

PMI "CAPS" OFF A SUCCESSFUL YEAR!



PMI President Fred Luedke, third from left, is surrounded by several members at PMI's Fall Meeting in Washington, D.C. — donning PMI hats of course!! The Fall Meeting capped off a year of successes at PMI. See article below and on pages 6-7 for a wrap-up of Fall Meetings activities.

PMI CONVENES ACTION-PACKED MEETING IN WASHINGTON, D.C.

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PMI members convened October 10-13 for its Fall Meeting at the Willard Inter-Continental Hotel in Washington, D.C., a meeting highlighted by defining PMI's direction on industry issues, educating and informing Institute members, advocating legislative positions and developing programs to serve both members and the industry. PMI also elected its slate of officers and directors at large for the Year 2000.

The PMI Fall Meeting capped off a year of successes for PMI, a year to build on in the year 2000 when PMI celebrates its 25th anniversary.

Turn to pages six and seven for a wrap-up of Fall Meeting activities, and pages eight and nine for a montage of pictures and responses to the Fall Meeting survey.

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Fred Luedke

If you have it, you want to keep it, and if you don't have it, you want it. What is it? *Momentum*. And PMI has it!

I thought our 1999 Spring Meeting was good, but the Fall Meeting was even better. I heard comments from members who thought this was the best PMI meeting they had ever attended. What impressed me most was the uniformity of excellence — top to bottom, I thought every

meeting was productive.

The agendas were relevant, participation was high, the discussions were thoughtful and, without exception, there was meaningful progress toward the defined tasks. A lot of credit should be given to the efforts of the committee chairs. They had set their own agendas, and they were well prepared for the meetings. Clearly, they had solicited participation and input from other committee members prior to the meeting, which was reflected in the well-informed discussions that ensued.

I also can't say enough about the performance of our PMI staff. Under the direction of Barb Higgins, they have developed into an effective team whose efforts before and during the meeting supported the Board of Directors and the committee chairs, and facilitated the productive discussions that we had. Their focus and infectious



enthusiasm set the tone for the meeting, epitomized by the daily newsletter (a really nice touch).

I believe the high level of member satisfaction that we observed derived from the sense of accomplishment that we all felt at the conclusion of the meeting. We are all goal-oriented business people, who thrive on successfully meeting objectives. The prospect of accomplishing our goals energizes us to greater effort, and the result is — momentum.

Now that we have it, how do we keep it? If each of us continues to contribute to the overall team effort as we have this past year, and if PMI continues to demonstrate progress toward our goals, there is no good reason why we cannot sustain our momentum indefinitely. I think we all realize that we can "make a difference" if we set meaningful goals and pursue them with persistence and determination.

My term of office is winding down, and I want to thank all of you for your support and encouragement during the past year. From this vantage point one can really appreciate the contribution of time and energy that so many people make to PMI — the staff, who do so many things large and small to accomplish our goals and provide service to our members; the committee chairs, who are the unsung heroes of the organization; and our members, who admirably fill their dual roles of client and participant. You have made this past year truly a memorable and enjoyable experience for me.

Best wishes for the holiday season and the New Year.

PMI WELCOMES MOEN'S LINDA MAYER AS ITS YEAR 2000 PRESIDENT

By LORI GILL, ASSOCIATION MANAGER

Linda S. Mayer, senior vice president of marketing and product development at Moen Incorporated, was elected by members to serve as PMI's president in the year 2000. The election of Ms. Mayer is a history-making one for PMI — she will be the first female leader of PMI and will join PMI's Executive Director, **Barbara Higgins**, in advancing PMI as the Voice of the Industry. "Among my goals for PMI is that the Institute will grow with the changing needs of the plumbing industry," said Ms. Mayer. "As a first step, we plan to add new members in the U.S. in all major plumbing categories," Mayer said of her goals next year. "We encourage the growth of PMI to fully represent the various plumbing manufacturing categories."

In addition to her role on PMI's Executive Committee, Ms. Mayer is also co-chair of the Institute's Trade Show Consolidation Issue Committee.

Also elected to officer positions for the year 2000 were **Mr. Frank C. Evans**, **Zin-Plas Corporation**, First Vice

President; **Mr. Todd Talbot**, **Alsons Corporation**, Second Vice President; and **Mr. Ralph Herrbach**, **Cifial Brass Works**, Treasurer.

PMI's Directors at Large for the year 2000 are as follows: **Mr. Mario Bortoli**, **Quality Metal Finishing Co.**; **Mr. Ken Martin**, **Delta Faucet Company**; **Mr. Claude Thiesen**, **T&S Brass & Bronze Works**; **Mr. Albert Walcutt**, **MPC Plastics, Inc.**; **Mr. Jim Westdorp**, **Kohler Company**; and **Mr. Claus Zieger**, **Interbath Inc.**



Linda S. Mayer at the White House.



Barb Higgins

I am often asked by PMI members, family and friends, "So...how do you like your job?" After 20 months, the answer is always the same..."I LOVE IT!" My reason is simple... It is rare to have the opportunity to make a difference everyday.

With our small staff and so much work at hand, each of the five of us (and Cece, too!) has the chance to make a difference every single day. And at the end of the day, we are

able to look over the previous eight (or more likely, 10 or 12) hours and see definite changes. The PMI staff understands and appreciates the uniqueness of this opportunity. Adding to the job satisfaction is the chance to meet and work with the wonderful community of leaders and characters in this industry. What great jobs we have!

That is the source of that "PMI excitement" we've talked about (and that hopefully you've witnessed!) Have you caught the buzz — the energy that is the "new" PMI? We are a 25-year-old, start-up company. We are building something new on a well-established foundation.

By now, we've established our business (furniture, computers, employees, policies, employee benefits, licenses fees, tax filings) and have made most of the aesthetic changes (logo, colors, office, catchy phone number — 847/884-9PMI), enhanced and revamped some existing programs (meeting format, marketing reporting) and instituted some new programs (*Membership Directory*, *PMI News*, *TechTalk*, *Washington Wire*, *The Daily Dispatch*, website enhancements with members-only section), all while constantly polling members for feedback and status reports. (And you've told us that we're on the right track.) We're pleased that in answer to the Fall meeting survey question, "Was the meeting worth the time and money you spent?", 20 answers out of 20 were YES! You can be sure that we're not resting on our laurels though! (The complete survey was mailed to you in the minutes from the Fall Meeting.)

We have made important differences in the codes and standards arena as we have raised our visibility there. PMI is an active member of the IAPMO Standards Committee, IAPMO Uniform Plumbing Code Committee and the Canadian Institute of Plumbing & Heating (CIPH) Plumbing Industry Advisory Council — just to name a few. PMI also maintains memberships in several industry organizations and associations to ensure all of its members' interests are served.

In addition to raising our visibility on technical issues, we actively foster good relationships with government agencies. We have been nominated for a position on the

ISAC 9 (Industry Sector Advisory Committee) and the Safe Drinking Water Advisory Committee, and we hold an important seat on the Appliance Advisory Committee of the Department of Energy (DOE).

At a recent DOE meeting Dan Reicher, the DOE undersecretary, personally and enthusiastically thanked me for PMI's participation in the Appliance Advisory Committee. Last month, our good relationship with DOE was critical as PMI began working with another industry trade association to revise their proposed research program, so that it considers input from all stakeholders — including plumbing manufacturers.

And of course, we continue to raise our voice and visibility on the Hill through our lobbying efforts. Personal visits, letters, press releases and the new advertisement campaign developed through the Strategic Alliance of Fixture Manufacturers have made our presence (and determination) known.

We continue our networking and bridge-building as an active player in our industry. You may already know about our successful interfacing with other associations, through the Association Executives Alliance (AEA) and the formation of the highly successful Strategic Alliance of Fixture Manufacturers (our first ad appears in this issue).

PMI networking through trade show participation continues. We had, for the first time, a PMI booth at the ASA convention in San Antonio, which proved to be a most successful venue for meeting with members and prospects alike. The year 2000 brings several major shows right to our Chicago backyard so you can expect to see PMI out in force, showing support for the membership and the industry. My company member visits continue, with only a handful remaining before the cycle begins again. That experience has been a great one and (I hope) mutually beneficial! (Yes, Fisher Mfg., I'm on my way!)

Frequent and positive meetings with the media have kept this important channel of communication wide open for PMI. We believe strongly in the power of the press and therefore maintain good working relationships with representatives of the trade press and other publications. This effort makes good business sense and has been helpful in ensuring that "our side" — the voice of manufacturers and suppliers — is heard, particularly on controversial issues.

We have reached out to affiliated associations through personal contact with their executive directors and board officers. We held the second meeting of the PMI-founded AEA in November and recently hosted a meeting of the Chicago Forum (the "official" organization of association executives) at PMI headquarters. In fact, the Forum was impressed with the structure and success of PMI's AEA and has proposed a merger!

In closing, I'd like to thank President Fred Luedke, Immediate Past President Bill O'Keeffe and the Board of
(continued on page 16)



A SPECIAL THANKS AS WE MOVE FORWARD BY DAVE VIOLA, TECHNICAL DIRECTOR

In the September/October edition of *PMI News*, I looked back on the technical activities of the past year. I boasted about our many successes, increased visibility, and unmatched effectiveness. We've received (and appreciated) the praise from industry representatives as well as PMI members. It truly has been a noteworthy first year and we have a lot to be proud of. However, I failed to raise two important points in my last column — the important role our members have played and the significant work that remains in the coming year.

Frequently absent from the kudos is recognition for the PMI members themselves. Credit needs to be given to the persons forming the technical backbone of PMI. The people I speak of are the members of the various PMI task groups, product committees and issue committees. PMI would not have prospered without the commitment, hard work and expertise of these individuals. As I pointed out in my last article, the industry was faced with a considerable number of serious issues. Often these issues would arise with little time to respond. Through the many conference calls, committee meetings and correspondence, we were able to reach a consensus and respond successfully with the PMI position. THANK YOU!

While continuing to be proactive in our ongoing work with product standards and model codes, we must expand our state and local code monitoring activities and move forward PMI initiatives in conformity assessment and uniformity among plumbing codes.

At the 1999 Fall Meeting, the members discussed the need to expand state and local code monitoring activities to more effectively identify and react to critical issues. This has been an area of increasing concern due to the proliferation of proposed code change submittals to regional plumbing boards. There is no arguing that the most effective way to do this is by recognizing the issues early on in the code change process. As such, PMI staff will work with members and sister trade

associations to maintain a database of relevant plumbing board activities to augment current monitoring activities.

In pursuit of our goal for worldwide product recognition from a single test, the Universal Conformity Assessment Issue Committee completed Phase One of the plan by affirming the PMI model plumbing product approval program. Phase Two of the plan requires PMI to solicit assistance from organizations having similar goals and present the model to jurisdictions to eliminate unnecessary duplication and complexity in conformity assessment programs. This will certainly be a high priority activity since it is the primary concern of the one of our issue committees.

The PMI membership also recently approved a new policy to promote national uniformity among plumbing codes. In the coming year, PMI will work closely with states and localities and encourage adoption of a model plumbing code where none exists, and to encourage adoption of the latest edition of a model code where the existing model code is outdated. This is probably the most difficult of our goals since many of these jurisdictions have processes that have been firmly entrenched for decades.

We recognize the various achievements attained this past year are largely through the hard work of PMI members. They are an essential element in PMI's continued success. And looking forward to the upcoming year, we must continue to draw upon these individuals to assist in achieving our established goals.



Dave Viola



Editor's Note — next issue will include photos of Plumber Dave in action!! Stay tuned to *PMI News*!

NOTES OF THANKS...

Barb,
I appreciate your inviting us to the round table discussion on the Knollenberg issue. I hope our participation was productive.

Regards,
Jeff Goldberg — WP Industries

Dear Barbara,
I would like to extend my personal appreciation for you being a part of our Grand Open House at Alsons, celebrating our new facility as a cornerstone for our company's solid future.

Each member of our team enjoyed the opportunity to host this event, and we look forward to your continued support of our endeavors; our door is always open!

Our thanks again, Barb!
Very truly yours,
Todd Talbot — Alsons Corporation

PMI REVISES TRADE SHOW CONSOLIDATION STATEMENT BY LORI GILL, ASSOCIATION MANAGER

The Trade Show Consolidation Issue Committee revised its statement regarding consolidation of industry trade shows to reflect PMI's support for one annual show and a new timetable for the achievement of the Committee's objectives.

PMI's previous statement, issued this past March, advocated PMI's position to facilitate *fewer but bigger* North American building products trade shows by the year 2000. During the Trade Show Consolidation Issue Committee meeting on October 12, Committee members elected to revise that statement and clarify PMI's position as advocating *one large annual industry show*, rather than fewer but bigger.

The Issue Committee also noted that while progress on trade show consolidation is being made on several fronts, it is unlikely that PMI's goal of "a single, large North American building trade show" would happen within the next year. The Committee elected to expand the time frame during which to achieve its objectives to the year 2005.

In revising its statement on trade show consolidation, the Committee also characterized the continuing consolidation discussions between partners of the North American Exposition (NEX) and National Kitchen and Bath Association (NKBA) as productive and "a step in the right direction", and the Committee urged those talks to continue.



Lori Gill

PMI also developed a position paper on water conservation and plumbing efficiency standards. It was approved by the Board of Directors and is now available on PMI's website, as is the revised trade show statement. Visit PMI's website at www.pmihome.org, under the "Positions" section, or contact PMI headquarters at (847) 884-9PMI for a copy.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) AND THE SMALL BUSINESS ADMINISTRATION (SBA) BY SHARON SROKA, TECHNICAL SERVICES MANAGER



Sharon Sroka

The Small Business Administration (SBA) has released a proposed rule to adopt the current NAICS structure for the purpose of defining an industry. The SBA currently uses the Standard Industry Classification (SIC) system and believes that changing to the NAICS structure would be a significant improvement since:

- 1) the SIC system has not kept up with the economy;
- 2) NAICS recognizes the growth and expansion of the services and technology industries;
- 3) the Census Bureau will no longer organize and make data available for SIC industries after the 97 economic census; and
- 4) all other federal agencies will eventually switch to NAICS structure.

The SBA assigns size classes (numerical determination of how large a firm may be and still be considered a small business) to each NAICS classification for the purpose of determining whether a small business is eligible for federal programs. Manufacturer's sizes are based upon the average number of employees per pay period over the last twelve-month period. Some of these sizes are changing and listed below are the current classes of interest to PMI members.

The SBA invites comments from interested parties on SBA's proposal to adopt NAICS-based size standards with a deadline of December 21, 1999. The proposal seeks adoption of the NAICS-based size standards on October 1, 2000. If you would like more information and are a PMI member, phone PMI headquarters at (847) 884-9PMI.

NAICS Code	NAICS Industry Description	Existing Size (# of Employees)	Proposed Size (# of Employees)
326191	Plastics Plumbing Fixture Manufacturing	500	500
327111	Vitreous China Plumbing Fixtures and China and Earthenware Bathroom Accessories Manufacturing	750	750
332813	Electroplating, Plating, Polishing, Anodizing and Coloring	500	750
332913	Plumbing Fixture Fittings and Trim Manufacturing	500	500
332998	Enameled Iron and Metal Sanitary Ware Manufacturing	750	750



Defining PMI's Focus on Industry Issues

The Institute's Strategic Advisory Committee (SAC), charged with helping shape the future direction of PMI, developed a series of short- and long-term "deliverables", or measurable action steps, to guide the activities of each of PMI's issues committees for the next five years. The membership approved the deliverables for each committee at the Fall Meeting, keeping PMI focused on the steps necessary to proactively manage issues currently facing our industry.

Members of the Leachates Issue Committee, recognizing that all objectives had been achieved, voted to accept the SAC's recommendation that leachates be reduced from its current status as an active issue to an issue requiring only monitoring.



Educating, Informing and Speaking out on Issues

The PMI membership approved a PMI paper, developed by the Leachates Issue Committee, to present to the Japanese Water Works Association (JWWA) as a guide on how the United States set up their lead regulation system. This action, a deliverable developed by the SAC in August, was a result of JWWA's efforts in working with NSF *International* to establish leachate control in Japan.

PMI's Marketing Committee reviewed the statistical programs offered by PMI. This includes PMI's internal



PMI members listened, learned and interacted during the full slate of Committee and Product Group meetings.

shipment report program and the co-sponsored MQ332E report on plumbing fixtures (hosted by the U.S.

Census Bureau). **Mr. Ken Hansen** with the Bureau of the Census, discussed possible enhancements to the MQ332E program with meeting attendees on Monday. A working group has been created to review PMI's internal program and met Tuesday afternoon to begin revising the existing reporting form.

Members of the Fair Trade Issue Committee meeting were treated to an informative overview of the Federal Trade Commission's (FTC) Bureau of Consumer Protection by FTC general attorney **James Mills**. PMI members have also developed a form for their exclusive use in reporting labeling violations under the Energy Policy and Conservation Act of 1992.

The Universal Conformity Assessment Issue Committee meeting featured a presentation by **Ms. Maureen Breitenberg**, economist in the National Institute of Standards and Technology's (NIST) Office of Standards Services, on current conformity assessment procedures. The Committee also approved draft model plumbing product approval procedures to use a tool to advance PMI's initiative to eliminate redundancy. Water conservation and the attempted repeal of the provisions in the Energy Policy and Conservation Act of 1992 (EPAct '92) has been an area of PMI's attention since the enactment of the law earlier this decade. The PMI Board of Directors approved a position statement on water conservation and plumbing efficiency standards, and copies of that statement are available online at www.pmihome.org, or by calling PMI headquarters.



James Mills addresses the Fair Trade Issue Committee meetings attendees.

Monday evening presented a break in the action for members; those attending the Monday evening dinner were treated to an open dialogue with **Dr. Frank Luntz**, a renowned political commentator, on the political races currently taking shape. Sometimes controversial, often times funny, always insightful, Dr. Luntz provided an "insider's view" not only of next year's election, but also his opinions on the shortcomings of this country in terms of education, family and morals. Meeting survey results showed he was a hit with the PMI dinner crowd.



Dr. Frank Luntz presents the facts during Monday evening's dinner.

Legislative Advocacy ***A "Fixture" for PMI Fall Meetings***

Many PMI members spent Tuesday afternoon participating in face-to-face meetings with their congressional representatives and staffs to discuss industry and legislative issues, an annual event and significant to a long-standing tradition of smooth communication with government offices.



A WRAP-UP OF PMI FALL MEETING ACTIVITIES *(continued from page 6)*



PMI presents its Legislator of the Year award. From left: CeCe Kremer, Vice President Governmental Affairs; John Lauer, Sloan Valve Company; Rep. John Dingell; Craig Selover, Delta Faucet Company; Barbara C. Higgins, Executive Director; Ken Martin, Delta Faucet Company; and Todd Talbot, Alsons Corporation.

Fall is also the time for PMI's presentation of its annual Legislator of the Year award. This year's recipient was **Rep. John Dingell** (D-Mich.). Joining the presentation of the award to Rep. Dingell were **Mr. Todd Talbot**, Alsons Corporation; **Messrs. Ken Martin** and **Craig Selover**, Delta Faucet Company; **Mr. John Lauer** of Sloan Valve Company; **Ms. Cece Kremer**, PMI's Vice President of Government Affairs; and **Ms. Barbara Higgins**, Executive Director.

Continuing Work of PMI's Product Groups

Several of PMI's increasingly important products groups met and agreed to continue their vigilance over issues unique to their product lines. See the PMI minutes for more details.

Attendees at PMI's Technical Standing Committee, among other issues, agreed to take steps to address express concerns of members over the adverse effects of using

certain daily cleansers on plumbing products. A four-step plan of action was approved by the PMI Board of Directors.

Conducting the Business of PMI

PMI members elected the slate of officers for the year 2000, as well as three directors-at-large (see article on page 2). An operating budget for the year 2000 was also approved by the general membership. PMI's Executive Committee and Board of Directors finalized plans to convene two subcommittees to expand PMI both internally and externally. One subcommittee will review, define and possibly expand PMI's current membership categories, to reflect the changing nature of the industry. The second subcommittee would serve to determine PMI's role in the international plumbing community. "Finding ways to continually increase PMI's voice in the industry, both internally and externally, is an ongoing, vital effort to our continued success," said **Ms. Higgins**.

With so much started and accomplished in 1999, the year 2000 — ironically PMI's 25th anniversary — will truly be a year to celebrate!

IT'S IN THE MAIL.... New Directories Are On The Way!

PMI's new 2000 membership directories will be mailed to members before the year-end. The 2000 edition will include PMI bylaws, listing of position statements, a policies section, additional industry and informational associations, and contacts for member companies.



THE 1999 FALL MEETING SURVEY DRAWING WINNER IS...

Congratulations go out to **Frank Evans** of **ZinPlas Corporation** for being the winner of the 1999 Fall Meeting Survey drawing. Lucky Frank wins a free registration for the 2000 Spring Meeting, March 5-8 in Palm Springs, Calif. Frank was one of 20 who turned in their survey during the meeting. The drawing was set up to encourage meeting participants to fill out and return their surveys while at the meeting. Meeting surveys give PMI staff vital input into what the members want and expect from the semi-annual meetings.

Thank you to those who turned in your surveys and
CONGRATULATIONS FRANK!!

See you all in Palm Springs!



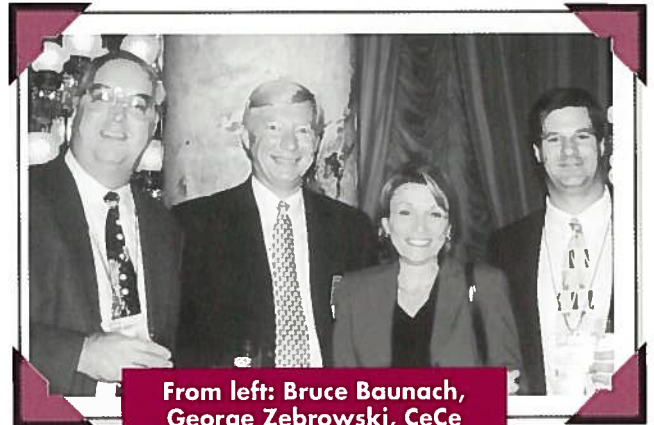
Association Manager **Lori Gill** pulls **Frank's** winning survey.



Government Affairs Chair
Al Walcutt presents
speaker Judy Lebowich
with a PMI hat.

“I like the ability to attend all the meetings. If there is a meeting that I do not need to attend, I can do office work from my room, which enhances my productivity.”

Craig Selover, Delta Faucet Co.



From left: Bruce Baunach,
George Zebrowski, CeCe
Kremer and Chris Boyher enjoy
Monday night's reception.

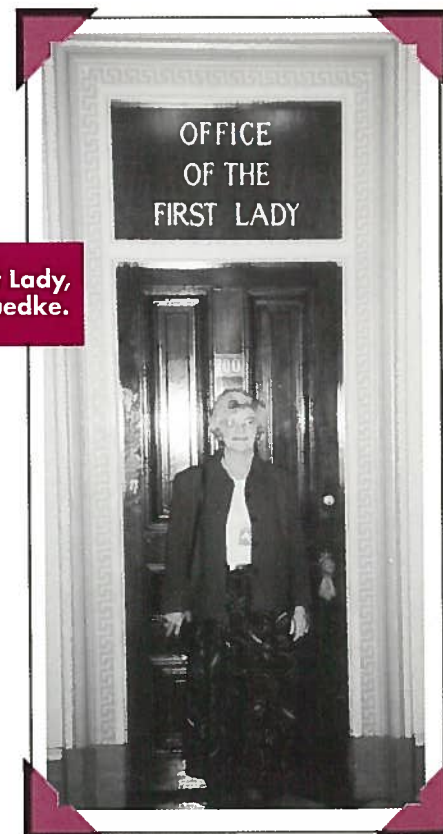
**Do you plan to attend the 2000 Spring Meeting,
March 5-8, in Palm Springs?
20 out of 20 answered "YES."**

“Keynote speaker,
Dr. Frank Luntz, extremely good!”

Kevin Fink, WCM Industries



Harley Davidson
enthusiast James
Mills, receives a
special t-shirt from
Alan Lougee.



PMI's First Lady,
Jeanne Luedke.



Co-chairs Ed Pilatowicz and
Craig Selover preside over the
last meeting of the Leachates
committee.

“I thought the overall
program was very good —
the breakfast, lunch,
dinner concept works
very well.”

Norm Kummerlen,
Moen Incorporated



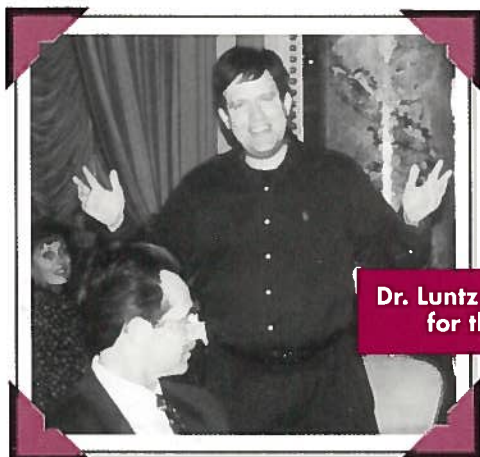
Jim Galvin gives a report during the General Membership breakfast.

“Outside speakers were great!”
Ken Martin, Della Faucet Co.



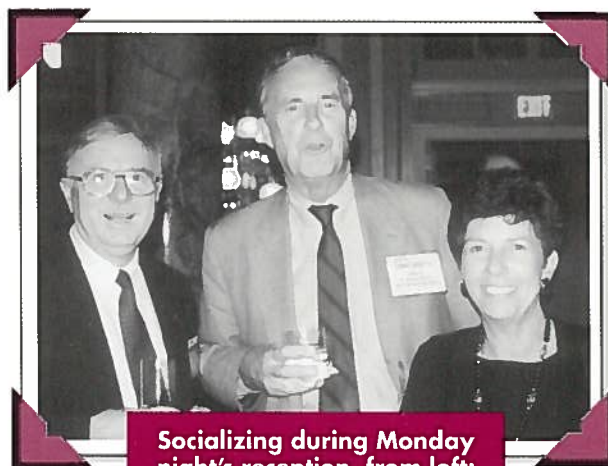
Posing for pictures during a White House tour. From left: Mario and Mary Bortoli, Gary Turner, Fred and Jeanne Luedke, Linda Mayer, and Anne and Ralph Herrbach.

“Overall meeting, very good and effort by staff, superb!”
Al Walcutt, MPC Plastics



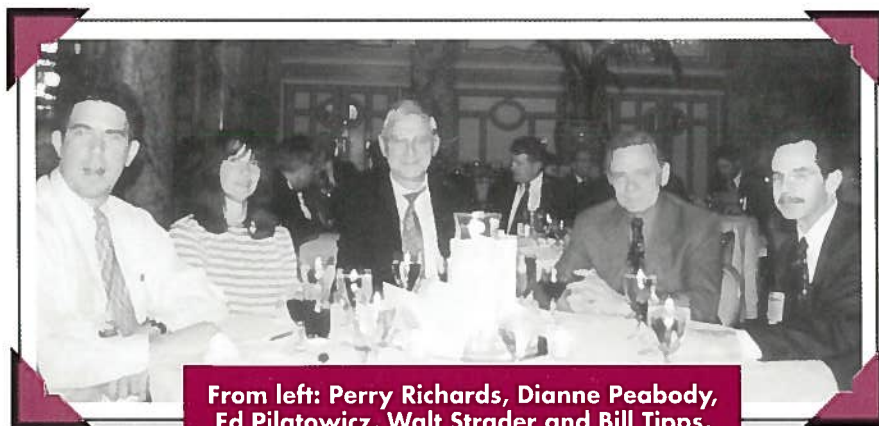
Dr. Luntz hamming it up for the camera.

Do you feel the Fall Meeting was worth the time and money?
20 out of 20 answered “YES”



Socializing during Monday night's reception, from left: Dick Emmerson, Bruce Martin and his wife Sue.

“Meeting length is just about right. We had enough flexibility to allow longer meetings to run over.”
Fred Luedke, NEOPERL, Inc.



From left: Perry Richards, Dianne Peabody, Ed Pilatowicz, Walt Strader and Bill Tipps, during Monday night's dinner.

GUARANTEE SPECIALTIES: A UNIQUE CONTINUOUS IMPROVEMENT EXERCISE BRINGS SUCCESS, INVOLVED EMPLOYEES

By LORI GILL, ASSOCIATION MANAGER

***KAIZEN**—Japanese word meaning “gradual and orderly, continuous improvement.”*

No, this is not a school lesson, but rather a lesson in employing specific, deliberate activities for corporate and personal success. *KAIZEN*, a word becoming increasingly familiar in corporate circles, means continuing improvement in personal life, home life, social life and working life. When applied to the workplace, *KAIZEN* means continuing improvement involving everyone — managers and workers alike — without large capital investments. *KAIZEN* focuses on eliminating waste in all systems and processes of an organization. It begins — and ends — with people guided to improve their ability to meet expectations of high quality, low cost and on-time delivery.

It's a novel, if not yet widely known, approach being used by more and more businesses to improve in a competitive environment. **Ed Pages**, President and CEO of **Guarantee Specialties Inc.**, has come to embrace this unique concept at his company, and feels it will result not only in corporate problems being solved, but also in empowered employees.

Guarantee Specialties employs about 70 individuals of diverse rank and responsibility at two manufacturing facilities in Cleveland, Ohio, and Adamsville, Pa. Pages and his executive staff recently finalized the company's five-year strategic plan and decided to use the principles of *KAIZEN* to introduce the plan to plant employees and obtain feedback. It's a concept that seems to be working.

According to Pages, two elements are key to *KAIZEN* — improvement/change and ongoing/continuity. “The elements are combined to produce “continuing improvement”—achieved by breaking down tasks, ideas, problems into small, manageable parts.” The responsibility for the continuing improvement, Pages said, rests not on

the shoulders of upper management, but involves all levels of rank and responsibility. *KAIZEN* works in small groups of people to improve a particular thing.

In implementing Guarantee Specialties' strategic plan with employees, Pages and his executive staff begin by sitting down with groups of four to eight salaried individuals to review the entire plan with them. Once those individuals were thoroughly knowledgeable with the plan and its implementation, Pages began a second round of *KAIZEN* groups, currently underway, of both salaried and hourly employees to learn the plan.

“Another key to *KAIZEN*,” says Pages, “is the duration. Once you decide what issue or problem you want to *KAIZEN*, you break that issue or problem into smaller steps — all fully manageable at any level of responsibility — and take three to five days, maximum, to make decisions and get the issue solved.” Pages adds that many *KAIZEN*s can happen throughout a year, and it can take place in the office, at a manufacturing plant, in the home...just about anywhere change is desired.

The true value of *KAIZEN* is not so much the resolution of problems, says Pages, “but the empowerment of employees that it brings — enabling them to take a vested interest in their surroundings, involve themselves in the company and become part of the process of seeking continual improvement everywhere, all of the time.”

The results spell success for any company, and Guarantee Specialties is no exception. Originally founded in 1916 by Richard H. Wright as a division of RHW, Inc. in Cleveland, Guarantee Specialties is a high value-added ISO 9002 registered manufacturer of metal stampings providing problem-solving and products for the plumbing, automotive and specialty markets. It has been located in the same 80,000 square-foot plant since its inception.

In 1967, the company acquired the Garvin strainer line and began production in its Adamsville facility, operating as a parts processing company. In 1981, Guarantee Specialties and the Garvin Division were acquired by J.P. Industries Inc. T&N Industries, a \$3 billion company out of Manchester, England, purchased the company in 1990 to increase their presence in the United States. In October 1993, a team of investors led by Pages acquired the Cleveland and Adamsville plants and, Guarantee Specialties is now operated as a privately held corporation. Today, the Garvin Division is believed to be the largest domestic manufacturer of brass and stainless kitchen drains and strainers. This facility also produces automotive, appliance and fire protection components. Guarantee Specialties is a leading producer of “cosmetic” plumbing parts. Plumbing comprises 65 percent of the company's

(continued on page 11)



Ed Pages and Staff

GUARANTEE SPECIALTIES *(continued from page 10)*

business, with 35 percent focused on the automotive and fire protection, and other specialty markets.

Guarantee Specialties originally joined the Institute in May 1966 when it was known as the Plumbing Brass Institute (PBI). In fact the company's principal member representative, Warren Fisher, headed the Institute during the time it became known as PMI in 1975.

According to Pages, Guarantee Specialties has enjoyed a lengthy affiliation with PMI, because "it enables us to remain visible and 'in touch' with our customers, who are members of PMI." Pages is excited about the recent changes at PMI, and he continues to assess ways in which PMI can enhance value to supplier members. Jim Burns, Sales Manager, who has been active in PMI, will become more active on a marketing level. "Lot's of good things are happening," says Pages, "both at PMI and at our company." Truly, a reason to celebrate!



Guarantee Specialties building.

PMI PROFILE - HERRBACH JOINS PMI LEADERSHIP *BY MARTIE GUNTHER, ASSOCIATION COORDINATOR*

Ralph Herrbach, president of **Cifial Brass Works** in Atlanta, Ga., is emmersing himself in PMI. He not only rejoins the PMI Board of Directors on January 1, 2000, he will step into a leadership role as PMI's new treasurer next year as well.

While Herrbach has only been with Cifial Brass Works for two years, he has been in the industry since 1975. Prior to joining Cifial, he worked for Kohler Company as its Vice President and General Manager of Faucet and Fittings. And from 1975 to 1990, Herrbach was at Delta Faucet Company where he advanced to Vice President of Marketing. Obviously his personal credo is true — "Nice guys don't have to finish last."

Mr. Herrbach attributes his success to "planning the work and working the plan." According to Herrbach, the management philosophy that has made him successful in the plumbing industry includes "keeping things simple, being easy to do business with, hiring well, delegating, and always maintaining the customer's view."

Cifial Brass Works has been a member of PMI since 1996, and Mr. Herrbach has personally been involved since 1991 while at Kohler Company. He has been active on the Leachates and Marketing committees, as well as serving as a board member from 1993 to 1995, and he has become active because "you get out of things what you put into them."

What benefits does Herrbach feel he "gets out" of PMI? "[Membership in PMI brings] increased awareness of the industry as a whole — especially on important code and regulatory issues."

When looking back over the years he has been involved with PMI he notes, "PMI is definitely moving in a very positive direction. The association management change has helped greatly along with the new focus on specific issues." As for the future he envisions PMI as "expanding to an organization representing all plumbing categories and assuring true value is delivered for member dues with the "focus issues."

Mr. Herrbach and his wife, Anne, have three children - Wynne, 29, Samuel, 25 (both of whom work at Cifial Brass Works), and a daughter Sarabeth, 21. Every summer for the past 20 years they have vacationed at their favorite spot in Western Michigan. When unable to unwind on vacation, Mr. Herrbach likes to relax with friends or maybe play a round of golf.

The PMI staff looks forward to working with Ralph as Treasurer next year!!



Ralph Herrbach

NEW PMI CHAIRS STEP UP TO THE PLATE

We would like to welcome and thank the following members who have volunteered to be co-chairs of PMI committees and product groups:

Ray Arth, Phoenix Products, Inc., Fair Trade Issue Committee Co-Chair; **Bill Tracey**, Symmons Industries, Inc., Marketing Committee Co-Chair; **Ed Pilatowicz**, Price Pfister, Shower/Tub-Shower Co-Chair; **Mark Weaver**, T&S Brass & Bronze Works, Technical Standing Committee Co-Chair; **Todd Talbot**, Alsons Corporation, Trade Show Consolidation Issue Committee Co-Chair.



We thank all of you for your commitment to PMI!

PMI MEMBERS...MAKIN' NEWS

Got news to share? Contact a PMI staff member or simply add us to your PR list. It's that easy!

Promotions/New Appointments

- **Elkay Manufacturing Company** promoted **Alan Danenberg** to director of marketing services. The company also named **Cary B. Wood** vice president of operations for its Elkay Division.
- **Moen Incorporated** named **Eric Jungbluth** vice president and general manager of bath accessories.
- **Kohler Company** has appointed **Ronald A. Pace** as sector president, Kohler Plumbing North America, to strengthen the company's position in Canada, Mexico and the U.S.
- **Sloan Valve Company** appointed **Susan M. Kennedy** director of marketing. She was previously marketing manager at Sloan. **Ray Faufesen**, advertising manager, retired after 36 years with the company.
- **Chicago Faucet Company** named **Jamie Heinz** as central regional manager.



Company News



• **Symmons Industries, Inc.** announced the appointment of **Steward Hammond** as its eastern regional sales manager. Check out Symmons' website — www.symmons.com — it features interactive use for specifiers, contractors and end users. The site also includes an in-depth products section, an industry events calendar and direct links to useful industry-related

resources. Symmons Industries also recently opened a state-of-the-art training laboratory for product training sessions, sales meetings, technical presentations and Symmons' popular "Plumbers Night."

- **Coyne & Delany** has partnered with ADVent International, manufacturer of toilet exhaust systems. Coyne & Delany will be manufacturing adaptors in ADVent toilets and exhaust systems.
- **American Standard's** U.S. Plumbing Division introduced a print and direct marketing campaign bearing the theme, "Bathrooms Made for the Soul."
- A recent survey conducted by **Sloan Valve Co.** of 5,000 of its Flushmate customers revealed that 92 percent were satisfied with its pressure-assist toilet, 86 percent would buy another pressure-assist toilet, and 89 percent would recommend the product to a friend or relative.
- **Price Pfister** and **Kwikset**, a division of Black & Decker Corp., raised \$87,000 in a golf tournament to benefit gene therapy, breast cancer and bone marrow transplant programs.
- **Elkay Manufacturing Company** acquired E.B. Tecnica Mexicana, the largest sink producer in Mexico.
- The September 1999 issue of *Good Housekeeping* rated **Speakman Company's** hand-held shower as best overall in its recent consumer testing.
- **Moen Incorporated** has made a \$500,000 commitment to the Education: Our Pipeline to the Future campaign of the ASA Education Foundation. The campaign has raised more than \$8.5 million from 174 donors.
- **Kohler Company** was presented a Certificate of Merit from the Wisconsin Society of Professional Engineers for its Vibrant scratch-resistant faucet finish.

Gerber Plumbing Fixtures Corp. Announces Corporate Restructuring

Gerber Plumbing Fixtures Corp. has announced **Jon Dieter** as its new president. Dieter has been with Gerber for 10 years, most recently serving as vice president of finance.

Ila Lewis, granddaughter of company founder Max Gerber, has been promoted to executive vice president. Ms. Lewis was previously the company's advertising/marketing manager. **Ron Grabski** has become the new vice president of marketing. Grabski, who is PMI's principal representative, has been with Gerber since 1985, and was previously vice president of market development.

(continued on page 13)

Electro Chemical Finishing Selected for Congressional Meeting

In July of this year, Electro Chemical Finishing was one of forty suppliers selected from a field of two hundred to attend an annual congressional meeting sponsored by Honda of America. The meeting was held at the Capital Hilton with reception at the prestigious Longworth Caucus Room. The information presented were bills pertaining to human resources and pertinent trade issues. **Bill Peck** represented his company, which molds and plates parts for Honda motorcycles, in addition to plumbing products.



PMI...The Institute Grabs Headlines in the Press

- “A Quadruple Win’ — Plumbing Manufacturers Praise Water Conservation Standards”; *The Wholesaler*, September 1999.
- Summary Testimony of Plumbing Manufacturer Representative, David A. Goike, of Masco Corp (prepared by PMI); *The Wholesaler*, September 1999.
- “Congressional Testimony to Confirm Wisdom of Water Conserving Plumbing Products”; *ASSE Plumbing Standards*, July-September 1999.
- PMI Convenes Panel on Trade Show Consolidation, *Supply House Times*, September 1999.
- “Consolidation of Trade Shows Urged by Manufacturers”; *The Wholesaler*, September 1999.
- “PMI Encourages Trade Show Consolidation”; *ASA News*, July/August 1999.
- “National Tester’s Poor Ratings of Low-Flow Toilets Questioned by Industry”; *U.S. Water News*, November 1999.
- “PMI Encourages Trade Show Consolidation”; *Plumbing Engineer*, November 1999

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PMI 2000 FALL MEETING DATES HAVE CHANGED! NEW DATES - SEPT. 24-27, 2000

Because of several recently scheduled code and technical meetings that conflicted with PMI’s original 2000 meeting dates of September 17-20, **PMI has elected to move the meeting dates back one week to September 24-27.** The meeting will still be held at the Willard Inter-Continental Hotel, and contracted room rates will not change.

PMI made this change to ensure the maximum opportunity for all PMI members to participate in the Fall Meeting. **Please make a note of this date change** — and we’ll keep reminding you as we head into next year. Contact PMI headquarters at (847) 884-9PMI (9764) if you have any questions.



**MAKE A NOTE OF IT IN YOUR
NEW 2000 PMI CALENDARS!!**

SEPT. 24-27, 2000 ■ SEPT. 24-27, 2000 ■ SEPT. 24-27, 2000 ■ SEPT. 24-27, 2000



CeCe Kremer

As we go to press, Congress is still in session — well beyond their scheduled date of adjournment — and very much in negotiations on the remaining five of 13 bills needed to fund the government. When all is said and done, both sides will of course claim victory, but it is likely that Republicans will have conceded to the President's demands. Instead of a hoped for across-the-board cut, spending will

be increased by five percent, resulting in a larger budget agreement. However, until that very hour when all end-of-session negotiations are complete, PMI will continue to closely monitor the behind-closed-door talks and make every effort possible to stop Rep. Joe Knollenberg's measure — H.R. 623 — from any last-minute advancement.

As you read this, Congress will have adjourned, and we will have assessed the political landscape. As a supplement to this column, we'll be issuing an important edition of PMI's *Washington Wire* momentarily which will provide a detailed synopsis of the legislative activities during this first session of the 106th Congress.

Back to water conservation...In November, with fixture manufacturers participating, the Texas members of our umbrella coalition sponsored a water conservation event on the capitol steps in Austin highlighting the remarkable results from the use of low-flow products. Additionally, two Republican subcommittee chairmen requested a detailed cost analysis study on the potential economic impacts of H.R. 623. And, with PMI coordinating, fixture manufacturers placed two advertisements in the congressional newspaper, *Roll Call*. (See article below, and advertisement, right. Reprints are available from PMI headquarters.)

Rep. Knollenberg, continuing his non-stop campaign to repeal the uniform national standards, recently sent out

two separate "dear colleague" letters rehashing inaccurate and misleading statements in a four-month old NAHB Research Center press release. And in mid-November, he appeared on the Glen Haegle nationally syndicated radio show pushing his legislation.

Most onerous of all, Knollenberg continues to add cosponsors to his bill. Among Republicans, there is a growing concern of being able to hold on to the slim majority they have in the House. As they return home, many Republicans feel that they have few, if any, victories to show their constituents. They are thus trying to find ways to activate their base voters in time for the campaign season which begins in January.

During the congressional recess, many PMI member companies will be scheduling meetings and facility visits with congressional representatives in the districts. This is a very important component in PMI's grassroots program, and we strongly urge every member to participate.

PMI's revised position statement on water conservation and plumbing efficiency standards is now available to you on PMI's web site. The position statement will also appear in the next edition of PMI's *Washington Wire*.

REMEMBERING A SUPPORTER- SEN. JOHN H. CHAFEE

The October 24th death of Sen. John Chafee, a moderate Republican from Rhode Island is a loss for all of us. Sen. Chafee was widely respected by both Democrats and Republicans. The Senator last met with PMI when he addressed our 1994 Fall Meeting in Washington, D.C. As Chairman of the Senate's Environment and Public Works Committee, the Senator worked closely with us during the reauthorization of the Safe Drinking Water Act in 1996. He will be sorely missed.

PMI ORGANIZES INDUSTRY AD CAMPAIGN ON WATER CONSERVATION

PMI, with the approval of its Board of Directors, has organized a strong coalition of fixture manufacturers to sponsor an advertising campaign to present the documented facts on the water conserving merits of low-flow plumbing products and to defend against unfair, unsubstantiated attacks on their performance by Rep. Joe Knollenberg and the mainstream press.

While you've not likely seen the advertisements, those who will determine the fate of H.R. 623 certainly have — the ads are targeted to congressional representatives via the well-respected Hill newspaper, *Roll Call*. The campaign began with *Water is Serious Business*, running in *Roll Call* newspaper on November 1 and November 8. The

concept for the second ad is currently under development and will run in January when Congress reconvenes.

The coalition of PMI members and non-members has grown steadily since campaign efforts began in mid-October. Twelve companies currently support and fund the ad campaign, with additional sponsors likely to join the January ads. Current sponsors include **American Standard Inc.**, Crane Plumbing, **Gerber Plumbing Fixtures Corp.**, **Kohler Company**, Mansfield Plumbing Products, **Masco Corporation**, **Moen Incorporated**, **Sloan Valve Company**, St. Thomas Creations, **TOTO USA**, **W/C Technology Corp.**, and **WP Industries**.

Water is Serious Business!

Some Congressmen seem to think it's a crime to save water...or a big joke to even try.

One bill, H.R. 623, would repeal the uniform national efficiency standards for plumbing products that have been in place for nearly 5 years.

Efficient toilets are saving consumers all over America millions of dollars on their water, sewer, and energy bills.

In fact, water and wastewater utilities are among the strongest supporters of the standards contained in current law. With water and sewer infrastructure costs running billions of dollars each year, communities that can rely on the steady water savings that come from new and more efficient plumbing products can serve more customers for less money than would otherwise be the case.

America's plumbing manufacturers support current efficiency standards. We've re-engineered our products and retooled our factories to meet national standards and supply a national market. If uniform standards were repealed, it is the uniformity that would be lost, not the standards. Uniformity would be replaced by a patchwork of state and local regulations which could drive up costs and reduce the benefits of water efficiency.

We urge you to go with the flow – water efficiency is here to stay, bringing more value to American households each year.

Reject H.R. 623

American Standard

MASCO



PLUMBING
MANUFACTURERS
INSTITUTE

 **MOEN**

 GERBER

KOHLER

 **Western**

TOTO



SLOAN



St. Thomas Creations

Mansfield

 **CRANE
PLUMBING**

For more information, contact the Plumbing Manufacturers Institute at (847) 884-9764.

PMI's CALENDAR CHECK

January 2000

- 14-17 NAHB Show
Dallas, TX
- 15 *PMI Marketing Working Group Meeting*
Dallas, TX
- 17 *PMI Strategic Advisory Committee Meeting*
Dallas, TX
- 25 CSA B125 Meeting
TBD

February 2000

- 5-9 ASHRAE Winter Meeting
Dallas, TX

March 2000

- 5-8 *PMI Spring Meeting*
Palm Springs, CA
- 11-12 ANSI A117 Committee Meeting
Washington, DC

April 2000

- 7-8 CIPHEX 2000
Calgary, Alberta
- 7-9 19th Annual Kitchen/Bath Industry Show
Chicago, IL
- 9-20 ICC Code Change Hearings
Birmingham, AL
- 21 Good Friday
- 23 Easter Sunday



SEASONS GREETINGS!

**Wishing you
and your family
a healthy and happy
holiday season,
and a wonderful start
to the new millennium.
From the staff at PMI**



JOB SATISFACTION

(continued from page 3)

Directors for their continued support. With their encouragement and vision, we have been allowed to look at PMI in a new way, to "think out of the box" and implement the changes necessary to move PMI into the next millennium.

Congratulations to Fred on an impactful term. We look forward to his continued involvement with PMI next year as immediate past president, and in the years to come. And welcome to incoming President Linda Mayer. We will continue our momentum under her dynamic and creative leadership.

Best wishes to each of you and your families for the Happiest of Holidays, as we move into PMI's 25th anniversary year. Let the celebrations begin... and the progress continue.

We ARE making a difference!

(Do we at PMI like our jobs? You betcha!)

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

Mario Bortoli, Quality Metal Finishing Co.
Ken Martin, Delta Faucet Company
Todd Talbot, Alsons Corporation
Al Walcutt, MPC Plastics, Inc.
Jim Westdorp, Kohler Company

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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!!!