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VIRGINIA GOVERNOR SIGNS SALES TAX EXEMPTION EXTENSION INTO LAW

Print & Graphic Communications Association (PGCA) Recognized for Critical Role in Legislative Victory

Virginia Governor Glenn Youngkin has signed into law legislation that extends important sales and use tax exemptions benefiting the printing and graphic communications industry. This significant victory ensures that printing companies across the Commonwealth can remain competitive, preserve jobs, and continue to contribute to Virginia's economy.



The Print & Graphic Communications Association (PGCA) played a leading role in achieving this outcome through an effective, multi-pronged advocacy effort. PGCA retained a professional lobbyist, organized a coordinated grassroots campaign among its members, testified before legislative committees, and held numerous meetings with key lawmakers throughout the process.

"This is a big win for our members and for the broader business community," said Melissa Jones, Co-President of PGCA. "By extending these exemptions, Virginia is recognizing the vital role our industry plays in the state's economy. We are proud to have led the charge."

The legislation ensures that sales and use tax exemptions remain in place for essential inputs in the printing process, helping businesses control costs and reinvest in innovation, workforce development, and sustainability initiatives.

PGCA extends its gratitude to the bill sponsors, legislative allies, and the Governor for their support and leadership. This success would not have been possible without the active involvement of PGCA members who responded to action alerts, contacted their elected officials, and shared their stories about the impact of the tax exemptions.

PGCA Co-President Tim Freeman commented, **"PGCA's legislative wins such as Virginia and recent industry victories in New York and New Jersey would not be possible without local members, PGCA staff, and our lobbyists talking directly to elected leaders in person or through Zoom meetings.** These legislators are inundated with letters and emails from all sides of a particular issue. While grassroots input is important, when you can connect personally, one on one, that is the opportunity to make the crucial points regarding the value of our industry and the damage that can be done through ill-advised legislative efforts. We are proof that when an industry comes together on a local level and speaks with one voice, we can achieve great things."

For more information about PGCA and its advocacy efforts, please visit printcommunications.org/advocacy/.

HELLO MEMBERS!

PGCA ADVOCACY AT WORK! BIG WIN...



"WE ARE PROOF THAT WHEN AN INDUSTRY COMES TOGETHER ON A LOCAL LEVEL AND SPEAKS WITH ONE VOICE, WE CAN ACHIEVE GREAT THINGS."



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WOMEN IN PRINT LUNCHEONS

BE ENTERTAINED AND INSPIRED AT PGCA'S WOMEN IN PRINT LUNCHEONS

The Print & Graphic Communications Association (PGCA) is hosting three Women in Print luncheons in June. Each will feature an inspirational speaker who will provide a glimpse into their working and personal lives, as well as how they support the industry.

June 4, 2025 – Plymouth Meeting, PA

Speaker: Debbie Nicholson, Think to Ink, Inc.

Our guest speaker in Pennsylvania is Debbie Nicholson with Think to Ink, Inc., a consulting and coaching company specializing in Wide-Format printing. She helps printing companies and industry leaders identify and develop untapped growth opportunities through product innovation, technology, and customer engagement.



During this session, Debbie will introduce us to meaningful mentorship and its potential effectiveness for current workplace cohorts and future generations. She believes that by taking the time to introduce solutions for future generations, we can help them avoid the painful roadblocks we have endured.

June 4, 2025 – Syracuse, NY and

June 5, 2025 – Buffalo, NY

Speaker: Kelly Mallozzi, SuccessInPrint and VP/Program Director, Girls Who Print

Our guest speaker for Syracuse and Buffalo is Kelly Mallozzi, sales coach, marketing consultant, speaker, blogger, and podcaster with 30+ years of print obsession to brag about.

Kelly also serves as the Vice President and Program Director for Girls Who Print, a non-profit organization supporting women in the industry. She is a mentor to many sales stars and is devoted to helping to attract younger people to the print industry.



As a woman with 31 years in sales and marketing, Kelly has faced the challenges of proving her worth, breaking through barriers, and demanding a seat at the table. In a male-dominated industry, she's learned that resilience, confidence, and advocacy are our greatest tools. Today, Kelly celebrates the triumphs—shifting mindsets, mentoring the next generation, and redefining leadership.

Get your colleagues together and sign up to attend one of these luncheons. All are welcome to attend the events, gentlemen too! You won't regret taking a few hours out of your day to hear from speakers who have good stories to tell and meeting fellow PGCA members. Visit printcommunications.org/events for all the details.

WOMEN IN PRINT

PLYMOUTH, PA:

Wednesday, June 4, 2025

**The 1912 Club, 888 Plymouth Road,
Plymouth Meeting, PA**

11:30 am - 1:30 pm

SYRACUSE, NY:

Wednesday, June 4, 2025

**The Craftsman Inn,
7300 East Genesee Street,
Fayetteville, NY**

BUFFALO, NY:

Thursday, June 5, 2025

**Reikart Ballroom at Jazzboline,
5010 Main Street, Amherst, NY**



**Many thanks to our sponsors:
Canon U.S.A., Inc., Case Paper
and Konica Minolta**

COCKTAILS & CONNECTIONS

Networking/Happy Hour

May 8, 2025 | 4:30 - 7:30 pm

**Barley's Backyard Uptown,
408 York Rd., Towson, MD**



Join us at Barley's Backyard for a chance to meet your colleagues in the industry, make new contacts, exchange ideas and have a few laughs!

**PGCA
MD**

As before, there is no charge to attend, no speaker and no agenda. Connect with other members in an ideal environment!



Register at printcommunications.org/events or RSVP to Debbie Woolbright at (443) 276-3141 or debbie@printcommunications.org

Many thanks to our sponsors: Canon U.S.A, Inc., Konica Minolta, Lindenmeyr, Sappi and Sylvamo

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FOCUS ON YOUR FIRST IMPRESSION**DRESS TO EXPRESS SUCCESS**

By Bill Farquharson, Sales Vault

I was listening to a presenter discussing some sales basics. One of the things he talked about was how you present yourself as a salesperson. He talked about apparel; how to dress. He talked about looking someone in the eye and offering a firm handshake.

He even went so far as to talk about the vehicle you drive.

This reminded me of a long-standing conversation I've had with my brother over the years. The question is, should you drive something that displays your success or should you drive something more...humble?

There are two arguments:

- **Drive a luxury vehicle and you certainly send the message that you are good at what you do. But you risk sending a second message: you are high-priced.**
- **Drive a more economical vehicle then someone might wonder, "How good can he/she really be?"**



I will let you decide for yourself. What I will tell you is, the overall image—your clothing, hair, shoes, and vehicle—must be clean, cared for, and professional. You are the product. You are the primary reason someone chooses your company as a vendor. How you present yourself matters.

My opinion is, drive the nicest vehicle you can reasonably afford. Dress one step above your target market. At every level of your sales journey—but especially when you are just starting out—invest in quality clothing that fits you well. If this is not your strong suit, find a friend to help or (gentlemen) consult your local haberdashery (Google it, kids). As they say, you only get one chance to make a first impression. Oh, and a word about Casual Friday: Don't! Just don't!

Whether they know it or not and whether they admit it or not, customers have an initial yes/no reaction when they first see you. Which would you prefer, "Wow!" or "Yikes!"

Go for "Wow!"

And if you want to add "Wow" to your sales, join The Sales Vault at SalesVault.pro/partners or call Bill Farquharson at (781) 934-7036. PGCA Members receive a discount on the monthly subscription.



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MEMBER NEWS

DIAMOND PACKAGING EARNS ITS THIRD ECOVADIS PLATINUM RATING

Setting the Industry Standard in Sustainability

Diamond Packaging, Rochester, NY, announced it has been awarded a Platinum rating for the third time by EcoVadis, a global leader in business sustainability assessments. The award is the highest recognition given by EcoVadis and places Diamond in the top 1% of all companies evaluated worldwide.

"We're deeply honored by this recognition, which validates our commitment to integrating environmental, social, and governance (ESG) principles into every facet of our operations," said Dennis Bacchetta, marketing director and founding Green Team member at Diamond. "We remain dedicated to collaborating with our supply chain partners to develop and deploy packaging solutions that are both groundbreaking and environmentally responsible."

The EcoVadis assessment evaluates 21 sustainability criteria across four core themes: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

Diamond ranked in the top 1% of suppliers assessed by EcoVadis in the category "Manufacture of corrugated paper and paperboard and of containers of paper and paperboard". Diamond ranked highest in the Environment category, which comprises both operational factors (e.g., energy consumption, waste management) and product stewardship (e.g., product use, customer health and safety).

Today, Diamond's packaging is designed utilizing recyclable paperboard and manufactured using 100% clean, renewable wind energy, in a Zero Waste to Landfill (ZWL) and Carbon Neutral (Scope 1 and Scope 2) facility.



PGCA SUSTAINABILITY SERVICES

REGIONAL AFFILIATE CERTIFICATE GROUP

Forest Stewardship Council® Certification (FSC®) Chain of Custody Certification can be a valuable tool for printers, packaging manufacturers, in-plants, brokers or paper companies.

Save thousands on certification costs with the Print & Graphic Communications Association group or individual FSC CoC programs.

To qualify for the group pricing, your company must be able to show that you have annual forest product sales of under \$10 million OR have 25 employees or less and be a Print & Graphic Communications Association member.

Program Benefits:

- **\$1,895 per year (plus FSC's AAF fee, variable based on forest product sales) includes travel costs**
- **Group manager provides technical assistance to group members at no additional cost**
- **Group members have access to the FSC logos**
- **Efficient, easy on-boarding and streamlined audit process**
- **Reduced paperwork hassle – All you do is save money!**

To inquire, visit racgus.org or contact Caroline Wawrzyniec, RACG Member Services Manager, at (716) 691-3211 or caroline@printcommunications.org.



PRINTRELEAF: OFFSET PAPER AND PACKAGING MATERIALS & SHARE YOUR PROGRESS



Paper and packaging are inevitable in business, but together we can make a positive impact on the environment by certifiably regrowing our global forests and offsetting carbon emissions, while you build your brand and engage with your customers.

What does PrintReleaf do?

For every printing and packaging job, PrintReleaf's cloud-based software measures your fiber-based materials consumption, calculates how many trees were used, and automatically reforests your forest footprint in certified global reforestation sites.

You'll have a user portal to track your progress and can include a unique PrintReleaf QR code right on your packages, linking to your company profile and reforestation certificate, summarizing how many trees have been planted, and where. See PGCA's QR code on the back page of this newsletter (we are at nearly 100 trees reforested!).

Let people know what you're doing for our planet!

Start turning your environmental commitments into action and share it widely! Visit printreleaf.com or contact PGCA at info@printcommunications.org for more information.

PRINTING OWNERS MEET

SENIOR LEADER CONFERENCE

Companies from New York, Pennsylvania, New Jersey and Maryland and as far away as Michigan and Tennessee, gathered in Harrisburg, PA last month for PGCA's Senior Leader Conference.

The day-long conference offered presentations by industry leaders and the chance for printing company owners to meet and network.

Some testimonials from attendees follow:

"Nick Fiorenza is always awesome. Joe Truncale was content filled. I really enjoyed Kelly as I don't usually enjoy sales."

"All great speakers who brought significant value."

"The highlights for me were the interactive presentations and the opportunity to meet other printing company owners and vendors."

"This was my first event with the organization. I was extremely impressed with all the information."

Thanks to our conference sponsors: Canon U.S.A., Inc., Case Paper, Komori, Konica Minolta, and Roosevelt Paper.



▲ Conference attendees enjoyed Joe Truncale's observations on strategies for success.



▲ Kelly Mallozzi, SuccessinPrint and also VP/Program Director, Girls Who Print, gathered all the Girls Who Print in attendance for a group picture.



▲ Nick Fiorenza, PGCA Association Counsel, Ferrara Fiorenza PC, navigated the complex legal landscape of today's world.



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Visit printcommunications.org→ **23rd Annual Human Resources & Employment Law Solutions Conference****May 1 & 2, 2025**Turning Stone Resort,
Verona, NY→ **Women in Print Luncheons****11:30 am - 1:30 pm**☐ **June 4, 2025**1912 Club,
Plymouth Meeting, PA☐ **June 4, 2025**The Craftsman Inn,
Fayetteville, NY☐ **June 5, 2025**Reikart Ballroom at Jazzboline,
Amherst, NY→ **Maryland Networking/ Happy Hour****May 8, 2025 | 4:30 – 7:30 pm**Barley's Backyard Uptown,
Towson, MD→ **Maryland Golf Outing****June 12, 2025**Woodlands Golf Course,
Windsor, MD→ **Raymond A. Bubar Classic****July 25, 2025**Terry Hills Golf Course,
Batavia, NY→ **PGCA Annual MD Crab Feast****September 11, 2025**Kurtz's Beach,
Pasadena, MD→ **Virginia Golf Tournament****September 17, 2025**Hunting Hawk Golf Club,
Glen Allen, VA

WEBINARS SEE PAGE 10

LONG-TERM INTEREST OF THE USPS

SPECULATION ABOUNDS AFTER DEJOY'S DEPARTURE

Analysis from Leo Raymond, Mailers Hub

When Louis DeJoy announced February 18th that he'd "notified the Postal Service Board of Governors that it is time for them to begin the process of identifying his successor," speculation began about how that process would unfold.

In his statement, he clearly anticipated that the governors would have plenty of time to find his replacement and that he, in turn, would have the opportunity to school that person about how to continue implementing his 10-Year Plan.

Given that the Postal Service will be celebrating the 250th anniversary of its founding this summer, many observers assumed that DeJoy wanted to be part of the ceremonies and that he'd pass the baton thereafter.

All that theorizing vaporized on March 24 when, apparently because of external pressure, the governors suddenly told DeJoy that the time for his departure had come, and he resigned (but came right back in a new role ("senior executive advisor" to the Executive Leadership Team).

The Loyalists

DeJoy was inexorably tied to his 10-Year Plan; as elements of it appeared to be failing, he was unwilling to change course and unable to separate himself from the consequences.

DeJoy had also assembled a cadre of former XPO associates and internal postal executives as the team of loyalists who would prosecute his Plan's implementation. Moreover, as part of the orderly transition of power to his successor, DeJoy openly stated it would include ensuring continuity of his Plan after his departure.

But if the leader has left, what will happen to the rest of the band? Given the apparent disfavor into which the 10-Year Plan has fallen, will DeJoy's XPO cronies decide it's their turn to leave as well? Moreover, within the ranks of HQ postal executives, will there be similar decisions to move on?

Of course, any or all could stay to see what DeJoy's successor will want to do, but the prospect that the next PMG will embrace The Plan and simply continue what DeJoy was doing is far from assured. Therefore, the VPs and other senior staff who were The Plan's most visibly zealous advocates may want to consider their futures accordingly.

The Plan

As for The Plan itself, DeJoy's successor will – or should have the opportunity to do a reset, retaining what was working or modifying it as needed, or replacing it with a set of strategies no longer bearing the Plan's name. The appearance of a fresh start will be important, even if everything that was part of DeJoy's plan isn't erased.

The two highest-profile elements of The Plan, semi-annual price increase and widespread changes to the transportation, processing, and delivery networks, may be the likely areas in which to make visible changes of direction. However, altering course in those regards won't be quick or simple and unwinding some of what DeJoy had started would need to involve adjustments in other related areas.

As has been noted before, the economics of the Universal Service Obligation (USO) are no longer working as conceived or as they worked even thirty years ago. The associated costs are no longer supportable by postage revenue, and the rate increases during the



...the next PMG may want to consider returning to an annual pace for price changes and encouraging creative strategies to make using the mail less costly and difficult for commercial mailers – who are the source of most mail volume.

DeJoy years were not encouraging the growth or retention of hard-copy mail volume. Therefore, at some point in the not-too-distant future, a DeJoy successor should have a heart-to-heart discussion with legislators to review the realities and decide what to do about the USO – or, more particularly, how to support its costs.

Redesigning the retail, processing, and delivery networks to meet the resulting level of service would follow logically, but the real challenge would be dealing with the opposition of postal customers if their local facilities are impacted, and of the postal labor unions when the unavoidable reductions in complement occur.

In the interim, until such big-picture issues are resolved, the next PMG may want to consider returning to an annual pace for price changes and encouraging creative strategies to make using the mail less costly and difficult for commercial mailers – who are the source of most mail volume.

Also on the to-do list might be returning to less relaxed service standards, establishing greater transparency and integrity in the measurement and reporting of service performance, and better integration of the functional groups responsible for processing, moving, and delivering mail. Removing the siloed HQ-to-field operational structures, and giving local executives, such as at the district level, the authority and responsibility for all of their operations, might improve accountability and, hopefully, attention to service.

The Successor

Naturally, the speculation will continue until the next PMG is named, and that choice rests on not only what that person's qualifications may be, but also on the mandate – implicit or otherwise – that the person might be given.

By driving out many experienced senior executives, and by building a management team based primarily on loyalty to him and his Plan, DeJoy depleted the ranks of potential internal successors. Moreover, given that DeJoy's executives are viewed – not without reason – as wedded to continued implementation of The Plan, choosing the next PMG from “inside” is even less likely.

Conversely, though, the merit of picking someone from “outside” depends on who does the picking, and the criteria used in the selection. Though the governors of the USPS have the exclusive legal authority to appoint a PMG, how they get candidates, and how they may get pressure about whom to choose – as was later known about DeJoy's selection – can skew the definition of “best qualified.”

Ever since DeJoy's February 18th announcement, the names of persons professionally qualified to run the USPS have floated around to generally positive reaction, but those aren't who concern industry observers. In the current hyper-political climate, what's worrisome is the potential selection of someone for political reasons, and the instruction to such a person to fulfill an agenda having only marginal relationship to the long-term interests of the USPS and its customers.

From Mailers Hub News, used with permission from the author.

ABOUT THE PGCA MAILERS COUNCIL/MAILERS HUB SUBSCRIPTION

If you want your customers to look to you for guidance on postal issues, postal news and MTAC, postage rates or postal regulations changes, Print & Graphic Communications Association can help you be an industry expert.

The PGCA Mailers Council membership offers the following services/benefits, through the Mailers Hub, at a discounted rate of \$594 a year, a 40% savings. All of your staff can utilize the benefits of the subscription. Services include:



- **Bi-weekly newsletter** – Mailers Hub News with postal knowledge distilled into an understandable format, offering in-depth analysis on mail and postal regulations, policies, technologies, and news, written and edited by Leo Raymond, the postal guru.
- **Mailers Hub Webinars** – held about every three weeks, free and archived at mailershub.com.
- **Mailers Hub Postal Hotline** – call or text, email or fill out the online form.
- **Community Forum Access** – a “listserv” to post questions to industry experts and get immediate feedback.
- **Thirty minutes of complimentary consultant services monthly.**
- **One annual complimentary consultation with Brann & Isacson, plus discounted legal services.**
- **Discounted rates** on products and services including consulting engagements, training, scorecard monitoring and more.

Sign up through PGCA to get the discounted rate. Contact us at info@printcommunications.org for more information and a Mailers Hub application.

WEBINARS

→ Webinars with Kelly Mallozzi

- ❑ Marketing Brief
May 1, 2025 | 1:30 pm
Marketing Through the Unknown: How Print Companies Can Stay Visible and Valuable in Uncertain Times
- ❑ Culture Brief
May 8, 2025 | 1:30 pm
Creating Certainty in Uncertain Times: Building a Culture of Trust and Reassurance
- ❑ Sales Brief
May 15, 2025 | 1:30 pm
The Hidden Sales Force: How Your CSR Team Shapes the Customer Experience

→ PGCA Management Training Workshops (2 part virtual training)

- ❑ Lean Six Sigma,
June 4 & 5, 2025
1:00 pm to 2:30 pm
- ❑ Project Management,
August 12 & 13, 2025
1:00 pm to 2:30 pm



SPOTLIGHT YOUR COMPANY

Advertise your company to decision makers located throughout New York, New Jersey, Pennsylvania, Maryland, Virginia, District of Columbia and Delaware in PGCA's monthly newsletter

SIGNATURE

Contact Kim Tuzzo at (716) 691-3211 or kim@printcommunications.org to discuss ad rates and sizes.

A WHOPPING 25,000 COPIES...

PGCA MEMBERS SUPPORT THE POCKET CONSTITUTION PROJECT

Students at 250 schools across New York State, earlier this year, received pocket Constitutions printed and sponsored by PGCA members.

Last year, PGCA announced a partnership with the Bill of Rights Institute (BRI) on an inspiring project to enhance civic education and promote patriotism among our youth.

Buffalo member **BNP Empowered Print** stepped up to donate 25,000 copies of the pocket Constitutions, the largest contribution of in-kind services to date. Tom Majerski, President, and the crew at BNP donated paper and printing for the project.

Kathie Hartmans and the crew at **Quality Bindery Services**, also in Buffalo, provided the finishing and shipping to the high school classes.

Other PGCA members, including **Case Paper, Compu-Mail, Dupli Envelope & Printing, NB Bookbinding, PDC Graphics, Sentinel Innovation and the Standard Group**, donated a total of \$5,000 to date to cover mailing costs of the national project.

This is an ongoing project so donations of printing and bindery services, paper and ink and cash contributions to support postage and distribution costs are always welcome.

Download printing specs at printcommunications.org/advocacy or contact PGCA at info@printcommunications.org with any questions.



Boxes of 100 booklets each ready for shipping from Quality Bindery Services to high schools across New York State.

Credits on the inside cover and back cover of the pocket Constitutions showcase the PGCA members who supported the project.

COMMERCIAL RISK ADVISORS

2025 TRENDS & TIPS: PROTECTING YOUR PRINTING BUSINESS IN A CHANGING INDUSTRY



Stay Ahead with the Latest Insurance Insights for Print Businesses

The printing industry continues to evolve in 2025, with new technologies, supply chain challenges, and shifting customer demands. As your endorsed insurance partner, we're here to help you navigate these changes while keeping your business protected.

2025 Top Trends

Cybersecurity Risks Grow – Increased digital integration means more exposure to cyber threats. Ensure your coverage includes cyber liability protection.

Equipment & Property Values Rising – Supply chain disruptions and inflation continue to impact replacement costs. Review your policy to avoid coverage gaps.

Employee Safety & Compliance – New regulations and labor shortages highlight the importance of workers' compensation and risk management strategies.

Extreme Weather Preparedness – More frequent severe weather events call for updated business interruption and property insurance plans.

Pro Tip

Annual insurance reviews can help prevent costly gaps in coverage. Contact us today for a Total Cost of Risk and Industry Benchmark to ensure you're protected for the road ahead!



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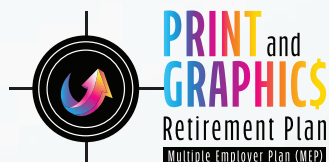


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"This plan has been a game-changer for our business. The collective power of the Association's pooled resources not only allowed for the strongest fiduciary protections available but also led to reduced costs for our business and employees. I'm proud to be a part of this forward-thinking initiative and would highly recommend it."

— **Leonard Nangle**, Controller,
Precise Continental, Harrison, New Jersey



Print & Graphics Advisors –
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and Retirement



MEMBER NEWS

ELYNXX SOLUTIONS CELEBRATES 50 YEARS OF INNOVATION IN PRINT PROCUREMENT

eLynxx Solutions, Chambersburg, PA, a leader in print procurement technology, proudly marks its 50th anniversary this year. Since its founding in July 1975 as Turn-Around Consulting, the company has continually evolved to meet the changing needs of organizations buying and producing printed materials.

Originally established as a consulting firm under the name American Business Consultants, the company quickly grew into ABC Advisors, Inc., expanding its services to include subscriptions and consulting for organizations managing print and marketing procurement. By the early 2000s, it had transitioned into eLynxx Solutions, pioneering innovative software solutions designed to optimize the print procurement process.

“Reaching 50 years is a significant milestone that reflects our dedication to innovation and excellence,” said Nathan Rotz, CEO of eLynxx Solutions. “From our early days as a consulting firm to our current role as a technology leader, we have remained committed to helping businesses streamline their print procurement operations, reduce costs, and enhance efficiency.”

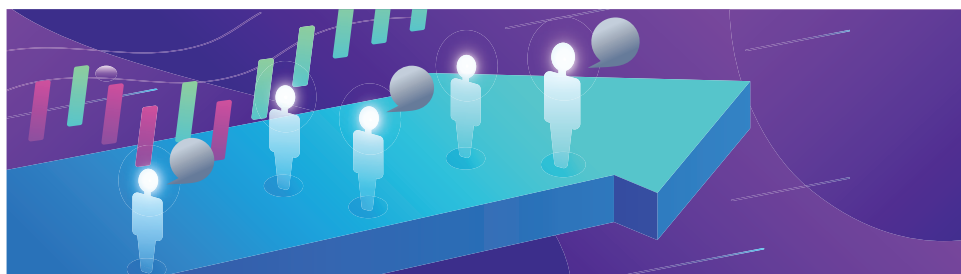
Today, eLynxx Solutions continues to provide leading-edge software solutions that empower print buyers, print brokers, and organizations to manage their procurement needs with ease. As the company looks ahead, it remains focused on delivering transformative technology that supports the evolving print industry.

Visit eLynxx.com.



IS THE SKY FALLING?

The latest news regarding tariffs has not been welcome on Wall Street or Main Street. Yet, it's not time to panic but determine how we navigate until the smoke clears. Cash is King; Communicate, communicate, communicate (customers, suppliers, employees); focus on inventories; and look for opportunities (just as Wall Street buyers do in a correcting market). Look at the strengths of your business and double down.



EXPAND YOUR SALES BASE

Growing sales is always #1 for every successful business — even in hectic times. There are a variety of strategies from hiring marketing staff (creating/reinforcing the brand); hiring additional sales reps; as well as acquisitions. All take time but these solutions are a complex process, and all of the above take a lot of CEO bandwidth.

One of the fastest methods to add sales is to look to the print management space (yes, brokers!). These firms have clients who buy print and associated services/products. The well-run (and the only ones we should consider) firms have strong customer service teams, very loyal customers, and good cash flow. Are they looking for a price advantage? Of course. Yet, if we have the capacity and systems in place, we should take a good look at this market. If we can add additional sales, without adding additional overhead/fixed costs, it can be a win-win situation.

CEO AS SALES REP

What distinguishes successful businesses from also-rans is a total focus on sales led by the owner/CEO. Only the CEO can reach out to customers and prospects with authority and credibility. While sales reps are an essential part of the team, the CEO must be the leader and devote most of their time to the customers.

In the same way, prompt, courteous and knowledgeable customer service positions the business to be the customer's preferred source and not just the low bidder.

Operationally knowledgeable people should be hired to run the production side of the business freeing the CEO to handle the key sales management role.

IT'S ALL ABOUT ATTITUDE

One of the major trials of management is finding employees with the right skills, as well as keeping those employees motivated, challenged, and productive. Although company culture can be an overused phrase, understanding its dynamics in your company

is vital. It's top management's responsibility to communicate what is important to the business, as well as reinforce it to the company's supervisors. Company culture can be comprised of any of the following: Is your company always focused on the bottom line? Or is it sales and customer service? Production efficiencies? Teamwork? Motivated and challenged employees?

Yes, these are all important factors in a well-run company, but where is top management's focus? If a company's focus is sales and customer service, but the plant manager is only focused on staying on schedule and hiring individuals who think like them, there are going to be conflicts daily. So, take a dive and determine your company's culture, and then make sure it's communicated daily to everyone, and you have the right individuals leading.

#1 FOCUS - CUSTOMER

The traditional goal of sales is to keep the presses busy. There's no question that a busy plant is almost always a profitable one. However, concentrating on selling only what we can produce tends to commoditize the work and makes it unlikely that our firm will become a partner rather than just a supplier.



On the other hand, a total focus on meeting the customer's needs regardless of their source of production has the potential of iso-

lating the firm from competition, not only increasing volume but also better pricing. The contribution margins on externally produced work (buyouts) may be less, but they do produce a stream of contribution dollars. This strategy has made many firms and print management companies highly successful.

Remember, it's dollars and not percentages that pay for the overhead and produce profits.

EXPAND YOUR SALES BASE #2

Entering new markets is always a tempting way to expand and diversify. One of the "hot" markets for commercial print providers has been the folding carton and packaging segment. Yet, when looking at this market, which historically has been very profitable, one needs to look beyond the technical (folder/glue; diecutting; finishing, die making, etc.). The industry is comprised of very large companies and the complexities of serving customers is not simple (meeting deadlines; color consistency; ensuring cartons don't stop product lines) and then there are the many contractual requirements which make up the buying process. If you're considering entering this market, look very carefully and plan accordingly.

About the Author: quoin2pixels 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 Print & Graphic Communications Association. Joe is available to expand on these articles, or aid with projects. Contact Joe at jspolanco49@gmail.com.



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YOUR MINDSET SHAPES YOUR REALITY

CHANGE YOUR MIND, CHANGE YOUR LIFE: 5 MINDSET SHIFTS FOR OPTIMIZED PERFORMANCE

By Kelly Mallozzi, Principal, SuccessInPrint

After more than 30 years in sales and marketing in the print industry—often as one of the only women in the room—I've learned that success isn't just about skill or strategy. It's about mindset. The way we think directly impacts our performance, resilience, and overall happiness. If you want to elevate your career and life, start by shifting your mindset. Here are five practical and tactical ways to do it:



1. Embrace a Growth Mindset

Challenges aren't roadblocks; they are opportunities to grow. Instead of seeing setbacks as failures, view them as lessons. There have been more than a few times in my life where I was underestimated and undervalued. I could have been defeatist about it and faded into the background. But instead, I saw it as a challenge to prove my value. I learned, adapted, and eventually earned a seat at the table. The most successful people aren't the ones who never fail, but the ones who never stop learning.

2. Reframe Negative Self-Talk

We are often our own worst critics. Pay attention to your inner dialogue—would you speak to a friend the way you speak to yourself? Replace "I'm not good enough" with "I am constantly improving." Confidence isn't just about external validation; it's built from within. One simple shift in how you speak to yourself can change how you show up at work and in life.

3. Take Ownership of Your Success

No one is going to hand you opportunities—you have to claim them. I used to wait for recognition, thinking hard work alone would get me ahead. Then I realized that self-advocacy is just as important as performance. If you want a promotion, ask for it. If you want a seat at the table, pull up a chair. Owning your success means believing you deserve it.

4. Focus on Solutions, Not Problems

It's easy to get stuck in what's wrong, but high performers focus on solutions. Instead of dwelling on what's broken, ask, "How can I fix this?" In business, the most valued professionals aren't the ones who point out problems, they're the ones who solve them. Shift your mindset from frustration to action, and you'll see doors open.

5. Surround Yourself with the Right People

Mindset is contagious. If you're constantly around negativity, it will impact your outlook. Seek out mentors, colleagues, and friends who inspire and challenge you. I've found that when I surround myself with people who think bigger, I think bigger too. The right network can elevate not just your career, but your entire mindset.

Your mindset shapes your reality. Shift your thinking, and you'll shift your results. Change your mind, and you'll change your life.

About the Author: Kelly Mallozzi is the guest speaker at our upstate New York Women in Print Luncheons. She also presents Marketing, Culture and Sales briefs on a monthly basis. Visit printcommunications.org/events.



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