

## MEETING EXPECTATIONS BY FRED LUEDKE



Fred Luedke

Even though many of us have just barely finished catching up on the mail (of whatever description—hard copy, voice and E-mail) that piled up while we were down in Florida at the 1999 Spring Meeting, it's not too early to critique our performance as an organization at the meeting. Each of us had certain expectations about what should be accomplished at the meeting with regard

to individual issues or overall. Our individual expectations when taken together represent, in my view, a more meaningful benchmark than any set of criteria the Board of Directors might come up with. You, the members of PMI, are the customer and as we all know, the only true measure of success for any enterprise is customer satisfaction.

My personal expectations for the meeting were that we would have had a successful meeting if every individual member went home with a sense of accomplishment and the feeling that we had engaged in meaningful discussions that moved our objectives forward. Overall I was pleased with how the meeting went. There was a real effort to engage the issues in a meaningful way, reach a consensus, and make decisions. Judging by your responses on the meeting survey form, you agree. You gave the meeting good marks and indicated that the meeting was indeed worth your time and effort.

It is important to keep in mind that with the new structure and focus of PMI we, as members, are now in control of our own affairs. The format and content of this meeting, in fact, grew out of suggestions and comments from YOU. In addition to being "customers" of PMI we also have responsibilities as developers of PMI. If we are not satisfied with the progress of the organization on a particular issue or in general, we as members have it within our power to make the necessary changes. We can... and should... provide feedback to staff, the Board, or committee chairs about a problem, along with suggested solutions. Better yet, we can choose to get directly involved.

So, if you left the meeting with a feeling that something or another wasn't quite right, please don't sit on that feeling. Let somebody know what your concerns are. Call us. If we all resolve to take the initiative as developers to "think PMI" we will collectively mold the organization over time to be completely responsive to what we, the customers want and need.

Have we reached our goals yet? Of course not. Is there room for improvement? Absolutely. Despite the great strides we have made, PMI is still a work in process and probably will be for some time.

I was impressed by the number of people who agreed to continue doing the various committees' work throughout the year. With that level of commitment from our membership, there is no doubt that we will be successful. The issues we have identified are important for our industry and for each of our companies. As such, these issues are worth of our persistent and energetic effort.

I would like to thank the PMI staff for their outstanding effort to make the Spring Meeting a success. In addition to their visible efforts, much of the work required to make a meeting like this a success is done behind the scenes. I would also like to thank the Committee chairs who devoted a lot of additional time to creating agendas and identifying issues to be discussed. They deserve and need our input and support. Finally, I would like to thank all of you for attending and participating in such a positive way.

*See you all at the Fall meeting!*

### *Hello - Goodbye*

Congratulations to Les Ireland who has been named president of Price Pfister. Previously, Mr. Ireland was in charge of sales and marketing at Black and Decker. Mr. Ireland replaces Ron Cooper, who has joined ImproveNet, an Internet-based company. Mr. Cooper served on the PMI Board of Directors, the Strategic Advisory Committee (SAC), and the Trade Show Consolidation Committee.

We are pleased to welcome Les to PMI in his new role and look forward to working with him. We wish Ron a fond farewell, heartfelt thanks and continued success.



**Barb Higgins**

Well, now that the dust has settled from the Spring Meeting, we are able to step back, take a deep breath, and look at the results. As I've mentioned before, PMI is YOUR organization and we, the staff take your comments very seriously. We appreciate all of you who filled out the surveys and we have reprinted the results in this newsletter. We appreciate your feedback, particularly in response to the changes we made to the meeting format and the meeting

book. (We'll keep the 3-ring notebook idea but will provide more protective packaging for shipping or will ship only the contents and hold the notebook for you at the meeting site.) We are listening and will continue to do so. Keep those cards and letters coming in!

In addition, we continue to look for new and more efficient ways to communicate with you. Our members-only publication TechTalk is available by fax, e-mail and on the password-protected section of our website. If you haven't called us yet to select your user name and password, be sure to do so. It's one of the benefits of your PMI membership.

Our goal at the meeting was to offer a balance of recreation and downright hard work. Survey responses indicate the vast majority of the meeting attendees felt we achieved the goal. Time pressures have made it necessary to clearly focus on business at our business meetings. We do recognize the importance of networking, however, and have tried to allow free time in the schedule for some "fun" as well. (See related Spring Meeting Wrap-up article.)

PMI staff came away from the meeting with the clear message to keep focussed on the Focus Five. That message had also been expressed previously by the Strategic Action Committee (SAC). We hear you!

### **WELCOME TO OUR NEWEST MEMBER!**

The PMI Board of Directors has approved Heartland Faucet Company's application for membership, making Heartland the newest member of the Plumbing Manufacturers Institute. The company (formerly Indiana Brass) is based in Bloomington, Indiana with offices in Frankfurt, Indiana. Company contact is Lou Moonshower. Barb Higgins is working with Mr. Moonshower to coordinate a visit and plant tour later this spring.

Mr. Moonshower can be reached at 812/339-1177 or 812/331-3233. The company's fax number is 800/659-6034. Correspondence should be directed to: 800 W. Clinton, Frankfort, Indiana 46041

Among Heartland's products are kitchen and lavatory faucets, vacuum breakers and specialty products.

Welcome Heartland! We look forward to working with you!

We have made some significant strides toward achieving our goals, but this is only the beginning. We have a long way to go. Our first step has been to break down these major initiatives into manageable tasks and knock off those smaller objectives one by one. A good portion of our mission revolves around technical industry issues. Our small but dedicated staff will be expanded over the next few months to provide more technical support for our initiatives. Stay tuned for more details.

There's an infectious buzz of excitement in the air and we hope you feel it too. We continue to have excellent support and encouragement from you, our members. We're depending on you to help spread the PMI word to prospective members to broaden our membership base. YOU are our best sales tool. Let us know if you would like additional copies of the new "Why PMI?" brochure and response form.

With all of these plans for change and growth, our primary focus is you. We can't stress this enough. And if you feel you are being "surveyed to death" as one member commented, please know that it is because of our commitment to becoming the trade association you want and need. We are always here and welcome your calls anytime to discuss what we are doing well and what we can improve. (Yes, we want the bad news, too).

We have already begun to raise the visibility and credibility of PMI. (We've also raised some eyebrows and ruffled a few feathers.) We have been the subject of two major articles in *Plumbing and Mechanical* magazine. We will continue to pursue opportunities for coverage and commentary in the months ahead, as we solidify our role as "the Voice of the Industry". Our website hits have increased 10 times since this point last year. At last report (March 1 to date) we are receiving over 600 hits per day. We're attracting attention out there. Membership inquiries are up too, via e-mail and referrals from our members. We're on the right track, and with your help and input we'll stay there.

As I've said before... keep those cards and letters coming in.

### **SPRING MEETING 2000 SET FOR MARCH 5-8 BY SHARON SROKA**

Consistent with best buy practices and a desire to better meet the needs of today's PMI business-persons, we have contracted with the Wyndham Palm Springs Hotel for the PMI 2000 Spring Meeting. The Wyndham is only a mere 10 minutes from the Palm Springs Airport! With the San Jacinto Mountains serving as a backdrop, your companion can soak up the sun (available 354 days per year in Palm Springs) while you participate in your industry's future setting meeting sessions. Located in the heart of Palm Springs, you will only be three blocks away from the fashionable, shopping district of Palm Canyon Drive; the Palm Springs Desert Museum and many restaurants and nightlife locations. With 95 golf courses to choose from for hosting the PMI tournament, we won't be tied into using an on-site course. Any input on the course of your choice will given good consideration, so just let us know. Stay tuned for further details as the Wynd(ham) of Change blows through PMI.



Dave Viola

### UCA Update

At the PMI Strategic Advisory Committee (SAC) meeting in Dallas January 14, 1999, the group re-affirmed that conformity assessment is one of the critical issues facing our industry and that PMI should continue its efforts and resources toward achieving the established goal of the Universal Conformity Assessment Issue Committee.

The goal is to create a plumbing products conformity assessment infrastructure that results in worldwide recognition from a single product test.

PMI staff has had numerous opportunities to discuss this issue with PMI members. It became immediately apparent that many perceive our goal differently. What appears to be a simple concise purpose is actually viewed in many different ways.

The varying views of the conformity assessment process are not surprising, since the conformity assessment systems in place are becoming more fragmented and uncoordinated, as more and more sector and local conformity assessment programs are created. This problem is further compounded by the lack of uniformity in conformity assessment from industry sector to industry sector. As our domestic system becomes more costly and cumbersome, the role of product testing and certification has become more important to the US national competitive position in global markets. The conformity assessment problems of the plumbing industry are shared by virtually every industry sector.

The conformity assessment difficulties of industry were echoed during a recent conformity assessment workshop. Barb Higgins, and I as well as Lee Mercer of Moen Incorporated and Sally Remedios of Delta Faucet Company attended a conformity assessment workshop sponsored by the National Institute of Standards and Technology (NIST), ACIL (formerly known as the American Council of Independent Laboratories) and the American national Standards Institute (ANSI) on February 9 1999 in Washington DC.

The workshop was filled with a variety of presentations, panel presentations and break out sessions from all aspects of the industry. The sponsors had hoped to send the participants away with an outline or strategy for solving domestic and international conformity assessment problems. The workshop fell short of this goal. However, it did identify that all segments of industry are having difficulty with this issue and it did underscore the overwhelming need to correct our current domestic conformity assessment scheme.

It is our duty as a trade association to improve the environment in which our industry operates. In order for PMI to be successful in helping to improve the existing conformity assessment system, it is imperative

that the membership and other industry representatives fully understand the conformity assessment process and harm that the current system causes.

The Plumbing Manufacturers Institute has taken significant steps in fulfilling this obligation with the ongoing work of its Universal Conformity Assessment Issue Committee (one of the "Focus Five", as Barb calls them), and PMI Staff appointments to national and international conformity assessment committees.

At the 1999 PMI Spring Meeting in Marco Island Florida, the Universal Conformity Assessment Committee (UCA) agreed to develop a model position paper that can be presented to jurisdictions. The paper will encourage the coordination of national conformity assessment activities with the goal of eliminating unnecessary duplication and complexity in conformity assessment requirements.

The UCA Committee also established a new policy on model plumbing codes. The Committee adopted a plan to encourage uniformity in minimum plumbing product requirements throughout the US. The lack of uniformity in plumbing codes requirements contributes significantly to the problem. Key elements of the plan are to encourage:

- States and localities to adopt the latest edition of either the Uniform Plumbing Code or the International Plumbing Code.
- States and localities to establish a vehicle to update their plumbing code on an on-going basis
- Uniformity among Model codes
- Use of consensus standards.

PMI Staff had been appointed to the ANSI Accreditation Committee and the International Conformity Assessment (ICAC). The ICAC is a committee of the ANSI Board Committee for Conformity Assessment. This committee is responsible for US participation in the ISO CASCO activities. CASCO (council Committee of Conformity Assessment) is ISO's technical committee for conformity assessment. This enables PMI to monitor international conformity assessment advancements and coordinate with national conformity assessment advancements and coordinate with national conformity assessment activities.. The ANSI Accreditation Committee handles the accreditation of 3rd party Certification agencies such as UL, CSA, NSF International, IAPMO, ASSE and ICBO.

As can be seen, conformity assessment is an important problem affecting our industry because of its complexity, sizable impact and potential for correction. I will continue to keep you updated on UCA committee activities and initiatives.



## Turn Excess Inventory into a Tax Deduction BY SHARON SROKA



Sharon Sroka

The National Association for the Exchange of Industrial Resources (NAEIR) was founded in 1977, by a former business executive, who knew that many corporations have millions of dollars worth of excess inventory. He determined this excess inventory could be turned into a tax deduction by simply donating the inventory to needy schools and nonprofit organizations and thus began the NAEIR network. Most excess

inventory donations can realize a federal tax deduction for up to the twice the actual manufacturing cost, free up warehouse space and avoid the headache of dealing with liquidators. Excess inventory donated to NAEIR is redistributed to 7,000+ qualified schools and nonprofit organizations throughout the United States at absolutely no charge to the donors.

Since today's corporations have many choices as to what they can do with their excess inventory, they are working to show why choosing NAEIR is the best choice. They note their supporting tax documentation has been approved by some of the top tax attorneys and accountants in the country and donor paperwork is issued within 14 working days after receipt of the goods. If necessary, they often turn requests around overnight. NAEIR indicates their success is based on how easy they make it for corporations to donate. With two large warehouses, located in Illinois and California, they can take in merchandise without delay and in huge quantities.

Several years ago, a freight program was put in place to help donors get better rates on their shipments and NAEIR's computerized allocation system guarantees that your regional markets will be protected with no single recipient or geographic area flooded with your product. NAEIR's donation tracking system can supply your company with documentation indicating which organizations received your inventory and how much they received.

If you would like more information, phone NAEIR at 1-800-289-4551 or call PMI headquarters.

## AND THE WINNER IS...

The winner of the PMI Meeting Survey Drawing is **Mark Weaver** of T&S Brass & Bronze Works!! Mark will receive a free registration for the Fall Meeting in Washington D.C., October 10th-13th. Mark was one of 24 people who filled out their Spring Meeting surveys, and handed it in while attending. The valuable input from the surveys will help make next year's Spring Meeting, an even more educational, entertaining and enjoyable time.

PMI wishes to thank everyone who handed in their surveys, and Mark, CONGRATULATIONS!! See you in the Fall!

## Meet the New Directors BY MARTIE GUNTHER



Ken Martin

One of PMI's new directors on the board is **Ken Martin** from Delta Faucet Company. Ken started with Delta 10 years ago as an internal auditor and now is the Commercial/OEM Business Unit Manager. He describes his management philosophy as "Sell more faucets and have more FUN!!". When Ken isn't selling faucets you will find him golfing or skiing or maybe relaxing with a good John Grisham

book. Ken tells us that he lives with the most influential person in his life, his wife Ann, who happens to be a Highland dancing instructor, and their three children, Sarah, Megan and Patrick.

We welcome Ken to the board and look forward to the continuing contributions he will give to PMI and the plumbing industry.

**Todd Talbot**, President of Alsons Corporation is another new member of the PMI Board of Directors. He has been with Alsons for 11 years and a member of PMI for three. He lives with his wife Denise and has two children Kyle and Cory.

Todd declares the secret to his success is hard work, loyalty and a belief in what you are doing. This philosophy comes from the most influential person Todd's life, his grandfather, an immigrant farmer turned successful rancher/businessman. When asked if there was anything people would be surprised to know about him, his reply was "I grew up in California, a wild, liberal,



Todd Talbot then...



and now!

lawyer want-to-be, with more hair than I knew what to do with. College took care of my attitude, political afflictions and hairline (not necessarily in that order!).

It is PMI's pleasure to welcome Todd to the board and we look forward to working with him.

Also, new to the board this year are Al Walcutt from MPC Plastics, Inc. and Jim Westdorp from Kohler Company. Look in future newsletters for interesting info on these two.

By all indications, the Spring Meeting held March 7-10 at the Marriott Marco Island was a success. 32 of our 40 member companies were represented at the meeting. (Memry Corporation and Hubbard Hall made the decision not to renew their PMI membership due to a refocusing of their business objectives.) We are pleased to welcome Heartland Faucet Company as our newest member. (See related article in this issue.)

PMI members were welcomed with a burgundy PMI/Marco Island "golf" shirt (apologies to the tennis player). Staff shirts were black for easy identification of the worker bees. PMI membership pins were distributed along with registration materials which contained the new and improved membership directory. In addition, Chicago's own Frango mints, compliments of the PMI staff, were left in members' hotel rooms.

Golfers received official PMI golf balls (most of which were lost in the water hazards of the Marco Island Marriott's unforgiving course). Disposable cameras were placed in the golf carts and players were encouraged to take snap shots as Sunday's tournament progressed. The photographs were later displayed at the awards dinner and those interested were encouraged to take their favorite photos.

The weather continued to cooperate beautifully and the opening outdoor reception later that evening, was a hit. Island music and a spectacular sunset provided the background for an evening of networking, cool breezes and seafood. PMI President Fred Luedke (NEOPERL, Inc.) welcomed the group and introduced the staff including the newest staffer, Chuck Feltes.

Monday's meetings on the Focus Five issues progressed with good results. Among the highlights were presentations by the NEX partners (Trade Show Consolidation) and Kate Hollander of the US Department of Commerce (Fair Trade).

Minutes of these meetings will be distributed to all PMI members next month, following review by the various committee chairs and legal counsel.

On Tuesday, work on the fifth of the Focus Five continued, and the day then turned to the Technical and Government Affairs Committees. A witty and informative presentation by Dr. William Dunkelberg highlighted the general membership luncheon followed by meetings of the various product groups.

William B. O'Keeffe (Symmons Industries Inc.) was honored as outgoing (and last) PMI chairman at the Tuesday evening Awards Dinner (the title has been changed back to "president"). He received a

leather-bound 12-volume set of short stories for his personal library and a commemorative plaque.

Chuck Feltes (formerly of Powers Process Control) and Wilfried Delker (American Standard Inc.) received recognition and commemorative plaques for their involvement as PMI Board of Directors. Chuck continues as a member of the PMI staff and Wilfried continues as a member of the Strategic Advisory Committee.

Winners of the Golf Tournament were announced at the Award Dinner as follows by tournament coordinator Bill Everham of *Supply House Times* magazine:

**First Place:** Alan Barry (Brass-Craft Manufacturing Company), John Schrei (*PM Engineer*), George Gaffney (Alsons Corporation), and Peter Delany (Coyne & Delany Company).

**Second Place:** Chuck Dowd (Delta Faucet Company), Billy Smith (Jay R. Smith Mfg. Co.), Trey Higgens (PMI spouse)

**Third Place:** Mark Weaver (T & S Brass & Bronze Works), Lee Mercer (Moen Incorporated), Dave Viola (PMI)

(Men's) Closest to the Pin: Chuck Dowd (Delta Faucet)

(Men's) Longest Drive: Billy Smith (Jay R. Smith)

(Women's) Longest Drive: Anne Martin (Delta spouse)

(Women's) Closest to the Pin (determined

by a putt-off as there were no women

close to the pin): Lauren "Dead-Eye"

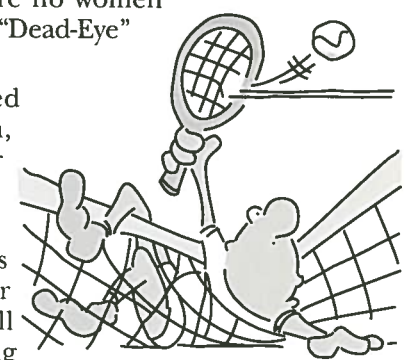
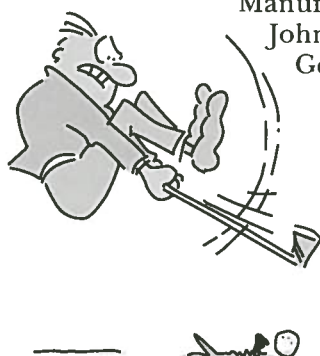
Feltes (PMI spouse)

Fred Luedke declared himself tennis champion, having beaten all other contenders (there were none).

Alan Lougee was "presented" with dinner receipts from all members, after having generously agreed to treat everyone out to dinner on Monday night. (That dinner was intended to be on-your-own.) Lots of laughs... no cash reimbursement from Alan.

The meeting wrapped up on Wednesday with the revitalized Marketing Committee meeting and the General Membership meeting, which included a report of PMI's excellent financial position.

The meeting participation was great. The feedback was great. Let's keep the momentum going at the Fall Meeting in DC!



**PMI 1999 SPRING MEETING SURVEY RESULTS (32 SURVEYS WERE RECEIVED AS OF 3/31/99)**

Meetings & Programs	Great	Good	Average	Needs Improvement	N/A
Golf Tournament	15	1	1	0	15
Kick Off Reception	26	1	1	1	3
Network.Breakfasts	16	2	12	0	1
Technical Director Presentation	26	0	3	0	3
Universal Conformity Committee	13	1	9	2	7
Trade Show Committee	13	2	1	9	7
Networking Lunch	17	1	11	0	3
Water Conv. Committee	10	1	10	1	10
Fair Trade/Hollander	12	0	13	1	6
Leachates Committee	16	2	7	0	7
Technical Committee	17	2	9	1	3
Government Affairs	8	2	14	1	7
Dr. Dunkelberg	27	0	3	0	2
Faucet & Tub Group	9	1	13	0	9
Drainage Group	1	1	3	0	27
Flushing/Fixture	0	1	6	0	25
Specialty Finishing	3	1	9	1	18
Reception	18	2	7	0	4
Awards Dinner	21	2	5	2	2
Marketing Committee	11	1	2	1	16
General Membership	12	0	9	0	11

Meetings & Programs	Great	Good	Needs Average	Needs Improvement	N/A
Time length	16	2	12	1	1
Registration Process	28	2	2	0	0
Meeting Materials	24	1	4	3	0
Confirmation Information	23	1	6	0	2
Meeting Expectation	22	2	6	0	1
Inform. Network Op.	19	1	8	1	3

Marriot Resort & Golf Facilities	Great	Good	Average	Needs Improvement	Did not Answer
Meeting Rooms	15	0	14	1	2
Banquet Food Service	19	1	8	1	3
Golf Course	11	0	7	5	9
Overall Hotel Rating	20	2	9	0	1
Overall Meeting	25	2	4	0	1

**Other Questions:**

1. Is it important for you to receive your meeting binder ahead of the meeting?

22 YES 9 NO 1 Did not answer

1a. Would you prefer receiving it at the meeting?

12 YES 14 NO 6 Did not answer

1b. Via PMI "Member's Only" portion of the Website?

6 YES 17 NO 19 Did not answer

2. Is golf important to you?

20 YES 12 NO 0 Did not answer

3. Did you like where the golf tournament appeared in the schedule?

22 YES 2 NO 8 Did not answer

- If not, when would you like to golf?
- Not as a kick-off event, maybe 2nd /3rd day
  - Middle of meeting
  - Too early

4. In order to hold the hotel sleeping room rates to \$200 or less, would you accept meeting at a less deluxe hotel?

19 YES 13 NO

4a. What hotel rate would you prefer?

\$150-200 (3)	Under \$250 (4)	Not important
< \$200 (2)	\$200-300	Don't care
\$180-200	Reasonable	Cost is not a factor
\$175-225	What it Takes	
\$200 (3)	1st Class	

4b. Would more people from your company attend if rates were lower?

2 YES 19 NO 11 Did not answer

5. Do you feel the Spring Meeting was worth the time and money you invested?

31 YES 0 NO 1 Did not answer

**Suggested Speakers:**

Dr. Dunkelberg	George W. Bush	Republican Leader
EPA	Liz Dole	Don't care
Lindsay Graham	Allen Greenspan	Why not an opposing viewpoint?
Steve Forbes	Al Gore	
Jesse Ventura	Conservative Analyst	



**Additional Comments:**

**Re: Binders**

- Receive attendance lists before hand to set up networking opportunities
- I don't understand why attachments were separate instead of included in appropriate sections e.g. "Attachment 4- Section III" for Trade Show Consolidation.
- Have meeting materials available earlier, at least 3 weeks.
- I like the 3 ring binder with all hand-outs 3 hole punched.
- If binders are given at the meeting it would be good to preview info on the website prior to the meeting
- Like three ring binders
- Additional meeting materials should all be 3-hole punched
- Binders are of size that is a little too large to fit in a briefcase with other materials.
- 3 ring binders were good idea
- 3 ring binder-Great, mail in a box (with inserts) already in the binder
- Have inserts sent ahead
- Do not like binder
- Fewer tabs & thinner binder preference

**Re: Survey**

- Need more rating options (on the survey). There is at least 1 step between Average & Great
- Need more scale on survey, I think it should be 1-5 or 1-10, 5 or 10 being best
- This form needs "good" column. There's a wide gap between great & average.

**Re: Meeting**

- Government "staff" workers are limited in their scope of expertise
- Universal Assessment: most participants aren't knowledgeable enough on this issue-task force report should be more forceful - "HERE'S WHAT WE RECOMMEND!"
- Networking Luncheon Quick! (It provided) time to do a little work
- Fair Trade interesting data- finally, understand "Made in USA"
- The amount of people (attending from our company) would also depend on the meeting agenda, I would want to make sure all interested areas are covered.
- Maintaining brisk, action oriented meetings is still a challenge. At times we slip back into "same old, same old" style.
- Kick off reception the music was too loud for conversation
- Meeting rooms need windows
- Meeting ran smoothly
- What happened to the CEO meeting at the meetings?
- Technical Director presentation was excellent
- Meeting duration was perfect
- Code Presentation was super
- Marketing Committee found direction.
- Specialty Finishing group -no clear purpose for group
- Need to get more people to volunteer or to assign someone from their organization to support action item
- LET STAFF DO MARKETING- new formed format/group should help
- Banquet food was too fancy
- Food was prepared too long before reception
- Shirts were very nice- "classy"
- Banquet food service was O.K.
- Overall meeting was better



### Re: Future Meetings

- Sponsor a forum to industry during our meeting in trade show consolidation
- Schedule dinners indoors. Cannot rely on weather.
- Awards dinner could use some energy
- More engineered social interaction
- Guest speaker at awards dinner
- Technical Committee could be expanded in length
- Continue to offer more presentations like the Technical Director presentation
- Add Ad hoc tennis tournament-scheduled at participants' convenience
- Would like more informal networking opportunities
- Provide more structured opportunities for networking, don't know how you do this but if you can figure it out I'd like it.
- Add tennis tournament for Fred
- Golf- need more random selection of teams
- Continue guest/speakers like Ms. Hollander and trade show reps
- Do award during reception, then maybe a dinner with food stations-allow for less formal, more interactive affair.
- Promote other "non-tech" people from members to attend
- Fall meeting should have business casual dress code
- We could easily return here (Marco Island Marriott)
- More CEO's in attendance would be helpful to content & networking
- Let's try to get Jeff Svoboda, Dave Kohler, Wilfried Delker to some future meetings.
- Try Tucson, Phoenix
- Allow more time to sleep in!

### Re: Staff

- Get Dave some help, the members recognize his expertise and I think, based on the meeting, he is expected to cover a lot of issues.
- Thanks to the PMI staff for pulling off an outstanding meeting. You should be proud. Well Done!
- Dave Viola adds solid technical content- A "home run"
- Barb H. has brought new vigor and professionalism at a critical time. Bravo Barb! Sharon S. is great too, super helpful attitude and very dedicated! Chuck F. adds further dimension and maturity.
- Keep doing what we are doing
- Very encouraged by direction of PMI, staff excellent, interested, responsive. Seems PMI is finding direction & working hard at creating VALUE to membership. Refocus away from: Grow PMI to: Create services is very positive
- I believe you are on the correct road to accomplishing continuous improvement
- I am looking forward to Barb Higgins visit with Garvin/GSI. No one from PMI has ever taken the time, much less try to find ways for us to benefit as a PMI member.
- Thanks for an excellent meeting!



PMI 1999 President  
Fred Luedke  
welcomes Spring  
Meeting Attendees



PMI Treasurer Frank Evans and his wife  
Jerri relax at the opening reception with  
Ed Hardison of CIPH and his wife Anita.



Dr. Dunkelberg  
addresses the  
PMI General  
Membership

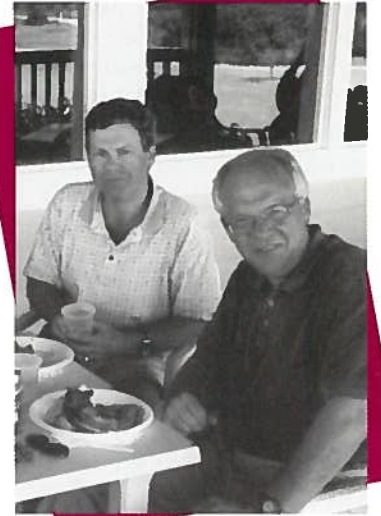


It's in the hole!



The 19th hole!





## **Knollenberg Redux**

To paraphrase a former boss of mine, "...there he goes again." On February 8, Rep. Joe Knollenberg (R-MI) introduced HR 623, The Plumbing Standards Improvement Act of 1999. Rep. Knollenberg again is proposing the repeal of the uniform national efficiency standards for new plumbing products enacted in 1992 as part of the Energy Policy and Conservation Act (EPAAct). Currently, HR 623 has 40 co-sponsors.

Early in 1997 during the opening days of the 105th Congress, Rep. Knollenberg introduced a similar bill, HR 859, with a similar number of cosponsors. Very quickly, the number of cosponsors almost doubled as Knollenberg began asserting that his proposal was merely a strike against over-regulation and poorly manufactured plumbing products. Knollenberg generated tremendous press coverage and public attention by continuously repeating his mantra, "Get the government out of your bathroom."

His rhetoric caught on and, at his request, a House Energy and Power Subcommittee hearing was scheduled but later cancelled. No further action was taken on the legislation during the 105th Congress. Knollenberg had recognized the success of the highly determined efforts of our broad and diverse coalition opposing the legislation. He realized that the political make-up and the leadership of the subcommittee could change dramatically in his favor during the next Congress. The message from Knollenberg was clear – he intended to reintroduce his bill this year. He chose to wait...until now.

Rep. Joe Barton (R-TX), a cosponsor of the Knollenberg bill, replaced retiring Dan Schaefer as chairman of the Commerce Committee's Energy and Power Subcommittee. Unlike Schaefer, who strongly supported the water efficiency standards in EPAAct, Barton is a supporter of Knollenberg's anti-regulatory message.

During the opening days of the 106th Congress, Barton held a meeting with Republican members to discuss his legislative agenda for the Energy and Power Subcommittee. The Knollenberg bill appears on his list of priorities — a good issue with an easily understood anti-regulatory message.

Barton suggested that Rep. Mike Bilirakis, a strong supporter of the water efficiency standards, get together with Knollenberg to clear up any differences they may have on the bill. The goal is to allow the scheduling of a sub-committee hearing on the legislation.

As with its predecessor HR 859, Knollenberg's current bill is opposed by an industry-wide coalition of

plumbing manufacturers (PMI), suppliers, wholesalers and distributors (ASA), contractors (NAPHCC), sanitary engineers (ASSE) and labor (UA) as well as a broad-based umbrella coalition of interest groups including drinking water and waste water organizations and environmental, conservation and consumer groups.

PMI and the industry coalition together with the umbrella coalition that we helped organize are working on our immediate objectives to: (1) outline an aggressive strategy for the next six months; and (2) organize our resources for the legislative battle ahead. It is during this initial phase of our campaign that we have the best opportunity to frame the argument.

During the last two months, the coalition has held many meetings with members, their personal staffs and committee and subcommittee staffs. We have briefed new members and reviewed the issue with returning members.

The coalition has drafted and circulated for signature a position statement underlining the broad support for uniform national water efficiency standards. In response to Knollenberg's anticipated action, a bipartisan group of EPAAct supporters on the Hill have drafted and agreed to circulate a "Dear Colleague" letter making the case for maintaining current law. Rep. Bilirakis has agreed to attach our position statement to the "Dear Colleague" letter that he will circulate.

Republicans and conservative Democrats, usually allies of business, are seduced by the anti-regulatory rhetoric espoused by Knollenberg, and all too often see the repeal effort as relatively harmless to support. They are equally intrigued by the amount of press Knollenberg attracts when discussing the issue. It is therefore imperative that we, the manufacturers, reach out to the environmentalists, conservationists, water suppliers and waste-water treatment providers to refocus the argument away from regulations and toward water conservation as good public policy. We must not allow Knollenberg to turn this legislative exercise into a referendum on regulatory reform.

Rep. Knollenberg's effort to repeal the uniform national standards for new plumbing products is more than just about flush volumes for fixtures and flow rates for fittings and showerheads. It's about the benefits that federal preemption in EPAAct provides. If we lose this campaign, we lose federal preemption and are unlikely ever to regain it again. That would leave us at the mercy of multiple state and local certification requirements.

***We must not fail.***

## **POSITION STATEMENT ON NATIONAL WATER EFFICIENCY STANDARDS MARCH 1999**

The undersigned companies, organizations, and public agencies reaffirm our support for maintaining national standards for the water use efficiency of new plumbing products, as provided by current Federal law. From diverse perspectives, we each have come to support this approach to reducing the costs of providing safe drinking water, treating municipal wastewater, and protecting our rivers, lakes, estuaries, and wetlands.

The drought now affecting several portions of the United States serves to underscore the need to make more efficient use of our water supplies. Even where water is not scarce, efficient plumbing products help consumers and communities hold down the rising costs of additional water supply and wastewater treatment infrastructure. Saving water also reduces the energy required to pump, heat, and treat water throughout the nation.

With over half of all indoor residential water use taking place in the bathroom, improved water efficiency in new toilets is central to most water conservation efforts. Several different technologies are employed in the latest generation of water-efficient toilets on the market today. Numerous reports have shown that the great

majority of homeowners who have been surveyed are satisfied with the performance of these new toilets. Leading national consumer publications have highlighted many brands and models that meet their performance tests, and utilities that promote the installation of water-efficient toilets have received few complaints.

The rigors of the marketplace will drive even further improvements in the performance of plumbing products. However, the regulatory stability provided by current Federal law is very important to the U.S. plumbing industry. It allows businesses to bring improved products to a national market, rather than spend time and money designing products for differing flush volumes, flow rates, test procedures, certification requirements, and labeling rules, all of which could vary by state and local jurisdiction if Federal standards were repealed. Economies of scale — an important factor in keeping costs to consumers low — could be lost if this national market were to become fragmented.

**Our message is straightforward: efficient plumbing products work, and efficient water use is an important national concern.**

Alabama Rivers Alliance  
American Council for an Energy-Efficient Economy  
American Supply Association  
American Water Works Association  
Association of California Water Agencies  
Association of Metropolitan Water Agencies  
The Bay Institute (CA)  
California League of Conservation Voters  
California Urban Water Conservation Council  
Charles River Watershed Association (MA)  
Clean Water Action  
Committee on the Middle Fork of the Vermilion (IL)  
Dallas Water Utilities  
Denver Water  
Environmental and Energy Study Institute  
Environmental Defense Fund  
Friends of the Earth  
Friends of the River (CA)  
Green River Watershed Preservation Alliance (VT)  
Hampton Roads Water Efficiency Team (VA)  
Harris-Galveston Coastal Subsidence District (TX)  
Heal the Bay (CA)  
League of Women Voters of California  
Metropolitan Water District of Southern California  
Michigan Association of Distributors

Minnesotans for an Energy-Efficient Economy  
Mono Lake Committee (CA)  
National Association of  
    Plumbing-Heating-Cooling Contractors  
Natural Resources Defense Council  
New Hampshire Rivers Council  
New Jersey Environmental Federation  
Ohio Environmental Council  
Parker River Clean Water Association (MA)  
Plumbing Manufacturers Institute  
Prairie Rivers Network (IL)  
Public Citizen  
Santa Monica BayKeeper (CA)  
Save San Francisco Bay Association  
Seattle Public Utilities  
Southern Nevada Water Authority  
Texas Committee on Natural Resources  
Texas Section ( American Water Works Association  
Texas Water Conservation Association  
Union of Concerned Scientists  
US Public Interest Research Group  
Water Conservation Coalition of Puget Sound  
Western Urban Water Coalition  
Willimantic River Alliance (CT)

For more information about this issue, please contact CeCe Kremer at 816-931-4077 or email at [cecepmi@aol.com](mailto:cecepmi@aol.com).

## THEY'RE HERE!

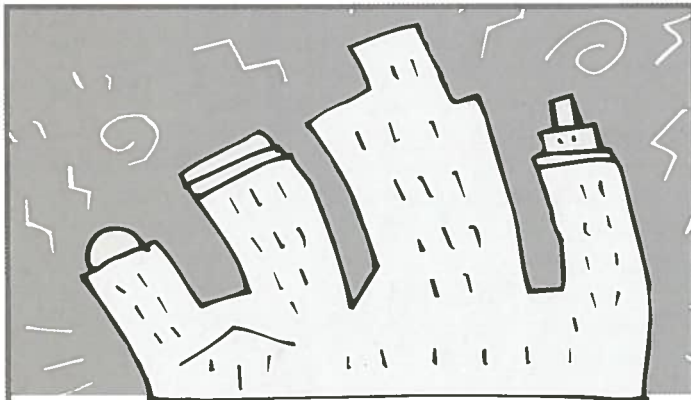
Now available is the 1999 edition of the PMI membership directory. The new spiral bound Directory is designed as an easy-to-use desktop reference containing "everything you need to know about PMI." It features updated company listings and logos. Board of Directors, Committee Chair and key contact information is included, as well as a listing of past PMI Board Chairs and Presidents. We have included organization charts and a guide to industry acronyms. Future editions of the Directory will be expanded to include PMI's By-laws (newly revised at the Spring Meeting in Marco Island).



Please check your company's listing for accuracy and call us as soon as possible with any changes or additions.

You may request additional copies of the directory by contacting Martie Gunther at 847/884-9764 ext. 101, or by faxing your request to us at 847/884-9775.

We hope the directory is useful to you and we look forward to your comments.



Efforts are under way to contract hotel sites for the 2001 and 2002 PMI Spring Meetings. The first choices for meeting dates are March 4-7, 2001 and March 3-6, 2002. Please let us know if you are aware of any other industry meetings that would conflict with the PMI preferred choices. Thanks for your input!



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## LETTERS

Dear Barb:

I re-read your column in PMI News about focus and planning and came across a "fable about a farmer. It fits like a glove. I think you'll enjoy it!

**Bruce Smith, Jay R. Smith Mfg. Co.**

*"A farmer set out to plow the south forty one spring morning. Although this was an important job, he didn't evaluate in advance exactly what needed to be done or plan how he was going to do it. He had started out early to oil his tractor and found he needed more oil, so he went to the barn to get it. On the way to the barn, he noticed that the pigs had not been fed. This sent him to the corncrib, where he saw some sacks. That reminded him that the potatoes were sprouting, so he started for the potato pit. As he passed the woodpile, he remembered that his wife wanted some wood for the house. While he was picking up sticks he spotted a chick that was ailing, so he dropped the wood and went to its aid. When the evening arrived, the tractor was still in the barn and the south forty was still unplowed. The poor farmer had worked hard all day, but he hadn't accomplished the main thing that he had to do that day. (Rulon G. Craven, *The Effective Missionary*, p. 73)"*

Barb:

Congratulations on the article in the March issue of *P&M*. Keep up the good work.

**Pat Kelly, Haws Corporation**

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