

Join us at the
Fall Meeting!
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NEWS

Volume 6, Issue 5 The Newsletter for PMI Members — by PMI Members September/October 2003



Ralph Herrbach

Is the U.S. Near Globalization or Self Destruction?

by: Ralph Herrbach, PMI President

It is an under-statement to say that we are in a competitive world. Our plumbing industry, like most others, is under tremendous pressure to keep costs low yet deliver high quality products and A-1 customer service. No one can question what we are doing, but perhaps "HOW" we are doing it poses some interesting longer range strategic questions.

CEOs the world over are motivated by various stimuli to reduce costs and improve the bottom line. The ever-

expanding era of "globalization" provides new opportunities for both cost reductions and new sales revenue. Author Thomas Friedman, in his book "The Lexus and the Olive Tree", provides an encompassing view of the new international system that he believes has transformed the international marketplace since the end of the cold war in 1986. He explains how the undeniable market dynamics that have driven all commerce for centuries is at work, but is now infused with cultural, technological and capital infrastructures that provide a most complex arena.

Is the pressure to find lower cost alternatives fostering a shortsighted view? Is there a cause for concern

these days when traditional manufacturing, more often than not, is moving away from the United States? It may be time to take a hard look at the long-term effects of what we are doing to this country's economic base and our future.

Recently PMI helped fund a study commissioned by the Associations Council of the National Association of Manufacturers (NAM), of which our Executive Director **Barbara Higgins** is a member. Copies of the study are available from the PMI website or by contacting PMI staff (see related article on page 12). The study, entitled "Securing America's Future: The Case for a Strong Manufacturing Base", was conducted by Joel Popkin and Company, Washington, D.C.

It begins with a simple, straightforward paragraph:

"U.S. manufacturing is the heart of a significant process that generates economic growth and has produced the highest living standards in history. But today this complex process faces serious domestic and international challenges which, if not overcome, will lead to reduced economic growth and ultimately a decline in living

FCC Issues Stay Until January 2005 for New Regulations Governing Fax Advertisements

by: Maria Bazan, PMI Association Manager

On July 25, the Federal Communications Commission (FCC) published its final rule changes on unsolicited faxes under the Telephone Consumer Protection Act (TCPA) of 1991 to take effect one month later. **However, effective August 19, the FCC has issued a stay of new regulations governing faxes until**

January 1, 2005, based on petitions filed by the American Society of Association Executives (ASAE) and other concerned business interest organizations. **Regardless of the extension, however, fax transmitters still must obtain prior express**

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Follow the Leader:

Are You “Managing” To Get By, Or “Leading” to Greatness?

by: Barbara C. Higgins, PMI Executive Director



Barb Higgins

When you think about your favorite/best boss (they're one in the same, right?), what characteristic comes to mind? What are the defining assets that made this individual stand

out in your memory and your career? I suspect that communication skills would be on the list. Perhaps a good sense of humor and certainly good people-handling skills.

I'll wager that your favorite boss took time to get to know YOU and took an interest in your individual growth — communicating with clarity the parameters of your job, his/her expectations, as well as considering YOUR expectations for your personal development.

I also bet that your favorite boss was not a pushover — but rather set ever-higher goals — raising the bar to foster your personal development for your individual good and the good of the company.

I suspect that individual made you feel proud of a job well done...and, with nothing more than an arched eyebrow, made you feel terrible when you both knew your performance could have been better.

And finally, I imagine that this “Super Boss” was not afraid to apologize as needed, and more importantly, allowed you to easily own up to a mistake and then work with you toward a solution, rather than wasting time beating you up and playing the tired, odd and pointless woulda-coulda-shoulda game.

Would you consider that individual a manager or a leader? The two terms are distinctly different! A manager is one who gets things done through

others. A leader takes it a step further by also encouraging you to get to a level you would not have attained on your own. It is that continuous encouragement to stretch, by setting of goals of increasing significance, that results in building confidence and finally, a better individual. I believe this is the greatest employee benefit there is. I believe this is the greatest gift one person can give to another; a feeling of self-worth, accomplishment, confidence and value.

Sadly, many managers lack their own self-confidence and find it impossible to impart any sense of worth to their employees. (“Don't tell them how valuable they are...they might leave, ask for a raise, or worse yet — replace me some day!”)

A person can be a successful manager without ever motivating the team to maximize their potential. Leaders bring out the best of each team member by encouraging each to grow individually yet challenging them to remain focused on the overall goals of the team.

Leaders create a vision and pursue it with every fiber in their being. They are not afraid to connect with each team member personally and help them understand their role in reaching the vision. Leaders respect their followers and praise their accomplishments. Leaders extend a hand to those who stumble. And most importantly, leaders never expect more from others than they are willing to give of themselves. They lead by example.

So how do you make that all-important transition from manager to leader? How do you make people feel important and a part of the grand plan? Communicate! Let them in on the strategic plan and show them how they fit into it. Deliver both good news AND bad news in a timely and clear fashion. It's fun to give a favorable

performance review to a good employee. It's not much fun to deliver an unfavorable performance review to a poor employee. It is however equally important to do both! Sometimes the poor performance is simply due to a lack of communication or a misunderstanding of expectations. Employees must learn how far you expect them to go. Perhaps they have been scarred by a micro-manager. Perhaps they have never been challenged to think beyond the task at hand. Perhaps they have never been pushed to “add value” above and beyond the call of duty. Have the conversation. You'll be amazed by the results!

Be sincere and firm and fair. No one likes to be patronized. No one likes to be taken for granted or underestimated. Let them know that you too are human — that you've made (and make!) mistakes — that you've “been there, done that”! Give them some insight into who you are and how you got where you are.

Communicating will convince others of your sincerity about wanting them to be the best they can be. Honest communication brings people closer together and will ultimately help the entire organization succeed. Take time to communicate with your staff. It's amazing what a bit of dialogue can do to improve a situation. If you are not communicating there is most likely some frustration on both sides!

People want to be around people that make them feel good about themselves. Be that kind of person and see what can result!

None of this is rocket science...it's common sense...but if a book like “Who Moved My Cheese” can make a fortune, maybe there is some value in reviewing the basics from time to time?

Here's to great leadership through improved communication!

ICC Ad Hoc Committee Establishes Next Generation of Temperature Control Requirements

by: David Viola, PMI Technical Director



David Viola

If the actions of an International Code Council (ICC) Ad Hoc Committee are any indication of where temperature control provisions are headed in plumbing codes, then we should anticipate some substantial changes this year. Based on a request made by PMI at last year's code hearings, the ICC Board of Directors agreed to create an Ad Hoc Committee on Water Temperature Control and assigned the task of identifying opportunities to expand the water temperature control provisions of the International Plumbing Code (IPC) to other fixtures as well as making recommendations on the numerous water temperature related code changes that have been submitted this cycle. Convincing the ICC Board to establish the Ad Hoc Committee was a crucial step in educating the ICC membership on the proper use and application of the various temperature control devices and product standards.

It was also vital to ensure that PMI members' interests were represented on the committee. The ICC accommodated our requests by appointing **Tim Kilbane** of Symmons Industries, **Norm Kummerlen** of Moen Incorporated, **Sally Remedios** of Delta Faucet Company and me to the committee. The ICC also appointed individuals representing home builders, contractors, plumbing engineers, and code officials, to round

out the committee.

At the Ad Hoc Committee meeting in Las Vegas, Nev., on August 16, 2003, the ICC granted me the opportunity to start the meeting with a presentation on PMI's Water Temperature Control and Limitation white paper. Tim Kilbane followed with an excellent presentation on the status of ASSE temperature control standards and reviewed their scopes and applications. Midway through the meeting, the Ad Hoc Committee had embraced PMI's approach to temperature control and limitation.

By the end of the meeting, the committee had:

- identified the plumbing system locations that present a potential risk of scalding and/or thermal shock,
- established a safe water delivery temperature for these outlets,
- determined the appropriate temperature control devices and associated standards to provide adequate protection, and
- prepared code changes to incorporate their findings into the IPC.

The matrix below was developed by the Ad Hoc Committee as part of this activity and illustrates the changes that are likely going to be made to the IPC.

It is important to note that the Ad

Hoc Committee soundly rejected attempts to unnecessarily restrict the use of pressure balancing valves in combination tub-shower applications. As you can see by the matrix, the Ad Hoc Committee would like to establish temperature limits on water delivered to bathtubs, shampoo sinks, and bidets. The committee also felt it was necessary to provide temperature protection for all public lavatories, not just lavatories required to be accessible: the rationale being that it was impossible to make a distinction between accessible and non-accessible lavatories.

The Ad Hoc Committee will present its recommendations to the IPC Development Committee in Nashville in September during the ICC Annual Conference. If the changes are approved, they will be part of the 2003/2004 supplement and included in the 2006 edition of the IPC. The work of the ICC Ad Hoc Committee is very important as it will likely serve as the benchmark for other code development bodies. As always, PMI will continue to work with the Ad Hoc Committee, the ICC and other code development bodies to ensure that all temperature control requirements are safe and reasonable.

Types of Fixtures and Equipment	Specific Hazards	Maximum Water Delivery Temperature	Applicable Temperature Control Device Standards
Shower and Combination Shower/Tub	Thermal Shock & Scalding	120 °F max.	ASSE 1016 or CSA B125 (device must be installed at the point of use)
Bath Tubs Only	Scalding	120 °F max.	ASSE 1016 (tub filling in shower-tub combinations) ASSE 1070
Shampoo Sinks	Scalding	110 °F max.	ASSE 1070
Bidets	Scalding	110 °F max.	ASSE 1070
Gang Showers	Thermal Shock & Scalding	120 °F max.	ASSE 1069
Public Lavatories (Handwashing Sinks)	Scalding	110 °F max.	ASSE 1070

Cifial USA: “Old World” Meets “New World” With Success

by: Lori Smelser, PMI Member Services Manager

For centuries, metal workers in Portugal have used their talents to create stunning objects in brass and bronze. For nearly 100 years, one company has worked with such talented artisans to craft exquisite locksets, door hardware, cabinet hardware, bath and kitchen faucets, shower components, vitreous china plumbing fixtures, and accessories for the home. Centro Industrial de Ferragens (Cifial) S.A. is a family owned business located in Northern Portugal near Oporto, in the village of Rio Meao. The CEO is **Ludgero Marques**, who joined the company in 1969 and whose father bought the company in 1946 after laboring in the foundry for many years. The company itself was founded in 1904 as a producer of door locks. In 1915 the company produced its first cast brass door knobs and followed with cast brass faucets in 1927.

The first shipments of products to North America began in 1969, and by 1978 the company had produced its first permanent mold brass castings. Today, the company has more than 600,000 square feet of manufacturing and warehouse space in Portugal, housing state-of-the-art brass casting, forging, machining and finishing equipment. The move into modern times,

however, has not hurt this century-old company. According to current PMI President **Ralph Herrbach**, who is president of Cifial USA, “Modern robotics and state-of-the-art processes may have moved Cifial into the future,



The Cifial factory in Portugal.

but Old World craftsmanship and the pride of family ownership still remain at the heart of Cifial.”

Cifial S.A. is the parent company of PMI member Cifial USA, and next year Cifial S.A. will celebrate 100 years of crafting and design excellence. Cifial USA was opened in 1996 to strengthen the company’s commitment to the North American market. The business formally began in 1996 as Cifial Brass Works; the name formally changed earlier this year to Cifial USA. Ralph joined the company in February 1998 as president and is responsible for the North American subsidiary. Cifial markets its products worldwide — in Portugal, Spain, United Kingdom, North Africa, France, Germany, Macao, Canada and the U.S. Five years ago, Cifial acquired two other Portuguese manufacturers (Oliva and Lusepi) who had facilities near the company’s headquarters outside of Porto; Cifial then integrated these companies’ brands and factories into one campus-like larger, more capable company.

Cifial USA boasts 25,000 square

feet of warehouse and office space and is responsible for marketing activities for Cifial brand products in North and Central America.

According to Ralph, Cifial USA also assists with some aspects of the parent company’s



supply of OEM components to customers in North America. “Cifial USA offers a complete range of products across all categories of decorative hardware...interior door and entrance hardware, faucets, bath accessories and cabinet hardware,” says Ralph. “In so doing, we are one of few companies offering the ability to coordinate the design and identically match the finish of products for the entire house from one manufacturer.”

Cifial USA joined PMI in July 1996 because, says Ralph, “as a participant in the plumbing industry in the North American market it is imperative that we have access to the collective intelligence found within PMI. We are a very small company and being able to tap into PMI’s staff for expert assistance is well worth our dues investment. My first direct involvement with PMI began in 1991 when I was with Kohler Co. and served as their representative to the association. Shortly after I was a member of the board and thereby grew increasingly involved during what were the tumultuous times of the early-to mid-1990s. Upon taking on the responsibility for a new Cifial subsidiary in the U.S. in 1998 I knew we would need PMI. The then recently re-birthing PMI was a welcome resource.”

Ralph says PMI offers Cifial USA a practical vehicle to maintain awareness and develop a deeper understanding of major issues that can affect the business. “For us, hiring a full time staff member or consultant to provide the same level of expertise would be

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Is the U.S. Near Globalization or Self Destruction?

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standards for future generations of Americans. Manufacturing's innovation process is the key to past, present and future prosperity and higher living standards. The intricate process starts with an idea for a new product or process, prompting investments in research and development. R&D successes lead to investments in capital equipment and workers, and to "spillovers" that benefit manufacturing and other economic sectors. This process not only generates new products and processes, but also leads to well-paying jobs, increased productivity, and competitive pricing. Yet while this process produces wealth and higher living standards, most of it is hidden from view and poorly understood. Manufacturing's innovation process provides enormous benefits for the entire U.S. economy."

The report has caught the attention of Alan Greenspan, chairman of the Federal Reserve Board.

One doesn't have to look back too far in history to understand the impact of a loss of self-sufficiency in the areas of agriculture and manufacturing.

Without an ability to support the food and production needs of a population, a country puts itself in a vulnerable position. A reliance on mercenaries vs. indigenous soldiers, imported food and products vs. homegrown supplies and a loss of manufacturing capabilities puts a society in a vulnerable position — especially in wartime. Is that what we in the U.S. are doing? Some current thinkers obviously believe we are. Or are we all somewhat helpless victims of the supply and demand dynamics of a new global economy as suggested by Friedman? It is at least worth pausing a moment to consider the impact of our strategies.

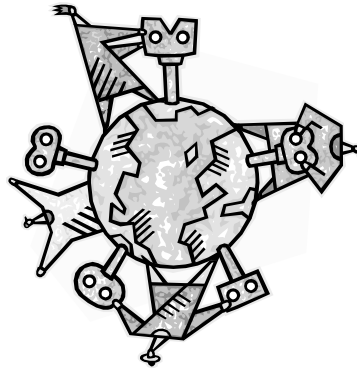
While it is naïve to think that the structure of business will ever revert to provincialism, it is important to recognize the impact of our actions. We have all, no doubt, felt both the opportunities and threats presented by China. This topic will be addressed in a future CEO forum (watch for details and dates to be announced!). We need to be both prepared and pragmatic as

we jointly face the economic and global changes inevitably headed our way. PMI has aligned itself to reflect market changes by expanding its membership requirements and looking for new membership categories.

This fall at our meeting in Washington, D.C. (October 26-29), representatives from the Department of

Commerce/Customs Department and Federal Trade Commission (FTC) will address such issues as country of origin marking to help ensure a level playing field in the international trade. This is only one aspect of fair trade and there are, perhaps, bigger fish about to be fried in this arena as interest "on the Hill" grows steadily in reviewing subsidies by foreign governments that provide unfair advantage.

Stay tuned as our PMI staff keeps you posted for emerging developments. The Boy Scout motto "Be Prepared!" is a valuable one for business today. Let PMI help prepare *you* for the future.



Cifial USA: "Old World" Meets "New World" With Success

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more costly, and not as all-encompassing. Attendance at PMI functions allows me to network with industry peers and keep my finger on the pulse of happenings within the industry. The relationships built and knowledge gained has been very worthwhile." He says PMI's strengths go even further beyond awareness and understanding. "PMI's got a great staff and membership. Its also has an its

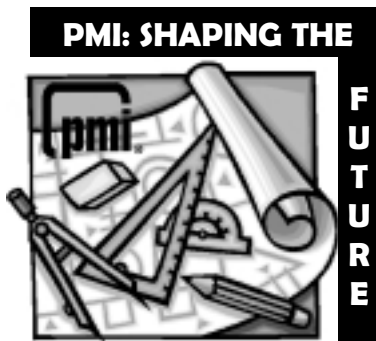
ability to react quickly to potential problems...amass data, intelligence and an orchestrated effective response. This had been demonstrated numerous times over the years. And the collective incredible talent pool within membership and staff that we have recently pointed at the initiative to assert our position as an industry leader in the area of training and education."

Ralph's advice to PMI is well-taken. "We must continue to challenge ourselves as an organization and not rest on the well-earned laurels of battles won in the past, but rather to continually focus on how we can and should grow in new ways to best meet the needs of our constituency."

Well said, Ralph!

PMI 2003 Fall Meeting: Join Us As We Continue Shaping the Future

by: Lori Smelser, PMI Member Services Manager



PMI returns to Washington, D.C. October 26-29 for the 2003 Fall Meeting at the Capital Hilton. PMI has secured a special, very affordable rate of \$150/night for those who book their rooms under PMI's room block. Call the hotel directly at (202) 393-1000 or use the fax-back reservations form that was mailed with the promotional meeting materials. As always, PMI has packed the three days with committee and product group meetings, and other special events!

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"Rocket Scientist" and Comedian Headline Fall Meeting

PMI's 2003 Fall Meeting has a full slate of speakers in a variety of areas of expertise — sales/marketing, accessibility, fair trade...but a political impressionist/satirist and NASA engineer as well?? You bet!! Variety is the spice of life at this year's meeting, and we've got two well-known, well-received speakers to add a little something "different" to PMI's normal meeting format.

Tuesday, October 28, PMI attendees will be treated to a very different kind of presentation — one that's a bit outside of the PMI box. We're thrilled to have **Jack Bacon**, systems integration engineer with NASA, to discuss the inside technology of the International Space Station. Dr. Bacon works at Johnson Space Center in Houston as the lead systems integrator of numerous Russian and American spacecraft, including the Zarya, the first element and bridge module of the



NASA's Jack Bacon

new International Space Station, launched November 20, 1998.

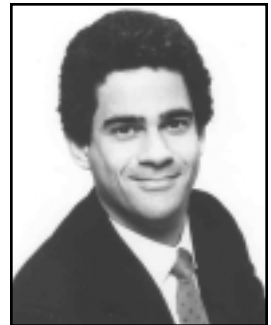
His duties at NASA have included several assignments in the integrated architecture, design and operations of the shuttle and of all systems in the U.S., Russian, Japanese, European and Canadian elements of the Space Station. "I love to work with people from so many different countries who have the same dream that I do — to build this amazing machine called a Space Station. The job requires that we take EVERYTHING that mankind has learned about engineering, science, politics, language and finances, and make it all work in a man-made world 200 miles above our heads. It's like needing to use everything in an encyclopedia."

Dr. Bacon has often been called "The New Carl Sagan" and, in his spare time, he's the most requested speaker in the country for topics concerning the space program. He's a noted futurist and technological historian, and has written two popular books: "My Grandfather's Clock" and "My Stepdaughter's Watch."

Political impressionist/satirist **Jim Morris**, who is our Tuesday evening keynote speaker, has become famous as a living political cartoon. Mr. Morris captures all of the attitude, optimism, and befuddled essence of our nation's leaders — President Bush,

President Clinton, Newt Gingrich, and a host of others. With a slew of national TV appearances to his credit, including "The Tonight Show", CNN's

"Crossfire" and "Larry King Live", and HBO's "Comic Relief", he has also triumphed in several face-to-face encounters with the



Comedian Jim Morris

subjects of his humor at the traditional Washington and White House Correspondents Dinners; at historic Ford's Theater; and even in the Oval Office. Mr. Morris' critically acclaimed one-man press conferences showcase his uncanny impressions of President Clinton, former Vice President Gore, Newt Gingrich, President Bush, President Reagan, Tom Brokaw, Dan Rather, Ted Koppel, Andy Rooney, Rush Limbaugh, Johnny Carson, Jay Leno...and, if you can believe it, many others. As politicians come and go, Mr. Morris' comedy endures. Says Morris, "I'm no lame duck comedian!"

We're pleased to have both **Jack Bacon** and **Jim Morris** with us in October!!

Meeting Highlights. . .

Monday, October 27:

- Monday's **Member Services** meeting will feature a presentation by **Carl Cullotta** and **Scott Sims** of Frank Lynn and Associates entitled, "Maximizing Your Sales Force Effectiveness." You may remember Carl Cullotta's well-received presentation on Home Centers at our 2002 Spring Meeting. Messrs. Cullotta and Sims will outline the steps your sales force can use to spur profitable growth by optimizing the value delivered from key customer segments. They will also identify ways to enhance the efficiency and effectiveness of the entire sales operation, including whether technology tools make sense.
- Monday's **Fair Trade** meeting will feature presentations from two governmental organizations. **Laura Koss** from the Federal Trade Commission will speak on "Made in the USA" labeling issues, while a representative from the Department of Customs will discuss Country of Origin labeling.
- Following dinner Monday night, you'll want to reconvene at the hotel from **9 p.m. to 10 p.m. for a late-night reception**. Save room for dessert and cordials, and don't be surprised if someone (a congressional representative maybe?) makes an appearance to mingle!

Tuesday, October 28:

- Leading expert **Ken Schoonover** of KMS Associates, Inc. will provide a presentation on accessibility issues.

Wednesday, October 29:

- Wednesday morning will feature an historic event for PMI...the signing of a **Memorandum of Understanding** between PMI and the Department of Commerce to continue our close working relationship on issues that impact the plumbing industry.
- Don't forget your **congressional representatives** while you're in D.C. Rumor is that the House will still be in session in late October, so this would be the perfect opportunity to let your voice be heard!!

PMI 2003 Fall Meeting Schedule

Times are approximate and are subject to change. Meetings will run consecutively and it is the responsibility of the attendee to monitor up-to-date schedules each day.

Sunday, October 26, 2003

2:00 p.m. – 6:30 p.m.	Meeting Registration
3:00 p.m. – 6:00 p.m.	PMI Board of Directors Meeting (restricted attendance)
6:30 p.m. – 7:30 p.m.	Networking Reception
7:30 p.m. – 9:30 p.m.	Welcome Dinner

Monday, October 27, 2003

7:15 a.m. – 8:30 a.m.	Breakfast Buffet
8:00 a.m. – 9:00 a.m.	ISSUE COMMITTEE: Universal Conformity Assessment
9:15 a.m. – 10:30 a.m.	PRODUCT GROUPS: Flushing Devices/Fixture
10:45 a.m. – 11:45 a.m.	PRODUCT GROUPS: Showerhead/Hand Shower, Faucet and Shower/Tub-Shower Fittings
12:00 p.m. – 1:00 p.m.	Lunch Buffet
1:15 p.m. – 3:15 p.m.	Member Services Committee and Information Technology (I.T.) Committee Update
3:30 p.m. – 5:00 p.m.	ISSUE COMMITTEE: Fair Trade
5:15 p.m. – 6:15 p.m.	Networking Reception
<i>Dinner on your own</i>	
9:00 p.m. – 10:00 p.m.	Late-Night Networking Reception

Tuesday, October 28, 2003

7:15 a.m. – 8:30 a.m.	Breakfast Buffet
8:00 a.m. – 9:00 a.m.	Accessibility Presentation
9:15 a.m. – 11:30 a.m.	Special Technology Presentation: Inside the NASA Space Station
11:45 a.m. – 12:45 p.m.	Lunch Buffet
1:00 p.m. – 2:15 p.m.	Government Affairs Committee
2:30 p.m. – 3:00 p.m.	Ad Hoc Meeting (if necessary)
3:15 p.m. – 4:30 p.m.	Technical Committee
4:45 p.m. – 5:45 p.m.	General Membership Meeting
6:30 p.m. – 7:30 p.m.	Networking Reception
7:30 p.m. – 9:30 p.m.	Dinner/Keynote Address by Jim Morris

Wednesday, October 29, 2003

7:00 a.m. – 8:00 a.m.	Continental Breakfast
Morning/Afternoon	Congressional Visits (on your own)
8:30 a.m. – 10:30 a.m.	Final Board of Directors Meeting (restricted attendance)
10:30 a.m.	Memorandum of Understanding (MOU) Signing with U.S. Department of Commerce officials, PMI Board of Directors and guests

Mark Weaver of T&S Brass Sheds Light on the Importance of Family

by: Lori Smelser, PMI Member Services Manager

PMI members might be bowled over by a visit by a NASA “rocket scientist” at our upcoming meeting next month (see article, page 6), but did you know that we had our very own NASA engineer (former) within our ranks? That might just be the tip of the iceberg of what you DON’T know about Technical Committee co-chair **Mark Weaver**. He may be quiet, but he’s got a lot to talk about and a lot of inspiration to pass along...just continue on to learn about a very different side of Mark!

A native of Six Mile, South Carolina (“no one knows the answer to ‘Six miles from where?’”), Mark’s father — a master plumber and building contractor — got him started very young working on “everything having to do with construction — from planning and budgeting to masonry, plumbing, electrical — you name it.” He graduated with a master’s of science degree in engineering from the University of Alabama, and he holds a bachelor’s degree in mechanical engineering from the University of Central Florida. He’s been a licensed professional engineer since 1989.

His engineering career started in 1980, working for one of his six brothers as a designer/fabricator of high-performance auto racing components. “From there, I went on to work at a variety of defense department projects including the forward-looking infrared (FLIR) targeting system used by the F-15

Eagles during the 1991 Gulf War. I then spent six years with NASA at their engineering center in Huntsville, Ala. My first assignment, project engineer for a Spacelab carrier, resulted in my becoming the Spacelab Mission Manager for the USMP-series of missions flown aboard shuttle Columbia in the early to mid 90s.”

Mark joined **T&S Brass and Bronze Works** in 1997

following his distinguished career at NASA where he realized “the plumbing industry is a far more complex and over-regulated industry than anything I had yet experienced.”

Mark currently serves as T&S’s engineering manager, a job in which he — and his team — has flourished. “I believe 100 percent in getting the best possible people on your team, cultivating their talents, providing help where they need it, and letting them do their jobs. I’ve got a terrific group of skilled engineers, designers, and administrators at T&S. It’s amazing what we’ve accomplished together in the last few years.”

Mark has been active in PMI for the past five years. He currently serves with **Pete DeMarco** of **American Standard** as Technical Committee co-

chair. He says his company’s long-term membership in PMI is great for business. “T&S was one of the first members of the PBI [prior to 1975, PMI was called the Plumbing Brass Institute] in 1966. There is no doubt that we will

continue to be involved in PMI through the years. **Claude [Theisen**, president of T&S] and I both get a

great deal out of the many friends and associates that we see from PMI. This tremendous level of cooperation among competitors is one of the things that make this such a great industry to be in. There is no way any PMI member company could do alone what we accomplish together at PMI.”

And Mark likes what he sees in PMI’s future. “We are definitely on the right track. **Barbara Higgens** obviously has much the same management philosophy — she’s surrounded herself with the very best and is able to do some amazing things. PMI is in very capable hands.”

When asked about his secrets to success, we expected to hear more about his awe-inspiring career or perhaps a managerial achievement, but instead we picked up on a recurring theme in Mark’s life. It’s easy to see where his priorities lie...

“To me, ‘success’ means a strong marriage and a loving environment at home. It means my wife and I focus on raising our children to prepare for the next life, not just their next few decades. Linda and I have been very blessed in this respect.” Linda, his wife, has been a nurse for 21 years and specializes in post-natal care of moms and babies, a job she absolutely loves.

And speaking of love... “Linda and I met in high school when we were 16 and have been madly in love ever since.” They married in 1985, right after Mark graduated from college, and have three children: Phillip is 16, Jacquelyn is 12, and Jenna is 10. “All three are wonderful — talented, beautiful, smart, loving — everything

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Mark Weaver of T&S Brass and Bronze Works



Mark Weaver (right) with PMI Technical Committee co-chair, Pete DeMarco of American Standard at PMI’s 2003 Spring Meeting in Atlanta, Ga.

FCC Issues Stay of New Regulations Governing Fax Advertisements

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permission from fax recipients with whom they do not have established business relationships.

The extension permits entities sending fax “advertisements” more time to comply with the new rules and obtain written consent and signatures from parties to whom they wish to fax.

PMI has taken the first steps in sending out fax permission forms to all contacts in our database and will continue with our plan to have all the proper permission forms in place by the original **August 25 deadline.**

What Is The Rule?

This rule isn’t restricted to broadcast faxes nor to what might be considered “spam”. **Before faxing anything “commercial” you must first obtain a signed consent that clearly states permission to fax and the fax number at which a fax will be permitted.** For instance, promotions for meetings and trade shows, solicitations for sponsorship opportunities, RFPs to vendors and invoices to customers, dues notices or reminders, invitations to buy tickets for any event, publication sales, or any offer that states or strongly implies that a payment is required or requested would be affected. A fax communication that contains two or

more messages is “tainted” if any message includes an offer that may involve money. Remember that the new rule doesn’t just pertain to members, customers, or vendors, but prospects or any casual request (such as “please fax me information about your product, book, meeting, etc.”)

Merely giving people the opportunity to “opt out” from being faxed is not enough. If someone doesn’t opt out and later objects to receiving a fax, you are liable for penalties and lawsuits.

How Do I Comply?

Obtain permission to send faxes from all related entities of your organization (e.g. subsidiaries, PACs, regions, divisions, chapters) by specifically listing each entity on the permission form. Please note that the fax permission form must contain the full, proper and legal name of the organization; an acronym doesn’t count unless the acronym is the actual, legal name of the organization as registered with the state.

After the new ruling takes effect, obtaining permission by fax would violate the rules; however receiving the signed forms by facsimile will be acceptable. Such permission must clearly state that by signing the form in

the indicated space and providing a fax number, the individual or organization agrees to receive facsimile advertisements.

Faxes must be identified, at the top and bottom of each transmitted page, with: the date and time the message is sent; the sender’s identity; the telephone number of the sending fax machine; and the sender’s legal name as registered with a state corporation commission. If you work with a fax broadcast service, affinity partners or marketing groups, there are special considerations to follow.

Violation of the Act would subject associations and companies to potential FCC enforcement, state enforcement, and more importantly, a private lawsuit for up to \$1,500 per violation. The private right of action can incentivize people to file suit upon receipt of unsolicited faxes.

The bottom line: The new FCC rules prohibit any person or entity, including both FOR-PROFIT companies and nonprofit tax-exempt associations, from sending an unsolicited “advertisement” to a fax machine.

Please consult your own legal counsel for the appropriate next steps for your company.

Mark Weaver of T&S Brass Sheds Light on the Importance of Family

Continued from page 8

a parent could ask for,” says Mark.

Mark likes to unwind by playing golf, auto racing, playing golf, playing with his kids, playing golf, playing the blues on the harmonica, reading lots of books and material, playing golf...you get the drift! As far as his reading hobby goes, “I read 30 or more books every year. My all time favorites are from Robert Heinlein, J.R.R. Tolkien, and Tom Clancy.” He says he enjoys pretty much any musical genre but especially likes 1960s rock and old,

old blues. His most favorite way to unwind, however, is “spending time alone with my best friend and love of my life, Linda.”

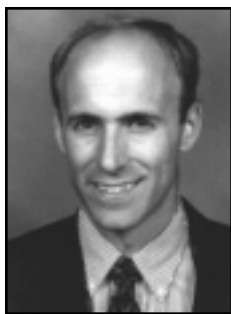
Mark doesn’t look very far to find his inspiration either. He credits his parents (“they’re inspirations to anyone who’s ever met them”), his older brother Pat (for work ethic), and of course, his wife (“she’s always a major factor in any decision I make, and she keeps me happy, healthy, and sane.”)

What surprises most people about Mark is that he’s the eighth of ten children. “Most folks think I must be the oldest or only child...it’s that Type-A personality, I guess.” His father, who has passed away, is his hero. “A father of 10 — and each one of us were his favorite. I sure do miss him.”

We at PMI are grateful for Mark’s dedication and inspiration to his family, work and PMI activities.

A View from the Hill — Compliance with Country of Origin Labeling

by: Fred Eames, Balch and Bingham, LLP



Fred Eames

From time to time we are asked to assist companies with company of origin issues with respect to plumbing products. We are preparing a detailed paper on country of

origin rules, but we thought a shorthand version here might be helpful. If you manufacture products abroad or purchase materials from a foreign country, or are interested in rules that apply to competitors who do, this is information you can use.

There are two main areas of law to be aware of: first, the labeling of products of foreign origin, under the jurisdiction of the Department of Homeland Security, which includes the former U.S. Customs Service (now the Bureau of Customs and Border Protection, or “Customs”); and second, “Made in USA” labeling under the jurisdiction of the Federal Trade Commission (FTC). The idea behind the law is to allow consumers to choose whether to buy an American-made product.

Products of Foreign Origin:

Foreign products entering the United States are required to be “marked in a conspicuous place as legibly, indelibly, and permanently” as the article will permit “to indicate to an ultimate purchaser in the United States the English name of the country of origin of the article.”

This provision leads to several important questions when considering a product. What does “conspicuous” mean? Who is the “ultimate purchaser?” And for a product that may consist of several parts, with labor taking place in different locations, what is the “country of origin?”

Regulations define the ultimate purchaser as “generally the last person

in the U.S. who will receive the article in the form in which it was imported.” If this is a manufacturer who “substantially transforms” the article into something else, the law might require only that the manufacturer be able to readily identify the country of origin. As an example, if a company imports a stamped brass plate, and in the United States reshapes it, coats it, etches it and repackages it, the item may or may not undergo such change that it would be required to bear a marking that it originated in another country. That does not mean that the product is necessarily eligible to be stamped “Made in the USA.”

The determination of whether a product must be labeled as originating in a foreign country is extremely fact-intensive and case-specific. Companies need to be able to provide a thorough accounting of the history of the product in order to satisfy Customs.

Made in USA Products: The Federal Trade Commission Act prohibits deceptive trade practices or acts that are likely to mislead consumers. The FTC seeks to ensure that consumers can choose products on the basis of accurate information.

A “Made in the USA” claim may be considered deceptive unless “all or virtually all” of the product is made in the United States. The FTC’s enforcement statement says a labeled product “should contain only a *de minimis*, or negligible, amount of foreign content.” This means significant parts, processing and labor must be of U.S. origin.

Special rules may also apply to goods manufactured in Mexico and Canada as a result of the North American Free Trade Agreement (NAFTA).

The requirements under these two

areas of law should not be confused with the Buy American Act, which sets rules for the government purchase of American goods.

As markets become more competitive, companies seek materials from foreign countries, and foreign competitors enter U.S. markets, legal requirements for product labeling are becoming more important, even as the government, particularly Customs, takes on additional responsibilities for policing our nation’s borders. PMI will be providing you soon with a more detailed document on

product labeling. In the meantime, if you have additional questions, please feel free to give me a call.

EDITOR’S NOTE: *Representatives from both the Federal Trade Commission (FTC) and Customs will be at the 2003 PMI Fall Meeting to discuss this issue and answer any questions. Be there!*



PMI Receives NAM Grant

With fewer and fewer individuals venturing into careers in the plumbing manufacturing industry, PMI has taken action!


PMI submitted a proposal to the National Association of Manufacturers (NAM) Center for Workforce Success in July regarding manufacturing workforce development ideas and outreach. PMI received \$1,000 of grant money to put toward programs that address industry concerns of finding, hiring, training, retaining and advancing qualified manufacturing workers.

Stay tuned for more details as PMI begins to implement programs and opportunities for manufacturing outreach!


PMI's Information Technology (I.T.) Forum Is Right on Target!

by: Kelly Anderson, PMI Technical Services Coordinator




 Certificates of completion were issued to the participants.




 Participants of the forum listened intently to a presentation on data synchronization by (l-r) Matt Deeter, Lowe's; Kristen Mascenik, UCCnet; Mark Healy, The Home Depot; and Greg Lenard, ACE Hardware Corporation.

 Dan Feely principal of Transforming Solutions Inc. (TSI) presented "Adopting a Uniform Standard" and served as moderator.




 Eugene Park of Intrust I.T. (who also presented to PMI members at the 2003 Spring Meeting) discussed XML language.



 Forum participants are intrigued by the material presented.



 Eric Lord of Project36 took forum attendees on a tour of the Internet.

PMI hosted its third I.T. Forum July 29-30 in Schaumburg, Ill. The forum, set in two tracks, focused on the initiative by retailers to synchronize data, and (day two) ways to enhance use and effectiveness of company websites. There will be follow-up forums on such topics as adopting UCCnet and using RFID technology. Watch for details.

Attendees Praise the Third I.T. Forum

The question and answer portion of Tuesday's meeting was very helpful.

Crystal Gunter, Moen Incorporated

Very well done. PMI staff was very personable and organized. Great job.

Mark Meinecke, Kohler Co.

The PMI I.T. Forum experience was very positive and I look forward to attending additional PMI events. I am very new to the plumbing industry.

Thanks to Barbara Higgins for greeting me and making me feel very welcome on my first day of the forum.

Howard Shapiro, Sloan Valve Company


These forums are excellent for PMI and for the members. Keep them coming!!

Bruce Martin, Intertech Corp.


The forum was well organized, very informative and provided nice opportunities to network.

Marie-Helene Pernin, NEOPERL, Inc.




 Attendees enjoyed a networking dinner at Wildfire Grill in Schaumburg. (l-r) Frank Rehn, Fran Kaminski and Darold Vredberg of Elkay Manufacturing Co. are joined by PMI Executive Director Barbara Higgins.



 (l-r): Marie-Helene Pernin, NEOPERL, Inc.; Niels Van Berkum, American Standard, Inc.; and Shane Imsdahl, Haws Corporation

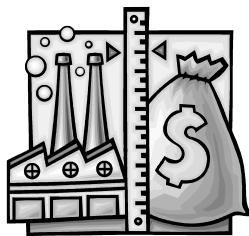


 Grant Smith, WCM Industries, Inc. (left); Al Romanowicz, Symmons Industries, Inc.; Bruce Martin, Intertech Corp. and Bill Tracey, Symmons Industries, Inc. enjoy conversation at dinner.

NAM Council Releases Study on the Future of Manufacturing in the U.S.

by: Kelly Anderson, PMI Technical Services Coordinator

“Securing America’s Future: The Case for a Strong Manufacturing Base” is a study that was commissioned and released by the National Association of Manufacturers (NAM) and the Council of Manufacturing Associations. PMI helped to fund the study which was written by Joel Popkin and Company on manufacturing’s significance to U.S. society. Dr. Popkin, NAM



President Jerry Jasinowski, and Council Chairman Thomas Dammrich publicly announced

the findings at a press event earlier this summer.

Dr. Popkin has been an analyst observing and predicting the U.S. economic outlook for almost 35 years. He founded Joel Popkin and Company, an economics consulting firm, in 1978.

NAM President Jerry Jasinowski commented that “manufacturing has an amazing impact on our economy. Every dollar of specific manufacturing

production creates an additional \$0.67 in other manufactured products and \$0.76 in products and services from non-manufacturing sectors. Manufacturing contributes more than 60 percent of U.S. investment in research and technology, and manufacturing workers make 20 percent more than the average wage.”

Highlights from the study include the benefits from innovations for the entire U.S. economy and the challenges to the long-term viability of the U.S. manufacturing base and the innovation process.

In the end, the study concludes that “serious challenges threaten to undermine the critical mass of manufacturing necessary to maintain a dynamic innovation process. If the U.S. manufacturing base continues to shrink at its present rate and critical mass is lost, the manufacturing innovation process will shift to other global centers. Once that happens, a decline in U.S. living standards in the future is virtually assured.”

The executive summary and the entire study are available from PMI’s website: www.pmihome.org.

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A Response from the U.S. DOC

PMI submitted comments on behalf of the membership to the Department of Commerce to provide a status report on the plumbing industry along with recommendations for resolving key industry challenges. Here’s the response:

“Thank you for your interest in the Bush Administration’s Manufacturing Initiative. As Secretary Evans said at the launch of this important initiative on March 5, 2003, ‘The President and I understand that recovery in the U.S. manufacturing sector is crucial for sustained, robust economic growth and rising standards of living for all Americans.’

Your input, along with those gathered through our many meetings, field hearings and roundtables with manufacturers across the United States, will be helpful as the Department develops a report on the state of the U.S. manufacturing sector and makes recommendations to address the challenges faced by this vital sector.

Thank you.”

Dates to Remember!

Fall Meeting Hotel

Reservation Deadline:

September 23

Fall Meeting Registration

Deadline: **October 2**