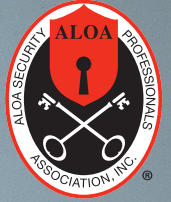


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20/20 Vision....to Sell More Quality Safes.



Back Row Left to Right: Vivian, Amber, Holly, Candie
Front Row Left to Right: Stephanie, Tara

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Start the New Year Off Right

I HOPE EVERYONE HAD A WONDERFUL holiday season with family and friends. I also hope you all had the chance to take some time off to relax, as it's time to hit the ground running for 2020.

Strategic planning is so important, whether it's for your business or your own personal career. Have you made your goals for this year? Maybe you want to delve deeper into budgeting and financial planning, hire more employees or add a new service area to your business. Perhaps you want to learn a new skill, get a promotion or earn new credentials this year.

All of these are admirable goals, and ALOA is here to help. If you haven't been reading ALOA Associate Director Noel Flynn's business articles in *Keynotes*, you really should! Whether you're already a business owner or hope to be one someday, these articles will help you understand the management side. He's already covered planning, tracking performance, finance and acquiring and motivating employees, and in this issue he discusses performance incentive programs for employees. Read up and learn.

For those who want to advance in your careers, start thinking now about what classes you'd like to take this year. Education is an investment in your future, and whether you have one year of experience or 40, everyone can learn from instructors and fellow classmates. Perhaps you can learn more efficient techniques, or other students might mention a helpful new smartphone app that helps with a specific task. Tradeshows can be

educational as well. Maybe at the ALOA Security Expo, you'll get your hands on a new tool or piece of hardware that will make your life easier and your customers happy.

And remember to network within ALOA. Go like and interact with people on the ALOA Facebook page, attend local meetings, go to the conventions and maybe join the board or a committee. Your membership is what you make of it, and the camaraderie and learning we experience from interacting with each other is irreplaceable and is what makes ALOA more than a professional organization — it's a family.

Your Membership To-Do List

Speaking of membership, if you haven't already renewed your ALOA membership, they all expire on December 31. Make sure you've renewed so you don't miss out on any benefits, including discounts on classes. SAFETECH registration is now open, and that discount will come in handy when you register! If you're looking to learn new skills, SAFETECH is a great place to start. Add safe, vault and safe deposit lock knowledge to your skill set, and start earning more money for your business! Go to SAVTA.org to register, or look for the brochure included with next month's *Keynotes* (if you're not a SAVTA member as well).

You can also apply for scholarships to attend classes, courtesy of the ALOA Scholarship Foundation. Applications for SAFETECH scholarships are due February 11, so hurry. For more information and to download an application,



see page 25 in this issue of *Keynotes*, or visit www.aloa.org/asf.

In this issue, you'll see the pricing survey. Please take a few moments to fill it out and submit it; you can do it online as well at www.surveymonkey.com/r/ALOPricingSurvey2020. It's always interesting to see the results, so please participate.

And one final reminder: ALOA Board nomination forms are due in March! It's so important that members step up to serve in leadership positions, and the association benefits from increased involvement and fresh ideas. Please consider running for a position, or get more involved with your local ALOA chapter board. If you're interested in running, please see the form in the December issue of *Keynotes* or contact membership@aloe.org.

Respectfully,

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

Happy New Year!

I HOPE YOU ALL HAD A WONDERFUL holiday season and that you're excited to begin a new year of opportunities. If you're looking for a few ways to improve your business and employee relations in 2020, take a look at Noel Flynn's article in this issue on employee incentive programs. These programs can be a great way to not only promote profitable business growth, but they can also increase employee retention through the incentives.

Member Renewals

And as we begin 2020, also remember to renew your ALOA membership. Your member benefits can help your business and your career throughout the year, from access to technical information to professional bonding and customer lead referrals. Be sure to check your mail for your member renewal packet — unless you're a Go Green member, and then check your email!

Remember that memberships expire December 31 each year, so don't let yours lapse. To renew your membership, visit www.aloamembers.org. If you have any questions about benefits or need assistance, please email membership@aloa.org. Keep in mind that members receive a discount on education offered by ALOA, including at our conventions, so be sure to renew before you sign up!

ALOA ID Cards

After you take care of your membership renewal, make sure that you have an up-to-date ALOA photo ID card for 2020. These cards assure customers of your legitimacy by showing your affiliation with an international professional organization.

Give customers peace of mind that they are working with true professionals.

We offer one free photo ID card to new members, and additional cards are only \$15. See page 23 in this issue for the form to request a card. If you have any questions, please contact membership@aloa.org.

Upcoming Events

The annual SAFETECH convention is fast approaching, and registration is now open. This year's SAFETECH will be held in Tulsa, OK, April 27 to May 2 at the Hyatt Regency Tulsa Downtown. This convenient location is only about eight miles from the airport and right in the middle of Tulsa's entertainment district.

We have a lot of new classes this year, from electronic locks to business topics. Look for the full registration brochure in next month's issue of *Keynotes*, and you can also find more information online at SAVTA.org.

While you plan your SAFETECH trip, don't forget to save the date for the 2020 ALOA Convention & Security Expo as well. July 19-25, we're headed to Kansas City, MO, where we'll be at the Loews Kansas City hotel, which connects directly to the convention center. This brand-new hotel is a beautiful property, and it offers convenient access to dining and activities in downtown.

Be on the lookout for more information about the convention! We'll be keeping members updated in *Keynotes* and online at www.aloa.org via the ALOA Conventions tab.

If you didn't make the 2019 IAIL Forensic Conference, you missed a great event! Whether you're a current IAIL member or looking to get into this area of work, consider becoming a Certified



"While you plan your SAFETECH trip, don't forget to save the date for the 2020 ALOA Convention & Security Expo as well."

Forensic Locksmith. We're offering classes at both conventions that will help you get your start.

We're all looking forward to another year of working with you here at ALOA!

Mary A. May

Mary A. May
Executive Director
mary@aloa.org

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- BMW FEM/BDC Key Learning & Adaptation
- AUDI Q5/A4/A5 2015-2017 Read PIN/CS



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SAFETECH Registration Is Open!

SAFETECH REGISTRATION IS NOW AVAILABLE online at SAVTA.org on the convention tab. Look for the full brochure with class descriptions in next month's *Keynotes*.

More information is in the Main Event column

starting on page 14 of this magazine as well. Classes will will up fast. Hurry now to register and to reserve your room at the Hyatt Regency Tulsa! Rooms are only \$129 a night and can be reserved by calling (888) 591-1234 and referencing the group name "SAFETECH" or "SAVTA."



Apply for Education Scholarships

REGISTRATION IS NOW OPEN FOR SAFETECH, WHICH WILL BE HELD IN TULSA, OK, April 27 to May 2. Why not apply for a scholarship to help offset some of your costs? Or, go ahead and apply so you can attend the ALOA Convention in July. The deadline for submittal for SAFETECH is February 11.

The ALOA Scholarship Fund (ASF) offers scholarships to worthy students each year to attend SAFETECH, the ALOA Convention and other approved educational events. Students can receive up to a full weeklong registration package, and some may even qualify for a travel stipend.

For more information and to download an application, see page 25 in this issue of *Keynotes*, or visit www.aloa.org/asf. Applications must be received at least 75 days prior to the first day of the event for which the scholarship is being requested.

If you'd like to donate to ASF and help support the future of our industry, you can do so at the link above or by emailing education@aloe.org.

NEWS BRIEFS

» Rollie Rittner has been named vice president of sales and marketing at **Don-Jo Manufacturing**. He is responsible for managing the external sales force and company marketing. He has 29 years of experience in the door hardware industry, including most recently serving as vice president of sales at PDQ Manufacturing. He can be reached at rollieritner@don-jo.com.

» **Ilco** is pleased to announce another reference tool, ilcolookalike.com. There, customers can find the Ilco Look-Alike Remotes by vehicle make as well as a list of applications and more.

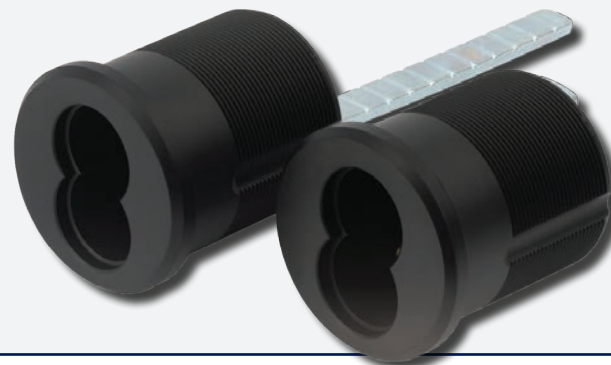
» **New Jersey Electronic Security Association (NJESA)** has changed its name to the New Jersey Electronic Life Safety Association (NJELSA). The new name was voted upon at the October 17 Membership Meeting during the Central Region Meeting held in Union, N.J. Along with the new name, a new logo was designed.



» **Transport Security, Inc.** is marking its 40th anniversary in partnering with **ABLOY USA** to sell ENFORCER padlocks secured by ABLOY for trailers and containers.

PRODUCT BRIEF

» **Ilco** has announced that R28107 Mortise SFIC and R28207 Rim SFIC housings are now available in satin black face finish. The order number for rim is R28107-(any cam number)-29, and the order number for mortise is R28207-9-29. Visit www.ilco.us for more information.



IN MEMORIAM

» **Gary Kevin Denton** of Coats, NC, has passed away. He was 46. Denton was instrumental in the original development of the ALOA PRP program.

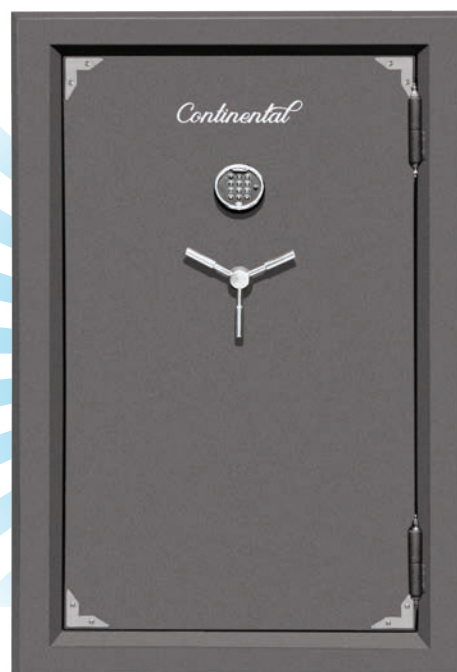
» **George A. Mester**, 77, of Nashville, TN, has passed away after a brief illness. He was a lifetime member of ALOA and known as the "Safe Guy" in the Nashville area.

Hollon Introduces New Gun Safe Series

HOLLON SAFE HAS ADDED THE CONTINENTAL SERIES to its line of gun safes. They are made with 12-gauge steel and have a one-hour fire rating, UL listed S&G electronic locks and 1.5" bolts. Features include beveled door trim and chrome door accents. The safes come in five sizes, with two home safe models that hold 24, 36 and 42 guns.

Additionally, the Republic gun safe is now available in porcelain white in addition to traditional gun metal. The Republic is UL Security listed, rated at 120 minutes of fire protection and guaranteed for life against theft and fire.

In other company news, Hollon Safe has announced a distribution partnership with UHS Hardware, based in Hollywood, FL.



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Smithfield

► **Ryan J. Oswald**

Utah State University Facilities

ALBANIA

1040 Linze Dajt, Tirane

► **Olgert Bakillari**

Locksmith Shoop Service

JAPAN

Imizu Shi Toyama

► **Yago Chikara**

Repair

Sponsor: Yoshio Suzuki, CRL

We Need Your Help**Attention, ALOA Members:**

Help us eliminate the industry scammer problem by screening these applicants, who are scheduled for clearance as ALOA members, to ensure they meet the standards of ALOA's Code of Ethics. Protests, if any, must be made within 30 days of this *Keynotes* issue date, addressed to the ALOA membership department, signed and submitted via e-mail to membership@aloe.org or via fax to 214-819-9736. For questions, contact Kevin Wesley, membership manager, at Kevin@aloe.org or (214) 819-9733, ext. 219.

CALENDARFor a complete calendar of events, visit www.aloe.org.**JANUARY**

January 18

Large Format Core Service

Nebraska Locksmith Association

New Victorian Inn

Lincoln, NE

www.nebraska-locksmiths.org

(402) 450-1849 or

lockmangrady@gmail.com

January 19

PRP Testing

Nebraska Locksmith Association

New Victorian Inn

Lincoln, NE

education@aloe.org or

(800) 532-2562, ext. 101

FEBRUARY

February 3-8

Six-Day Locksmithing**Fundamentals**

ALOA Training Center, Dallas, TX

education@aloe.org or

(800) 532-2562, ext. 101

February 5-7

IML Security Expo

Sheraton Downtown

Salt Lake City, UT

www.imlss.com**MARCH**

March 4-6

IML Security Expo

Universal City Hilton

Universal City, CA

www.imlss.com**APRIL**

April 24-25

Just Cars

Caribe Royale Orlando

Orlando, FL

justcars.us

April 27-May 2

SAFETECH 2020

Hyatt Regency Tulsa

Tulsa, OK

education@aloe.org or

(800) 532-2562, ext. 101

MAY

May 18-23

Six-Day Locksmithing**Fundamentals**

ALOA Training Center, Dallas, TX

education@aloe.org or

(800) 532-2562, ext. 101

JUNE

June 10-12

IML Security Expo

Talking Stick Resort and Casino

Scottsdale, AZ

www.imlss.com**JULY**

July 19-25

ALOA Convention & Security Expo

Kansas City Convention Center

Kansas City, MO

conventions@aloe.org or

(800) 532-2562, ext. 101

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Congratulations to Our New CFLs

WHAT AN EXCITING 2019! I TURNED DOWN AND REFERRED MORE cases in 2019 than I had cases in the past three years combined. If you are not registered as an expert witness, what are you waiting for?

What is the IAIL? The International Association of Investigative Locksmiths was established to follow the principles of forensic science in lock investigation. It was founded in 1999 by retired Lieutenant James Glazier of the Montgomery County, MD, Police Department and Don Shiles, chief instructor at the U.S. Army 902nd Military Intelligence School in Ft. Meade, MD.

Each member, by their acceptance of membership in the International Association of Investigative Locksmiths, shall subscribe to the following code of ethics:

1. To pursue their professional work in the spirit of fairness to their clients, with fidelity to security in conformance with appropriateness and with high ideals of personal honor.
2. To properly and impartially analyze and examine all material which is entrusted to their custody.
3. To conduct themselves in a dignified manner at all times; to avoid using any improper or questionable methods of soliciting professional work.
4. To refrain from associating themselves with or allowing the use of their name by any enterprise of questionable character, or in any manner countenancing misrepresentation.
5. To cooperate with other investigative locksmiths through the interchange of general information and experience.
6. To cooperate with local law enforcement officials and insurance investigators in all matters relating to the cases that they are working on and to diligently pursue the education of the consumer in relation to their security.
7. To encourage and promote loyalty for the investigative locksmith profession and interest themselves in public welfare, always ready to apply their special knowledge, skill and training to enhance the security of the public.
8. To consistently abide by all applicable licensing and business regulations.

All members of IAIL must also follow and abide by the ALOA SPAI code of ethics.

The Certified Forensic Locksmith (CFL) exams have been rewritten and are now available to be taken by qualified personnel. You can hold multiple CFL certificates. What's available now are CFL-General Forensics, CFL-Safes and Vaults, CFL-Automotive and CFL-Architectural Fire Door Assembly. There are two areas that attorneys look at for: expert witness credentials and certificates.

More is better! Complete your ALOA PRP credentials and start on your CFL credential today. Big news coming up in the next paragraph!

Stand by for exciting news about the IAIL Forensics Conference in 2020. Read next month's page for the exciting details.

At our conference last November, we certified five new CFLs in two different categories. There were 23 attendees at the conference, and our forensic tool mark expert thrilled everyone with two days of tool mark examination and terminology. Thank you, Beta, for these exciting classes. That brings the total up to 52 IAIL members who have earned their CFL certificate. All must recertify every three years. I will be at SAFETECH in April in Tulsa, OK, teaching the two-day mandatory class for CFL-Safes and Vaults.

If you have any questions, please send me an e-mail at IAILPresident@ALOA.org.



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

IAILPresident@aloa.org

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SAFETECH REGISTRATION is now open! Look for the full registration brochure that will be included in next month's *Keynotes*, and you can also find more information online at SAVTA.org.

We will be at the Hyatt Regency Tulsa Downtown in Tulsa, OK, April 27 to May 2 for a week of industry-leading education, events and access to products. We've added several new classes this year, including manufacturer-specific classes on electronic locks from Sargent & Greenleaf, AMSEC and more. We also have sev-

eral new business classes, including how to sell e-locks and growing your business. We'll again have a digital marketing class as well to help you advance your online presence to attract customers.

Learn some new skills by taking classes on using a mini lathe or a vertical mill, or take the series on safe deposit locks to add a new service area to your business. Plenty of other classes are being offered, so be sure to check out the full schedule.

Things to Do in Oklahoma

Oklahoma is a beautiful state steeped in history. No matter what your interests

are, there's something for you and your whole family to enjoy. From Old West attractions and art deco architecture to casinos and beautiful national parks (where you can see bison!), you have a lot to choose from.

And the SAFETECH venue is so conveniently located: It's right in the middle of a ton of great restaurants and nightlife, and it's only eight miles from the airport. The venue itself is walkable, with all events centrally located in the hotel.

For more information, visit SAVTA.org or contact conventions@aloea.org.

ALOA Convention & Security Expo

While you plan for SAFETECH, don't forget to save the date for ALOA 2020 in Kansas City, MO! We'll see you there July 19-25 as you heat up your career with education and networking.

Kansas City is the "Barbecue Capital of the World," so you're sure to eat well when you stay at the new Lowes Kansas City hotel, which connects directly to the Kansas City Convention Center. Nearby, you'll find so many places to eat, attractions and museums. Within a short drive, you'll have even more to see, such as the world-class Kansas City Zoo.

Look for more information in next month's *Keynotes* and online at ALOA.org!





Performance Incentive Programs

PIPs can help promote profitable company growth while rewarding employee performance. **By Noel Flynn**

INTRODUCING THE PERFORMANCE INCENTIVE PROGRAMS (PIPs) SEGMENT, the seventh article in our “Tools for Managing Your Business” series. We’ll discuss the design and application of programs intended to reward and encourage employees to improve their performance, in a manner that is consistent with the company’s objectives. You may find this particular topic to be somewhat “dry” and even lackluster, as it’s intended to be a bit more instructional than others that we have discussed. Although there isn’t any recommended one-size-fits-all approach, hopefully you will find ideas, considerations and suggestions that will help you design your successful PIP.

What Are We Trying to Accomplish?

Our objective is to promote profitable company growth, encourage both effort and results, discourage renegades and ensure that our team members (individually and collectively) are focused on achievement of the company’s objectives and goals.

A well-designed and implemented performance incentive program can help, whereas a poorly designed program can be destructive!

But I Already Pay My Employees for Their Work

Yes, of course we pay employees for their work, but let’s admit that a typical employee has the opportunity to deliver their performance contribution within a range. Ideally, a PIP can encourage each employee’s contribution to be at or near the top end of that range.

What to Measure

When designing a PIP system, there are several potential components to consider:

- **Company Performance** (everyone must have skin in the game)
- **Departmental/Group or Team** (facilitates customization for departments)
- **Individual** (a way to acknowledge an individual’s effort and achievement)
- **Discretionary** (provides management with some flexibility to reward)

If we could only measure one key performance indicator (KPI), it should be the

company's bottom line or net income before taxes. Some firms prefer to use other measures such as EBITDA (earnings before interest, taxes, depreciation and amortization) that remove categories of income or expense that are typically beyond the influence of most employees. The company's bottom line is a reflection of everyone's effort and achievement. But, obviously, this approach requires sharing of the company's bottom line, so we'll discuss some potential alternatives later on.

Company Performance Incentives

Let's face it. Irrespective of whatever individuals may achieve, ultimately, success requires that the company's overall performance is acceptable. Wages, benefits and incentives are made possible by the company's overall success. It is therefore imperative that all team members strive to achieve the company's objectives and goals. I will emphasize this point over and over.

And, when necessary, subjugate departmental and/or individual considerations to what's best for the company at large. Sometimes, we have to take a hit for the team to win the game! In baseball, it's called a "sacrifice fly ball" because the batter hits a long fly ball and thereby deliberately sacrifices his turn at bat to bring a base runner home to score a run for the team!

That's why at least 50% of any PIP should be structured to reward based on overall company performance.

Departmental (or Group/Teams) Performance Incentives

In smaller companies, departments are often comprised of one or two individuals. Department managers (and, to a lesser extent, individuals who are not departmental managers) generally possess the ability to exert a greater degree of influence over specific areas they control or are directly responsible for.

Although it can be useful to construct departmental PIPs, once you begin to go down this road, you can expect accusations of favoritism and preferential treatment, jealousy and a host of typical human complaints of perceived unfairness. Nonetheless, departmental incentives are worth considering as long as they are well designed. This can be a viable alternative when owners prefer not to share the company's bottom line with employees.

Individual/Discretionary Performance Incentives

Sometimes, a good result is driven by team effort that goes beyond departmental boundaries. Not all achievement can be tied directly to predetermined objectives, and some legitimate contributions are difficult or impossible to measure in quantitative terms.

Moreover, it's important to recognize individual effort, especially where results may transcend the current incentive period or are otherwise elusive. This individual/discretionary category provides flexibility for owners or managers to recognize such achievements and/or team or individual efforts and results. You can have a combination of departmental, project team, individual or discretionary components within a company's PIP; these are not mutually exclusive.

It Takes a Village (With or Without a Village Idiot)

It is common, even in smaller companies, to have some level of rivalry between and among departments and possibly individuals. But all departments are at least somewhat dependent upon each other and need to perform at a high level. In smaller firms, it will be common for individuals to play multiple roles and, therefore, potentially destructive departmental silos may be less prevalent.

Each team has a different role to play, and therefore their respective contributions should be considered *within the context of that role*. Some departments (such as sales) generate revenue directly, whereas others (such as technicians) largely play a production role and some (such as dispatch and customer service) are primarily in support roles. But unless each of these units is working in concert with the others, maximum success for the firm will be hindered. Picture a university rowing team with one individual rowing in the opposite direction!

Beware of the Trap

It's important to ensure that competition remains friendly and constructive. Be sure to avoid placing any individual, department or group in a position where their objectives are not closely aligned with the company's objectives.

Yes, some departments can be measured partially by their unique contributions, as long as they also have a *compelling reason* to care about the company's overall performance. The sales department (aka business development) is often structured under a separate incentive program that may include commissions and other rewards. But you can also include such groups or departments in PIPs tied to overall company performance indices. This helps discourage low-margin sales.

The Perfect PIP (Dream On)

Having designed or been involved in the design of numerous PIPs in different companies and industries, I can report that there is no such thing as a perfect PIP. This is primarily because each participant tends to view the equity of such programs through their own subjective lens, whereas the designer of a

BUDGET PROFIT TARGET	ACCRUED PIP POOL AMOUNT	ACTUAL PERFORMANCE UNDER SCENARIOS (A), (B) AND (C)	EARNED AMOUNT	ACCRUAL ADJUSTMENT
\$100,000	\$25,000	(A) \$100,000 (100%)	\$25,000	None
\$100,000	\$25,000	(B) \$50,000 (50%)	\$12,500	Minus \$12,500
\$100,000	\$25,000	(C) \$110,000 (110%)	\$27,500	Plus \$2,500

Figure 1. At year end, there are three possible outcomes: Hit the earnings target exactly, miss the target and fall short or over-perform.

PIP should try to achieve overall fairness within an imperfect arena. There are so many variables!

Everyone in the security industry is familiar with the notion that, when designing security systems, there are two opposing ends of the spectrum: security and convenience. In other words, to make a system more secure, it is typically necessary to make it less convenient and vice versa.

A similar principle applies to design of PIPs and the struggle between effectiveness through complexity on one hand, and ease of understanding and application on the other. It is recommended to keep the design as simple as you can, consistent with accomplishing a sensible end result. Is it relatively easy to understand? Is it easy to apply? Is it perceived to be reasonably fair and achievable?

When you introduce a new PIP, be prepared for skepticism from participants. Take time to introduce and communicate a new PIP properly, and be sure to include a tracking mechanism to share performance results and trajectories, at least monthly. Daily measurement of some metrics is desirable. Some companies display charts in highly visible areas so that employees can see daily or periodic progress.

Payroll Tax Consequences

Remember that any form of W-2 payroll (including bonuses) will incur income taxes for employees and payroll-related taxes for both employer and employee. Did you really think the government would let you slide on this one?

Creating the Incentive Pool

An important component of creating a PIP is establishing the incentive pool. The first step is often establishing the company's operating budget for the fiscal year. Management will then establish a budget target (whether net income, EBITDA or something else) and a corresponding PIP pool amount. To

keep the math simple, let's say the company's profit target is \$100,000, and the incentive pool is \$25,000.

Essentially, this means that the company is willing to share about 25% of its profits with employees. Some companies would rather share profits with employees (a reduction of the tax liability amount) rather than pay more taxes to the taxman. Since the sharing of profits would be calculated before taxes, one could argue that the company is actually sharing more than 25% of its net profits. The actual tax implications will vary, depending upon the company's legal tax structure and *owners should obviously consult their tax advisor prior to introducing a PIP.*

Within the budget, the company would establish an expense line item (just like utilities, phone, rent, etc.) to cover the incentive pool amount of \$25,000. Each month, the company would accrue $\frac{1}{12}$ of the \$25,000, just as if an expense had been incurred. Think of this as similar to the ancient practice of "Christmas Clubs," where bank depositors saved part of each paycheck to accumulate money for the holiday season. By year end, the accrual for the incentive pool has reached the full \$25,000 so that the pool is fully funded, although the entire amount may not have been earned if the target was not hit.

Performance: Earning the Incentive

So we now have our budget, and within that budget, we also have established an accrued monthly expense line item to fund the \$25,000 incentive pool. Of course, this does not speak to the cash needed at time of bonus distribution. Now let's take a look at the application of this PIP.

At year end, there are three possible outcomes (*see Figure 1*):

1. Hit our target exactly (highly unlikely)
2. Missed our target and fell short
3. Crushed our target and over-performed



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Let's presume that our PIP is designed with what some might call a linear structure. In other words, if we hit the target, 100% of the pool amount is earned and distributed as bonuses. But if we only hit 50% of the target, then only half of the pool amount is earned and distributed.

In this instance (only achieving 50% of our target), our incentive pool amount would be over-accrued because we accrued for hitting the \$100K target, but only earned \$50K, or 50%. Thus, the unearned 50% of the incentive pool amount would not be distributed and, instead, would be repatriated to the company's bottom line. So what happens if our performance exceeds the target?

By definition, if the PIP structure is linear, then if we achieve 110% of our target (out-perform our target by 10%), then we have earned 100% of the incentive pool, plus an additional 10%. Yes, you are correct (can't get anything past you), under this scenario, the incentive pool accrual will be 10%, or \$2,500 underfunded. Since the pool number is just an accrual, this will be adjusted in the year-end closing entries.

Floors and Ceilings for PIPs

We could easily dedicate an entire article to debating the wisdom of including floors and ceilings (caps) within incentive systems. In corporate America, it's not unusual for incentives to become completely unearned if actual performance falls below 50% of the target(s). One of the problems this approach creates is that, late in the current year, if PIP participants foresee that they cannot hit at least the minimum threshold for earning a bonus (thus, no bonus at all), two things tend to happen:

1. Participants lose the motivation to push forward at maximum effort in Q4
2. Participants will sometimes begin (in Q4) to spend next year's money buying supplies and other items this year — thus trying to enhance their prospects for earning a maximum bonus next year by artificially reducing next year's expenses.

Include a Windfall Provision

Strange things can happen to impact a company's bottom line. Some examples might include a tax adjustment, award from a lawsuit, settlement of an insurance claim or some other anomaly from a prior year that has nothing whatsoever to do with the employees' performance for the current PIP fiscal year. If you are the recipient of such a fortuitous occasion, consider making a one-time-only special employer contribution to the company 401(k) rather than interfere with the structured PIP.

For this reason, it's recommended that PIPs include a windfall

“Be sure to avoid placing any individual, department or group in a position where their objectives are not closely aligned with the company's objectives.”

provision. This is best achieved by including a ceiling or cap on the size of the ultimate pool, as adjusted for overachieving the target. In other words, the payout for overachievement of the target remains linear but only up to, let's say, a maximum of 125%. Any achievement over 125% of the target will yield the same bonus reward as 125% because of a cap. But if you go down this path, be sure to set the bar high enough to encourage participants to out-perform the target. Remember, you can also be subjected to one-time negative surprises.

Participation Percentages

We have discussed a PIP designed to distribute earned shares of a bonus pool amount. But, some companies prefer to design bonus incentives as a percentage of the participants' salaries. In other words, a PIP structure that pays an incentive of xxx percentage of one's salary.

One potential drawback of this approach is exacerbation of an unjustified difference in salary levels. Thus, someone who is already overpaid in salary receives a disproportionately sized bonus because their share is a percentage of a higher base salary number, even if the bonus percentage is uniform for all participants. It's also potentially easier to extrapolate an individual's salary, based upon bonus award.

The next step in our linear PIP design is assigning a level of reward (expressed as a percentage of the pool) to each participating employee. In other words, each individual is assigned a percentage of the pool, wherein the total of all participants' percentages (including a discretionary category) must not exceed 100%.

PARTICIPANT	PARTICIPATION LEVEL %	EARNED AMOUNT	CALCULATION OF EARNED SHARE OF PIP
Senior Mgr.	30%	\$6,000	30% of the \$20,000 adjusted pool
Middle Mgr. 1	20%	\$4,000	20% of the \$20,000 adjusted pool
Middle Mgr. 2	15%	\$3,000	15% of the \$20,000 adjusted pool
Supervisor	10%	\$2,000	10% of the \$20,000 adjusted pool
Discretionary	25%	\$5,000	Distributed at owner's discretion
Total	100%	\$20,000	

Figure 2. Note that these percentages are *not* a percent of salary but rather a percentage of the pool.

Senior managers would typically participate at higher percentage levels. As one example, let's say 20-30% of the pool, whereas middle managers would likely participate at a lower level (such as 10-20%), and lower-level employees (such as support staff) might participate at 2-5%. Obviously, the more participants in the PIP, the higher the pool number needs to be so that even smaller percentages will result in larger dollar rewards (*Figure 2*).

All participating employee percentages are aggregated to equal 100% of the pool. Once established for a PIP fiscal year, these percentages should not be changed unless there is a change in personnel or participation. At year end, the actual dollars earned and distributed will be determined by the performance and achievement level toward the target.

Illustrating PIP Individual's Participation Levels

Scenario: The company has budgeted a profit target of \$100,000, with a \$25,000 PIP linear bonus pool. Year-end performance results indicate that actual results were \$80,000, or 80% of the target. The PIP adjusted distribution will be \$20,000: \$25,000 X 80% = \$20,000. Let's look at distribution to participating individuals (*Figure 2*).

Disbursement

Incentives earned under a PIP should be calculated and (ideally) distributed no later than the end of the first quarter following the program year, or when your annual audit is completed.

If you use an independent CPA or tax service, you should delay any distributions until your tax returns for the PIP fiscal year are at least calculated. If you have annual independent audits or reviews, you should absolutely wait until release of the approved annual independent audit report and any adjustments to the final year-end financial statements. In most firms, employees must be on the payroll at time of distribution to participate in PIP-type rewards.

Regrettably, such provisions are sometimes abused (especially by large corporations) to avoid paying undistributed earned bonuses. Absent any extenuating circumstances, firing an employee solely to avoid paying an earned bonus is grossly unethical and unconscionable.

For lower-paid employees who may not be eligible to participate in structured PIPs, it's usually best to distribute any bonuses without waiting until after audits. However, unfortunately, many employees convince themselves that any bonuses distributed around the year-end holidays must surely come from the North Pole. Do yourself a favor by definitely establishing the

connection and linkage between the company's performance and any bonuses or incentives paid to employees.

It is commonplace for tenured employees to "expect" and count on annual bonuses once such a repetitive pattern has developed. Some even spend the bonus in anticipation of receiving it because "we always get a year-end bonus." If you decide to eliminate, replace or significantly modify a legacy bonus system, be sure to alert employees at the beginning of the year. This reminds me of Chevy Chase's surprise and unbridled anger in the classic "Christmas Vacation" movie! Randy Quaid was hilarious as the brother with the dilapidated RV. If this is unfamiliar, do yourself a favor and see the movie that unforgettably illustrates the previous point.

Test and Simulate

Apply and simulate the new system retroactively as a test. In other words, before implementing a new PIP, see what would have happened if it were in play for the prior year(s) or period. You don't want surprises, especially if this new PIP replaces some other performance incentive/reward program.

Well-Intended Gestures Can Backfire

I am reminded of one experience where the CEO of a U.S.-headquartered international emergency response and maritime consulting company (I was the COO) decided to offer turkeys to all employees for Thanksgiving. This was an incremental perk that did not replace or impact any other. To his dismay, although welcomed and appreciated by most, for some malcontents, this warm gesture quickly devolved into complaints about the particular brand, the size/weight, etc.

As you can imagine, that was the one and only time for free turkeys. This experience understandably turned off the CEO and irreparably destroyed his interest in any such future magnanimous gestures. So, be prepared for any new PIP to be met with mistrust and skepticism by some. The previous example explains why some business owners prefer not to offer certain perks or structured incentive programs.

Recap of Salient Points to Consider

- Structured PIPs can be effective if properly designed, but none are perfect.
- Consult or collaborate with your tax advisor before introducing a PIP.
- Ensure that your PIP target(s) is/are a stretch, but reasonably achievable.

- Include a windfall provision and cap the upside, but don't use a floor.
- Even a good design must be properly introduced and communicated.
- Tie at least 50% of any PIP reward to overall company profitability, whether directly or indirectly.
- Use your well-designed PIP to create a team-oriented company culture. This will also help to minimize potentially toxic internal politics.
- Provide for reward of extraordinary effort and achievement.
- Consider special incentives for successful achievement of important company initiatives by departments, teams or individuals.
- Beware of the downsides/traps associated with PIPs, and try to avoid them.
- Simulate new PIPs and give them the sniff test before rolling them out.
- Plan for the required cash to pay earned bonuses and related taxes.
- Use PIP performance as an integral part of your employee review process.
- Don't hide behind unforeseen or uncontrollable events.
- Treat PIP participants in the same manner you would wish to be treated.
- Don't hesitate to address flaws discovered in your PIP. Refine as needed.

The importance of having a budget for your company has been discussed in past articles, but we only scratched the surface. In response to several requests, our next article in this series will be "How to Develop and Use a Budget." We'll take you through a step-by-step process of building a budget so that you'll be able to develop one for your business. Then, we'll discuss how to use your budget as a management tool. ☺



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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Revised 2019

RECOGNIZING AN ASF LEADER

The ALOA Scholarship Foundation honors the first recipient of the Distinguished Scholar Award. **By Vernon Kelley, CFDI, CFL, CMIL, CPL, ICML, IFDI, LSFDI**

Lynn Best, marketing communications manager at Kaba Ilco Corporation, is the first recipient of the ASF Distinguished Scholar Award.



WHAT TYPE OF PERSON IS WORTHY OF RECEIVING AN INDUSTRY award? That is a question that many award committees must grapple with. Depending on a particular award's criteria, choosing a recipient can be an excruciatingly difficult decision or a ridiculously easy verdict.

I can tell you unequivocally that our award committee had a profoundly easy summer of candidate selection.

Earlier this year, the ALOA Scholarship Foundation (ASF) created the new ASF Distinguished Scholar Award. The award was created to recognize deserving individuals in the locksmith and security industries in two broad categories:

- Past scholarship recipients who exemplify what ASF represents
- Established industry leaders, especially people who have directly advanced the ASF mission

While there are many individuals in both classes of potential nominees who are deserving of the ASF Distinguished Scholar Award, there was one person who stood out far above the rest of the field.

The ALOA Scholarship Foundation is proud to announce Lynn Best, marketing communications manager at Kaba Ilco Corporation, as the first recipient of the ASF

Distinguished Scholar Award. Lynn has been an ASF Board member for more than 10 years and has held the positions of secretary, vice president and president and currently serves as a director.

Lynn has been instrumental in advancing the ASF mission by assisting in booth management at the annual ALOA Security Expo, arranging for material contributions for fund-raising purposes and by being a fierce advocate for educating locksmiths. Lynn is also very passionate about increasing the numbers of women in the industry.

The ALOA Scholarship Foundation board of directors would like to thank Lynn for her years of service to the foundation and congratulate her on receiving the ASF Distinguished Scholar Award. ☺



ALOA Scholarship Foundation, Inc.

Purpose

The ALOA Scholarship Foundation (ASF) is an independent, educational, non-profit 501(c) (3), Tax-exempt Corporation established in 1993 to:

- Encourage and provide for educational services, programs and materials concerning locksmithing and security devices and procedures.
- Develop scholarship and assistance programs for persons interested in pursuing a career in the security and locksmithing field.
- Solicit funds necessary to implement the purposes of the Foundation.
- Perform and do any and all such other acts as are necessary, convenient and proper for the attainment of these objectives.

What Are the Scholarships for?

The ALOA Scholarship Foundation can be an important source for educational funding. We support all locksmith efforts to seek education via technical training and business management from all educational providers. Scholarships are not limited to ALOA educational programs. While ALOA does have an impressive history in locksmith training and testing, *the independent ALOA Scholarship Foundation encourages locksmiths to apply for funding for any of the following industry related training:*

- A full ALOA convention package which includes: four or five full-day classes with lunch, two evening seminars, two half-day classes and two days of exhibits
- A full SAFETECH convention package which includes: four full-day classes with lunch, one day of exhibits and a Kick-Off party ticket
- All courses offered at the Aaron M. Fish Security Training Center and ALOA Certified Education classes, presentations and seminars offered at regional conventions and other facilities
- Industry-related education via technical training and business management programs offered by other institutions that meet the educational criteria of the ASF board

Limited travel and lodging to the above events may be awarded depending on individual need and funds available.

Selection Criteria

The ALOA Scholarship Foundation awards scholarships for locksmith education based on several criteria, which include:

- Individual applicants' financial needs
- Written statement discussing how they will benefit from the scholarship and attesting to the desire, willingness and ability to use such training to further themselves within the industry

- Demonstration of commitment to the locksmith industry
- Industry experience; those applicants applying without industry experience must submit a detailed strategic plan on how they intend to achieve their goal of building a career in the locksmith industry
- Three letters of recommendation from individuals who have personal knowledge of the applicant's background, character and work ethic. One recommendation must be from within the locksmith industry
- Availability to attend the event for which the award is given

Application forms for Scholarships are available from the ALOA website, in *Keynotes* magazine, at ALOA and SAVTA booths at local shows and from the ALOA office by request.

Scholarship applications for the SAFETECH convention must be submitted by February 11, 2020, and applications for the ALOA convention must be submitted by May 5, 2020. Scholarships for other educational events must be submitted at least **40 days** prior to the event being requested, in order to be given adequate consideration.

The ALOA Scholarship Foundation Board of Directors awards all scholarships within **30 days after the event deadline** for submission of applications.



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SCHOLARSHIP APPLICATION

Name _____ PRP/STPRP Level _____ ALOA/SAVTA# _____

Home Address _____ City _____ State _____ Zip _____

Home Phone _____ Work Phone _____ D.O.B. _____ / _____ / _____

Fax _____ Email _____

Employer _____ Supervisor's Name _____

Work Address _____ City _____ State _____ Zip _____

Position _____ ☐ Full Time ☐ Part Time Take Home Pay _____ per _____

Educational Level _____ (years) Degree/Certification (if any) _____

Previous Recipient? ☐ No ☐ Yes Date _____ Location _____

Length of Time in Locksmithing _____ (years) Membership in Trade Associations (list by name) _____

Marital Status _____ Number of Dependents _____ Annual Household Adjusted Gross Income _____

Classes Desired _____ Date of Classes _____

Organization Sponsoring Classes: ☐ ALOA ☐ SAVTA Other _____ Location _____

If granted an ALOA Scholarship, will you be able to pay for your own air travel/transportation and hotel accommodations? ☐ Yes ☐ No

If no, please explain (use another sheet if necessary): _____

ALOA Scholarships are granted to selected individuals desirous of entering the locksmithing field or to selected individuals already in the locksmithing field who wish to improve their professional skills through education. The ASF Selection Committee on an objective and nondiscriminatory basis will review applications. The Selection Committee shall hold all materials and information pertaining to the applicant's financial status and background in strict confidence. Applications for non-convention classes must be received 40 days prior to the date of the non-convention class desired and will be reviewed as they are submitted. Applications for classes at the SAVTA or ALOA convention must be received 75 days prior to the event. All scholarships will be awarded within 30 days after the event deadline for submission of application.

Please include with this form your most recent Federal Tax Return and a letter stating: your financial situation, your reason for applying for a scholarship, what you plan to do with the knowledge you obtain and any other information you feel may be helpful to the Scholarship Board in making its decision. In addition, attach three letters of reference from individuals who have personal knowledge of your background and character. The letters should contain their names, addresses and phone numbers. One reference must be from a locksmith or someone in the locksmith industry, and it is helpful if the person is an ALOA or SAVTA member. All scholarship recipients will be required to provide a 3" x 5" photograph.

APPLICATION CHECKLIST

Only COMPLETE applications will be considered for scholarships. An application is considered incomplete unless ALL of the requested information is received before the deadline: **75 days for SAVTA and ALOA convention** OR 40 days prior to the non-convention classes. Please send this application after checking off each of the items below.

- ☐ I have filled in each blank on this form.
- ☐ I have written and enclosed a letter explaining my reason for applying.
- ☐ I have enclosed three letters of reference (**at least one must be from a locksmith or someone in the locksmith industry**).
- ☐ I am submitting **75 days prior to the SAVTA or ALOA convention classes** OR 40 days prior to a non-convention class or event.
- ☐ I have enclosed a 3" x 5" photograph.
- ☐ I have enclosed a copy of my most recent tax return.

CERTIFICATION OF APPLICANT

I certify that the information contained herein, and all supplemental forms are complete and correct to the best of my knowledge. I further certify that if I am selected as a scholarship recipient I will use the knowledge gained for the improvement, development and advancement of the locksmithing profession. Also, if asked by an authorized ASF official, I agree to give proof of the information that I have given on this application. I understand that if I choose not to provide the additional proof that I may not receive the Scholarship Award. I understand that this application is valid only for the event/class specified and is not transferable.

I understand that I may be asked to give permission to the ALOA Scholarship Foundation Inc. to perform a background check.

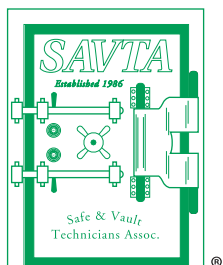
As a potential recipient of a scholarship awarded by the ALOA Scholarship Foundation, Inc. (ASF), for the purpose of receiving specialized training in locksmithing or related fields, and as a condition of accepting this scholarship should it be awarded to me, I agree that, should I fail to complete the training for which the award has been issued, without at least 30 days notice or an excused absence granted by the ASF, at the sole discretion of the ASF, I may be held liable for the amount of the awarded Scholarship and I agree to reimburse the ASF for the amount of the scholarship awarded.

Should an emergency occur prior to or during the training period that prohibits my attendance at or completion of the training, I understand that it is fully my responsibility to contact the ALOA Educational Director to make arrangements to complete the training or obtain an excused absence or I may be liable for the reimbursement of the Scholarship.

Signature _____ Date _____

Please send all completed applications to The ALOA Scholarship Foundation at the address at the top of the page.

Revised 2019



Gaining Access to an Access

Bob DeWeese, CML, CPS, CJS, CAI, goes fishing for a relocker on an Access TL-15.

I WENT OUT TO A GOVERNMENT agency down in DC to open an Access TL-15 (see *Figure 1*). The description of the problem was that it had an unknown combination.

My original intent was to top drill and scope the change keyhole.

Unexpected Glass

I wasn't too familiar with this safe, but judging by the looks of it, I was at least expecting some decent hardplate. After asking about door thickness on Clear-Star, Dave McOmie chimed in to tell me that the info was in his "Database of Safes." For some reason, I hadn't even thought to look there. If you are — or want to be — a serious safe technician, you really should have this database. Two or three openings of anything in there will more than pay for it. Come to find out, this thing has glass, so my initial thought to avoid the front really was a good idea!

When I got there, the dial was stuck between 87 and 93. After yanking on the handle a little, I was able to get the dial to free up and still go back to stop, feeling the bolt retract. So much for that "unknown combination." (One of the problems when you're subbing is that you



Figure 1. The job was to open an Access TL-15 at a government agency in DC.



Figure 2. The author measured back and drilled his first hole to have a look around.

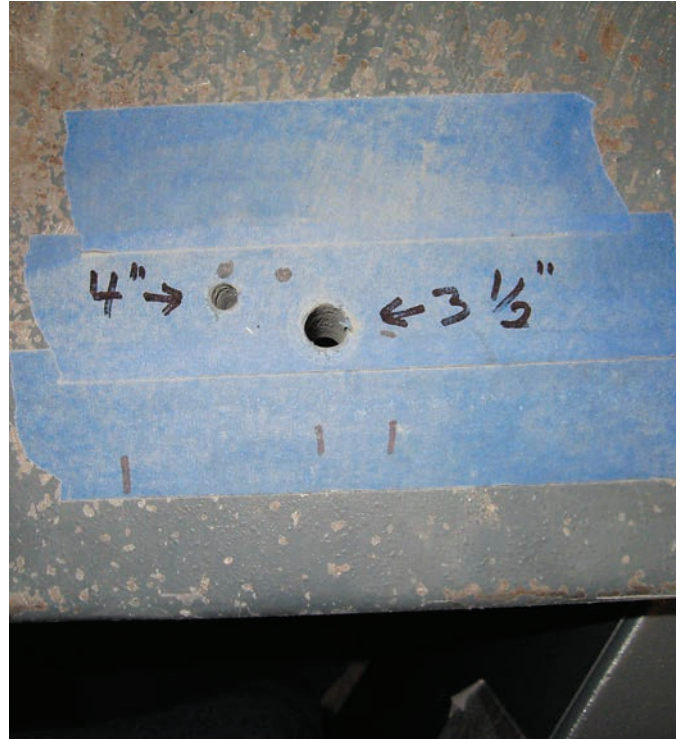


Figure 3. The author noticed that he was to the right of the second (from the lock) relocker, so he moved back a little and over to the left for the second hole.



Figure 4. There are two relockers on this safe. The first, closest to the lock, is held back by the glass. The second one is held in place by a plate attached to the back cover.

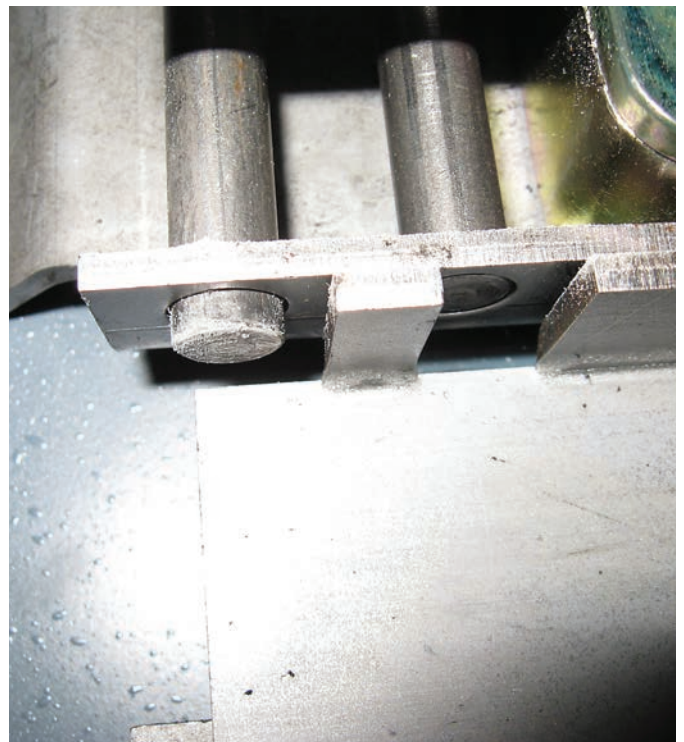


Figure 5. The back cover screws had loosened up, which allowed the relocker bracket to shift just enough to let the relocker block the boltwork from coming back.

don't always get to speak directly with the user, so you can't always ask the right questions.) But the handle still wouldn't turn to the open position.

My first thought was that the glass had been broken somehow. No biggie. I was going through the top anyway, and the relocers were right next to the lock — and were not cross-locking.

Assessing the Access

I measured back and drilled my first hole to have a look around (*Figure 2*). I came in right on top of the “ledge” of one of the relocker brackets. The glass was intact, and both relocers looked unfired. The plot thickens.

At this point, because I couldn't get my scope any lower to have a better look around, I decided to pop another hole in it. I noticed that I was to the right of the second (from the lock) relocker, so I moved back a little and over to the left for my second shot (*Figure 3*). Yeah, I know you can drive a small car through that first hole, but there's a reason for it... and I'll get to that in a minute.

Once I got my scope into the second hole, it all came to light. There are two relocers on this safe. The first, closest to the lock, is held back by the glass. The second one is held in place by a plate attached to the back cover (*Figure 4*). The second one was the problem.

The back cover screws had loosened up (I later found out that the threads in the lock case were stripped), and that allowed the relocker bracket to shift just enough to let the relocker block the bolt-work from coming back (*Figure 5*). Time to go fishin'!

Professional Coat Hanger

I went out to my truck to get an assortment of wire and a few “professional coat hanger tools.” Then I opened up my original hole to a half inch. A ½” hole is as easy

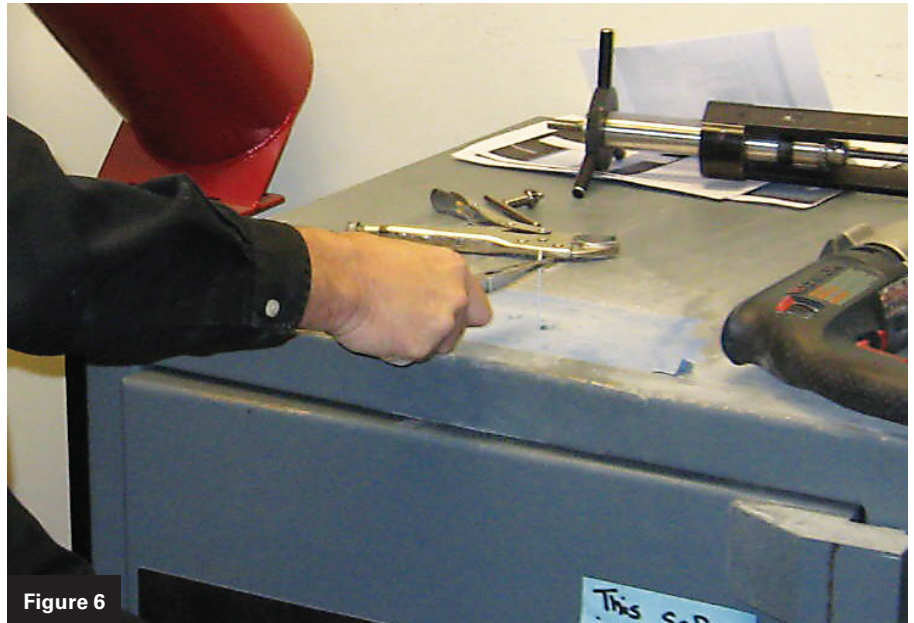


Figure 6



Figure 7

Figures 6 and 7. With a bent coat hanger and some fishing — using a scope through the second hole to see — the author was able to hook the roll pin of the relocker and pull it up.

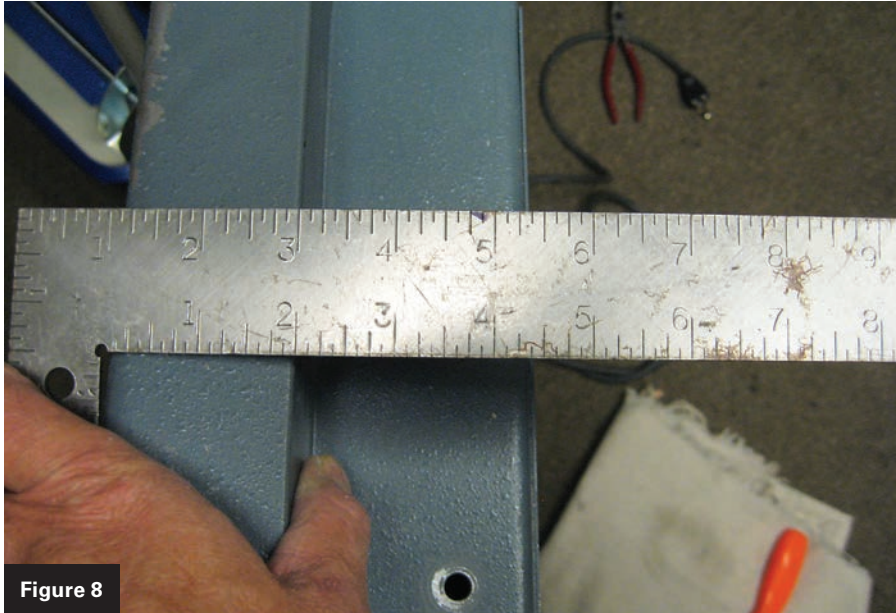


Figure 8



Figure 9

Figures 8 and 9. The door has an overall thickness of $5\frac{1}{4}$ ".

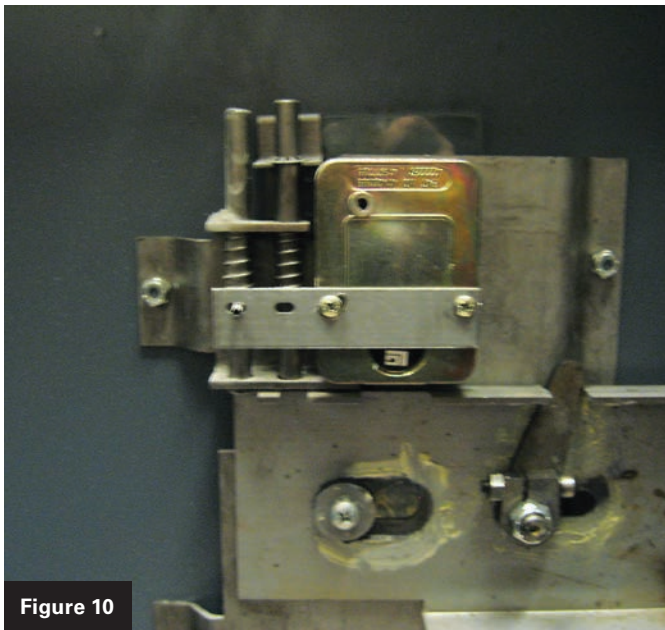


Figure 10

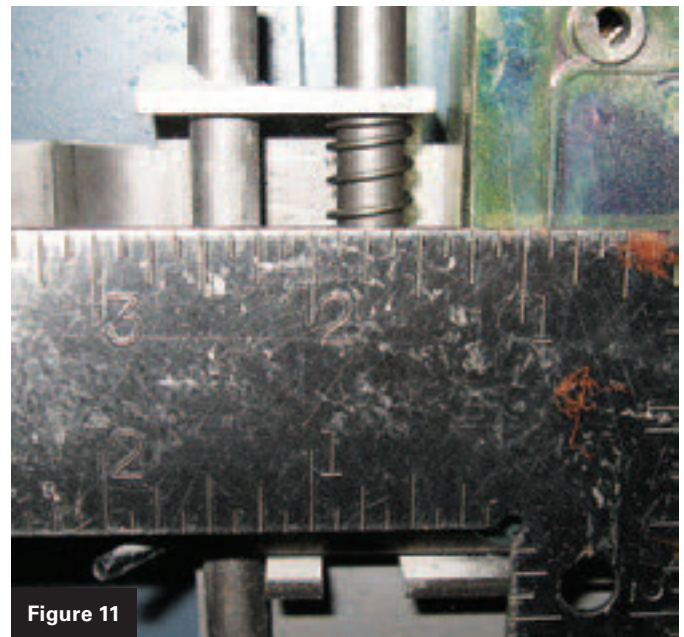


Figure 11

Figures 10 and 11. The relockers are triggered by two different types of attack: The one closest to the lock is mounted directly to the glass and fires if you try to drill through the front. The second one is attached to the back cover of the lock case and fires if you try to punch the spindle.

to plug as a $\frac{5}{16}$ " hole, and it gave me a lot more room to get my best professional coat hanger tool into the hole with plenty of wiggle room.

I bent about an inch of the end into a V, got it into the hole and down into the door, then pulled back on it to straighten

out the end to a 90-degree angle. With that and some fishing — using my scope through the second hole to see what I was doing — I was able to hook the roll pin of the relocker and pull it up (Figures 6 and 7). (Yeah, I know, that's not my coat hanger, but I forgot to get that picture.)

For Your Records

And that was pretty much it. The door was open, and they didn't want it repaired.

But for your records: The door has an overall thickness of $5\frac{1}{4}$ " (Figures 8 and 9). The relockers are triggered by two different types of attack: The one closest

to the lock is mounted directly to the glass and fires if you try to drill through the front. The second one is attached to the back panel of the lock case and fires if you try to punch the spindle (Figures 10 and 11). The back cover does have a change keyhole (Figure 12), but there's plenty of room inside the door for a scope. Figure 13 shows the handle in the open position. ☺



Bob DeWeese, CML, CPS, CJS, CAI, has been in the locksmith industry since 1980. He began specializing in safe opening and servicing in the late '90s.

"Bobby" lives in Baltimore, MD, where he and his wife, Theresa, own and operate Bear Lock & Safe Service, which they started in 1988.



Figure 12. The back cover does have a change keyhole, but there's plenty of room inside the door for a scope.



Figure 13. The handle is in the open position.

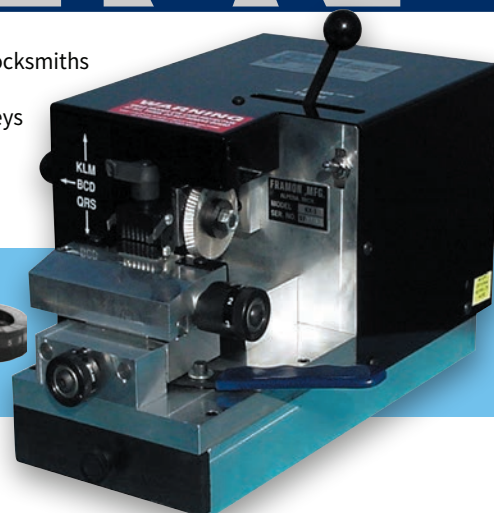
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The 2020 ALOA Locksmith Pricing Survey

ALOA INVITES YOU TO PARTICIPATE IN A SURVEY DESIGNED to help us better understand how our members price their services. Your individual answers will be completely anonymous and are strictly confidential.

The survey will take about 10-15 minutes of your time. You may take the survey by answering the questions on the following pages and sending the completed form to madison/miles media, 624 Six Flags Drive, Suite 226, Arlington, TX 76011; or faxing it to (877) 845-1230. You may also take the survey online at <https://www.surveymonkey.com/r/ALOAPricingSurvey2020>.

All surveys must be completed and received by January 17, 2020.

Thank you in advance for your participation.

Answers to all questions are strictly confidential. No individual member will have access to the information submitted by another individual member.

The results of this survey are being confidentially compiled by our marketing agency, madison/miles media, not by a locksmith or security professional.

The results will be released only in compilation form, such as average or mean price. Further, these results should not be used in setting present or future prices. Each locksmith/security professional must alone decide how to use the information and set prices.

Please note that all questions refer to what you have charged in the past.

1. Which of the following best describes your job function?

- ☐ Owner ☐ Apprentice/trainee
☐ Partner/decision-maker ☐ Technician
☐ Other (please specify) _____

2. Which of the following best describes your work environment?

- ☐ Mobile service only
☐ Storefront (fixed location) only
☐ Mobile service from a storefront
☐ Institutional
☐ Government
☐ Other (please specify) _____

3. How many full-time employees does your organization have (including you)?

- ☐ 0 (I'm the only employee, and I work part-time)
☐ 1 ☐ 5-7
☐ 2 ☐ 8-12
☐ 3-4 ☐ 13 or more

4. How many years have you been in business?

- ☐ Less than 1 ☐ 10-15
☐ 1-3 ☐ 16-20
☐ 4-6 ☐ 21 or more
☐ 7-9

5. Where is your business located?

- ☐ US, North Central (IL, IN, IA, MI, NE, ND, SD, WI)
☐ US, Northeast (CT, DE, DC, MA, MD, ME, NH, NJ, NY, OH, PA, RI, VT, VA, WV)
☐ US, Northwest (AK, ID, MT, OR, WA, WY)
☐ US, South Central (AR, KS, LA, MO, OK, TX)
☐ US, Southwest (AZ, CA, CO, HI, NV, NM, UT)
☐ US, Southeast (AL, FL, GA, KY, MS, NC, SC, TN)
☐ Outside of the US (please specify) _____

6. Please indicate the annual gross revenue of your organization. (If you are primarily an institutional locksmith, please select your department's annual operating budget.)

- ☐ \$0 to \$30,000 ☐ \$250,001 to \$500,000
☐ \$30,001 to \$60,000 ☐ \$500,001 to \$1 million
☐ \$60,001 to \$120,000 ☐ More than \$1 million
☐ \$120,001 to \$250,000

7. What are your business hours?

	Start Time	End Time
Monday through Friday	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM
Saturday	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM
Sunday	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM
Holidays	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM	<input type="text"/> : <input type="text"/> <input type="radio"/> AM <input type="radio"/> PM

8. Do you offer true 24-hour service?

- ☐ Yes ☐ No

[illegible][illegible][illegible]

Hollow Metal Door New	\$						
Hollow Metal Door Replace	\$						
Wood Door New	\$						
Wood Door Replace	\$						
Refinish or Paint Door	\$						
Threshold New	\$						
Threshold Replace	\$						
Door Guard Top	\$						
Coordinator New	\$						
Coordinator Replace	\$						
Hinge Replace	\$						
Door Viewer New	\$						
Door Viewer Replace	\$						
Pest Strip	\$						
Sealant Insallation	\$						
Remove and Reinstall Tempered Glass Door	\$						

Overhead Closer New	\$							
Overhead Closer Replace	\$							
Concealed Closer New	\$							
Concealed Closer Replace	\$							
Floor Closer New	\$							
Floor Closer Replace	\$							
Rim Door Closer New	\$							
Rim Door Closer Replace	\$							
Adjust Door Closer	\$							
Spring Hinge New	\$							
Spring Hinge Replace	\$							

Find Combination By Code	\$						
Impression Key Pin	\$						
Impression Key Wafer	\$						
Code Cut Key	\$						
High Security By Code	\$						
SFIC By Code	\$						

19. In 2019, what was your rate for the following types of safe and vault work you performed? (If you did not perform the work in 2019, please do not enter a price.)

Change Combo Hand (Mesh, Pin, Screw, Etc.)	\$								
Change Combo Key	\$								
Service Lock (Electronic/Electro-Mechanical)	\$								
Service Lock (Mechanical)	\$								
Service Dial & Ring	\$								
Install Lock New	\$								
Install Lock Replace	\$								
Manipulate Lock 1st Hour	\$								
Manipulate Lock Each Additional Hour	\$								
Drill Lock to Open Record	\$								
Drill Lock to Open Money Old	\$								
Drill Lock to Open TL15	\$								
Drill Lock to Open TL30	\$								
Drill Lock to Open TL60	\$								
Drill Lock to Open TL30 x 6	\$								
Drill Lock to Open TL60 x 6	\$								
Drill Floor Safe	\$								
Repair Door Fire Safe	\$								
Repair Door Money Safe	\$								
Repair Vault Door	\$								
Repair in the Floor Safe	\$								
Install Vault Door (Under 2000 pounds- Fire Door, Ft. Knox, Etc.)	\$								
Move Vault Door (Under 2000 pounds- Fire Door, Ft. Knox, Etc.)	\$								
Move Safe Up to 300 Pounds	\$								
Move Safe 300-900 Pounds	\$								
Move Safe 900-1800 Pounds	\$								
Move Safe 1800-3000 Pounds	\$								
Move Safe Over 3000 Pounds	\$								
Move Safe Up or Down Per Step	\$								
Cribbing Per Foot	\$								

20. In 2019, what was your rate for the following types of work you performed regarding installation of electric locks, strikes and maglocks? (If you did not perform the work in 2019, please do not enter a price.)

Electric Strike New	\$								
Electric Strike Replace	\$								
Maglock New	\$								
Maglock Replace	\$								
Core Door for El Lock and Install Lock / Hinge	\$								
Electrified Hinge/Pivot New	\$								
Electrified Hinge/Pivot Replace	\$								
Electrified Lock New	\$								
Electrified Lock Replace	\$								
Electronic Cylinder New	\$								
Electronic Cylinder Replace	\$								
Power Bolt New	\$								
Power Bolt Replace	\$								
Pir to System New	\$								
Pir to System Replace	\$								
Control Box New	\$								
Control Box Replace	\$								
Exit Button New	\$								
Exit Button Replace	\$								
Reader/Keypad New	\$								
Reader/Keypad Replace	\$								
Digital Keypad New	\$								
Digital Keypad Replace	\$								
Prox Pad New	\$								
Prox Pad Replace	\$								
Magstrip Swipe Reader New	\$								
Magstrip Swipe Reader Replace	\$								
Video Entrance System New	\$								
Video Entrance System Replace	\$								

THANK YOU FOR TAKING THE SURVEY!

CREATING PINNING CHARTS FAST

This method for creating pinning charts for SFICs takes mere seconds.

By Tyler J. Thomas, CJIL, CMKA, CRL

NOTE: THIS ARTICLE IS NOT A PRIMER ON SMALL FORMAT interchangeable cores, commonly referred to as SFICs. The following text assumes you have at least a cursory understanding of what SFICs are, their components and the concepts behind their operation. If you are unfamiliar with SFICs, please access the ALOA Tech Link app or consult past issues of *Keynotes* for multiple wonderfully crafted articles on the subject by William M. Lynk.

Introduction

I'm always looking for ways to make my life easier. Over the years, I've learned shortcuts and more efficient ways to accomplish tasks I routinely encounter. After combining thousands and thousands of interchangeable cores of all varieties, I have found a few ways to make the entire process faster. That process begins with creating pinning charts.

With SFICs, traditional methods of creating a pinning chart require an unnecessarily robust formula for calculating the build-up pin. This formula requires three separate calculations:

1. Add your bottom and, if applicable, master pin(s) to create a plug total.
2. Add 10 to your control key cut to create a "control number."
3. Subtract the plug total from your control number to derive your build-up pin.

“With SFICs, traditional methods of creating a pinning chart require an unnecessarily robust formula for calculating the build-up pin.”

I have found a method that removes one of these calculations altogether, potentially saving you as much as 10-30 seconds per core. This may not seem like much at first, but over the life of your career and hundreds (if not thousands) of SFICs, it adds up. Now let me be upfront. I did not create this method. I taught myself this method, yes, but a former student of Gerry Finch told me that Gerry taught this method in his classes. If Gerry found it valuable, we all should.

This article demonstrates that method using the most popular system for SFIC: A2. This method can also be used for A3 and A4 systems as well, and I'll touch on that at the end. Additionally, I'll demonstrate this method using a master keyed core. Information related to cores using only a single change key will be mentioned when relevant.

The Method

I'll discuss the method while providing an example. *Figure 1* shows a basic SFIC pinning chart. I have these pinning charts available for free at LockReference.com. Print as many as you'd like and keep them on hand. We'll use one of these

PINNING CHART							
1. TOP PIN							
2. BUILD-UP PIN							
4. MASTER PIN							
5. BOTTOM PIN							

Figure 1. This is a basic SFIC pinning chart.

CHANGE KEY	2	4	5	3	7	1	7
MASTER KEY	8	0	1	9	5	3	1
CONTROL KEY	4	6	3	7	9	7	5

Figure 2. Shown are the bittings that will be used to construct a pinning chart.

PINNING CHART							
1. TOP PIN							
2. BUILD-UP PIN							
4. MASTER PIN	6	4	4	6	2	2	6
5. BOTTOM PIN	2	0	1	3	5	1	1

Figure 3. This chart shows the results through step 1.

charts to demonstrate the method. *Figure 2* shows the bittings we will be working with to construct a pinning chart.

Step 1: Determine Bottom and Master Pins (If Applicable)

Step 1 uses the same rules as rekeying conventional cylinders. If the core is not master keyed, then your bottom pins will mirror the change key's bittings. If the core is master keyed, then each bottom pin is determined by the shallowest operating cut in that chamber. The master pin is then determined by the deepest cut minus the shallowest operating cut for that same chamber. Because our core is master keyed, we will use conventional master keying rules to determine our

bottom and master pins. *Figure 3* shows us our results thus far.

Step 2: Determine Top Pins

Determining the top pins for A2 system SFICs is very simple, thanks to the following formula:

$$\text{Top Pin} = 13 - \text{Control Key Bitting}$$

This formula can be arranged to ascertain a control key's bitting, which is helpful when decoding:

$$\text{Control Key Biting} = 13 - \text{Top Pin}$$

Using this formula, we can quickly run through the top pin increments of an entire core. Simply subtract the

PINNING CHART							
1. TOP PIN	9	7	10	6	4	6	8
2. BUILD-UP PIN							
4. MASTER PIN	6	4	4	6	2	2	6
5. BOTTOM PIN	2	0	1	3	5	1	1

Figure 4. Results through step 2 are shown.

PINNING CHART							
1. TOP PIN	9	7	10	6	4	6	8
2. BUILD-UP PIN							
4. MASTER PIN	6	4	4	6	2	2	6
5. BOTTOM PIN	2	0	1	3	5	1	1
PIN STACK TOTAL	17	11	15	15	11	9	15

Figure 5. The author has added the pin stack totals of all chambers thus far.

CONSTANT STACK HEIGHT	23	23	23	23	23	23	23
PIN STACK TOTAL	17	11	15	15	11	9	15
BUILD-UP PIN	6	12	8	8	12	14	8

Figure 6. This chart shows those totals subtracted from 23 and their result, which is the build-up pin.

1. TOP PIN	9	7	10	6	4	6	8
2. BUILD-UP PIN	6	12	8	8	12	14	8
4. MASTER PIN	6	4	4	6	2	2	6
5. BOTTOM PIN	2	0	1	3	5	1	1

Figure 7. This chart shows the build-up pin values added to the pinning chart, which is now complete.

control key bitting from 13 for each respective chamber. For example, the control key bitting in chamber 1 (the chamber closest to the tip) is 4. So, 13 – 4 gives us 9, which will be our top pin for the first chamber. The control key bitting in chamber 2 (the chamber second closest to the tip) is 6. As 13 – 6 gives us 7, that will be our top pin for the

second chamber. Repeat this process for all remaining chambers. The results are shown in *Figure 4*.

Step 3: Determine Build-Up Pins

As we have determined the bottom, master and top pins, we now have three of the four pin segments required to combine

each chamber. If we were dealing with cores using only a change key, then we have two of the three pin segments required to combine each chamber. Either way, we are missing only one piece of information: the build-up pin.

SFIC A2 rules require us to have a constant stack height of 23 in each chamber. That is, when all pin segments are added, their numeric value will equal 23. Since we are missing only the build-up pin value, we can add all known values (bottom pin + master pin + top pin for master keyed cores *or* bottom pin + top pin for non-master keyed cores) and subtract it from 23. Our formulas would be:

Master Keyed: 23 – (Bottom Pin + Master Pin + Top Pin) = Build-Up Pin

Not Master Keyed: 23 – (Bottom Pin + Top Pin) = Build-Up Pin

I have broken this process down into smaller steps to really demonstrate this part of the method. In reality, you won't need to do this except for maybe your first few times. Pretty soon, you'll be able to do all of this math mentally and only need to transpose the results to your chart. Nevertheless, in *Figure 5*, I have added the pin stack totals of all chambers thus far. *Figure 6* shows those totals subtracted from 23 and their result, which is the build-up pin. *Figure 7* shows the build-up pin values added to our pinning chart, which is now complete.

If you would like to check your work — and I would advise you do so to until you get comfortable with this method — verify that the sum of all pin segments equals 23 (*Figure 8*).

Example #2

Let's go through one more example, and this time try to construct the pinning chart on your own. *Figure 9* shows our

new bittings. *Figure 10* should reflect your results after Step 1. *Figure 11* should be your results after Step 2. *Figure 12* should be your results after Step 3 and, thus, your completed pinning chart.

A3/A4 Considerations

This same process can be used for cores using A3 and A4 systems; you simply have to change one value in each of the formulas. For the top pin formula, replace the 13 with 9 for A3, and 8 for A4. For the constant stack height, replace 23 with 16 for A3, and 14 for A4.

Conclusion

It's that easy. Three steps and two simple formulas. No need for apps, websites or software (although there is nothing wrong with any of those options). With that said, it's important to note that if you are able to create pinning charts for SFICs on your own, then you are self-reliant; you are not dependent on anything other than yourself. Don't be inconvenienced by a lack of cell reception or Wi-Fi, or by not having your computer in front of you. Best of all, this method can be applied to many other interchangeable core platforms, including Sargent and Corbin Russwin, and I'll show you how to do that in future issues. In other words, once you become proficient with this method you'll be able to create pinning charts for multiple interchangeable core platforms by simply changing the numbers in both formulas.

With enough practice, you'll be able to create pinning charts for SFICs in seconds. 🧠



Tyler J. Thomas, CJIL, CMKA, CRL, is a locksmith in Atlanta, GA. He helps maintain the website www.lockreference.com.

1. TOP PIN	9	7	10	6	4	6	8
2. BUILD-UP PIN	6	12	8	8	12	14	8
4. MASTER PIN	6	4	4	6	2	2	6
5. BOTTOM PIN	2	0	1	3	5	1	1
CONSTANT STACK HEIGHT	23	23	23	23	23	23	23

Figure 8. Check your work by verifying that the sum of all pin segments equal 23.

CHANGE KEY	4	1	2	3	0	2	9
MASTER KEY	8	3	6	1	6	0	5
CONTROL KEY	6	5	0	9	4	2	7

Figure 9. Use these bittings to practice your own pinning chart.

PINNING CHART							
1. TOP PIN							
2. BUILD-UP PIN							
4. MASTER PIN	4	2	4	2	6	2	4
5. BOTTOM PIN	4	1	2	1	0	0	5

Figure 10. This chart should reflect your results after Step 1.

PINNING CHART							
1. TOP PIN	7	8	13	4	9	11	6
2. BUILD-UP PIN							
4. MASTER PIN	4	2	4	2	6	2	4
5. BOTTOM PIN	4	1	2	1	0	0	5

Figure 11. This chart should reflect your results after Step 2.

1. TOP PIN	7	8	13	4	9	11	6
2. BUILD-UP PIN	8	12	4	16	8	10	8
4. MASTER PIN	4	2	4	2	6	2	4
5. BOTTOM PIN	4	1	2	1	0	0	5

Figure 12. Your completed pinning chart should match this one.

KABA® POWERPLEX 2000 SERIES *Part 6*

Sal Dulcamaro continues his article series with some programming basics for this lock.

IT'S BEEN ALMOST A YEAR SINCE PART FIVE OF THIS ARTICLE SERIES. THE LAST article explained the preliminary programming of a PowerPlex with the privacy function. Basic programming of the standard-function PowerPlex will generally apply to the specialty-lock function, as with the more conventional version of the PowerPlex. Most standard PowerPlex locks will program, as I will be showing in this part of the article. A privacy-function PowerPlex starts out with the preliminary programming I explained in the previous part of the article. That, however, is only the first step. The standard programming of any version of the PowerPlex must follow to set specific user codes and to change certain options of the lock.

If you start programming user codes before the lock function (such as privacy function) is set, you will be forced to do a “hard reset” to restore original factory settings. Once the lock is set back to the factory defaults, you then start the whole process all over. As I mentioned then, I will illustrate and explain a hard reset a little later in the article.

As with programming the lock function, you must designate the number of digits to be required in user codes before any other programming takes place. Similarly, if you decide after you started

“You must designate the number of digits to be required in user codes before any other programming takes place.”

general programming that you want more than the default four-digit user codes, you will be forced to do a hard reset.

The Master Code

The master code is always eight digits. That is not changeable. The user codes, however, can be set between four and eight digits. Before programming, you must decide the length of user codes and program that into the lock before anything else. All user codes must have the same number of digits.

The PowerPlex lock uses a standard 10-digit keypad like you see on most phones (see *Figure 1*), with the * and # key on each side of the “0.” The PowerPlex keypad also has two LEDs just above the numeric digits of the keypad.

The factory default master (programming) code is 1-2-3-4-5-6-7-8. You will need to change the master code before setting user codes, but you must set the number of digits you want in your user codes first. Once you designate the number of digits in your user codes, you will not be able to change that without doing a hard reset. So, be certain. To designate the number of digits, take the following steps:

Enter: #12345678#

Enter the code: 009#LL#, where LL represents the number of digits in the code. The range is from four to eight digits. If you want five digits, it will look like this:

009#05#

Adding the # key at the end a second time will end the programming session.

If you wanted to leave the default setting of four digits, ignore this step. After you reset the master code, it will only accept four-digit codes if you didn’t change the default setting. Any



Figure 1. The PowerPlex lock uses a standard 10-digit keypad like you see on most phones.

programming session will always begin by touching the * key followed by the master code. Once you change the default master code, it will obviously no longer be 12345678.

Once you’ve chosen to change the number of digits or leave it at the default setting of four digits, you must then change the master code. Record it somewhere, as you will always use that code every time you do any programming of the locks in your system. The new master code can be any eight-digit number. It cannot be less than eight digits, and once you’ve set the number of digits for user codes, it can only be changed with a hard reset.

Modifying the Master Code

Enter the factory master code or current master code, if it had been changed. For example:

Enter: #12345678#

Enter the command: 000#

Enter the new master code: (for example) 99999999#

Re-enter the new master code: 99999999#

Enter the # key again to end programming

The full entry would be:

#12345678#000#99999999#99999999##

At that point, your new master code would be 99999999. After that, any other programming functions would require using your new master code.

Programming Other Lock Functions

There are certain default values that come preprogrammed into a new PowerPlex lock for various features or functions. Some default features can be modified. The person in charge of programming locks can alter the default settings.

Push-button locks of any kind have a general vulnerability because someone doesn't need a physical key to have access. The person merely needs to observe the code being entered to have access. The other vulnerability is code guessing. In theory, if you try enough different combinations, you could eventually unlock the device. An electronic lock has an advantage over a strictly mechanical lock in that category. An electronic lock can count the number of wrong attempts and shut down the lock for a designated time if too many attempts were made. That can slow down and delay any kind of code guessing.

The PowerPlex lock has default settings of four wrong attempts and a 30-second shutdown time when too many attempts have been made. You can select a tamper attempt count between three and nine times, and a shutdown time ranging from zero to 90 seconds when too many wrong attempts have been made. You change the tamper attempts as follows:

Enter the master code: #99999999#
Enter programming mode: 007#
Number of attempts: 05# (it could be 03 to 09)
Enter the # key again to end programming.
The full entry would be: #99999999#007#05##

To change the tamper shutdown time, do as follows:
Enter the master code: #99999999#
Enter programming mode: 006#
Shutdown time: 60# (representing 60 seconds, but it could be 00 to 90).
Enter the # key again to end programming
The full entry would be: #99999999#006#60##

You can also change the unlock time for the PowerPlex. The default setting for unlock time is two seconds. The unlock time, an important consideration, can be set for anywhere from two to 20 seconds. If the time is too long, someone can enter a correct user code to enter the doorway and then, if quick enough, someone could also enter behind him. However, if

“Push-button locks of any kind have a general vulnerability because someone doesn't need to get a physical key to have access.”

you're carrying something and the time is too short, it might relock before you can turn the handle to unlock it. You change the unlock time as follows:

Enter the master code: #99999999#
Enter programming mode: 004#
Unlock time: 10# (representing 10 seconds, but it could be 02 to 20).
Enter the # key again to end programming
The full entry would be: #99999999#004#10##

You can also change the keypad buzzer volume. Depending on if you want the sound to be audible or if you just want the lock silent, you can change the volume. The default volume is low. You change the keypad buzzer volume as follows:

Enter the master code: #99999999#
Enter programming mode: 008#
Keypad buzzer volume: 02# (00 is off, 01 is low, 02 is normal and 03 is high)
Enter the # key again to end programming.
The full entry would be: #99999999#008#02##

I will continue with programming user codes in the next article installment. ☺



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*.

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EVERYTHING *Has a Life*

Key control best practices can extend the life of master key systems.

By Steve B. Fryman, CRL, CAI, CISM

I HAVE WORKED AT TWO LARGE STATE INSTITUTIONS, AND EACH INSTITUTION has a different take on what best practices are as they relate to key control on a large institutional scale. Ultimately, the best practices are intended to preserve the integrity of the master key system. I work at an institution that has more than 56,000 openings, 460 buildings and 12 million square feet. Combine that with over 70,000 people who need access to different areas at different times of the day, 24/7, and you get the picture. This could be an organizational nightmare. About now, you might be asking, “How do you do it?”

As institutional locksmiths, we should do some benchmarking and see what other institutions are doing. What works best on maintaining whatever system you have? Some are still in the old-school paper-and-pencil era, and there is nothing wrong with that. But when it comes to large enterprise systems, paper and pencil can be overwhelming and cumbersome.

Things had evolved slowly until the advent of modern computing. Databases and record keeping is one of the functions computers “Excel” at, pun intended. I am told by some of my coworkers that, prior to the age of computing, key holder records were kept on file cards in fireproof file cabinets with Social Security numbers — a definite bad practice in the age where identity theft is common. It’s better to use a unique identifier, such as employee identification numbers. Currently, we scan employee

picture IDs and append serialized keys to the key holder’s records.

A lot of institutions have homegrown software in place. There is commercial software that does this well. Here are some examples of key control software you can check out: Simple K, ProMaster and AiM, just to name a few.

More Best Practices

But best practices reach far beyond whether you keep records digitally or via old-school methods. Who has approval of keys that are issued? These are policy issues that need to be addressed. For example:

In the case of building masters, who approves it? The provost, building manager, dean, chair or a designated key manager?



Generally, the rule of thumb is whoever has ultimate control over the space has authorization. How is this done? With an email, or is an automated feature that is part of your key issuance software where emails are generated?

My preference is to have the key holder responsible for the use of the key, not the key manager. The key manager should only serve as a gatekeeper. Key manager is not one of those glamorous jobs; key managers change, and often, their records go with them.

What happens when key holders leave the institution and keys are not returned? Are paychecks withheld or fines imposed to remediate space that is affected? Are transcripts withheld, like what is done with library or parking fines?

The return of the keys should be part of the separation papers, like returning travel or credit cards. The keys represent

access to space that contain valued items and lives; this is an area that can always be improved. Space where keys are not returned should have a police report associated with them because there is a lot at stake, and the key itself is property that belongs to the institution. There needs to be a clear understanding of who is responsible for paying to rekey the space.

I just covered some instances relating to staff and students. What about vendors? This is a huge item that needs to be talked about and policies developed for. Who gives vendors authorization? How will vendors be vetted? Should a vendor, once vetted, have to wear a picture ID card like staff does? This is a topic for another article that will be written.

If staff members need an ID card to receive key access, shouldn't vendors? Generally, space access is a combination

of key and card access, anyway. These are policy issues that need to be in place.

In closing, we can preserve the life of a key's system by having and following best practices. As we know, having best practices and policies do not have any benefits if not followed or enforced. ☞



Steve B. Fryman, CRL, CAI, CISM, has worked in the physical security field for more than 40 years. Now working as the key shop manager at Florida State

University, he previously served as an institutional locksmith at the University of Florida and in the private sector with his own locksmith business. He developed the first curriculum and testing for the Certified Institutional Shop Manager designation, making him the first recipient of this credential.



MANAGING YOUR IN-HOUSE LOCK SHOP

One lock shop boss provides some advice
you can pass on to your facilities director.

**By Vernon Kelley, CFI, CFL, CMIL,
CPL, ICML, IFDI, LSFI**

HELLO, FACILITIES DIRECTOR. HAVING TROUBLE MAKING SENSE OF YOUR in-house lock shop? Looking for some advice on making your lock shop a critical component of your institution's security posture? I'm here to help!

To begin, let me congratulate you on having daily access to such a skilled craftsman. More than likely, your staff locksmith is already a dedicated member of the locksmith industry. You just need to hone that pre-existing dedication to a fine edge.

Below is a "to-do" list of sorts on how to successfully manage your lock shop and its staff. I'll also point out some things you may not want to do.

Item #1: Evaluate the Name of the Shop

If the only responsibility of your lock shop is, well, locks, then the name "lock shop" might suffice. But, if the shop has more responsibilities — and higher expectations by the facility — such as electronic access control, key assignment and control or access privilege assignment, then a designation upgrade might be in order.

You may want to consider one of the following names: security technologies, access control, physical protection systems (my personal favorite) or security systems. Carefully contemplate the responsibilities assigned to your lock shop and rename accordingly.

For the purposes of this article, I'll continue to use the name lock shop.

Item #2: Don't Treat the Lock Shop — or Its Staff — Like Other Shops

Let me start by saying this: I mean absolutely no disrespect to any of the other tradesmen or craftsmen such as carpenters, plumbers, HVAC technicians and the like. Most are dedicated practitioners of their specific trade. But none of the aforementioned shops are nearly as responsible for the security of your facility as your locksmith. The more

you treat the lock shop as a critical component of security, the more respected the shop and its staff members will be by other departments across your facility.

Another point to consider is whom the lock shop should report to. While reporting to the facilities department may seem like the most appropriate fit (and it still may be, depending on your facility), other departments to consider for managing the lock shop may be risk management, public safety or even IT.

However, if your facility is big enough to have an actual police force, I would recommend that the lock shop not be placed under their control. An accredited police force is a law enforcement agency that already has enough on its plate. Managing a lock shop shouldn't be its responsibility.

It really comes down to whether you consider the lock shop an operations unit or a security unit. Reevaluate and reposition your lock shop based on what best suits your institution. I would, however, recommend you place the lock shop under control of the highest authority possible, such as a department director or

division vice president. The closer the lock shop is to the top, the easier it will be to coordinate the work of the lock shop with the security policies of your facility.

Also presented for your consideration is how work orders are analyzed and dispatched to staff. If your work orders are dispatched from a central office, I would suggest that you bring that responsibility in-house. Any properly managed lock shop is going to be very policy-driven. If work is dispatched by someone who is not directly affiliated with the lock shop, how will they be expected to know what work is a priority and what work isn't? Being able to separate "real" emergency work from "fake" emergencies is one of the hallmarks of a well-run lock shop. It will also be much easier to keep locksmiths on task during project or preventive maintenance work since they won't be interrupted constantly to perform other tasks. Fig Newtons locked in a desk is not a crisis, no matter what the customer says.

I'm not saying the lock shop should be operated without any oversight. I am saying that that they'll be able to manage their own workload much more efficiently if given a chance to manage their own affairs.

Item #3: Education and Certification

The fire marshal is going to visit your facility sooner or later. Have your fire doors been inspected? Since the 2007 edition of NFPA 80 Standard for Fire Doors and Other Opening Protectives, fire doors must be inspected annually. While you may not be familiar with the above standard, I can guarantee you that the building and fire codes that your facility must adhere to cite NFPA 80.

This is worth mentioning since your locksmith is more than likely an expert on doors as well. Encouraging him to get certified as a fire door inspector will decrease your facility's liability

tremendously. The rules of what modifications can be performed to fire doors in the field is extremely limited. Even if you elect to hire an outside vendor to perform the annual fire door inspections, the education your locksmith will gain through the certification process will make him more knowledgeable about what repairs and modifications he can make to fire door assemblies in the field.

That is just one example of the many industry certification programs your locksmith can participate in. There is even a certification program that is specific to institutional locksmiths administered by ALOA SPAI called the Institutional Proficiency Registration Program (IPRP). Even achieving the lowest IPRP level certification will provide your locksmith with a valuable learning experience and add credibility to your physical security program.

Educating your lock shop is absolutely critical in making sure your staff understands life safety, fire and barrier-free codes and standards, as well as making sure your facility is compliant with federal law as outlined in the Americans with Disabilities Act. Being knowledgeable about other industry standards such as master keying and door hardware application will only serve to increase the level of professionalism of your staff while decreasing your liability and making your facility more secure.

Education and certification go hand in hand. I can't recommend them enough.

Item #4: Encourage Membership and Participation in Industry Associations

I've been heavily involved with numerous locksmith associations in the past 20 years or so. I can't even begin to describe how immensely beneficial my participation in these organizations has been

in elevating my professional standards. And that bar-raising has benefited my employer many times over, even if they didn't know it.

The professional network that your locksmith can establish being a part of a locksmith or other security-centric association can't be overstated. I have numerous connections I can contact to seek advice on master keying, finding obsolete parts, properly selecting door hardware for a unique installation or to get an opinion on an enigmatic life safety code section or chapter. Those resources are available to me because of the investment in time I've made by attending industry trade events.

Perhaps your staff may not want to be as involved in these associations as I've been, but I would certainly *encourage* you to *encourage* your locksmith to attend association meetings, conventions and trade shows. The investment in attending these events will pay enormous dividends, I can assure you.

These are some of the many lessons I've learned after 18 years of being a lock shop boss. I hope you can benefit from my experience and implement some of these ideas. ☺



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.

The Glass Wall

Two Herculite glass doors make the author nervous while installing Best cylinders and cores. **By Tony Wiersielis, CPL, CFDI**

IN THE ARTICLE ENTITLED “THE GLASS FLOOR” IN THE JUNE 2018 ISSUE OF *Keynotes*, I told you about my adventures in a college library in Brooklyn, NY. The library was built in the late 1800s and was remarkable for the thick glass floors in the rooms with the bookshelves. Amazingly, the iron bookshelves held up the glass floors. This curious construction was meant to take all possible advantage of natural lighting from the oversized windows, spreading light throughout the building in the days of gaslights.



Figure 1. The door was in a glass wall.

At that time, I was retrofitting some 2½" thick doors and installing Best 45H mortise locks. This time, I was doing more of the same, with an added twist: two Herculite doors needed Best cylinders and cores installed. *Figure 1* is a picture of one of the doors in a glass wall — hence the title for the article.

Before I go further, let me tell why I get a little nervous when I have to work on these types of doors. In my late teens, I worked at a lumberyard and occasionally cut glass and glazed window sashes customers would bring in. That's when I learned to treat glass with respect, as it had a nasty habit of cutting me when it broke. What's a Herculite door? A big piece of glass, much stronger than a windowpane, but glass nevertheless.

In the late '80s, a nightmare scenario happened to me and a knucklehead I was working with. Though it wasn't my fault, it was still an experience I wouldn't wish on anybody. The door in question did not have a full-length metal stile across the top and bottom; there was, and I'm digging this out of my memory, maybe a 3-4" high by 8-10" wide bracket, top and bottom, on the hinge side of the glass that interacted with the pivots.

I don't remember exactly what the door was doing, but it needed to be corrected. The guy I was working with was from Eastern Europe and seemed to know more than he actually did, so he started adjusting while I played doorstop, holding the door open at 90 degrees for him.

The office manager was standing next to me when my cohort decided to use a center-punch and a hammer to tap the top corner of the door. There was what could only be described as an explosion as the door shattered into a pile of tiny pieces. I was left holding the handle and nothing else, and the office manager needed six stitches in her wrist because



Figure 2



Figure 3



Figure 4

Figures 2-4. This photo shows the locking mechanism for the door. *Figures 3 and 4* are close-up views of the same.



Figure 5



Figure 6

Figures 5 and 6. The floor strike is shown in *Figure 5*, and *Figure 6* shows the inside handle over it.



Figure 7. The small nameplate on the bottom of the door says "Blumcraft."

the falling glass had cut her. I never figured out why the guy didn't get fired.

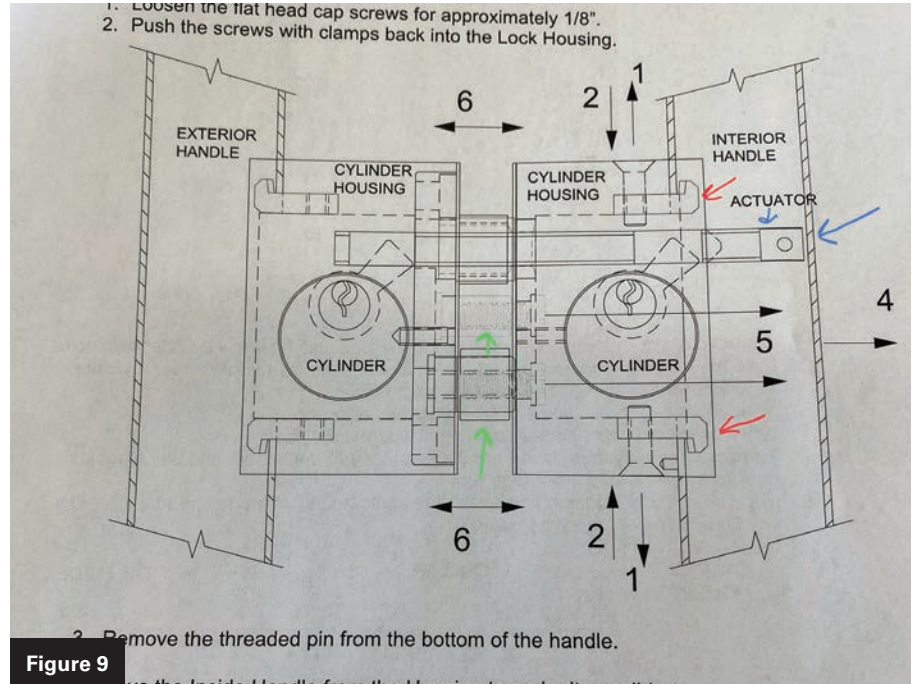
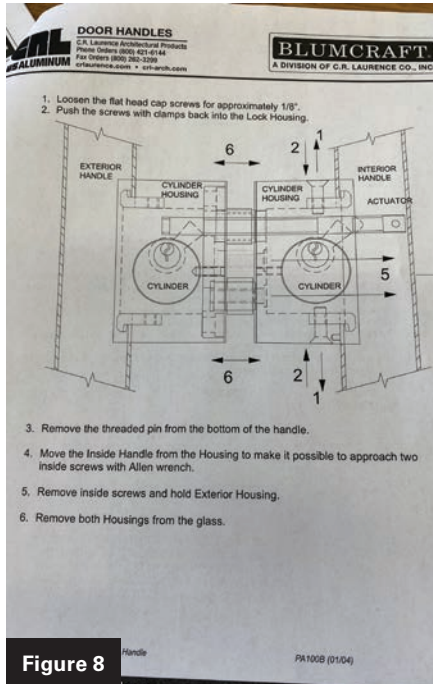
The Doors

Figure 2 is a shot of the locking mechanism for the door. *Figures 3 and 4* are close-up views of the same. Note the missing screw on the top in *Figure 4*; I'll get to that later. *Figure 5* shows the floor strike, and *Figure 6* shows the inside handle over it. It's

a close fit, so you can't see the round bolt going into the strike. Note that the bolt and strike are on the inside of the room.

My partner Bill and I were trying to figure out what brand and model this lock might be so we could try to get some technical support on how to get the cylinders out, what kind of cams were used, etc. *Figure 7* shows the small nameplate on the bottom of the door: Blumcraft.

I Googled and found that Blumcraft is a division of C.R. Laurence. I investigated further on their website and found drawings that matched what I was working on. Some were panic devices, and others were deadbolts, which is what we were dealing with. The drawings included part numbers, so — armed with this information — I called and asked for technical support.



Figures 8 and 9. Figure 8 is the page of directions from the manufacturer, and Figure 9 is a closer look with colored arrows to refer to.



The person I dealt with was very helpful. She walked me through the website and got me to the installation instructions, which included installing and changing cylinders. Since I was looking at all of this on my phone, she offered to email me a link to the instructions. I asked a library

staffer if I could forward her the email so she could print the instructions for me, and she was happy to do so.

Figure 8 is the page that had the information we needed. I'm going to try to relate what you see in the instructions with pictures of us doing each of the steps as

we go through the process. Figure 9 is a closer look at that page with colored arrows. I'm going to refer to the numbered steps in Figure 8 as well as the colored arrows in Figure 9.

Notice that in Figures 8 and 9, the cylinders are upside down. This device



Figure 13. The author is loosening the set screw holding the horizontal tube of the bar.



Figure 14



Figure 15

Figures 14 and 15. These images show the author and his associate taping the nut and using locking pliers to loosen it.

apparently can lock at the top or bottom of the door, depending on how it's installed. This drawing shows it locking at the top. Ours locks at the bottom, but the steps are the same; just rotate the drawing.

The Instructions

Step 1 is to loosen the top and bottom flathead Allen screws until they stick out about $\frac{1}{8}$ ", as in *Figure 10*.

Step 2 is to push both screws in. Look at the red arrows in *Figure 9*; they are pointing to two clamps that lock to the inside of the handle tube when the screw is tight and disengage when you do step 2. I'm holding the clamps in *Figure 11* so you can actually see them.

Figure 12 shows how you can pull the handle away from the cylinder housing slightly. You can't pull it completely out of the housing yet. The bottom black arrow points to the "clamp," and the top points to the actuator. *Figure 9* has blue arrows pointing to the actuator as well.

In step 3, we loosen the set screw holding the horizontal tube of the bar (*Figure 13*). The idea here is to be able to pull the tube away out of the way of the cylinder



Figure 16. The silver part with the black circles is the actuator.

housing so we can get Allen wrenches into it. We wound up loosening a nut on the bottom of the vertical part of the handle tube and detaching it from the door. *Figures 14 and 15* show us taping the nut and using locking pliers to loosen it. Then the handle tube was completely off the door, and we had a clear shot at the cylinder housing.

I'm going to stop at this point to say we may or may not have needed to loosen the nut at the bottom of the vertical tube. It's possible that we may have been able to pivot the handle out of the way without detaching it. This would have been step 4. The instructions don't say to detach it, so it might have worked. The problem is, I can't be sure without



Figure 17. The arrow points to a pin that lines up with a hole in the handle.



Figure 18. The author has turned around the inside housing to the side that touches the glass.



Figure 19. The author is using an Allen wrench to loosen the screw from the inside of the door with the outside housing still stuck to the door.



Figure 20. The wrench is inserted through an access hole to get to the set screw.



Figure 21. The square hole you see is the guide through which the actuator slides back and forth when locking and unlocking the bolt.



Figure 22. The new cylinder is installed, with core.



Figure 23. Shown is the floor from the author's article "The Glass Floor" in the June 2018 issue of *Keynotes*.

trying it, and that's not happening anytime soon.

Figure 16 shows the inside vertical handle. The silver part with the black circles is the actuator, which is also shown back in Figure 9 with the blue arrows on the drawing. The black circles are around the two notches that the cylinder cams engage to slide the actuator back and forth to lock and unlock the bolt. When the actuator is pulled away from the handle, the bolt is held up and out of the strike. When it is pushed back, the bolt drops down and locks into the strike. Just inside the tube, you can see one of the several mechanical joints that allow the sideways motion of the actuator to pull the bolt up and drop it down.

Figure 17 shows two hex head screws that attach the inside cylinder housing to the outside housing, and the arrow points to a pin that lines up with a hole in the handle. These two screws, in the drawing in Figure 9, have green arrows pointing to them. This is step 5.

Once both have been removed, you can pull off the inside housing. In Figure 18, I've turned it around to the side

that touches the glass. The black stuff is the cushion between the metal and the glass. On the left is the Allen set screw that locks in the cylinder or thumbturn.

To loosen the set screw for the outside cylinder, we don't need to remove the outside handle like we did on the inside. We also didn't have to remove or pull out the outside cylinder housing, so we omitted step 6. Figure 19 shows me using an Allen wrench to loosen the screw from the inside of the door with the outside housing still stuck to the door. In Figure 20 (which I lightened up a bit), you can see the wrench inserted through an access hole to get to the set screw. Figure 21 is a little blurry, but the square hole you see is the guide through which the actuator slides back and forth when locking and unlocking the bolt.

Everything goes back together the way it came apart. The new cylinder is installed, with core, in Figure 22. There were two of us working on these doors, which was a big help. It was a little tedious to reinstall the entire inside handle with two of us. It would have been a pain to do it alone.

If I run into another one of these, I'll try shifting the handle to the side to get at the hex screws. Better yet, I'd appreciate anyone who works on these doors more than I do to contact me at aew59@juno.com to give me the straight scoop on this.

Before I forget, the missing screw in Figure 4 held one of the "clamps" in place. Both screw and clamp were missing, yet the single remaining clamp — along with the guide pin in Figure 17 — held the inside handle in place tightly.

For those of you who never got to read "The Glass Floor" article, Figure 23 is the actual floor. I don't know if the glass started out clear or not. Either way, it would still diffuse the light. ☺



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.

Don't Be MIA From the AIL

THE ALOA SECURITY PROFESSIONALS ASSOCIATION FORMED THE AIL (ALOA Institutional Locksmiths) division to fill a void between retail locksmiths and those who worked in the nation's school districts, medical facilities, military installations and other such entities that require security professionals and choose to have in-house personnel as opposed to outsourcing. As part of the ALOA commitment to better serve and support these members, testing, credentials and classes were created specifically for the needs of the institutional locksmiths. Moving forward into 2020, there are more things on the horizon to help the AIL membership.

Beginning in spring 2020, many if — not all — of the AIL certification tests will be available not only at conferences and third-party testing centers but also as web-proctored, “at-home” testing. This means that AIL member who wants to earn their ICRL, ICPL or ICML designation will be able to take the various exams needed without missing work — either in their offices or at home with only a computer, internet service and a web camera. Along with the new testing options will be new tests. These tests will not only contain questions concerning general knowledge that all locksmith professionals must have, but there will also be tests specific to brands of hardware that are used in the institutional realm. If your facility uses ASSA ABLOY exit and door closer products, you can take testing on those specific devices. If that same facility uses Allegion locking hardware, then there will be a test on just those commercial-grade locks. You no longer will need to answer questions regarding hardware that is rarely, if ever, seen in the institutional arena.

There is also a push to develop more institutional classes focused on brand hardware rather than generics. At the conclusion of some of these classes, students will have the ability to take sections of the testing pertinent to that class while the info is fresh from the learning experience. These classes will not only be taught at the ALOA annual convention, but we also hope to be able to host a few education sessions around the country, including at ALOA's Aaron M. Fish Training Center in Dallas.

On the Horizon

As we move forward into 2020 and beyond, there are many ideas and plans in the research and development stages to enhance the experience of being an AIL member. More education, better and more meaningful testing, more recognition from peers and hopefully migrating that recognition of AIL credentials into the workplace. But none of this means anything without a growing, thriving membership base. It means nothing without an active and involved membership base. If you are a member of

“You no longer will need to answer questions regarding hardware that is rarely, if ever, seen in the institutional arena.”

the AIL, thank you... but reach out to your coworkers and members of your local organizations to join. If you are not a member, consider becoming one and help grow this part of the organization while also helping guide the direction it takes. If you are not a “joiner” but want to benefit from the education and credentialing, you are welcome to. The bottom line is this: if you are an institutional locksmith, don't be MIA from the AIL. ☺



Jim Hancock, CML, CMST, is ALOA's education manager. You can reach him at jim@aloea.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 | \$255 | <input type="checkbox"/> I elect to Go Green | \$230 |
| <input type="checkbox"/> International | \$270 | <input type="checkbox"/> I elect to Go Green | \$200 |

International Association of Investigative Locksmiths Membership

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

- | | |
|--|------|
| <input type="checkbox"/> US and US Territories | \$55 |
|--|------|

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 | \$255 | <input type="checkbox"/> I elect to Go Green | \$230 |
| <input type="checkbox"/> International | \$270 | <input type="checkbox"/> I elect to Go Green | \$200 |

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 | \$255 | <input type="checkbox"/> I elect to Go Green | \$230 |
| <input type="checkbox"/> International | \$270 | <input type="checkbox"/> I elect to Go Green | \$200 |

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 | \$255 | <input type="checkbox"/> I elect to Go Green | \$230 |
| <input type="checkbox"/> International | \$270 | <input type="checkbox"/> I elect to Go Green | \$200 |

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 publicly 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

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www.hlflake.com

IDN Incorporated

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www.idn-inc.com

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& Security Supply
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Lockmasters Security Institute

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Fax: 859-884-0810
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McLeod1357@AOL.com

OR

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MOBILE, AL, 36606 <03/20>

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Classified advertising space is provided free of charge to ALOA members and for a fee of \$3 per word with a \$100 minimum for nonmembers. Classified ads may be used to advertise used merchandise and overstocked 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@aloea.org by the 15th of the month two months prior to issue date. ALOA reserves the right to refuse any classified advertisement that it deems inappropriate according to the stated purpose of the classified advertising section.

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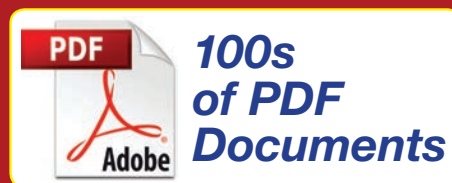
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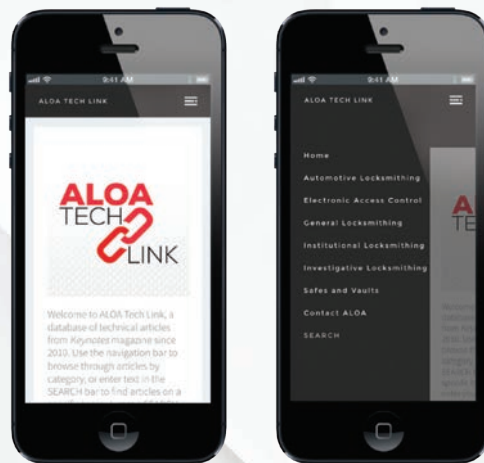
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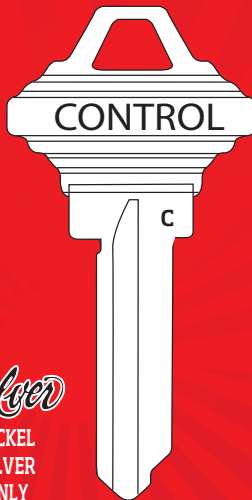
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