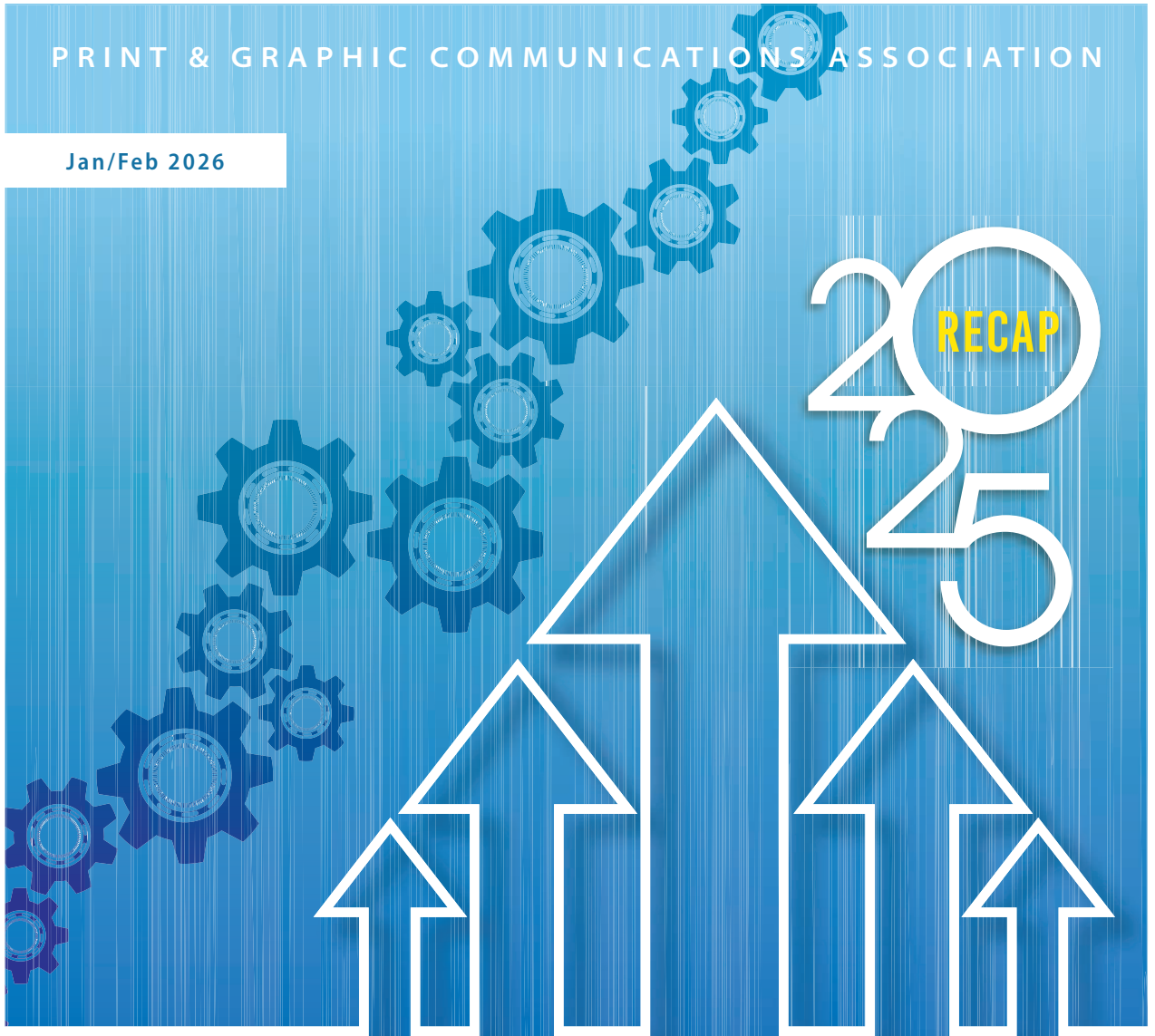


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Jan/Feb 2026



## PGCA IS YOUR CONSTANT PARTNER THROUGHOUT THE YEAR – CONTACT US FOR HELP!

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### Ready to Assist You with Any Challenges or Concerns You Encounter

As the new year begins, we wanted to remind PGCA members about the benefits available to you, as you endeavor to keep your business profitable and your employees fulfilled and engaged.

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### Top Employment Law and Human Resources Developments of 2025

Employers faced sustained enforcement activity, expanding employee protections, and growing expectations around how workplace decisions are made, documented, and defended.

---

### Two New Reports from Dr. Ralph Williams and his Colleagues

*Beyond the Press: A Roadmap to Enhanced Performance Through Non-Printing Products and Services (NPPS) and How Company Culture Drives Success with Non-Printing Products and Services.*



## What a Senior Leader Needs to Know About . . .

A One-Day Management Conference for Printing Industry Owners, CEOs, and Senior Management

THURSDAY

MARCH 12, 2026

8:00 am – 4:00 pm

This one-day conference, presented by Print & Graphic Communications Association, examines key topics that are critical for printing industry owners, CEOs and senior managers to understand as our industry continues to rapidly evolve.

Conference topics to include:

- **From Help Wanted to Humans Wanted: Reframing Sales, Culture, and Workforce Development in 2026 and Beyond**
- **The Road to Safety Excellence**
- **Understanding the Latest Labor and Employment Issues**
- **Deciding to Delegate: Empowering Your Team with Clear and Repeatable Systems**
- **Cultivate Value-Enhancing Strategies ... from Financials**

And more ...

Past Senior Leader conferences were highly rated by attendees and chock full of timely and relevant information. Join us for a networking dinner on Wednesday night at the Best Western.

Visit [www.printcommunications.org/events](http://www.printcommunications.org/events) to register.

### CONFIRMED PRESENTERS:



**Nick Fiorenza,**  
Partner,  
Ferrara Fiorenza PC



**Steve Stankavage,**  
MS, Director of  
Environmental, Health  
& Safety, PGCA



**Jason Henderberg,**  
Owner,  
Henderberg Business  
Solutions, LLC



**Ralph Williams,**  
Professor, Jones  
College of Business



**Kelly Mallozzi,**  
Principal,  
SuccessinPrint



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Empowering Digital Print

### CONFERENCE FACILITY:

BEST WESTERN PREMIER HARRISBURG  
800 E Park Dr, Harrisburg, PA 17111

**REGISTER ONLINE:** [printcommunications.org/events/](http://printcommunications.org/events/)

**QUESTIONS? CONTACT PGCA** at (716) 691-3211  
or email [kim@printcommunications.org](mailto:kim@printcommunications.org)



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**Featured Article:**

PGCA: Ready to Assist You with Any Challenges or Concerns You Encounter.

**Happy New Year!  
Wishing all our  
members much  
success in 2026!**

**SIGNATURE**

January/February 2026  
Published by Print & Graphic  
Communications Association

*Print & Graphic Communications Association is the trade association serving the paper, print, packaging and mailing community in New York, New Jersey, Pennsylvania, Maryland, Virginia, District of Columbia and Delaware.*

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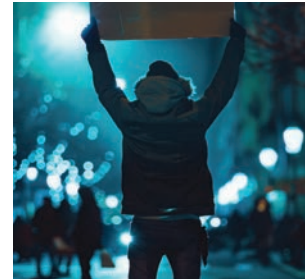
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PGCA Staff +  
Association Counsel,  
and Insurance Partner.

# Print & Graphic Communications Association: Ready to assist you with any challenges or concerns you encounter.

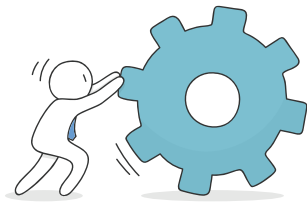
**A**s the new year begins, we wanted to remind PGCA members about the benefits available to you, as you endeavor to keep your business profitable and your employees fulfilled and engaged. PGCA is your constant partner through-out the year – contact us for help!

**Events:** If you didn't come out to one of our in-person events in 2025, both educational and social, or log on to one of our webinars, make a promise to yourself to engage with the Association and your fellow members in the new year. Check out the list of upcoming events at [printcommunications.org/events](http://printcommunications.org/events).

- 18 in person events
- 55 live webinars
- 140 annual HR Conference attendees

**Discounts:** PGCA offers 20+ member discount programs. Do yourself a favor and contact any PGCA staff member to ask how we can save you money on essential business services. Many member programs offer deep discounts and/or rebates or dividends at year end.

- 20+ member discount programs
- 66 NYS Safety Group dividend checks
- 66 ITU Absorbtech rebates
- 40 members in credit card processing programs



**Experts:** Have a crisis? PGCA has experts that can help you! Contact Nick Fiorenza, PGCA Association Counsel for your HR related issues, Steve Stankavage, Director of EHS, for your safety and environmental issues, our team at Gilroy Kernan & Gilroy for risk-related issues and any member of the PGCA staff when you're just not sure where to turn. Our member Ask a Member online forum offers help from your fellow members.

- 27 Member Ask a Member questions
- Experts in HR, EHS and Insurance a phone call or email away



**Training:** Training is available 24/7 in the members only section at [printcommunications.org](http://printcommunications.org). Check out Print University (90+ online webinars on print fundamentals), or PGCA's Safety Training Webinars (17 webinars on recommended and mandatory topics). Contact us for help with login credentials for yourself and your staff today.

- 92 Print University webinars
- 17 OSHA Compliance webinars

**Neographics®:** Call for entries is now open for 2026 Neographics® Print Awards. Review your print jobs from 2024 and 2025 to find your Masterpieces in Print. Early Bird deadline is February 20, 2026 (save \$10 per entry) and final deadline is March 6, 2026. Visit [printcommunications.org/neographics](http://printcommunications.org/neographics) for complete details. Don't stay in the margins, stand out!

- 3,050 Neographics® Posters and Entry Forms Mailed

“

Tell your friends and colleagues about how you benefit from your association membership, connecting you with the print community in seven states.”

**Biomass Offsets:** PGCA's offsets the paper used to print our monthly newsletter with Print Releaf, a member program that offsets your environmental impact through certified re-forestation and carbon offset projects.

- 2,066 lbs. of paper offset
- 24.85 standard trees reforested

**Socials:** PGCA had a busy year on social media posting about all of our activities and news. Follow us on LinkedIn, Facebook and Instagram to stay in touch.

- 70,359 impressions
- 1,939 reactions
- 131 comments
- 68 reposts
- 674 new followers

**Welcome to our Community:**

We welcome new members to the PGCA print community! Tell your friends and colleagues about how you benefit from your association membership, connecting you with the print community in seven states.

- 20 new members

Visit [printcommunications.org](http://printcommunications.org) to keep up to date on what's going on and what we offer our membership.

PGCA staff and your fellow members are there to support you all year long. Have a great 2026! ■

## Webinars with Kelly Mallozzi

View a Webinar!

**February 12, 2026 | Culture Brief – Hard Problems in Soft Cultures: Holding People Accountable Without Becoming the Bad Guy:** This brief explores how “nice” workplaces accidentally protect poor performance. This brief shows leaders how to mix clarity, compassion, and real follow through so accountability feels fair, human, and growth focused instead of harsh or punishing.

**February 19, 2026 | Sales Brief – Habit Stacking for Sales Success: How Small, Consistent Actions Build Big Results in New Business Development:** Habit stacking helps sales professionals build consistency by linking new business development actions to existing routines. By attaching small prospecting, follow-up, or planning habits to daily anchors, reps create momentum effortlessly. Over time, these micro-habits compound, transforming sporadic outreach into a predictable, results-driven rhythm for new business growth.

**Kelly Mallozzi** is a sales coach, marketing consultant, speaker, blogger, and podcaster with 30 years of print obsession to brag about. Her mission is to help print companies drive sales and customer loyalty through content strategy and sales process optimization, all with an eye on culture, workforce development, and personal skills optimization.

# Member News



## Zenger Group celebrates the Buffalo Bills and Sabres

Zenger Group in Buffalo, NY, sent out two sizes of wall calendars along with signs Buffalo Bills and Sabres fans could use when cheering on their teams. Go Bills is pretty much the way people in Buffalo say hello and goodbye! The two calendar sizes make sure you have a calendar to refer to wherever you need one with contact info for your Zenger rep handy when it's time for your next print job. Visit [zenger.com](http://zenger.com) and follow them on socials. ■

## Print Keeps It Classy Theme by Indigo Ink Digital Printing

PGCA received a holiday card and desk calendar with the Print Keeps It Classy Theme, printed by Indigo Ink Digital Printing in Columbia, MD. Liz Richardson told us the design, creative direction and copy was a team effort between Liz and a longtime collaborator/designer, Pete Birch (with lots of feedback from their team), along with quite a bit of production experimentation with their HP Indigo Press and their determined press operator, Alex. The clever concept mixes old timey images with ironic modern references to social media. Visit [indigoinkprint.com](http://indigoinkprint.com) and follow them on socials. ■

## I ♥ NY L & B 2026

Elodie Anastassiou, Account Manager with New York Label & Box in Islandia, NY, told us their calendar idea started with wanting to celebrate New York, especially since NYLB is a New York-based company. They used iconic New York City locations as backdrops and paired them with blown-up images of labels and cartons they've produced to highlight our work. >>



<< “Go Bills is pretty much the way people in Buffalo say hello and goodbye!”



# Acquisition of Cox Printers. Looking for Web Printing Source?



## NYLB Continued

>> The contrast between everyday city scenes and highly detailed product close-ups was intentional to reflect how labels and packaging quietly exist in so many environments. Innovation is a core focus at NYLB, so they included innovation-themed quotes each month to reinforce that mindset and highlight how forward thinking, problem-solving, and creativity drive what they do every day. November's quote: "Innovation is seeing what everybody has seen and thinking what nobody has thought," Albert Szent-Gyorgyi. Visit [nylabel.com](http://nylabel.com). ■

<< **“Innovation is seeing what everybody has seen and thinking what nobody has thought.”**

— Albert Szent-Gyorgyi

<< **“The clever concept mixes old timey images with ironic modern references to social media.”**

## PDC Graphics Expands Footprint with Acquisition of Cox Printers

PDC Graphics, a premier provider of print and marketing solutions in Southampton, Pennsylvania, proudly announced the acquisition of Cox Printers, a well-established printing company based in Linden, New Jersey. This strategic acquisition reinforces PDC Graphics' commitment to delivering exceptional quality, expanded service capabilities, and comprehensive print-marketing solutions to a broader client base.

“We are honored to welcome Cox Printers and its dedicated team to the PDC Graphics family,” said Jim Rosenthal, President of PDC Graphics. “Our goal is to build upon Cox's remarkable legacy of quality and customer care. By combining their talented staff with PDC's advanced production technologies and extensive service portfolio, we aim to deliver even greater value, continuity, and innovation to Cox customers. This acquisition aligns perfectly with our growth strategy, and we look forward to further strengthening our competitive position in the printing and graphic communications industry.”

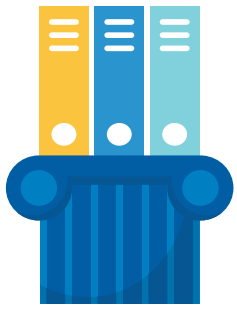
This acquisition highlights a growing industry trend, as PDC Graphics pursues smart, strategic acquisitions that enhance operational scale, expand capabilities, and deepen customer relationships. For more information, please visit [www.pdcgraphics.com](http://www.pdcgraphics.com). ■

## Looking for a Web Printing Source? Try Baltimore member, H.G. Roebuck

H.G. Roebuck is the only independent full-size heat set web in the Baltimore area. Their heat set web presses offer special features for printing publications and more. They offer PGCA members an exclusive trade-discount through their silent partnership allowing printers to maintain good margins. The presses fold to various signatures with the most popular a 16-page signature, but they also print and fold other configurations. They are one of the few heat set web printers that can print a full size 8 ½ x 11 and half size 5 1/2 x 8 1/2 with a bleed!

H.G. Roebuck can print on 40# text to 80# text papers, coated or uncoated. These lighter weight stocks also saves money on paper costs, postage, if mailed, and freight cost, helping budget conscious clients. They are THE local web press source that can assist when you need to print publications, catalogs, newsletters, magazines, brochures, booklets and more when you think your project belongs on a web press.

H.G. Roebuck has won 25 printing awards and continues to receive great reviews from their many clients, including printers in the region. Contact Jan Keadle at [jan@hgroebuck.com](mailto:jan@hgroebuck.com) or visit [www.hgroebuck.com](http://www.hgroebuck.com). ■



# HR



# Hot Topics

## Top Employment Law and Human Resources Developments of 2025 What Employers Should Know and What to Do Next

By Nick Fiorenza,  
Association Counsel,  
Ferrara Fiorenza PC

### Happy New Year Members!

If 2025 felt busy for HR and employment law compliance, that was no accident.

Employers faced sustained enforcement activity, expanding employee protections, and growing expectations around how workplace decisions are made, documented, and defended. From wage and hour practices and leave administration to workplace investigations and emerging technology, 2025 reinforced that compliance risk is increasingly operational.

The five developments highlighted below reflect where employers experienced the greatest pressure in 2025 and where attention should remain focused as we move into 2026.

Employment law and human resources compliance continued to evolve rapidly in 2025, particularly for employers operating in New York and across

the Mid-Atlantic region. While new statutes and regulations continued to emerge, many of the most significant risks arose from heightened enforcement, expanding interpretations of existing laws, and increasing scrutiny of how employers apply policies in practice.

For many members, 2025 was less about learning new rules and more about adapting to increased workplace pressures. Those pressures are unlikely to ease in 2026. Here's why.

### 1. Wage and Hour Enforcement and Pay Transparency Became Strategic Business Issues

Wage and hour compliance remained one of the most active enforcement areas in 2025, but the conversation shifted in important ways. Employers increasingly experienced wage practices and pay disclosures not as isolated compliance obligations, but as issues affecting recruitment, employee morale, and litigation exposure. In New York, for example,

enforcement activity continued to focus on timely wage payment, overtime compliance, and pay transparency requirements. Regulators and plaintiffs' attorneys alike signaled that posting a pay range is not enough if the range itself cannot be justified by actual compensation practices. Similar transparency requirements in states such as New Jersey and Maryland pushed many employers toward broader reviews of how pay decisions are made and communicated. Even employers operating in states without formal pay transparency laws felt pressure to align practices across jurisdictions to avoid inconsistent messaging and internal equity concerns.

#### What this means for employers:

Pay practices now demand cross-functional coordination. Employers should review wage and hour compliance, evaluate the defensibility of pay ranges, and ensure that HR, recruiting, and leadership teams share a consistent understanding of compensation strategy.



For many members, 2025 was less about learning new rules and more about adapting to increased workplace pressures.”

## 2. Leave Administration Continued to Generate Disproportionate Risk

Helping members navigate the confusing world of protected employee absences continues to be one of the key compliance issues addressed by the Association’s HR services program. Leave administration has surely been one of the most challenging areas of HR compliance in 2025. This is not changing in 2026. Overlapping federal, state, and local leave laws continued to expand, while enforcement activity increasingly focused on how leave requests are handled day to day rather than how policies are written.

Employers in New York continued to manage paid family leave, paid sick leave, and accommodation obligations, often simultaneously. Similar expansions in jurisdictions such as New Jersey and Maryland further complicated administration for multi-state employers. At the same time, employers in Pennsylvania and Virginia saw increased enforcement and litigation tied to leave usage,

retaliation claims, and return-to-work disputes, even without sweeping statutory changes.

The common thread was not the complexity of the laws themselves, but inconsistent application by supervisors and managers.

### What this means for employers:

Policies alone are not sufficient. Employers should focus on supervisor training, documentation practices, and internal coordination to ensure leave requests are handled consistently and in compliance across all locations.

## 3. Employee Classification Remained Under Sustained Scrutiny

The distinction between employees and independent contractors continued to draw significant attention in 2025. Classification decisions increasingly triggered exposure beyond wage and hour liability, including tax consequences, benefits eligibility, and compliance with leave and anti-discrimination laws.

Strict classification standards in New York and New Jersey continued to influence how employers structured contractor relationships, particularly in industries that rely on flexible work arrangements. Heightened enforcement activity in Maryland, Virginia, and Pennsylvania reinforced that classification decisions are being examined across jurisdictions. Employers with Delaware corporate structures also encountered classification issues tied to operational control and workforce deployment.

Remote work arrangements and multi-state operations further complicated the analysis.

### What this means for employers:

Employers should reassess independent contractor relationships with a fresh eye, focusing on actual working conditions rather than contractual labels. Classification decisions should be reviewed periodically, especially when job duties or work locations change.



# Top Employment Law and Human Resources Developments of 2025 ... continued



## 4. Workplace Investigations and Manager Conduct Took on Greater Significance

Workplace conduct issues continued to be a leading source of employer liability in 2025. Regulators and courts increasingly emphasized how employers respond to complaints, rather than whether policies technically exist.

In New York, expectations around harassment prevention

training and prompt, impartial investigations continued to rise. Similar themes emerged across the Association's member footprint, with particular scrutiny on delays, inconsistent outcomes, and poorly documented investigations. In many cases, liability stemmed not from the underlying complaint, but from how managers and HR personnel handled the response.

**What this means for employers:** Manager conduct is now central to risk management. Employers should invest in training, standardize investigation protocols, and ensure that HR teams are equipped to respond quickly and consistently across all locations.

## 5. Artificial Intelligence and HR Technology Moved into the Compliance Spotlight

The use of artificial intelligence and automated tools in hiring, performance management, and workforce analytics expanded significantly in 2025. What was once viewed as an innovation issue increasingly became a compliance concern. Many employers using inhouse or outsourced human resources management systems do not even realize that AI is deeply embedded in their daily HR decision making.

For all Association members, automated decision-making tools, particularly in hiring, are increasingly scrutinized. Concerns center around bias, transparency, and accountability, even where formal regulations lag. Employers relying on third-party vendors learned that legal responsibility often follows the employer, not the technology provider.

**What this means for employers:** Employers should inventory HR technology tools, review vendor practices, and establish internal governance around how automated systems are used in employment decisions.

## Leadership Takeaway: What 2025 Signaled for Employers

One of the clearest lessons from 2025 is that employment law compliance is no longer viewed solely as an HR function. Regulators, courts, and employees increasingly evaluate how leadership sets expectations, allocates resources, and holds managers accountable for day-to-day employment decisions.

Across jurisdictions, enforcement trends reflected a growing focus on operational consistency. Employers were scrutinized not only for what their policies said, but for how decisions were made, documented, and communicated across departments and locations. Issues such as pay practices, leave administration, classification decisions, and workplace investigations

repeatedly exposed gaps between written policy and real-world practice.

For leadership teams, this shift has important implications. Effective risk management now requires greater alignment between HR, operations, and senior management. It also requires an investment in training, internal controls, and periodic review of employment practices to ensure that compliance efforts keep pace with evolving expectations.

As employers plan for 2026, those that approach employment law proactively, as a core component of organizational governance and culture, will be better positioned to reduce risk, maintain flexibility, and support a productive workforce.

As always, association members who need assistance navigating any of these issues may contact the Print & Graphic Communications Association HR and Employment Services Program through the Association office, or by directly contacting Association Counsel Nick Fiorenza at [njfiorenza@ferrarafirm.com](mailto:njfiorenza@ferrarafirm.com).

**Meet Nick Fiorenza in person!** Nick will be speaking at the Senior Leader Conference in March in Harrisburg, PA and the HR Conference in May in upstate New York. ■



# HR Academy

## Essential Training for Managers and Supervisors



2 Live Webinars  
March 5, 2026  
60 to 75-minute  
April 9, 2026  
75 to 90-minute

## The HR Academy is Back! Two new webinars are announced

### Session 1: ICE is at our Door; What Happens Next?

**March 5th at 11:30 am EST,  
Live webinar | 60–75 minutes**

Employers are increasingly asking an important question:

What should we do if federal immigration enforcement shows up at our workplace?

This practical webinar is designed to help employers prepare for and manage immigration enforcement activity in a calm, professional, and legally compliant manner, consistent with sound governance and established compliance practices. Rather than focusing on fear or politics, the program emphasizes process, preparation, and professionalism — the same principles employers rely on when responding to other regulatory inspections and audits.

Participants will gain practical insight into:

- Why employers may encounter immigration enforcement activity
- How worksite visits and document requests typically unfold
- The importance of clear internal roles and response protocols
- How to engage professionally while ensuring requests are handled accurately and through appropriate channels

All registrants will receive a detailed Employer Response Guide and model Immigration Enforcement Response Policy to support real-world decision-making if an enforcement visit ever occurs.

### Session 2: Managing Disability- Related Absences

**April 9, 2026 at 11:30 am EST,  
Live webinar | 75–90 minutes**

Attendance issues tied to medical conditions and disabilities are among the most difficult problems employers face. Even when FMLA does not apply, ADA and state human rights laws still create real obligations and real risk.

This practical webinar focuses on how employers can manage disability-related absences, guide supervisors, enforce attendance expectations, and address excessive absenteeism without creating discrimination or retaliation claims.

The program addresses the real issues employers face, including intermittent absences, inconsistent enforcement, supervisors saying too much or too little, and the challenge of separating protected leave from ongoing performance and attendance problems. Participants will walk away with a clear, practical framework for:

- Managing legally protected absences without losing operational control
- Enforcing attendance expectations lawfully and consistently
- Guiding supervisors on what they can ask, what they should document, and when to escalate concerns
- Navigating the interactive accommodation process in a way that protects both the employee and the organization
- Addressing excessive absenteeism and suspected abuse without creating retaliation or interference claims



Who should attend:  
Owners, HR professionals,  
managers, and supervisors.

Registrants will have the option to purchase the Supervisor's Guide to Managing Disability-Related Absences.

**To Register:**  
visit [printcommunications.org/events](https://printcommunications.org/events) ■

**FF** FERRARA FIORENZA PC

# Two New Reports



on Non-Printing Products and Services from Dr. Ralph Williams and his Colleagues at Jones College of Business

# NPPPS

## 1. “Beyond the Press: A Roadmap to Enhanced Performance Through Non-Printing Products and Services (NPPS)”

Based on responses from 102 printing firms, the study examines how Non-Printing Products and Services (NPPS) are being utilized, their relationship to profitability, and what leaders can do to execute them effectively.

### A quick snapshot:

- On average, about 20% of the responding firms’ total revenue now comes from NPPS
- Firms are approaching NPPS as a strategic growth lever, not a last-ditch effort

### Key points from survey answers and leader comments:

- Nearly half of firms offer three or fewer NPPS, reinforcing the value of focus over complexity
- A higher share of NPPS revenue is associated with higher EBITDA margins (correlation, not causation)
- Customer input matters most when deciding which NPPS to offer
- Firms with clear NPPS goals, NPPS budgets, and NPPS performance metrics tend to report stronger profitability

- NPPS are pursued to become a one-stop shop and support long-term success, not out of desperation

### What this means for owners and executives:

- Start with fit, not breadth. Use NPPS to strengthen existing customer relationships
- Base your NPPS decisions on customer needs, not on your intuition - seek customer input
- Consider outsourcing as a proving ground before producing NPPS in-house
- Manage NPPS like a real business: objectives, budgets, metrics, and regular review
- If you’re thinking about adding NPPS or already offering them, this report provides practical guidance grounded in real industry data.

### Important note:

These findings reflect observed relationships, not guaranteed outcomes. Execution quality, capabilities, and strategic alignment remain critical.

## 2. How Company Culture Drives Success with Non-Printing Products and Services

As printing companies diversify beyond traditional print, company culture may play a critical role in determining success. Drawing on data from our October 2025 Printing Industry Performance and Insights survey, this report



examines how specific cultural attributes relate to the adoption of non-printing products and services (NPPS) and to firm financial performance.

We explored four cultural characteristics (risk-taking, innovation, proactiveness, and competitiveness). We found four associated with stronger NPPS adoption, and three associated with higher profitability (EBITDA):

### Bottom Line

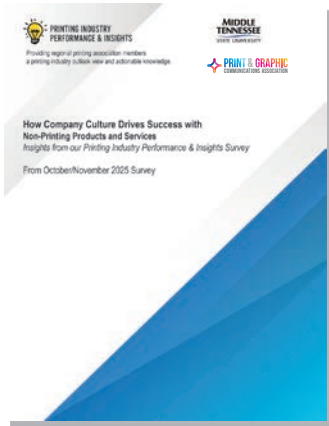
Printing companies that intentionally cultivate risk-taking, innovative, proactive, and competitive cultures are better positioned to grow NPPS revenue and, in most cases, improve profitability. Even firms not currently pursuing NPPS can benefit from reflecting on these cultural dimensions as sources of long-term competitive advantage.

We provide “action points” for each of the four cultural dimensions in our report.



# PRINTING INDUSTRY PERFORMANCE & INSIGHTS

Providing regional printing association members a printing industry outlook view and actionable knowledge.



The following is an example of the Action Points provided in the report.

**Action Points:**

How to embed an effective, risk-taking culture in your firm.

- View failure as a valuable learning opportunity.
- Develop and open a communication environment where everyone can share ideas, admit mistakes, and challenge the status quo.
- Celebrate the great ideas that didn't produce what

was expected but provided valuable insights.

- Don't completely ignore risks. Evaluate risks explicitly – compare plausible downsides to plausible upsides before acting.
- Pull ideas from everywhere (your entire team): production, CSR, sales, prepress, press operators, digital operators, binders, or drivers... everyone sees different problems.
- Leaders, "walk the talk!" Take the same risk-taking approach you promote with your team.
- Make risk-taking small and manageable: Run 30-60 day pilots with a budget cap, a named pilot owner, and a stop rule. Conduct a quick review after each pilot: expected vs. actual, what we learned, and what changes we will make next time. Don't run too many pilots at once: it creates distraction, overtime, and unfinished offerings.

- Protect core operations: Allocate fixed "pilot capacity" (hours/week) so experiments don't hijack delivery or quality of core business activities.

**Get the Full Reports:**

Fourteen regional printing associations combined to support this research and share it with their members. This collaboration enables PGCA to provide printing company leaders with actionable knowledge. PGCA members can download the full reports in the members-only section of [printcommunications.org](http://printcommunications.org) or email us at [info@printcommunications.org](mailto:info@printcommunications.org) to request them.

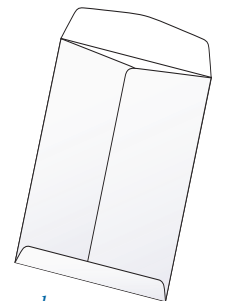
Meet Dr. Ralph in person at March's Senior Leader Conference. See details on page 2. ■



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# Upcoming Events



## March

### ■ JOIN US FOR THE FOLLOWING EVENTS

#### SENIOR LEADER CONFERENCE

**March 12, 2026**

Best Western Premier,  
Harrisburg, PA

#### PRINT IS GREEN NETWORKING EVENT

**March 26, 2026**

BigEye Direct,  
Sterling, VA

## May

#### PGCA HR CONFERENCE

**May 7 & 8, 2026**

Turning Stone Resort Casino,  
Verona, NY

#### NEOGRAPHICS 2026

**May 14, 2026**

The Switch House,  
Philadelphia, PA

## Webinars

### ■ WEBINARS WITH KELLY MALLOZZI

#### CULTURE BRIEF

Hard Problems in Soft Cultures: Holding People Accountable Without Becoming the Bad Guy

**February 12, 2026 | 1:30 pm**

#### SALES BRIEF

Habit Stacking for Sales Success: How Small, Consistent Actions Build Big Results in New Business Development

**February 19, 2026 | 1:30 pm**

### ■ WEBINAR WITH DIVERSION STRATEGIES

Understanding Extended Producer Responsibility & Its Impact on Your Business

**February 19, 2026 | 11:00 am**

### ■ HR ACADEMY IS BACK!

**SESSION 1: ICE is at our Door; What Happens Next?**

**March 5, 2026 | 11:30 am | Live Webinar, 60-75 minutes**

**SESSION 2: Managing Disability-Related Absences**

**April 9, 2026 | 11:30 am | Live Webinar, 75-90 minutes**

### VISIT [PRINTCOMMUNICATIONS.ORG](https://printcommunications.org) TO ACCESS:

**PGCA Online Safety Webinars:** 17 webinars on mandatory and recommended safety training topics

**Print University:** 90+ Webinars on print fundamentals.

# Get Your Masterpieces Ready!

## Call for Entries! Neographics® 2026



What Masterpieces did your company print in the last two years? Your work deserves to be showcased as a work of art!

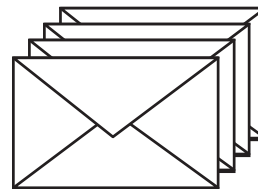
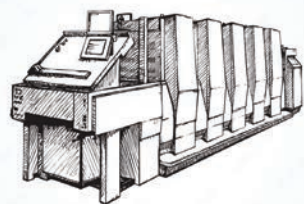
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# Dividends Received

## PGCA Safety Group Receive Dividends

Dividend checks mailed to Participating members in December

If you are a member of the PGCA Workers' Compensation Safety Group, the post office recently delivered a dividend check to you for the 2024-25 policy year. Dividend checks, 30% of discounted premium, averaged \$5,054.01 with the largest dividend check totaling \$41,049.69. Thanks to our Safety Group Manager, Gilroy Kernan & Gilroy, our members are enjoying record dividends!

The PGCA New York State Workers' Compensation Safety Group continues to be the best way for printers to purchase NYS Workers' Compensation coverage.

The upfront discount (maximum 32.5% on April 1, 2026), combined with the consistent cash dividends and "best in class" services from Safety Group Manager Gilroy Kernan & Gilroy, delivers a quality program to participating members.

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Visit [printcommunications.org/insurance-nyswc](http://printcommunications.org/insurance-nyswc) to complete a no-obligation quote form or contact PGCA at [info@printcommunications.org](mailto:info@printcommunications.org) or Andy, Ross or Sarah at GKG. ■



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# quoins2pixels

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

— George S. Patton  
(1885 - 1945)

## Diversification

In a recent article written by David Zwang in *Printing Impressions*, “Diversification Is the Printing Industry’s Growth Engine,” Mr. Zwang covered many of the reasons diversification is crucial to a print provider. Reality is that any successful print provider has been using technology to diversify for years. Offset replaced letterpress; the MAC revolution created entire new workflows; digital presses replaced the small format duplicators and provided enhanced offerings; and wideformat has replaced much of the screen-printing market.

Successful firms have and will continue to diversify. That’s old news. What’s imperative is that firms cannot rest on their past success. Technology is moving so rapidly that relying on “build it [technology] and they will come,” is not a decent approach in today’s print market. Diversification’s basis must be on markets and client needs rather than technology.

As with all strategic endeavors, it must start with a thorough analysis of the existing customer base along with the markets they serve. The next step is analysis of trends in those markets. Will economic winds and sourcing affect them? Are they vulnerable to AI? Are they in a growth sector? Are they in the process of distancing themselves from print solutions?

As these questions are answered, a strategic road map can be constructed and aid the diversification process.

Often this type of task is never undertaken by firms since they don’t have individuals who are capable or have the time to undertake a major project. Although not inexpensive, consideration should be given to outsourcing this type of strategic groundwork. The process can be completed in a manner of weeks rather than months.



## New Year’s Resolutions

Are you ready to quit smoking? Exercise more? Spend more time with the family? Put those on your list. They’re important for your physical and mental health. But how about some resolutions for work? Here are some thoughts.

**Organize** – When was the last time you organized your files? Digital and analog? How about your desk/computer clutter? Remember the three-stack rule. First stack is immediate review and action; second stack are for

items which have been reviewed but can be delegated or moved to stack #1 within a week; stack 3? Round file.

**Productivity** – Essential in our industry. Select one or two goals for the year to improve productivity in your department or plant. Start with having a brainstorming session with key personnel to help outline areas of improvement.

**Safety** – One of the often-overlooked areas of many businesses. Review your training process and see what needs to be updated. Review equipment hazards. Look at OSHA compliance. Although OSHA is seen as a paperwork headache, its regulatory framework has helped create a much safer workplace in ALL industries.

## Productive Employees

Here’s an old “quoins2pixels” article written several years ago but is worth re-reading.

A “Forbes” article explored the attitudes and perceptions of employees and the potential effects to retention and productivity. Their premise is that with the multitude of negatives in today’s world (wars; culture issues; politics; inflation, etc.) that many are becoming increasingly pessimistic, affecting their work and home life. The authors laid out several action items which employers should consider: provide employee training – this



can provide individuals with skills which can be used to meet future job changes; provide consistent but flexible feedback – a flexible system should be created to provide the right balance between under-and-over management; empower employees – for a workforce to be innovative and reduce the helplessness factor, it’s crucial to empower workers to solve problems in their own way. Although many of these thoughts are not new, given the recent changes in how many people see the concept of work and the need to recruit and retain good employees, management should be open to finding new ways to engage with employees since they are the backbone of any business.

### About the Author:

quoins2pixels is written by Joe Polanco. The author has spent decades in the printing industry, and held various management positions within the industry. As a value-added service of PGCA, Joe is available to expand on these articles, or aid with projects. Contact Joe at [jspolanco49@gmail.com](mailto:jspolanco49@gmail.com). ■

# PGCA Staff + Association Counsel and Insurance Partner

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## NEW YEAR, NEW GOALS

What are your goals for this new year? Finding new customers, creating new partnerships, expanding your brand awareness? PGCA offers resources to help reach your goals, connect with your target audiences and highlight your commitment to the Association. Review all of our programs, then let's discuss how to maximize your PGCA partnership.

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Becoming an event sponsor gives you the opportunity to increase your business exposure, support the Association and gives you the chance to build relationships with potential customers, suppliers, or partners. Depending on the event, sponsors can set-up a table, introduce a speaker, sponsor a cocktail hour or beverage cart, etc.

### Add PGCA logo to your Website

Add the PGCA logo to your website to promote your support of the industry. Display your membership certificate in your lobby.

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PGCA Sponsors gain visibility in PGCA's publications, website and social media accounts which raise our organization's visibility in the industry. PGCA looks to our partners to offer trusted access, resources, and information to members.

For more information on how PGCA can help you market your company, contact Melissa Jones at melissa@printcommunications.org.



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