

## Five Reasons Complexity Is Your Friend

By Kerry Stackpole, FASAE, CAE, PMI CEO/Executive Director



Kerry Stackpole

How many conversations have you had with colleagues, friends and family about the growing complexity of modern life? It's not an idle question. In what **Klaus Schwab** of the World Economic Forum calls the Fourth Industrial Revolution, we have entered a period he says is characterized by "a fusion of technologies that is blurring the lines between the physical, digital and biological spheres."

That fusion came together for the 4,700 residents of East Palestine, Ohio, as they went about their evening routines, when a 150-car freight train hauling vinyl chloride, butyl acrylate, ethylhexyl acrylate and ethylene glycol monobutyl ethers derailed on the edge of town. The ensuing chemical leaks contaminated nearby waters and killed marine life.

Imagine for a moment you are the mayor of East Palestine. Your choices have the potential to save lives and change the future for your town's residents. What are the first actions you will take to address this emergency? What will be the most important things you need to do? If your first thought was to dust-off the town's Emergency Crisis Plan, you'd be in good company. The question is whether any crisis plan would have imagined a problem of this complexity and magnitude.

The absence of foresight and poor decision-making relating to man-made hazards are increasingly costly. The Harvard Business School case study, "Final Voyage of the Challenger," explores the decision to launch on that unseasonably cold day in January 1986. The brief examines the principles of engineering versus managerial decision-making, the role of professional knowledge, and the value of qualitative versus quantitative analysis. The catastrophic disasters of the space shuttle Challenger in 1986 and later the Columbia in 2003 brought the quality of decision-making and risks of space travel into sharp focus. The massive volume of data and decisions associated with the space shuttle launches would seem to be overwhelming. Yet, NASA launched and re-launched shuttle vehicles for more than 30 years.

So why is complexity your friend? One reason is the pressure it places on all of us to closely re-examine our inherent biases. One of the least noticed biases is over-optimism that we can solve a problem. The failure to consider the possibility of failure is the sure pathway to disaster. Ignoring dissenting views in pursuit of a quick solution, also known as confirmation bias, compounds risk. We all know the exhilarating feeling of having a solution based on prior experience and hard-won lessons readily at hand. This easy availability blinds us to more recent facts and events and oftentimes leads to brilliant execution of a flawed strategy. Your team deserves better.

A second reason complexity is your friend relies on your willingness to embrace this simple phrase, "I don't know anything about that." If you're the team leader, there's a good chance the expectation is that you're fully versed in aspects of the business. In today's complex world, that's simply not possible. What is possible is actively seeking out those on your team or within the company who do know something about the issue. Specialization in a complex world is incredibly useful.

A third reason to embrace complexity is the rising importance of learning new skills. Among the proficiencies worth developing are new capabilities in critical thinking and analysis, problem solving, self-directed active learning, resilience, stress tolerance, and flexibility. According to the World Economic Forum Future of Jobs Report 2020, employers estimate 40% of workers will require reskilling, and 94% of business leaders expect employees to pick up new skills on the job, a sharp uptake from 65% in 2018.

During the PMI19 Manufacturing Success Conference, author and multigenerational workplace expert **Lindsay Pollock** pointed out, "each generation brings different experiences and expectations to work each day, each also has unique strengths and insights that companies can use to prosper... each worker still has the same basic need — to feel valued and optimized for the mutual benefit of the worker and your company." The growing complexity facing our multigenerational workforce provides an opportunity for you and your team to foster mentoring and skill-building for those new

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# Guardian of Mars to Deliver Keynote at PMI23

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

After watching **Carl Sagan's** "The Cosmos" as a child – and feeling a deep connection to his message – **Moogega Cooper** quickly decided she was destined to study space exploration.

Today, the planetary protection engineer at NASA's Jet Propulsion Laboratory (JPL) acts as a "guardian of the galaxy" to help keep Mars safe from earthly contaminants. Cooper, who has a Ph.D. in mechanical engineering and mechanics, will share her life story and passion for science with members of Plumbing Manufacturers International at the PMI23 Manufacturing Success Conference, Oct. 23-26, in Seattle.

Her keynote presentation, "Limitless," will aim to inspire plumbing manufacturers and others to pursue their dreams and overcome obstacles. Dr. Cooper will share leadership lessons learned from her journey to the top of a male-dominated field, insights on how perseverance pays off, and how diversity makes the JPL team even greater.

As the award-winning engineer of the Mars Rover "Perseverance" Mission launched in 2020, Dr. Cooper studies the conditions on Mars to discern whether humans might be able to live on the red planet one day.

## Inspiring the next generation of innovators

Dr. Cooper describes her team's work exploring the vastness of space as important for inspiring the next generation of innovators, according to her biography. A role model for women in science and technology, Dr. Cooper enjoys introducing people to the wonders of science, technology, education, arts, and mathematics (STEAM) – especially girls and boys from underrepresented communities.

People have benefited from space exploration in ways they may not realize, she said. Those benefits include better water



*Dr. Moogega Cooper*

purification systems and CAT scan technology, as well as improved ways to track hurricane behavior and the impact of air pollution.

Her storied career began at age 16 when she graduated high school early to study physics at Hampton University. Dr. Cooper wrote her dissertation at Drexel University on sterilizing spacecraft materials, which she now performs in her current role as a planetary protector of Mars and Earth.

To explore Mars responsibly, she analyzes samples from the surface of spacecraft, such as the Curiosity rover, for bacteria. Her team tests samples right up to the launch – to ensure all spacecraft carry the lowest probability of contaminating the red planet, she said. Letting earthly bacteria slip through could threaten the team's mission to discover any life on Mars.

Dr. Cooper notes in a video that her team's work takes patience and tenacity to discover and solve complex problems. "Impatience is the enemy of significant innovations and meaningful

solutions for us on Earth," she added. For example, figuring out the process of returning a soil sample from Mars took three decades of discussion and development – with more work left to go, Dr. Cooper explained.

She has won multiple awards, such as the Mars 2020 Project Sample Cleanliness Technical Leadership Team Award, and was recognized as a 2021 KTLA 5 News Black History Month visionary for shattering stereotypes and inspiring greatness. She also was named to the Root 100 list of the most influential African Americans in 2020 and received the 2019 Bruce Murray Award for exemplary and innovative efforts to inspire the next generation of women and children in STEM, with special emphasis on underserved communities.

Dr. Cooper has published articles in Planetary and Space Science, co-authored a chapter in the book, "Advances in Extraterrestrial Drilling," and co-authored multiple professional papers covering topics on biological contamination control, planetary protection measures, and evaluating procedures for collecting, processing and analyzing biomolecules from low-biomass surfaces.

Spreading her joy of science has extended to television appearances on shows including "Because Space," "Bill Nye Saves the World," National Geographic's "Origins," and "How the Universe Works."

Mark your calendars for the PMI23 Manufacturing Success Conference, Oct. 23-26, at the Lotte Hotel in Seattle.



# PMI Welcomes New Education Program Coordinator Leslie Smith

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



Leslie Smith

**Leslie Smith** joined the Plumbing Manufacturer's International staff as the new education program coordinator on Feb. 27. She plans to follow her motto:

life's too short; enjoy your work.

"That's something I try to live by. **Jodi Stuhrberg** and the PMI team have been very welcoming and have made this experience great so far," she said.

Smith said she's looking forward to applying her background in program management, instructional design, and online learning to help develop webinars and educational programs that PMI members find worthwhile and rewarding.

She supports Stuhrberg, PMI director of programs and administration, with event planning, including the PMI23 Manufacturing Success Conference. Smith will help manage and create webinars and online content, too. She replaces **Stephanie Lass**, who worked in a similar role from July 2020 until January 2023, when she left PMI to pursue other career opportunities.

"We appreciate everything Stephanie brought to this role, which was newly created in 2020, and are excited to see how Leslie will apply her strong association experience and insights," Stuhrberg said.

Before joining the PMI team, Smith served as an instructional designer at ACAMS, the largest international membership organization committed to fighting financial crimes, such as money laundering. She worked on technical content and created courses to support members of law enforcement and government agencies.

## Soaking up information and building relationships

Smith is diving into past PMI member surveys and absorbing as much information as possible to understand professional development topics and issues important to PMI members and the plumbing manufacturing industry. She is eager to build relationships with PMI members and better understand the inner workings of their companies, too, she noted.

"I've learned that the best ideas sometimes spring from casual conversations with employees – maybe a chat with a member company's human resources manager or someone in the marketing department," Smith said.

Her favorite work involves creating courses that "pop" – with an appealing look and feel and content that inspires members to learn and grow.

"My goal is to plan programs that engage our members to take action and want to hear more," she said. "It's all about focusing on what members want and need."

Smith works hard to always keep the lines of communication open so PMI members feel comfortable suggesting topics and ideas for speakers and courses. "I want to hear from anyone who has an idea. There's no bad question or

wrong idea," she added. Smith's email address is [lsmith@safep plumbing.org](mailto:lsmith@safep plumbing.org).

## Temp job sparks passion for working with associations

Taking a temp job with an association management organization in 2009 sparked her passion for a career working with associations. Smith said she immersed herself in all aspects of program management and association support, such as identifying appropriate speakers, working on board of directors' materials, producing annual meeting program guides and course syllabus content, and overseeing abstract submissions.

She also has worked as an instructional technologist for the Society of Actuaries and scientific program coordinator for the American Association of Neurological Surgeons.

Smith noted the technical nature of plumbing manufacturers' work and said her experience developing technical programs will help her quickly acclimate to life at PMI.

Originally from the Chicago area, Smith now lives in St. Petersburg, Florida, working remotely for PMI. She moved there to be closer to her mom. The relocation proves that she's staying true to another motto she follows: "Never get so busy making a living that you forget to make a life," she said.

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industry entrants. Taking your team from good to great? Now that's Level 5 Leadership.

Finally, let's not lose track of the real complexity in all of this. In simple terms, it's the ability to define a problem in a precise way that meets the needs of the decision-maker. How we frame

the crisis at hand, support our case with solid data, and explain the real-world economics will determine our success in gathering allies, building coalitions, and ultimately, in the face of overwhelming complexity, finding the right pathway to success. How will you start the journey?

# PMI Advocates for Improved Water-Efficiency and Lead Reduction

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

To advance the strategic pillar of developing proactive technical and advocacy positions, Plumbing Manufacturers International recently took steps to support a proposed WaterSense specification change and to provide input to model water-efficiency legislation. In addition, with the publication of a new “Get the Lead Out” report, PMI continues to support efforts to replace lead service lines, particularly those leading to schools and childcare centers.

Information about these developments was presented to PMI members by PMI Technical Director **Kyle Thompson** and PMI Washington, D.C., Government Affairs Consultant **Stephanie Salmon** during PMI Advocacy and Government Affairs Committee meetings.

## **PMI supports a flat flush rate calculation for certification of all WaterSense toilets**

In January, WaterSense staff announced that the program is considering a revision to remove the dual-flush calculations for tank-type toilet certifications and to instead use a 1.28 flat gallons-per-flush rate for these fixtures. This revision would make the specification consistent with WaterSense flushometer-valve toilets.

In response, after receiving member input, PMI’s Board of Directors approved taking a formal position to support the flat flush rate for all water closets and sent a letter expressing its support for the revision to the Environmental Protection Agency’s Office of Water. PMI expects WaterSense to issue a Notice of Intent (NOI) for a change in the specification within the next several months, Thompson said.

## **PMI provides input on model water-efficiency bill**

After consideration and discussion with members, PMI is continuing its exploration on the optimal ways to provide input on model water-efficiency

legislative language. Options include providing input to a coalition of water-efficiency proponents promoting the adoption of new and updated standards at the national and state levels. PMI will work collaboratively with outside groups to propose the adoption of the model language in various states.

Proactively proposing model language will be more efficient and effective than providing comments to legislation already drafted. Several states – including Hawaii, New Jersey and Maryland – have adopted legislation drafted by water coalitions, Thompson said.

## **PMI supports lead service line removal as new “Get the Lead Out” report says children still exposed to lead at school**

A new “Get the Lead Out” report released in February says children are still being exposed to lead at school. The report was developed by the Environment America Research & Policy Center and the Public Interest Research Group.

The report grades each of the 50 states. Fifteen states and D.C. scored C or above, with the remaining 35 states scoring D or F.

The report recommends the replacement of all lead service lines, which is the source of most of the lead that leaches into water. The report recommends

replacing older pipes and drinking water devices with new ones that meet current low-lead standards, and to install, test and maintain filters certified to remove lead on all water stations and taps used for drinking or cooking in schools. The report also urges adoption of the 1 ppb limit for lead in schools’ drinking water recommended by the American Academy of Pediatrics.

Meanwhile, the White House launched its Lead Service Line Replacement Accelerators initiative to help states remove lead pipes. Budget allotments for 2023 are expected to be announced in the spring after the EPA publishes its latest Drinking Water Infrastructure Needs and Survey Assessment, Salmon said.

Some advocacy organizations, including Natural Resources Defense Council, criticized the breakdown of last year’s funds, arguing that states with the most lead pipes — such as Illinois, Michigan, Missouri, New Jersey and Ohio — were receiving fewer funds per replacement than states with fewer lead pipes, Salmon explained. A higher concentration of lead service lines delivering water to homes are in the upper Midwest and Northeast, as well as in Texas. Water utilities have expressed concern about a shortage of products and materials for lead line removal and have asked for Build America, Buy America waivers, she added.

## **Participate in PMI Legislative Forums**

Two upcoming PMI Legislative Forums provide you with opportunities to be briefed on important legislative and regulatory issues. Open to all PMI members, these forums supplement issues discussed during PMI Advocacy/Government Affairs Committee meetings.

**PMI California Legislative Forum and Fly-In will be held on May 1-2.**

**PMI Virtual Washington Legislative Forum will be held on July 25 from 1-2:30 p.m. CT.**

# PMI to Voice Opinions to California Legislators

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

Plumbing Manufacturers International invites PMI members to lend their voices to discussions of key legislative issues by attending this year's PMI California Legislative Forum and Fly-In on May 1-2. Attendees will meet with lawmakers to discuss priorities and challenges for PMI – particularly, water closet flush rates and state budget funds for legacy product replacement – a priority of PMI's Rethink Water initiative.

“This is an excellent opportunity for PMI members to speak out on issues that matter to their companies and the plumbing manufacturing industry,” said **Jerry Desmond**, PMI's California government affairs consultant, who helps to put together the forum each year.

PMI's meetings with California legislators and other key government officials have become vital to moderating water and plumbing regulations in California and across the country. Other states often follow California's lead and adopt similar water-efficiency bills and plumbing codes, Desmond noted. “We're trying to reign in these issues at the beginning, so we don't have to tackle them state by state, which is more challenging,” he added.

## Proposing legacy toilet replacement over lower flush rates

Instead of the state lowering flush rates – which the California Energy Commission (CEC) may propose to do – PMI is advocating for a sweeping legacy toilet replacement effort, including the use of state budget funds to replace these fixtures in disadvantaged communities, Desmond said.

PMI's efforts are timely and pertinent in light of the CEC's request for information and proposals relating to Title 20 requirements for toilets on Docket 22-AAER-O5. PMI plans to recommend the replacement of up to 26.1 million toilets in California that use more than 1.28 gallons per flush, which



is the standard for both Title 20 and WaterSense toilets. Desmond noted how the forum will take place while the CEC's docket for public comments is still active, granting a perfect opportunity for PMI members to weigh in on the issue. PMI is also submitting comprehensive comments to the CEC in March, outlining toilet replacement program recommendations.

Desmond said he hopes to meet with decision-makers on the state budget during the forum as the lawmakers develop the primary budget legislation, AB2211, authored by Democratic assemblymember **Phil Ting**, and SB72, authored by Democratic Sen. **Nancy Skinner**. PMI plans to discuss appropriating additional state budget funds to either supplement existing toilet replacement programs or develop new programs, Desmond noted. Those programs would be managed by a state agency such as California's Department of Water Resources or Public Utilities Commission, he added.

Also on the forum agenda is a discussion about SB745, a bill introduced by Sen. **Dave Cortese** that would mandate California to adopt building standards

to reduce potable water demand of new buildings by 25%, Desmond reported.

## Other benefits of participating

By participating in the forum, attendees will gain valuable insights into the legislative and regulatory process.

Desmond and the PMI staff will prepare attendees before the forum by providing tips and talking points and answering any questions, he said.

He explained that when PMI members engage in California regulatory affairs, positive things happen. For example, when the CEC proposed emergency regulations requiring a 20% reduction in flow rates in response to a severe drought in 2016, PMI and its members persuaded the CEC to recraft the regulations. In 2021, PMI worked with California officials to stagger deadlines to give manufacturers more time to have certified NSF/ANSI/CAN 61: Q ≤ 1 products available in the California market.

PMI members who would like to attend the forum can register at [tinyurl.com/yv95jddk](https://tinyurl.com/yv95jddk).

# Plumbing Industry Leaders Delve Into Jobs, Tech and More

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

PMI CEO/Executive Director **Kerry Stackpole** joined several other plumbing industry leaders to share their thoughts on the state of plumbing technology, competition for jobs, water sustainability, and more as part of a podcast to honor World Plumbing Day.

Plumbing & Mechanical and PM Engineer Chief Editor **Nicole Krawcke** moderated the conversation on the podcast, “And So It Flows,” and was also joined by **Cindy Sheridan**, CEO, Plumbing-Heating-Cooling Contractors—National Association (PHCC); **Steve Edwards**, recruitment marketing director, American Supply Association (ASA); and **Jim Kendzel**, ASA director of codes and standards.

World Plumbing Day, which takes place annually on March 11, was created by the World Plumbing Council in 2010 to spread awareness about the importance of plumbing and plumbers in protecting public health and improving access to clean water and sanitation facilities.

## Research, partnerships and education needed to support sustainable practices

As the plumbing industry focuses on sustainability and water efficiency to combat the effects of climate change, leaders agree that gaps need to be filled in research, public education, and building and plumbing system designs.



“One of our biggest challenges is getting federal funding for research that impacts water efficiency, water reuse and practices that we’re starting to build into codes and standards and building designs,” Kendzel said. “We still need a good understanding of how lower water use impacts the entire plumbing system.” He noted that ASA spends a lot of time educating its members about codes and standards surrounding plumbing sustainability.

Another challenge is to look outward and pursue partnerships with organizations outside traditional areas of plumbing expertise, Stackpole added. “We’re looking to individuals, organizations and policymakers who might share our vision so that we can develop innovative water management solutions,” he said.

Lawmakers and the public can make better use of the water-efficient plumbing products already available, Stackpole added. California provides a strong example of where toilet replacement programs could save hundreds of billions of gallons of water. PMI’s research found that only about 22% of homes and businesses in the state have toilets that meet California water-efficiency standards.

## Addressing the labor shortage with diversity and polished recruiting efforts

Multiple labor market challenges require plumbing companies to polish their recruiting efforts and seek non-traditional and diverse workers.

“You’re not just competing with your competitors for talent, you’re competing with everybody,” Edwards said. The plumbing industry has always been on the humble side, but it’s time to show how exciting, innovative and rewarding a career in plumbing and manufacturing can be, he added.



Companies must refine their recruiting efforts and messaging to fit the tech-driven and cultural needs of the next generation of plumbing workers. Because a company’s website is the first stop for job candidates, Edwards suggested having your site tell your organization’s story in an engaging way. Also, be sure the website is accessible across all mobile devices and that the job application process is easy to complete, Edwards explained.

Seeking non-traditional, diverse workers provides an opportunity to help solve the labor shortage, Stackpole added. “We can create that diversity in our workforce by inviting women, and people of different ages, races and ethnicities to the wonderful opportunities that exist in our business,” he said.

Raising visibility on industry training and technical education provides another way to prove the rewards of a plumbing career to students and their families. The apprenticeship model of “earning while learning” and starting a new career with no student debt is an important message, too, Sheridan said.

“Young folks especially need to understand how much plumbers, manufacturers and distributors are changing the world for the better. If we can persuade them and share that message, we have a chance at getting more than our fair share of the future talent,” Stackpole stated.

Listen to the entire podcast on the Supply House Times website: ([tinyurl.com/mrx72zzu](https://tinyurl.com/mrx72zzu)).

# PMI's New Board Member, Treasurer Share Goals and Hopes

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

Plumbing Manufacturers International recently appointed **Belinda Wise** to secretary/treasurer of the PMI Board of Directors and **Lowell Lampen** as a new board member. Both are ready to apply their industry experience to solve important sustainability, water efficiency, supply chain, and other issues.

The director of business development, North America, for Kerox, Ltd., Wise succeeds **Cambria McLeod**, a long-time employee of a PMI manufacturing member, who is stepping down as part of a planned career transition. According to the PMI by-laws, only individuals who are employed by PMI manufacturing members can serve on the board. New board member Lampen leads strategic technology partnerships for the Kitchen & Bath Group at Kohler Co. and has served as the co-chair of the PMI Advocacy/Government Affairs Committee for the past four years.

## Supporting alliances, innovation and member engagement

Wise and Lampen said they are excited about how PMI is helping to improve the plumbing manufacturing industry's impact on the planet, particularly with water efficiency and reducing waste. They're focused on member engagement, collaboration and innovation to deliver victories.

"We have a lot to do as an industry and PMI's Rethink Water initiative is a great step forward. As an officer of the PMI board, I'd like to help move that message forward," said Wise, who joined the PMI board in 2022. "We're eager to get more legislators involved."

As board liaison of the PMI Industry Marketing Committee, Wise sees opportunities for committee members to apply their collective sales and marketing experience to supply creative ideas and solutions that will support the initiative. "Every PMI member company has marketing and salespeople, so



*Belinda Wise, Kerox, Ltd.*

I would like to involve more of those folks on the committee," she added.

Lampen, who also serves on the Alliance for Water Efficiency (AWE) Board of Directors, noted the importance of industry alliances for solving water efficiency challenges. "We're on the right road as PMI and AWE have similar goals and opportunities to work synergistically in creating water savings using our members' expertise and products," he said.

Lampen's leadership positions in product development and innovation at Kohler for the past 14 years have helped prepare him for his new role on the PMI board. "Working on the consumer plumbing product side has provided me with a good understanding of the challenges and complexities manufacturers face. Focusing on innovation is top of mind for me," he said.

He sees innovation as the answer to improve consumer experience with plumbing products and their impact on the environment – even solving supply chain issues, too. "We've got a lot of great minds on the board and in our membership that can help us innovate in meaningful ways across our industry," he added.

As co-chair of the PMI Advocacy/Government Affairs Committee, Lampen



*Lowell Lampen, Kohler Co.*

has seen the positive effects of being proactive on legislative issues. "We're getting ahead of some challenges, especially when we step in to encourage states to adopt common standards and language in line with WaterSense requirements," he said.

## Be like Lampen and Wise to become a volunteer leader

"We welcome Belinda and Lowell to their new responsibilities and thank Cambria for her dedicated service to the board and as an active PMI member these past many years," said PMI Board of Directors President **Sal Gattone**, of LIXIL. "We encourage all PMI members to follow their example as volunteer leaders. Your participation will make our association stronger and more effective."

PMI members interested in getting more involved can apply for a leadership role today. There is an immediate need to fill a co-chair position on the PMI Industry Marketing Committee.

It's not too early to begin the process of stepping into a leadership role in 2024, or even sooner. Learn more about PMI committees ([safeplumbing.org/about-pmi/committees](https://safeplumbing.org/about-pmi/committees)) and submit a committee leadership application ([tinyurl.com/mu89akar](https://tinyurl.com/mu89akar)).

## Inspiring Leaders Program to Take Off at Museum of Flight

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

Amelia Earhart, an American aviator who set many flying records, said, “Everyone has oceans to fly, if they have the heart to do it. Is it reckless? Maybe. But what do dreams know of boundaries?”

Like Earhart, those who participate in this year’s Plumbing Manufacturers International Inspiring Leaders Program at Seattle’s Museum of Flight will break through boundaries and, perhaps, find their way toward fulfilling career dreams and aspirations.

The museum will provide an exciting backdrop for the program, which takes place on the first day of the Oct. 23-26 PMI23 Manufacturing Success Conference in Seattle. Formerly known as the PMI Aspiring Leaders program, the PMI Inspiring Leaders Program fosters leadership, teamwork, creativity and innovation within an inspiring and supportive environment, with an emphasis on small-group dynamics. The name was changed to better convey the inclusive nature of the program, which is open to all employees of PMI member companies, no matter the stage of their careers.

Now in its fourth year, this program draws from art, sports and other fields of endeavor to inspire participants to cultivate the creative skills we all have to become better leaders, innovators and teammates. This event previously occurred at the Dali Museum in St. Petersburg, USS Midway Museum in San Diego, and Muhammad Ali Center in Louisville.

### Museum will provide an inspiring backdrop

The museum features special aircraft and spacecraft exhibits, stories of courage, and beautiful views of Mt. Rainier. PMI Inspiring Leaders Program participants can enjoy the museum’s collection of more than 175 aircraft and spacecraft, tens of thousands of artifacts, millions of rare photographs, dozens of exhibits and experiences, and a world-class library. Attendees will have access to an outside pavilion that features 20 rare and unique commercial and military aircraft from the 1930s to the present.

As the largest independent, non-profit air and space museum in the world, the Museum of Flight provides stories of courage and dedication of the men and women who engaged in WWI and WWII air combat. It also houses a 1935 Lockheed Electra, one of only two in the world and the same type as Earhart’s famous plane.

Other museum features include interactive and immersive experiences using flight simulators that allow visitors to feel like an Apollo 11 astronaut on a trip to the Moon. Another exhibit invites visitors to climb into the cockpit of an actual SR-71A Blackbird reconnaissance plane or a full-scale mock-up of an F/A-18L Hornet fighter, notes the museum website.

Make plans to register for the 2023 PMI Inspiring Leaders Program! You need only arrive at PMI23 a day earlier to attend. Stay tuned for more details and registration information!



## 2023 PMI LEADERSHIP

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