



Turning the Trust We Have Into Leadership

By Martin Knieps, PMI Board of Directors President, Viega



Martin Knieps

The effects of climate change and environmental pollution continue to impact Plumbing Manufacturers International member companies. These effects are resulting in proposals for more governmental legislation and regulation, in higher demand from business and consumer customers for sustainability, and in other challenges affecting virtually every aspect of our companies, from human resources to

supply chain and more.

Change will be required from us. We must turn the trust people have in our industry's ability to innovate into leadership. Reducing waste and our carbon footprint must be industry priorities. Otherwise, we will be in a position of constantly reacting rather than being proactive.

As California continues to struggle against the impacts of reduced precipitation, Gov. **Gavin Newsom** recently issued an executive order for state agencies to tighten water conservation rules. The State Water Resources Control Board (Water Board) is considering adopting emergency water-saving regulations, with a May 25 scheduled date for its recommendations.

As stated by the 2022 Edelman Trust Barometer, people want more business leadership, not less. More distrusting than ever of government and media, individuals surveyed by Edelman say business is not doing enough to address societal problems such as climate change, workforce reskilling, and economic inequality.

Speaking on behalf of PMI, I'd like to say to those concerned about these problems, "We hear you, and you can trust us. We are demonstrating the leadership you want to see."

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Redefining the Meaning of Home in a Post-Pandemic World

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



Kerry Stackpole

What does home mean to you? The COVID-19 pandemic brought the abstract concept of sheltering in place to the doorstep of every citizen around the

globe. In America, that shift prompted homeowners to reconsider precisely what their homes mean to them.

As part of the April 2020 America At Home study, when consumers were asked, what does home mean to you?, over 90% said home meant “a safe place.” Asked about preferences for their next home, the survey’s respondents said they’d like better technology and energy efficiency, a better-equipped kitchen for cooking, germ-resistant countertops and floors, and a laundry room off the garage. Speaking of garages, 78% of respondents said they wanted additional storage, 74% wanted room for a home gym, and 70% thought space for a home office/work-space would be terrific.

These consumer insights are significant to new home builders and buyers. To test out the ideas and insights captured in the survey research, a model home was designed using the results. Constructed by Garman Homes in Pittsboro, North Carolina, the Barnaby – a 2,600-square-foot, four-bedroom and 3.5-bath home – showcases new designs for safety, wellness and comfort. The home includes dedicated office and flex space, larger bathrooms, outdoor spaces, and a well-equipped kitchen with touch-free fixtures so popular in the America At Home survey. Among the unique design innovations is a guest suite, which has its own separate entry, outdoor space, and bathroom. The room was designed with the idea of using it as a quarantine room if necessary. Multi-use spaces are optimized through-

out the home, with plenty of USB outlets and power sources.

In her Future of Everything column for the Wall Street Journal, **Renee Onque** highlighted the growing demand in new homes for everything from indoor golf simulators to metaverse rooms with surround sound and vibration sensors in the floor to maximize the virtual reality experience. The growth of electric vehicles is changing the nature of garages, where cement floors, grease and oil are out, and charging ports, sophisticated flooring, and extra storage space are in. With so many professionals working from home using videoconferencing, there is also a growing demand for soundproof quiet rooms. Having the ability to conduct business without distraction and often disruptive outside sounds is viewed by many as an essential aspect of working from home.

Every year, in time for the International Builders Show, the National Association of Home Builders (NAHB) commissions a New American Home with the latest design features and a range of leading-edge features and technology. Within 2022’s three-story, 4,646-square-foot, three-bedroom, 3.5-bath home built in Orlando, the focus on energy efficiency, air quality and indoor/outdoor living is very clear. The design incorporates many of the flex room needs identified by prospective homebuyers, including space for a home

gym, office, game room, and entertainment – in this case a rooftop terrace. As you might expect, the bathrooms and kitchens incorporate the latest digital technology, state-of-the-art fixtures, and leading-edge LED lighting.

With all that is possible in new construction, one of the continuing challenges faced by communities across America is finding ways to encourage households to replace less-efficient plumbing fittings and fixtures with newer, high-performing and more water-efficient fixtures. PMI’s most recent U.S. WaterSense Market Penetration Study illustrates the enormous replacement run room for WaterSense toilets, bathroom sink faucets, and showerheads. Replacing inefficient residential toilets with Water Sense-certified replacements alone would yield more than \$19 billion in water cost savings for consumers.

With the rise of new technology-powered water systems in the home, the Internet of Things will soon be the Internet of Everything. One can’t help but marvel at the possibilities to come, with faucets capable of dispensing precise, measured amounts of water at exactly the right temperature and new energy-efficient and high-performing toilets, showerheads and faucets coupled with water management systems and a vast assortment of water sensors. We are truly redefining the concept of water efficiency right now and forever.



PMI Promotes Jodi Stuhrberg to Director Role

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

Jodi Stuhrberg said she's eager to keep programs and services "fresh and exciting" for Plumbing Manufacturers International members as she transitions from PMI's association manager to the newly created role of director of programs and administration.

Stuhrberg's success at PMI stems from a strong desire to support others, build great relationships, and lead by example, she said. "It helps to be part of a wonderful team that has encouraged and supported me along the way. You also need a sense of urgency and desire to support others to handle the everyday, ever-changing, ever-busy work of an association. A sense of humor helps, too," she added.

Her duties have advanced and grown over the past several years, propelling Stuhrberg into her current leadership role. She began her career at PMI in December 2013 as association coordinator and quickly earned a promotion to association manager.

Since then, Stuhrberg has expanded her responsibilities beyond providing administrative support to PMI committees, managing event details, and fielding inquiries from existing and prospective members. She began developing and managing more events and taking on increasingly more challenging duties.

Taking her 'plate spinner' duties to a new level

Because her work touches every part of the association, she lightheartedly describes her role as "plate spinner."

During her eight-year career at PMI, Stuhrberg said she's seen the educational and service needs of plumbing manufacturers progress and grow. "We've worked hard to add value for our members, creating programs that focus on boosting career and technical skills," she said.



Among her many responsibilities, Stuhrberg provides oversight and support for developing new programs and services – such as the PMI Aspiring Leaders Program and PMI CEO Thinking Forum; reinforcing advancement of diversity, equity and inclusion within association activities; and managing staff, member inquiries and much of the day-to-day operations. She also supports all PMI committees and PMI Board of Directors' functions and oversees all aspects of the annual PMI Manufacturing Success Conference.

The COVID-19 pandemic threw a few meeting challenges her way, but Stuhrberg's can-do attitude and remote work experience helped solve any issues. Switching gears from in-person to virtual meetings and events during the pandemic took careful thought and planning. Stuhrberg credits her years of remote work experience – which PMI switched to long before the pandemic – to successfully managing the virtual PMI20 Manufacturing Success Conference. While everyone missed the face-to-face networking that PMI's known for, she said the staff worked hard to step up meeting content with fresh topics and speakers and a fun, interactive virtual happy hour.

"I'm proud of how we've evolved our annual conference to include more

progressive educational content and speakers and to host the conference in inspiring cities and venues. I'm looking forward to continuing to bring innovation to our programs," Stuhrberg said.

She's grateful for all the member support and encouragement over the years, too. "The regular stream of thank yous means a lot to our team," Stuhrberg stated.

Being recognized with the PMI President's Award in 2018 was a career highlight – and recalling the story still makes her chuckle. "I was shocked and surprised because my team and I coordinate the awards. When **Pete Jahrling**, president of PMI's Board of Directors at the time, announced there was a President's Award, I thought 'Oh no. We don't have an award. How am I going to pull a rabbit out of my hat to present an award we didn't order?' Then I heard my name," she said.

"We're grateful for Jodi's outstanding dedication to PMI and our members as well as her commitment to creating thoughtful, unique programs and services. We congratulate Jodi on her well-deserved promotion and look forward to seeing her continued success in this new role," said PMI CEO/Executive Director **Kerry Stackpole**.

PMI Allied Members Weigh In on Plumbing Research Needs

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

Plumbing Manufacturers International allied members agree that national plumbing research is needed to address changing water demand, a growing emphasis on water conservation, and other factors. Federal legislation – particularly the America COMPETES Act (H.R. 4521) and the National Institute of Standards and Technology (NIST) Plumbing Research Act (H.R. 5511) – could be the answer.

As plumbing product certifiers and standards organizations, PMI's allied members need reliable research to test plumbing fixtures and fittings and update standards that, ultimately, protect public health and the environment. PMI's allied members include CSA Group, IAPMO, the International Code Council Evaluation Service (ICC-ES), NSF International, and UL.

PMI supports NIST bills, report

A bill provision actively supported by PMI – the NIST reauthorization to boost scientific research – was included in the America COMPETES Act passed by the U.S. House of Representatives on Feb. 4. PMI will continue to advocate for this provision and other measures as a House-Senate conference negotiates the differences between the America COMPETES Act and the Senate's United States Innovation and Competition Act.

Another promising bill, the NIST Plumbing Research Act introduced on Oct. 8, 2021, has been referred to the House Subcommittee on Research and Technology. The legislation directs NIST, along with the Environmental Protection Agency and the Department of Energy, to establish a laboratory to conduct premise plumbing research on water safety, security, efficiency, sustainability and resilience. The bill also requires NIST to conduct an organizational review of all premise plumbing-related research and activities managed by federal units.

In 2020, NIST created a technical report identifying 59 plumbing research needs. Dr. **Andrew Persily**, chief of the NIST Energy & Environment Division, shared the report at the PMI20 Manufacturing Success Conference. Known as NIST Technical Note 2088 (tinyurl.com/4wfxftny), the report determined research required to design new premise plumbing systems and to operate and retrofit existing systems to achieve water and energy efficiency – while maintaining water quality. The report also discusses the need to create standardized definitions of key terms, study data water demand patterns for various building types, and formally record best practices for planned water system shutdowns.

Study needs continue to evolve

Plumbing research needs will continue to evolve as new challenges surface from unexpected events. For example, the COVID-19 pandemic highlighted the need to research the potential negative effects building shutdowns and changing water demand have on water quality.

PMI allied members have a long list of research needs they'd like to see fulfilled.

Matt Sigler, plumbing, mechanical group and fuel gas (PMG) executive director with ICC, suggested more studies be done on water use and reuse, focusing on both supply and drainage. Drainage is where water reuse comes into play and many cities in drought-ridden states are requiring water reuse in new and existing buildings.

Tucson, Arizona, is one of several major cities that mandates builders include piping for greywater recycling in new homes. Greywater filtration systems treat water from showers and bathtubs and produce near-potable quality for reuse in toilet flushing, reported a recent Washington Post article. The



article mentioned how plumbing codes developed by IAPMO and ICC include standards for greywater reuse to prevent backflow contamination of potable water and divert excess greywater to sewage lines.

NSF International would like to see research on water aging related to high-efficiency plumbing and aging's possible harmful effects, such as chemical leaching and microbial growth, within premise plumbing, said **Dave Purkiss**, vice president of NSF's global water division. NSF also sees a need for research on lead remediation in schools and natural disasters' effects on premise plumbing systems. IAPMO would like to focus research on plumbing pipe sizing and drain line carry related to new water demands, according to **Dain Hansen**, executive vice president, government relations with IAPMO. CSA Group noted in an email that research to evaluate standards for smart plumbing would be helpful.

ICC-ES believes re-opening the NIST plumbing research lab would be useful to the plumbing industry, said **Shahin Moinian**, president of ICC-ES. "We agree with NIST that design approaches have not necessarily kept up with the Safe Drinking Water Act," he added. "Research is needed to address the gap in support of water efficiency and water quality goals." The industry should also examine how to advance plumbing system design, operation and maintenance while documenting advances in codes and standards.

Research should address best practices for retrofitting low-flow plumbing

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Aspiring Leaders Program to Focus on High-Performing Teams

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

Lisa Zangari of the Leadership Louisville Center will be facilitating the Plumbing Manufacturers International Aspiring Leaders Program on Oct. 24 at the Muhammed Ali Center.



Lisa Zangari

This year's program, "Developing and Leading High-Performing Teams," will help PMI member participants to understand how to lead and sustain high-performance teams while developing the skills and confidence of each individual. The program is open to any employee of a PMI member company wishing to further develop their leadership skills. Stay tuned for more information on how to register.

"Leading a high-performing team can be one of the most rewarding experiences of your career – and one of the most challenging," Zangari stated. "You recognize a high-performing team when



you see one, but what enables their success isn't always as clear."

The Leadership Louisville Center is a national leader in civic engagement and leadership development whose purpose is to inspire and equip leaders to "be better" and "do better." A vice president at the center, Zangari spent more than a decade as a management consultant in New York City, where she partnered closely with organizations to develop new products, launch new ventures, and nurture innovative corporate cultures. She has designed leadership programs for companies including AARP, Abbott Pharmaceuticals, Citibank, Disney, Hasbro, Pfizer, Acumen Fund, Hershey Company, and more.

As the venue for the PMI22 Aspiring Leaders Program, the Muhammad Ali Center is dedicated to the life and legacy of "The Greatest." The center tells the story of the incredible life led by this three-time heavyweight boxing champion and cultural icon. The center is organized around six core principles that Ali exemplified – confidence, conviction, dedication, giving, respect and spirituality. Through dramatic multimedia presentations, interactive exhibits, historical video and countless images and artifacts, program participants will learn why Ali made and left such a significant impact on our world.

Ali, On Leadership

"It isn't the mountains ahead to climb that wear you out; it's the pebble in your shoe."

"Don't count the days. Make the days count."

"I've made my share of mistakes along the way, but if I have changed even one life for the better, I haven't lived in vain."

"I know where I'm going and I know the truth, and I don't have to be what you want me to be. I'm free to be what I want."

"Only a man who knows what it is like to be defeated can reach down to the bottom of his soul and come up with the extra ounce of power it takes to win when the match is even."

"Service to others is the rent you pay for your room here on Earth."

"It's lack of faith that makes people afraid of meeting challenges, and I believed in myself."

"To be a great champion, you must believe you are the best. If you're not, pretend you are."

Plumbing Research Needs (Contd.)

Continued from page 4

fixtures in existing buildings, stated **Amanda Fisher**, UL's global business development manager. UL would also like to see research on how plumbing system design impacts building water quality using point-of-entry and point-of-use water quality data, she added.

"Certification bodies and manufacturers have a unique and extensive background of plumbing product testing experience. We can help share what has already been done, provide feedback on where research is desperately needed, and share testing capabilities we currently have for partnership opportunities," Fisher said.

Sept. 8 at Mount Vernon: PMI CEO Thinking Forum

Imagine the decisions George Washington had to make.

As a general and as president, **George Washington** faced difficult choices. His decisions affect our nation and society to this day.



At Plumbing Manufacturers International's CEO Thinking Forum on Sept. 8, CEOs of PMI member companies will have a unique opportunity to "Be Washington" as part of a full-day program exploring how Washington integrated strategy, leadership and management to meet daunting challenges.

To be held at the George Washington Leadership Institute at the historic Mount Vernon, the forum will take

industry leaders inside of Washington's mind and enable them to apply his leadership lessons to their workplaces and business environments. Their personal explorations into Washington's leadership ability will allow them the time to reflect and explore new leadership strategies, understand the qualities of authentic leadership, and gain new insights into how to inspire others.

"The CEO Thinking Forum will provide PMI member executives with



a unique opportunity to examine Washington's leadership methods and to apply them into their own personal management style," stated PMI Board of Directors President **Martin Knieps**. "The issues our executives face today can be every bit as complex as the challenges Washington faced."

PMI Director of Programs and Administration **Jodi Stuhrberg** said the focus on George Washington at his home at Mount Vernon will provide a fantastic professional development opportunity along with easy access to Washington, D.C., airports. Participants will meet the evening before at a nearby hotel for a welcome reception and end the forum on the next day with a dinner. PMI member company CEOs have received invitations and will receive additional details about the forum's program soon.

"We will tailor the presentations and discussions to be relevant to the specific challenges faced by the plumbing manufacturing industry," Stuhrberg said. "We envision the forum as a place where industry leaders can engage together in strategic thinking for the benefit of all PMI member companies."



Washington, On Leadership

"Remember that it is the actions, and not the commission, that make the officer, and that there is more expected from him, than the title."

"I shall make it the most agreeable part of my duty to study merit, and reward the brave and deserving."

"I have diligently sought the public welfare; and have endeavoured to inculcate the same principles in all that are under me."

"A people unused to restraint must be led, they will not be drove."



Focus on Purpose, Energy for Peak Job Performance

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

Everyone gets the same 86,400 seconds in their day. So, why do some achieve much more than others? To reach peak job performance, focus less on time and concentrate more on your job's main purpose and your energy levels throughout the day.

Lee Ann Pond, founder and CEO of Engaging Leadership, shared those and other practical strategies for optimal productivity during the March 23 Plumbing Manufacturers International Aspiring Leaders workshop, "Tick-Tock: Overwhelmed? Gaining Control of Your Time."

"Don't think about the eight hours in the day but what can we produce today? We want to do the important things every day, not do busy work," she said.

Some people experience high energy in the morning while others find they do their best work at night. Pond had attendees chart their least and most energetic times of day to figure out when they should be focusing on their most important tasks. Save your special or complicated projects for the high energy points in your day, she advised.

Manage attention, productivity with FAST method

Pond shared the FAST method for managing attention and productivity, which means: Focus on your purpose, assess your work, set boundaries, and track progress.

The first sentence of your job description usually sums up your main purpose. "You should be able to describe your purpose to your organization in two words – with a noun and a verb," she said. For example, Pond defined her two-word job description as "leadership engager," which becomes a simple reminder of her priorities. Then, align your purpose with your organization's mission. She asked, "How do your position duties move that mission forward?"



To assess work priorities, Pond presented an analogy of filling a jar with rocks, stones, pebbles and sand. Large rocks represent your most important priorities – your job's main purpose that helps support your company's mission – so those should fill up the jar first, she explained. Stones and pebbles represent somewhat important tasks and sand exemplifies smaller, less significant tasks – such as paperwork and answering non-essential emails.

Setting boundaries and learning to say "no" are important, too, she added. Scheduling breaks to recharge your batteries after tasks that take a lot of energy can help. For example, if you need to lead a staff meeting or make a presentation, you may want to schedule downtime afterwards to do minor tasks. Delegating can solve issues and support others. Decide which tasks can be delegated to someone on your team who will appreciate the learning experience and job growth.

Finally, tracking progress will help you make adjustments. Pond, a certified executive coach and master facilitator, suggested creating a schedule at the beginning of the week to plot important projects against high- and low-energy times. At the end of the week, compare your original schedule to the time you spent on your most important activities to uncover any gaps, time-wasting events and emergencies.

Tips to avoid time wasters, procrastination

Managing your attention span and avoiding time-wasting tasks can add time back into your day. Pond offered tips to manage distractions and interruptions.

Above all else, do one thing at a time. Multi-tasking can reduce productivity by 40%, she said. A Forbes article cited studies backing up this claim and reported that only about 2% of the population multi-tasks well.

Set times to check email and texts and turn off alerts on your phone and computer when you're working on important projects, Pond suggested. Program special ring tones and text alerts for high-priority contacts.

Prevent procrastination by breaking a large job into bite-size pieces and rewarding yourself with a break after one hour of focus, she advised. Also, take a good look at your duties – instead of going on auto pilot. She asked: Can you tweak your projects to free up space for more important tasks? Can a monthly report become a quarterly report?

Access workshop materials

To access the workshop materials, and to learn more tips about boosting productivity, PMI members can visit safep plumbing.org/members/webinars-videos.



Legislative Forum Supplements Monthly Calls

The program for the June 21 virtual Plumbing Manufacturers International Washington Legislative Forum is shaping up, with political analyst **Jim Ellis** set to provide a preview of the November 2022 midterm elections and their potential impact on the business community. Stay tuned for more details coming soon!

America's candidates will be off to the races, with 36 governors' seats and partisan control of the U.S. Senate and House of Representatives at stake. What will the electorate have to say about current elected officials' responses to the pandemic, economic issues, and other political factors that affect their lives?



Jim Ellis

Ellis, the creator of the Ellis Insight publication, will provide an overview of some of the key races and issues that will determine these midterm elections, and what the results may mean for the next two years of **Joe Biden's** presidency.

The PMI Washington Legislative Forum supplements monthly PMI Advocacy/Government Affairs Committee meetings. Federal topics recently covered during these calls include the Biden administration's FY23 budget, funding opportunities related to the Infrastructure Investment and Jobs Act, tariff exclusions, supply chain, water and sanitation bills, China competition, energy conservation, and legislation designed to protect consumers from counterfeit products when shopping online.

California issues discussed by the committee include emergency drought measures potentially impacting regulations for water-efficient fixtures, as well as dual plumbing lines to facilitate water reuse in commercial buildings. Multistate issues regularly monitored relate to consumer data protection, single-use plastics, appliance efficiency standards, drinking fountains and bottle filling stations, lead in drinking water, and online marketplace authentication of the identity of third-party sellers.

All employees of PMI member companies are welcome to listen and participate in these committee meetings. Edit your member profile (safep plumbing.org/members/edit-profile) to indicate your topic/committee interests, or contact PMI's Director of Programs and Administration **Jodi Stuhrberg** at 847-481-5500 ext. 107, or via email at jstuhrberg@safep plumbing.org



Learn more and register at tinyurl.com/3puzx3zx.

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