

SIGNATURE

ENGAGE.EXPLORE.ENERGIZE.EXCEL.

STAND OUT WITH SUSTAINABILITY: HOW CERTIFIED PRINTERS CAN GROW THROUGH GREEN MARKETING

Today's print buyers care about more than price and turnaround time—they want to work with vendors who share their values. Environmental responsibility has become a key factor in purchasing decisions, and printers that can demonstrate real sustainability practices have a clear edge.

That's where RACG (Regional Affiliate Certificate Group) comes in. By helping printers achieve FSC® (Forest Stewardship Council®) Certification, RACG provides not only a path to sustainable production, but also a platform to promote it. Here's how certified printers can take full advantage of their certification and communicate their environmental leadership effectively.

Certification That Opens Doors

Achieving FSC Certification through RACG does more than validate your environmental practices—it sends a message. It shows your customers that your paper sourcing and production align with internationally recognized standards for responsible forest management.

With certification in hand, you gain more than operational credibility, you gain a valuable marketing tool. Prominently display the FSC logo on printed materials, sales decks, and packaging to show your commitment to sustainability. Many clients—especially in retail, education, and government—look for that seal of approval.

Tell the Story Behind the Print

Green marketing works best when it's grounded in real examples. Don't just list your certifications—explain how they influence your work. Did switching to FSC-certified stock reduce your environmental impact? Have clients chosen you because of your sustainable credentials?

Consider featuring:

- **Case studies of eco-conscious print campaigns**
- **Blog posts that explain your process improvements**
- **Photos or videos of your facility's sustainability practices**



Bring the abstract concept of "green printing" to life by connecting it to outcomes your clients can see and understand.

HELLO
Summer

Make the most
of your summer!

- Join PGCA for golf – at a course or Topgolf
- Get some sales/culture/marketing tips
- Become a better project manager
- Access Print University to learn more about print



Register at printcommunications.org/events



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COVER CONTINUED

Connect with the Right Audience

Sustainability-focused clients are out there—and they're paying attention. When you speak their language, you earn their trust. That means:

- **Using plain, confident language to describe your eco-friendly processes**
- **Avoiding vague or exaggerated claims**
- **Focusing on measurable benefits (like reducing waste or using recycled content)**

Sustainability should feel like an integrated part of your brand, not a side story. Keep the message consistent across your website, emails, and social platforms.

Make the Most of Your Content Channels

Your website and social media platforms are perfect places to highlight your green efforts. Post updates about new certifications, product lines that meet environmental standards, or staff-led green initiatives. Mix up your content with:

- **Short videos showing print jobs using FSC-certified materials**
- **"Did you know?" posts that educate customers on eco-friendly printing**
- **Customer spotlights featuring shared sustainability goals**

The more authentic your content, the more your audience will engage—and remember.

Gain Visibility Through PR and Industry Outreach

Don't overlook the value of earned attention. If you've recently become FSC certified through RACG, or completed a notable green printing project, consider a press release or blog post announcing it.

Reach out to trade publications, local media, or even client newsletters to share your story. You can also pitch yourself as a speaker for sustainability-focused webinars or industry panels. Getting your name out as a leader in sustainable printing helps build both brand credibility and customer loyalty.

A Smarter Way to Grow

Being environmentally responsible is good for the planet—but it's also good business. Print customers are actively looking for partners who can help them meet their own sustainability goals, and FSC Certification is a trusted indicator of that ability. Make sure your green message is not only part of your operations—but part of your marketing, too!

Regional Affiliate Certificate Group is a program developed and offered to members of participating regional US printing associations. This means that RACG has an intimate knowledge of the print industry, what printers face each day, and what printers need to make their life easier. The goal of RACG is to make certification as simple, straightforward, and inexpensive as possible, while providing participants with a highly organized and efficient process.

Interested in joining RACG or learning more about the certification process? Visit www.racgus.org or contact Caroline Wawrzyniec, Group Manager, RACG, caroline@printcommunications.org or (716) 691-3211.



Are Your Customers Asking For CoC Certified Printing?

CUT YOUR COSTS

with PGCA's FSC® Program

- ✓ Discounted pricing for members
- ✓ Online training portal
- ✓ Fill-in-the-blank templates
- ✓ American Green Consulting service and support

Contact RACG at racgus.org or call (716) 691-3211

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WOMEN IN PRINT LUNCHEONS RECAP**KELLY MALLOZZI INSPIRES THE CROWD AT WOMEN IN PRINT LUNCHEONS**

PGCA hosted two Women in Print luncheons in June, one in Syracuse, NY and the other in Buffalo, NY. Kelly Mallozzi, Principal, Success in Print and VP and Program Director for Girls Who Print, was the featured speaker at both luncheons.

The luncheons brought together people (women and men) who had never met face to face, even though they may have met many times on Zoom, connected on social media or on the phone. The rooms were filled with business owners, sponsors, educators, creatives and many other print champions from diverse backgrounds.

Kelly gave attendees some valuable takeaways:

- **"No One is Coming", if you want that promotion, new job or other accomplishment, you need to figure out how to get it. No one will do it for you.**
- **Companies need to start with middle school students, opening their doors for tours, job shadowing and, later, internships that show them the exciting opportunities print has to offer.**
- **You are mentor material. Kelly said mentors learn just as much from the people they mentor, so offer your services to someone starting out in the business.**
- **Print does not kill trees! Paper is a crop, just like broccoli. If you eat broccoli, do you call yourself a broccoli-killer?**

Kelly packed in some sightseeing while in Buffalo, visiting Book Arts (offering print workshops to students and the public, exhibitions and unique prints and other art), the Anchor Bar (birthplace of the chicken wing) and Niagara Falls.

Thank you to event sponsors Canon U.S.A., Inc., Case Paper, Konica Minolta, Lindenmeyr Munroe, and Quality Bindery Services. New PGCA member PrintLink sponsored the wine giveaway.

Missed the luncheons? You're in luck. PGCA offers three brief webinars a month featuring Kelly Mallozzi. Short, impactful briefs followed by all the Q&A you need. Past webinars are available for viewing in the members-only area at printcommunications.org.

Need some sales coaching? Contact Kelly at kelly@successinprint.com or (773) 680-5134.

Take a look at the lineup for July. Webinars start at 1:30 pm
Register at www.printcommunications.org/events

JULY 3, 2025, MARKETING BRIEF:

Print Sells Print: Creative Ways to Market Your Solutions

JULY 10, 2025, CULTURE BRIEF:

Fresh Perspectives: Cultivating a Culture of New Ideas in Your Company

JULY 17, 2025, SALES BRIEF:

Hidden Sales Stars: Promoting from Within by Spotting
Sales Talent Across Your Shop



Kelly Mallozzi flexing her sales muscles.



Kelly takes a question from Michelle Cohen, Dupli Envelope, Syracuse, NY.



Kelly Mallozzi with her fans at the Syracuse Women in Print luncheon.



(left) Jessica Zenger and (center) Tess Miller, Zenger Group; and Tina Anderson, Creative Juices Marketing at the Buffalo event.



(left to right) Kim Tuzzo, PGCA with Chuck Stachowiak and Kathie Hartmans, Quality Bindery Services, Cortney Spears, Pioneer Printers and Alyssa Fiumara, WNY Book Arts

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MARK YOUR CALENDAR!Visit printcommunications.org

- **Topgolf**
July 17, 2025 
Topgolf, Edison, NJ

July 31, 2025
Topgolf, King of Prussia, PA

August 14, 2025
Topgolf, Mount Laurel, NJ
- **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
- **PGCA HR Conference**
May 7 & 8, 2026
Turning Stone Resort Casino,
Verona, NY
- **Neographics**
May 14, 2026
The Switch House, Philadelphia, PA

WEBINARS

- **Webinars with Kelly Mallozzi**
 - ❑ Marketing Brief
July 3, 2025 | 1:30 pm
Print Sells Print: Creative Ways to Market Your Solutions
 - ❑ Culture Brief
July 10, 2025 | 1:30 pm
Fresh Perspectives: Cultivating a Culture of New Ideas in Your Co.
 - ❑ Sales Brief
July 17, 2025 | 1:30 pm
Hidden Sales Stars: Promoting from Within by Spotting Sales Talent Across Your Shop
- **PGCA Management Training Workshops** (2 part virtual training)
 - ❑ Project Management,
August 12 & 13, 2025
1:00 pm to 2:30 pm

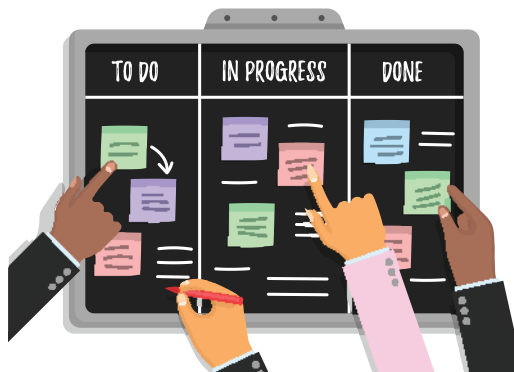
FOSTER COLLABORATION!**PROJECT MANAGEMENT WORKSHOP-2 PART WEBINAR**

Project management is a critical component of any successful business venture, providing a structured approach to planning, organizing, and successful execution. It offers numerous benefits to organizations and individuals involved in a project. Project management will help to ensure that businesses run more efficiently and effectively. When done correctly, project management will validate the process and project goals align with the overall business goals. While risks or problems may emerge throughout the process, the project manager is there to re-align the process and keep the project on track.

JOIN US!
AUGUST 12 & 13
1:00 – 2:30 pm



Effective project management also fosters collaboration and teamwork among team members, as it encourages them to work together towards a common goal.

**Benefits of Effective Project Management:**

- For team members, project management provides clear roles and responsibilities, which can help reduce confusion and increase accountability.
- In turn, this can lead to job satisfaction and a sense of ownership over the project.
- Effective project management also fosters collaboration and teamwork among team members, as it encourages them to work together towards a common goal.
- Ultimately, project management will keep the team on track, eliminate distractions, and focus on the important work that matters for the organization.

While the Workshop is only three hours long, it is designed to teach the attendees the Project Management basics to benefit their company, its customers, and their careers.

Who Should Attend? Managers, supervisors and key employees in Customer Service, Administration, Operations or other appropriate departments that would benefit from this professional knowledge.

A PDF training manual and quick reference handout will be provided. At the end of the workshop, an online exam will be available and is required to achieve the Certificate of Completion.

Register at printcommunications.org/events.



RAMP UP THE FUN WITH PRINT & GRAPHIC COMMUNICATIONS ASSOCIATION'S EXCLUSIVE TOPGOLF EVENTS THIS FALL.

Immerse yourself in the cutting-edge technology and entertainment at Topgolf, where both beginners and seasoned golfers can enjoy thrilling games in a dynamic setting. Explore the schedule below to find the nearest location and mark your calendars for an unforgettable experience.

What's included:

Three hours of golf with up to six golfers per bay.

Buffet dinner including BBQ brisket and chicken, cheddar mac & cheese, green beans, jalapeno corn bread, house salad, coleslaw, rolls, coffee, iced tea, soda and water.

Cash bar is available.

Thursday
July 17, 2025
5:30 – 8:30 pm



TOPGOLF EDISON

1013 U.S. Route 1,
Edison, NJ 08817

Thursday
July 31, 2025
5:30 – 8:30 pm



TOPGOLF KING OF PRUSSIA

588 North Gulph Road,
King of Prussia, PA 19406

Thursday
August 14, 2025
5:30 – 8:30 pm



TOPGOLF MOUNT LAUREL

104 Centerton Road,
Mount Laurel, NJ 08054

Visit printcommunications.org/events for more information

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PGCA STAFF IS HERE TO HELP

Reach out to your PGCA staff with questions about your membership, a new "Member Ask a Member" query, or any other way we can assist you with making your business more successful.



COVERING KEY INDUSTRY TOPICS

Submit confidential questions to info@printcommunications.org

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.

MEMBER NEWS

KELLER BROS. & MILLER MAKING STRIDES ON FRANKLIN STREET

Ralph J. Salerno, 4th generation owner at Keller Bros. & Miller (KBM), 401 Franklin Street, Buffalo, NY, reports that the company has entered into a collective bargaining agreement with the Printing Packaging and Production Union, making it one of the oldest wall-to-wall union shops in the state of New York.

Ralph Salerno, grandfather of the current owner, joined the company in 1922, taking ownership in the 1950s. In 1987, Ralph's son John, with his sons Ralph, current President, and John, Jr., launched a reorganization, taking KBM into its next chapter. They acquired the building, grew into both floors in 1993, and in 2008 with guidance from the Buffalo Preservation Board, expanded next door and restored the façade to the original livery stable design of the 1880's.



Keller Bros. & Miller on Franklin Street, converted from a livery stable.



John Salerno, Sr., center, rests his arm on an original Vandercook proof press from 1916, flanked by John Jr., left and Ralph to the right.

KBM runs the only remaining 40" 6c commercial press in the city limits of Buffalo and is one of only two area commercial printers with such capability. Faced with retirements, an aging workforce and a dwindling pool of skilled labor, it is with great pride that this fourth generation, three generation same family business continues to thrive in its second century.

KBM forges on, offering conventional print, digital print, bindery and mailing services all under the same roof. KBM has seen both the print industry and the WNY community transform through two world wars, the great depression, a couple very difficult recessions, a long strike back in 1983, Covid, and a myriad of technological advancements requiring investment in facility, equipment and the learning curve.

Stop in at KBM to see their museum of printing equipment and KBM signage dating back to 1916. All the pieces in the lobby were used in business. Congratulations to the Salerno's for thriving through 109 years of printing service!

QBS BINDS TEEN'S BOOKS

Recently, at the Town of Collins Public Library, a celebration unfolded in honor of 11 talented teens who had spent the past several months crafting their own original short stories. These budding authors—each with a distinct voice and creative spark—marked the release of their newly published collection, now proudly available for checkout at the library. As part of the celebration, each writer also received a beautiful, hard cover bound personal copy to cherish with their name gold foil stamped on the cover.



Eleven budding authors at the Town of Collins Public Library, with their bound personal copies made by QBS.

This milestone would not have been possible without the heartfelt generosity of Quality Bindery Services and its owner, Kathie Hartmans. Based in Buffalo, QBS has long been known for preserving stories through their expert craftsmanship, but their contribution to this youth writing program speaks volumes about their commitment to community and creativity. By donating their services to professionally bind the teens' stories, QBS transformed the teens' challenging creative project into a keepsake for each author.

The evening was made even more memorable with guest appearances by renowned authors Gary D. Schmidt, Emily Lloyd-Jones, and author/agent Eric Smith, who inspired the teens with their wisdom and encouragement. With thanks to all who made it possible, this event truly celebrated the power of storytelling, mentorship, and the art of bringing words to life.

Contact Quality Bindery Services if your school or library offers creative writing programs at (716) 883-5185.

VELOCITY CELEBRATES 40 YEARS OF INNOVATED EXCELLENCE; RECEIVES TOP WORKPLACES AWARD

Velocity, Scotia, NY, a partner for commercial printed solutions, customized marketing materials, promotional products and direct mail service, is proud to announce the celebration of its 40th anniversary. Founded in 1985, the company has consistently pushed boundaries, setting high standards for quality and performance which helped them to win the Times Union Newspaper's Top Workplaces Award. Looking ahead, Velocity remains dedicated to innovation and expanding capabilities, while continuing its legacy of leadership for decades to come.



In 1985, the company started with a retail store. Then later, it expanded to five locations throughout the Capital Region. The company expanded into its first authentic offset printing operations in 2007 and eventually changed its name to Velocity in 2017. Since then, the company has continued to grow, adding more and more positions to keep up with their growth and acquired companies.

"Our team's deep understanding of industry trends and challenges, accumulated over decades, allows us to provide innovative solutions that truly address our clients' pain points and find solutions to meet their needs" said Dave Benny, President at Velocity. "It is not common for printing companies to sustain consistent growth. We are fortunate in this regard and are planning more acquisitions and growth in the coming years."

The growth is a product of excellence and strategic alliance, delivering top-quality print and promotional products. Rather than pursuing traditional sales methods, Velocity prides itself on a consultative approach, working closely with clients to develop tailored strategies that drive long-term success and foster enduring partnerships.

Visit www.velocityprint.com for more about the company.

*Congratulations to PGCA Members!
Let's all Celebrate Print!*

COMMON COMPLIANCE FRAMEWORKS

COMPLIANCE FRAMEWORK OVERVIEW

By Michael Pinna, CPA/Managing Member, Pinna Consulting LLC

In today's business environment, firms of all sizes are being asked to certify to some type of compliance framework. Many of these requests are being driven by their clients as part of their vendor management and due diligence processes. As a result, firms have a choice to offer compliance attestation or lose potential business. The problem is that there are many different compliance frameworks available and too often firms do not understand the types of frameworks and what they can be used for. This article will provide a quick overview of some of the most common frameworks used.

SOC 2 Framework

The system and organization controls (SOC) 2 framework is sponsored by the American Institute of Certified Public Accountants (AICPA). The framework is comprised of five control categories, called trust service criteria, which include security, availability, confidentiality, processing integrity, and privacy. The criteria have multiple controls that are tied to each criteria. Firms that perform a SOC 2 can choose which criteria they will include in their assessment with the only caveat being that security must be included in all assessments. A CPA firm must be engaged to perform the SOC 2 assessment, and the CPA firm will issue a report giving their opinion on the firm's overall compliance with the selected criteria. Since this is a general-purpose framework that is more focused on operations, it is one of the most popular frameworks in place today.

Payment Card Industry (PCI) Framework

The PCI standard typically refers to the PCI DSS, which stands for Payment Card Industry Data Security Standard. It's a set of security standards designed to ensure that all companies that accept, process, store, or transmit credit card information maintain a secure processing environment. The standard was developed by the PCI Security Standards Council which is sponsored by the major credit major credit card companies including: Visa, MasterCard, American Express, Discover, and JCB.

The standard outlines six major goals with 12 requirements that need to be addressed. Although the standard applies to any organization that handles credit card transactions, from giant retailers to small e-commerce sites, compliance is usually categorized by merchant level, depending on the number of transactions per year. This allows the standard to be tailored to the size of the organization based on the volume of transactions each year.

ISO 27001

ISO/IEC 27001 is an international standard for information security management systems (ISMS). It provides a framework for managing and protecting sensitive company information so that it remains secure. The standard was developed by the International

Organization for Standardization. Companies that have a large international presence or have international clients will be asked to comply with this standard.

The standard involves developing controls and processes that address:

- ☐ **Confidentiality:** Ensuring information is accessible only to authorized people.
- ☐ **Integrity:** Safeguarding the accuracy and completeness of information.
- ☐ **Availability:** Ensuring authorized users have access to information when needed.
- ☐ **Risk Assessment:** Identifying potential threats and vulnerabilities.
- ☐ **Security Controls:** Implementing measures to mitigate those risks (e.g., firewalls, access controls, encryption).
- ☐ **Policy Development:** Creating security policies and procedures for handling data.
- ☐ **Continuous Improvement:** Monitoring, auditing, and updating the ISMS as needed.

Organizations can get certified by undergoing an audit by an accredited third party. Certification proves the company is serious about data security—useful for trust, compliance, and sometimes a legal or contractual requirement.



HIPAA

HIPAA stands for the Health Insurance Portability and Accountability Act. It's a U.S. law passed in 1996 designed to protect sensitive health information. HIPAA sets rules for how protected health information (PHI) is stored, used, and shared and includes items like - medical records, health insurance information, conversations with doctors, and billing information. It helps people keep health insurance when they change or lose jobs to address the portability aspect of the act.

Although the act is comprehensive, there are several key sections of HIPAA as follows:

- ☐ **Privacy Rule:** Sets standards for who can access your health info.
- ☐ **Security Rule:** Focuses on protecting electronic health records (ePHI) through safeguards like encryption and passwords.
- ☐ **Breach Notification Rule:** Requires healthcare providers to notify you if your information has been compromised.
- ☐ **Enforcement Rule:** Sets penalties for violations.

Since HIPAA deals with health care related information, it must be complied with by doctors, clinics, hospitals; health insurance

companies; healthcare clearinghouses, and business associates (any firm that uses health care related data).

NIST Cybersecurity Framework

The NIST Cybersecurity Framework (NIST CSF) is a voluntary set of guidelines, best practices, and standards created to help organizations manage and reduce cybersecurity risk. It was developed by the National Institute of Standards and Technology (NIST) in collaboration with industry, government, and academia. Originally published in 2014 and updated (most recently in CSF 2.0 in 2024), the framework is widely used by organizations of all sizes and across sectors to build stronger cybersecurity programs.



There are six core functions (updated in CSF 2.0) as follows:

- ☐ **Govern (NEW in 2.0):** Establish and monitor cybersecurity risk management strategy, roles, and policies.
- ☐ **Identify:** Understand your assets, risks, and environment.
- ☐ **Protect:** Safeguard assets and limit or contain cybersecurity events.
- ☐ **Detect:** Identify the occurrence of a cybersecurity event.
- ☐ **Respond:** Take action during a detected cybersecurity incident.
- ☐ **Recover:** Restore normal operations and reduce impact after an incident.

In addition to the core functions, this standard defines implementation tiers which can help an organization determine how well they manage cybersecurity risk. These tiers are as follows:

- ☐ **Tier 1: Partial**
- ☐ **Tier 2: Risk Informed**
- ☐ **Tier 3: Repeatable**
- ☐ **Tier 4: Adaptive**

These tiers help organizations self-assess maturity in their cybersecurity management process and decide where to improve. It also helps by encouraging risk-based decision making.

NIST is the most widely used and accepted framework for managing cybersecurity risk.

NEW MEMBER BENEFIT!

NEW PGCA MEMBER BENEFIT SOC 2 Reporting, Cybersecurity Consulting, Internal Controls Compliance and More!



The Print & Graphic Communications Association (PGCA) is proud to partner with Pinna Consulting LLC, a trusted CPA firm specializing in IT security, system and organizational controls (SOC) reporting, risk assessment, vulnerability scans and more.

The PGCA/Pinna Consulting partnership offers PGCA members a variety of services at PGCA member pricing, including:

- **SOC 1/SOC 2 Engagements including Readiness Assessment**
- **Risk assessment and network vulnerability scans**
- **HIPAA, ISO, PCI-DSS framework alignment**
- **Cybersecurity policy development & training**
- **Incident response planning**
- **SOX compliance**

As data privacy and cybersecurity demands grow more customers are requiring their vendors to certify to some sort of framework, making SOC reports essential for organizations to demonstrate the effectiveness of their internal controls.

PGCA member benefits with Pinna Consulting LLC

- **Tailored support for SOC 1/SOC 2 processes**
- **Years of experience with printing, mailing and fulfillment companies**
- **Guidance through every step of the SOC 2 process**
- **Discounted pricing for PGCA members**

Join us on July 1st for an informative webinar on this topic and the new member service program. "Understanding SOC 2: What it Means for Your Printing Business" will be presented by Mike Pinna, Pinna Consulting LLC, PGCA's new partner. Visit printcommunications.org/events to sign up.

Interested in SOC 2? Get started today. For additional information or to schedule a consultation contact:

Contact Mike Pinna, Michael Pinna, CPA/Managing Member, Pinna Consulting LLC at (908) 456-4340 or mike@pinnallc.com with questions on this important topic.

CALLING ALL MEMBERS!

PARTICIPATE IN THE WAGE + BENEFITS SURVEY!

The year's Wage + Benefits Survey is now open for participation. The survey is available at portal.printindustries.org, where companies can submit data securely and efficiently.

With data representing more than 15,000 employees across 400 firms, the survey remains the industry's largest and most in-depth compensation benchmarking tool, capturing wage data for over 200 roles and a wide range of policies—from PTO and insurance to shift differentials and HR trends.



The 2025 edition continues to build on recent enhancements, including:

- **Auto-fill support using prior year data**
- **Multi-location support for large operations**
- **Streamlined portal experience with interactive searchable data analytics for participating firms**
- **Detailed reporting by region, firm size and industry segment**

Participation is free, and the insights are invaluable. For access to the survey or assistance in participating, visit portal.printindustries.org or contact PGCA at info@printcommunications.org.

SET SAFETY AS A VALUE

BUILDING A POSITIVE SAFETY CULTURE

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

Have you ever wondered why some companies have excellent safety records while others are average? What does a company need to break the glass barrier to achieve a world class safety record? This is a question that many of you ask yourselves daily. Unfortunately, there isn't one golden answer that can be gleaned from a book, it all comes down to leadership.

Culture, by definition, is the shared values, attitudes, knowledge and behavioral characteristics of a group that define and shape the way individuals within the group think, feel, act, and make decisions. With this in mind, the benefits or the hazards of development of a culture can easily be identified. In a positive safety culture, the workforce collectively shares the values of safety and becomes interdependent on each other to maintain the safety of the entire workforce. They look out for each other and approach everyone to correct unsafe behaviors (unsafe acts) and conditions without direction from management. This action gives your workforce ownership in the safety process. Moreover, companies will see increased quality and morale in the workforce with reductions in incidents and absenteeism.

In a negative or indifferent safety culture, companies experience an "independent" or a "dependent" outlook in the workforce. The employees generally look out for themselves and rarely address others on unsafe behaviors or wait for management to correct safety issues instead of taking the initiative to correct them themselves. This can usually be seen by unsafe conditions like an ink spill where ten employees will walk by, but none will actually take the time to clean it up. Upon inquiring why no one corrected the issue, the common response is usually, "It's not my mess, why should I have to clean it up?" Employees tend to not take pride in their work areas or the quality of the product because they feel management (the company) doesn't care about it or the employees so why should they.

So, what sets a company culture? Simple – it's leaders. Employees follow; and often, emulate their leadership. They do this because they want to get where you are. What you value, they will value and what you disregard as trivial – so will they. There is no doubt in my mind that the managers in modern business and our member management value the safety of their employees. However, we fail to articulate our meanings. How many times have you heard a leader say, "Safety is my number ONE priority!" and in the next breath say, "Getting the presses running at 100% efficiency is priority ONE!" In the leader's mind his priorities are clear as day, but to the person listening, the question that pops up is "How can you have TWO number one priorities?" So, they will watch your mannerisms. What you focus on most of the time, they will too. If you do this enough times, it becomes a habit. That habit then becomes part of the culture.

Therefore, the first step in building a positive safety culture is setting safety as a VALUE to the company, not a priority. Priorities can change daily, often confusing your employees. Values on the other hand, never change. For example, making your company profitable could be your priority. Would you rob a bank to do it? No, because robbery is considered immoral by modern society. You value doing it the right way. Once you set safety as a value you have to enforce that belief through your actions. You as a leader must "walk the walk." Your employees watch your every move.

The next step is building for success and not for failure avoidance. When we set a positive goal and achieve that goal, we feel pretty good about ourselves. When we are dodging bullets and avoiding failure, even if we succeed, we still feel drained. For example, say we set the company goal of zero safety deficiencies for 2025. We provide

purpose, direction and motivation to our subordinate leadership and employees. Set up daily checks and balances and work together to make it happen. When it does, everyone feels great in the achievement of the goal.

What if OSHA was expected at the plant tomorrow? We need to get everything fixed or we are going to get fined! Even if you succeed at not getting fined, what have you really accomplished, and will it stay that way tomorrow? When you achieve a positive goal and more importantly, your employees realize it can be done and it's important to you that it must be done – they will do everything in their power to keep it that way. A note of caution though, don't set your employees up to fear failure. Failure is going to happen. If you set a goal no matter how positive it is and then punish them for not achieving it, they will never try again. That leads us to the next portion.



Employees follow; and often, emulate their leadership. They do this because they want to get where you are. What you value, they will value...

Coaching – Great leaders coach their subordinates to bring out the best in them, thereby inspiring them to do their best work and encouraging them to be self-accountable. People: Your people will fail multiple times, but it's how you approach their failure that inspires them to try again. Give encouragement and guidance, not the answer. Let them achieve the goal for you and give them all the credit for doing so. A leader that takes credit for his employees' achievements quickly finds himself without employees. People feed off positive success especially when they feel it's "their" success. They will strive for more – build to empower them.

Empowerment to a leader means freedom to conduct his actions and the direction of the company based on his own values, morals, knowledge, and experience. We, as leaders, feel great about being trusted like this. It builds our confidence and outlook towards the company. But when you say to employees "we empower you to take the lead in safety for the company", it's usually interpreted as, "Great! More work for the same pay. Why me?"

People don't become empowered by other people, they empower themselves. Empowerment is not about getting empowered, it's about feeling empowered and feeling empowered comes from answering three questions.

First, "Can I do it?" Does the employee have the training, time, resources and the personnel support to take on this extra responsibility? If you do not hear a confident response, two critical follow up questions must be asked. "What do you need?" and "How can I help?" (coaching).

The second question is "Will it work?" Believing a person can do something doesn't empower them until they believe it will work.

The third question is "Is it worth it?" Believe it or not, this is the most difficult question to answer because employees don't see the outcome right away. Your employees may believe that their safety record is good enough since only a few are seriously injured. The possible gain from an inconvenient safety process can seem too small to justify the extra time and effort required. People view the probability of getting hurt to be minuscule, so the need to participate in a particular safety effort can seem unimportant, thereby not worth the effort.

These are some of the beginning steps to building a positive safety culture. Sounds difficult and time consuming, right? Actually, it's not. It's just a slight shift in attitude, positive reinforcement, and time. Elephants are not eaten whole, but one bite at a time. We believe in you, and we are here to help. What do you need from PGCA and how can we help?

PGCA's Environmental, Health and Safety (EHS) Department is ready to assist your company in navigating through the regulations, interpretations and guidance documents that make up the realm of environmental and safety compliance. Steve Stankavage can provide you with realistic, practical and economical solutions to your issues. Contact Steve at (570) 579-6497 or sstankavage@printcommunications.org.



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Join PGCA Members in July and Sept. for the following golf events:

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8TH GRADE ENTREPRENEURS

"PRINT IS DEAD? DON'T TELL THESE 15-YEAR-OLDS"

You might have read the article (Print Is Dead? Don't Tell These 15-Year-Olds) in the Styles section of the Sunday New York Times on May 25th that reported about a newspaper started by eighth graders on Long Island.



Called "The Ditch Weekly – Local News Brought to You by Local Kids", the paper was started in the summer of 2024 by three fourteen year olds who published 10 issues of the free paper. Billy Stern, Publisher and Editor, sent us a copy of the May 23, 2025 issue, an 8-page tabloid. The masthead is impressive, listing over 20 kids with titles ranging from Copy Editor, Chief Financial Officer, to Head of Sales and Head of Distribution.

The paper is self-sustaining, with ads sold covering their printing costs and paying their writers \$50 - \$75 an article. The 13 year-old Head of Sales has made 40 sales calls this year. Articles include interviews with local businesspeople, restaurant news, event listings and "Montauk Mischief", a listing of small-town crimes and misdemeanors in the off-season.

Congratulations to Billy Stern and his staff for creating their own summer jobs that will look much better on their future resumes than lifeguard or hamburger flipper. Stories like this give us hope that young people are interested in careers in print. Follow them on Instagram @theditchweekly.



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