



The Value of Industry Trade Shows

By Belinda Wise, PMI Board of Directors President, Neoperl US



Belinda Wise

It's that time of year! Time to gather at key industry expositions and trade shows. Attending these events is truly one of my favorite things to do.

By the time this Ripple Effect reaches you, the IBS/KBIS 2025 in Las Vegas will have occurred and the ISH show in Frankfurt will be about to take place. The ISH Messe Frankfurt is expected to welcome more than

190,000 international professionals, as well as more than 2,500 prominent exhibitors. I am sure many of you attended KBIS or plan to attend ISH or other events this year.

Trade shows have a long and storied history that dates back to medieval times, when merchants used to congregate in marketplaces to promote their goods and services.

These events evolved into what we know as modern trade shows during the Industrial Revolution. With advancements such as better transportation and communication, companies from far and wide found these gatherings useful in presenting their wares to a wider audience.

In 1851, the Great Exhibition was held in London and marked the first-ever international trade show. Since then, trade shows have become an integral part of the global economy, offering businesses opportunities to reach out to potential customers, build relationships with other industry players, and exhibit their products and services.

As time moves on, so, too, do trade shows by adapting to the needs of today's changing business world, with digital events and virtual expos becoming more commonplace.

So why is it important to attend these trade shows? Why spend all that money on a booth and the costs of staff attending? Many PMI member companies make significant investments, spending tens of thousands of dollars or more, even millions, to participate. Why do this? And why should you take precious work time to walk a show?

For your organization, one of the most significant benefits is increasing awareness of your brand. To do this successfully, you need to make sure your exhibition is in line with your brand and easily affiliated with the products you manufacture and sell. The key is to encourage show attendees to connect your booth with your brand through the products displayed and the messaging.

My key reason and the leading reason many professionals attend these events is for the networking. There is nothing more valuable than seeing colleagues and business associates in person and having an opportunity to chat and collaborate. This can lead to creating new business relationships and cultivating future partnerships. Every business relationship made is intrinsically valuable and may form the basis for a successful future project or endeavor. While you may balk at needing to engage in the act of establishing relationships outside your organization, you shouldn't, as this can reap immeasurable benefits.

And who doesn't want to learn about the state of our industry? Even our long-established plumbing and building industries and our manufacturing companies experience change. To remain competitive, staying on top of the latest trends in our industry is vital. By attending trade shows, you can learn about current and future trends and get a feel for the health and survivability of products in the short and long term.

Whether you're preparing to attend your first, 50th or 500th trade show, the event will give you invaluable insights into what's happening in your marketplace. Knowing this may enable you to identify gaps in the market and develop new products or services to fill those gaps.

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The Delusion of Binary Thinking

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



Kerry Stackpole

The complexities of modern business and trade demand nuanced, flexible solutions, yet America often falls into the trap of presenting issues in a binary fashion:

one path or the other, regulation versus deregulation, domestic focus versus global expansion.

This two-option mindset oversimplifies intricate economic dynamics and hinders innovation. As America faces evolving domestic and international trade challenges in 2025 and beyond, plumbing fixtures and fittings manufacturers must embrace multifaceted strategies that account for technological advancements, geopolitical shifts, supply chain disruptions, and labor market transformations.

Some policymakers and manufacturing leaders argue that the economy must either be highly regulated to ensure fair practices or completely deregulated to promote competition and efficiency. Neither approach is optimal. Rather, a balanced and nuanced approach drives growth and innovation. Excessive regulation can stifle innovation and burden manufacturers while complete deregulation can lead to monopolies and consumer exploitation. The optimal strategy involves dynamic policies that adjust to sector-specific needs, fostering both growth and fairness.

Addressing America's business and trade challenges

Amid rising concerns about economic nationalism and supply chain resilience, manufacturers face pressure to either fully embrace reshoring or continue global outsourcing. A rigid stance on either side neglects the benefits of hybrid models—

such as nearshoring or diversified supply chains—that balance cost-efficiency with geopolitical stability. The future of trade lies in adaptability rather than rigid commitment to one extreme.

The fear of AI and enhanced automation replacing jobs has fueled a debate over whether manufacturers should fully automate or preserve human labor. However, the most competitive companies integrate technology with workforce development, upskilling employees to operate alongside AI and robotics rather than being displaced by them. The solution is not to choose between automation and jobs but to create a synergy between the two.

Many manufacturers struggle with the dilemma of prioritizing immediate shareholder returns versus making long-term investments in sustainability and innovation. Companies that fixate on short-term gains may find themselves vulnerable to economic shifts while those focusing solely on sustainability without profitability may fail to scale. A dual-focused approach that aligns profit-making with sustainable business practices ensures longevity and resilience.

Trade policy is often framed as a battle between unrestricted free trade and stringent protectionism. Yet, successful economies navigate the middle ground by leveraging strategic tariffs, trade agreements, and domestic incentives to bolster competitiveness while still engaging in global commerce. Policies should be tailored to sector-specific needs rather than applying a one-size-fits-all approach.

Here are a few things you might consider when moving toward a more adaptive and holistic business strategy:

Embrace policy flexibility. Instead of following rigid economic doctrines, manufacturers and policymakers should

adopt adaptive policies that respond to shifting market conditions and technological advancements.

Diversify supply chains. Companies must continually develop resilient supply networks that balance global and local sourcing to mitigate risks associated with geopolitical instability and economic shocks.

Invest in workforce development. Training and education programs should be prioritized to equip workers with the skills necessary to thrive in an increasingly automated and digital economy.

Leverage show and tell. Collaboration between governments and manufacturers can lead to innovative solutions and better understanding of the challenges. Making certain your elected officials and regulators see your work firsthand through plant tours and visits provides a vital window into the magic of manufacturing.

Push for economic innovation. Encourage policymakers to adopt economic and tax reform policies that foster innovation and provide resources needed to compete in both domestic and international markets.

Develop risk management strategies. Manufacturers should leverage PMI's Market Outlook reports to prepare for economic downturns, supply chain disruptions, and policy shifts in a proactive risk assessment and crisis planning framework.

Foster a culture of innovation. Steve Jobs, co-founder of Apple, noted innovation is what distinguishes a leader from a follower. Manufacturers should encourage experimentation, cross-sector collaboration, and investment in research and development to stay ahead of emerging market trends.

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New Committee Co-Chair Finds Government Affairs Intriguing

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



Mike Johnson

“It is fascinating. When I joined Delta Faucet Company 24 years ago, I never imagined I would be in a role closely monitoring state and federal government actions,” said **Mike Johnson**, new co-chair of the Plumbing Manufacturers International Advocacy/Government Affairs Committee.

He became interested in getting more involved in PMI after regularly participating in Technical Committee calls and attending several PMI Manufacturing Success Conferences and the 2024 PMI

California and Washington legislative forums and fly-ins. With an interest in history and political science, pursuing a co-chair position with the Advocacy/Government Affairs Committee felt right, noted Johnson, Delta Faucet’s manager of product compliance and regulatory affairs.

Johnson’s main objectives in the next few months are to learn the co-chair role, understand PMI members’ expectations, and build on the solid foundation set by the previous committee co-chairs. “Longer term, a priority will be to work with the committee to determine how we can provide the most value to all members,” he stated. “Are we serving members the way they need us to serve, especially when there is so much change going on in the plumb-

ing industry? We want to make sure we are collaborating and giving members a chance to share their opinions while continuing to find opportunities to improve our effectiveness.”

Setting a course for success while facing uncertainty

The plumbing manufacturing industry faces uncertainty as new federal and state administrations revisit priorities and past regulations. “It’s something we’re all watching closely as we consider the impact on PMI, the entire plumbing industry, and our customers,” he stated.

Johnson, who has been a PMI member for four years, is optimistic about PMI’s ability to work with legislators on important issues facing the industry, including sustainability and plumb-

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Matthew Windrum Joins PMI Advocacy Team

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



Matthew Windrum

“We’re thrilled to welcome Matthew to PMI and look forward to his contributions as a seasoned professional engaging with state government officials to advocate for policies important to our members,” said PMI CEO/Executive Director **Kerry Stackpole**. To familiar-

Matthew Windrum has joined the Plumbing Manufacturers International team as director of state government affairs, policy and advocacy. In this newly

created role, he will develop relationships with state elected officials, policymakers and agencies across the country, working to share and advance the policy interests of PMI and its members.

ize himself with PMI members and their concerns, Windrum joined the PMI staff at the Kitchen and Bath Industry Show (KBIS) in Las Vegas before his March 3 start date.

With more than 15 years of experience in state government affairs and public policy, Windrum has served in a variety of roles with the most recent as a vice president at Kasirer LLC, New York City’s premier lobbying firm. He worked with corporate clients to develop and execute plans for engaging elected and other government officials to achieve goals in several areas, including reputational development, procurement, legislation, and more.

Previously, he was director of government relations in the Northeast at Western Governors University, the largest online university by enrollment in the United States, where he led WGU’s state

government relations strategy across 12 states running from Virginia to Maine.

Past roles also include director of government and community affairs at the Doe Fund, a New York City nonprofit that designs, develops and manages affordable and supportive housing, operates three transitional homeless shelters, and runs a work training program for homeless and formerly incarcerated men. In addition, he served as head of the political and economic affairs team at the British Consulate-General in New York, where he promoted and defended the United Kingdom’s economic and foreign policy and national security priorities in New York, New Jersey and Pennsylvania.

Windrum has a master’s degree in international relations from Johns Hopkins University and a bachelor’s degree in political science and Spanish from Lafayette College.

Understanding the Challenges of ‘Simultaneous Compliance’

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

Plumbing manufacturers must understand both the challenges of “simultaneous compliance” and the water chemistry entering their products to better prepare to innovate ahead of increased water regulations, said **Bob Bowcock** at a PMI webinar on “Navigating Biofilm Control: Achieving Compliance Amidst Emerging Regulatory Issues.”

Simultaneous compliance refers to water utilities attempting to comply with multiple regulations that can conflict with each other and cause unsafe water chemistry. “This situation is reminiscent of the old carnival game ‘Whack-a-Mole,’ where the player tries to hit the rodent as it pops its head out of a hole, only to have another appear in a different hole,” said Bowcock, water resources manager with Integrated Resource Management.

Because local water quality and chemistry change constantly, plumbing manufacturers need to know which disinfectants and chemicals are being used, their contact times, and how they affect plumbing fixture parts such as O-rings, rubber gaskets and screens, he advised. “Reflect on your products’ performance. Are there ways you can design self-cleaning screens? Explore new techniques and always be willing to adapt,” he said.

A potential for conflict that causes harmful disinfection byproducts

Certain drinking water regulations—in particular, the Stage 1 and 2 Disinfectants and Disinfection Byproducts Rules (DBPRs) and the Long-Term 1 and 2 Enhanced Surface Water Treatment Rules—have the potential to conflict with each other, Bowcock said. They also can conflict with other regulations including the Lead and Copper Rule and the Total Coliform Rule.

Simultaneous compliance with all these rules can cause the formation of unsafe disinfection byproducts, or DBPs. These

chemicals form when naturally occurring organic matter reacts with chlorine or other disinfectants during drinking water treatment and distribution, Bowcock explained.

The Environmental Protection Agency (EPA) currently regulates and limits exposure to the following DBPs: trihalomethanes, haloacetic acids, chlorite, and bromate. “It’s important to understand that there are hundreds if not thousands of other compounds that are formed. They’re just not on the regulatory list yet,” he said.

Positive changes are expected this summer, as the EPA plans to revise the Microbial Disinfection Byproduct Rules. The revisions will likely decrease the maximum levels allowed for DBPs and consider adding rules for unregulated DBPs such as nitrosamine compounds and iodoacetic acid, Bowcock noted.

Methods for reducing DBPs

He proposed several methods that water systems could employ to reduce the amount of DBPs formed—without decreasing public health protection. Describing a three-legged stool with one leg as the Surface Water Treatment Rules, the second leg as the Disinfectants and Disinfection Byproducts Rules, and the third as the Lead and Copper Rule, Bowcock suggested that one of the legs could “fall out, so we can start to comply with everything.”

Local water systems can reduce the amount of disinfection byproducts by using one of the following approaches: remove or reduce the organic substances that react with chlorine to produce DBPs; reduce the contact time and/or the concentration of chlorine in the distribution system; ensure adequate turnover in storage tanks and eliminate areas of stagnant water; reduce the “water age” (the length of time water is in the distribution system); change the location where chlorine is added or

add chlorine booster stations intermittently placed in the system; or use a different type of disinfectant. He also suggested that water utilities consider using ozone or ultraviolet light at the front end of the distribution or treatment system and then chlorination at the back end to reduce the ability for DBPs to form.



Bob Bowcock

“Take the dirt out of the drinking water and it will solve so many problems. Establish a public water system source water evaluation screening program” to identify high levels of organic materials in lakes, rivers, streams, and even groundwater wells, Bowcock stated. Since 1974, the EPA’s best available technology has been enhanced coagulation followed by granular activated carbon filtration that absorbs organic precursors from the water, he added. “Yet, it’s been ignored by greater than half the drinking water utilities in North America,” Bowcock stated.

PMI members can view his presentation slides and video on the PMI webinars/videos page (safeplumbing.org/members/webinars-videos).

Attorney Shares Ways to Prepare for New Tariffs

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



Elizabeth Lowe

President **Donald Trump's** new and proposed tariffs and the ensuing trade war have caused uncertainty for plumbing manufacturers and other busi-

nesses. An attorney with expertise surrounding tariff legalities recently shared several tariff mitigation strategies with Plumbing Manufacturers International members as PMI continues to advocate against tariffs.

Elizabeth Lowe, partner at Venable LLP, updated PMI members on various new and proposed Trump administration tariffs and shared mitigation strategies, such as adding contract provisions, stockpiling inventory, and lobbying during a PMI webinar on “Trade Policy Under the Second Trump Administration: Tariffs, New Policies, and the Impact on Plumbing Manufacturers.”

The president launched his second term with his “America First” trade policy by issuing an executive order directing government agencies to review trade practices and report back by April 1, she explained. In the meantime, the administration imposed new 10% tariffs on all products from China and Hong Kong and announced then paused 25% tariffs on Mexico and Canada. “The trade war doesn’t seem to have any end in sight,” she stated.

For now, Canada has stopped 25% retaliatory tariffs on American goods plumbing manufacturers produce, including ceramic sinks, wash basins, bathtubs, bidets, and urinals, Lowe noted

PMI advocates for building products and materials exclusions

PMI has been working with the International Trade Administration to share

how tariffs could negatively impact plumbing manufacturers, particularly the 25% tariffs on Mexico and Canada, said **Stephanie Salmon**, PMI’s government relations consultant, during a recent PMI Advocacy/Government Affairs Committee call.

While staking a position against tariffs, PMI has urged the administration to at least exclude building products and materials including plumbing products from the tariffs, which will hurt housing affordability. PMI referenced Trump’s executive order stating the importance of lowering housing costs and strengthening American manufacturing, she said.

At the end of February, PMI sent congratulatory letters and meeting requests to Secretary of Commerce **Howard Lutnick** and Office of the United States Trade Representative Ambassador **Jamieson Greer**, Salmon noted. The association has also been gathering member input and will submit comments on Unfair and Non-Reciprocal Foreign Trade Practices to the USTR by March 11.

Employing tariff mitigation approaches

Plumbing manufacturers can do many things to mitigate tariffs, such as adding contract provisions, stockpiling inventory, and lobbying, Lowe explained.

Using contract provisions can spread the tariff burden among suppliers and vendors, she said. For example, adding provisions that allow for automatic price adjustments to account for tariffs or shifting terms so overseas suppliers are responsible for paying tariffs from a contractual perspective can help. “A lot of it depends on your market power and the relationships with your vendors,” Lowe added.

Manufacturers with warehouse space and budget availability often find that stockpiling inventory before tariffs go into effect works well, she noted.

Another option is to engage with the congressional representatives and senators in your district to make them aware of the tariff’s impact on your business. “The more that representatives hear about the direct impact to their constituents and to their districts, that gives them ammunition to fight for potentially getting exclusion processes open,” Lowe stated.

While customs valuation is complicated, manufacturers should ensure their documentation and invoicing are done to take advantage of all the deductions available, she suggested.

IEEPA tariffs allow the president far-reaching economic influence

Lowe discussed many existing tariff vehicles the president can use and noted how he’s already employed the International Emergency Economic Powers Act (IEEPA) to unilaterally implement tariffs based on a “national emergency” with few limitations.

During his first few days in office, Trump threatened to use IEEPA against Columbia for refusing to accept deportees, she said. Columbia avoided the tariffs by agreeing to allow the U.S. to deliver deported Colombian migrants.

“This set the stage for a series of additional tariffs that have since been implemented, including the tariffs against Canada and Mexico and the retaliatory tariffs that were proposed in response,” Lowe explained.

IEEPA requires a national emergency to be declared through an executive order per the National Emergencies Act, she stated.

PMI members can log in to view the webinar and slides at tinyurl.com/5825ch5u.

This article is not intended as legal advice. Companies should seek legal counsel specific to their needs and situation.

Boost Employee Engagement and Retention in Your Workplace



LeAnne Lagasse

Plumbing Manufacturers International members! Join your PMI colleagues and expert HR consultant **LeAnne Lagasse** for an insightful and interactive PMI

Inspiring Leaders Workshop on March 20, 1-2:30 p.m. All employees of PMI member companies are welcome to participate as a benefit of PMI membership. This workshop can be helpful to human resources professionals and team managers throughout your organization—be sure to encourage them to attend!

During “Communication Rhythms That Drive Engagement and Retention,” Lagasse will explore how strategic communication can build strong workplace connections, foster a sense of belonging, and ensure employees feel valued. The first of three PMI Inspiring Leaders Workshops planned for 2025, this event will provide you with actionable insights and innovative communication strate-

gies that will drive both engagement and retention within your team.

Why attend?

- Learn the psychology of communication: understand how communication impacts employee satisfaction and retention.
- Boost morale and engagement: discover practical approaches to communicating with your team in a way that increases motivation and commitment.
- Prepare for the future: stay ahead by gaining insights into emerging trends in workplace communication and employee retention strategies.

This workshop is a must for leaders looking to transform their workplace culture and ensure that communication isn't just happening—it's driving results. Don't miss out—this could be the game-changer your team needs!

About the speaker

Lagasse is a seasoned HR consultant, SHRM-SCP, Gallup-Certified Clifton-



Strengths coach, and adjunct faculty member at Missouri State University. Prior to starting her consulting business, Lagasse was a faculty member for 14 years at Texas Tech University. Her expertise in communication will give you practical tools to enhance your leadership and retention efforts.

“I believe that every single employee in an organization—from the bottom of the org chart to the top, deserves to feel seen, heard, valued, and developed in their workplace,” Lagasse said. “But I also know how challenging it can be to make this happen, and that's exactly why I'm dedicated to helping leaders and organizations optimize their employee engagement and retention strategies and develop their people managers.” Learn more about her at leannelagasse.com.

Ready to strengthen your workplace communication? Register at tinyurl.com/pc68wku6.

New Committee Co-Chair (Contd.)

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ing product performance requirements relating to water efficiency. “The government officials we met during the 2024 legislative fly-ins gave me hope because everyone was willing to listen and interested to know more about PMI, our views on different topics, and how proposed regulations will impact their constituents,” he said.

“The rate of change right now of work that's going to affect our committee is going to be tremendous,” he added, noting the many proposed federal and

state bills on energy efficiency and sustainability.

Applying his project management skills

Johnson's experiences at Delta Faucet—which encompassed product engineering, program management, supply chain, quality, and product compliance—primed him for a PMI committee co-chair role, he noted. “Reflecting on my past roles, I feel like I'm a project manager at heart,” he stated.

Johnson described one of his proudest accomplishments at Delta Faucet as working on the team responsible for ensuring compliance with California AB 1953 before Jan. 1, 2010. This legislation required a lead reduction to a weighted average of no more than 0.25% in all new pipes, fixtures and fittings meant to convey drinking water.

“I believe my experiences can help different perspectives emerge as the committee collaborates on sharing information and identifying solutions for the many challenges facing our industry,” he said.

Economist Predicts Stronger Second Half of 2025

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



Connor Lokar

An improving macroeconomic landscape and general housing environment, along with lower excess inventory levels, can mean good news for plumbing manufactur-

ers in 2025, reported ITR Economics' **Connor Lokar** during the Plumbing Manufacturers International Market Outlook LIVE presentation on Feb. 6. However, rising inflation, new tariffs, and a continued labor shortage could cause some challenges.

The pace of decline in the housing market has eased in the most recent quarter, giving plumbing manufacturers a reprieve after the last two years of trying to get lean, reduce inventory, and control costs.

"You're going to get more help out of the [housing] market this year and into next year than you got over the last two years," he said. "Expect the second half of 2025 to be stronger than the first half of the year."

Recent wage increases of around 4% to 4.5%, after removing inflation, are giving people a bit of extra cushion for purchasing kitchen and bath fixtures and other products, he added. In addition, mild growth has occurred in the wholesale sector of hardware, plumbing and heating equipment and supplies while residential demand will help absorb excess plumbing fixture and fittings inventory.

Residential construction is a bright spot while challenges remain in multi-family, commercial

There's a mixed bag of bright spots and challenges in the construction industry, with residential construction growing and non-residential construction

facing some challenges. "It's going to be a tighter ball game here as we move forward," he stated.

The remodeling market has stabilized after being down the last couple of years, offering encouraging news. "If we couple that with a little bit of new single-family construction, that should give us some steady product and volume growth here as we move through the next couple of years," Lokar reported.

After decreasing over the past two years because of higher home prices and interest rates, existing homes sales have risen 6.1% over the last quarter, resulting in the first sustained year-on-year growth since 2021, he added. Recovery is taking place in remodeling and construction materials prices, too.

While single-family housing starts fell by 4.8% from 2023 to 2024, Lokar said ITR Economics expects single-digit growth in single-family housing in 2025 compared to 2024. Unfortunately, the multifamily housing market declined by 24.9% from 2023 to 2024, caused by overbuilding in 2021 through 2023 and higher interest rates for speculative investor builders, he explained. Non-residential construction has been decelerating and will continue to lag in 2025.

Potential tariffs, higher labor and material costs to fuel inflation

Lokar forecasted that inflation pressure will build in the second half of 2025 and into 2026, driven by labor shortages, government and deficit spending, higher material and energy costs, and potential tariffs. "We think inflation will be rising back towards 3% by the end of this year and 4% in 2026," he stated.

He noted that \$1 trillion worth of imported goods are currently subject to tariffs—up slightly from a year ago. In early February, the Trump administration added 10% tariffs to Chinese imports and announced then paused



tariffs of 25% on Mexican and Canadian imports.

"The economic protectionism and nationalism prioritizing domestic markets and domestic producers is a theme that we think is here to stay for some time," Lokar stated. "The only way to avoid the tariffs is to start increasing your domestic production to try to get out of that reciprocal and retaliatory tariff doom loop."

He noted that the Trump administration's immigration policy could affect inflation if immigration enforcement reduces an already strained labor supply. "We think that labor's going to continue to be scarce, hard to come by, and increasingly expensive as we go forward," Lokar added.

In addition, he forecasted the Federal Reserve making one or two more interest rate cuts this year and encouraged PMI members to "temper your expectations."

Lokar advised plumbing manufacturers to evaluate supply chain risks, seek resiliency and redundancy, make opportunistic capital and business acquisitions, and develop an inflation strategy.

PMI members can log in to the webinar and view presentation slides at safep plumbing.org/members/webinars-videos.

The Value of Industry Trade Shows (Contd.)

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An estimated 13,000 trade shows take place annually in the United States. U.S. companies plan to attend an average of 7.8 international trade shows each year.

Other interesting stats:

- 75% of exhibitors have a positive outlook on the future of trade shows
- 92% of attendees say their primary reason to visit a trade show is to explore new and exciting products and services
- 77% of executive attendees discover at least one new supplier at a trade show
- 74% of consumers are more likely to buy a product later after seeing it at a trade show
- Trade show attendees tend to share their experience with more than six people.

Trade shows offer valuable opportunities for businesses looking to grow their sales, scale their businesses, boost brand awareness, and develop new partnerships with like-minded industry professionals. Today, it's easy to think of digital platforms as the most signifi-

cant arenas in which to do business, but that's far from the truth. Face-to-face engagements like trade shows are imperative to marketing efforts, particularly brand building and industry relationship building.

Perhaps the world will evolve to a point where these in-person events bring no value and there is a day when they cease to exist, but as an "old-fashioned" industry person myself, who loves to engage in person, I hope that day is far in the future.

Binary Thinking (Contd.)

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The delusion of the binary solution in addressing America's business and trade challenges is a critical barrier to progress. The reality is that economic success requires multifaceted, flexible, and adaptive strategies that break free from binary thinking. By embracing complexity and integrating diverse approaches, manufacturers and policymakers can build a more resilient, innovative, and globally competitive economy in 2025 and beyond.

Be Ready to Advocate for Your Company

Attend PMI's California Legislative Forum and Fly-In, May 12-13, and the Washington Legislative Forum and Fly-In, Sept. 9-10.

Learn about legislative and regulatory issues affecting the plumbing manufacturing industry including tariffs, federal water-efficiency regulations, proposed reductions in maximum water closet flow rates in California, legacy product replacement, PFAS, single-use plastic packaging, corporate climate disclosure rules, tax relief for manufacturers, and more.

Participants meet with lawmakers to discuss priorities and challenges for the industry. You can expect excellent hosting and preparation from PMI staff, as well as an agenda full of great meetings and opportunities to meet influential policymakers.

Reserve time on your calendars today!



2025 PMI LEADERSHIP

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