

Retirement: The Good, the Bad and the Ugly

By Lou Caron, PIASC President/CEO

Hardly a day goes by without a phone call from someone looking to sell their printing business and retire. The word “retirement” invokes images of golf, tennis and travel. The truth is, the quality of your retirement will depend on how prepared you are both financially and emotionally—and not necessarily in that order.

While most people have given some thought to their financial well-being in retirement, few have thought about the psychological impact. The emotional challenges faced by many retirees, especially individuals in powerful, decision-making positions like business owners, should be well thought.

When people call and start talking about exiting their business and retiring, I immediately think of my parents, my mom and dad in particular. Dad retired at 55 to “manage his investments and play golf.” Within a year, we noticed that the former national partner in an international public accounting firm was slow to respond to questions. He was missing the “action” that includ-



ed communicating with his staff, colleagues and clients. Mom was ready to kill him as she refused to be his secretary! Unfortunately, Dad’s health turned south and he passed at the young age of 62. On the other hand, Mom loved to play golf. Her dream was to build her home right on a golf course. Soon after Dad’s retirement, she was able to fulfill that dream. Unfortunately, within a few years, her back problems forced her to give up her golf career.

Mom has passed but I remember her waking up every day, seeing the fairway from her home office and longing to

play. As I look back, her happiest moments were when we conned her into working as a “volunteer” admin staff at a local retirement residence where she had daily contact with people. Thinking about it now, she found purpose.

What Makes for a Quality Retirement?

To get a current perspective on retirement, I spoke with a recent retiree, Don Burdge. As President of BurdgeCooper, Don was responsible for over 150 employees. He was also one of PIASC’s most active members. During his ca-

reer, he served on the Board of Directors of PIASC, as including Chairman. In 2012, he was named PIASC Executive of the Year.

In 2014 Don sold his engraving business, and by April 1, 2016, he was fully retired. He then did what most people do when they embark on a life of retirement. He traveled.

During a recent conversation with Don, I learned that for the first couple of years, he and his wife went to National Parks and traveled up and down California. He said they had a great time “just kinda playing around.” After doing this for a while, his wife provided Don with a life lesson. She was very clever in the way she did this.

Don’s wife said she wanted to see a taping of the TV show Jeopardy. He agreed and thought that it would be a nice thing to do. According to Don, “We caught a bus to go the show. As I walked down the aisle to get to our seats in the back of the bus, I couldn’t help but notice that all of the other people on the bus were older. These people had oxygen masks, canes and walkers. When

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HUMAN RESOURCES

Is Extreme Obesity Covered by the ADA?



As the number of Americans who are morbidly obese continues to rise, many employers wonder if extreme obesity is covered by the Americans with Disabilities Act (ADA), which prohibits discrimination against individuals with disabilities. The answer is not completely clear-cut.

The ADA defines “disability” as a “physical or mental impairment that substantially limits one or more major life activities.” The Equal Employment Opportunity Commission (EEOC) has provided further guidance regarding what constitutes an “impairment.” According to the EEOC, “impairment” does not include “physical characteristics such as eye color, hair color, left-handedness or height, weight or muscle tone that are within ‘normal’ range and are not the result of a physiological disorder.”

Under this definition, it appears that extreme obesity is only a covered condition under the ADA if it is the result of a physiological disorder or condition. Otherwise, it is not a covered condition.

In *Richardson v. Chicago Transit Authority*, the Seventh Circuit Court of Appeals affirmed that this is the case. However, in *Valtierra v. Medtronic Inc.*, the Ninth Circuit Court of Appeals ruled in the employer’s favor without addressing whether morbid obesity is a covered condition under the ADA. In the *Valtierra* case, the court held that even if morbid obesity is covered, the plaintiff failed to show a relationship between his morbid obesity and his employment termination. Thus, the Ninth Circuit skirted the issue of whether obesity in and of itself is a qualifying disability under the ADA.

BUSINESS & MANAGEMENT

Leadership Goes Beyond the Bottom Line

When you’re a leader—no matter how long you’ve been in your role or how hard the journey was to get there—you are merely overhead unless you’re bringing out the best in your employees. Unfortunately, many leaders lose sight of this.

Leaders often do not see the true value of their role in the business, and put too much focus on the wrong things. The quest for success and the fear of not hitting targets, fear of losing bonuses and fear of failing drive leaders into isolation or a posture of micromanagement, where managers become increasingly metric-driven in an effort to reduce costs and improve delivery times. This behavior will quickly destroy your business by lowering engagement. But when leaders are humble, show respect and ask how they can serve employees as they improve the organization, the outcomes can be outstanding.

It’s not that the numbers don’t matter. They do. I am huge fan of score cards. I love efficiency, systems, data analytics and automation. But if you are only disciplined and focused around what you and others do, you will miss the real purpose of leadership, and your company and your people will not grow.

Can I let you in on a secret? Employees who do the actual work of your organization often know better than you how to do a great job. Respecting their ideas—and encouraging them to try new approaches to improve work—motivates employees to bring more of themselves to work.

Leading others well requires support, helping others identify areas of personal and professional growth, and affirming who your team members are as well as what they do. Small changes create a virtuous cycle. As the adage goes, “People will only remember 6% of what you do, but 100% of how you make them feel.”

Regardless of your industry, this is what customers want! And it is also what your team members want: To feel cared for, important, special and to know you are concerned for them.

Source: Pete Lovelace, SGLA, <https://www.sgia.org/>

Welcome New Members

PIASC’s Board of Directors and staff welcome the following members, who joined between June and October:

Allura Printing
Commercial and Book Printing
714.433.0200
www.alluraprinting.com

Boss LD Enterprises dba Bella Digital
Print Supplies, Large Format Materials.
714.533.8400
www.belladigitalusa.com

Church of Scientology International Dissemination & Distribution Center
In-Plant Printer
323.767.2580
www.scientology.net

GPA Printing CA LLC
Printing & Packaging
818.341.6666
www.gpaglobal.net

No Stress Printing, Inc.
Print Broker
424.248.0682
www.nostressprinting.com

The Printing Connection
Commercial Printing
818.728.5490
www.printcnx.com

Spiro’s Printing LLC
Printing
805.665.5065
www.spirosprinting.com

Steelwagon
Broker/Dealer
626.806.4710
www.steelwagon.com

Walker Graphics LLC
Print Finishing Equipment
760.898.3143
www.walkergraphicsllc.com

X-Digital Corporation
Authorized Xerox Sales & Service on NBW and Refurbished Xerox Production Equipment
760.737.0497
www.x-digital.com

Know a company that could benefit from our services and benefits the same way you do? Refer a friend and get money back towards your dues! Contact Erica Sanchez at erica@piasc.org or 323.728.9500, Ext. 209

NATIONAL ASSOCIATION NEWS

Get Profit Ready!



What’s in store for print markets in 2020? What separates the most profitable companies from all of the others? What major business changes do you have planned over the next few years? Assess your company’s competitive position and develop your strategic plans for 2020 and beyond with Profit Ready!

Profit Ready! is designed to give your company a clear path to profitability by providing the most accurate, complete and current industry data. Join Printing Industries of America’s economists as they uncover the economic challenges, changes and trends impacting the industry. Get Profit Ready! today!

You Will Learn...

- What the overall macroeconomic environment and printing industry landscape will look like in 2020
- Specific characteristics that separate industry profit leaders from profit challengers
- The four management techniques that can boost your organization’s financial performance
- How to benchmark your company against industry leaders for business health, operational performance and profitability



Visit <http://bit.ly/profitreadycon> to register, see pricing or receive additional information on the event.

FEATURE ARTICLE

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we sat down, I asked my wife, what is this? What did you do?” It was then that Don’s wife turned to him and said, “If you don’t get a job, these are the people we’re going to hang out with for the rest of our lives!”

“I realized that I didn’t want to live like that,” said Don. The next day he called Vistage, an executive coaching organization, and told them he wanted to be a coach. Don had been a member of Vistage while the owner of BurdgeCooper. Now that he’s retired, he’s both a coach and a Vistage Chair, where he serves as a mentor to CEOs and business owners.

Don’s move was a good one. In fact, it may have saved his life.

The Dangers of Retirement

Studies in the United Kingdom, Canada and the United States have found that retirees, especially males, experience high levels of satisfaction directly after retirement, but that satisfaction falls sharply within a few years.

The UK’s Institute of Economic Affairs (IEA) says that many retirees experience some serious mental issues:

- Retirement decreases the likelihood of being in “very good” or “excellent” self-assessed health by about 40%.
- Retirement increases the chance of suffering from clinical depression by about 40%.
- Retirement increases the probability of having at least one diagnosed physical condition by about 60%.
- Retirement increases the likelihood of taking a drug for such a condition

by about 60%.

- Clinical depression can lead to even worse situations.

Statistics from the U.S. Centers for Disease Control and Prevention show that the highest increase in suicide is in men 50 and over, while suicide rates for men are highest among those 75 and older. Men 80 and older are the group with the highest suicide rates in Canada, according to research from the Mood Disorders Society of Canada.

There are some activities that can help stave off depression, as well as dementia and hypertension, which, by the way, are all health problems related to early retirement.

Working or volunteering can help reduce these problems. Stein Olavsrud, a certified financial planner with FBB Capital Partners, says, “You have to be cautious that you’re still getting out, meeting people and being social. People who are not active tend to decline rather quickly.”

Continue reading: <http://bit.ly/loublog1>

GOVERNMENT & LEGISLATIVE

DOL’s New Exempt Threshold Doesn’t Apply in California

You may have read the news stories that the U.S. Department of Labor (DOL) has raised the salary threshold for the executive, administrative and professional (“EAP”) exemption to overtime rules. Employees who meet certain duties tests and are paid a salary of at least this threshold amount are not entitled to overtime pay for hours worked in excess of 40 in a workweek.

This substantial increase, which goes into effect on January 1, 2020, takes the Federal threshold from \$455/week (\$23,660 annualized) to \$684/week (\$35,568 annualized).

In California, employers must still follow state laws

When there is a conflict between Federal and State employment law, whichever favors the employee is the one that applies. In this case, the DOL’s new threshold level is still far below the threshold level under California law, which is tied to the state’s minimum wage.

As of January 1, 2020, this annual salary threshold will be: \$54,080 per year for employers with 26 or more employees or \$49,920 per year for employers with 25 or fewer employees. Employees who make below these amounts are entitled to overtime pay.

In addition, California law requires that non-exempt employees be paid overtime for all hours worked in excess of eight hours in a workday—not hours worked in excess of 40 in a workweek.

Action item: None for California employers...except to take note of the new salary thresholds that will go into effect on January 1.

CLASSIFIEDS

BUSINESS FOR SALE

EST. 1954 Gardena. CA
Owner retiring, Gross 45k/year, rice 32K, Fully Equipped w/inventory, Accounts, Low Rent 1000 Sq. Ft. Shop Call 310-327-3813 or 657-258-0247

OFFICE SPACE AVAILABLE

San Fernando Valley print company has office space available at below market value for 3-4 people - desks included. Perfect for small team. Conference table, window, Kitchenette. All utilities paid for. Call Mike at 818-335-1930

Want to place a classified ad? Contact Wendy Ferrer-Ferruz, 323.728.9500, Ext. 262, wendy@piasc.org

CONTACT US

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- Kristy Villanueva, Member Services
Ext. 215, kristy@piasc.org
- Cheryl Chong, Human Resources
Ext. 218, cheryl@piasc.org

Upcoming Events

Postal Customer Council Lunch and Learn

November 14, 2019
11:00 am – 1:30 pm
Phoenix Club, Anaheim

Data security isn’t just an IT issue. Everyone in the business, including owners, marketers and sales reps, needs to know how current cybersecurity laws affect marketing and operations. Join PCC and The DOT Corp for a cybersecurity Lunch and Learn that will keep you current and compliant. Speakers will give zip talks and a full panel Q&A covering these cybersecurity topics:

- HITRUST overview and updates for 2020
- CCPA vs GDPR
- Current information security landscape
- The new ISO 27701 International Standard for Privacy

11:00-11:45: Registration
11:45-1:30: Lunch & Seminar
\$35 before November 13, \$40 at the door. See socialpcc.org for registration.



Toy Drive & Ride

October 1 – November 29, 2019

If your company is looking to give back, think of the children of City of Hope.

This year, our goal is to put smiles on hundreds of children’s faces. Make a difference this holiday season and participate in our Annual Toy Drive. Help us reach our goal by encouraging your staff to donate a gift. Once your company has reached 20 donations, PIASC will add your company logo to the events website page and promotional material as a sponsor. PIASC will provide the participating companies with a decorated box for their donations.

To participate, contact Maribel Campos at 323.728.9500, Ext. 210 or maribel@piasc.org, or visit www.piasc.org/events.

Group Ride

December 7, 2019

You can also join the GROUP RIDE. All bikes are welcome! Saturday, December 7, 2019 is the Toy Distribution at City of Hope in Duarte, CA.

- Starting Point:** GPA Surfacing Change, 16001 Arthur St, Cerritos, CA 90703
- Check-in begins:** 8:00 am
- Ride to City of Hope:** 9:15 am (Kick Stands Up)
- Destination & Distribution of Gifts:** City of Hope, 1500 E. Duarte Rd, Duarte, CA 91010
- Distribute Toys at 10:00 am

Donations Collected!



★ 20 or more donations collected!

PIASC Events Calendar

OCT NOV
1-29

PIASC Annual Toy Drive

Donate between October 1 and November 29
www.piasc.org/toydrive/
Contact: Maribel Campos, Ext. 210, maribel@piasc.org

NOV
14

Lock it or Lose It: Data Protection & Cyber Security

\$35 before November 13, \$40 at the door
Register Now: socialpcc.org
Contact: Vencent Quaglia 714 701-2633

NOV
15-16

2019 TECHEXPO

PFS Technology Center
Orange County, CA
Register Now: pfstechexpo.com

NOV
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PIASC Member-Only GRC Career Day

Cal Poly State University
San Luis Obispo, CA
Registration Deadline: November 1
Contact: Kristy Villanueva, Ext. 215, kristy@piasc.org

NOV
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WEBINAR: Selling to Vertical Markets

11:00 am - 12:00 pm
Online
Contact: Maribel Campos, Ext. 210, maribel@piasc.org

DEC
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WEBINAR: Hourly Cost Rate Best Practices

11:00 am - 12:00 pm
Online
Contact: Maribel Campos, Ext. 210, maribel@piasc.org

For full list of workshops and virtual classes, please visit www.piasc.org/training.