TWO NEW MEMBERS

Since the 2000 Spring Meeting, PMI has increased its membership base. The Board of Directors recently approved the applications of Whirlpool Corporation and Jing Mei Industrial (USA) as a regular and foreign PMI member, respectively. Our voice is growing!

New Bathtub Line Brings Whirlpool Corporation Into PMI

We are pleased to welcome Whirlpool Corporation to PMI as a regular member. Whirlpool is a leader in the manufacturing of major home appliances. It has principal manufacturing operations and marketing facilities in North and South America, Europe and Asia, and its brands are marketed in more than 170 countries worldwide.

Whirlpool Corporation was founded in 1911, by a family in St. Joseph, Mich., as the Upton Machine Co. which produced electric motor-driven wringer washers designed to lighten the labors of washday. The company has grown and expanded over its nearly 90 years of existence, and recently moved into the bath products market with the recent unveiling of its line of Cielo™ soaking bathtubs.

Omer "Butch" Gaudette, director of trade relations for Whirlpool, will serve as PMI's principal representative. Gaudette attended PMI's 2000 Spring Meeting in March and participated in the activities and issues discussed. Nancy L. Green, director of the Cielo™ brand, will serve as PMI's alternate representative and marketing contact.

HOT OFF THE PRESS!!

PMI Board Approves New Foreign Member

Jing Mei Industrial Inc. (USA) was approved by the PMI Board of Directors in late May as a foreign member of PMI. Jing Mei provides electroplating and physical vapor deposition (PVD) finishing for the plumbing, automotive and telecommunication industries and is a leading manufacturer of decorative and functional electroplated plastic components and finished assembled products. Jing Mei manufactures in China with sales in the United States (thereby qualifying the company for foreign membership).

Mr. Steven Edwards, vice president of operations of Jing Mei Industrial (USA) in Wood Dale, Ill., will serve as PMI's principal member. Ron Hilger, the company's vice president of engineering who is also based in Wood Dale, will serve as PMI's alternate member representative.

Contact information for these new PMI representatives can be found in the members-only section of PMI's website with the ability to email them from directly from the site. Please join us in welcoming these companies to PMI!

Many Thanks!!!

A few months back, PMI staff asked for donations to "spiff" up PMI's headquarters and replace old fixtures with newer ones that featured the brand names of PMI members. Several PMI members stepped up to the plate and donated toilets, sinks, faucets and the like.

These poor guys are waiting in front of HQ for someone to pick them up.



AMERICAN STANDARD, INC.
DELTA FAUCET COMPANY
KOHLER CO.
W/C TECHNOLOGY CORPORATION



**PMI's very own handyman
Dave Viola making the toilet switch.**

THE CELEBRATION CONTINUES...PMI'S 2000 FALL MEETING

By LORI SMELSER, ASSOCIATION MANAGER

Join Us In D.C. September 24-27, 2000!



PMI's year-long 25th anniversary celebration will continue this fall at PMI's 2000 Fall Meeting, September 24-27 at the Willard Inter-Continental Hotel in Washington, D.C. Join other PMI members to network, lobby and learn more about the issues currently and potentially facing our industry.

What's New & Different this Fall?

First, we've added a NEW "Focus Issue" — Information Technology — and Globalization to the issues the Board of Directors have agreed PMI should monitor. Plan to attend a meeting to review the items covered during PMI's Information Technology (IT) Forum in August and set up Issue Committee goals and objectives.

We've also moved the congressional visits to Wednesday morning/early afternoon, to help condense the schedule of Committee, general membership and Board meetings. Stay tuned for more information from CeCe Kremer regarding your role in PMI's grassroots legislative efforts.

Dirk Ebener, international marketing manager for Messe Frankfurt — how managers of ISH — will be on hand Tuesday to address the Trade Show Consolidation Issue Committee. He will discuss recent developments at ISH, its possible venture into North America and the potential impact on trade show consolidation efforts.

Who's coming to dinner Monday night? Well, in addition to (hopefully) all PMI members, we're working hard to find an "insider" to give us the political scoop on the virtual eve of the presidential election. Stay tuned for more information!

Get a Head Start on Your Plans!

It's not too soon to begin making plans to attend PMI's Fall Meeting. Use the final draft schedule, right, to determine your arrival and departure plans. Then, contact the Willard Inter-Continental Hotel at (202) 628-9100 to secure your hotel accommodations for the meeting. Rooms are available at a PMI rate of \$275 per night single/double, plus taxes (currently 14.5 percent). Children 17 and younger will not be charged as additional persons in the room. While the hotel deadline is August 23, it always pays to be ahead of the game — rooms will fill up quickly.

If you have any questions regarding PMI's Fall Meeting, please contact PMI headquarters at (847) 884-9PMI (9764).

Schedule of Activities *

Saturday, September 23

8:00 a.m. - 5:00 p.m. Ad Hoc Committee Meetings

Sunday, September 24

9:00 a.m. - 12:00 p.m. First Board of Directors Meeting
 1:00 p.m. - 6:30 p.m. PMI Registration
 1:30 p.m. - 4:30 p.m. FOCUS ISSUE: Information Technology (IT)
 Committee/follow-up meeting
 6:30 p.m. Welcome Reception & Dinner

Monday, September 25

7:15 a.m. - 8:30 a.m. General Membership Breakfast
 8:00 a.m. - 9:45 p.m. PRODUCT GROUP: Flushing Devices/Fixture
 10:00 a.m. - 11:30 a.m. PRODUCT GROUP: Faucet & Shower/Tub-Shower Fittings
 11:45 a.m. - 12:45 p.m. Luncheon
 1:00 p.m. - 2:30 p.m. FOCUS ISSUE: Water Conservation
 2:45 p.m. - 3:45 p.m. FOCUS ISSUE: Fair Trade
 4:00 p.m. - 5:30 p.m. Marketing Committee
 5:30 p.m. - 6:30 p.m. Ad Hoc Sessions
 6:30 p.m. - 7:30 p.m. Reception
 7:30 p.m. - 9:30 p.m. Dinner/Keynote Presentation

Tuesday, September 26

7:15 a.m. - 8:30 a.m. General Membership Breakfast
 8:00 a.m. - 10:00 a.m. FOCUS ISSUE: Universal Conformity Assessment
 10:15 a.m. - 11:45 a.m. FOCUS ISSUE: Trade Show Consolidation (*speaker: Dick Ebener of ISH*)
 12:00 p.m. - 1:00 p.m. Luncheon
 1:15 p.m. - 2:30 p.m. PRODUCT GROUP: Specialty Finishing
 2:45 p.m. - 4:15 p.m. Technical Standing Committee
 4:30 p.m. - 5:00 p.m. Final General Membership Meeting
 5:00 p.m. - 6:30 p.m. Final Board of Directors Meeting

Dinner on your own

Wednesday, September 27

7:30 a.m. - 9:00 a.m. Breakfast
 9:30 a.m. - 2:00 p.m. Congressional Visits

**Please note that times and meetings are subject to change. Consult the meeting promotional material to be sent in July for a final schedule.*

WE WILL AGAIN BE PLANNING AN EXCITING FAMILY/COMPANION PROGRAM
 AT THE FALL MEETING. STAY TUNED FOR MORE DETAILS.



CeCe Kremer

dramatic move to change the dynamics of the argument.

Knowing that the opposition would respond to economic-impact issues, we drafted an amendment to combat what we termed the "anti-competitive nature" of the bill. This imported products amendment would have delayed implementation of the legislation until the Secretary of Energy made a determination regarding the

impact of the legislation on market competitiveness. No one wanted to be accused of giving importers an unfair advantage while American manufacturers were forced to retool. So when Rep. Rick Boucher (D-VA) offered the amendment, it passed.

Rep. Dingell then offered an amendment that would delay implementation of the legislation until the Secretary of Energy completed a cost-benefit analysis of the legislation. Republicans universally support cost-benefit analyses, and this second amendment also was approved.

The debate over these two amendments broadened the scope of the issue far beyond the anti-regulatory, personal freedom themes Knollenberg had been espousing. Once we were able to present the issue in a new, anti-business light, the Knollenberg bill was defeated.

Back in the District

With a one-vote margin of defeat, each and every vote was crucial. The successful outcome did not stem from a singular event, but rather the concentrated and continued efforts of many PMI members. The moral? To be effective and achieve success on the Hill, PMI members must get involved! Political activism on a grassroots level is a commitment to the future of our industry and the very basis of legislative victories. And besides, it's fun!

Now is the time to act!! Host your congressman on a tour of your facility. Attend a town hall meeting and other events scheduled by your congressman in the district. Get to know your representative. Check the congressional calendar for scheduled recesses and arrange meetings in the district. PMI is ready to assist each member in any way possible — simply give us a call!

He Will Not be Deterred

A spokesman for Rep. Knollenberg recently declared, "The fight is not over." During the remaining days of this Congress it will be necessary to guard against the provisions of H.R. 623 being attached as a rider to an appropriations bill or incorporated into another bill. Although this will be more difficult for Knollenberg to accomplish now that the bill has been defeated in subcommittee, it is far from impossible.

The Congressional Calendar

As you plan your year 2000 congressional strategy, please note the following dates during which Congress will be recessed:

Memorial Day Recess:	May 29 – June 2
Independence Day Recess	July 3 – July 7
Summer Recess	July 31 – Sept. 5
Republican Convention	July 31 – August 4
Democratic Convention	August 14 – 17
Adjournment	October 6

'The Prince of Porcelain' and other Notable Quotables

"But like Agamemnon outside the gates of Troy, Knollenberg persisted. Last month the man now known among his colleagues as 'the Prince of Porcelain' finally managed to win a hearing for his bill to eliminate certain regulation of plumbing supplies before a House subcommittee. It went down, 12-13, in a heartbreaker."

— Guy Gugliotta, *The Washington Post Magazine*.

"...the bottom line is that if you want to hurt American businesses, place a potential one trillion dollar burden on state and local governments and harm the environment, then vote for H.R. 623."

— Representative John Dingell (D- MI)

"Tucson recognized the need to expand the use of water-efficient fixtures at the same time that the current federal standards were being developed. From 1990 - 1995, Tucson offered water customers a rebate for installing ultra-low-flush toilets. The program was very successful, replacing more than 18,000 water-wasting toilets. Throughout the program, customer acceptance of the ultra-low-flush toilets was high."

— Robert E. Walkup, Mayor, City of Tucson.

"It's a great issue [H.R. 623] because it's one that Americans understand."

— Paul Welday, Knollenberg's press secretary

"I, for one, would suggest that there is in fact one thing more asinine than federal regulation of plumbing supplies, and that's 50 different state standards. ...So if this bill is enacted, manufacturers soon will have to start making a California toilet, a Michigan toilet, and a New Jersey toilet. And since we all know that everything's bigger in Texas, there will no doubt have to be a Texas-sized toilet. Such an outcome could have a severe constipating effect on interstate commerce. In fact, it would really stink things up. Indeed, if the states were to get a case of the regulatory runs, there could well be an extended Maalox moment in the plumbing supplies marketplace."

— Representative Ed Markey (D-MA)

Continued on page 11

SLOW AND STEADY WINS THE RACE...SO FAR (continued from page 10)

"The results of the [Residential End Uses of Water Report] study clearly debunk assertions that water saving toilets require more frequent double flushing. Low-flow, 1.6 gallons per flush (gpf) toilets do not require additional flushes to equal the performance of older, less water-efficient models. Individuals living in households with the 1.6 gpf toilets flushed an average of 5.04 times per day. Those living in houses with older 3.5 gpf toilets flushed an average of 4.92 times per day, a statistically insignificant difference."

—American Water Works Association (AWWA)

"I can tell you without a doubt that there is a major problem in bathrooms all across America."

— Glenn Haege, a radio talk-show host known as "America's Handyman"

"Just so you know...folks over here believe that this is the only bill that has been killed in subcommittee since the GOP took control of the Committee [1994], perhaps even before."

— Staff member, House Commerce Committee

"Way to go, Cece!"

— Barb Higgins and PMI Staff

A NEW COLUMN WILL APPEAR SHORTLY IN PMI NEWS!

The *Ask Cece* column will answer questions posed by PMI members. Questions may be on government affairs: legislation, politics, the Congress, the Executive Branch, and the process itself. Questions may be signed or anonymous. Please submit questions directly to Cece by phone at (816) 931-4077, by fax to (816) 931-4078 or by e-mail at cecepmi@aol.com.



HAPPY NEWS!

We wish to share some happy news concerning two PMI staff members on recent life altering events that have taken place in their lives during last couple months. Congratulations to **Sharon Sroka** and her husband David on the birth of their son, Connor

Daniel. Also, Congratulations **Lori Gill** (now Lori Smelser) and Jay Smelser on their nuptials which took place on May 6, 2000!!



CONNOR DANIEL SROKA

April 14, 2000
6 pounds, 8 ounces
9:42 p.m. 19.5 inches

— David and Sharon



Introducing
Lori and Jay
Smelser.

Congratulations!

PMI CALENDAR CHECK

June 2000

- 4-6 CEIR Meeting, Scotland
- 11-15 AWWA Annual Meeting, Denver, CO
- 24-28 ASHRAE Annual Meeting, Minneapolis, MN
- 25-28 CIPH Annual Business Conference, Victoria, BC
- 26 CSA B64 Meeting, Toronto, Ontario
- 27 CSA B125 Meeting, Toronto, Ontario
- 28 CSA B45 Meeting, Toronto, Ontario

July 2000

- 3 PMI Offices Closed
- 4 Fourth of July holiday — PMI Offices Closed

August 2000

- 13-16 National Hardware Show, Chicago, IL
- 16 **PMI Strategic Advisory Committee Meeting, Chicago, IL**
- 16 ASME 19.5 Working Group Meeting, Washington, DC
- 17 **PMI Information Technology Forum, Rosemont, IL**
- 17 ASME 19.2/19.6 Working Group Meeting, Washington, DC
- 18 NSPC Code Change Hearing, Falls Church, VA
- 19-20 Plumbing Industry Advisory Council (PIAC)/ Canadian Advisory Council on Plumbing (CACP), Quebec City

September 2000

- 3-7 IAPMO Annual Education & Business Conference, Anchorage, AK
- 4 Labor Day — *PMI Offices Closed*
- 5-9 ICBO Annual Conference, San Francisco, CA
- 6 **PMI Executive Committee Meeting, Schaumburg, IL**
- 15-20 ASSE Annual Meeting, Scottsdale, AZ
- 15-16 ASSE Product Standards Committee Meeting, Scottsdale, AZ
- 16 ASSE Manufacturers Advisory Committee Meeting, Scottsdale, AZ
- 24-27 **PMI Fall Meeting, Washington, D.C.**
- 18-21 BOCA 85th Annual Conference, Rochester, NY
- 30 Rosh Hashanah

INSIDE PMI

PMI Recent Mentions in the News



"PMI Kicks Off 25th Anniversary Celebration"; *Southern P-H-C Magazine*, April 2000

"House Subcommittee Defeats Knollenberg Bill"; *Plumbing & Mechanical*, May 2000

"House Subcommittee Defeats Knollenberg Bill"; *PM Engineer*, May 2000

"Low Flow Repeal Flushed"; *Contractor Magazine*, May 2000

Check out www.pmmag.com for a perspective PMI developed for the General Accounting Office, with the help of member manufacturers, on the potential impact of H.R. 623's passage.

Have you checked out *Plumbing & Mechanical's* monthly interviews with industry movers and shakers as part of their "Issues 2000" series? Among those profiled have been PMI President **Linda Mayer** of Moen Incorporated (February), **Ron Pace** and **Kenneth Konopa** of Kohler Co. (April), and **John Wills** of Delta Faucet Company (May). Contact the magazine or PMI headquarters for copies of these insightful interviews.

2000 PMI LEADERSHIP

Executive Committee:

Linda Mayer, Moen Incorporated, President
Frank Evans, Chicago Faucet Company, First Vice President
Todd Talbot, Alsons Corporation, Second Vice President
Ralph Herrbach, Cifial Brass Works, Treasurer
Fred Luedke, NEOPERL, Inc., Immediate Past President

Directors at Large:

Mario Bortoli, Quality Metal Finishing Co. (1/97-12/00)
Ken Martin, Delta Faucet Company (1/99-12/01)
Claude Thiesen, T&S Brass & Bronze Works (1/00-12/00)
Al Walcutt, MPC Plastics, Inc. (1/00-12/02)
Jim Westdorp, Kohler Company (1/99-12/01)
Claus Zieger, Interbath Inc. (1/00-12/02)

PMI Staff:

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Lori Smelser, Association Manager

LEGISLATIVE & REGULATORY

CeCe Kremer
Sharon Sroka, Information Services Manager

TECHNICAL

David W. Viola, Technical Director
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PMI Works...for you!!!