

SIGNATURE

ENGAGE . EXPLORE . ENERGIZE . EXCEL .

GET OUT, LOG IN, INVEST IN YOURSELF

The Print & Graphic Communications Association has planned some upcoming events that we wanted to draw your attention to. In-person events give you a chance to meet other members, make connections and also learn something! We have also planned some online educational sessions, bringing the classes to you. Read on for details!

Women in Print Luncheons

Join us in April for our Women in Print Luncheons, each featuring an inspirational speaker who will provide a glimpse into their working and personal lives, as well as how they support the industry.

The first Women in Print event is in Plymouth Meeting, PA on April 11th. Our guest speaker is Debbie Nicholson with Think-to-INK! and well known to members who have taken one of her MasterClass training sessions (more on those later). Debbie will draw from her 30+ years of experience in printing as an owner and consultant and share her story of defeat and success.

Deborah Corn, Intergalactic Ambassador to the Printiverse at Print Media Centr, will be the guest speaker for Women in Print luncheons in Syracuse on April 17th and Buffalo on April 18th. Deborah provides "printspiration" to print and marketing professionals around the world. If you are in print, in any shape or form, you must be aware of Deborah and her tireless efforts on behalf of the industry.

Join us in April for a fun event that will inspire and entertain you. Full tables are available as well as single tickets. All are welcome!

Human Resource Conferences and Webinars

Our annual Human Resources and Employment Law Solutions Conference is scheduled for May 2 & 3 at Turning Stone Resort Casino. Many members send their top managers and HR staff every year to gain valuable insights and practical strategies. Attendees learn just as much from fellow attendees in the Q & A that goes on throughout the conference.

We will be holding a new, one-day Human Resources and Employment Law Symposium on June 13th in Plymouth Meeting, PA. Watch for the announcement of the agenda and full details soon.

Our ongoing HR Academy webinars highlight important topics for Managers & Supervisors. Our next Session is "What You Need to Know about Managing Disability Related Absences," scheduled for March 7th (see page 6 for details).



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*Serving Graphic Communications Firms
in New York, New Jersey, Pennsylvania
and Delaware.*



The 22nd Annual Human Resources and Employment Law *Solutions* Conference

May 2 & 3, 2024

Turning Stone Resort, Verona, New York

2024 HR Conference

Registration is now open for the 2024 HR Solutions Conference. This event has been hailed by participants as the preeminent HR conference and we are excited to continue this tradition of excellence. Attendees can expect to gain valuable insights and practical strategies to take their HR careers to the next level. Don't miss out on this opportunity to connect with peers, learn from the best and elevate your HR game. Conference agenda includes:

- Essential Employment Law Update
- Creating a Staff that Makes You Want to Stand Up and Cheer
- The Challenge of the Problem Employee
- Why Advancing Inclusion for the Disabled Worker Benefits Everyone
- Workplace Benefits Update
- Health and Safety Excellence
- HR Discussion Panel and Ask the Experts
- Full breakfast and lunch and breaks included
- Free networking cocktail reception on May 2nd

Conference Faculty:

Nicholas J. Fiorenza, Esq., Ferrara Fiorenza Law Firm
Michael L. Dodd, Esq., Ferrara Fiorenza Law Firm
Katherine E. Gavett, Esq., Ferrara Fiorenza Law Firm

Guest Speakers:

Tania S. Anderson, Chief Executive Officer, ARISE, Inc.
Sarah Armstrong, Strategic Risk Advisor, Gilroy Kernan & Gilroy
Stephen S. Stankavage, MS, Director of EHS, Print & Graphic Communications Association
Joseph P. Truncale, Ph.D., CAE, Founder and Principal of Alexander Joseph & Associates



Turning Stone Resort

5218 Patrick Road, Verona, NY
(800) 771-7711

What previous years' conference attendees have said:

- "Thought it was going to be a lot of law, but really appreciated that you blended in real-life themes and pressing issues we face today."
- "The program offers "realistic" advice, recommendations and suggestions that apply to our new normal."
- "I love the question/answer moments. I learn more from other HR department's experiences."
- "The Conference was phenomenal, exceeded my expectations."

Register online at:
[printcommunications.org/
events/2024-hr-conference/](https://printcommunications.org/events/2024-hr-conference/)

Questions? Contact PGCA
at (716) 691-3211
or kim@printcommunications.org

COVER CONTINUED

MasterClass Webinar Series

PGCA is presenting three MasterClass webinar series with Debbie Nicholson. Debbie is a wide-format printing consultant, national and international columnist, keynote speaker and MasterClass educator. All attendees will receive a MasterClass certificate after each of the four-week webinar series.

Learn how to effectively market your wide-format capabilities with "Capitalizing on WideFormat Printing MasterClass". The series will cover how to implement processes to avoid losing money on wide-format projects, initiate teamwork from customer service to sales and production, incorporate and facilitate vertical markets and more. The four-week webinar series begins on March 5th.

"Driving Leadership in Print! MasterClass," is geared towards owners, leadership team members, and supervisors. Elevate current leadership with new skills and foster teamwork, accountability, communication, transparency, and more! The four-week series begins April 2nd.

And finally, an encore presentation of "Customer Service with Care! MasterClass." A participant in last year's class deemed it "phenomenal". You will learn how to navigate through customer deadlines and conflicting directives, as well as how to handle and confront the hardest challenges in customer service. The four week webinar series begins April 30th.

Social and Networking Programs

PGCA will be announcing various networking events, breakfasts, lunches, happy hours, throughout our territory. Join us at the PGCA Offices in Amherst on April 8th as the total solar eclipse sweeps across Western New York. PGCA will provide the eclipse glasses and food and drink as we witness almost four minutes of totality starting at 3:18 pm. Mark your calendar for the 7th Annual Raymond A. Bubbar Golf Classic, July 26th at Terry Hills Golf Course in Batavia, NY.

We hope you will take advantage of these programs we have planned for members. Contact us at (800) 777-4742 or info@printcommunications.org with questions on these events and visit www.printcommunications.org/events/ to register.

Save the Date
July 26, 2024
Terry Hills Golf
Course
Batavia, NY



MEMBERS ONLY RESOURCES AT PRINTCOMMUNICATIONS.ORG!

Visit the Member Resource section at printcommunications.org to access:

SAFETYWEBINARS – Pre-recorded webinars on 17 topics, along with handouts, forms and sample policies. Fast and easy way to onboard employees or refresh training when new equipment or chemicals are introduced.

Mandatory training topics including:

- Lockout/Tagout
- Forklift Training
- Hazard Communication
- Emergency Action Plan

PRINT UNIVERSITY – Over 60 virtual courses on print production, sales, and more. Easy training for new and current employees.

Training webinars recently added include:

- Careers in Print: Pre-production
- Importance of Print in Today's World
- Year End Review and Predictions for 2024
- The Ins and Outs of IPDS vs. AFP vs. PDF

SALES VAULT – Recordings of the monthly "Short Attention Span Webinars" for sales reps on topics such as "Get That Appointment", "Where to Find New Business", "Sales Fatigue, Burnout & Reset", "How to Make Every Client Feel Like Your Top Account."

Contact PGCA at info@printcommunications.org for assistance with log in credentials.

THANK YOU CHARLIE LAUNSBACH AND LINDENMEYR MUNROE

A large pallet of paper was delivered this month courtesy of Charlie Launsbach at Lindenmeyr Munroe. Charlie has been providing the paper for PGCA's monthly newsletter *Signature* and also for our conference booklets for the past several years.

The newsletter you're reading now was printed on paper donated by Lindenmeyr and if you attend one of our in-person conferences, your very valuable handout will be printed on donated paper as well. Thank you again!



PGCA HEADQUARTERS

636 North French Road, Suite 1
Amherst, NY 14228
tel: (716) 691-3211 or (800) 777-4742
www.printcommunications.org

ADAM G. AVRICK

Co-Chairman
adam@designdistributors.com

JIM ROSENTHAL

Co-Chairman
jimr@pdcgraphics.com

TIMOTHY FREEMAN

Co-President
tim@printcommunications.org

MELISSA JONES

Co-President
melissa@printcommunications.org
tel: (856) 308-2851

STEVE STANKAVAGE

Director of Environmental, Health & Safety
sstankavage@printcommunications.org
tel: (570) 579-6497

KIM TUZZO

Marketing & Programs Director
kim@printcommunications.org

CAROLINE WAWRZYNIC

Office Support Manager
caroline@printcommunications.org

ASSOCIATION COUNSEL

Ferrara Fiorenza PC
5010 Campuswood Drive
East Syracuse, NY 13057
tel: (315) 437-7600
www.ferrarafirm.com

NICHOLAS J. FIORENZA

Partner
njfiorenza@ferrarafirm.com

MICHAEL L. DODD

Partner
mldodd@ferrarafirm.com

INSURANCE PARTNER

Gilroy Kernan & Gilroy
210 Clinton Road
New Hartford, NY 13413

ANDY BIERNAT

VP Strategic Risk Advisor
tel: (315) 624-7819
andrewb@gkgrisk.com

ROSS KRAFT

VP Strategic Risk Advisor
tel: (315) 624-2969
rossk@gkgrisk.com

SARAH ARMSTRONG

Strategic Risk Advisor
tel: (315) 624-2964
saraha@gkgrisk.com

MEMBER SPOTLIGHT

MEMBER SPOTLIGHT: GRIT PRINTING & DIRECT MAIL, MONTOURSVILLE, PA

Kim Tuzzo, Marketing/Programs Director for PGCA, spoke to Marissa Day and Lori Mahaffey at Grit Printing & Direct Mail in Montoursville, PA, to find out how they benefit from their membership in the association. A WBENC certified women-owned business, the company has been a member of Graphic Arts Association (now PGCA) since 1998 and they have been very active in attending events, using services and taking advantage of their membership.

Marissa Day is in management and is the daughter of Brenda Spitler, Owner and Lance Spitler, Vice President. Lori Mahaffey is a project leader supervisor and also handles HR and IT duties. Marissa said she especially appreciates that PGCA is a regional association, so the offerings are really relevant to them.



The staff at Grit Printing & Direct Mail: Lance and Brenda Spitler, front left, Marissa Day (seated) and Brianna Caso, standing, their daughters. Lori Mahaffey is sixth from the left in the back row.

Some highlights of member services Grit Printing has used:

Senior Leader Conference: Marissa has attended the Senior Leader Conference the past two years, this past year with her sister, Brianna Caso. She said she is always looking for leadership and other soft skills training that is accessible to their facility.

CSR Webinar Series: Lori thought the CSR training presented by Debbie Nicholson last year was phenomenal. She said it really helped the CSR staff know that other people face the same challenges, they were not alone in their struggles and helped them see what they could do better.

Print University: They have used Print University for some new hires, especially those who didn't come from the industry, such as their new sales manager. Now the sales manager knows what webinars would be most valuable to new salespeople.

HR Assistance: Lori reached out to Melissa Jones and Tim Freeman for help with the medical marijuana card for the State of Pennsylvania. She also talked to Mike Dodd at Ferrara Fiorenza PC, PGCA's Association Counsel, about harassment training and ended up purchasing access to the training. The company was looking to make the training part of their standard practice.

Sales Training: Lori said they enjoy the monthly Short Attention Span Webinars with Bill Farquharson and Kelly Mallozzi. She was impressed with what the Sales Vault offers. Several of their newer sales reps meet with Bill once a week and engage with other salespeople on the Sales Vault webinars.

HR Academy: Grit Printing signed some staff up for the ongoing HR Academy sessions, which offer HR training for Managers and Supervisors.

Grit Printing was recently featured by Heidelberg in their January email newsletter and on social media (see photo on page 4). Marissa indicated they wanted to showcase their Heidelberg equipment, including an older die cutter. They do a wide variety of printing jobs including books, postcards, mailings, newsletters. Grit also has a digital press and will complete installation of Fuji's sheetfed inkjet solution, the JPress, by the end of this quarter. They are also G7 Master Facility qualified, an investment on their part to commit to consistent color quality from job to job.

Grit Printing hosted an open house as part of last October's Print Across America celebration. They opened their doors to students from Pennsylvania College of Technology as well as staff from a local high school. They are planning on holding the event again this year and are looking into ways to increase participation.

Thanks to Marissa and Lori for talking to PGCA about their membership. All of the staff at PGCA are proud to serve our members such as Grit Printing with essential help on their daily challenges. As Lori said, "You're always there when we need you!"

ENERGY MARKET INTEL WEBINAR WITH PGCA ENERGY PARTNER CONSTELLATION



Join us for our live Energy Market Intel Webinar with Constellation Energy on Thursday, March 14th at 11 am. Energy is one of the top 5 expenses for most businesses. In this session, you will get the latest information on the energy market so you can make informed decisions about your energy procurement.

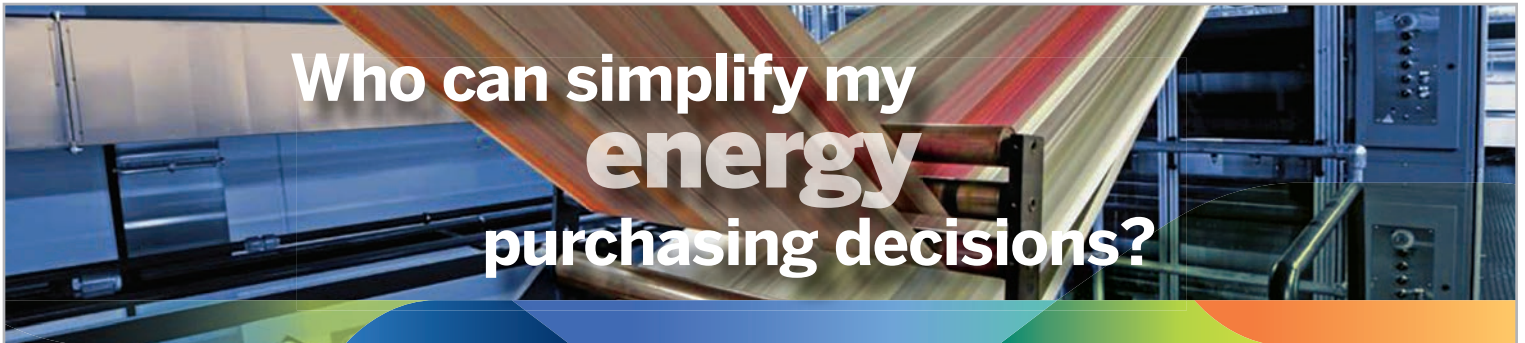
This webinar will include:

- An assessment of important changes in the regional power markets and their impact on prices
- The most up-to-date weather forecast
- Notable developments and insights on the economy
- A check-in on the status of natural gas storage, and current supply and demand fundamentals

Don't miss out on this chance to ask or hear energy questions from businesses like yours.

Register at www.printcommunications.org/events/.

Visit <https://associations.constellation.com/PGCA/> for details on the Constellation/PGCA partnership.



Who can simplify my energy purchasing decisions?

Constellation can connect your business with a suite of products, foster strategic alliances, and leverage state-of-the-art technology to shape and execute your energy strategy. Backed by insightful intelligence and an unmatched grasp of market trends, Constellation provides comprehensive energy solutions and diverse pricing options for electric, natural gas, and renewable energy products, tailored to companies of all sizes across every competitive energy market in the U.S. Your journey to optimal energy solutions begins with Constellation.

To learn more about this program contact Melissa Raymond at 443.875.5122 or melissa.raymond@constellation.com or visit associations.constellation.com/PGCA.



MARK YOUR CALENDAR!

Visit printcommunications.org/events/

- **Eclipse Party**
April 8, 2024
PGCA Office, Amherst, NY
- **Women In Print Luncheon**
April 11, 2024
The 1912 Club, Plymouth Meeting, PA

April 17, 2024
Barbagallo's, East Syracuse, NY

April 18, 2024
Park Country Club, Buffalo, NY
- **PGCA HR Conference**
May 2 & 3, 2024
Turning Stone, Verona, NY
- **Americas Print Show**
May 8 & 9, 2024
Huntington Convention Center
Cleveland, OH
- **Human Resources and
Employment Law Symposium**
June 13, 2024
The 1912 Club, Plymouth Meeting, PA

WEBINARS

- **HR Academy:
Essential Training for
Managers & Supervisors**
Series of Monthly Webinars
March 7 – April 25, 2024
- **Energy Market Intel Webinar
with Constellation**
March 14, 2024 – 11:00 am
- **MasterClass Webinars with
Debbie Nicholson**
**Capitalizing on WideFormat
Printing MasterClass**
4 week webinar series
March 5 – March 26, 2024

**Driving Leadership in Print!
MasterClass**
4 week webinar series
April 2 – April 23, 2024

**Customer Service with Care!
MasterClass**
4 week webinar series
April 30 – May 21, 2024

HR Academy:

Essential Training for Managers & Supervisors

Six Monthly, 60 to 90-minute webinars

The HR Academy webinar series continues in March with Session 4, **What You Need to Know About Managing Disability Related Absences**, scheduled for March 7th at 10:30 am.

Few issues cause more confusion and frustration than the uncertainties of long-term absences. Supervisors are often unaware of the legal protections at play and of the effective tools they can employ to manage extended time away from work proactively and appropriately. This session addresses the potential conflicts caused by overlapping federal and state laws concerning employee leaves of absence, i.e., the Americans with Disabilities Act, the Family and Medical Leave Act and the State workers' compensation laws, and other time off statutes. It presents managers with both a practical guide to complying with these statutes, and helps identify issues related to disability absences, and the avoidance of the legal pitfalls associated with this important aspect of human resource management. Learn to successfully comply with these complex and overlapping laws.



The HR Academy's objectives are to teach managers and supervisors effective HR management skills to improve their day-to-day interaction with employees and minimize the risk of employment-related litigation.

Webinars are presented by Nick Fiorenza and Mike Dodd, Partners at Ferrara Fiorenza PC, PGCA's Association Counsel. Nick and Mike have decades of experience counseling employers about their HR issues. PGCA members have access to their expertise any time they need assistance (see article on page 7).

Sign up for one webinar or the remaining three. Visit printcommunications.org/events/ or contact us at info@printcommunications.org for more detail on the series.

4	<p style="margin: 0;">Session</p> <p style="margin: 0;">MARCH 7, 2024 — 10:30 am</p> <p style="margin: 0;">What You Need to Know about Managing Disability Related Absences</p>
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5	<p style="margin: 0;">Session</p> <p style="margin: 0;">APRIL 11, 2024 — 10:30 am</p> <p style="margin: 0;">Eliminating the Root Causes of Employment Discrimination and Harassment</p>
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6	<p style="margin: 0;">Session</p> <p style="margin: 0;">APRIL 25, 2024 — 10:30 am</p> <p style="margin: 0;">Turning Around the Non-Performing Employee (or Turning Them Loose)</p>
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HR Employment Law Services Program

HAVE YOU TRIED OUR HUMAN RESOURCES AND EMPLOYMENT LAW SERVICES PROGRAM YET?

Remember, PGCA members never have to “go it alone”.

HR consulting, training and employment law services are a phone call or email away.

Through this unique program member companies receive unparalleled comprehensive human resources and employment law services.

PGCA services are provided by consultants and attorneys with years of experience working in our industry. We have seen it all and provide real world HR solutions that at the same time help you comply with ever changing employment law.

PGCA HR Services Program

Get help now managing your human resources “life cycle” with the PGCA HR Services Program. This program is offered in conjunction with Nicholas J. Fiorenza and Michael L. Dodd, Partners with the Ferrara Fiorenza PC law firm, and PGCA Association Counsel.

Nick and Mike speak with PGCA members on a daily basis, assisting them with their HR crises. They are also popular speakers at our annual HR Conference. Meet them in person at the conferences on May 2 & 3 at Turning Stone and June 13 at The 1912 Club in Plymouth Meeting, PA. Nick and Mike are also the presenters for the HR Academy webinar series.

Here are just a few of the services offered through PGCA’s HR Services Program:

- Advice and consultation on your day-to-day stickiest HR problems
- Smart hiring forms, interview techniques and invaluable training for managers and supervisors involved in the hiring process
- Performance appraisal systems and related training done right!
- Leadership and engagement training and techniques for the communications industry supervisor
- Employee handbook review and development
- Labor relations services for both the union free and unionized employer
- Harassment prevention programs that work
- Effective legal representation by attorneys that know the industry.

Take a closer look at the human resources and employment law services program today! Visit printcommunications.org/human-resources-solutions/ for more detail. Contact Nick Fiorenza and Mike Dodd at (315) 437-7600 for assistance.

CREDIT CARD SURCHARGES

NEW LAW IN NYS CLARIFIES DISCLOSURE OF CREDIT CARD SURCHARGES

Governor Kathy Hochul recently announced a new consumer protection law that went into effect on February 11, 2024. This new law will amend and clarify New York’s existing credit card surcharge law. The NYS Division of Consumer Protection assists aggrieved consumers in the marketplace and the New York State Attorney General and local governments have the authority to enforce the credit card surcharge law.

The law provides greater transparency and protections for consumers by:

- Limiting credit card surcharges to the amount charged to the business by the credit card company; and
- Requiring businesses to post before checkout:
 - the total price of an item or service inclusive of the credit card surcharge; or
 - a two-tiered pricing option, which requires the credit card price to be posted alongside the cash price.

Read about the new law here <https://on.ny.gov/42G1Mve>

A few members were asking how the law applies to invoices and quotes, since the guidance offered by the Consumer Protection Agency was geared towards retail stores. We called NYS CPA and were given this guidance:

The total price including the credit card surcharge needs to be listed in dollars and cents. You can also list a cash price or say cash discount of 4% or whatever the discount is, but the amount of the surcharge cannot be listed separately. If you list the price including the surcharge and the cash price, the credit card price needs to be listed first.

Credit card surcharges are legal in all of the states in PGCA’s territory, NY, NJ, PA and DE. Members should check the rules of the law particular to their state.

2024 CMYK MANIFESTO Rewind, Reignite and Represent

By Deborah Corn, Intergalactic Ambassador to the Printerverse,
Print Media Centr

Greetings Citizens of The Printerverse and welcome global print and marketing professionals to a New Year for the printing industry.

2024 already feels like it rolled up in a muscle car, rolled down the window, pointed at us with a baseball bat, and said, "I heard you've been talking crap about me."

It's down to -70 degrees (-56.7 Celsius) this weekend in some areas of the United States. There is a palpable anxiety regarding the 2024 elections, a divided view of reality, Florida has just banned the dictionary so no one can look up the words associated with the books they are banning in Florida, and more.

The rest of the world is in a similar state to an equal or lesser degree, or worse. Active wars and crimes against humanity, devastating weather events, a new fissure in the planet creating a lava flow in Grindavik, Iceland, and more.

This is the global backdrop causing stress and uncertainty across the Printerverse, and it's only the second week in January.

While some of that may have no consequence or factor in business, marketing, and sales decision-making, a lot of it will be. The bigger the company, the bigger the factor. Businesses with global clients, clients in or close to war zones, and clients in areas that are flooded and/or frozen – big factors.

This is the 11th edition of the CMYK Manifesto to set the mission for print businesses and the printing industry.

It was important to start by establishing the myriad of factors beyond our control that will affect the overall success in 2024. However, keeping these factors in mind and staying focused on serving evolving print customer needs and emergencies as they arise could help you end 2024 in better shape than you entered it.

THE MISSION FOR 2024: REWIND, REIGNITE, REPRESENT

REWIND

Taking anything for granted in 2024 is a dangerous path. Call your customers, whether they ordered two jobs in 2023 or 200. Reestablish your relationship. Let them know from you – not through an email, newsletter, social post, or postcard – about anything/everything new.

Equipment isn't the only thing to discuss. So many print businesses have invested in workflow over the past few years. If you have optimized, upgraded, or revamped your internal processes explain the specific workflow benefit that helps that customer, for each customer you speak with.

Don't generalize. Be declarative ... We made a significant investment in our internal workflow process to help you get your work completed faster, allow you to create a portal and store your files and assets, allow you to order items online to save money, design your files on our site, get instant quotes ... and so on.

Reestablishing your customer relationships isn't a one-way street. Your customers may have new needs they aren't talking to you about. They may be more focused on reaching new clients, or more focused on retaining and maintaining current ones. They may want to enter a new vertical for new business development. They may even have questions about products and services you don't offer.



Make 2024 the year you rewind, reestablish, and strengthen your customer relationships, serve their evolving needs, and elevate yourself to a collaborative consultant in the process.

REIGNITE

Reestablish your mind share with print customers by showing them why they work with you – literally.

Create a creative and colorful sample kit that includes relevant samples for each customer based on the work they do with you, a mini swatch book you create that shows a few examples of the most common text weight and cover weight paper, different finishes and specialty effects, die-cutting and finishing capabilities.

Include printed press releases, testimonials, positive news, and social posts about your company. Include information about awards you have won over the past three years, and opportunities to partner for print, design, marketing, paper, and printing industry awards in 2024.

Include something personal, created and printed specifically for the recipient based on their interests – and keep it under \$20 to avoid issues with agency and corporate print buyers.

Make 2024 the year you reignite customer passion for the creativity and viability of print as a sales, marketing, and communication channel, and reignite the passion for partnering with your business in the process.

REPRESENT

I'm a devoted fan of RuPaul's Drag Race. Season 16 of the US series recently started, and last week the guest judge was Becky G. I had no clue who she was beyond a 20-something woman who has enough influence in pop culture to land a seat at the judge's table. Charlize Theron occupied it the week before. I looked her up and she is described as an "American singer and actress" who isn't related to Selena Gomez despite sharing a last name.

BECKY G INSPIRED THIS LEG OF OUR 2024 MISSION: REPRESENT

The contestants on Drag Race had some one-on-one time with Becky and asked her what she was looking for, from them, from a judge’s perspective to stand out from the crowd. Guess what ... better price, quality, and service didn’t come up.

Standing out to Becky G wasn’t about having the biggest wig or highest heels in the competition. She wanted the contestants to represent who they were, and that’s what she was looking for. Authenticity.

Becky G will be 27 in March. She wasn’t interested in pitting Queen against Queen in her assessment. She looked at each contestant as an individual. Were they presenting themselves authentically within the runway theme? Or were they presenting what they thought the judges wanted, abandoning authenticity in the process?

Make 2024 the year your customers, especially the younger ones, understand who you are and how you can help them, authentically. Claims of being everything for everyone (best quality, price, service) aren’t trending – even if they are true. Print customers want you to be everything for THEM and their needs. Your job is to communicate how you can authentically manifest that help.

BUT WAIT, THERE’S MORE

drupa is back! From May 28 to June 7, 2024, Düsseldorf transforms into drupacity and welcomes the world of print to Germany. Eighteen halls of equipment, products, and services, daily education and inspiration in the forums, global networking and discussions about the future of print at drupa DNA (drupa Next Age) in Hall 7 which I’m hosting with Frank Tueckmantel, and eleven days to experience all of it.

drupa is an enormous factor for 2024. This is where the industry meets, exhibitors introduce new products and discuss their vision of the future of the printing industry.

drupa is one-stop knowledge gathering for attendees. Discover new technology, establish a new partnership, strengthen your relationships with your current partners, and keep on the lookout for cool things to share across your social channels while you walk this massive show.

RAISE YOUR GLASS...

Unprecedented may end up being 2024’s word of the year. While we still have time for that, focus on what is precedent, rewind, reignite, and represent to make this year a success, no matter how you measure it.

“May the best days of 2023, be the worst of 2024.”

PRINT LONG AND PROSPER!

Deborah Corn is the Intergalactic Ambassador to the Printerverse at Print Media Centr, a Print Buyerologist, international industry speaker and blogger, and the cultivator of Print Production Professionals, the #1 print group on LinkedIn. She provides printspiration and resources to print and marketing professionals through education, events, Podcasts From The Printerverse, ProjectPeacock.TV, and an array of community-lifting initiatives including Girls Who Print and International Print Day.



There are many chances for you to interact with and even meet Deborah Corn in person this year. Visit www.printmediacentr.com for details on these events.

MARCH 8	International Women’s Day Event , 12 – 2 pm online, free panel and open discussion.
MARCH (All Month Long)	Print Herstory Month for Girls Who Print. Share your story about your investment in your career.
MAY 8	Girls Who Print All Day Conference , all day, women-only conference, live and in person at the Americas Print Show, Cleveland, OH.
MAY 9	Girls Who Print Leadership Luncheon , at the Americas Print Show in Cleveland, OH.
OCT. 4	Print Across the Planet
OCT. 23	International Print Day
NOV. 7	Girls Who Print Day Conference , online and in person, Canon Solution America’s HQ in Boca Raton, FL.
PGCA Events with Deborah Corn	
APRIL 17	Women in Print Luncheon featuring Deborah Corn, East Syracuse, NY.
APRIL 18	Women in Print Luncheon featuring Deborah Corn, Buffalo, NY.

Visit www.printcommunications.org/events for details.



ORGANIZATIONAL LEADERSHIP

ORGANIZATIONAL LEADERSHIP:
FLEXIBILITY AND A STRONG CORE

By Joe Truncale, Founder & Principal, Alexander Joseph & Associates

During a recent conversation with a personal fitness trainer, I asked about the foundations of an effective regimen and to help achieve a high level of physical fitness. In addition to free weights and cardio workouts (long a staple of mine) the response was simple and direct: Flexibility and a strong core.

I get the flexibility part (at least, I thought I did!). Despite being a long-time runner, stretching before and after has always been a needed and mostly overlooked part of my routine. I quickly learned that flexibility training is a whole different thing and, when done correctly and with great patience, can lead to greater balance and more effective and enjoyable workouts.

Core strength generally means “strength in the middle” with a special focus on hips, and abdominals (hello, planks!).

While these two simple ideas can lead to better fitness and a greater sense of well-being, they can also be a useful metaphor for organizational success.

When leading senior teams through strategy and planning sessions, the aim is to create a well-thought-out plan which will provide direction in pursuit of the mission and the long-term vision. While there are specific tactics embedded in the plan, there is also an emphasis on flexibility; that is the ability to spot and pursue opportunities that may be unexpected but nevertheless align with the strategic intent of the enterprise.

Flexibility built into the strategic plan is not there to excuse away a scattered, unfocused approach to execution. It is a way to anticipate and allow for the consideration of unanticipated opportunities which may advance the organization’s key objectives.

Strength in the middle is a useful way to reference the degree to which organizations emphasize growing and developing middle managers and supervisors. Often overlooked, a strong organizational core is vital to building and sustaining a winning culture. In fact, studies reveal that when asked to name factors which contribute most to employee engagement, satisfaction and retention, team members rate strong, effective supervisors and managers at or near the top of the list.

Investing in the development of your “organizational core” is likely to pay big dividends for years to come. Programs like the Graphic Communications Leadership Institute (GCLI) can be a great way to start (cgleadershipinstitute.com)

Focused, flexible planning supported by a strong core of well-trained supervisors and managers give organizations a distinct, durable competitive advantage; one that is difficult for the competition to replicate.

IF THEY BUILD IT, THEY WILL OWN IT

CEO’s often share with me their ideas for initiatives, programs and campaigns designed to energize their team members and increase focus. These are well thought out and detailed right down to the last tactic. So far, so good. Now comes the tough part; selling this approach to team members and getting them to “buy in”. There’s a better way.

It is sometimes necessary for organizations to ramp up their sense of urgency and for leaders to remind team members that a “can-do” attitude and inter-department cooperation are essential.

Well-designed campaigns can accomplish this while serving as a rallying point throughout the enterprise.

That said, while the CEO can and should help lead these initiatives, they will prove difficult to implement until and unless there is full alignment and enthusiastic support and commitment from senior team members and from the next level of managers and supervisors. Absent that, the program is at risk of quickly running out of steam. This will result in disappointment and will also make it more difficult to create and effectively implement other initiatives going forward.

That’s why it’s a good idea to get team members involved in the build out of most any new program or campaign. **People tend to support what they help create and enabling them to take ownership of new initiatives will increase the likelihood of success.** That way, when the program hits a few bumps (and it may) and the naysayers start to chirp (and they may) the response won’t be a rolling of eyes, pointing fingers and saying, “this is the CEO’s program”. Far better for team members to feel ownership and the sense that the initiative belongs to everyone. This reaction is more likely if they have a stake in its creation and implementation. In most cases, some of the very people for whom lack of urgency is a challenge are the ones who must be counted on to move things forward so the positive impact is fully felt.

To that end, the business is best served by leadership presenting a high-level overview of the initiative as they envision it. While the CEO may have a clear idea of the particulars of the roll out, they should invite team members’ ideas and be listening for those most closely aligned with their own. Encourage these ideas in particular. It may not end up as a dead-on match with their tactical plan but close is good enough if team members own it and are committed to it.

To get started on your organization’s “fitness plan” or for more on effective implementation of change initiatives, contact Joe Truncale at joe@ajstrategy.com or visit ajstrategy.com. Meet Joe at the PGCA HR Conference on May 2 & 3 at Turning Stone.


“organizational core” is likely to pay big dividends for years to come.



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TOP OSHA CITATIONS

FREQUENTLY CITED OSHA STANDARDS RESULTS FOR NAICS CODE 32311 PRINTING

Listed below are the standards which were cited by Federal OSHA for the 32311 NAICS Code for establishments with ALL sizes employees, issued during the period October 2022 through September 2023. Penalties shown reflect current rather than initial amounts. Contact Steve Stankavage at sstankavage@printcommunications.org with any questions.

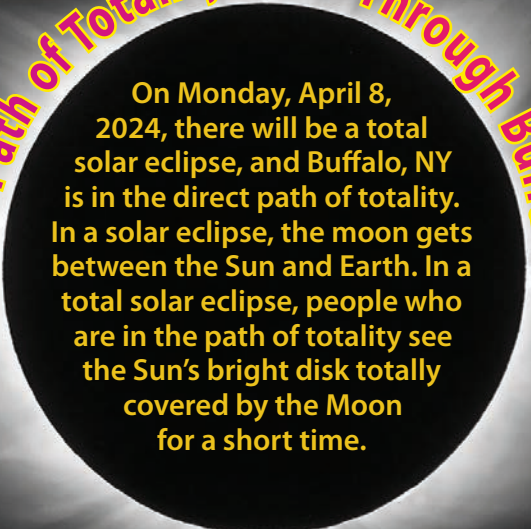
Standard	Citations	Inspections	Penalty	Description
Total	243	74	\$923,555	All Standards cited for Printing.
19100147	45	23	\$210,148	The control of hazardous energy (lockout/tagout).
19100212	30	29	\$203,306	General requirements for all machines.
19101200	27	13	\$42,076	Hazard Communication.
19100178	23	15	\$69,216	Powered industrial trucks.
19100134	14	7	\$10,144	Respiratory Protection.
19100305	13	10	\$53,383	Wiring methods, components, and equipment for general use.
19100132	10	10	\$33,421	General requirements.
19100303	10	10	\$58,999	General.
19100219	7	4	\$28,723	Mechanical power-transmission apparatus.
19100133	6	6	\$21,390	Eye and face protection.
19100157	6	4	\$13,614	Portable fire extinguishers.
5A0001	6	4	\$77,344	OSH Act General Duty Paragraph
19040041	5	5	\$6,355	— No Description Found —
19100037	5	5	\$12,509	Maintenance, safeguards, and operational features for exit routes.
19100242	5	5	\$9,889	Hand and portable powered tools and equipment, general.
19100138	4	4	\$12,055	Hand Protection.
19100022	3	2	\$5,831	General requirements.
19100215	3	2	\$5,917	Abrasive wheel machinery.
19101052	3	1	\$0	Methylene Chloride.
19030019	2	2	\$1,812	Abatement verification.
19040029	2	2	\$544	Forms.
19040039	2	2	\$12,810	— No Description Found —
19100036	2	2	\$1,992	Design and construction requirements for exit routes.
19040010	1	1	\$0	— No Description Found —
19100030	1	1	\$0	Training requirements.
19100095	1	1	\$6,630	Occupational noise exposure.
19100106	1	1	\$4,351	Flammable liquids.
19100151	1	1	\$2,500	Medical services and first aid.
19100253	1	1	\$4,554	Oxygen-fuel gas welding and cutting.
19100304	1	1	\$2,657	Wiring design and protection.
19100307	1	1	\$0	Hazardous (classified) locations.
19101030	1	1	\$6,697	Bloodborne pathogens.
19260453	1	1	\$4,688	Aerial lifts.

**IN MEMORIAM
VALERIE MANNIX**



It is with a heavy heart and profound sadness that we remember Val Mannix. We celebrate a life of remarkable achievement and profound impact. Val, the founder and guiding force of Mercury Print Productions, was a woman of extraordinary talent, vision, and commitment. Her passing leaves a void not just in Mercury, but the entire print community that she so passionately loved and served. Under her leadership, Mercury Print Productions grew from a fledgling startup in 1969, into a beacon of innovation in the printing industry. Val was more than a business leader; she was a pioneer, constantly pushing the boundaries of what was possible in our field. Her dedication to excellence set a standard that inspired all of us who had the privilege of knowing her. While we mourn the loss of a true pioneer, let us also celebrate the extraordinary life of Val Mannix. She will forever be a part of Mercury Print Productions.

APRIL 8TH
The Path of Totality Goes Through Buffalo



PGCA will be hosting an Eclipse Party at our offices in Amherst, NY. A total eclipse is one of the rarest and most spectacular events in nature. Join us on April 8th – we will

provide the Eclipse Glasses, drinks and snacks and the dramatic and unforgettable experience of a once in a lifetime event! Sign up at printcommunications.org/events/.

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For additional information, please contact:
showinfo@americasprintshow.com



Americas Print Show is thrilled to announce the **"PrintSmart Summit"** scheduled for Tuesday, **May 7, 2024**, followed by Girls Who Print and APS24 on May 8th and 9th. Three great events, one perfect location!

TUESDAY | MAY 7TH



PrintSmart Summit

Join us at Americas Print Show in Cleveland, Ohio, where several exciting events will take place, including the **PrintSmart Summit 2024**. This is a cutting-edge gathering for print tech enthusiasts and industry experts.

Delve into artificial intelligence and smart printing, explore the latest advancements, and network with top professionals. Featuring speakers from the AI Institute, Google, MindFireInc., and more, this summit promises a transformative experience.

WEDNESDAY | MAY 8TH & THURSDAY | MAY 9TH



GIRLS WHO PRINT

Girls Who Print, the largest independent organization for women in the printing industry, is hosting a LIVE conference at APS on May 8th with speakers, panels, career coaches, professional networking

and a VIP tour of the show floor included. Women from all stages of their careers and students are welcome to attend this co-located event. Girl Power continues May 9th with a Girls Who Print Luncheon and Leadership Panel hosted by Deborah Corn. More details coming soon! Learn more about Girls Who Print at girlswhoprint.net

WEDNESDAY | MAY 8TH & THURSDAY | MAY 9TH

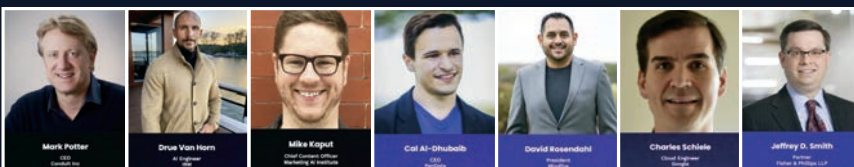


About APS 2024
Americas Print Show, APS, will once again partner with industry manufacturers, associations, industry influencers, educators, and printers to expand on the great success of the inaugural three-day event held in August 2022.

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SAFETY HAZARD EVALUATIONS

POWERED INDUSTRIAL TRUCK HAZARD EVALUATION

By Stephen Stankavage,
PGCA Director of
Environmental, Safety
and Health

**Greetings Safety fans!**

As many of you know, the purpose of a safety program is to prevent worker injury and illness from occurring in the workplace – by stopping accidents. Many of these prevention techniques are easily identified and detailed in your written safety programs themselves.

For example,

- **How do you make sure all your chemicals are labeled properly and on your hazardous chemical list? You take a chemical inventory.**
- **How do you know if your machine specific procedures are accurate for a piece of equipment? You lock it out following the procedure and then try to start it.**
- **How do you know your employees know what to do in the event of a fire? Have a fire drill.**

My question now is, how do you make sure your powered industrial truck operators are safe? If you said, “I evaluate them while driving,” you’re doing the company a large disservice and only covering about 20% of all PIT accident causes.

The fact is PIT hazard evaluation should include five areas. The driver is one, but there is also the truck, the load, the environment (both physical and work) and pedestrians. However, many companies just focus on the driver and call it good. So, this month I thought I would describe what you should look for to complete your hazard evaluation of your PIT program.

**The Driver**

We have already mentioned the driver so let’s start with him. The things you should be looking for during a driver evaluation are:

- Improper backing techniques – not looking, backing too fast, not tilting the load.
- Improper turning – turning too fast with large loads.
- Improper use of warnings – horn usage in high pedestrian areas, not stopping or horn usages for aisle crossings. Leaving aisles at high rates of speed.
- Giving rides on the lift or the load to other employees.
- Improper parking techniques and driving towards immovable objects too quickly.
- Horseplay or stunt driving
- Inadequate servicing of the lift

The Truck

- The age of your lifts – are they still adequate for your operation
- The physical condition – are they beat up?
- Proper attachments and additions
- Maximum weight needs
- The maintenance program – up to date and adequate?
- The inspection program – are your employees actually noticing any deficiencies?
- Operational controls labeling and layout – are the lifts designed properly for what you need?
- Excessive blind spots

The Load

- Loads you are required to move – weight, stable, level, volume.
- Pallets in proper repair and not damaged or overloaded
- Overloaded loads blocking vision.
- Will your drivers break down a large load into smaller loads or just try to move the whole thing?

The Environment – Physical

- Width of your aisles
- Crowded or cluttered aisles
- Traffic patterns and volume particularly in pedestrian and warehouse areas
- Pedestrian traffic patterns
- Lighting, noise, dust, ventilation
- Surface types and conditions
- Dock plates
- Inclines and declines
- Blind corners, hidden doorways
- Protruding obstacles – fire extinguishers, stairs, signs, guards, eye wash stations, flags, lights

The Environment – Work-related

- Proper and complete training of drivers
- Production stress – load timers and deadlines
- Management buy in – will a manager leave a lift in non-operation status even if he needs a lift to meet deadlines?
- Right safety equipment – chock blocks and trailer stands?
- Monetary requirements – do PITs get fixed to standard or to budget?

Pedestrian Workforce

- ❑ Make the driver aware they are in the area – eye contact, hand wave
- ❑ Only travel in pedestrian lanes and doors
- ❑ Maintain safe distances from lifts
- ❑ Never walk up the back of a lift while in operation
- ❑ Look before stepping out from blind corners, intersections, doorways.
- ❑ Do not walk under raised loads.
- ❑ Avoid standing next to immovable objects waiting for lifts to pass or turn
- ❑ Continue to walk down tight aisles while a lift is move up the aisle
- ❑ Overloading pallets to be oversized or unbalanced for PITs to move.



most dangerous operation printers use. Wouldn't it make sense to make sure all safety measures are taken? Something to think about.

Until next month friends, keep them safe and remember PGCA is only a phone call away!

About the author: Steve Stankavage has 25 years' experience in Environmental, Safety and Health with 16 years' experience in the printing industry. Steve came to GAA, now PGCA, from the defense contracting industry but also has EHS experience in heavy construction, wind energy, waste management and academia. Contact Steve with your safety questions and concerns at ssankavage@printcommunications.org or call (570) 579-6497. Meet Steve at PGCA's HR Conference at Turning Stone.



As you can see, there's a little more to my list than just the driver and this is just an example of some of the things you should be evaluating. Like I said, it's a long list, but it's absolutely necessary to evaluate all of them if you are going to prevent injuries and accidents from occurring with PITs. Remember, PIT operation is probably the

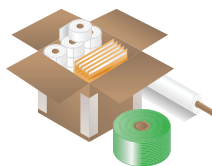
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GROWING CONTRIBUTION DOLLARS

Once you realize that contribution dollars are the key to profits, your obvious goal is to get more of them. The path to this is to get more jobs through your plant. The good news is that these are right under your nose—they're the jobs you quoted on but didn't get.

Obviously, you already know about these potential customers because you talked with them and quoted them but got nothing. However, what if your quote had been 5% or even 10% lower? Don't you think that these might have turned into orders? However, you didn't quote lower because you need to get your costs.

The reality is that the usual overhead contribution is around 40% of the typical quote. Thus, if the quote had been 10% lower, the contribution would have been 30% – a much better result than the zero contribution that comes from not getting the order!

About the authors: quoins2pixels is written by Bob Lindgren and Joe Polanco. As a value-added service of PGCA, they are available to expand on these articles or aid with projects. Reach them at bob.lindgren815@gmail.com or jspolanco49@gmail.com.

Guess who your potential customers are— they're right under your nose?

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