

A SHOW OF SUPPORT BY FRED LUEDKE, PMI PRESIDENT



Fred Luedke

You may recall that in my last article in these pages I described how the new PMI had emerged into adolescence as an organization. I went on to describe various successes that had been achieved largely through the efforts of our staff. These efforts were strongly encouraged by our members who have worked hard as individuals on PMI Committees and have supported PMI's efforts to influence legislation in

Washington and around the country.

Since then, we have observed specific examples of an even more meaningful show of support for PMI from some of our member companies. To put the actions of these member companies in perspective, a bit of background explanation might be helpful.

In the past, when confronted by a controversial issue, PMI would seek the opinions of its members to determine what stand PMI should take as an organization. If even one dissenting voice was heard, regardless how significant the issue might be, PMI would publicly remain silent on that issue. In other words, unless 100% consensus was achieved, PMI would officially have no position. Given the complexity of many issues facing the industry and the resultant

difficulty in achieving 100% consensus, it is not too surprising that PMI was mute on a number of the important issues facing the industry. The result was that PMI gained a reputation as a passive organization that was loathe to take a stand. Ironically, PMI came under heavy criticism from its own members because it was not making a difference in the business environment.

During the formation of the new PMI, the Board of Directors determined that this situation had to be rectified. We felt it was essential for the long term health of the organization that PMI be seen as an action-oriented organization, which required that we formulate and support PMI positions on significant industry issues, ranging from codes and standards to legislation. In fact, one of the important goals we set when we hired Dave Viola as our Technical Director was that PMI become an influential voice in the codes and standards arena.

The Board has discussed at some length how the organization should proceed when confronted with the absence of consensus on an important subject. This discussion is still ongoing, but options we have discussed so far include:

- Making every effort to achieve consensus including rewording the position statement, without emasculating it.
- Defining a structured voting procedure in support of a binding vote by the membership.
- Providing for dissenting minority positions to be published alongside the PMI position statement.

It is important to note that the options did not include PMI remaining silent on an important issue. We concluded our discussion by deciding that the option we would follow would best be determined in the context of the particular case under discussion.

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PMI'S FALL MEETING: MIXING BUSINESS, FUN AND CONGRESSIONAL ACTION!

BY LORI GILL, ASSOCIATION MANAGER

PMI's Fall Meeting at the Willard Inter-Continental Hotel in Washington, D.C. is literally around the corner! With the meeting just a few short weeks away, this issue of *PMI News* provides an opportunity to preview what to expect next month in D.C.

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MEETING HIGHLIGHTS

PMI has been busy raising its voice to the industry with such issues as H.R. 623, trade show consolidation, conformity assessment activities, fair trade, and more — now it's

time to roll up our sleeves, assess the progress we've made since the Spring Meeting and determine how to continue managing the issues currently facing our industry. It's all about *Proactive Member Involvement* — becoming involved at every level on PMI issues and in our semi-annual meetings — and it is at the core of what makes the new PMI so successful!

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Barb Higgins

Bigger, better, nicer, newer.

"Keeping up with the Jones's" was formerly a negative comment about people obsessed with competing with friends and neighbors in a material sense. Today, *benchmarking* (the more positive term) is essential to success. As PMI has gone through its recent transition to an independently managed association, we have indeed done a fair amount of benchmarking.

Beginning with the formation of the Strategic Advisory Committee (SAC), the Renaissance survey of 1997 and continuing through our various (and numerous) satisfaction surveys in addition to personal visits to members' locations, the continuing theme has been — "What are we doing well and what can we do better?" In addition to benchmarking performance against members' expectations, we are also benchmarking our association goals, activities, operating and outside service expenses, organizational structure, bylaws, membership requirements/categories, and more.

These issues were among those discussed at the recent inaugural meeting of the Association Executive Alliance (AEA), conceived and hosted by PMI. The meeting was very well received (see related article in this issue) and we will continue to meet on a quarterly basis to keep this important line of communication open. We also obtain helpful information from organizations including National Association of Manufacturers (NAM) (and the recent conference I attended) and the monthly meetings of Chicago's Association Forum, an association of association executives.

But benchmarking is only the start. Knowing what others are doing establishes the minimums. PMI is striving for the maximums! As I've said before we are "questioning everything, keeping what works and improving what doesn't." We have made great strides in reducing our operating expenses and vendor costs. (Just ask staff about some of the round-about trips we've taken to keep airfares low.) We're working hard to ensure that your dues are working FOR YOU!

Our strategic goals focus on the continuing improvement of PMI for members. Using the theory that "If you build it they will come," we are concentrating on meeting the needs of the current membership and attracting new members as a natural outgrowth of that effort. We are, however, always on the lookout for prospects. We do periodic mailings of the "Why PMI?" brochure and regularly follow up on our growing list of companies who have expressed an interest in PMI. (By the way, we will welcome two new members at our Fall Meeting.)

A newly-formed working group as a subset of PMI's marketing committee, is looking at ways to improve existing statistical reporting, the possibility of new reports and new guidelines for disseminating the information to members and possibly the press. Under the leadership of **Bill Tracey of Symmons Industries, Inc.**, this group includes some of this industry's most talented "marketeers." Anyone interested in joining this group should either contact Bill or PMI staff. **Reed Fuller of MPC Plastics, Inc.** continues as co-chair of the main committee while Bill has agreed to step up assist him, replacing **Chuck Feltes**, who had been filling in as acting co-chair. A big thanks to Chuck for his efforts!

We have made great strides in the technical world too. PMI has raised its visibility in the codes and standards arena, successfully representing the interests of PMI members in a number of areas. We have achieved consensus among our members and have taken positions on issues where formerly PMI had expressed no position. We are firmly, and aggressively, establishing ourselves as the Voice of the Industry... some times ruffling feathers but always representing views based on the consensus of members and for the good of the industry as a whole. (See related articles in this issue on pages 1 and 3.)

We have expanded our website (and I'm proud to say have received a number of positive comments from members and non-members alike.) The enhanced member's-only site now enables you to get pertinent information from codes and standards meetings without the expense of actually attending yourself. PMI has, to a certain degree, become the eyes and ears of its members. More value for your membership dollars. Indications are that we continue to be on the right track. One of the participants of the aforementioned AEA meeting groaned that he "hates" PMI, because he sees all the things he could and should be doing with *his* organization. (Hey, even left-handed compliments are welcome here!)

We recognize how greatly the constant, dramatic changes in the industry impact our membership. Our aim is to stay one step ahead so that YOU can stay one step ahead. This is a tall order and we're not 100% there yet. But we are working to stay on top of changes in the way you do business here and internationally. We are reviewing our structure to ensure that we are positioned to meet current and future challenges. In addition to the AEA, we have reached out to make contact with the boards and staffs of related organizations both here and abroad.

We will continue to ask for your input and seek the counsel of the SAC. We will continue to look for new ways to increase the value of your dues. We will continue to benchmark. Our goal is not *just* "keeping up with the Jones's." We're striving to leave them in the dust!

REFLECTING ON THE YEAR IN CODES AND STANDARDS BY DAVID VIOLA, TECHNICAL DIRECTOR

Looking back on our activities this past year, PMI has a lot to be proud of! We've raised our visibility in the technical arena considerably, and are clearly seen as the authority on issues affecting our industry.

Accordingly, PMI continues to be added to U.S. and Canadian model codes, product standard and important industry advisory committees. In addition to the numerous U.S. and state committees that PMI currently maintains memberships on, PMI has recently been appointed to:

- International Code Council (ICC) Ad Hoc Committee on Plumbing Fixtures;
- ICC Ad Hoc Committee on Water Supply and Roof Drains;
- National Fire Protection Association (NFPA) 501-Plumbing Technical Committee for Manufactured Housing;
- International Conformity Assessment Committee (ICAC); and
- American National Standards Institute (ANSI) Accreditation Committee (AAC).

PMI has also recently assumed the Chairmanship of ASME A112.18.2 Plumbing Waste Fixture Fittings.

In Canada, PMI has been appointed to CSA International CSA B45 Plumbing Fixtures Committee and CSA B125 Plumbing Fixture Fittings Committee, the Canadian Institute of Plumbing and Heating (CIPH) Plumbing Industry Advisory Committee (PIAC) and the Canadian Advisory Council on Plumbing (CACAP).

In plumbing code development activities, PMI was very successful in virtually every issue we engaged in at model code hearings and at state plumbing board meetings. Even in a year where the industry was faced with an uncharacteristically high number of serious issues. Through

proactive member involvement and the work of staff, PMI's effectiveness has been unmatched. Some of the primary issues we've addressed are:

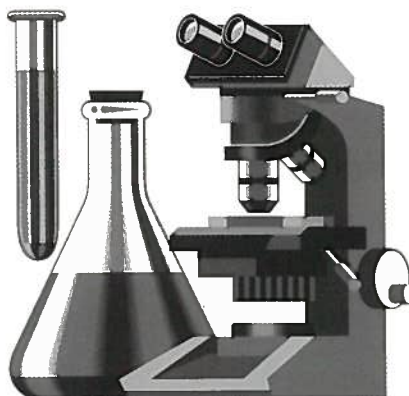
- Mandating slip resistant surfaces in plastic bathtubs;
- Mandating temperature limitations for hot water outlets other than showers;
- Permitting in-line compensating valves serving multiple showers and other fixture fittings;
- Protecting water closets potentially damaged by the rapid release of compressed air;
- Mandating pressurized flushing devices in public occupancies;
- Removing sheathing requirements for ball cocks in gravity flush tank water closets;
- Clarifying maximum flow rates for faucets and fixture fittings;
- Expanding product certification and identification requirements; and
- Expanding backflow protection options for faucets and fixture fittings with hose attached outlets.



Dave Viola

Since many of these issues are ongoing, it is essential that PMI continue to play a proactive role in their resolution. As such, they have been placed on the agenda of the upcoming PMI meeting in October.

I've personally enjoyed the challenges and rewards of working with the staff and members of this organization. I look forward to expanding on our successes and moving forward in the coming year.



WE'RE RAISING OUR VOICE! PMI WELCOMES TWO NEW MEMBERS

We're pleased to welcome two new companies as regular members in PMI — Starline Manufacturing Co., Inc., and W/C Technology Corporation.

Starline Manufacturing Co., Inc., founded in 1954, manufactures yellow brass permanent mold castings for finished faucets. Starline is a wholly owned subsidiary of The Chicago Faucet Company and is located in Milwaukee, Wis. **Barb Higgins** recently visited with Mr. **Keith Kramer**, president of Starline Manufacturing Co., Inc., who is excited to become a part of PMI. Mr. Kramer will serve as Starline's principal member representative.

W/C Technology Corporation is no stranger to PMI. W/C Technology Corp., a Masco company, had previously

been a member of PMI and has rejoined. W/C manufactures pressurized flushing devices under the brand name PF/2 Energizer®. While W/C Technology Corp. is headquartered in Farmington Hills, Mich., the components of the PF/2 Energizer® are molded in Baraboo, Wis., and Morgantown, Ky.

W/C Technology Corp. joins Delta Faucet Company, Brass Craft Manufacturing Company and Alsons Corporation as Masco-owned PMI members. Mr. **R.B. (Bruce) Martin**, president of W/C Technology Corp., will serve as the principal member representative.

Join us in welcoming Starline and W/C Technology Corp. to PMI!



A SHOW OF SUPPORT (continued from page 1)

That brings us to the show of support for PMI from member companies that I mentioned above. On more than one occasion over the past several months we have had situations where member companies who initially disagreed with a proposed PMI position relating to codes and standards decided after discussion to support the PMI position anyway. These were issues in which the companies involved felt that the PMI position was not beneficial to their best interests, yet they understood the importance of PMI establishing itself as an influential voice in the industry. They understood that building a strong PMI would help them at some point in the future when PMI could speak out and exert its influence on an issue where they were part of the consensus.

What is encouraging to me is that the action of these companies expresses a show of support in PMI's future as an organization. It offers hope that achieving support from the membership for a strong PMI position is not going to be as difficult a task as the Board of Directors first thought it might be.

Looking forward to the upcoming Fall Meeting, we are going to be asked to forcefully support an issue that we have clear consensus on — defeating the Knollenberg legislation. CeCe Kremer has done an outstanding job thus far in holding

off this legislative initiative, including her success in assembling a coalition of 100 organizations that support the PMI position. While this topic will be the centerpiece of discussion at our Fall Meeting, we should not lose sight of the other important matters that will come before us during the meeting.

There are important discussions planned for the other focus issues: Leachates, Universal Conformity Assessment, Trade Show Consolidation and Fair Trade where significant progress has been made toward forging unified PMI positions.

The Product Groups also have interesting agendas planned, particularly the Faucet & Shower/Tub-Shower Fittings Group and the Flushing Devices/Fixture Group. The Technical Committee will be taking up the shower cleaner issue and the Marketing Committee will be discussing its plans to rejuvenate the marketing survey.

We are looking forward to a meeting that will be as energized and thought-provoking as the Spring Meeting was. To accomplish that we need to have you contribute your thoughts and ideas and your full participation. That's how we can "Make a Difference".

See you in Washington.

PMI'S FALL MEETING (continued from page 1)



Sunday and Monday, October 10 & 11

The meeting kicks off on Sunday, October 10, with meetings for PMI's leadership and the semi-annual welcome dinner at 6 p.m. Registration will be held from 12 noon to 5 p.m.

Those unable to pick up their name badges and registration materials on Sunday can do so during the general membership breakfast on Monday morning (7 a.m. to 7:30 a.m.).

Monday is chock full of business and networking — about 14 hours worth. The time will be well-spent, however — most of the Focus Five Issue Committees meet, the very-active Marketing and Technical Committees convene and the day is completed with a witty and insightful look at the upcoming Y2K convention with **Dr. Frank Luntz**.



Dr. Frank L. Luntz
PMI Keynote Speaker

Spouses, companions and family members — have we got a treat for you! Not only have we established a companion/family program for the Fall Meeting, we've done it in style with two days of activities. Monday afternoon kicks off the program with a tour of the somber and moving U.S. Holocaust Memorial Museum.

Tuesday, October 12: Committee Meetings/Hill Visits Round out Day

It's another bright and early start on Tuesday. Be sure to take advantage of the continental breakfast from 7 a.m. to 7:30 a.m. — you'll need your energy later to keep up with congressional staffers on the Hill. Trade Show Consolidation meets Tuesday morning and will include an update on

NKBA's consolidation perspective from its chief operating officer, **Cecilia Balazs**. Conformity Assessment follows with a full program, including a presentation on National Institute of Standards and Technology (NIST) activities by NIST economist **Maureen Breitenberg**. See the related article on NIST's new website and come prepared for an informative exchange with NIST.

Following the Faucet and Shower/Tub-Shower Fittings Product Group meeting and the government affairs briefing/luncheon, it's up to the Hill to lobby local representatives. Have you forwarded your congressional visits form indicating with whom you'd like to meet on the Hill? If not, contact PMI headquarters or Vice President of Government Affairs CeCe Kremer. Don't miss out on this opportunity to let your congressional representatives know you want to be heard!

How about the family? They'll be busy with private tours of the Library of Congress, U.S. Capitol and U.S. Supreme Court. Sorry members — you can't cut "class" to attend these behind-the-scenes peeks! Dinner's on your own tonight — take this opportunity to get a taste of D.C.

Wednesday, October 13

Wednesday is meeting wrap-up day. While it's only a half day, it contains one of the most important meetings during our stay in D.C. — the final general membership meeting. It's where the membership will elect Year 2000 officers and directors at large, and when PMI's annual operating budget for 2000 will be unveiled and approved. If you think we've been busy this year...

The entire PMI staff is looking forward to the upcoming Fall Meeting. There are many issues currently being tackled, and many opportunities to advance PMI as the Voice of the Industry. We'll see you there!

ALSONS CORPORATION ON THE MOVE...

Alsons Corporation recently moved to a new, expanded 134,000 square-foot facility on a 22 acre site in Hillsdale, Mich. **Todd Talbot**, president, stated, "The growth within our product line with our retail home improvement and wholesale customers has given the opportunity to expand the boundaries of our current facilities."

Barb Higgins was invited to attend the Grand Open House and was extremely impressed with Alsons new digs. While Alsons was formerly divided into three separate buildings, the new building is now housed under one beautiful roof.

*Congratulations
to Todd and
the Alsons family
from your family
at PMI!*



Todd Talbot
Alsons President



Pictures say a thousand words — what a dramatic change.



Members of the founding family were on hand for the dedication.



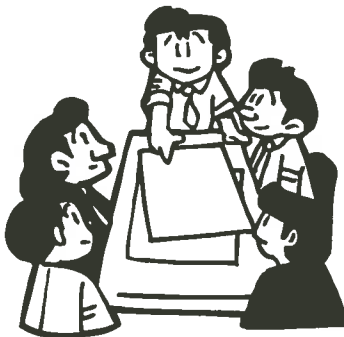
Known for being a hands-on president, Todd Talbot demonstrated his executive privilege and good taste by sending this couch back.

INAUGURAL AEA MEETING GENERATES IDEAS, EXCITEMENT AND RESULTS!

PMI hosted the first-of-its-kind Association Executive Alliance (AEA) meeting on August 18 for industry executives. The forum was chaired by **Barb Higgins** at PMI Headquarters in Schaumburg. According to Barb, this forum was established "to find areas of common interest and form strategic alliances to accomplish common goals." Of equal importance is the networking benefit of the interaction between association executives.

The three-hour inaugural meeting identified common links in industry issues and "best practices" for managing common administrative issues. Trade show consolidation, conformity assessment, member growth and retention; strategic planning and managing change were identified as common issues. Administrative practices covered included strategic goal planning; membership structure and size of each organization; dues structure, dues collection procedures and company consolidations; legal counsel involvement and legal fees compared to annual budget; meeting site selection and contract negotiation; and the benefits of value-added programs for members.

The group agreed to share bylaws, publications and membership requirements/descriptions as permitted.



Invited but unable to attend were Stan Wolfson, *American Society of Plumbing Engineers (ASPE)*; Diana Corcoran, *American Society of Sanitary Engineers (ASSE)*; Frank Coda, *American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE)*; Joe McGuire, *Association of Home Appliance Manufacturers (AHAM)*; Ed Hardison, *Canadian Institute of Plumbing & Heating (CIPH)*; Richard W. Church, *Plastic Pipe & Fittings Association (PPFA)*; and Alan Campbell, *Window & Door Manufacturers Association (WDMA)*. Each received a copy of the minutes and expressed interest in attending the next meeting.

AEA meetings will continue to be held quarterly. PMI is currently balloting preferred dates for a November meeting. Mr. Allen Inlow of PHCC-NA has graciously offered their Falls, Church, Va., facilities for the November meeting.

Said Ms. Higgins, "I believe the creation of this group was a much-needed one, and one which will benefit PMI, the association network, and the industry as a whole."

Stay tuned to *PMI News* for more updates!

ASA EDITORIAL SPARKS ACTION FROM PMI BY BARBARA C. HIGGINS, EXECUTIVE DIRECTOR



You may have read (and been upset by) Mr. Ed. Scott's "The View From Here" editorial in the July/August issue of *ASA News* (page 9). The editorial endorses the efforts of Rep. Knollenberg to repeal EPAct '92. Given the aggressive support we have received from American Supply

Association (ASA) in our joint effort to defeat Knollenberg, it was disturbing to see an endorsement of the repeal in ASA's publication. Concern was expressed on behalf of PMI over this editorial to Inge Calderon, ASA's executive vice president. Following is an excerpt of her response (the discussion of Knollenberg begins in the third paragraph), dated August 26:

Dear Barbara:

Thank you again for the opportunity to talk to the members of your Trade Show Consolidation Committee last week. Although it seems that progress in this area is slow, we remain committed to the goal and will continue steadfastly in our efforts.

I'm also grateful for the chance we had at PMI's headquarters to get together with the other association execs (AEA meeting). The agenda was great, and it gave us a good opportunity to establish the basis for further productive discussions. It's a great idea and a good forum for future cooperation. Congratulations also on the great office suite you've put together. I was very impressed with the surroundings and professional atmosphere. You've accomplished so much in such a short time!

In follow-up to our conversation about ASA's position on H.R. 623, I want to take a few minutes to set the record straight. I understand that there have been several individuals who, upon reading Ed Scott's editorial in the July/August ASA News, have developed some concern about where we stand.

From the outset, when Rep. Knollenberg introduced this legislation, ASA has been strongly opposed, a position we have maintained and will continue to maintain. Kent & O'Connor, the firm representing our interests in Washington D.C. have worked diligently on our behalf to this end, and several of our members have met with several of their Congressmen and other officials to oppose a repeal or any change to the current legislation.

As you know, we were very disappointed recently when we were unable to secure a spot on the panel testifying on behalf of the position that we share with PMI on this subject. We are currently trying to establish a mutually convenient meeting date with Rep. Barton of Texas, who had committed to a private meeting with us after the hearing.

I would like to clearly state that Ed Scott's column in the ASA News represents his opinion, and not that of the publishers of the magazine, nor the association it represents. I hope that this clears up any misunderstandings that may have resulted on this subject. Please feel free to call me if you have any questions.

I look forward to seeing you again soon.

Inge Calderon, ASA Executive Vice President

SYMMONS INDUSTRIES, INC. — PERSISTENCE OF BELIEF + RELIANCE ON CORPORATE TEAMWORK = A SUCCESSFUL MIX BY LORI GILL, ASSOCIATION MANAGER

Founded in 1939, Symmons Industries, Inc. is a leading manufacturer of plumbing valves and fittings. Located just outside Boston, Symmons employs about 300 people, almost all of whom work at its 120,000 square foot of manufacturing plant and corporate offices in Braintree, Mass. The company sells throughout the United States and Canada through a network of 60 independent manufacturer's representatives who report to regional managers employed by the company and located in San Jose, Calif.; Houston, Texas; Chicago Ill.; Washington, D.C.; Orlando, Fla.; and Braintree.

Symmons is a family-owned enterprise principally held by the Symmons family with some ownership in the current management team. **William B. ("Bill") O'Keeffe** has led Symmons as chairman and CEO for the past 14 years. And Mr. O'Keeffe, PMI's immediate past president, is deftly steering Symmons on a course from being a small, regional company toward national recognition.

The company's stated goal is "to change from a small New England based manufacturer of commercial shower valves to a significant nationally — recognized maker and distributor of quality plumbing products." The company's evolution toward this goal has been both marked and remarkable.

From its organization through the early 1970s, Symmons was a small manufacturer producing the "Safetymix" pressure balancing or anti-scald valve created by founder **Paul C. Symmons**. In the 1970s, Symmons began marketing a smaller, less expensive pressure balancing valve — the "Temptrol" series — capable of reaching both the commercial and residential markets. According to Mr. O'Keeffe, the product concept (pressure balancing) and the product itself (Temptrol) had been identified; the market, however, was beyond Symmons' reach. "Since our product could not reach the market," Mr. O'Keeffe said, "we decided to bring the market to our product."

Starting in Massachusetts and reaching only as far as Rhode Island and Connecticut by 1981, Symmons began the slow process of changing the plumbing codes of the United States to require the safety that pressure balancing provides. Throughout the 1980s to the present, adoption of pressure balancing by codes accelerated, due primarily by its adoption at the model code level. Today, pressure balancing is becoming the national standard.

Throughout the company's history, said Mr. O'Keeffe, "there has been a clear persistence of belief — that we are making something better that makes life a little better." Enter Symmons' involvement in PMI. Symmons joined PMI in 1965, when PMI was known as the Plumbing Brass Institute and founder Paul Symmons was PMI's alternate member. According to Mr. O'Keeffe, Symmons became and remained involved in PMI because "it is our primary source for industry and government trends, data, rules and regulations, and — most of all — information." Symmons employees are often leaders in PMI as well. Mr. O'Keeffe served as PMI president last year and Marketing Manager



Bill Tracey has become very involved in PMI's Marketing Committee, recently assuming co-chairmanship of the committee with **Reed Fuller of MPC Plastics**. **Jim Galvin**, vice president of marketing and sales, currently chairs the Shower/Tub-Shower Fittings Product Group.

Mr. O'Keeffe offers the same advice to PMI that he follows both personally and professionally, taken from Sir Winston Churchill's definition of success — "Success is going from failure to failure without loss of enthusiasm."

Mr. O'Keeffe said his satisfaction at Symmons is threefold: 1) to have made the shower environment a little safer and more comfortable; 2) to provide a living and a meaningful life for 300 employees and another 200 or more suppliers, sales representatives, and others; and 3) to turn a small family business into a recognized national company.

So where is the company headed? While pressure balancing shower valves has always been Symmons' core product, faucets have been a growing line complementary to the shower products. The company also has significant product lines in the commercial markets including thermostatic controllers, gang and automatic showers, and a rapidly growing group of metering/sensor faucets which respond to water conservation demands. The company has continued to grow in size and sales, perhaps largely due to closely held tenets of never giving up and persistence of belief.

At Symmons, key importance is placed on the employees and other individuals and companies who interact with Symmons on a daily basis. Mr. O'Keeffe cites that Symmons is built on a series of relationships involving close to 500 people and companies with varying degrees of connection. While each connection is vitally important to the success of the company, the closest and most important is the link Symmons has with its employees.

Mr. O'Keeffe constantly urges employees to think of Symmons as more than just a company. "The right answer to the question 'What is Symmons?' is... *Symmons is US*. We each are a part of Symmons and Symmons is a part of all of us together on the job is Symmons." Finally, as to where Symmons is going in the future Mr. O'Keeffe says it "is limitless as our belief in ourselves acting together. What Symmons evolves upon, that from which we come, is the persistence of our belief."

PMI IMPLEMENTS DATA ESTIMATION FOR SHIPMENT PROGRAM

BY LORI GILL, ASSOCIATION MANAGER



To help ensure the quarterly shipment reports are released in a timely fashion, PMI's Marketing Subcommittee has agreed to allow PMI's third party data collector, Wallace Data Comp, to estimate the quarterly shipments of those participating companies whose data are not received within 45 days of the deadline.

This new procedure will allow reports to be released in a timely manner to those companies who submitted data within the 45-day window. Wallace Data Comp will estimate a company's data using a confidential set of variables that would include that company's past shipment history.

Companies whose data are estimated will not receive a quarterly composite report. Upon receipt of data, those companies will receive the report mailed to the other program participants, which includes the estimated figures. Adjustments to the estimate based on real data will be made in the next quarter.

Data estimation will enhance the reporting and data compilation functions, with the end result being more timely and valuable reports for PMI members. Please contact Barb Higgins or Chuck Wodrich at Wallace Data Comp at (630) 378-9695, x25, if you have any questions regarding this improvement.

Adding value to existing statistical programs — just another benefit of PMI membership!

PMI COMMITTEE MEETINGS GENERATE RESULTS

BY LORI GILL, ASSOCIATION MANAGER

PMI's Strategic Advisory Committee, Marketing Subcommittee and Trade Show Consolidation Subcommittee met during the week of August 15. There's a lot of action at the Committee level of PMI; following are highlights:

Strategic Advisory Council (SAC). The SAC focused much of their time on developing short- and long-term "deliverables", or measurable action steps, for each of PMI's Focus Five issues. Each of the deliverables will be used to benchmark that issue's progress in conjunction with PMI's new strategic plan. The short- and long-term action steps will be attached to each relevant Issue Committee's Fall Meeting agenda, to be used as the basis for developing action plans for the Committee.

Trade Show Consolidation Subcommittee. The Subcommittee finalized an electronic survey for each PMI member company to calculate the cost of exhibiting, during a three to five year period, at five major trade shows. The survey will be mailed to members, and composite results will be discussed during the full October Committee meeting.

Marketing Subcommittee. In addition to implementing data estimation (see related article, left), a working group was formed to review PMI's shipment report program subcategories and line item definitions to eliminate confusion in reporting and to ensure categories and reporting items accurately reflect current product inventory. PMI's membership is also being polled regarding PMI's current statistical programs and possible new programs that would be of value to the membership.

NIST INITIATES CONFORMITY ASSESSMENT WEB SITE

BY SHARON SROKA, TECHNICAL SERVICES MANAGER

The National Institute of Standards Technology (NIST) recently unveiled a new web site dedicated to conformity assessment issues. The project, developed in conjunction with the Conformity Assessment Network (CAN), provides a "one-stop shop" for conformity assessment information. CAN is a government and private-sector partnership created to improve understanding of the various issues related to and associated with conformity assessment.

Conformity assessment is defined as a determination of whether a product or service meets the relevant requirements. NIST's new site (<http://ts.nist.gov/ca>) includes the 1999 edition of NIST's Directory of Federal Government Certification and Related Programs (NIST SP 739-1999 edition — see pages 75, 104, 177, 179, 332, 365, 389) — a document summarizing requirements issued by Federal departments and independent agencies, the purpose of each requirement, whether it is mandatory or voluntary, and methods used to ensure compliance. The directory also includes sources of documentation,

reciprocity arrangements, enforcement approaches and more. Items addressed which are of interest to PMI include drinking water and plumbing products. The Directory of U.S. Private Sector Product Certification Programs (NIST SP 903) is an online directory searchable by organization name or acronym, product or logo/mark.



Ms. Maureen Breitenberg, economist in the NIST Office of Standards Services, fields questions from the site. She will also be presenting before the PMI Universal Conformity Assessment Issue Committee Meeting at PMI's Fall Meeting on Tuesday, October 12.

Fred Luedke, president of **NEOPERL Inc.** and current PMI President, has been with both a NEOPERL executive and PMI member for 12 years. Prior to NEOPERL, Mr. Luedke was director of manufacturing for Berol Corporation, a writing instrument manufacturer.

Mr. Luedke believes that assembling a competent staff, encouraging their participation, maintaining a positive attitude and never giving up — are the keys to professional success. According to Mr. Luedke, there are always solutions to problems encountered in the business world. Being persistent and finding solutions, he says, are what set apart an exceptional company/employee from a good company/employee.

Over the past 12 years, Mr. Luedke has played an extremely active role in PMI. Aside from serving on the Board of Directors as treasurer, first and second vice president and PMI's current president, he has also served on the Technical and Government Affairs committees, and the Strategic Planning and Trade Show Consolidation Task Forces. He says NEOPERL Inc. became and remains a member of PMI to keep current on important industry issues and develop an industry network that helps their business grow. When citing his vision PMI, Mr. Luedke states, "One day the benefits of PMI Membership will be so obvious no plumbing manufacturer could afford not to be a member."

To unwind Mr. Luedke finds a hard-fought tennis match fits the bill (especially when he wins!), or maybe an evening listening to jazz, enjoying a good cigar and sipping a single malt scotch. When asked about his favorite book, he replied that it is usually the book he is currently reading, but he is especially moved by the work of Cormac McCarthy in the *Border Trilogy*.



Fred Luedke

Mr. Luedke and his wife, Jeanne have two children, a daughter Tracy and a son Fritz. Their favorite vacation spot is Cape Cod. Something you might not know about Mr. Luedke is that he is an avid mountain climber and over the years has climbed most of the tall peaks of New England such as Mt. Washington in New Hampshire and Mt. Katahdin in Maine.

"PMI has evolved from a more socially-oriented organization into a no-nonsense business organization with some social opportunities," says Mr. Luedke. "While I don't miss the theme parties, I'm wondering what to do with the complete cowboy outfit hanging in my closet — boots and all. I'm thankful I didn't buy the hat (no room in the suitcase)."

A bit of humor is but one element that makes a PMI president truly successful. Thank you for your leadership, service and dedication, Fred!



Linda S. Mayer
Moen Corporation

Linda Mayer, senior vice president of marketing and product development at Moen Incorporated, currently serves as PMI's first vice president. She will be elected at the upcoming Fall Meeting to a term as PMI president, effective the first day of the year 2000. While she has only been active in PMI a short while, she has more than made up for lost time with a tenacity to lead the Institute and help shape the plumbing industry.

She is extremely active on the Board of Directors and is currently co-chair of Trade Show Consolidation Issue Committee. "Since I do not have a long history with PMI, my focus is on the future." Ms. Mayer hopes her leadership will ensure that PMI "grows with the changing needs of our industry."

Ms. Mayer personally and professionally believes in the PMI's goals and missions. Her company, Moen, initially joined the Institute in June 1957 when PMI was known as the Plumbing Brass Institute. The company was extremely active in PMI from 1973 to 1996, and rejoined PMI during its reorganization in 1998 to continue to help influence actions by industry on key strategic issues. Among Ms. Mayer's visions for the future of PMI is that the Institute become the appropriate forum for ensuring uniform and national codes, and that it also become a global community of plumbing manufacturers.

Ms. Mayer's industry experience ranges from working in the consumer products division of John Deere, to corporate planning and marketing for plumbing at Kohler Co. Her "secret to success" is fourfold — a passion for ideas, a strong belief in creative solutions, a willingness to accept new challenges and the ability to listen to others. "The growth and development of the individual is critical to any successful business," says Mayer. "People are the best investment."

Away from the office, Ms. Mayer relaxes by reading, jogging, or vacationing at Yosemite National Park with her husband, Doug, and their three children. With teenage and pre-teen children (Kelsi, 13; Marin, 11; and Brianna, 9) as part of the Mayer household, eBay (an on-line auction website) is understandably Ms. Mayer's number-one pet peeve. Her children, she says, are the most influential people in her life. "Our children keep life in perspective and force us to live our values."

We look forward to an extremely successful year at PMI with Linda Mayer at the helm!



CeCe Kremer

A new round of news articles appeared following the July congressional hearing on H.R. 623, a bill in Congress to repeal a 1992 law that imposes water-use restrictions on new toilets, faucets and showerheads. The hearing on Rep. Knollenberg's bill allowed us to highlight the amounts of water saved by low-flow plumbing products and demonstrate consumer performance satisfaction with toilets.

The media coverage was mixed. In addition to the humorous dubbing of the congressman who introduced the bill as the "Congressman of Flush" and the "Patrick Henry of Porcelain," most news reports contained the requisite toilet humor and anecdotal stories rather than documented facts. Headlines ranged from, "Washington Butt Out" and "House Plunges into Debate on Water Limits for Plumbing Fixtures" to "Frustrated Toilet Owners are Bowled Over." Quotes from some of the articles follow:

In a "low-flush update" in *Home Magazine*, author Andrew Wormer wrote:

"While there are those who would like to see a return to the days of water-guzzling toilets, new toilet designs are more functional and efficient than ever before. And best of all, they save water, putting less stress on community water supplies, private septic systems, and municipal treatment plants, and ultimately on the whole environment."

Patt Morrison in *The Los Angeles Times* wrote:

"Next time you set foot in the bathroom, push down the toilet handle. That flushing noise you hear is the sound of 20 years of enlightenment, of common sense, of sound conservation practices being swirled away down the drain."

In the midst of the East's worst drought on record, a Michigan Republican congressman named Joe Knollenberg wants to repeal the federal law that mandates conservation by requiring low-flush toilets."

The honorable gentleman says he has been receiving complaints — some scrawled on toilet paper — from annoyed consumers whose low-flush toilets 'repeatedly clog' and 'require multiple flushings.'

What torment. What agony. Tennis backhands ruined. Golf swings altered forever. The medical journals must be racing pell-mell to write up the carpal flush syndrome."

I'm sorry your constituents may have to double-flush, congressman. But even if they had to flush three times once in a while, it would not negate the savings in water that low-flush toilets deliver."

Since 1990, Southern California water agencies have rebated or given away 2.5 million low flush toilets. In the city of Los Angeles alone, that innovation saves 9 billion gallons of water a year, and \$50 on a family's water bill."

Congressman, your state touches four of the five Great Lakes, the biggest freshwater lake system in the world. Pick one of them, and go soak your head."

In an article entitled, "Tempest in a Toilet", *The Washington Post* author Sandra Fleishman began by declaring that the "nouveau commodes" will be around for a while, then added:

"They may not be so bad after all. Manufacturers swear the johns are doing the job better five years after the law took effect. Conservation groups and water suppliers not only agree but wave glowing consumer surveys. Plus the congressman's argument for increasing water usage — which is what going back to the old toilets would mean — couldn't have come at a least favorable time: the second-worst drought in U.S. history."

Fleishman reports that, "builders today are trying to figure out how to get more green" and notes that "the National Association of Home Builders changed from supporting repeal to a neutral stand, indicating that conservation has won the day." Delving into the issue further, the author reports that from the largest home design/build remodeling firm in the area's personal experience the "key may be the toilet paper." She continues on with the premise by comparing different brands of paper.

Fleishman concludes her article noting that, "while the drought has put a damper on the Knollenberg repeal bill, support in the conservative ranks runs deep." She predicted "chances for a House Commerce subcommittee vote are good."

AWWARF's Residential End Uses of Water Study

By far the most positive news yet for what *The Los Angeles Times* calls the "emerging symbol of maturing water conservation practices — the humble low-flush toilet" comes in a national study by the American Water Works Association Research Foundation (AWWARF). The new

(continued on page 11)

A VIEW FROM THE HILL (continued from page 10)

study, released this month by the nation's largest association of water utilities, demonstrates that water-saving fixtures are significantly reducing residential water use — and that the potential for future savings is tremendous.

AWWARF's Residential End Uses of Water Study also found that these low-flow water saving toilets are satisfying consumer needs as well as the older, less efficient fixtures, but use only half the water. Over the course of the study, water-saving toilets used 9.6 gallons of water per capita per day (gcd), 52 percent less water than the older models, which used 20.1 gcd.

This study confirms that the new fixtures are not only saving water, but toilet performance is comparable to older models. According to the study, households using these models had almost identical daily flushing patterns — 5.04 flushes per person with 1.6 gpf versus 4.92 flushes per person with 3.5 gpf — to those households using older

toilets. However, houses using the low-flow fixtures realized a 52 percent reduction in per capita water use for toilet flushing.

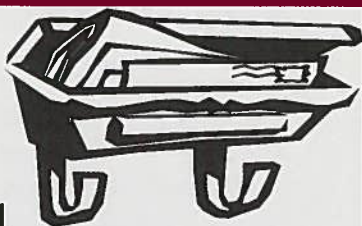
The results of the study are clear; low-flow, 1.6 gpf toilets do not require additional flushes to equal the performance of older, less water-efficient models. Individuals living in households with the low-flow toilets flushed an average of 5.04 times per day. Those living in houses with older 3.5 gpf toilets flushed an average of 4.92 times per day, a statistically insignificant difference.

Copies of the AWWARF Residential End Uses of Water Study will be available in December. Additional information on the Study can be found now on AWWA's Water Wiser web site:

<http://www.waterwiser.org/frameset.cfm?b=2>.

WATCH YOUR MAIL —

Calendars and Directories Are Coming Soon!



*Don't write your Y2K plans into just any old calendar! PMI will be mailing its **special 25th anniversary calendar** to each member in November. Dates of major industry shows and conferences are included at the front of each calendar.*

New 2000 PMI membership directories will also be mailed to members before year end. The 2000 edition will include PMI bylaws to round out the policies and positions section. We're also looking to update member information and obtain company logos to include with each member listing. Each principal member will receive information about updating their directory listing. However, feel free to be ahead of the game by reviewing your current listing, notifying staff of any changes, and emailing or sending on diskette your company logo.

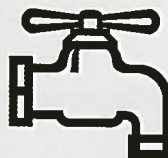
WANTED: PMI MEMBER FIXTURES FOR OUR OFFICE!

For those of you who have had the opportunity to visit us at PMI headquarters, you've probably noticed our, shall we say, "inadequate" faucets and water closets.



Our kitchen and three bathrooms have either aging fixtures or fixtures representing nonmember companies. We feel that, particularly as more and more visitors come to our headquarters, our facilities should reflect the pride and quality workmanship of our member companies.

So now that we've got you hooked, what exactly are we looking for? Following is a wish list of fixtures for PMI's headquarters:



- 1.6 gpf water closets for each of PMI's three bathrooms
- Three deck-mounted lavatory faucets for regular bathroom lavatories
- One gooseneck faucet with side spray for the kitchen area
- Two bowl kitchen sink

Help us show off our PMI pride!

**Contact PMI headquarters
if your company would like
to contribute.**

PMI's CALENDAR CHECK

October 1999

- 10-13 **PMI Fall Meeting**
Washington, D.C.
- 13-17 PHCC-NA Annual Convention
Nashville, TN
- 16-17 ASSE Product Standards Committee Meeting
Tampa, FL
- 16-24 ASSE Annual Meeting
Cruise/Tampa, FL
- 27-31 ASPE Convention and Exposition
Philadelphia, PA

November 1999

- 1 ICC Code Change Deadline
- 5-7 NAHB Remodelers' / Custom Builders' Show
Philadelphia, PA
- 8-12 NCSBCS 32nd Annual Conference
San Juan, P.R.
- 8-13 Interclima-Interconfort 16th International
Heating, Refrigeration, Air Conditioning and
Sanitary Ware Exhibition
Nord-Villepinte, France
- 10-13 ASA Convention
Orlando, FL
- 25-26 **PMI Offices Closed**
- 30-Dec. 3 World Trade Organization Summit
Seattle, WA

December 1999

- 4 Hanukkah
- 24-25 **PMI Offices Closed**
- 31 **PMI Offices Closed**

January 2000

- 3 **PMI Offices Closed**

Are We Missing Important Dates??

Hopefully by now, you are all using PMI's website and issues of *PMI News* to keep current with what's going on in the plumbing industry. Occasionally, however, we inadvertently omit listing an upcoming seminar, conference or show which would be of value to members and others visiting our site.

If you catch us "in the act", simply contact Martie Gunther or Lori Gill, and we'll make sure all PMI calendars are updated accordingly!

PMI MEMBERS-ONLY PAGE GETS NEW LOOK

BY LORI GILL, ASSOCIATION MANAGER

The moment we've been waiting for has finally arrived! PMI is now hosting a revamped members-only homepage. The new page will now be able to accommodate PMI publications such as Tech Talk and Washington Wire, PMI meeting minutes, congressional action alerts and other information currently only provided to PMI members through traditional channels. A web-based directory of all member representatives is also in the works for later this year.

Is there anything you'd like to see us post on the members-only site? If so, drop us a line at pmiadmin@pmihome.org, or call Martie or Lori at (847) 884-9764. While we can't guarantee that all requests will be honored, each suggestion will be carefully evaluated.

If you've not already done so, now's the time to get connected to the members-only page. Email pmiadmin@pmihome.org or call Martie or Lori. You'll get connected in no time and be able to reap yet another benefit of PMI membership!

1999 PMI LEADERSHIP

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2nd Vice Chair/Acting Treasurer: Frank Evans, Zin-Plas Corporation
Immediate Past Chair: Bill O'Keeffe, Symmons Industries Inc.

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Ken Martin, Delta Faucet Company
Todd Talbot, Alsons Corporation
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Lori Gill, Association Manager
Martie Gunther, Association Coordinator
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PMI Works...for you!!!