Developing an Effective

Key Control Program

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Developing an Effective Key Control Program

Today, Restauranteur's are challenged by constantly changing market demands while attempting to …

- Improve teamwork amongst field and corporate personnel
- Implement standardized cost saving measures
- Develop long-term disaster recovery plans
- Institute recurring managerial training programs

An often overlooked solution for one of the most basic access needs is…

“Who can get into our locations?”
Developing an Effective Key Control Program

Overview

• The First Building Block of Key Control
  – Restricted Keys
• The Second Building Block of Key Control
  – Developing a Rekey Avenue
• The Third Building Block of Key Control
  – Records Management
• The Fourth Building Block of Key Control
  – Policies & Procedures
• System Design Considerations
  – Master Keying
  – Designing New Systems
• Developing your Integrated Program
  – Step One – Take an Objective Assessment!
  – Step Two - Make the Decision to Fix It!
  – Step Three – Begin to Build Your Constituency!
  – Step Four- Start Evaluating Key Control Programs!
• Evaluate Your Key Control Program
The First Building Block of Key Control

**Restricted Keys**

– The quantity of existing keys must be controllable …
  - Establish a certain number of keys to be used at each location
  - Ensure that the keys cannot be duplicated without authorization
  - Create policies to get the key back upon employee separation

– Not controlling the number of authorized keys to the entrance door(s) …
  - Allows for vulnerability of your first line of defense
The First Building Block of Key Control

Restricted Keys

Here are some examples of effective ways to accomplish this …

Create an Employee Separation checklist for management that includes removal of all Access Credentials:

- Getting the key(s) back
- Changing alarm codes
- Changing safe combinations
The First Building Block of Key Control

**Restricted Keys**

Provide an avenue to create better key holder accountability by...

- Having personnel sign a key receipt or a key log
- Maintain key logs as part of your audit process
- This can be very effective if it is tied to store operations audit and/or management compensation
The First Building Block of Key Control

Restricted Keys

- Personnel sign a Key Receipt
- Key Authorization Process
- Separation Process with Key Holders
- Benefits of Restricted Keys

KEY RECEIPT

By accepting the serial numbered key(s) I assume full responsibility for the proper and responsible use of these keys. There is a $50 charge for lost keys or keys not returned.

If keys lost or stolen, I will report the incident to my District Manager.

Signature __________________________

Date: __________________________

Name: __________________________

Store Number: __________________________

Contact Phone: __________________________

Cell/Home/Email: __________________________

Manager Signature: __________________________

Date: __________________________

Employer Signature: __________________________

Date: __________________________

Update all issued and returned keys on key log and email to Connie Zurek.

Fax this receipt to Connie Zurek 1-888-880-0110

A Q&A presentation for employees to include.
The First Building Block of Key Control

Restricted Keys

– Key Log Process

Omaha Steaks
InStakey Key Log

1. Update the key log on the computer each time a key is issued or returned.
2. Email the updated Key Log to your AM/PM by noon on Monday and Friday.
3. Print a copy and place in your Key Log holder each month.

Date Form Updated: Store #
Date of Change Packet Confirmed Secure:

<table>
<thead>
<tr>
<th>Key Serial #</th>
<th>Keyholder Name</th>
<th>Date Issued</th>
<th>Date Returned</th>
<th>Date Deactivated</th>
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The First Building Block of Key Control

Restricted Keys Q&A

Are there “Best Practices” to lower cost when you have to rekey?

– By utilizing Restricted Key programs (blanks not available to locksmiths), simply getting the keys back upon employee separation/transition can virtually eliminate the need to rekey reducing costs

– If you are on a duplicable and easily available lock/key program (keys available at local locksmith) locksmith rekeys or management of core swaps become a necessity and increase your costs substantially
The First Building Block of Key Control

Restricted Keys Q&A

Are there “Best Practices” to lower cost when you have to rekey?

– Implementing simple audit procedures on “Restricted Keys” after each employee separation and adding keys to your current auditing program can help to determine if there is a security concern with a lost/stolen key and if a rekey/recore is necessary
The Second Building Block of Key Control

Developing a Rekey Avenue

In the event that you have a legitimate loss...

- Have a documented rekey avenue in place
- Depending upon your program requirements, rekeying could be cost prohibitive
- It is important to identify your risks and associated loss by electing not to rekey
The Second Building Block of Key Control

Developing a Rekey Avenue

Points to consider when documenting a Rekey Policy …

- Develop procedures that inform management of when the location should be rekeyed
- These rekey procedures should be clear and concise with few exceptions
The Second Building Block of Key Control

Developing a Rekey Avenue

- Rekey Policy
- Rekey Process
- Implementation of Procedures
- Benefits of Rekeying
The Second Building Block of Key Control
Developing a Rekey Avenue Q&A

Are there ways facility leaders or technicians can remove the core and have locks rekeyed so cost is lower?

- Core Swap Programs (self managed or outsourced)
- Carry a secondary lock set or retain a one on one relationship with your local locksmith provider
- Manage from central point
- Lock Industry Labor Rates throughout the country have risen over the past five years
- Re-pinning and key cutting cost are pretty similar throughout the country
The Second Building Block of Key Control

Developing a Rekey Avenue Q&A

Are there ways locks can be rekeyed without removing core or hardware so cost is lower?

– Rekeyable Lock Cylinders by Restaurant Manager
– Onsite for immediate rekey or managed by District Manager
– Eliminates afterhours call out or personnel wait time
– Reduces/eliminates labor and shipping costs associated with core swap
– Higher startup cost, investment provides recurring long term savings, typical ROI in two to three years
The Third Building Block of Key Control
Records Management

Computer software coupled with Internet accessibility has created the capability for ...

• Records management that allows you to monitor the compliance of your locations in “real time”
• Utilizing Audit and Exception Reporting to keep your Key Control program in check
• Establishing future cost savings measures
• Reducing location’s rekeying necessities
The Third Building Block of Key Control Records Management

- Utilizing Audit and Exception Reporting to keep your Key Control program in check
The Third Building Block of Key Control

**Records Management**

- Monthly Rekey Activity Report can be used to review how often locations are losing keys (Rekeying).
- This Report informs us of locations where retraining opportunities exist to teach getting keys back!

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Step</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 2009</td>
<td>Omaha Steaks 258 - Indianapolis IN</td>
<td>3</td>
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<tr>
<td></td>
<td>Total Rekeys (Jan 2009)</td>
<td>1</td>
</tr>
<tr>
<td>Mar 2009</td>
<td>Omaha Steaks 297 - S Windsor, CT</td>
<td>3</td>
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<tr>
<td></td>
<td>Omaha Steaks 276 - Wauwatosa WI</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Omaha Steaks 205 - Towson, MD</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Total Rekeys (Mar 2009)</td>
<td>3</td>
</tr>
<tr>
<td>Apr 2009</td>
<td>Omaha Steaks 258 - Indianapolis IN</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Total Rekeys (Apr 2009)</td>
<td>1</td>
</tr>
<tr>
<td>May 2009</td>
<td>Omaha Steaks 291 - Needham, MA</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Omaha Steaks 281 - Leawood KS</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Omaha Steaks 402 - San Jose, CA</td>
<td>7</td>
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<tr>
<td></td>
<td>Total Rekeys (May 2009)</td>
<td>3</td>
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<tr>
<td>Jul 2009</td>
<td>Omaha Steaks 276 - Wauwatosa WI</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Total Rekeys (Jul 2009)</td>
<td>1</td>
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<tr>
<td></td>
<td>Total Rekeys (in selected date range)</td>
<td>9</td>
</tr>
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</table>
The Fourth Building Block
Policies and Procedures

Documented policies, procedures, and enforcement are critical to the success of your Key Control program

– By documenting procedures, you link the three other building blocks together…
  • Restricted keys
  • Rekeying avenues
  • Real time records
The Fourth Building Block
Policies and Procedures

- Jointly Developing the Rekeying Policy & Processes with other Departments
- Building Constituency
Developing Your Integrated Program
System Design Considerations

Master Keying

- **A – Master**
  May open all doors of a particular department

- **AA – SubMaster**
  May open all doors of floor 1 or Department A

- **AB – SubMaster**
  May open all doors of floor 2 or Department B

- **AC – SubMaster**
  May open all doors of floor 3 or Department C

- **AA1 – User Key**
  May open all doors on Floor 1 or Department A keyed alike to the combination AA1

- **AB1 – User Key**
  May open all doors on Floor 2 or Department B keyed alike to the combination AB1

- **AA2 – User Key**
  May open all doors on Floor 1 or Department A keyed alike to the combination AA2

- **AB2 – User Key**
  May open all doors on Floor 2 or Department B keyed alike to the combination AB2

- **AC1 – User Key**
  May open all doors on Floor 3 or Department C keyed alike to the combination AC1

- **AC2 – User Key**
  May open all doors on Floor 3 or Department C keyed alike to the combination AC2
Developing Your Integrated Program

System Design Considerations

Having one key that gets into many locations whether by district, region, or all; can be very convenient for staff, but...

- Can leave many locations vulnerable to unauthorized access should a key be Lost, Stolen, or Unaccounted for

- Could prove to be cost prohibitive depending on your rekey policies and current program

- May often require district and regional hierarchical realignment based upon Multi-chain growth and expansion
Developing Your Integrated Program

System Design Considerations

If utilizing a Master Key for Disaster Recovery or Covert Installation is part of your program requirements, here are some points to be considered …

– Verify that this key is “restricted” and cannot be duplicated without your knowledge
– Establish a limited authorization listing of who can order this key
– Ensure proper documentation, disposal, and return of the key after its use
Developing Your Integrated Program

System Design Considerations

• Current System Design
• Challenges and Benefits with Current System
• Planned Future Changes Geographical vs. Organizational Chart
Developing Your Integrated Program
System Design Considerations

New Construction cost reduction measurements …

• Change specifications on interior glass store front doors to thumb turn vs. internal keying (which is not fire code compliant in many areas)

• Change specifications to allow only one main and/or rear entrance to be keyed reducing the amount of lock hardware and cost required

• Limit internally locked doors if they are normally unlocked

• Standardize lock hardware to a single specification/manufacturer
Developing Your Integrated Program

System Design Considerations

Retrofit cost reduction measurements ...

• Standardize to one program to negotiate best rates

• Deactivate keyed mortise housings or install Dummy (blank) Cylinders where multiple glass store front doors occur in a single location

• Keep internal doors on existing system, such as managers office, emergency alarms, etc

• Limit internally locked doors if they are normally unlocked

• Limit or reduce number of key holders, supply Key Receipts with defined penalties
Developing Your Integrated Program

System Design Considerations Q&A

Are there types of locks that are lower in costs than others?

- Lock & Key programs vary throughout the industry, Restauranteurs should determine what level of security and management is required.

- Restauranteurs may look at their lock & Key program as a necessary expense rather than an investment.

- “Restricted Key” management programs are investments for protecting assets, and improving personnel safety all while lowering recurring costs overtime.

- Your Lock & Key program expenses are only as good as the program management, set loss prevention goals, and identified areas to uncover cost savings.

- It’s really up to you to determine the “best practices” for your restaurants.
Developing Your Integrated Program

Four Steps

How do you begin to develop your integrated program to monitor and control doors, locations, key holders, and keys?

• Step One – Take an Objective Assessment!

Measure the effectiveness of your current key control program by asking yourself if your current program has the four critical elements …

- Restricted keys
- Rekey avenue
- Records management
- Policies/procedures

Determine the vulnerabilities and risks inherent in your current key control program
Developing Your Integrated Program

Four Steps

• Step Two - Make the Decision to Fix It!

Document your reasoning so that you can use it as a checklist during your transition to the new program ...

Currently, we:

– have no policy that authorizes rekeying when a key is lost, stolen, or not returned upon employee separation

– do not know how many keys exist that get into our locations

– know shrink or loss is occurring in areas that have key holder access

– don’t know who had access to that key in the event of an incident

– have keys that can be duplicated, so rekey expenditures are excessive and recurring
Developing Your Integrated Program
Four Steps

• **Step Three – Begin to Build Your Constituency!**
  
  *Management needs to endorse what is necessary so we can achieve our target results …*

  – You’ll need the company’s budget decision-makers to understand the cost effectiveness of one program over another
  – Agree upon goals based on your return on investment (ROI)
  – Review both short-term and long-term effects from program implementation
  – Keep it simple, so your partners can easily identify with the benefits
Developing Your Integrated Program
Four Steps

• Step Four- Start Evaluating Key Control Programs!

  *When you research and interview vendors about your particular needs…*

  – Look for a vendor who approaches key control as an integrated program – not just locks, keys, and/or software

  – Your vendor should relate to your needs on all levels including the nuances of day-to-day procedures in your operation

  – Your vendor can even drive it for you – monitoring and managing your day-to-day program requirements. However, there is no way to avoid the need for your company’s “buy in” and commitment to Key Control practices
Developing Your Integrated Program

Four Steps

– Taking an Objective Assessment
– Making the Decision to Fix It
– Building Your Constituency
– Evaluating Key Control Programs
– Ongoing Benefit of Program
Evaluate Your Key Control Program

How serious do you take your location’s security?

1. Do you know of every locked door in your domain? Every location? Every locked door? Are they documented somewhere? Don’t you think they should be?

2. Do you know who is holding the keys for all those doors?

   In other words, do you know where every key is that could open one of your doors? Don’t you think you should know?
Test Your Key Control Program

How serious do you take your location’s security?

3. Are your keys on “restricted sections”?  
   In other words, can you depend on the fact that your key holders can’t get duplicates down at the local hardware store/locksmith? Are there five keys only at this location or have they been multiplying without your approval?
   Wouldn’t you want to know?

4. If you found a key to one of your doors, would you know whose it was and what it fit? Why not?
   Wouldn’t it be simpler to know whose key and what it opened rather than replacing it because you didn’t know?
Test Your Key Control Program

How serious do you take your location’s security?

5. If a key was reported lost, would you rekey immediately? What if it was stolen?
   Should you?

6. If you had an event, would you be able to answer one of the first questions surfaced in the investigation – “who has keys to this door?”
   Why not?
Test Your Key Control Program

How serious do you take your location’s security?

Interesting and simplistic questions – don’t you think?

- If you answered “Yes” to each of the questions, you are to be congratulated – your key control program is indeed an effective key control program.

- We would suspect that with the other measures you likely have in place, your facilities are about as secure as they can be in today’s environment.
Test Your Key Control Program

How serious do you take your location’s security?

• If you answered “No” to one or more of the previous questions, you most likely have identified a hole in your key control program and thus a potential liability in your overall security program.

• As low tech and likely uninteresting a subject as it might be, Key Control MUST be thought about or it will likely impair the effectiveness of all your other security measures.
Developing an Effective Key Control Program

For More Information Contact:

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