

KEYNOTES

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help with
the decision

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Features

- 30 Mail Call**
A badly damaged locking mail cluster at an apartment complex needed multiple fixes.
- 40 Classroom Security Decision 2019**
A concise chart of options can help institutions choose the best course of action.
- 42 Institutional Locksmithing:
A Fast Track to Specialized Knowledge**
As a hospital locksmith, Sal Dulcamaro has developed expertise with certain types of locks.



Spotlights

- 12 Investigative**
Sign up now for the IAIL Forensic Conference.
- 18 Business**
Accounting principles can bewilder many business owners, but they're important to understand.
- 26 Safe & Vault**
Craig Bernasconi finds that hand-drilling a tough safe in a small space is no bed of roses.

What's New

- 8** ALOA/Industry News
10 Applicants
11 Calendar

Departments

- 5** Presidential Perspective
6 Executive Perspective
39 Products & Services Guide
48 Back to Basics
54 Education
57 Associate Members
59 Marketplace
60 Ad Index

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Mission Statement: The mission of the ALOA Security Professionals Association, Inc., as dedicated members of the security industry, is to ensure professional excellence and ethics; create a public demand for professional locksmith services; represent and speak for the locksmith industry; and expand the exchange of trade information and knowledge with other security-related organizations to preserve and enhance the security industry.

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Do Your Part to Recruit New Members

AS I WRITE THIS MONTH'S President's message for *Keynotes*, the ALOA elections are over, and it is just before the upcoming convention in Las Vegas (which I believe will be very exciting). Based on the outcome of the election, it looks as though I have been given the honor and privilege of serving as the president of ALOA for another two years. I would like to first thank all of those who took the time to participate in the elections by casting their votes, and I greatly appreciate the confidence that you have shown in me to continue to lead our association. Second, I would like to personally thank all of those who participated by running for a seat and voice on the board. As most of you probably already know, ALOA's board is comprised of volunteers. There are no paid positions on the board, so sacrifice is most definitely required.

I did not make the above statements because I am looking for any kind of sympathy, empathy or a pat on the back for myself or any other board member. I made the statements for a few simple, but very important, reasons: A) All of us should appreciate our board members and the work they do. B) Everyone needs to understand what the future of our association and industry is looking like, along with what role the ALOA board will play in that future. And C) It is so very important to be involved in some way, even if it is simply

"That is why over the next two years, I plan to continue on finding ways to grow our membership, keep them and do everything in our power to improve our communication."

by voting or by encouraging someone who will be good for our future to run for a board position.

If you look at our membership, you will find that the average age is well above 40 years old. Let's face it, folks... we need to bring young people into this industry and into our association. And while we do have some younger members starting to join, we need more! As a matter of fact, I would like to see more members of all ages joining, and it is up to us to recruit them — all of us! I've said it before on more than one occasion: "If you're part of the physical security profession, you should be a part of ALOA." It's that simple!



As important as it is to bring these new members into the fold, it is equally important to keep our existing members happy. It is also important for us to be able to identify and try to bring back any of those who may have left for whatever reason. That is why, over the next two years, I plan to continue to find ways to grow our membership, keep them and do everything in our power to improve our communication. There are also some exciting plans to increase our educational opportunities, including some new online courses, as well as many other things.

Don't just sit on the sidelines. Get involved!

Respectfully,

Jim Wiedman, CML
President
ALOA Security Professionals
Association, Inc.
president@aloea.org

Take Advantage of Your Member Benefits

IT'S SEPTEMBER, WHICH MEANS we are about a month away from ALOA membership renewal time. Please be on the lookout for your dues renewal notices in October: first in your email inbox and then in your postal mailbox in hard copy. Please renew early so you can ensure your membership isn't interrupted and you receive continuous benefits.

This is a great time for a reminder about the numerous benefits you receive by being an ALOA SPAI member. Foremost is access to the education that ALOA is known for worldwide. Providing education is one of ALOA's critical roles, and your membership dollars help support this and make our programs a reality. We strive to provide members with continuously updated and relevant classes taught by the most knowledgeable experts in the industry.

I hope you took advantage of classes at the recent ALOA Convention & Security Expo in Las Vegas. We had several new classes this year and great attendance. Whether you attended or not, please take a moment to let us know what you'd like to see in future classes at the convention and beyond. If you don't let us know your wishes regarding education, we can't meet your needs!

Speaking of classes, just a reminder that we've added more web-based testing for some PRP tests. From the convenience

of your home, you can take the next step in getting a new credential. Contact education@aloa.org to learn more.

More Benefits

Of course, education is not all you get with your ALOA membership; there's so much more! You also receive the very magazine you're reading right now, email newsletters and updates on legislative issues affecting our industry. With our legislative efforts, you get a voice in proposed laws and government regulations relevant to you and your business.

Discounts on various items and services are also up for grabs with your membership. You can get reduced rates on everything from insurance and ALOA logo items to textbooks, manuals and more. Your membership can essentially pay for itself!

And don't forget one of the best parts of ALOA membership: the networking opportunities. By being a part of this vast network of security professionals, you have the chance to meet people who can help advance your career. But, more than that, you get irreplaceable camaraderie and the sense of being a part of something bigger. Many members tell us that getting to swap knowledge and stories at conventions and local ALOA meetings is one of the best parts of membership. You're not just gaining knowledge; you're gaining lifelong friends.



Rewards Program

Now is also a great time to remind you about the ALOA Rewards Loyalty Program that we've rolled out over the past year. This program allows members to earn points based on dollars spent on items such as convention classes, staying at the convention host hotel, ALOA membership, PRP testing and more. You can then redeem these points at specific levels to receive discounts on your dues, free testing, ALOA Bookstore credits and more. You can even receive free convention registration!

If you're not familiar with this program or want a refresher on the specifics, please contact the ALOA Education Department at education@aloa.org or (214) 819-9733, ext. 101.

As always, thank you for being members and for all the ways you give back to the association. ALOA wouldn't be what it is without your involvement.

Mary A. May

Mary A. May
Executive Director
mary@aloa.org

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IAIL Forensic Conference to be Held in November

IF YOU'VE EVER THOUGHT ABOUT GETTING INTO INVESTIGATIVE WORK AND being an expert witness, sign up soon for IAIL's Forensic Conference. The conference — to be held November 14-16 in ALOA's Aaron M. Fish Security Training Center in Dallas — will hold classes that will help you get started or advance your skills in this exciting field. Testing will be held after classes so you can work toward earning your Certified Forensic Locksmith credential. For more information, contact education@aloa.org. Registration will open soon.



PRODUCT BRIEFS

» **Locinox's** Verticlose-2 gate closer is now available in black (RAL 9005) and has a lowered price. The Verticlose-2 can be used for 90° and 180° hinge situations. It has integrated pre-tension and continuous adjustability of speed, and final snap and is made from powder-coated aluminum.

» **Codelocks Inc.** has released the digital KitLock KL10, intended for schools and offices where the same code is repeatedly used. It has a four-wheel code combination and can be used for a variety of internal applications including lockers, cabinets and cupboards. The KL10 can be easily retrofitted or installed on new doors, and master keys are available.



» The Granit 37ST/55 from **ABUS** is the first stainless steel padlock in its series. Built to withstand extreme weather conditions, it is certified in accordance with security class CEN 4 (SSFN Class 3). For the new generation of Granit padlocks, the key copy protection has been improved using a new key profile. Based on the ABUS Plus disk cylinder, a key has been developed that only fits fifth-generation Granit padlocks. In addition to this, the new products are equipped with a security card.



» **Sargent and Greenleaf** has announced the release of Digital Hood Defense for ATM security. Compatible with S&G's Digital Platform products, it increases the overall security of ATM units by protecting the hood from jackpotting attacks — whereby malware has been attached to an ATM to rapidly access money — without compromising convenience for operators. It wires through the same keypad as the vault lock. After installing the latest update, Digital Hood Defense works directly through existing lock software. When paired with the Digital Platform keypad, the lock records both hood and vault access.

» One new product locksmiths will soon have available to sell is the **ABLOY** PL series. Manufactured from solid steel, they feature alloy shackles and the capability of Abloy's Super Weather Proof. The SWP series was created for sensitive applications in exposed or remote locations. It withstands harsh elements in extreme climates.

The PL 330, 340 and 350 series represent a wide range of applications associated with pumping stations, power substations, transformers, control rooms, rail yards, gates and perimeter fencing. These padlocks also complement the ABLOY PROTEC2 CLIQ Connect, which is a remote management system that enables audit trails to be generated for individual locks, keys or users. All keys can be activated, and access can be changed or removed with the software.



NEWS BRIEFS



SARGENT AND GREENLEAF®

» **Sargent and Greenleaf, Inc.** has appointed Mark LeMire as chief executive officer. LeMire comes to Sargent and Greenleaf with more than 25 years of experience in executive management, new product development and engineering. Most recently, LeMire held leadership positions at Loma Systems and Buehler, both divisions of Illinois Tool Works (ITW). As CEO, LeMire will provide strategic leadership and day-to-day operational management. LeMire graduated from Purdue University with a BS in Mechanical Engineering Technology and received his MBA in Marketing from DePaul University in Chicago.

» **ABLOY USA** has entered into a national distributor partnership with distributor Anixter, Inc. to expand brand awareness in the critical infrastructure market. Anixter has branch locations and warehouse space in more than 300 locations and nearly 50 countries.

IN MEMORIAM

» **Dick Dowling Power, 85**, of Natchez, MS, has passed away. He was owner of Power Safe and Lock for 18 years, and served as president of the Louisiana/Mississippi Locksmith Association. He taught safe manipulation and penetration classes internationally.

Lucky Line Introduces Five New Products

LUCKY LINE PRODUCTS HAS RELEASED SEVERAL NEW ITEMS. THE CARABINER Keychain Display features their C-Clips plus new carabiners in several colors and styles, including the 3-Ring Clip, the Boomer C-Clip and the Bottle Opener C-Clip. The Carabiner Keychain Display is a compact 12-pin acrylic display and comes with merchandise, header sign and suggested retails.

Other new items include:

- **Magnetic Keys.** These incorporate a magnetic ring along the key ring hole and stick to any steel surface. They are rust-resistant and available in multiple color options, and blanks are available in both Kwikset (KW1) and Schlage (SC1).
- **Mini I.D. Clips.** This key carrier features five small clips to color code your keys. It has a wire gate on each clip and is made of anodized aluminum, and each includes a 1" nickel-plated steel key ring as well as a ½" jump ring to attach car remote keys.
- **Signal Blocking Key Hider.** This key hider features RFID-blocking fabric to prevent transmissions of wireless signals from hi-tech key fobs. It can be mounted onto any secure and clean surface on a car and can be sealed with the hook-and-loop flap closure. Once mounted, the pouch can be attached or detached when necessary. It can also be used to prevent signal-amplifying theft attacks by placing the key fob inside the pouch while at home.
- **Key Bak – Super 48 Plus Ambidextrous Key Retractor.** The design has a special ball-joint lock and can be worn on either side of the hip. The Kevlar cord has an 80-pound minimum breaking strength. The stainless steel spring is housed in a 2¼" diameter black polycarbonate case and can last up to 1 million pulls. The steel belt clip can convert to a belt loop and fits 2¼" duty belts.



Lucky Line has introduced five new products.

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- **Ronni Nielsen**
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Quarry Bay
- **Kai Hym Nicholas Wong**
Sponsor: Ying Wai Sin, RL

ISRAEL

Ra'anana, Israel

- **Harel Zussman**
Government of Israel

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ALOA Classes: Auto, Life Safety and Shop Management
Minneapolis, MN
www.doylesecurity.com,
(612) 521-6226

OCTOBER

October 7-12

Six-Day Basic Fundamentals of Locksmithing
ALOA Training Center, Dallas, TX
education@aloea.org or
(800) 532-2562, ext. 101

October 11-12

Safe Opening Education
ALOA Training Center, Dallas, TX
education@aloea.org or
(800) 532-2562, ext. 101

October 8

Fox Valley Chapter Meeting
LaSure's, 3125 S. Washburn St.,
Oshkosh, WI
6:15 p.m. dinner, 7 p.m. presentation
waunakey@yahoo.com

October 28-Nov. 1

Doors & Hardware
ALOA Training Center, Dallas, TX
education@aloea.org or
(800) 532-2562, ext. 101

NOVEMBER

November 4-9

Auto Blowout Week
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education@aloea.org or
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November 14-16

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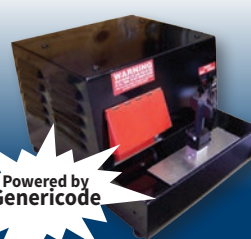
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Sign Up Now for the IAIL Forensic Conference

IT WAS GREAT TO BE BACK IN LAS VEGAS FOR THE ALOA CONVENTION & Security Expo — it has been many years since we were last there. South Point was a nice, self-contained resort. I want to thank John Truempy, CFL, Vernon Long, CFL, Ross Squire, CFL, and Brian VanDenburgh, CFL, all of whom taught IAIL classes at ALOA this year. A large number of the students told us they would see us in Dallas this November for the 2nd annual IAIL Forensic Conference.

Investigative locksmith forensics requests have been growing steadily over the past three years. When I review our different disciplines, I see that automotive investigations are steady, with a little elevation in growth. General forensics is always the catchall for miscellaneous work. Safe and vault inspections are down about 20%, but architectural hardware is off the chart with new cases. I have been saying this for some time now that with the emergence of cheap, non-English-speaking labor, we are seeing improper installation of low-quality import hardware in all areas. The biggest area is door closers not being installed properly and not adjusted beyond the factory settings.

I've had two cases of amputations of fingers on little children ages 4 and under because the door closer was out of adjustment and the door slammed and looped off a pinky joint. Can you imagine how traumatic that is for a child? Another case involved a school classroom door that was supposed to be using laminated glass instead of plate glass.

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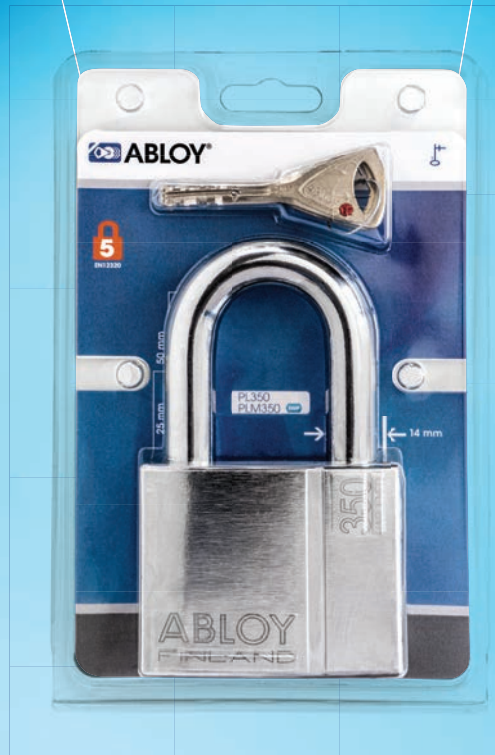
to pick up your Certified Forensic Locksmith (CFL) credential in one of our four specialized fields, then you need to sign up for the IAIL Forensic Conference. Classes will be held at our training center in Dallas, TX, on November 14-16, and there will be testing each night after class. We are expecting over 100 forensic locksmiths again to attend this event, so sign up early to lock in your seat! Go to ALOA.org/IAIL and download your IAIL Forensic Conference brochure now if you lost the one you received at ALOA in your bag.

We are publishing the requirements to test for your CFL so you can prepare to take your exam in November at the conference. If you would like these requirements early, send me an email and I'll reply with everything you need.

CFL APPLICANT TESTING REQUIREMENTS

Prior to an IAIL member sitting for the CFL test, the following requirements must be strictly adhered to:

1. The applicant must be a member in good standing in the IAIL for a period of one year prior to the testing date.
2. Applicant must have successfully passed mandatory IAIL sanctioned classes:
 - Investigative Locksmithing I & II (10 Points)
 - Auto Theft and Arson Forensic and Forensic Case Management (10 points)
 - Basic and Advanced Tool Marks (10 points)
 - Expert Witness (5 points)
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3. Must qualify and submit documents that will exhibit at least (75) Credit points, which is the minimum number of points you must claim to be able to qualify and sit for the test.

EDUCATION (40 Points Maximum)

- 30 Points maximum from the following. Must include at least three investigative classes and an auto theft/arson class.

Relative Classes: Classes that are given by ALOA, SAVTA, IAIL, ILA or Lockmasters in the following areas: Investigative Locksmithing I, & II (5 points); Forensic Locksmithing (5 points); Professional Bypass (3 points); Safe Lock Manipulation (3 points); Picking (2 points); Impressioning (2 points); Safe lock Service (2 points); Safe Drilling & Entry (3 points). The Board may add additional classes as these become available.

To sit for this examination, it shall be mandatory to have completed the IAIL courses, Investigative Locksmithing I & II and an auto/theft arson class.

- 10 points maximum- from college-level classes. College level classes that are directly related to criminology, forensic sciences, etc. (2 points for each class).
- 18 points maximum for specialized education. Completion of specialized schools in forensic investigation, criminal investigation, scientific crime detection, arson investigation, etc. Examples of acceptable courses would be those taken at the FBI Academy, military intelligence schools, federal, state and local courses in criminal investigation, NSA and CIA courses, etc. Each course will be evaluated and points accessed at the discretion of

the Board of Directors, with a maximum number of points for any single course set at 6 points.

EXPERIENCE (Maximum number of points to vary as indicated)

- Serving as a forensic investigator in a federal, state or local crime laboratory and qualified to testify to findings in a court of law. 5 points per year of experience. 20 points maximum.
- Serving as a criminal, arson or insurance investigator for a federal, state or local authority and qualified to testify in a court of law. 5 points per year of experience. 20 points maximum.
- Serving as an investigator for private industry and having qualified to testify in a criminal or civil court of law. 5 points per year of experience. 20 points maximum.
- Serving as a locksmith and having achieved a certification through the ALOA Proficiency Rating Program.

| | |
|-----------|------------|
| AHC = 10 | LSFDI = 10 |
| AOC = 10 | CAL = 5 |
| CDC = 10 | CMAL = 10 |
| EHC = 10 | CAI = 5 |
| PSP = 5 | CHI = 5 |
| CPP = 10 | CMHI = 10 |
| RL = 3 | CCL = 5 |
| CRL = 5 | CIL = 3 |
| CPL = 8 | CJIL = 8 |
| CML = 10 | CMIL = 10 |
| CPS = 5 | ICRL = 5 |
| CMST = 10 | ICPL = 8 |
| CJST = 5 | ICML = 10 |
| CMS = 10 | CEL = 5 |
| CFDI = 10 | CMEL = 10 |
| IFDI = 10 | |

- Experience as a practicing locksmith. 2 points per year of actual experience. 20 points maximum.
- Specialized investigative experience such as fraud investigation, auditing

and accounting investigations, etc. 3 points per year of experience. 20 points maximum.

- Publishing a book and/or articles (published) relating to forensic/investigative locksmithing in a recognized investigative resource. 5 points for an article and 10 points for a published book. Maximum of 20 points.
4. Applicant must author and submit for review an article for publication in ALOA's *Keynotes* magazine. The article must be relevant to the field of forensics and must be approved for publication by the IAIL CFL and Peer Review Committees. The article subject may include but is not limited to a relevant case study (redacted), research and procedural guidelines (or variations of existing guidelines).

The above requirements are subject to change. However, once an application is submitted, the applicant will not be subject to any newer requirements. Applicants can apply for a waiver to any of the requirements prior to sitting for the exam.

If you have any comments, suggestions or questions please contact me at iail-president@aloea.org.



Tom Resciniti Demont,
AHC, CAI, CFDI, CFL, CMIL,
CML, CMST, ICML, IFDI,
LSFDI, ARL. President, International Association of Investigative Locksmiths.

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Removing the Voodoo From Finance and Accounting

Accounting principles can bewilder many business owners, but they're important to understand. **By Noel Flynn**

THIS IS THE THIRD ARTICLE IN THE TOOLS FOR MANAGING YOUR Business series. In this installment, we'll explore the often-confusing world of finance and accounting and try to remove some of the common bewilderment and even trepidation. Our challenge is dealing with this vast area of knowledge and information in a very limited amount of space.

To even attempt to cover this topic, some liberties will be taken to simplify presentation so that the primary concepts are introduced in just a few pages. Obviously, discuss any accounting or tax matters with your accountant or other qualified advisor.

Financial Accounting Versus Managerial Accounting

Since it is anticipated that virtually all readers of this article will not be accountants (neither is the author), our focus will be upon what is called "managerial" accounting, rather than "financial" accounting. This means that we won't be discussing such accounting technicalities as debits, credits and journal entries (affectionately known as "mumbo jumbo" to non-accountants). Instead, we'll look at aspects of accounting that are most useful and germane to what a business owner or manager will be interested in; we'll stay out of the weeds!

Cash Versus Accrual Basis

There are two methods of managing the financial books for a company. One is cash basis, which recognizes revenue (usually a sale of a product and/or service) transactions *when you are actually paid* for the service or sale. Expense transactions are recognized *when you actually pay the bill* for goods or services you purchased.

The other method is accrual basis, which recognizes revenue (usually a sale of a product and/or service) transactions when "earned." The term earned means when the service was actually provided or the product was actually sold and, thus, the customer became liable for the payment obligation. Expense transactions are recognized when the liability is incurred.

In other words, cash basis is all about when you got paid or when you paid for something.

Accrual basis is all about when you did the work (or sent the invoice) and when you became responsible for some debt obligation because you purchased something.

Once you begin dealing with inventory for resale, you are required to use the accrual method. Credit transactions also complicate matters. For daily normal business activities, how much you are owed (accounts receivable, a.k.a. A/R) and also how much you owe to others (accounts payable a.k.a. A/P) will appear on the company's Balance Sheet, under the Current Assets and Current Liabilities sections, respectively.

Working With Cash Basis Accounting

Cash basis is a system employed where virtually all transactions are handled in cash. This is essentially what the world looks like through your checkbook or bank statements. Sales transactions increase your cash, whereas purchase or expense transactions decrease your cash balance. Theoretically, the difference between how much cash went out versus how much came in is your profit or loss. But, this is an oversimplification!

If you did work on June 29 but did not get paid until July 3, cash basis recognizes this sale as a July sale (July 3) because that's when you got paid for the June 29 job or sale.

Think about it this way. The money for the June 29 job/sale is not in your bank

until July 3 or later. So that's when cash basis accounting recognizes this transaction. Think checkbook!

To drive home these principles, I am deliberately avoiding dealing with the use of credit cards or other credit transactions. Most businesses will use the accrual accounting method.

Working With Accrual Basis Accounting

Accrual basis accounting would recognize our previously mentioned transaction as a June 29 sale or job, because that's when you earned payment. The fact that you have not yet been paid for this transaction (if true) is irrelevant from an accounting revenue perspective. But the money you are owed for this transaction is listed in your accounts receivable (under the Current Assets section) on your Balance Sheet. If you owed a supplier for products or materials related to this job (or any job), this type of debt would be listed in your accounts payable (under the Current Liabilities section) on your Balance Sheet.

When you subsequently receive payment for invoices that you have previously extended credit for, you will deposit the payment check, and this will increase your cash balance in

your checking account. You will contemporaneously reduce your accounts receivable (A/R) by the amount of the payment you received.

Conversely, when you pay a bill that has been awaiting payment (it should be sitting in your accounts payable), your cash balance decreases in your checking account. Your accounts payable (A/P) balance also decreases accordingly as you reduce your short-term debt.

Next, let's review the primary sections of the Income Statement (one of our most important financial statements), without numbers.

Understanding the Income Statement

First, a reminder that an Income Statement (also known as a Profit & Loss Statement or P&L) reflects activity for a *period of time*, whereas a Balance Sheet reflects the company's position at a *particular point in time*.

Income Statement = "Statement of Income for the period June 1 through June 30, 2019"

Balance Sheet = "Balance Sheet as of June 30, 2019"



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XYZ Company
Income Statement
(For the year (12 months) ended December 31, 2018)

Revenue/Income:

| | |
|--------------------|---|
| Income/Revenue | \$1,000,000 (also called Sales) |
| Less Cost of Sales | \$-600,000 (costs directly related to the Income/Revenue/Sales) |

| | |
|---------------------|--|
| Gross Profit | \$400,000 (Subtract Cost of Sales from Income/Revenue/Sales) |
|---------------------|--|

| | |
|--------------|---|
| Gross Margin | 40% (Gross Profit as a percent of Income/Revenue/Sales) |
|--------------|---|

Expenses: (individual expense amounts have been consolidated into the Total Expense number ***)

Payroll/wages, Payroll taxes, Benefits, Insurance, Rent, Utilities, Phone, Travel, Marketing, Internet, Vehicle expense, Depreciation

| | |
|-------------------------------|------------|
| *** Less Total Expense | \$-350,000 |
|-------------------------------|------------|

| | |
|--------------------------|--------------------------------|
| Net Income/Profit | \$50,000 (before taxes) |
|--------------------------|--------------------------------|

Figure 1. An Income Statement reflects activity for a period of time, whereas a Balance Sheet reflects the company's position at a particular point in time.

The income statement reflects your Revenue/Sales and also your Expenses. When you subtract your Expenses from your Revenue/Sales, the result is called Net Income/Profit.

If your Net Income is a positive number, then you made a profit. If your Net Income (your "bottom line") is a negative number, then you incurred a loss, and the P&L format is often illustrated as P/(L), where such negative numbers are presented in brackets, e.g. (\$-500).

Depending on the structure of your business, it may incur liability and/or pay taxes as an entity directly. Or, any tax implications (favorable or unfavorable) may ultimately be passed on to the owner(s) personally. Any discussion on the topic of taxes is far beyond the scope of this article and should be conducted with your accountant, tax preparer or other qualified professional.

I should also mention that the formats of financial statements discussed in this article are applicable to for-profit companies. Not-for-profit companies use different formats and titles for their financial statements, but the content is similar.

Reviewing the Monthly Income Statement

Before we look at forms, let's think about what is being portrayed in an Income Statement. Appearing at the top of the form would be an indication that this is an Income Statement of (XYZ company name) and what period is being covered.

Next, the income categories are listed and then, a total of those categories. This is where we can see the various sources of our Sales/Revenue or Income. Some companies (and industries) use the term revenue instead of income, and some just use the term sales. Here's what this might look like:

Income:

| | |
|---------------------------|----|
| Product sales | \$ |
| Repair/installation sales | \$ |
| Service call revenue | \$ |
| Other sales/revenue | \$ |

| | |
|----------------------------|--------|
| Total Income/Revenue/Sales | \$xxxx |
|----------------------------|--------|

Cost of Sales (COS) or Cost of Goods Sold (COGS)

This next section includes the costs that were *directly incurred in generating the sales* reflected in the Income categories previously listed under Income. This includes such items as direct labor and materials or products. In a manufacturing environment, these categories would include labor, materials, overhead and scrap. In a service business, these direct costs would likely include such direct categories as labor and materials... directly related to the income!

Gross Profit (Gross Margin)

Here, we are merely subtracting the direct expenses from the Income/Revenue. The term Gross Profit is often used interchangeably with Gross Margin. If you actually care to know the difference, the term Gross Profit represents the dollar amount, whereas the term Gross Margin expresses that dollar amount as a percentage of Income/Sales.

Let's say that in your service business, you did a job that included both installation and sales. This means that the direct cost of your two technicians employed on this job — plus the actual products and supplies that they installed on this same job — would be recorded as Cost of Sales.

XYZ Company
Income Statement
(For the year (12 months) ended December 31, 2018)
(For December 2018) (For the 2018 fiscal year)

Revenue/Income:

| | | |
|---------------------|-----------------|------------------|
| Income/Revenue | \$100,000 | \$1,000,000 |
| Less Cost of Sales | \$-50,000 | \$-600,000 |
| Gross Profit | \$50,000 | \$400,000 |
| Gross Margin | 50% | 40% |

Expenses: (individual expense amounts have been consolidated into the Total Expense number ***)
Payroll/wages, Payroll taxes, Benefits, Insurance, Rent, Utilities, Phone, Travel, Marketing,
Internet, Vehicle expense, Depreciation

| | | |
|-------------------------------|------------------|-------------------|
| *** Less Total Expense | \$-20,000 | \$-350,000 |
|-------------------------------|------------------|-------------------|

| | | |
|----------------------------------|-----------------|-----------------------|
| Net Income/Profit (B4txs) | \$30,000 | \$50,000 (5 %) |
|----------------------------------|-----------------|-----------------------|

Figure 2. Businesses need both monthly and year-to-date income statements.

The amount of your invoice to the customer would hopefully offset all of those direct costs and include sufficient Gross Profit left over to help cover your overhead expenses related to running the business at large. Your Total Gross Profit (for all income/sales) will need to pay for indirect expenses, with acceptable Net Profit left over. Although it varies by industry, a good general target for many small businesses is 40% Gross Margin.

Remember, in our scenario just mentioned, you have not made a 40% profit at this juncture. That 40% Gross Margin (\$400,000 Gross Profit — see *Figure 1*) must be sufficient to cover all the remaining general (indirect) costs of running your business and leave enough Net Profit to compensate the owner(s) for the risk and investment involved in owning the business.

Recognize Our Indirect Expenses

Now that we have established our Gross Profit (and GM%), we need to list our Expenses. Typically, these will include payroll, payroll taxes, benefits, insurance, rent, utilities, phone, travel, marketing, internet, vehicle expense, depreciation... and the list goes on.

Some companies will group these expenses into related summary categories such as:

Sales, General and Administrative, or SG&A. Irrespective of how our expenses are grouped or sub-grouped, we must account for all of our remaining expenses, including depreciation.

Now, let's look at the format of our annual Income Statement, which covers the entire twelve-month fiscal year 2018 (*Figure 1*).

At Year-End

So, what happens to the Income Statement at the end of the year? Since the monthly Income Statement is a recap of activity for a one-month period, we must carry forward the numbers from each month into a year-to-date, cumulative presentation through year-end. At year-end, we “reset” and begin all over again with a new Income Statement for the new year.

So we need a parking place for the results of the year just ended. That place is the Retained Earnings section of the Balance Sheet, but we only capture essentially the financial bottom line results of the year just ended. Results from previous years are already there.

A Football Analogy

It may be instructive to think of the monthly Income Statement as equivalent to one game in a sixteen-game football season, although we only have 12 months in the year. After each game (month), think of our Income Statement as a scoreboard where our income is like our points scored, whereas our expenses are like the points scored by our opponent. If our points scored are greater than our opponents' points scored, then we show a profit (a win). At the end of the season (end of the fiscal year), our performance rolls up into our cumulative record. In our business, as previously mentioned, our performance for the year rolls up into the Retained Earnings section of our Balance Sheet.

We need both monthly and year-to-date income statements. Typically, the format will look something like *Figure 2*.

Keep in mind that, unlike public companies, many small business owners are more interested in minimizing the company's

ASSETS: What we own and what others owe us

| | |
|----------------------------|--|
| <i>Cash</i> | money in business checking and savings bank accounts or CDs |
| <i>Accounts receivable</i> | what customers owe the business (unpaid invoices) |
| <i>Inventory</i> | in-stock items for resale and/or installation |
| <i>Prepaid expenses</i> | expenses paid in advance, such as an annual insurance policy |

Total Current Assets

Property, Plant & Equipment (PP&E) - fixed assets

Land, Building, Equipment - hard assets, even if not fully paid for

Total acquisition cost of assets - what we initially paid to acquire our assets

Less accumulated depreciation - how much we have already depreciated our hard assets¹

Net fixed assets - un-depreciated cost of PP&E assets

Total (All) Assets

¹We annually depreciate (expense) a portion of the initial cost of acquired assets until the asset is “fully depreciated.” In the U.S., the Internal Revenue Service (I.R.S.) dictates the number of years.

LIABILITIES: what we owe to others; our debt obligations

Current:

| | |
|--------------------------------|---|
| <i>Accounts payable</i> | the unpaid bills/invoices that we owe suppliers or others |
| <i>Accrued expenses</i> | obligations incurred but not yet paid, such as wages owed before payday |
| <i>Current portion of LTD.</i> | the portion due within one year, such as year one, on a five-year note) |

Total Current Liabilities

Long-term debt (LTD) portion due longer than one year - the other four years due on our note

Total (all) Liabilities

EQUITY: (Assets minus Liabilities = Equity, aka “worth,” as in, “He is rich. His net worth exceeds \$\$\$.”)

| | |
|--------------------------|--|
| <i>Capital Stock</i> | the initial investment made by stockholders/shareholders |
| <i>Retained Earnings</i> | cumulative sum of all the company’s earnings; not distributed as dividends |

Stockholder’s Equity - aka shareholder’s equity or worth

Total Liabilities and Equity - Total Liabilities plus Equity must equal Total Assets

Figure 3. The Balance Sheet is a snapshot of a business at a moment in time.

(and their personal) tax liability exposure, than in showing a stronger bottom line.

Next, let’s move on to the Balance Sheet, which seems to be more confusing to small business owners than the Income Statement. See *Figure 3*.

Understanding the Balance Sheet

The Balance Sheet is a snapshot of a business at a moment in time. Unlike our Income Statements, the Balance Sheet is a *cumulative* set of numbers, irrespective of when it is released. In other words, it is always current (if properly updated) as of the date indicated and will represent the cumulative *net result* of all activity, since the business began.

The Balance Sheet includes several primary sections. Let’s take an oversimplified look (*Figure 3*), without using numbers, so that we can concentrate on how this statement is structured.

Budgets

Now that we have explored some financial statements, we can look at the development and use of budgets. **A budget is one of the most important tools for planning and managing your business.**

There is virtually no limit to the creative reasons (excuses) offered for why the company does not have or need a budget. So, if you embrace this position, we may need to agree to disagree on this topic. If budgets are indeed useless, why do you suppose that virtually all public companies use budgets? We will be discussing what is called an operating budget.

You need a plan to properly develop your budget. The horse before the cart, please! What’s going on in your business? Have you done your SWOT Analysis yet? (Strengths, Weaknesses, Opportunities and Threats; see the Planning article in June 2019 *Keynotes*.)

What changes are you expecting/driving for next year? How will they impact your cash, staffing, expenses, inventory, pricing, customer base, vehicles... and the questions go on and on.

Sure, some things probably won't change much, but what about the areas that will?

Why You Really Need a Budget

For starters, it's a lot like developing a business plan. Just going through the process of developing a budget, you *will* learn much and become more familiar with your business, its financial profile and its performance. Think of a budget as a set of guardrails in a high-speed car race along a narrow winding road. Yes, of course, you are the one driving the red Ferrari!

Yet another benefit of a budget is that it will facilitate the time-saving "management by exception" approach. Once your budget is in place, you can pay more attention to those areas that are materially underperforming and/or incurring excessive costs relative to your expectation (plan/budget). It's like being able to more closely monitor only those kids in a group who are misbehaving instead of trying to watch everyone all of the time.

A Budget Development Process (a spreadsheet is a perfect budget development tool).

- Project the current year-end numbers for income and expense; line by line, by month.
- If you have more than one year of data, lay out the numbers in columns for each year.
- Identify the seasonality of your business. Are some months much slower/busier?
- Any current-year unusual income or expenses that are not anticipated for next year?
- Any unusual income or expenses that will be new (incremental) for next year?
- Traditional cost changes anticipated for next year, such as wage or utility increases?
- Any anticipated price/changes from your suppliers that will impact your cost?
- Any anticipated price changes that you need to implement for next year?
- Consider the likely impact that your growth plans will have: income and expense.



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Use Your Accounting Software’s Budget Facility

Use the budget features of your accounting software application to generate various budget reports. Then, when you develop your budget in a spreadsheet, upload (import) the data directly into your accounting application for next year. Finally, as the new year unfolds, generate monthly budget variance reports to identify material departures from your budget. Unfortunately, limited space does not permit us to delve into budgeting any deeper. Perhaps this important topic can be covered more comprehensively in a future article?

Reliance on Public Accountants

Many small businesses are owner-operated, and only the larger companies are likely to have a full-time professional bookkeeper. Even fewer can afford an accountant on staff. This often means that a spouse or the owner is doing the bookkeeping, perhaps in the evenings and on weekends. At fiscal year end, data and receipts are delivered (incredibly, sometimes in a large trash bag) to an accountant for processing and filing of tax returns.

Outsource Accounting (But Handle Bookkeeping Internally)

Pay a professional accountant for accounting services, but don’t pay accounting prices for bookkeeping activities. We need accountants to file business tax returns and for regulatory compliance. They can also be extremely helpful in providing useful information such as accurate financial statements. Although reporting and compliance are important score-keeping activities, management of the business is more like being the coach down on the field with the team, making the news by calling

the plays and trying to win the game.

So what’s a small business owner (typically without a background or degree in accounting) to do if he/she can’t afford to hire a full-time accountant or even bookkeeper to handle financial matters?

Use of Technology

You should definitely consider investing in a computer and financial software application such as QuickBooks, SAGE 50 (previously known as Peachtree) or some other brand. Today’s software is amazingly powerful, user friendly, very affordable and — although commonly described as accounting software — it can be used to help you to run your entire business. At the very least, be sure to establish a separate checking account for your business. This will make life easier and help prevent comingling of personal and business funds, a common source of trouble. If you don’t have accounting software, use a spreadsheet(s), although this approach will have serious limitations.

Your tax preparer can also help, and it’s much better to set up everything correctly on the *front* end to avoid problems later on.

A Word of Caution

Although unpleasant to think about, **never, ever operate your business without reasonable checks and balances.** You would be shocked to know how often “trusted” bookkeepers and others (including friends and relatives) embezzle money from their employers. Owners were “just too busy working hard” to get involved with the company’s books. Beware! And never use payroll trust funds (withholdings from employee paychecks) inappropriately.

The next article in our Tools for Managing Your Business series will cover purchasing, inventory management and cash flow. We’ll look at the relationship among some areas that can get a business into trouble and how to avoid — or at least minimize — these pitfalls. ☺



Noel Flynn is a degreed business management consultant with global senior leadership experience, including more than 20 years in manufacturing, wholesale distribution and consulting sectors of the security industry. Noel has been a senior executive, officer, board director and advisor to not-for-profit and for profit companies in numerous industries worldwide. This includes being an ALOA board member since 2011, and he is also an ACE instructor, developing and teaching business management.



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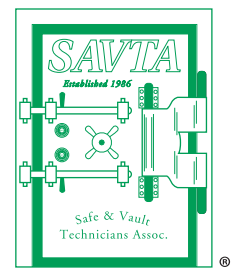


Figure 1. The Rosengrens EuroCitizen could either be Grade Zero (about \$8,000 cash cover) or Grade One (about \$14,000 cash cover). There was no way to tell from the outside.

A Thorny Rosengrens

Craig Bernasconi finds that hand drilling a tough safe in a small space is no bed of roses.

I WAS CALLED OUT TO OPEN A SMALL ROSENGRENS SAFE. MY CUSTOMER HAD sent me a photo of the safe and asked me for a price to open it because he had lost his safe key. I normally love these jobs because it is often much easier to open a safe with a known problem (e.g., lost keys) than it is to open a safe where the customer has the keys or code, but the safe will not open.

Deceiving Photos

I could tell from the photo that the safe was a Rosengrens EuroCitizen safe. It could be either a Grade Zero (about \$8,000 cash cover) or a Grade One (about \$14,000 cash cover). There is no way, that I am aware of, to tell which of the two it is from the outside.

Having had a quick look at the photo he sent me, I worked out a price and rang him

back with my quote. He would ring his customer with his price and contact me when he received a reply. Surprisingly, all this happened within about 20 minutes and the job was on. The customer was (for a change) in no rush, so I arranged to go a few days later to the house near Blackpool, about 30 miles away from me.

Arriving at the customer's very large house, I was shown to the safe, which was located under the stairs. At this point, my mental plans for the opening were quickly beginning to fade into the distance. The photo I had received on my phone was deceiving, in that it looked like there was plenty of room above and to the side of the safe. In fact, there wasn't. It also appears to be reasonably light in the photo. It wasn't.

Stab in the Dark

My original plan had been to pick open the Rosengrens safe lock fitted to this safe, but I decided against this technique for various reasons (the main one being it was quite dark under the stairs, and I didn't want to lose any of the tiny pieces that are part of my very expensive pick).

The customer had a small floodlight that he had set up for me. The problem was that if the light was behind me, it would throw a shadow over the safe, and if it was in front of me, it was like being on stage, and I could see even less. The photos that you see here were taken with a flash camera, with the flashlight switched on, so they appear much brighter than it was in real life.

Plan B was to drill the through the top of the safe and punch down the lock bolt. This was my new, quickly formulated plan, which was only made more

complicated by the darkness and lack of height above the safe.

Drilling straight through the safe door to punch off the lock bolt was also an option, but as you can see from the photos, the lock bolt is protected from punching back out of the way by a steel cable attached to a relocking device, which I would rather not activate!

Hand Drilling... Oh Dear

The safe was going to have to be drilled by hand because there was not enough room above it for a magnetic drill rig or a StrongArm drill rig. Great! I set up my trusty 18-volt battery drill with a high-speed steel drill bit and drilled through the outer steel skin. I changed to a tipped drill bit to drill the concrete and made quick progress until I was about halfway through the body.

Suddenly, my drill wanted to drift forward. Lifting out the drill and replacing it in the hole, the drill would drift backward, toward me. A quick look with a short scope confirmed that I was hitting what appeared to be a 90-degree angle pointing at me, and it appeared to be hardened too. I was thinking, “oh dear” (or words to that effect).

I decided, since the hole was already started, to carry on and try to hand drill through this angled plate. It was a bit of a pain (to say the least), but after about 15 minutes, my trusty drill bits made it through — although I did trash about 10 of them at about \$7 each... can you feel the tears?

Things Are Heating Up

Once through this abominable angled plate, I carried on through the concrete and — would you believe it? — I hit another hardened plate. This plate drilled through eventually, but it was very hard and took a lot of pressure to get through, even with a small (around 6mm or ¼ inch) drill bit. In fact, it took so much pressure that I had to stop and have a cup of tea whilst the drill cooled down. The back end of the drill was almost literally burning my hand it was so hot!

Once the drill had cooled, I started drilling again and soon had a hole through the top of the safe and into the door itself. Bear in mind that all this drilling had taken about 45 minutes by this point, and look at the safe: It wasn't even up to my knees in height!

Inserting my scope, I confirmed that the safe lock mechanism was surrounded by a steel box and that I would have to drill through it to get onto the lock bolt itself. Occasionally I come across these safes where the box has been removed, but today was not one of those days. Do you ever get the feeling that some safes just do not want to be opened? Or that you should have



Figure 2. The author arrived to find there was very little room to the side of this safe.

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Figure 3. Plenty of drill bits were used for this job — about 10 at \$7 each.

stayed in bed today? To be honest, I can do without working in a dark, confined space, bent over a stubborn safe that is putting up a fight for over an hour!

Second Hole

I inserted a long drill bit and drilled through the steel box very carefully. If you are going to do something silly, this is the time — when you are a bit tired and a bit jaded. I had to make a conscious decision to take it easy rather than just blasting through into the mechanism and causing damage to something that would give me much greater difficulties later on in the opening process.

Having carefully drilled through the steel box with no problems (which surprised me), I inserted the scope and had a look around. Sadly, my hole had broken through just off the edge of the lock bolt. I could see it, but I couldn't hit it with a punch. The drill bit had deflected off course and I distinctly remem-

ber saying, "oh dear" (or something to that effect) again. Remember, I had to hand drill the safe. My drill rig, annoyingly, would almost certainly have kept the drill bit quite straight or, at the very least, would have reduced the deflected angle such that my hole would have still been useable.

I decided that rather than trying to bend a punch to allow me to punch down the lock bolt, I would try to drill another hole at a slight angle using the existing hole I had drilled. At least this way, I would not make two holes in the outside of the safe body.

Without the tears, toil, sweat and "oh dears," I will just say that the second hole, drilling at an angle, proceeded almost exactly the same as the first hole, and I am now having therapy for it.

Hard-Earned Success

Once through the steel box, covering the mechanism in the new location, I could see the top of the lock bolt extension. I was in a perfect location at last. I inserted a long punch, and with a



Figure 4. Here, the safe is in the open position.



Figure 5. The steel mechanism cover is in place. These photos appear bright because of the flash used. The actual environment was much darker.

couple of decent blows using a medium-weight hammer, the lock bolt collapsed down into the open position. Removing the punch, I was able to turn the handle and open the safe... much to my relief, I can tell you.

After another coffee break, I simply had to repair the safe body and door and replace the lock with the replacement I had brought with me. I gave the customer two keys, as usual, had him test the safe and sign my job sheet. It was time to set off to

my next planned job, a nice simple lock change about 60 miles away. That'll do me nicely. I hope you enjoyed the story more than I enjoyed this opening! ☺



Based in Lancashire, England, **Craig Bernasconi** has been opening, servicing and moving safes since 1978. He specializes in high-security safes and vaults, and he works throughout the U.K.

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MAIL CALL



A badly damaged locking mail cluster at an apartment complex needed multiple fixes.

By Gene Gyure, CRL, CAI, GSAI

THEY SAY THE MAIL MUST GET THROUGH. OF COURSE, THAT MEANS there must be someplace to put it when the letter carrier gets to the address for delivery. But what happens when this service gets disrupted? The call came in from a property manager that we have known and worked with for a very long time. It seems that, at some point in the not-too-distant past, the cluster of mailboxes for a set of apartment buildings had been damaged when the unit was toppled to the ground. We didn't ask how that happened. We only knew that they needed it repaired. I sent Tom Gillespie out to do a site survey while Brad Dobson and I made a few safe deliveries (see *Figures 1 and 2*).

Tom came back with pictures of a mailbox cluster that looked almost like it had been through a tornado. The damage was bad. The doors would not latch. The hinges were worn and bent. The sides were damaged from what looked like possible pry bar attacks. On top of all that, there were several parts missing from the latch bar. Like I said, it was bad.

The property owner thought the U.S. Postal Service should repair the cluster. The U.S. Postal Service said it wasn't their job and it was up to the owner to correct the situation as soon as possible. Mention of "no mail delivery" and "tenants getting upset" were bandied about. After a few minutes of discussion, I realized that this might be one of those jobs that might be better left to someone else. However, I was up for a challenge, and this was a good customer. We set upon devising a repair solution and submitted an estimate by email. Almost immediately, the bid was approved, and we drew up plans for Brad and me to go by and examine the cluster ourselves.

It Gets Worse

A couple days later after a busy morning and afternoon, Brad and I stopped by the apartment complex to have a look at what we would need to do to make the repairs. Upon our arrival, we realized that things were worse than when Tom had visited only three days prior. Items that previously had been hanging off the door were now completely missing. We now had to fashion more parts than originally calculated (*Figure 3*).

After a few minutes of contemplation, a plan was somewhat formulated, and we got to work removing the primary door from the cluster. The hinges were fastened with lightweight rivets to the inner nest unit. Additionally, a couple of heavy rivets were used to further attach the hinges to the outer (heavier) skin of the cluster. The heads of the heavier rivets were drilled off from the outside. Because



Figure 1. This sister set of cluster mailboxes was used as the working example of a damaged set at an apartment complex we were called to service.



Figure 2. The USPS lock and latch operating handle on the working cluster are shown.



Figure 3. The latch bar is missing, and the doors do not align properly.



Figure 4. With the main door removed, some of the damage is visible.

there was no clearance to get a drill on the inside of the cluster, we used a cordless angle grinder to knock the heads off the remaining rivets. Soon, the door was removed from the cluster, and we were on our way back to the shop (Figure 4).

Upon our return to the shop, we placed the door on the bench, and I began assembling the parts needed to make the necessary repairs (Figures 5 and 6).

We decided to use nutserts (rivnuts) to replace the missing riveted slide posts. The slide posts have two purposes: They provide an anchor point for the fasteners used to secure the locking bar, and



Figure 5. The main door is placed on the workbench in our shop. Note the damaged hinge.



Figure 6. A section of steel flat bar was chosen to begin the repair work.



Figure 7. A hole from the old slide rivets is shown.



Figure 8. The same hole is shown with a newly installed nutsert (rivnut).



Figure 9. All of the nutserts are installed. An arrow had previously been marked to aid in remembering which way is up.



Figure 10. The flat bar was laid out to mark for the latch bar slides.



Figure 11. This photo shows where the lock meets the latch bar.



Figure 12. The flat steel has been marked for the slide locations and placed into the cross vise of the drill press in preparation for drilling.



Figure 13. The holes for the top and bottom of each slot have been drilled into the flat bar, which is to become the latch bar.



Figure 14. A Dremel tool with a large reinforced cut-off wheel is used to cut the slot between each of the set of holes drilled into the flat bar.



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Figure 15. A close-up view of the flat bar slots as they are being cut is shown.



Figure 16. The latch bar was test fitted several times before it was determined that it would operate properly.



Figure 17. A small section of flat bar is marked for a gate to be cut out.

they also provide a guide for the locking bar to slide up and down. We would insert the nutserts from the inside of the door, placing the expanded portion on the outer face. After a little experimentation, we decided on using 8-32 machine bolts and the corresponding size nutserts (Figures 7-9).

After installing the nutserts, we found a $\frac{3}{4}$ " wide, 2' long section of $\frac{1}{8}$ " thick flat bar steel to use as the new latch bar. It was cut to the length needed and laid next to the lock to mark for the slide openings. There were three slide openings needed and an area for a handle to be attached. A spring-loaded center punch was used to find the exact drill points desired (Figures 10 and 11).

With the latch bar marked and punched, it was locked into the cross vise attached to the drill press. Pilot holes were drilled at each marked point. These holes were then enlarged to $\frac{3}{8}$ " (Figures 12 and 13). From there, the flat bar was placed in the bench vise, and the area between the holes was cut out

using a Dremel and a reinforced cutoff wheel (Figures 14 and 15). These slots were then filed smooth to allow the sliding operation. After several test fits and adjustments, it was ready for the next step (Figure 16).

Bringing in Help

We needed to come up with a way for the lock to engage the latch bar. The solution was to cut out another smaller section of the flat bar. This was laid on the latch bar and marked for the location of the gate that would accept the lock bolt on the lock. The opening was cut and filed and again laid on the flat bar to check for fit. The location of the small piece was marked onto the flat bar in preparation for welding (Figure 17).

Up to this point, I had done most of the shop work independently, but I brought Brad back to the workshop for the next several steps. If you have an employee who has better skills than you, it only figures that you would use that employee to do the best job possible. Brad's welding



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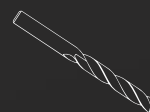
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Figure 18. The gate has been cut into the small section of flat bar and welded in place.



Figure 19. The parts were ready for assembly. Several adjustments were made to ensure that the unit worked smoothly.



Figure 20. The latch bar lift handle is made from a modified 1/4-20 shoulder bolt.



Figure 21. The assembled latch bar unit is shown.



Figure 22. The attaching bolts for the latch bar slide were cut off and peened to prevent removal.



Figure 23. The hinge is secured using 10-24 carriage bolts through the side of the main unit.

skills are much better than mine, so it was his job to weld up the flat bar parts in the manner we determined (*Figure 18*). A few minutes later, we were again test fitting the parts on the door (*Figure 19*).

A Lift Handle Solution

With the welding done, we needed to come up with a lift handle. When a letter carrier unlocks the USPS lock, the lock bolt is withdrawn and the latch bar is allowed to drop, unlocking the cluster door. When the letter carrier is ready to lock the unit back up, he needs to lift the bar to allow the lock to extend the

lock bolt. A lift handle is used to accomplish this.

On the sister unit at the apartment complex, the lift handle is simply a short piece of round stock projecting out of the face of the door. I needed to come up with something to provide the same operation. A 1/4-20 shoulder bolt just might do the trick. A bolt was pulled from stock, the head removed and the cut tip ground smooth.

The location of the hole needed in the latch bar was marked, drilled and tapped. The newly modified 1/4-20 bolt was threaded in, and the latch bar once again test

fitted. Adjustments were made to the bolt, and it was inserted into the latch bar for the final time using red Loctite thread locker. The excess threaded portion of the bolt was cut off flush and the tip peened to prevent removal except by extreme means (*Figure 20*).

The latch bar was once again installed onto the door with nylon rollers and the 8-32 machine bolts (*Figure 21*). The excess 8-32 bolts were cut off slightly above the nutserts on the outside of the door and, like the modified 1/4-20 shoulder bolt, peened to prevent easy removal (*Figure 22*). This completed our work at

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Figure 24. On the inside, rivets were used to further secure the hinge.



Figure 25. The main door was further adjusted to align properly with the opening. Shims were used on the lower hinge to facilitate reinforcing the adjustment.



Figure 26. The completed repair is shown, including hinge repairs and adjustment on the secondary door.



Figure 27. As the author and his team were unable to coordinate with the letter carrier, they taped the unit shut and called this job done.

the shop. It was now 5:30 in the evening, and a thunderstorm was actively causing a flash flood in our area. We planned to return the door in the morning.

Finishing Up On Site

The next morning, the rain continued. We were forced to wait until the afternoon to return the door and complete the repairs.

Upon our return to the apartment complex, we began the repairs by reforming the metal around the opening

where the door was to be reinstalled. As I held the door in place, Brad inserted 10-24 carriage bolts from the outside through the inner unit and into the top and bottom hinges through the holes that had originally held heavy rivets (Figure 23). These were affixed using standard nuts and topped off with nylock nuts that were locked together. This should prevent removal of these bolts from outside the cluster. After that, the hinges were further fastened using $\frac{1}{8}$ " pop-rivets through the existing holes from the original rivet locations (Figure 24).

Because the damage had been so extensive, we had to install a couple of steel spacers near the bottom of the lower hinge to force the door up and over when it closes. We used the heavy-duty strike plate from a couple of Lori deadbolts and a long $\frac{3}{16}$ " pop-rivet to accomplish this correction (Figure 25). We made a similar correction on the other door and stepped back to admire our handiwork (Figure 26).

Unfortunately, because the U.S. Postal Service does not allow civilians to pos-

sess the keys needed to unlock the utility lock on these cluster units, we were unable to test the latch bar with the lock. So we secured the doors with 2" wide painter's tape (Figure 27). We could only rely on our skills to make every effort to insure that when the letter carrier arrived after we installed the door, they would have no issues.

Upon reflection, if we had an operating mill machine, the slide holes and the gate cutout probably would have been more precisely cut. Yet, locksmiths like us just love to make things by hand. Thus, the term "smithing." ☺



Gene Gyure, CRL, GSAI, CAI, started his locksmith career in 1980 and is the founder and co-owner of Starfleet Lock & Safe, Inc., which began operations in 1994. A safe and vault technician who specializes in safe deposit box and custom safe work, he is experienced in a variety of locksmith and safe service techniques, yet prefers working on safes and safe locks. In his spare time, he volunteers with three youth groups.

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CLASSROOM SECURITY ★ DECISION 2019 ★

A concise chart of options can help institutions choose the best course of action. **By Vernon Kelley, CFDI, CFL, CMIL, CPL, ICML, IFDI, LSFDI**

DECISIONS, DECISIONS, DECISIONS. DEPENDING ON THE SITUATION, THE DECISION-making process can be delightful (should I get the sirloin or the porterhouse?), or it can be a decision that will affect the security of thousands of people and cost around \$250,000.

I'd rather make my decisions at the steakhouse, but I generally don't get paid to make the tough decisions there.

In two of my previous articles in *Keynotes* ("Classroom Barricade Devices, Life Safety Codes and the Devil's Advocate" in January 2016 and "Classroom Security: What Will Really Work" in April 2016), I discussed classroom security locking methods at length to weigh the pros and cons of some available options. Coincidentally, I was heavily involved in the same decision-making process with my employer. It was a rather laborious process, to say the least, but I did get a couple of articles out of the process for your reading pleasure!

I was involved in dozens of meetings — and probably 10 times as many emails — reviewing critical incident/active shooter classroom security options with management. The conversations got to the point they just became one big circular discussion with no end in sight. Paralysis through analysis.

Finally, the epiphany! What if I created one concise list of the security options that we had discussed interminably? As much as I really liked reviewing, re-reviewing, and then re-re-reviewing the same security options endlessly (not), it was becoming somewhat mind-numbing. Perhaps a menu of security possibilities would help those not in the security business wrap their minds around the subject.

And now, for your careful consideration, I present to you the "Methods of Locking" decision grid (see *Figure 1*). As you can see, the grid lists the locking method, a short description of its operation and some pros and cons. It's not meant to drill down on every possible nuance of each method. My audience was mainly people not involved in security, so I was looking to create something easy to read. The nuances were my responsibility.

When I created this grid, I only included security options that the institution was considering at the time. You may think of one or two other security methods that aren't listed. The discussions at your facility will probably meander in a few different directions than the conversations I was involved in. But, it just got to the point where

I felt I needed to distill the available options for consumption by the masses. No one complained.

Perhaps you're having similar conversation with K-12 schools or higher education facilities. Please feel free to use "The Grid" for your classroom security debate endeavors. Believe me, the bosses will thank you. If you'd like a copy of The Grid, please visit <http://bit.ly/MethodsofLocking>.

And, sometimes, there is really no decision to make. It's always the porterhouse!



Vernon Kelley, CFDI, CFL, CPL, CMIL, ICML, IFDI, LSFDI, has been involved in the locksmith and security industry since 1989 and is a licensed locksmith in the

state of New Jersey. A noted instructor and editor, he's co-author of the book "Institutional Lock Shop Management." Vernon has served on the ALOA board of directors, and he is currently the first trustee of ALOA Institutional Locksmiths and director for the ALOA Scholarship Foundation. A recipient of the prestigious Lee Rognon Award, as well as the Robert Gress Award, Vernon is the Supervisor of Access Control at The College of New Jersey.

| Method of Locking | Description | Pros | Cons |
|---|--|--|---|
| Thumb Turn Lock Activation | A thumb turn is a device found on the inside of a door/lock that allows users to operate the lock without the use of a key or tool. | <ul style="list-style-type: none"> ■ Anyone can operate ■ Relatively cheap retrofit | <ul style="list-style-type: none"> ■ No control over who secures the door from inside |
| Inside Keyed Cylinder Lock Activation | A keyed cylinder will require the use of a key to activate the lock. The user would need to have the correct key in their possession to operate the lock. | <ul style="list-style-type: none"> ■ More control over who secures door ■ Relatively cheap retrofit | <ul style="list-style-type: none"> ■ All faculty and staff would need to have a key in possession for program to work as intended during a lockdown event |
| Door Hold-Open w/ Storeroom Function Locksets | A hold-open can be as simple as a kickstand-style doorstop or something that snaps the door into the open position and is usually held in place by spring pressure. Since a storeroom function lock is always secure on the outside of the door, it would be locked once in the closed position. | <ul style="list-style-type: none"> ■ Door would always be secured from the outside ■ No user interaction required to secure door other than to close it ■ Moderate cost since hold open device would need to be installed and the lock function changed | <ul style="list-style-type: none"> ■ Unless the hold-open is tied into the fire alarm system, it cannot be used on fire-labeled doors ■ Building noise can be an issue if all doors are left in the hold open position ■ Users would still have to have the presence of mind to close the door during a lockdown event |
| Barricade Devices | Defined as door hardware that is designed to reinforce a classroom door using non-traditional locking methods during a lockdown event. It is designed to be engaged on a door by users to supplement existing locking hardware. This method also does not allow the use of a key from the outside to enter a room. | <ul style="list-style-type: none"> ■ Low to moderate cost ■ Usually an easy installation | <ul style="list-style-type: none"> ■ Devices are not life safety and/or ADA compliant ■ Too easy for anyone to remove device from its storage location, and for it to not be available to users during lockdown event ■ No way to enter room from the outside once engaged |
| Install 2nd Locking Device | The best example of this would be a deadbolt similar to what is found on most residential homes. This would have a thumb turn on the inside of the door and key access on the outside. | <ul style="list-style-type: none"> ■ Anyone can operate ■ Low to moderate cost | <ul style="list-style-type: none"> ■ Life safety code and ADA do not allow for more than one locking device on doors. |
| Electronic Lockdown System | This would allow doors to be locked down at the same time electronically via a remote push button or a computer command. | <ul style="list-style-type: none"> ■ Capable of securing all doors at once at the onset of a lockdown event ■ Depending on system, lockdown can be initiated locally or from a central location | <ul style="list-style-type: none"> ■ Very expensive ■ Long implementation time ■ Lockdown can be delayed if controlled only at a centralized location |
| Strike Plate Cover Device | This is generally a long, thin magnetic stripe placed over the hole in the strike plate that prevents the latch bolt from entering the strike | <ul style="list-style-type: none"> ■ Very inexpensive for cover, but lock function would have to be changed, increasing cost | <ul style="list-style-type: none"> ■ Cannot be used on-fire labeled doors ■ Too easy for anyone to remove device from its storage location, and for it to not be available to users during lockdown event |

Figure 1. This chart details potential classroom security possibilities and their pros and cons.



Institutional Locksmithing: A FAST TRACK TO SPECIALIZED KNOWLEDGE

As a hospital locksmith, **Sal Dulcamaro** has developed expertise with certain types of locks.

INSTITUTIONAL LOCKSMITHS AND COMMERCIAL LOCKSMITHS ARE DIFFERENT animals. They aren't different like elephants and giraffes, but more like collies and German shepherds: both dogs, but different kinds.

Being a commercial locksmith for many years before becoming an institutional locksmith was very beneficial to me. I work in a rather large hospital with thousands of door locks and thousands of desk, cabinet and related locks. Making a medical comparison, a commercial locksmith is a general practitioner, and an institutional locksmith is a specialist.

For years as a commercial locksmith, I would work on a huge variety of locks for customers all over town. I might see more than 10 different kinds of locks in less than a week with a big variety of problems. I might not see the same lock again for months or even years. I relied mostly on my mechanical skills and my ability to relate symptoms to similar kinds of locks I had worked on in the past. Over the years, I would recognize some specific patterns to locks I would see often. However, I wouldn't generally see enough of a specific make and model of lock to see most of the ways it might break down or malfunction. As an institutional locksmith, it is almost the exact opposite.

What I Work With Now

BEST interchangeable core lever handle locks are what I work on the most. Virtually all our door hardware is grade 1. The 15D style lever (see *Figure 1*) is used primarily in our south tower, where it is used to replace Schlage hardware that was mistakenly ordered during construction 15 years ago. I use the 15D handle, which has a more sharp-cornered design so the locks don't clash visually with the existing Schlage hardware. This cylindrical hardware (*Figure 2*) will accept grade 1 latches. They are mostly 2¾" backset with some 3¾" and 5" backset.

The vast majority of the hospital uses the 14D style lever (*Figure 3*), which is a more curved style. There are actually two previous designs of that lock on some doors in the hospital. They are identical on the outside, but they have a variety of mechanical differences and therefore different problems. Also, when I replace the older-style locks, I can't just remove them and install new ones. I have to enlarge the auxiliary mounting holes that are required by most lever handle locks compared with knob-style locks. I have a similar situation when I replace a Schlage lock in the south tower with a Best lock having a 15D style lever handle. With Schlage locks, it's not so much the hole's size, but its location. The spacing between the main cross bore hole and the two auxiliary holes can vary by brand, as it does between Best and Schlage.

There are many lock functions available, but we primarily use five functions. They are entry, classroom, storeroom, privacy and passage. Except



Figure 1. The author uses this 15D style lever at work to replace Schlage hardware that was mistakenly ordered during construction.

for a few mechanical variations among the different functions, most problems are consistently the same. Carts pushed through the hallways routinely hit and bend the lever handles, which often jams part of the internal mechanism with varying degrees of damage. While I can't claim to know every problem that happens, I have seen most ways that this lock breaks or acts up.

Like most locksmiths, seeing how locks are portrayed in movies and television frequently annoys me. You always see some character reaching under the dashboard of a car to hotwire a car and drive off. And no, it's not typically a car from the 1960s or earlier where it can actually be done. It drives me crazy when someone locks a victim into a normal office or room where special hardware hasn't been installed first. As locksmiths, we know that building and life safety codes prohibit hardware that prevents egress from a room or building.

That being said, we know that if a lock doesn't open from the inside, there is something wrong with it. I have seen that infrequently, but when you deal with thousands of the same lock, you see most everything that can go wrong. There are machine screws on each side of the lock chassis that hold it together. If the screws

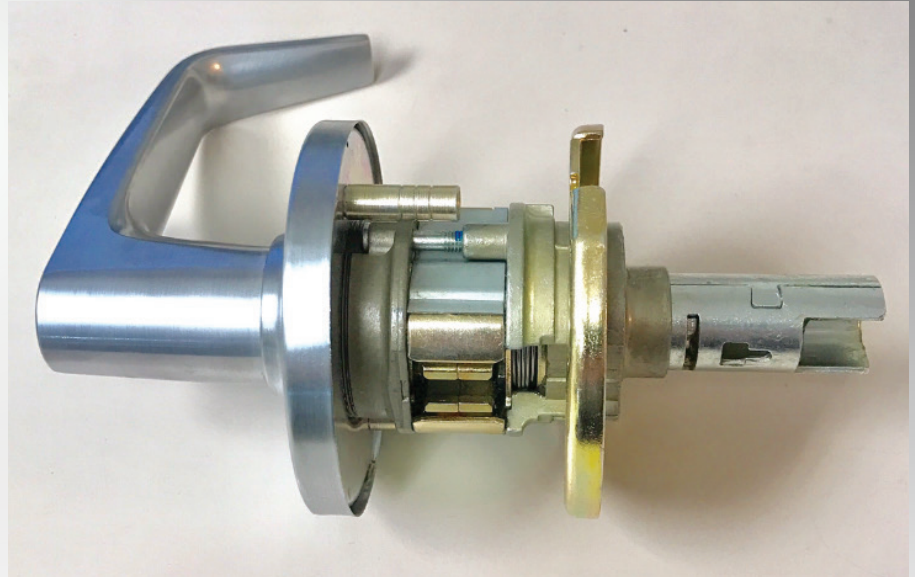


Figure 2. This cylindrical hardware will accept grade 1 latches.



Figure 3. The vast majority the author's workplace uses the 14D style lever.

loosen or break, parts of the internal mechanism will separate, with a variety of results. Sometimes the inside or outside handles — or both — will stop working.

You only develop this intimate knowledge regarding a specific lock by servicing a very large number of them. That means you are either an institutional locksmith or you have a customer with

large amounts of a specific lock.

Additionally, not only do you know what can go wrong, but you can develop very clever, if not ingenious, ways to resolve problems. If an obscure malfunction happens that prevents entry, you just want to get in, and you rarely make note of the specifics or best practices. If you rarely see this lock, you'll likely forget



Figure 4. This bank of lockers has all right-hand lockers.



Figure 5. These fairly small and squarish lockers only seem to come in right-hand versions, according to the author.

how you did it. But if you know it thoroughly, you will have a better idea about the lock's issues and how they affect attacking the problem. Secondly, if you have used destructive means of getting in before, you might very well remember what steps finally got you in if your early attempts were unsuccessful. The next time you see the problem, you can go directly to what works.

That can give an institutional locksmith "specialist" a distinct advantage over a commercial locksmith "general practitioner" in identical circumstances. If that messy lock problem happens frequently, you may eventually come up with a streamlined solution that takes only a fraction of the time it took originally.

Locker Lock Basics

Like commercial locksmiths, not all institutional locksmiths deal with the same kinds of locks or problems; the type of institution will play a role in that. As a hospital locksmith, I deal with thousands of locker locks but I didn't know much about Master brand locker locks or the unique mechanical features of combination locker locks my first 38 years as a non-institutional locksmith. My most substantial memory was having to memorize my own locker combination in school. I began my career as a locksmith while I was in high school, so by the time I was 16, I understood the mechanics and general operation of a dial-type combination lock, but nothing specific to the Master locker locks that I used every day.

My main responsibility with locker locks is changing combinations when the user changes. Prior to working specifically on Master locker locks, my main experience was with safe-type combination locks. Safe locks that use change keys can mostly be set to any chosen combination, with just a few limitations. Even many safe locks that don't allow certain

number combinations will allow hundreds or thousands of unique combinations. Most locksmiths probably don't realize that Master dial-type combination locker locks each have five specific resettable combinations built into them. You can change the combination, but you can't just choose a specifically desired set of numbers and make the lock open with that combination.

Locker locks of this kind would most likely be the responsibilities of a locksmith who works at a middle or high school, and different hospitals might vary. Obviously, at mine they are widely used. Changing combinations is just the start of my responsibilities with lockers. It has evolved into general locker service and repair that doesn't specifically involve the combination locker lock itself. Many of those skills have been self-taught. Being mechanically inclined, I am usually able to diagnose and resolve issues with devices that I haven't been trained to service. Consistent practice will normally allow developing proficiency.

I have been regularly challenged by the variety of locker locks and locker styles. All of our locker locks for the standard employee lockers are made by Master Lock. They all have same basic mechanical design for operation and combination changing, but they interact differently with the lockers themselves depending on the style of locker. There must be four or five different brands of lockers in the hospital, and there are sometimes two or more different styles per brand. Some lockers and locks are right-hand only, while others come in both left- and right-hand versions. Before I became an institutional locksmith, I hadn't the slightest clue about the range and diversity.

Some Locker Lock Types

The bank of lockers shown in *Figure 4* has all right-hand lockers. They have locks that I refer to as "lift bolts." After



Figure 6



Figure 7

Figures 6 and 7. Another bank of lockers (*Figure 6*) uses a different style of lockers and locks: a version of the Master locker lock with a retractable bolt (*Figure 7*).



Figure 8. This image provides an inside view of the door of a lift-bolt-style lock.



Figure 9

Figures 9 and 10. This view shows one style of locker that uses the lift-bolt-style lock. An edge view (*Figure 10*) shows a little bit outside and inside of that same locker door.

the correct combination has been dialed, operating the locker handle will lift the bolt at the end of the locker lock in an almost shearing motion to move the locking mechanism within the locker door channel to release and open the door. There are other locker designs that alternate back and forth with left- and right-handed locker doors. As with some types of standard door hardware, left-hand locks are needed for left-hand doors and right-hand locks for right-hand doors.

The next bank of lockers in *Figure 5* was referred to as purse-type lockers by the locksmith whom I replaced after he retired. These lockers are fairly small and squarish and seem to come in only right-hand versions. The Master combination

locks for these have a spring-action latch that catches when the door is closed. The three-number combination is dialed differently than the lift bolt design.

For lift bolt locks, when you get to the third/last number of the combination, you stop dialing and engage the locker handle. The handle design and operation varies for different styles and brands. However, the handle will interact with the mechanism in the door channel to lift the bolt of the lock. That motion will allow the mechanism to move upward enough to release the door to open it.

The purse locker locks dial more like the older dial-type safe combination locks. When I first learned about those locks, I was suggested to tell the customer

to “turn right to open” as the last step in dialing the combination. If the previous numbers to the combination had been dialed correctly, the final right-hand direction dialing motion would stop automatically when the bolt was fully retracted. The purse-style lock works similarly except that it is a spring latch, and if you fail to pull the door open when the latch retracts, it will spring back and relock.

The combination actually lists three numbers: three times right to the first number, two times left to the second number and one time right to the last number. As I mentioned earlier, with the lift bolt you stop dialing and actuate the handle. The lock having the spring latch will have to be turned further clock-



Figure 10



Figure 11. After the correct combination is dialed, the handle is pulled back to engage the mechanism in the door channel to push upward against the lift bolt and open the door.

wise/right until the latch retracts. The last listed number of the combination is not where the dial will stop. The dial will stop a few numbers past the actual listed number.

Another bank of lockers (*Figure 6*) uses a different style of lockers and locks: a version of the Master locker lock with a retractable bolt (*Figure 7*). The dial is at the left, and the lock itself is to the right. The bolt is currently retracted but would project to the left of the lock, as it is currently displayed. This version of the lock works similarly to the version previously mentioned that has a spring latch. In fact, it most closely resembles the mechanical action of a typical old-style safe combination lock in that the final

rotation clockwise retracts the bolt. Unlike the spring latch type, it won't relock itself.

Figure 8 shows an inside view of the door of a lift-bolt-style lock. The lift bolt is projected into the channel of the door and concealed from view. This view (*Figure 9*) shows one style of locker that uses the lift-bolt-style lock. An edge view (*Figure 10*) shows a little bit outside and inside of that same locker door. After the correct combination is dialed, the handle is pulled back (*Figure 11*) to engage the mechanism in the door channel to push upward against the lift bolt and open the door. There are a few other brands and styles of lockers in the hospital that also use the lift-bolt-type Master locker lock.

These are just a few examples of locks

with which an institutional locksmith might develop a high level of skill and proficiency. Frequent experience on a weekly basis or greater can give institutional locksmiths a fast track to specialized lock knowledge. 🧠



Sal Dulcamaro started out in locksmithing in 1975 at age 17. He first practiced as a commercial locksmith before becoming an institutional locksmith in May 2014

for a large hospital. He has been a technical writer for more than 30 years, with more than 300 magazine articles published. He previously served as a contributing editor and a technical editor for Reed's Security Reporter.

Fun With Cabinet Locks

Tony Wiersielis, CPL, CFDI, discusses a cabinet lock installation — plus a fun new tool bag.

THIS MONTH, I'M TAKING you through a challenging cabinet lock install I did recently at a college library. You'll also get a look at one of the new Veto Pro Pac tool bags I bought recently.

The Cabinet Locks

Figure 1 is a shot of six of the eight doors that made up the base cabinets. See the three white signs? The two pairs of doors to the left of them and the pair you can't see on the far right were the ones I worked on. The holes below the signs were slots for trash and recycle bins and didn't require locks.

The staff wanted to store some important reference materials on the shelves, but they didn't want the students accessing them without supervision. The supervisor asked me if something could be done to keep six of the doors (three pairs) locked.

Sometimes I'll use an elbow catch on one door to hold it closed and have the lock bolt on the active door slide behind the inactive door. You unlock the active door and reach in to release the elbow catch to open the inactive door. Usually I'll do that on eye-level cabinets and put the strike for the elbow catch on the inside bottom of the cabinet or on one of the shelves.

I decided not to do that this time. The shelf and the bottom of the base cabinet were close to the floor and too low for the lock or the elbow catch to be reached without bending down. If I could figure out a way to install locks closer to the top of the doors, that would eliminate the bending.

Figure 2 shows one of the doors open and the shelf inside, and the arrow is pointing to the top of the frame. You can see how much the door overlaps the frame, which was $\frac{3}{4}$ " thick. Why not have the lock bolts lock against the inside of the frame?

This required a lock on each door. I don't like to use cam locks on wooden doors because they tend to loosen over time, and I wanted something that was of a higher quality. I chose brass CCL cabinet locks, as you'll see in the following pictures.

The first step was to figure out where to mount them on the door in relation to the frame. *Figure 3* shows my hand inside the closed door. *Figure 4* is a shot from the inside as I used a pencil to mark the bottom of the frame.

Take note of the size of the pencil. That's the kind they use in kindergarten



Figure 1. The author worked on the two pairs of doors to the left of the white signs and the pair you can't see on the far right.



Figure 2. The arrow is pointing to the top of the frame.



Figure 3. The author's hand is inside the closed door.



Figure 4. This is a shot from the inside as the author used a pencil to mark the bottom of the frame.



Figure 5. This image shows the line the author drew on the inside of the door.



Figure 6. The author is shown marking the mounting location for the locks with a square.

so the kids can grip them easily. I like to use them because they're about twice the diameter of a standard pencil and don't break as easily.

Figure 5 shows the line I drew on the inside of the door. The top of the lock body needs to be below this line, obviously, or it'll hit the frame. I decided to mount the locks 5" in from the door edge. You can see me marking it with a square in Figure 6.

Once I had my vertical line marked on the door, I measured the lock body and divided by two to get the horizontal center of it. I used the square to mark another horizontal line below the first one that crossed the vertical line you saw in Figure 6.

I don't have a clear picture of it, but the second line turned out to be $\frac{3}{4}$ " below the first. This allowed the lock body to clear the frame and have most of the bolt behind it when locked. Once I plotted out my lines, it was a simple matter to set up my square to duplicate the various lines on the other five doors.

I'm using a $\frac{7}{8}$ spade bit in Figure 7. It's hard to see, but the black arrow points to the second horizontal line I drew to the

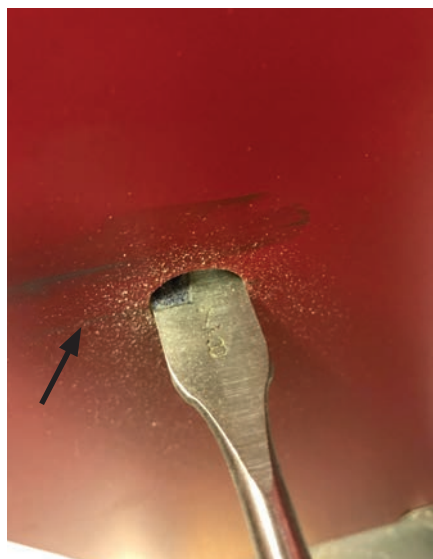


Figure 7. The author is using a $\frac{7}{8}$ spade bit.

left of the bit. Figure 8 shows me drilling from the other side of the door using a pilot hole.

For the new folks, it's extremely important that you understand that you must drill from both sides of a wooden door. If you try to drill completely through from one side, you'll likely splinter the other side of the door as the bit comes out, causing damage that the lock might not cover.



Figure 8. The author is drilling from the other side of the door using a pilot hole.

This applies to hole saws as well as spade and auger bits.

It's always a good idea to drill a small-diameter pilot hole through the door, provided you drill straight and level or use a template on both sides. A warning about auger bits: They tend to pull themselves into the wood as they rotate, which can cause you to blow out the other side of the door before you can stop yourself.

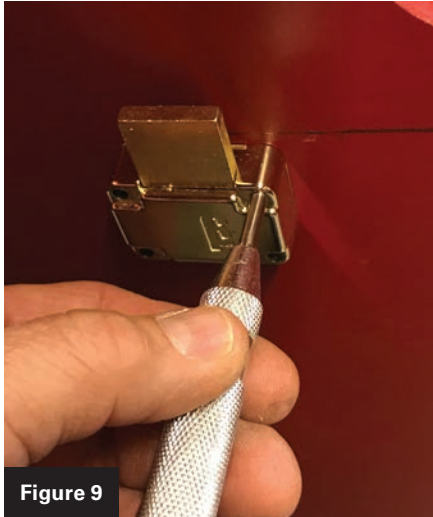


Figure 9

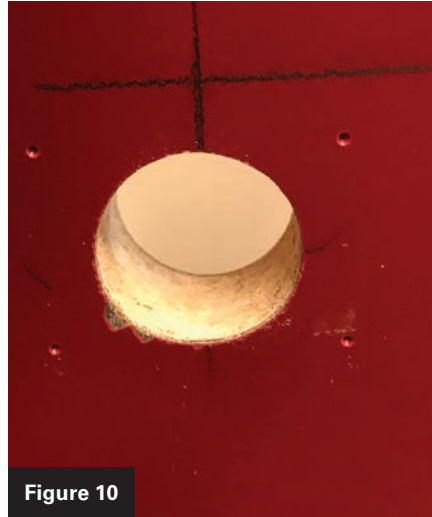


Figure 10

Figures 9 and 10. The author is using an automatic center punch to mark the holes for the mounting screws. You can see the marks in *Figure 10*.

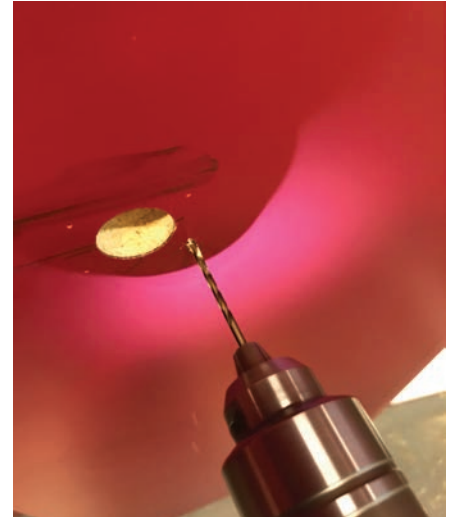


Figure 11. The author is drilling pilot holes partway into the door with a $\frac{1}{16}$ " bit.



Figure 12. The chuck on the left is designed to fit wherever a standard screwdriver bit will and will take up to a $\frac{3}{8}$ " bit.

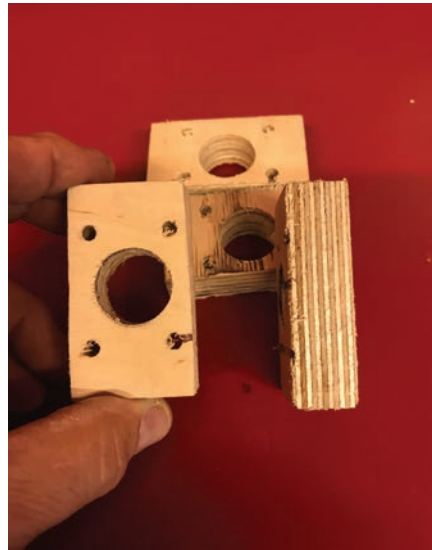


Figure 13. The shim blocks are made out of $\frac{3}{4}$ " plywood.

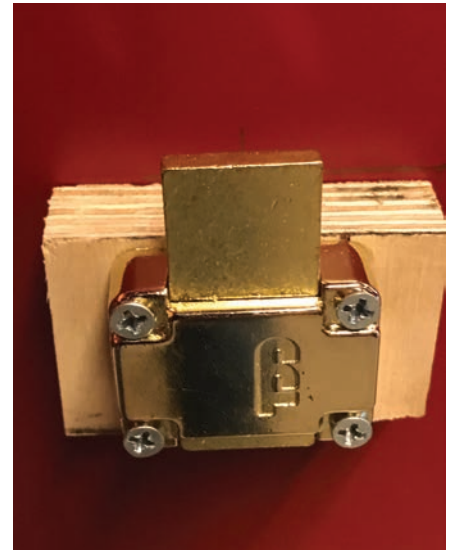


Figure 14. One of the shims is shown installed on a door.

Back to the Job

In *Figure 9*, I've placed the lock into the hole I've just drilled and leveled it, and now I'm using an automatic center punch to mark the holes for the mounting screws. You can see the marks in *Figure 10*.

Time is money, and the time saver here started with drilling the $\frac{7}{8}$ hole on the first door and then drilling the same hole on the other five doors in turn. Every step after that, I repeated on each of the doors.

This saved time wasted in swapping bits and so on.

In *Figure 11*, I'm drilling pilot holes partway into the door with a $\frac{1}{16}$ th bit. *Figure 12* is the unique tool I'm using to do it. The chuck on the left is designed to fit wherever a standard screwdriver bit will and will take up to a $\frac{3}{8}$ " bit. I plugged this into my 12-volt Milwaukee screw gun to drill the holes.

For those of you who might be thinking I'm playing with toys here, allow me

to digress. I've got all of the big stuff: 20-volt DeWalt $\frac{1}{2}$ " drills/hammer drills, impact, a band saw, an 18-volt Milwaukee drill and numerous other tools that work with that battery and a corded $\frac{1}{2}$ " Hole Shooter. Whatever hole I need to drill, I'm covered.

The reason for the screw gun is the distances I travel on foot in Manhattan. It's nothing for me to walk 10,000 to 20,000 steps a day working here. Lugging a heavy tool bag or tool pouch all that distance



Figure 15. This image shows of the locks and the screws that came with it versus what the author actually used because of the shim.



Figure 16. This photo shows the inside view of the bolt locked behind the frame to secure the door.

isn't easy. I have to be selective in what I'm willing to carry, and the screw gun is considerably lighter than the full-size drills I have. That, the chuck and some drill bits allow me to do 90% of what I need to do on an average day.

Figure 13 shows shim blocks I made out of $\frac{3}{4}$ " plywood. These are what made the job viable. You may recall that the frame of the cabinet was $\frac{3}{4}$ " thick. These shims allow the bolt to lock behind the frame. Figure 14 shows one of them installed on a door.

Figure 15 shows one of the locks and the screws that came with it versus what I actually used because of the shim. Figure 16 shows an inside view of the bolt locked behind the frame to secure the door. Figure 17 is a shot of the finished doors. The customer loved it.

Hint: If you make shims like this, drill the holes for all the shims before you cut them apart into individual pieces.

The Tool Bag

I've written about Veto Pro Pac tool bags in past issues. I do this because these are some of the finest bags I've ever had the pleasure to use, and I like to give credit where credit is due. I spent a long time



Figure 17. The doors are finished.

and a lot of money over the years looking for the ultimate tool bag/box. Now I've found it, and I want you to know about them. Their website is vetopropac.com. Just so you know, nobody gives me any of the tools/bags/products I occasionally write about. I buy them myself, use them on the job and then spread the word about the stuff that I like.

The veto in the name stands for



Figure 18. The bottom of the bag is made of plastic the thickness of a Sheetrock bucket, and this makes the bags stand upright and keeps water from seeping through.

"vertical tool orientation." As you'll soon see, there are a lot of tool pockets inside these bags that keep everything in place and organized, even if you drop them.

Figure 18 is a Tech PAC MC backpack tool bag. I have the larger version of this, several different non-backpack tool bags, a cargo tote and a tool belt. One of the things they all have in common is the bottom of the bag (blue arrow). This is



Figure 19



Figure 20

Figures 19 and 20. The bag's sides are shown.



Figure 21. The padded straps and chest band are shown.

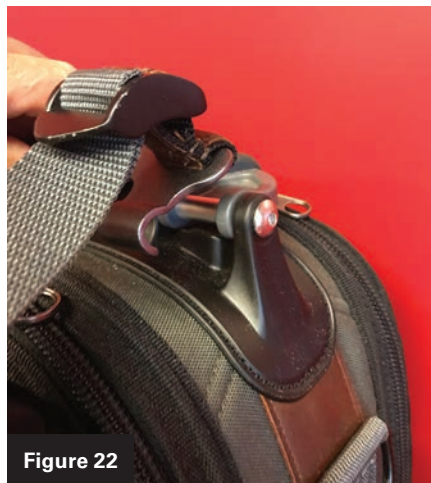


Figure 22

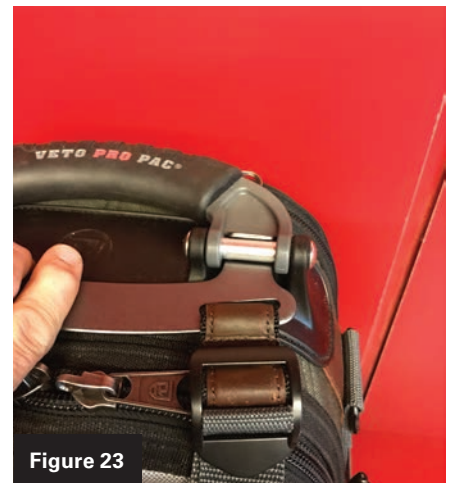


Figure 23

Figures 22 and 23. To access the tool compartment closest to your back, lift off the hooks that hold the straps onto the top handle.

made of plastic the thickness of a Sheetrock bucket. This makes the bags stand upright and keeps water from getting through the bottom. I keep a small multimeter in the top pocket and small parts in the zippered pocket below it.

Figures 19 and 20 show the sides. Note the tape loop on one side and the tape measure slot on the other, along with the pencil pockets. You can also see the carrying handle on the top and the "D" rings on both sides. You can hang a full-size

hammer or the belt hook on a full-size battery drill on the D rings and not have to carry them.

Figure 21 shows the padded straps and chest band. The padding on the back makes the pack quite comfortable. To



Figure 24



Figure 25

Figures 24 and 25. These images show the tool compartment just behind the straps (the “inside” of the pack) and then the compartment on the other side of the pack (outside).

access the tool compartment closest to your back, lift off the hooks that hold the straps onto the top handle (*Figures 22 and 23*).

Figures 24 and 25 show the tool compartment behind the straps or inside of the pack and then the compartment on the other side of the pack (outside). I just got this bag, so there’s not that much in it yet compared to what you could fit in here. There’s a lot of space.

One of the design innovations of these bags is that the backing of the tool pockets is a solid board material that goes from top to bottom and stiffens the bag so it remains upright and won’t fall over like some backpacks will. There’s even a hidden strap to support the outside of the bag while it’s open, if you need it (*Figure 26*).

I was using an over-the-shoulder strap on a tool holster before I got this bag, but the strap tended to dig into my neck. That and the fact that I needed more tool capacity and less pain caused me to try this bag, and it’s fantastic. It weighs 7 pounds empty and, for me, about 20 pounds with tools, and that’s not full. If you’re not used to a backpack, it might take some getting used to. 🧐



Tony Wiersielis, CPL, CFDI, has more than 30 years of experience and has worked in most phases of the trade throughout the New York metropolitan area. He was named *Keynotes* Author of the Year for 2016.



Figure 26. There’s a hidden strap to support the outside of the bag while it’s open.



Get Institutionalized With ALOA

Jim Hancock, CML, CMST, explains how ALOA Education can help institutional locksmiths.

TO STEAL A LINE FROM THE ROLLING STONES, PLEASE ALLOW ME TO introduce ourselves. We are ALOA Security Professionals Association. Now, many of you are thinking, “What the heck is Jim doing? I know who the association is. I’m a long-term member and have been in the industry for a long time.”

While this may well be true in part, many of our members as well as industry nonmembers seem to not be aware of the changes that have happened and continue to happen at ALOA — and how we are trying to make certain that every aspect of the business has what it needs regarding education and certification. Yes, it’s pretty common knowledge that ALOA has a division (SAVTA) that is dedicated to the professional safe and vault technician. But how many of you know or have explored the other divisions or specialties ALOA offers? There is the International Association of Investigative Locksmiths (IAIL); classes and certifications for the automotive specialists; and the same for those industry professionals involved in the fast-growing electronic security segment. There are also training sessions designed to help with the business side of owning, operating and managing a locksmith/security company.

But one segment that is growing and has unlimited potential is the ALOA Institutional Locksmith (AIL) division. This division is dedicated to those security professionals who work daily securing the nation’s universities, school districts, high-rise buildings, apartments and many other institutions that make up the infrastructure of this country. ALOA offers classes specific to the types of services performed by these men and women as well as PRP certification testing with the focus on

commercial hardware from door closers to door sweeps and all the hardware in between. There are also classes for those who either manage or want to manage a facility lock shop. With support from all of the major manufacturer groups and several nationwide vendors, ALOA can provide nonpareil hands-on training using the hardware that is found in most facilities around the country.

So contact ALOA Education and find out how the AIL can benefit you and can see that you are properly committed to being institutionalized... well, you know what I mean. ☺



Jim Hancock, CML, CMST, is ALOA’s education manager. You can reach him at jim@aloe.org or (214) 819-9733.



ALOA

ALOA Security Professionals Association, Inc.

Membership Application

CANDIDATE PLEASE TYPE OR PRINT

Name: ☐ Mr. ☐ Mrs. ☐ Ms. First _____ Last _____ MI _____ Designation _____

Business Name _____

Mailing Address _____

City _____ State _____ Zip Code _____ Country _____

Work Phone _____ Home Phone _____ Fax _____

Email Address _____ Website _____

Date of Birth (required) _____ Place of Birth _____ Social Security # (required) _____

US Citizen? ☐ Yes ☐ No If No, citizen of what country? _____

ALOA occasionally makes its members' addresses (excluding phone numbers and email addresses) available to vendors who provide products and services to the industry. If you prefer not to be included in these lists, please check here: ☐

PROFESSIONAL INFORMATION

Please check the description that best describes you (check all that apply)

- | | | |
|--|--|---|
| <input type="checkbox"/> Locksmith Owner | <input type="checkbox"/> Automotive | <input type="checkbox"/> Employee Technician |
| <input type="checkbox"/> Electronic Security | <input type="checkbox"/> Security Professional | <input type="checkbox"/> Mechanical Door Locks & Hardware |
| <input type="checkbox"/> Institutional | <input type="checkbox"/> Safes | <input type="checkbox"/> Investigative |
| <input type="checkbox"/> Other _____ | | |

Are you licensed to perform Locksmith/Access Control work in your state? ☐ Yes ☐ No If Yes, License # _____

Business License # _____ EIN # _____

Any other license held by applicant (Contractors Lic., Low Voltage) _____

Any other states you do business in and licenses held in those states _____

List all phone numbers used by your company/companies: _____

Number of Employees _____ ☐ Store Front Business ☐ Mobile Only

How did you learn locksmithing/access control? _____

How long have you worked in the locksmithing/security industry? _____

ALOA member Sponsor Name/Who introduced you to ALOA?

Sponsor Name (Required) _____ ALOA Number _____ Years known _____

Have you ever been a member of ALOA before? ☐ Yes ☐ No If Yes, when? _____ ID #, if known _____

Are you a member of any local locksmith association? ☐ Yes ☐ No If Yes, name of association: _____

Give the names and phone numbers of two industry-related references:

Name _____ Company _____ Phone Number _____

Name _____ Company _____ Phone Number _____

IMPORTANT: Have you ever been convicted of a felony? ☐ Yes ☐ No If yes, please give details on a separate sheet.

All convictions are reported to the Advisory Committee for review.

A routine background check is performed on all new applicants, unless you live in a State in which passing a background check is a part of the licensing requirements. Non-US citizen background checks are required. If you live in a country that does not allow third party background checks, you will be required to submit an authentic report upon request (no copies/duplicates allowed) before final membership approval can be granted. A copy of your business permit/license, license number, business card, company letterhead or suitable proof of employment in the locksmith/access control business must accompany application.

TYPES OF MEMBERSHIP AND REQUIREMENTS

Check only one box from the categories listed below:

Active Membership

Persons actively engaged in the locksmith/access control industry for a minimum of two years and have achieved one of ALOA's recognized program designations.

- | | | | |
|--|-------|--|-------|
| <input type="checkbox"/> US and US Territories | \$250 | <input type="checkbox"/> I elect to Go Green | \$225 |
| <input type="checkbox"/> International | \$265 | <input type="checkbox"/> I elect to Go Green | \$195 |

International Association of Investigative Locksmiths Membership

Must be an ALOA Member in order to join the IAIL.

- | | |
|--|------|
| <input type="checkbox"/> US and US Territories | \$50 |
|--|------|

Probationary Membership

Persons undergoing training to qualify as an Active member, who have not received one of ALOA's recognized program designations. No person shall be a probationary member for more than three years.

- | | | | |
|--|-------|--|-------|
| <input type="checkbox"/> US and US Territories | \$250 | <input type="checkbox"/> I elect to Go Green | \$225 |
| <input type="checkbox"/> International | \$265 | <input type="checkbox"/> I elect to Go Green | \$195 |

Probationary Membership – No Sponsorship Required

Persons undergoing training that are new to the industry and do not know any Active member for sponsorship. Probationary period extended from 90 days to one (1) year. Probationary status lifted if sponsor acquired within year. Must obtain license if residing in State requiring licensure. A second background check will be performed by ALOA after 2 years of the 3 year maximum term. Any violation of ALOA Code of Ethics during probationary period will result in immediate termination of membership.

- | | | | |
|--|-------|--|-------|
| <input type="checkbox"/> US and US Territories | \$250 | <input type="checkbox"/> I elect to Go Green | \$225 |
| <input type="checkbox"/> International | \$265 | <input type="checkbox"/> I elect to Go Green | \$195 |

Allied Membership

Persons whose position in the locksmith/access control industry relates to locksmiths, and cannot qualify for any other class of membership.

- | | | | |
|--|-------|--|-------|
| <input type="checkbox"/> US and US Territories | \$250 | <input type="checkbox"/> I elect to Go Green | \$225 |
| <input type="checkbox"/> International | \$265 | <input type="checkbox"/> I elect to Go Green | \$195 |

Note: Your application will be processed with a 90 day waiting period.

Any institutional locksmith not using his/her work address must submit a letter from employer stating that you are an institutional locksmith.

DUES AND FEES

An application fee and the appropriate dues must accompany the application in order for processing to begin.

Application Fees Schedule:

| | |
|---|-------|
| US and US Territories | \$70 |
| Canada, Denmark, Ecuador, New Zealand | \$160 |
| Australia, Bahamas, Barbados, Belgium, Belize, Bermuda, China, France, Haiti, Philippines, UK | \$210 |
| Israel, Korea, Papua New Guinea, Saudi Arabia, United Arab Emirates | \$360 |

Applicants from countries not listed must submit background check and report from local Law Enforcement with application.

FINAL CHECKLIST

- | | |
|---|-------|
| <input type="checkbox"/> Required Proof of Employment in Industry | _____ |
| <input type="checkbox"/> Annual Dues Amount | _____ |
| <input type="checkbox"/> Application Fee | _____ |
| Total Amount Due | _____ |

METHOD OF PAYMENT

- ☐ Check ☐ MasterCard ☐ Visa ☐ American Express ☐ Discover

Card Number _____ Expiration Date _____ SEC _____

Print Name on Card _____

Signature _____ Date _____

I understand and consent that in the course of reviewing this application ALOA may review publically available information for the purpose of verifying the information submitted and do a background check.

I certify that all statements are true and, if accepted as a member, I agree to abide by the rules, regulations, and Bylaws of ALOA, and further agree to adopt the Code of Ethics of ALOA as my own, and adhere to it to the best of my ability. Should my membership be discontinued, I agree to return my membership card and cease use of all ALOA insignia.

Signature _____

Date Signed _____

Dues, Contributions, Gifts are not deductible as charitable contributions for Federal income tax purposes. Dues payments are deductible as an ordinary and necessary business expense. However, donations made to the Legislative Action Network ARE NOT deductible as a charitable gift or business expense.

Return to:

ALOA, 3500 Easy Street, Dallas, TX 75247
Fax (214) 819-9736 • Email: membership@aloea.org

DISTRIBUTORS**A-Rein LLC**

Phone: 702-545-5605
omgate.a-rein.com

Access Hardware Supply

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Fax: 510-435-8233
www.accesshardware.com

Accredited Lock Supply Co.

Phone: 800-652-2835
Fax: 201-865-2435
www.acclock.com

American Key Supply

Phone: 800-692-1898
Fax: 650-531-5973
www.americankeysupply.com

Anixter

Phone: 859-425-3316
www.anixter.com

Banner Solutions

Phone: 888-362-0750
www.bannersolutions.com

Capitol Industries

Phone: 514-273-0451
Fax: 514-273-2928
www.capitolindustries.com

Car And Truck Remotes.Com

Phone: 678-528-1700
Fax: 844-457-8948
www.carandtruckremotes.com

Direct Security Supply, Inc.

Phone: 800-252-5757
Fax: 800-452-8600
www.directsecuritysupply.com

Door Closer Service

Phone: 800-566-0606
Fax: 301-277-5080
www.doorcloser.com

Doyle Security Products

Phone: 800-333-6953
Fax: 612-521-0166
www.doylesecurity.com

Dugmore and Duncan, Inc.

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Fax: 888-329-3846
www.dugmore.com

ECS America LLC

Phone: 305-629-9599
www.locksmithkeyless.com

Everlock, Inc.

Phone: 562-666-6066
www.everlockus.com

Fried Brothers Inc.

Phone: 800-523-2924
Fax: 215-627-2676
www.fbisecurity.com

Hans Johnsen Company

Phone: 214-879-1550
Fax: 214-879-1520
www.hjc.com

Hardware Agencies, Ltd.

Phone: 905-676-6119
Fax: 905-676-1924
www.hardwareagencies.com

H L Flake Co.

Phone: 800-231-4105
Fax: 713-926-3399
www.hlflake.com

IDN Incorporated

Phone: 817-421-5470
Fax: 817-421-5468
www.idn-inc.com

Intermountain Lock

& Security Supply
Phone: 800-453-5386
Fax: 801-485-7205
www.imlss.com

Jovan Distributors Inc.

Phone: 416-288-6306
Fax: 416-752-8371
www.jovanlock.com

Keyless Entry Remote, Inc.

Phone: 402-671-5100
Fax: 402-671-5100
www.keylessentryremotefob.com

Keyless Ride

Phone: 877-619-3136
Fax: 409-216-5058
www.keylessride.com

KeyNet.com

Phone: 773-340-1442
Fax: 815-774-0880
www.keynet.com

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Phone: 702-666-8562
www.lock-labs.com

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Fax: 859-885-1731
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Locksmith Ledger International

Phone: 847-454-2700
Fax: 847-454-2759
www.locksmithledger.com

Locksmith Resource

Phone: 312-789-5333
Fax: 925-666-3671
www.locksmithresource.com

Midwest Keyless

Phone: 815-675-0404
Fax: 815-675-6484
www.midwestkeylessremote.com

MMF Industries

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Fax: 847-537-5103
www.mmfind.com

MTS International Limited Co.

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Fax: 281-920-4748
www.mts-locks.com

Oasis Scientific, Inc.

Phone: 864-469-0919
www.oasisscientific.com

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www.roadclubs.com

ROFU Security

International Corporation
Phone: 253-922-1828
www.rofu.com

Security Lock Distributors

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Fax: 800-878-6400
www.seclock.com

Southern Lock and Supply Co.

Phone: 727-541-5536
Fax: 727-544-8278
www.southernlock.com

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Phone: 800-225-7405
Fax: 800-535-5625
www.stoneandberg.com

TimeMaster Inc.

Phone: 859-259-1878
Fax: 859-255-0298
www.time-master.com

Transponder Island

Phone: 440-835-1411
Fax: 216-252-5352
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Fax: 800-391-4553
www.turnten.com

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Fax: 052-291-2014
www.acs.re.it

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www.airallow.com

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www.airtow.com

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www.alarmlock.com

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Phone: 317-810-3230
Fax: 317-810-3989
www.allegion.com

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Fax: 909-685-9685
www.amsecusa.com

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www.assalock.com

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www.assalock.com

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www.autel.com

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Comfo Safe Manufacturing Co. Ltd.

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Fax: 866-625-13798
www.comfosales.com

CompX Security Products

Phone: 864-297-6655
Fax: 864-297-9987
www.compX.com

Dakota Alert Inc.

Phone: 605-356-2772
Fax: 605-356-3662
www.dakotaalert.com

DETEX Corp

Phone: 800-729-3839
Fax: 830-620-6711
www.detex.com

Digipas Technology

Phone: 949-558-0160
Fax: 949-271-5701
www.egeetouch.com

Don-Jo Manufacturing, Inc.

Phone: 978-422-3377
Fax: 978-422-3467
www.don-jo.com

Door Closer Service Co.

Phone: 301-277-5030
Fax: 301-277-5080
www.doorcloser.com

Door Controls International

Phone: 800-742-3634
Fax: 800-742-0410
www.doorcontrols.com

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Phone: 717-336-3881
Fax: 717-336-2106
www.dorma-usa.com

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Phone: 86 152 2033 2799
www.gtl.tw

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Phone: 888-560-9947
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www.lockeyusa.com

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www.luckyline.com

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Fax: 516-225-6136
www.marksusa.com

Master Lock Company LLC

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www.masterlock.com

Medeco Security Locks

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Fax: 540-380-1768
www.medeco.com

MMF Industries

Phone: 800-323-8181
Fax: 847-537-5103
www.mmfind.com

National Auto Lock Service Inc.

Phone: 650-875-0125
Fax: 650-875-0123
www.laserkey.com

Oasis Scientific, Inc.

Phone: 864-469-0919
www.oasisscientific.com

OBSTAR Technology Company, Ltd

Phone: 86-755-86707161
www.obdstar.com

Olympus Lock Inc.

Phone: 206-362-3290
Fax: 206-362-3569
www.olympus-lock.com

Pacific Lock Company

Phone: 888-562-5565
Fax: 661-294-3097
www.paclock.com

PDQ Manufacturing

Phone: 717-656-5355
Fax: 717-656-6892
www.pdqlocks.com

Philadelphia Hardware Group

Phone: 858-642-0450
Fax: 858-642-0454
philhardware.com

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www.pingansafe.com

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www.griptighttools.com

RemoteLock Pro

Phone: 877-254-5625
www.remotelockpro.com

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Phone: 859-885-9411
Fax: 859-885-3063
www.sargentandgreenleaf.com

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Phone: 949-261-2999
Fax: 949-261-7326
www.seco-larm.com

SecuRam Systems, Inc.

Phone: 805-988-8088
www.securamsys.com

Secure- T- Agency (STA)

Phone: 514-963-3701
Fax: 514-447-1024
www.secure-t.ca

Securitech Group Inc.

Phone: 718-392-9000
Fax: 718-392-8944
www.securitech.com

Security Door Controls

Phone: 805-494-0622
Fax: 866-611-4784
www.sdcsecurity.com

Select Hinges

Phone: 269-910-1988
Fax: 269-323-3815
www.selecthinges.com

Stanley Security Solutions Inc.

Phone: 317-572-1934
Fax: 317-578-4909
www.stanleysecuritysolutions.com

STRATTEC Security Corp.

Phone: 414-247-3333
Fax: 414-247-3564
http://aftermarket.strattec.com

The Diagnostic Box

Phone: 407-375-0333
www.thediagnosticbox.com

Vanderbilt Industries

Phone: 973-316-3900
Fax: 973-316-3999
www.vanderbiltindustries.com

WFE Technology Corp.

- WAFERLOCK
Phone: 866-422-300362
www.waferlock.com

Xhorse USA INC.

Phone: 407-608-4288
www.xhorse.com

SERVICE ORGANIZATIONS

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Phone: 702-545-5605
omgate.a-rein.com

Academy Locksmiths, Inc.

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Fax: 714-701-1325
www.academylocksmiths.com

ASSA Technical Services Inc.

Phone: 724-969-2595
www.assatechnicals-servicesinc.com

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www.fieldedge.com

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www.instafob.com

Lang Labs Inc.

Phone: 780-978-1309
www.langlabs.ca

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Phone: 859-887-9633
Fax: 859-884-0810
www.LSleducation.com

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Westlake Web Works

Phone: 952-745-4105
Fax: 952-475-3579
westlakewebworks.com

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repinning kits, over 600 house keys, 100 chipped keys, Autek iKey, Autel
MK808, inspection scope, 4KW Inverter, LED work light, many extras!
\$18K to any ALOA member, \$20K to non-member – takes it, lock,
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I'll drive it to you, anywhere within 500 miles – free.
Silca Futura Auto coming mid August – included in this deal!
Business has been good, life changed.

A list of inventory is available upon request. Contact johnny2olives@
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5532 US HWY 98 North
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Contact: Frank Lampone 863-859-9809 <11/19>

In Search Of

If anyone has a collection of Keynotes magazines from the 1990's I'm try-
ing to locate a trade tip I submitted during that period. I am also looking
for a Lockmaster catalog from the mid 90's. If you can help please con-
tact me at (201) 965-7156 or email me at aew59@juno.com. <11/19>

A thriving business is for sale in Hamilton, NJ, near Trenton.

Visit www.a1safelockco.com for information about the business. If
interested, please call Tony Parker at 407-458-0753. <10/19>

Locksmith Liquidation Sale – Excepting Offers

Commercial, residential and automotive locks and keys. Estimated
wholesale value \$12,000.00. Interesting in making an offer?
Contact William Royce, 979-292-9381 for details. <09/19>

Classified Advertising Policy

Classified advertising space is provided free of charge to ALOA mem-
bers and for a fee of \$3 per word with a \$100 minimum for nonmembers.
Classified ads may be used to advertise used merchandise and over-
stocked items for sale, "wanted to buy" items, business opportunities,
employment opportunities/positions wanted and the like. Members or
nonmembers wishing to advertise services or new merchandise for sale
may purchase a "Commercial Classified Ad" for a fee of \$4 per word with
a minimum of \$100.

Each ad will run for three consecutive issues. For blind boxes, there is a
\$10 charge for members and nonmembers. All ads must be submitted
in a word document format and emails to adsales@aloo.org by the 15th
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**Experienced Locksmith Needed**

Affordable Lock and Security Solutions, a leader in the locksmith
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Requirements include:

Experience in residential and commercial locksmithing
Experience in the installation of a large variety of security hardware
Basic safe servicing including lock replacement and combination
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Access control and CCTV installation and service is a plus

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Compensation is based on experience

If you would like to bring your experience and abilities to our team
and grow with us, we would love to talk to you. Please email your
resume to skip@affordablelock.com or stop by one of our stores
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| Advertiser | Ad Location | Website | Phone Number/Email |
|------------------------------|-----------------------------|----------------------------------|--------------------|
| Able Locksmiths | page 39 | www.ablelocksmiths.com | (203) 882-0600 |
| ASSA ABLOY | page 13 | www.abloyusa.com | (800) 367-4598 |
| ASSA-Ruko/Technical Services | page 39 | www.assatechnicalservicesinc.com | (724) 969-2595 |
| Big Red | page 39 | www.bigredsafelocks.com | (877) 423-8073 |
| Bullseye S.D. Locks | page 39 | www.bullseyesdlocks.com | (800) 364-4899 |
| ClearStar Security Network | page 60 | www.clearstar.com | (360) 379-2494 |
| Detex | page 7 | www.detex.com | (800) 729-3839 |
| Framon | page 11 | www.framon.com | (989) 354-5623 |
| Gardall Safe | page 37 | www.gardall.com | |
| Hollon Safe | page 15 | www.hollonsafe.com | (888) 455-2337 |
| IDN | page 19 | www.idn-inc.com | |
| Jet Hardware Mfg. Co. | back cover | www.jetkeys.com | (718) 257-9600 |
| John Koons Locksmiths | page 60 | www.koonslocksmiths.com | (800) 282-8458 |
| KABA | pages 1, 23 | www.ilco.us | (800) 334.1381 |
| Locinox USA | page 25 | www.locinoxusa.com | (877) LOCINOX |
| Lockey USA Inc. | page 29 | www.lockeyusa.com | |
| Lockmasters | pages 16-17 | www.lockmasters.com | (800) 654-0637 |
| PDQ | inside back cover | www.pdqsmart.com/stp | |
| ScopePlus+ Labs Inc. | page 39 | www.rigidscope.com | (386) 427-2462 |
| Security Lock Distributors | inside front cover, page 39 | www.seclock.com | (800) 847-5625 |
| Stone & Berg Company | page 27 | www.stoneandberg.com | (800) 225-7405 |
| TimeMaster | page 35 | www.time-master.com | (888) 798-8465 |
| Transponder Island | page 33 | www.transponderisland.com | (866) 757-7778 |
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