

ISSUE 19 | OCTOBER 2026



Security Dealer DIGEST

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MIKE TAYLOR

Executive Vice
President of Sales

“**A**s I step into my new role as Executive Vice President of Sales at DMP, my strategy is pretty straightforward: Get the right people on the bus and make sure their focus is where it belongs, on supporting our dealers.

DMP was built on the strength of our dealers. That will never change. We have relationships with some amazing companies, and I believe we have an opportunity to go deeper with those partners.

That starts with putting the right salespeople in the right territories. Their job isn't simply to sell DMP, it's to support our partners, work alongside them and help them close business.

We also need to keep giving our dealers opportunities to grow. As DMP expands our video offerings and continues to build our access control solutions, we're delivering products that excite our dealers

and move their businesses forward. But products are only part of the equation. Relationships matter.

That's why I plan to spend most weeks on the road, working with our sales team and visiting our dealers. I want to sit across the table from you, understand your business and find out where DMP can help. If there's an obstacle we can remove or something we can do bigger, better or faster, I want to hear about it.

Business moves fast, and we need to respond just as quickly.

I'll be reaching out and visiting as many of you as possible. But if you need something, call me. My cell number is available, and I want you to use it.

I look forward to getting into your offices, hearing what you need and finding more ways for DMP to help you win.

”

Mike is an established industry leader with a long history of growing physical security dealer programs and constructing and deploying solutions across all markets. He has spent 20 years in senior leadership, previously serving as Head of Sales, Public Sector and Channel Sales at Alcatraz and VP of Global Sales and Marketing at Hirsch. At DMP, Mike will be responsible for company growth, go-to-market strategies and developing a world-class sales team.

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NOTE: Certain articles in this publication were crafted with the assistance of OpenAI's language model and ChatGPT. Their capabilities aided in the streamlining of our content development. We gratefully acknowledge their role in enhancing our work.

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*Do you know of an upcoming event that is not included on this list?
Submit the event title, date and location to Mark Hillenburg at MHillenburg@DMP.com.*

EVENT	LOCATION	DATE
2026		
 Dealer Roundtable	Colorado Springs, CO	October 5-6, 2026
ACS 26 by TACC	New Zealand	October 6-7, 2026
ESTA Operators Meeting	Panama City Beach, FL	October 14-15, 2026
Securing New Ground	New York City, NY	October 20-21, 2026
Intl Assoc Chiefs of Police	Orlando, FL	October 24-27, 2026
Defined Marketing NYC Scavenger Hunt	New York City, NY	November 3, 2026
ISC East	New York City, NY	November 3-5, 2026
TMA Annual Meeting	Cancun, MX	November 7-11, 2026
XBO	Phoenix, AZ	November 9-11, 2026
The Leadership Exchange	Greenville, SC	November 16, 2026
CAA Winter Meeting	San Francisco, CA	December 2-5, 2026
Raymond James Security Investor Conference	New York City, NY	December 16-17, 2026
2027		
ESA Team Kickoff Meeting	Irving, TX	January 25-27, 2027
Integrated Systems Europe	Barcelona, SP	February 2-5, 2027
Barnes Buchanon Conference	Palm Beach, FL	February 4-6, 2027
 Dealer Roundtable	San Diego, CA	February 8-9, 2027
Integration Association of Florida	Palmetto, FL	February 17-19, 2027
Sonitrol Sales Titans	Monterey, MX	March 3-7, 2027
Security Industry Walk the Hill Day	Washington, DC	March 4-5, 2027
NJELSA Symposium	Atlantic City, NJ	March 17-19, 2027
AFAA Fire Expo	Biloxi, MS	March 27-28, 2027

EVENT	LOCATION	DATE
MD Owners Forum	Las Vegas, NV	April 6, 2027
ISC West	Las Vegas, NV	April 7-9, 2027
Sonitrol National Dealers Association	San Diego, CA	April 15-18, 2027
ESTA Owners Meeting	Cabo San Lucas, MX	April 25-28, 2027
NetOne Shareholders/Sales and Meeting	Phoenix, AZ	April 27-30, 2027
CAA Spring Convention	Palm Springs, CA	May 11-15, 2027
TMA Mid-Year Meeting	Virtual	May 12-15, 2027
InfoComm	Orlando, FL	June 12-18, 2027
Security LeadHER	Austin, TX	June 14-15, 2027
NFPA Conf & Expo	San Antonio, TX	June 14-15, 2027
National Sheriff's Association	Charlotte, NC	Jun 21-24, 2027
ESX	Tampa, FL	Jun 28-Jul 1, 2027
GSX	Orlando, FL	September 20-23, 2027
TMA Annual Meeting	Scottsdale, AZ	September 25-30, 2027



Built From the Ground Up



How Advance Alarms turned a family business and commitment to quality into service across 18 states

Long before Advance Alarms had a well-known reputation for excellence, a wide-reaching customer base and major commercial customers, the business was a way for a family to make ends meet.

Shannon Morrison, president of Advance Alarms in Broken Arrow, Oklahoma, traces the company's story to his father, Robert, who served as a Tulsa police detective while raising a young family. Money was tight, so he took extra jobs. He worked security at events, served warrants and did bodyguard work. Eventually, Robert began working with another police officer at an alarm company and learned the security trade.

In 1972, Shannon's parents started their own company, Diamond Security. His father sold and installed systems after work and on weekends; his mother, Teresa, built the foundation for their monitoring, billing and HR systems. About a decade later, they renamed it Advance Alarms, a practical marketing decision when being near the front of the phone book mattered.

For Shannon and his brother, Clint, Advance Alarms soon became a true family business. "When I was 13 and my brother was 11, they started getting enough business that we lost our weekends and summer vacations," Shannon said.

Those early years established a pattern that would influence the company for decades: Work hard, understand the business from the ground up and never lose sight of what the customer is trusting you to protect.

“

If your team
doesn't respect
or trust you,
they won't follow
your vision.

”

THE ORIGINAL VISION

Technology has totally transformed the security industry since the Morrisons entered it. Advance Alarms' basic residential burglar alarms transformed into integrated intrusion, access control, video, fire and mobile solutions. Nevertheless, their underlying mission hasn't changed.

"Our original vision was to protect home and family," Shannon said. "That's still our vision to this day." Their vision now includes workplaces, employees and commercial facilities, but their responsibility remains the same: Keep people safe and do it with practices customers can trust.

Shannon's father's law enforcement background influenced how the company initially approached system design. The family learned to think about security from the perspective of what happens during a crime, rather than just installing a typical package.

In residential applications, for example, a motion detector in the primary bedroom became essential because burglars target the room where valuables may be stored. In commercial applications, protecting the control panel and identifying weak points became fundamental.

The philosophy carried into monitoring. Advance Alarms paid close attention to early openings, late closings, duress codes and communication test signals. Some practices, Shannon acknowledged, developed through "painful learning along the way."

EARNING THE RIGHT TO LEAD

When Shannon graduated college in 1994 and Clint followed a couple of years later, they entered the company full time — but not in leadership.





“My brother and I started out at the bottom and worked our way up,” Shannon said. “We never received a handout, special treatment. If anything, we were held at a higher standard than everybody else.”

This meant arriving first and leaving last. As a young man, Shannon admits the requirement could be frustrating. If another employee was still working at 8 p.m., Shannon was expected to stay as well. Today, as Advance Alarms employs over 100 people, he understands the lesson.

“I think leading by example is a huge key to leading people,” Shannon said. “If your team doesn’t respect or trust you, they won’t follow your vision.” Many employees have worked with the Morrison family for decades, as long as 40 years, and watched Shannon grow up. Now he leads them, which makes his credibility especially important.

Understanding every facet of the operation has given Shannon a perspective that’s difficult to develop from behind an executive desk.

“

I believe that how we do business today will be different in five years. The people who won’t adjust and change are going to be left behind.

”

Knowing how systems are sold, installed, serviced and monitored helps leadership communicate expectations and recognize when the company needs to pivot.

Shannon’s experience is shaping how the third generation of the Morrison family is entering the business. Shannon’s son and daughter both worked their way through the company. His son started with some of the least desirable assignments and now runs a crew. His daughter has worked in parts, billing and human resources.

At Advance Alarms, succession isn’t about handing someone a title. It’s about preparing that person to earn the confidence of the people they may lead.

GROWING WITH RELATIONSHIPS

When Shannon and Clint began working full time, Advance Alarms

was heavily residential. The brothers saw opportunity elsewhere.

They became interested in analog cameras, access control and fire systems, then began approaching residential customers who also owned businesses. They paved the way for a deliberate expansion into commercial security.

Advance Alarms grew far beyond Broken Arrow. Today, the company operates in several states, using a combination of traveling crews and subcontractors to serve large customers while maintaining their strong local presence.

This introduces a familiar challenge for independent dealers: How do you grow without sacrificing the relationships that made growth possible? For Shannon, the answer comes down to people and communication. With major customers, he and Clint stay personally engaged. If Shannon hasn't spoken with an important customer in roughly 30 days, he picks up the phone. "What can I do to take care of you?" he asks. These conversations frequently reveal opportunities. A routine check-in can turn into a discussion about 15 new locations or an upcoming project.

After a previous acquisition, Shannon and Clint visited the customers to introduce themselves. One of the customers became large enough that the brothers had to divide their responsibilities. Clint, whose education and expertise are well-suited to software-driven systems, concentrated on the large customer, while Shannon focused on Advance Alarms' daily operations.

Twice, the customer experimented with national providers for specific projects and proof-of-concept

deployments. Advance Alarms remained involved and told the customer when they believed proposed approaches wouldn't work. Eventually, the customer returned to Advance Alarms' solutions.

Prosperity doesn't eliminate the need for relationships. It makes relationships even more important.

BALANCING PROFIT AND RMR

Advance Alarms' expansion into commercial work sparked another important lesson. Recurring monthly revenue had been central to the company from its earliest days, and residential security allowed the company to build RMR quickly. But as they moved toward larger commercial projects, the economics changed.

Projects could be significantly more profitable, but they could take days, months or even years to complete. As Advance Alarms pursued more commercial projects, Shannon saw an unintended consequence: RMR growth slowed.

“
Our original vision
was to protect
home and family.
”

"I've had to backtrack a little bit on that and start focusing on some of the smaller jobs," Shannon said. The experience taught him that profitability and RMR must be managed together. A company can have a strong project pipeline while weakening one of the fundamental drivers of long-term enterprise value.

Consequently, Advance Alarms brought close attention back to smaller projects and residential business while continuing to pursue commercial opportunities.

INNOVATION AND TRADITION

Advance Alarms' history spans an extraordinary period of technological



“
Advance Alarms
held the highest
standards for
our industry
and always took
great care of its
employees and
customers.
”

change. Shannon remembers chip programming, then came reliable flash programming and remote programming. Cameras progressed to high-definition and megapixel systems, and access control moved into the same mobile ecosystem as intrusion.

Integration has been momentous for Advance Alarms. Shannon believes integrated security and access control, coupled with RMR, is one of the biggest changes affecting the company. He also sees substantial potential in DMP's XV Gateways and artificial intelligence.

“I believe how we do business today will be different in five years,” Shannon said. Independent security companies willing to adjust will have opportunities. Those unwilling to change risk being left behind.

While future-focused innovation is a primary objective at Advance Alarms, expansion alone will never be their goal. Shannon is cautious about geographic acquisitions, because maintaining quality from a distance is challenging. Building a profitable operation in Oklahoma City required finding the right people to uphold the standard of quality Advance Alarms demands.

DO IT RIGHT THE FIRST TIME

Ask Shannon for the business principle he refuses to compromise on and the answer comes quickly: “Do it right the first time.”

“I’ve made the mistake of ignoring that in the past,” he said. “It’s cost me a substantial amount of money.”

The same practicality applies to his advice about sales: Charge what you’re worth and don’t be afraid to hear no. It’s a philosophy forged through more than five decades of family experience, from a police officer installing alarms after his shift to a multistate security operation serving residential customers and sophisticated commercial organizations.

Despite such success, what Shannon hopes people will remember about Advance Alarms is uncomplicated: Advance Alarms held the highest standards for the industry and took great care of its employees and customers.

“I try to make it more complicated than that,” Shannon said, “but I really think that’s it. Our legacy is that simple.”

Security systems are more sophisticated. The company is larger and its reach is wider. The threats are different, and the technology that will define the next five years may look dramatically different from what dealers install today. But the principles that built Advance Alarms haven’t changed.

Protect people. Know your craft.
Earn the trust of your team.
Take care of your customers.

And do it right the first time. ●





**DON'T JUST NOTIFY.
VERIFY.**

CONNECT YOUR CAMERAS TO THE ALARM PANEL AND EASILY EXTEND THEIR CAPABILITIES

Do you know what happens when you connect your cameras to your alarm panel?

Everything.

Cameras become smart motion detectors, differentiating leaves and shadows from intruders and other bad actors. Time becomes relevant, distinguishing customers in your lobby during business hours from a burglar being there after hours; someone driving up to use an ATM from someone backing up to it with a hook and chain; someone stopping to check a text message from someone loitering near a warehouse door.

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valuable than ever — an integrated part of your intrusion system that can prevent crime instead of a device that tells you what already happened.

The **AlarmVision Driver** lets Axis cameras become a fully integrated part of your alarm system without installing additional hardware.

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Critical Monitoring Without Compromise.

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Dealer-First Monitoring

3
REDUNDANT
Monitoring Centers

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YEARS
Conversion Leadership

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System Uptime

100%
Wholesale

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CMS

Why You Need To Join **The Monitoring Association**

Hear from Whitney A. Doll, CEO of The Monitoring Association



Artificial intelligence is reshaping monitoring, cybersecurity threats are multiplying, customer expectations are evolving and consolidation is redrawing the competitive landscape almost overnight. For alarm companies navigating this level of relentless disruption, one question matters most: Are you facing these challenges alone, or are you part of something bigger?

That's the question Whitney A. Doll, newly appointed chief executive officer of The Monitoring Association (TMA), wants the industry to sit with. Her answer is clear: In times of rapid change, industries either fragment or unite.

“
TMA isn't reserved
for those who own
and operate a
central monitoring
station.

75 YEARS OF UNITY

TMA was established 75 years ago on one foundational idea: Professionals in the security industry are stronger together than apart. TMA's track record speaks for itself. TMA authored industry standards that are the operational backbone of professional monitoring, shaped policy at the national level and built trust between the private security sector and public safety agencies.

When you join TMA, you're aligning your business with an organization that's spent three-quarters of a century earning credibility and influence on behalf of companies like yours.

PROFESSIONAL MONITORING INCLUDES YOU

TMA isn't reserved for those who own and operate a central monitoring station. As Doll put it: "Professional monitoring is an element of all your businesses."

If your alarm company relies on a third-party central station for monitoring, that relationship is a cornerstone of your revenue stream and customer promise. Monitoring standards, operator training expectations and public safety agency policies directly affect your business outcomes.

Not engaging with TMA because you don't own a central station is like a restaurant owner ignoring food safety regulations because they outsource their kitchen. Professional monitoring touches every company in the industry, and that includes you.

TMA's membership reflects the broad ecosystem of the security industry. Central monitoring stations, dealers, system integrators, service providers and manufacturers all

have a seat at the table. The goal is to unite every party with a stake in professional monitoring, because meaningful change requires everyone working in the same direction.

ALWAYS EVOLVING

TMA isn't resting on its historical laurels. The association is in the middle of a significant evolution, and the timing for joining couldn't be better.

Video monitoring training:

Later this year, TMA is launching a comprehensive suite of video monitoring training programs to prepare monitoring professionals for this growing service. TMA members will have early and expanded access to these programs, giving their teams and businesses a measurable edge.

New certification programs: TMA is refining its certification programs to help customers choose the best operators and companies in the industry. Certification is a powerful way to stand apart from the competition, signal quality to prospective clients and build lasting trust. TMA certifications carry the weight of an organization the industry recognizes and respects.

Video monitoring standards: This year, TMA kicked off the development of a new video monitoring standard. This is a ground-floor opportunity for companies active in video monitoring to shape the rules of the road before they're written. Standards developed today will define how the industry operates for years to come.

Regulatory influence and national advocacy: TMA represents the industry's interests with regulators and in the national conversation. Without an organized, unified voice, you have little

power to influence the outcomes of security-related policy battles, which may have enormous consequences for alarm companies.

PUBLIC SAFETY PARTNERSHIP

The security industry exists to protect lives and property. That mission depends on monitoring centers having a strong, functional relationship with public safety, including law enforcement, fire departments and emergency responders.

TMA has spent decades building and strengthening public safety partnerships, which are necessary and foundational to the value of your alarm company.

THE MOMENT IS NOW

The security industry is at an inflection point. Companies that lean into this moment, invest in training, standards, advocacy and industry connection, will thrive. Those who go it alone risk being left behind and having the rules written without their input.

TMA is where the industry's most forward-thinking companies are gathering to shape what comes next. Whether you run a central station, operate as a dealer, integrate systems or manufacture the devices that make it all work, the industry needs what you bring to the table. ●

To learn more about TMA membership and upcoming programs, visit the TMA website (tma.us) or reach out directly to Whitney Doll at wdoll@tma.us.



thrive.
maximize.
advance.

TMA

The Monitoring Association (TMA) is a thriving professional community of monitoring centers and third-party monitoring providers as well as installing dealers, integrators, manufacturers, and consultants.

A Network You Can Trust.

Connect and exchange with a network of top leadership from the most influential companies whose experience and expertise are leading the industry.

A Forum for Your Voice.

Position your leaders on the frontlines of key decision-making that will impact the future of your business. Take an active role in groundbreaking ANSI standards development and legislative advocacy.

A Resource for Competitive Distinction.

Convey a commitment to service excellence with TMA's ASAP Service, Five Diamond, FirstNet, and IQ credentials and take your team's knowledge and professionalism to new heights by leveraging TMA's extensive online education portfolio.

If you are an independent monitoring provider or contract your monitoring to a third-party, take a seat at the table and give your company every advantage for success in today's competitive marketplace.

Join the TMA community.



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The New Monitoring Model

How AI, video intelligence and digital dispatch are redefining customer service

By Alan Gillmore

President, Gillmore Security Systems | President, The Monitoring Association

The monitoring center is no longer just a destination for alarm signals. Today it serves as an intelligence hub, combining automation, video analytics, artificial intelligence and real-time dispatch technologies to deliver faster response and a more connected customer experience.

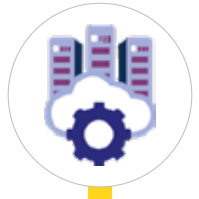
These advancements are changing the way monitoring services are designed, delivered and scaled. Traditional distinctions between in-house monitoring, contract monitoring and hosted solutions are less relevant, as modern technology platforms allow security dealers to create monitoring models tailored for operational needs and customer expectations.

But customers expect more than basic alarm response. They want immediate communication, proactive service and confidence that their security provider is leveraging the latest technology.

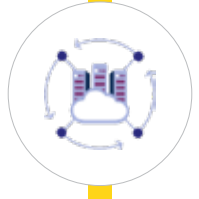
The result is a new monitoring model built for customer experience, with flexibility, intelligence and speed leading the way.

“The monitoring center is evolving from a signal-processing operation into a technology-enabled customer experience platform.”

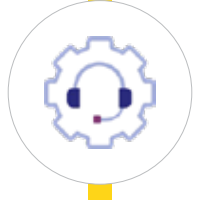
FLEXIBLE MONITORING SOLUTIONS



Hosted Automation



Hosted Automation With Failover



Hybrid Monitoring



Conventional 3rd Party Monitoring

The evolution from traditional monitoring environments to hosted automation, hosted automation with failover, hybrid monitoring and conventional third-party monitoring.

FLEXIBILITY IS A COMPETITIVE ADVANTAGE

For decades, monitoring strategies followed one of two paths: Maintain an in-house central station or outsource to a third-party provider. Today, dealers are adopting hybrid approaches that blend hosted automation, cloud-based technologies and traditional monitoring services.

The shift is driven by several factors: maintaining aging infrastructure, managing cybersecurity requirements, recruiting qualified operators and ensuring uninterrupted service has become complex and expensive.

Hosted and hybrid environments allow dealers to access enterprise-grade technologies and redundancy and development resources without the full burden of ownership. More importantly, these platforms provide the agility required to adapt as customer expectations and technologies evolve.

DATA QUALITY IS CRUCIAL

Better data leads to better customer experiences, yet data quality is one of the most overlooked components of modern monitoring. As dealers modernize their monitoring environments, many discover that years of legacy processes, custom configurations and inconsistent record management creates friction throughout the customer experience.

Clean, accurate data improves every aspect of service delivery. With accurate contact information,

response instructions and account configurations, monitoring professionals can respond efficiently and reduce unnecessary customer interactions.

Modern platforms provide visibility into operational trends that were difficult to identify in legacy environments. Operator-handled events, recurring alarm activity and customer response patterns help dealers identify issues before they become service problems.

“Good data isn’t just an operational asset. It’s a customer service strategy.”

VIDEO MONITORING IS AT THE FOREFRONT

Video monitoring continues to be one of the industry’s most significant growth opportunities.

VIDEO MONITORING

Video monitoring is at core of AI deployment

Video Verification

Video Analytics

Outdoor Interactive Monitoring

Indoor Interactive Monitoring

VIDEO APPLICATION

Monitored video security powered by artificial intelligence

Mobile Trailers

On Perm LVM

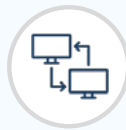
Key applications, including video verification, video analytics, indoor interactive monitoring, outdoor interactive monitoring, live video monitoring and mobile surveillance deployments.



What is the ASAP Program?

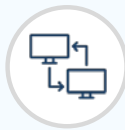
The Automated Secure Alarm Protocol (ASAP) program is a computer-aided dispatch system designed and operated by The Monitoring Association (TMA) and the Association of Public Safety Communications Officials (APCO International) in numerous jurisdictions across the United States.

How Does it Work?



Computer-to-Computer Data Interchange

Faster and more efficient at providing critical alarm information to responding authorities during a dispatch.



Eliminates Human Error

Errors caused by misunderstandings or address confusion are virtually eliminated.

The result is faster alarm response times.

How digital alarm data moves directly between monitoring centers and public safety agencies without requiring manual telephone dispatch procedures.

Advancements in analytics, edge computing and AI-driven event detection are transforming cameras from recording devices into proactive security tools, capable of generating meaningful intelligence.

Intelligent analytics reduce nuisance events, improve operational efficiency and provide richer information during alarm events. Combined with professional monitoring, video enables faster decision-making and more accurate response.

As analytics continue to improve, dealers can offer proactive services that prevent incidents rather than simply document them after the fact.

DIGITAL DISPATCH ACCELERATES RESPONSE

The adoption of Automated Secure Alarm Protocol (ASAP) is a significant advancement in monitoring. ASAP enables computer-to-computer communication between monitoring centers and emergency communications centers, eliminating several steps traditionally required to dispatch emergency responders.

Benefits of ASAP:

- Faster dispatch times
- Reduced human error
- Improved data accuracy
- Enhanced public safety efficiency
- More consistent emergency response

As more jurisdictions adopt ASAP connectivity, dealers gain another opportunity to improve outcomes for customers and strengthen relationships with public safety agencies.

“Digital dispatch is transforming alarm response in the same way online banking transformed financial transactions.”

REFINED ALARM VALIDATION BOOSTS VALUE

The industry is embracing Alarm Validation Scoring (AVS-01) to improve alarm prioritization and reduce false dispatches.

AVS-01 assigns validation levels to alarm events based on available supporting evidence. With video verification and ASAP dispatch, public safety agencies receive accurate information and emergencies receive faster attention.

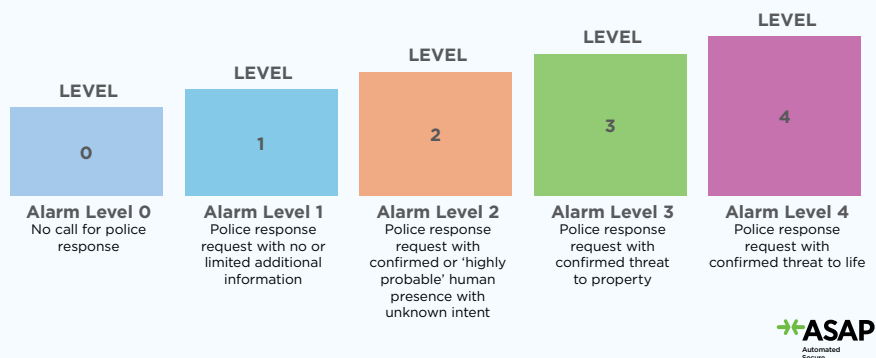
Amid much scrutiny of response efficiency, AVS-01 is an opportunity for dealers to demonstrate the value of professionally monitored security systems.

AI EXPANDS HUMAN CAPABILITY

Artificial intelligence is becoming a foundational technology within the monitoring center. Its greatest impact isn't replacing people; it's making them more effective. AI already powers much of the analytics used in video monitoring

ALARM VALIDATION SCORING

What Exactly Is AVS-01?



The progression from low-confidence alarm activity to confirmed threats requiring immediate response.

systems. It's applied to operator workflows, reporting, knowledge management and customer communications. Internal AI tools can help technicians quickly troubleshoot systems, assist operators in processing information and provide faster access to institutional knowledge.

Successful organizations also recognize that customer service is fundamentally human. Empathy, trust and relationship building continue to differentiate leading security providers from commodity competitors. The future is unlikely to be fully automated. Instead, it will belong to organizations that blend human expertise with intelligent technology.

THE FUTURE OF MONITORING

The modern monitoring center is evolving into a connected ecosystem, in which data, video, AI and digital dispatch work together to create better outcomes. For dealers, the opportunity extends far beyond operational efficiency.

These technologies enable stronger customer relationships, improved response performance and new recurring revenue opportunities. Those who embrace this transformation today will deliver the next generation of security services tomorrow.

In an industry dedicated to securing people and property, technology is no longer simply supporting the mission. It's one of the most powerful tools for fulfilling it. ●

ADDITIONAL AI POWER FOR CUSTOMER

- Agentic AI changing the interface
- More intelligent phone routing and data analysis
- Ability to integrate and package **Rich Data** for dispatch
- Centralizing knowledge base and leveraging LLMs to provide enhanced technical service

The above graphic highlights intelligent call routing, data analysis, agentic AI, rich data integration and large language models supporting technical service.



Culture by Design

How Will Fleenor rebuilt a company from the inside out



At the Grand Hotel in Point Clear, Alabama, a room full of security industry owners settled in for what they expected to be a standard leadership session. Instead, attendees of the the Electronic Security and Technology Association Owners' Meeting got something far more personal.

Will Fleenor, president of Fleenor Security in Johnson City, Tennessee, opened with a candid admission. Culture, he said, is not a buzzword. It is the operating system of a company. And if you aren't actively building it, you're living with whatever has taken root by default.



**FLEENOR
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SYSTEMS**

Culture isn't accidental; it's engineered, reinforced and, at times, painfully rebuilt.

A LEADERSHIP WAKE-UP CALL

Shortly before becoming president of Fleenor Security, Fleenor joined a peer advisory group for Christian business owners, where he was challenged by a powerful idea: One day he would be accountable for how he led the people entrusted to him.

Fleenor Security already had a strong reputation, loyal customers and dedicated employees. Fleenor credits the foundation built by employees who came before him. But culture doesn't become healthy by accident. As the company grew during Fleenor's tenure as president, its cultural challenges were his responsibility to address.

Due to growth and the creation of new positions, employees didn't always know what success looked like in their roles. Accountability was inconsistent, communication broke down and decisions slowed. Teams occasionally worked in silos, and unresolved frustrations created friction.

"Culture eats strategy for breakfast," Fleenor said. Every organization has a culture, whether it's intentional or not. Leaders shape that culture by what they model, what they reward and what they tolerate.

THE TURNING POINT

Fleenor began by looking in the mirror, saying "The culture we had was the culture I was leading and allowing."

As the company continued to grow, he realized many of the systems, expectations and leadership habits that had worked in earlier years were no longer sufficient for the organization Fleenor Security was becoming.

The issue of gossip, which Fleenor described as a cancer to organizational

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Real culture
change happens
when principles
move beyond
words and
drive how your
company hires,
leads, serves
and grows.

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health, stood out above the rest. Complaints traveled sideways or downward instead of upward to those who could address them. Frustration, division and erosion of trust spread.

Fleenor also recognized a weakness in himself: He wanted people to like him. That made accountability harder than it should have been. Before he could change the company culture, Fleenor had to make changes within himself.

Over time, Fleenor learned that culture is shaped by what leaders are willing to tolerate. Left unaddressed, even talented employees can unintentionally undermine an entire organization. As he began pushing for cultural transformation, resistance surfaced. Key employees left and leadership roles turned over. Standing alone in a parking lot, he wondered if he had ruined the company.

What followed was a deliberate, multi-year culture rebuild.

BUILDING THE BLUEPRINT

Mission, vision and values were the blueprint and filter for the standards that followed. But Fleenor emphasized that leaders cannot define these in isolation. His first attempt, written alone, failed. Instead, Fleenor engaged the entire organization.

For months, employees contributed what they thought made the company unique. Words, phrases and themes filled whiteboards, and cross-functional teams refined the input, identifying patterns and priorities.

The process was intentionally slow as ideas were debated, tested and refined. The investment mattered because it ensured buy-in and authenticity.

PUTTING WORDS INTO ACTION

Even well-crafted mission statements and core values mean little if they don't influence daily operations.

Fleenor's initial vision, a goal of reaching \$30 million in revenue, failed to resonate with frontline employees. Despite leadership's intentions and the benefits of growth, it was perceived as a target benefiting ownership, not the team. If employees can't connect to the vision, it won't drive behavior.

The revised mission tied directly to the company's work and the impact of that work on customers: protect, connect and be ready when it counts. The vision later evolved, emphasizing service, stewardship and lasting impact on people and communities.

CREATING CORE VALUES THAT STICK

Fleenor avoided generic, one-word values. Instead, each of Fleenor Security's values includes a behavioral definition:

- Serve with love and excellence
- Delight with the unexpected
- Own everything in your world
- Seek first to understand

Furthermore, Fleenor distinguished between baseline expectations and core values. Traits like honesty and integrity are non-negotiable entry requirements, not differentiators.



At Fleenor Security, these core values are embedded in every system, maintaining the created culture. Such a level of integration ensures consistency. Employees understand values aren't optional, they're operational:

- **Performance reviews:** A substantial portion of an employee's evaluation is based on how well they live the company's values.
- **Recognition programs:** Peer-nominated bonuses reward employees who demonstrate values in action.
- **Hiring practices:** Candidates are evaluated for cultural alignment as rigorously as technical skills.
- **Onboarding:** New hires receive a Mission-Vision-Values wallet card and a "Fleenor Way" guide outlining expectations from day one.

- **Physical environment:** Values are visible throughout the entire workplace, reinforcing their importance.

MAKING THE HARD CALLS

One of the most difficult parts of culture building is enforcement.

Fleenor shared a pivotal moment when he terminated a top-performing technician who consistently undermined the team. Despite strong technical ability, the employee's behavior conflicted with company values.

The decision sent a clear message: Performance

alone is not enough. That principle extended across the organization. As culture standards tightened, some employees chose to leave. Others were asked to. The company endured short-term disruption, but achieved long-term alignment.

"You get the culture you want when the team aligns with your values, behavioral expectations and performance standards," Fleenor said.

CULTURE AS A COMPETITIVE ADVANTAGE

As Fleenor Security stabilized, candidates were drawn to the clarity and purpose of the organization, and recruitment improved. Retention strengthened as employees understood expectations and saw opportunities for growth.

Operationally, alignment increased productivity. Teams worked

cohesively, decision making accelerated and accountability was shared rather than enforced.

Fleenor emphasized that purpose doesn't have to be faith-based. It can be rooted in community, service or another driving mission. What matters is that it's clear and consistently communicated. Without that, employees will do only what's required. With it, they're likely to go the extra mile.

SUSTAIN AND SUCCEED

Fleenor closed with a practical reminder: culture is not a one-time initiative. Dedicated leaders must:

- Model values consistently
- Reinforce values in every meeting
- Tie values to decisions and outcomes
- Celebrate alignment and correct deviations
- Revisit and refine as the organization evolves

"Real culture change happens when principles move beyond words and drive how your company hires, leads, serves and grows," he said.

Fleenor Security looks very different than it did a decade ago. Revenue is flourishing, but more importantly, the company operates with a level of cohesion and clarity that didn't exist before.

The journey wasn't easy. It required difficult decisions, sustained effort and a willingness to endure short-term setbacks. For Fleenor, the outcome justifies the process. A strong culture does more than improve performance, it builds a company people are proud to be part of and a business leaders are proud to lead. ●

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WHY THE STRONGEST SECURITY COMPANIES TREAT SUCCESSION PLANNING AS A BUSINESS STRATEGY, NOT A RETIREMENT STRATEGY

Vector Security President and CEO Pam Petrow challenged security leaders to rethink one of the most overlooked responsibilities in business: preparing the next generation to lead.

Succession planning is often treated like a future problem. It sits on a list of important but non-urgent priorities, overshadowed by hiring hurdles, sales goals, operational demands and the constant pressure of keeping up with technology.

After more than 40 years at Vector Security, including the last 15 as president and CEO, Pam Petrow has come to view succession planning as an operating philosophy. Speaking to fellow dealers at the DMP Dealer Roundtable in Tucson, Arizona, Petrow said businesses that intentionally develop future leaders create a competitive advantage beyond the executive suite.

“The very first thing that came to mind was people,” Petrow told attendees when discussing why she chose the topic. “Nothing happens without my people.”

Petrow joined the industry in 1982, fresh out of college, as a straight-commission residential salesperson. Over the next four decades, she held more than 10 positions throughout the organization, averaging just over three years in each role before moving on to the next challenge.

Today, security companies are struggling to recruit and retain talent. It’s become common for employees to leave organizations for growth opportunities; Petrow stayed because Vector continually created new ones. With this in mind, succession planning becomes much more than a leadership exercise. It’s a necessary business strategy.

FAILURE BREEDS LEADERSHIP

Petrow began her presentation with a quote from former Secretary of State Colin Powell: “Effective leaders are made, not born. They learn from trial and error, and from experience.”

When companies only search for naturally gifted managers, they overlook that leadership is largely developed through experience. Petrow challenged attendees to consider where they learned their most valuable lessons. For most, the answer wasn’t success. It was failure.

Meaningful growth materializes when people make mistakes, analyze what happened and apply those lessons moving forward. Those wanting stronger leaders must create environments in which employees feel comfortable to stretch beyond their comfort zones — without fearing catastrophic consequences if they stumble.

Such a practice is difficult in the security industry, where mistakes carry serious consequences. Yet Petrow argues leadership development requires calculated risk. Future leaders cannot develop judgment if they’re never allowed to exercise it. And if employees are reluctant to accept greater responsibility, the leadership pipeline dries up.

“Future leaders cannot develop judgment if they’re never allowed to exercise it.” — Pam Petrow

THE THREE STAKEHOLDERS

Petrow encourages leaders to think about succession planning through the lens of serving three stakeholders: the organization, the team and the customer.

Leadership continuity preserves stability, protects strategic direction and reduces disruption when key

employees depart. Businesses that prepare for transition navigate change better than those forced into decision-making.

When companies actively develop internal talent, they communicate a powerful message: You have a future here. Talented employees are more likely to stay when they know what's next. Petrow's company invested in her growth, and she responded with decades of commitment. The relationship works both ways.

Customers want to know the businesses they rely on will remain stable, regardless of leadership changes. As Petrow prepares for her own retirement, she's spent considerable time assuring customers the transition will not disrupt their businesses. Reassurance builds trust and protects decades-long relationships.

"Most people want to stay and work for you. But they also don't want to stay in the same job forever." — Pam Petrow

WHAT MATTERS MOST?

If leaders try to tackle too much at once, succession planning won't gain traction. Petrow recommends beginning with a specific area of focus, then expanding to include other critical positions, retirement planning and emerging skill requirements. Every security company has its own vulnerabilities.



For some dealers, the greatest risk may be a licensed individual whose departure would affect operations. For others, it's a veteran technician with decades of institutional knowledge. Others may focus on emerging roles related to data analytics or software integration.

Petrow shared that a retirement analysis at Vector revealed a coming wave of workforce transitions demanding immediate attention. The insight prompted efforts focused on technician recruiting, development and career path planning.

Don't start with an organizational chart. Start with a risk assessment. Identify which positions would create the greatest disruption if vacated tomorrow, and begin there.

DEFINING AND DEVELOPING FUTURE LEADERS

Once critical roles are identified, organizations must determine the qualities future leaders should possess. At Vector, those characteristics include strategic thinking, initiative, adaptability, change leadership, inspiration, integrity and ethics.

What's absent from this list? Technical expertise alone. Technical competence is essential, but future leaders must be capable of navigating uncertainty, influencing others and helping their organizations adapt to changing conditions.

Adaptability is particularly important as security companies embrace new technologies. The industry is in a period of accelerated innovation driven by cloud platforms, artificial intelligence, analytics and integrated systems. Companies need leaders who can help teams embrace change, not resist it.

Petrow noted that some employees naturally emerge as change agents while others prefer stability. Both can contribute value, but leadership positions call for individuals who are comfortable navigating evolving environments.

The next step is the hardest: developing future leaders. There are several approaches, including executive education, certifications, mentoring and stretch assignments, but the key is intentionality.

Organizations must move beyond annual performance reviews and create structured opportunities for advancement. Development should be tied to specific competencies and measurable outcomes. A technician who sees a series of milestones accompanied by new responsibilities, skills and compensation opportunities is less likely to search for opportunities elsewhere.

A LIVING PROCESS

Succession planning is never finished. Plans should be treated as living documents, reviewed and updated regularly. Successful organizations aren't the ones with perfect plans, but those committed to maintaining them. Above all, such a commitment requires leaders to recognize that developing people is synonymous with running the business.

Building a resilient business means proactively managing the future, not just reacting to it, Petrow concluded. Strong companies aren't waiting for a key employee to retire or resign. They're preparing now, creating opportunities and developing leaders.

Because when succession planning is done well, it's not really about succession at all. It's about guaranteeing the organization's best days are still ahead. ●



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The Tech Training Tour is designed to immerse technicians in DMP products and programming. Hands-on training labs are geared to dealer technicians who have basic alarm installation experience.



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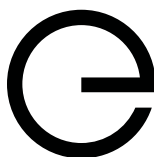
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Beyond the Badge: Mobile Wallet Credentials are Reshaping Access Control



HOW DMP DEALERS CAN STRENGTHEN SECURITY, SIMPLIFY CREDENTIAL MANAGEMENT AND CREATE NEW RECURRING REVENUE OPPORTUNITIES

Millions of people are putting away their wallets and pulling out their phones. Boarding passes, concert tickets, payment cards and even driver's licenses now live inside digital wallets.

Nevertheless, many organizations continue to rely on physical access credentials built on outdated technology. While plastic badges and key fobs have served the industry for decades, they bring familiar challenges: cards are lost, credentials are shared, replacements must be ordered. The technology itself even presents security vulnerabilities.

According to Eric Sira, Director of Business Development at Wavelynx, the access control industry has reached a pivotal moment.

Sira challenged those at the DMP Dealer Roundtable in Tucson, Arizona to look beyond the traditional credential and see how digital identity is transforming security. His message wasn't about replacing a badge with a smartphone; it was about rethinking credential management altogether.

“Prox credentials weren't designed for today's threat landscape.”

The future of access control is secure digital identity, and this future is pivotal for DMP dealers. Mobile wallet credentials present stronger security, improved user experience and new recurring revenue potential. Above all, they align with technology trends customers are already embracing.

THE PHYSICAL CREDENTIAL PROBLEM

Organizations have accepted the administrative burden that comes with managing physical credentials.

Contractors fail to return access cards. Temporary workers require short-term credentials that must be recovered. Such challenges are even greater in companies with high employee turnover or large populations of temporary workers.

Today, companies can issue credential access directly to an employee's phone, remove it when the assignment ends and reassign that credential when needed. This is done entirely through software, eliminating the time spent printing and programming physical cards.

The impact of mobile wallet credentials extends far beyond convenience. Credentials are a critical element of the security system, and digital wallets fundamentally change the way organizations approach access management.

LEGACY CREDENTIALS ARE A LIABILITY

While efficiency is important, security is the primary driver behind transitioning to digital credentials.

Legacy proximity credentials operating at 125 kHz were developed when modern encryption standards didn't exist. The way the technology transmits credential information makes duplication simple for anyone with basic tools and knowledge.

Sira demonstrated just how easily traditional proximity credentials can be compromised. Using a low-cost cloning device readily available

online, he duplicated a standard proximity card in minutes.

“Prox credentials weren’t designed for today’s threat landscape,” Sira said.

Modern credentials operating at 13.56 MHz support encryption and secure communication protocols that dramatically increase protection against credential cloning and unauthorized access.

Customers continue using prox technology because it works, not because it’s the most secure protection. Dealers must educate customers on the importance of addressing credential vulnerabilities that may have existed for years.

BRIDGING LEGACY AND MODERN ACCESS CONTROL

Nobody wants to replace every reader and credential overnight. Budget cycles, operational requirements and existing investments make immediate transitions unrealistic.

Most organizations operate a mix of old and new systems, requiring solutions that support gradual migration. The partnership between DMP and Wavelynx makes this possible with the Wavelynx APEX series of multi-tech readers.

Supporting proximity credentials, high-frequency smart credentials and NFC wallet credentials within one platform, the readers allow companies to transition at their own pace. They can continue supporting existing credential populations while introducing more secure technologies over time.

For dealers, that flexibility removes one of the biggest obstacles to modernization.

Dealers can recommend a phased approach that aligns with business goals and budget realities, not an all-or-nothing proposition.

OSDP support further strengthens the reader’s value. OSDP introduces encrypted, bidirectional communication between the reader and controller, enabling remote management capabilities that weren’t possible with legacy architectures, including firmware updates and configuration changes. Remote management reduces service costs and improves long-term maintenance.

MOBILE ACCESS VS. MOBILE CREDENTIALS

Many early mobile access platforms relied on dedicated mobile applications. Users had to install applications, maintain permissions and navigate operating system updates that disrupted functionality. Oftentimes, credentials only worked when applications were actively running.

Sira believes NFC wallet credentials represent a more mature approach than relying on a dedicated access control application.

Users don’t need to unlock their phones or launch a separate application, and credentials often function even when a device battery is depleted. Most importantly, the experience remains consistent, mirroring the way consumers already use digital wallets.

“When technology disappears into the background, adoption accelerates,” Sira said.

That consistency is crucial in access control environments, where users expect immediate performance every time they approach a door. When credentials function as expected, organizations experience fewer support issues and stronger user acceptance.

THE SMARTPHONE AS A SECURITY PLATFORM

The widespread adoption of digital wallets significantly lowers access control adoption barriers. Providers can strengthen outdated security systems with an approachable, accessible solution that’s already in customers’ pockets.

Companies don’t need to teach users an entirely new behavior, employees don’t need extensive training, and administrators spend less time supporting credential deployment. Organizations can move forward with vital modernization initiatives, fortifying security without complexity.

In addition, leaving physical credentials behind doesn’t mean losing customizable features. To incentivize even further use, DMP launched Custom Digital Keys. With Custom Digital Key Credentials, customers are reminded of the dealer each time they access their digital wallets. Dealers can choose from Basic Custom Branded or Full Custom Branded Digital Keys, with options for colors, logo placement, images and more.

Security professionals have a rewarding opportunity to take action and reap the benefits of mobile wallet credentials; not just sales, but long-lasting customer relationships. Being successful in this industry about serving customers with real value, and mobile wallet credentials represent just that. ●



The Knock at The Door that Changed the Conversation



WHAT DO YOU DO WHEN SOMEONE KNOCKS ON YOUR DOOR?

The answer is no longer straightforward. Some peek through blinds. Many pretend they aren't home. A few quietly retreat to another room and wait for a package notification to appear on their phone.

That moment became the foundation for one of the most insightful sessions at the 2026 DMP Dealer Roundtable, delivered by Meg DiVito, DMP Director of Marketing. What began as a discussion about video doorbells quickly evolved into a conversation about human behavior, emotional decision-making and how security dealers can fundamentally change the way they sell technology.

The lesson wasn't about cameras. It was about uncertainty. In that observation lies one of the

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Customers aren't buying a doorbell camera. They're buying context, awareness and control.

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biggest opportunities in today's residential security market.

THE DEMAND IS HERE

An unexpected knock at the door creates an instant series of questions. Who is it? Why are they here? Do I need to answer? Can I avoid answering?

The modern front door experience is an exercise in uncertainty, and people dislike uncertainty more than dealers may realize. That discomfort is precisely what fueled the explosive growth of the video doorbell category.

According to market data shared during DiVito's session, video doorbell adoption continues to accelerate, with industry revenue projected to approach \$1.1 billion by 2030. Millions of units are sold annually, and consumer awareness has reached a level few security technologies ever achieve.

The market doesn't need to be convinced that video doorbells are valuable. Consumers have already decided that for themselves.

EMOTIONS DRIVE DECISIONS

Introducing the VUE Video Doorbell

gave DMP an opportunity to rethink how the company brings products to market. The Marketing Department examined the behaviors driving demand. Their research revealed something marketers have known for years, but technology companies overlook: emotions drive decisions.

Studies cited during the presentation showed that the overwhelming majority of purchasing decisions are influenced by subconscious emotional factors. Emotional messaging consistently outperforms rational messaging, and emotionally-connected customers demonstrate significantly higher loyalty and lifetime value.

That insight shaped the entire VUE Doorbell campaign. Instead of asking customers to understand technical specifications and infer benefits, DMP reversed the process. The messaging starts with the outcome. See who's there before you open the door. Control the interaction from anywhere.

When customers recognize themselves in the story, the technology becomes the enabler rather than the headline.

HOW THE VUE VIDEO DOORBELL STANDS APART

While the presentation focused heavily on customer psychology, DiVito also reinforced an equally important point for dealers: VUE was designed for the professional security channel.

In a crowded market of commercial-grade devices, DMP built the VUE Doorbell as part of a broader ecosystem. The doorbell integrates with Virtual Keypad™ and supports professional monitoring workflows. For dealers, that means an enhanced customer experience and a stronger long-term relationship with the account.

The doorbell also creates opportunities beyond residential applications. With Virtual Keypad, businesses can create virtual reception capabilities without front desk staffing. A facility manager can see visitors, communicate through the doorbell and manage access remotely.

EMBRACE A NEW APPROACH

Demand already exists for video doorbells. The opportunity lies in reframing the conversation to prioritize customer experiences.

A homeowner hiding behind the couch waiting for a package notification. A business owner wondering who's standing at the front entrance after hours. These moments create emotional tension, and the VUE Doorbell resolves that tension.

DiVito suggests taking a straightforward next step: make the VUE Video Doorbell part of every conversation and begin incorporating the marketing resources DMP has already developed. From customer sales sheets to social media campaigns, a complete library of resources is available to dealers through Marketing Central.

The challenge is to embrace a new approach. The future of security marketing may start with understanding why people behave the way they do, rather than with what the technology does. And sometimes that begins with a knock at the door. ●



5 Dealer Takeaways on VUE Video Doorbell

1. Sell the feeling, not the feature.
2. Demand already exists. Stop creating it and start capturing it.
3. Add VUE to every quote.
4. Think beyond residential applications.
5. Use the resources DMP has already built.

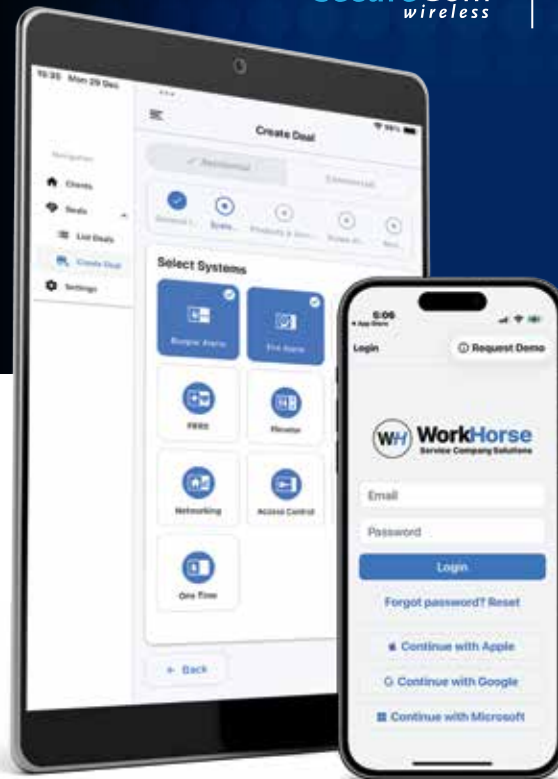




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The Federal Opportunity

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A shift is underway in federal procurement, and it favors companies like DMP.

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HOW DMP DEALERS CAN BREAK INTO ONE OF SECURITY'S MOST LUCRATIVE MARKETS

For security dealers, the federal government represents one of the industry's greatest paradoxes.

The opportunity is enormous. Federal agencies spend billions of dollars each year protecting facilities, securing critical infrastructure and modernizing aging systems. But government contracting is viewed as a world unto itself, defined by complex regulations, endless acronyms and procurement processes that seem impenetrable from the outside.

At the 2026 DMP Dealer Roundtable, Ken Kocher challenged the thinking that's kept qualified integrators on the sidelines.

Standing before a room of dealers from across North America, DMP's executive director of government solutions offered a practical roadmap for navigating the federal marketplace. Drawing from more than four decades of experience in law enforcement, government contracting and electronic security integration, Kocher transformed an intimidating subject into something far more approachable.

His message was not that government contracting is easy, but that it's achievable. And for dealers willing to invest the time to understand the process, the rewards are substantial.



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ONE CONNECTION CHANGES EVERYTHING

When Kocher founded Force Security Solutions in 2003, government business wasn't part of the strategic plan. Like most small integrators, Kocher was focused on building a customer base, winning projects and growing revenue.

Then a commercial customer called. The contractor recently completed a building project in which Kocher's team installed a DMP system. Impressed with the work, the customer reached out with an opportunity involving security systems for the U.S. Army Medical Museum. Protecting such assets required intrusion detection, access control and integration with existing Army systems.

What began as a subcontracting opportunity became an education in federal security operations. The project exposed Kocher to government stakeholders, procurement processes and requirements that were entirely different from the commercial market.

After completing the museum project, another request arrived. A government facility needed support for a surveillance system, and the agency wanted a trusted partner who understood the technology. That assignment led to another. Then another. Before long, government contracting became a meaningful part of Kocher's business.

Federal success rarely begins with a massive contract award. More often,

it starts with a single relationship. Rather than pursuing every contract independently, integrators can align with larger organizations already holding government contracts. In becoming a trusted resource, dealers gain access to projects otherwise beyond reach.

A MARKET HIDDEN IN PLAIN SIGHT

Amidst headlines about today's dominating security trends, federal security spending is growing at a remarkable pace — right under our noses.

invest heavily in protecting diplomatic facilities around the globe.

These eye-opening numbers represent projects requiring specialized expertise, regional support and trusted partners capable of delivering proven solutions.

MADE FOR DMP DEALERS

Federal opportunities aren't reserved for multinational defense contractors and billion-dollar integrators. Federal agencies are under constant pressure to engage small businesses and



The U.S. physical security market is expected to approach \$33.7 billion in 2026. Within that figure sits approximately \$5 billion in projected federal government spending dedicated to electronic security technologies and facility modernization efforts.

The General Services Administration is expected to invest more than \$121 million in security services and upgrades for government-controlled facilities. The Army has identified more than \$136 million in physical security modernization projects. The State Department continues to

diversify their contractor bases. Procurement programs create opportunities that large industry competitors cannot pursue, clearing the way for companies like DMP. Dealers position themselves within targeted procurement categories where expertise, responsiveness and local presence matter more than company size.

Historically, government security projects relied on customized systems requiring extensive engineering, long deployment timelines and significant maintenance costs. Today, agencies are embracing commercial, off-the-shelf technologies. Commercial

products are proven in real-world environments, scalable and less expensive to deploy and maintain.

For example, agencies require expert knowledge in intrusion detection, access control, video surveillance and life safety systems. Schools on military bases need access control upgrades. Warehouses need video modernization. Federal facilities need ongoing service support. Large contractors rely on regional specialists to perform this work.

The government is prioritizing security systems that emphasize reliability, advanced cybersecurity knowledge and ease of deployment — strengths DMP dealers already possess.

LEARNING THE LANGUAGE

Kocher joked that the government speaks an entirely different language, which could probably support its own Duolingo course devoted to federal terminology.

A federal contractor's journey begins with registration in SAM.gov, the federal government's centralized contractor database.

Once registered, businesses receive a Unique Entity Identifier and a Commercial and Government Entity code, commonly known as a CAGE code. These identifiers establish a contractor's federal business profile.

From there, contractors learn the principles that drive federal procurement, outlined in the Federal Acquisition Regulation, or FAR. Agencies are expected to operate transparently, encourage competition and demonstrate responsible stewardship of taxpayer dollars.

The GSA Schedule (General Services Administration Schedule), functions as an approved online marketplace for federal buyers. Agencies can search products, compare vendors and make purchases without navigating a lengthy procurement process.

For contractors, earning placement on a GSA Schedule reduces barriers to doing business with the government. DMP already maintains a GSA Schedule, which qualified dealers can leverage for a direct pathway to agencies seeking compliant, approved security solutions.

THE DMP DIFFERENCE

Federal contracting rewards persistence.

Successful government contractors understand what it takes to be successful in the market, and they take the time to build their reputations. They attend industry events. They monitor agency priorities. They engage potential partners. Most importantly, they remain patient in a slow-moving process.

Though federal contracting looks like a different world, DMP dealers already possess advantages to help conquer it.

DMP has dedicated leadership focused on guiding dealers in their journeys to build government business. Their expertise encompasses federal procurement, compliance requirements, contract vehicles, strategic partnerships and opportunity development.

The demand for trusted security providers is growing, and DMP dealers are looking at an incomparable opportunity. For those willing to take the first step, the path forward has never been clearer. ●



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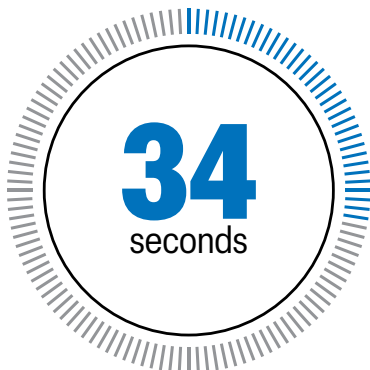


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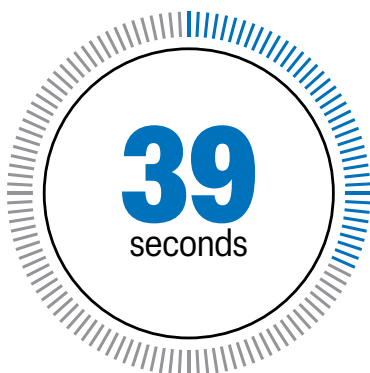


3RD QTR METRICS DASHBOARD



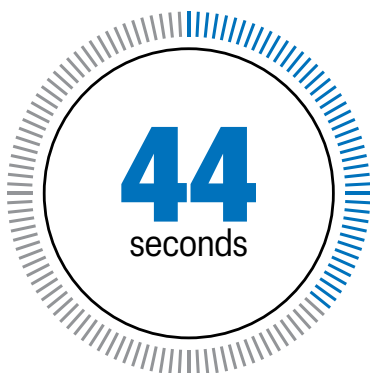
34
seconds

**CUSTOMER
SERVICE**
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39
seconds

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44
seconds

INSIDE SALES
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37
seconds

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7,574

DMP University
Instructor-Led Training

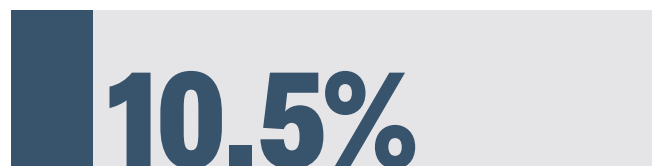


15,708

DMP University
LMS Courses Taken

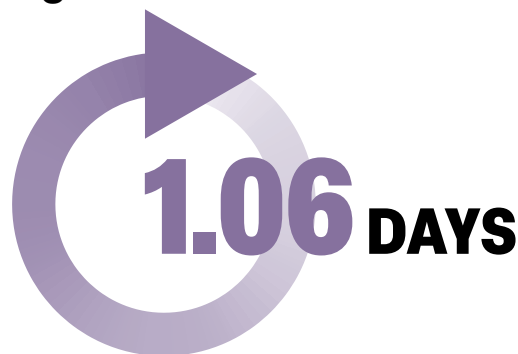


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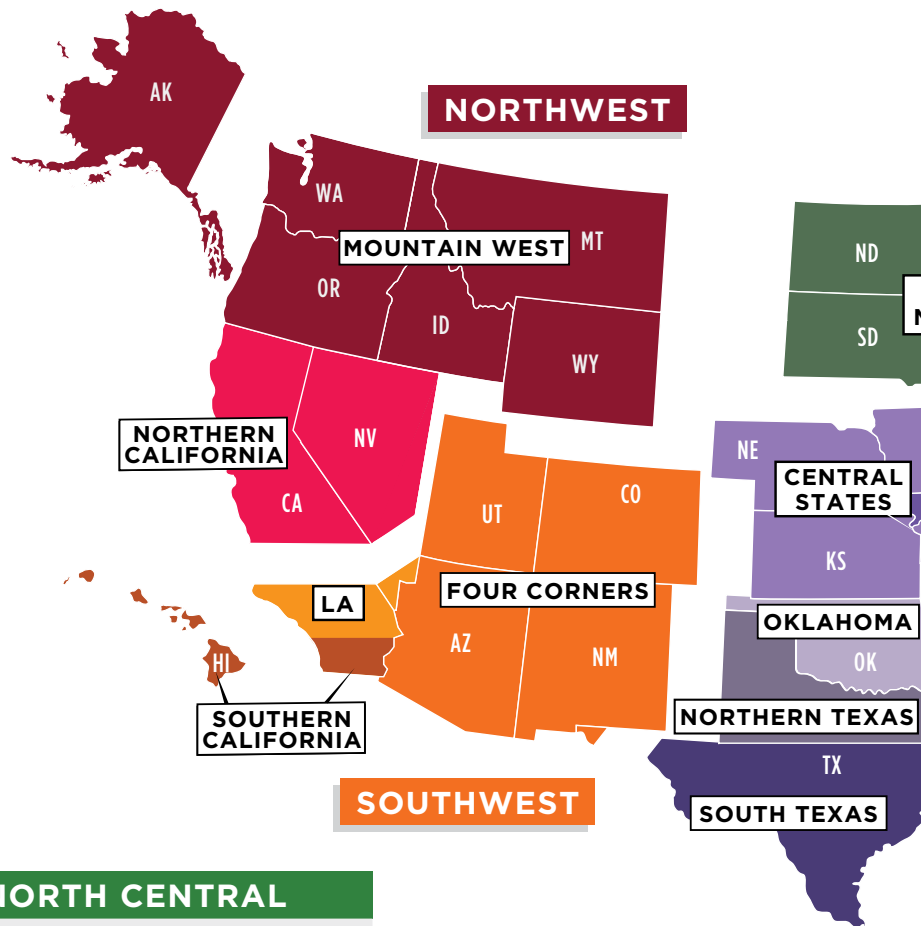
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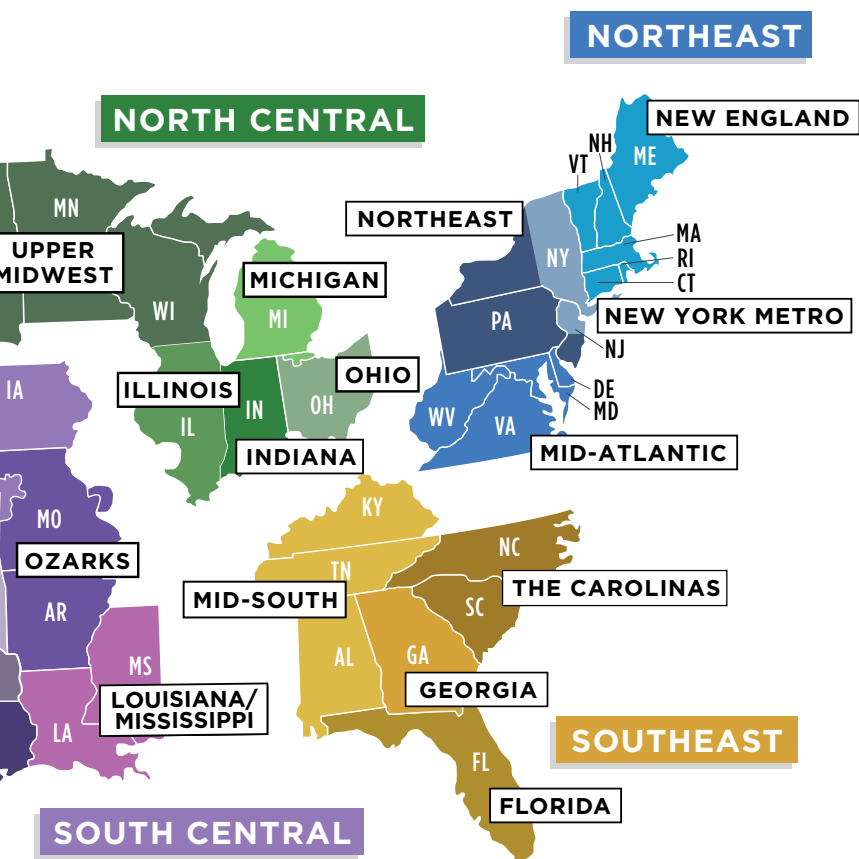
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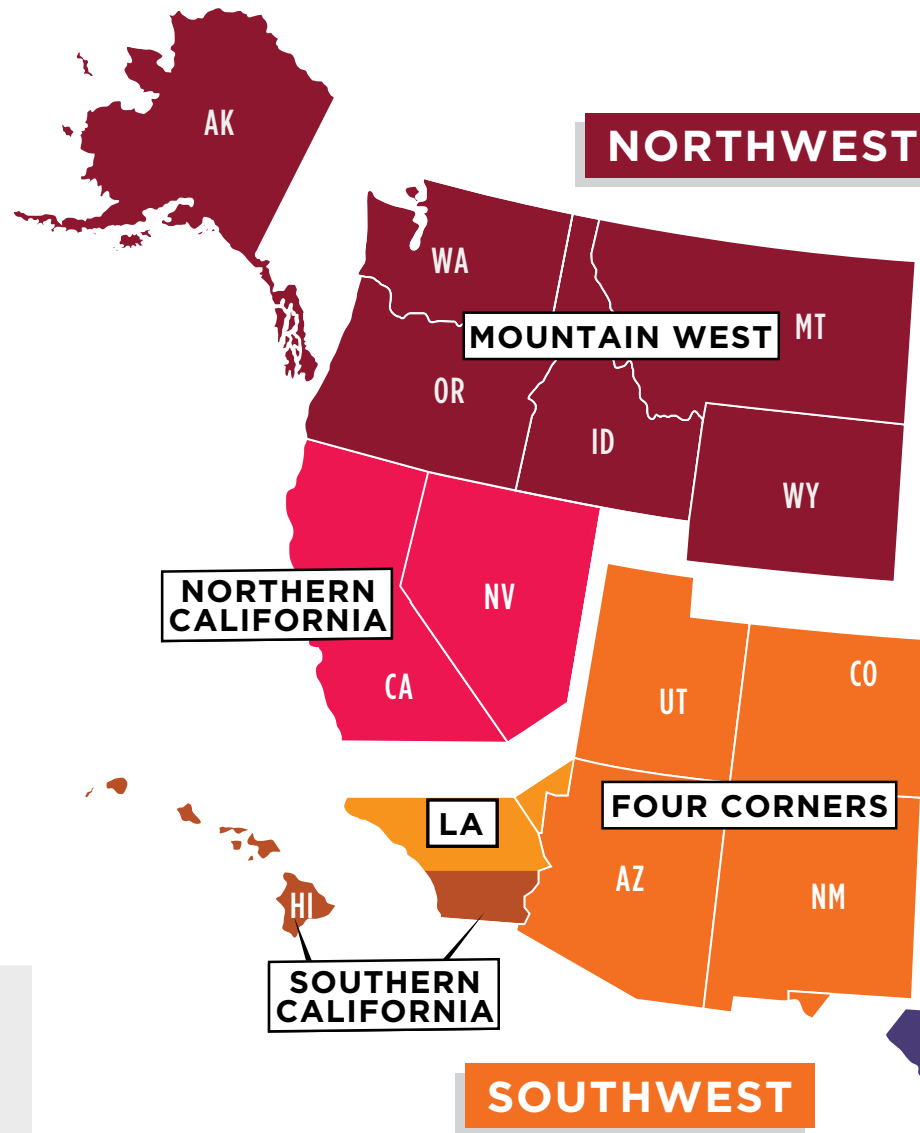


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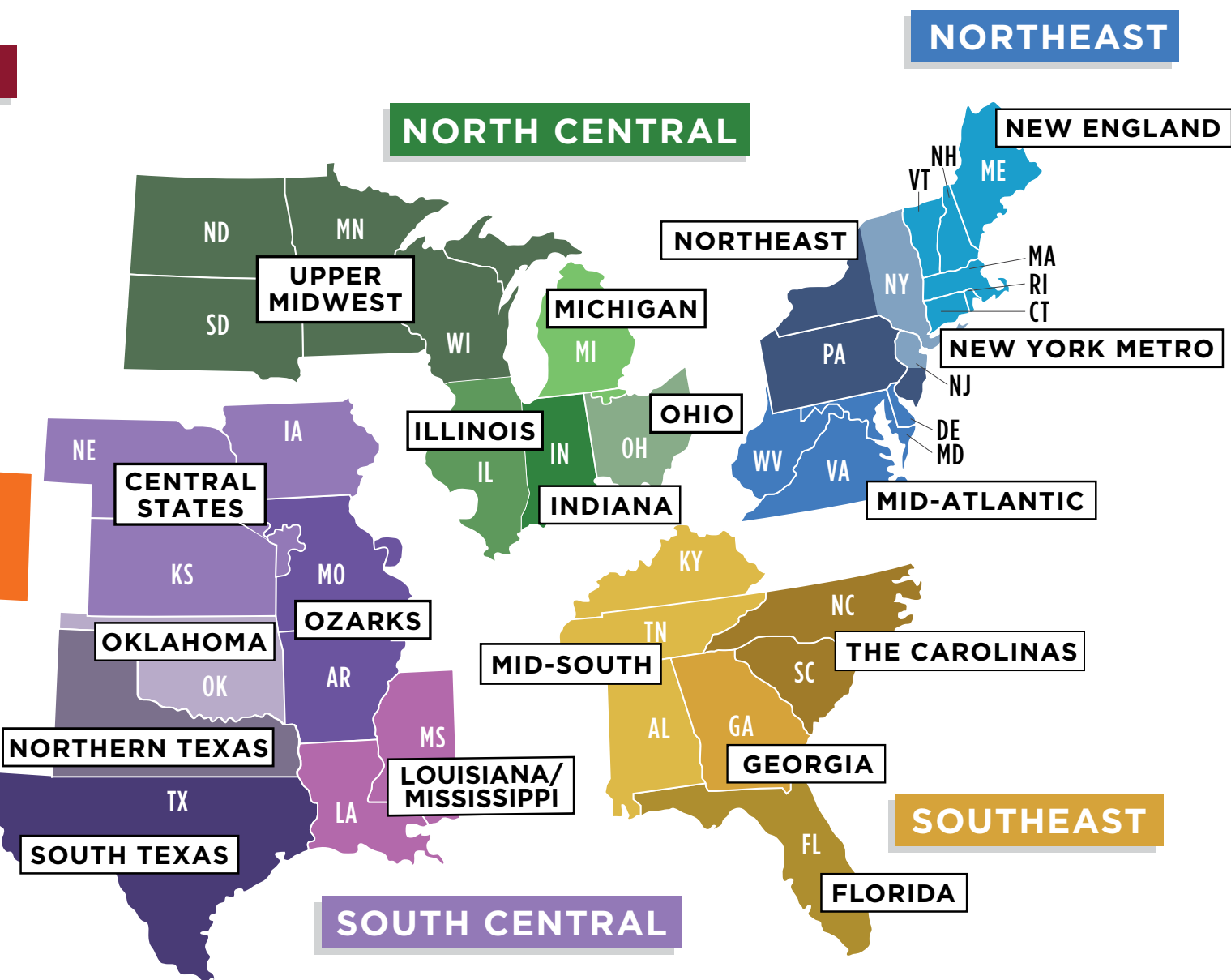


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TECH SUPPORT REPRESENTATIVE SPOTLIGHT



CODY WILKINSON

What do you enjoy most about working in Technical Support?

I most enjoy collaborating with my team, supervisors and advanced technical support to solve complicated problems.

Which DMP products are you specialized in?

I actively take calls in 5 queues, but I specialize in video products. I proudly built and manage the community video board in Tech Support, and I am fortunate enough to be one of the first in the department to test new video products and add them to the video board for the department to use and test with.

How long have you worked at DMP?

I have worked at DMP since March 2025, first as a Penmac employee until I officially joined DMP in June 2025.

What is your favorite DMP Value and why?

My favorite DMP value is kindness. It is the heart of Tech Support; leadership displays kindness to representatives, veteran representatives to new tech reps, and all tech reps to dealers and technicians calling in for help. Kindness is essential to the culture and effectiveness of our department.

A little about me:

I love to try new things and meet new people. I enjoy building relationships with those around me, coworkers and church members. I love spending time with my wife and friends, watching and criticizing movies and TV shows, and playing games and sports. You might find me trying a new restaurant or at the movies with my friends and family, or throwing or kicking a ball on a field somewhere. When I'm not out, I'm usually home playing games or watching football.

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Available Models:

RLS-50100V: 50 x 100 m (165 x 330 ft.), indoor & outdoor model
RLS-3060V: 30 x 60 m (100 x 200 ft.), indoor & outdoor model



REDSKAN mini-Pro LiDAR Series

Provides unparalleled accuracy and flexibility for high-security applications, utilizing cutting-edge time-of-flight technology to precisely track moving objects. With a built-in FHD camera (RLS-2020V model) and ONVIF compliance, it enhances security with visual verification and seamless integration.

Available Models:

RLS-2020V: 20 x 20 m (65 x 65 ft.), 95° indoor & outdoor model, with FHD camera
RLS-2020A: 20 x 20 m (65 x 65 ft.), 95° indoor & outdoor model



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FLX-A-AM & FLX-A-DAM: Advanced models for high end commercial applications





A Career Built on Serving People

For nearly 50 years, David Peebles has been a leader at DMP.

But the measure of those years is not how long David has led, but how he has led and what his leadership has meant to the people around him.

John O'Donohue's blessing "For a Leader" offers a beautiful description of leadership as a way of being with others. Reading it, I am reminded of David.

"May you never put yourself at the center of things." That is the essence of servant leadership. The best leaders understand that leadership is not about authority, recognition or personal accomplishment. It is about service. David has demonstrated that throughout his career.

"May those who work for you know you see and respect them." There is an important distinction here: It is not enough to appreciate people privately, they need to experience

that appreciation. David has always understood the value of people, of recognizing their contributions and helping them understand that their work matters.

Perhaps one of the greatest responsibilities of leadership comes when someone fails. O'Donohue asks that "the graciousness with which you engage be their stairway to renewal and refinement." David has spent a career developing people. He has understood that mistakes can become lessons and accountability and dignity can exist together. A leader's response in those moments can shape what someone becomes.

David has also remained a student. O'Donohue describes the leader as a "servant of the frontier," someone who continues reading, thinking, questioning and learning, allowing the new to be enriched by the old. After nearly five decades, David never became a functionary, maintaining

what already existed. He continued looking forward while carrying wisdom earned through experience.

David has listened. He has encouraged. He has asked difficult questions. He has shown appreciation. Most importantly, he has remained willing to grow himself while helping others grow.

O'Donohue concludes his blessing with the hope that leadership will be "a true adventure of growth."

David, thank you for allowing so many of us to share in your adventure. Thank you for your example, your wisdom, your patience and your friendship. Thank you for seeing people, developing people and serving something larger than yourself.

DMP is better because you led here, and we are better because you led us.

HAPPY RETIREMENT! ●

Cell jammers are targeting your business.

Here's how you can beat them.

Understanding the Threat

Tech-savvy criminals are using cellular signal jammers to attack alarm systems.

Organized criminals target high stakes locations such as jewelry stores, financial institutions and residences, using cell jammers to disrupt the security system's communication. When jammed, alarm signals to the monitoring center are blocked, so authorities may never be dispatched, leaving business owners, employees and customers vulnerable.

The High Cost of Cell Jamming

The use of illegal cellular jammers in the U.S. is on the rise — by over 800%, according to the U.S. Department of Homeland Security. The potential losses are incalculable. These jammers can fit in a backpack and render a security system's cellular communication useless. Cellular jamming devices have been difficult to detect — until now.



A New Solution: JamAlert™

JamAlert is a revolutionary new device that alerts the alarm system the moment it detects an illegal jamming attempt, using technology to beat jammers at their own game. And it works with systems you already have installed, whether they're from DMP or not, making this revolutionary protection easy to add and affordable. It's a security system for your security system. That's why businesses in major diamond districts have already adopted JamAlert as an extra layer of protection.

Early Detection, Greater Protection

JamAlert is available exclusively through DMP. Target the jammers and protect your customers by staying ahead of the threat. Every day you delay exposes them to this growing risk. Learn more today.



JamAlert™
Stay ahead
of the threat.



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Getting Comfortable with the Uncomfortable

What Caleb Kelley and Toastmasters can teach us about connection in the workplace



A tech support specialist turned everything specialist, Caleb Kelley is Federal Field Sales Engineer, amongst several other unofficial titles – product encyclopedia, employee security system deployer, competitive pin collector. For lack of a better term, Caleb’s “the guy.” Whatever you need, he’s probably got the answer.

One of Caleb’s more obscure jobs is his position in DMP’s Toastmasters chapter. An outsider with no knowledge of Toastmasters International could assume that participants give work-related speeches using corporate jargon, designed to improve their public speaking skills. It sounds useful, of course, but riveting? Maybe not so much.

In July 2026, DMP employees were invited to a special Toastmasters meeting to celebrate Caleb’s final speech of his current Toastmasters pathway. With several speeches focusing on one overarching goal, finishing a pathway is a pretty big deal.

Almost immediately, any dread of a boring lunch hour disintegrated. Toastmasters is much more than public speaking; they’re celebrating communication in an age that’s increasingly devaluing it. Speakers told vulnerable stories about insecurities, poked fun at their embarrassing

moments and displayed a shocking abundance of confidence. Every speaker receives encouraging words and strong applause. According to Caleb, “You get to learn things about your coworkers that you would never ever know or even think about.”

Caleb’s speech detailed his journey to who he is today: a self-assured, social and outspoken leader. As someone who trains new employees, aids dealers and works with several departments, he has to be. Some of us, like Caleb, learn about communication skills, body language and eye contact because our positions demand it. The rest of us have become accustomed to electronic communication (even to those right next to us!), sticking to our own social circles and avoiding confrontation, good or bad, if we can help it.

So why does Toastmasters matter?

Caleb said the word “um” 47 times in his very first Toastmasters speech. He didn’t think he’d give another speech after that, but he took his ums as a challenge and now has no fear of teaching a sea of people. Armed with confidence in his communication skills, Caleb’s prepared for future career challenges he never thought possible. “You don’t have to be giving big speeches or presentations, but every

day we talk to our coworkers,” Caleb said. “Every day we’re in meetings. Every day we’re communicating with the people around us.” We should be comfortable speaking with our coworkers; we’re with them more than we’re with our own friends and families. When we’re disconnected from each other, we become susceptible to disconnect in our work.

We achieve more when we’re connected. Try collaborating with others: ask for help, a new perspective or just simple clarification. Understand and manage your emotions before chatting, pay attention to your tone of voice and be an active listener. Don’t keep “secrets” if you don’t have to, you’ll find projects are better organized when you’re open and detailed. Most of all, don’t fear confrontation – in this context, it’s a helpful act!

Toastmasters is teaching comfortability in communication. It would be a benefit to us all to get comfortable with the uncomfortable: face-to-face conversation. Maybe you’re in marketing and have a question for sales. Why not take a walk to their department and solve it together? We might be professionals, but we’re also human, and human connection leads to a calm, positive environment for us to do our best work in. ●

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Post your install photos on social and tag @dmpalarms!
We love to see your before and after photos!

Sonitrol of Evansville, Inc.

Last week, Mylee Gibson and Jennifer Hays stopped by one of our clients, Wash Boss on N US Hwy 41, to deliver additional key fobs and check in with the team.

While we were there we had the opportunity to talk about their DMP XR150 control panel. The control panel serves as the brain of the security system, communicating with connected devices such as intrusion detection and access control while sending alarm signals to our Central Station when needed.

The second photo takes us back to Was Boss's original Buggy Bath location, where our partnership first began. As their business has grown, we've been proud to grow alongside them providing security solutions that continue to evolve with their needs.

Visits like these give us opportunity to stay connected with our customers, answer questions, and help ensure they have the tools to support they need to get the most out of their security system.

Thank you to Was Boss for trusting SONITROL & MAXITROL from the very beginning. We appreciate the opportunity to continue protecting your business as you grow.



DMP Dealer Techs & Sales

Added some doors to a campus system yesterday.



Security Monster

Wrapping up a small intrusion/access project with DMP & Altronix Corp



Timothy Blencowe

Last night after settling into bed I received a critical alert on my phone from my alarm system. "Water detected! Laundry Room!" I hopped up to silence the alarm and take a look. What did I find? My washing machine had clogged up and water spilled out on the floor. I was able to get it cleaned up, verify my machine was working fine (just a little too much soap for a load full of towels... summer time, lots of pool days.) and get back to bed. Water didn't pool overnight, it was the right catch.

I bought 3 of the little 1112 wireless flood and temperature sensors from DMP as soon as I saw them. Easiest install ever and totally worth it.



Jeremy Bates

Congratulations to my good friend Will Fleenor, his father Norman Fleenor and their team on their new office! What a great milestone for them in their success. It was a pleasure to attend the grand opening and see all the excitement of the Fleenor team and their community!

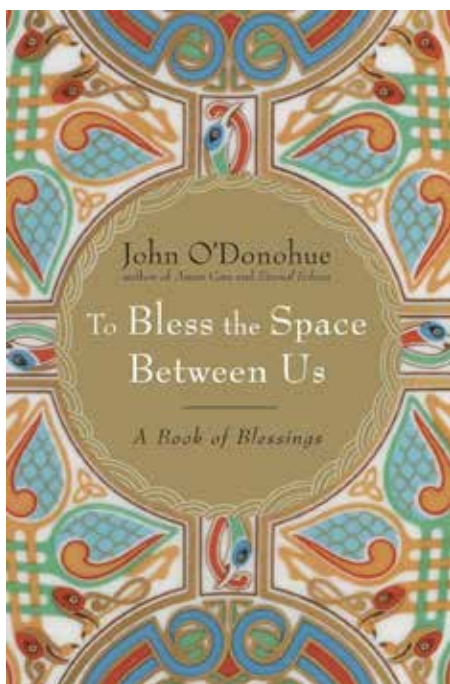


Fleenor Security Systems

Grateful for our friends at Homes Security Systems from Fayetteville, NC for delivering a 26-foot U-Haul filled with 5 pallets of water to help us support flood relief efforts in East Tennessee and western North Carolina from Hurricane Helene. Special thanks to Tyler Mackie with C12 East Tennessee for helping distribute to those in need, especially in those more isolated areas. Our community's strength has truly shone through in the face of this disaster.



THE DAVID PEEBLES BOOK CLUB celebrates a lifetime of curiosity, learning and the belief that great leaders never stop developing their minds. Together, we'll explore books and ideas that challenge our thinking, reveal our blind spots and help us continue our own adventure of growth.



This is “For a Leader” by John O’Donohue, the Irish poet, philosopher and author of *To Bless the Space Between Us: A Book of Blessings*.

It is one of his better-known blessings on leadership. What makes it distinctive is that O’Donohue treats leadership less as authority and more as a discipline of character. The recurring ideas are humility, service, self-awareness, listening and respect for the people being led.

A few of his strongest leadership principles are:

- **Don’t personalize everything.** Learn “to distinguish between what is personal and what is not.”
- **Welcome criticism.** Treat criticism as information rather than an attack.
- **Keep yourself out of the center.** Leadership is about the mission and the people, not the leader.
- **Lead from service rather than ego.**
- **Continue developing intellectually.** Reading, reflection and creative thinking keep a leader from becoming merely a “functionary.”
- **Make people feel seen.** Employees should know their leader recognizes and respects them.
- **Handle failure graciously.** A leader’s response to someone’s mistake can become “their stairway to renewal and refinement.”
- **Cultivate presence and deep listening.** Being fully attentive is itself an act of leadership.
- **Keep friends who will tell you the truth.** Good leaders need people who can reveal their blind spots.
- **View leadership as personal growth.** The final line captures the entire blessing: “May leadership be for you a true adventure of growth.”

It is a particularly good piece for a leadership meeting, executive retreat or opening reading because it frames leadership around how the leader behaves when things are difficult, not simply what the leader accomplishes.



ZACH CHAMBERS

Director of Sales, Southeast

Zach has a decade of experience managing multi-state territories and building relationships with dealers, integrators and end-users. He recently served as Director of Global Accounts, Security & Access Solutions at Honeywell, where he oversaw full account management and executed strategies that delivered revenue growth and long-term partnership success. Zach says he has a deep appreciation for the challenges and opportunities customers face.



FAQIR ABDUL-HAKIM

Regional Sales Manager, Mid-Atlantic

Faqir has a long history of success in the telecom and SaaS technology industries, including sales leadership roles with Samsung and Microsoft. He has spent over a decade supporting national enterprise-wide projects and strategic initiatives, making him well-positioned to serve dealers across his region. Faqir says one of his goals is to bridge any product knowledge gaps for DMP dealers so they can grow their businesses month over month and year over year.



BRICE RUDAT

Director of Sales, Southwest

Brice has been leading security sales teams for nearly a decade. He is the previous Director of Sales US - West at Eagle Eye/Brivo, where he excelled in increasing sales and building and guiding a first-rate team. Brice was also a top sales performer and team leader at Everon and ADT. Brice says his ultimate goal is to succeed with the highest level of integrity, setting a strong example for his two daughters.



STEVE MILSK

Regional Sales Manager, Michigan

Steve has been in the security industry for over 40 years, first with his family's manufacturers' representative firm and most recently as an Area Sales Manager with IP Security Reps. He has an especially extensive background selling video products. Steve is known for his ability to lead successful sales teams, with past coworkers saying he motivates those around him with compassion and knowledge.



JOEY KARR

Regional Sales Manager, Indiana

Joey has over a decade of sales experience, with eight of those years spent in security sales. As a sales manager at Sonitrol of Louisville, he gained significant experience with intrusion detection, video, access control and fire protection products. Joey says he has a passion for safety and serving others, and he is ready to help his team to dominate the security industry in his area.



TOM SINCIRO

Executive Director of National Accounts

Tom is a highly skilled security sales leader with more than 30 years of experience in the industry. He has held senior sales and business development positions with Avigilon, DVTEL, FLIR Systems, Sony and more. His experience includes leading regional and national sales organizations, developing strategic accounts, building channel and integrator relationships and driving sustained revenue growth.

**RYAN SHEKER**

*Regional Sales Manager,
Southern California*

Ryan is an experienced sales professional with more than a decade of success building customer relationships and driving business growth. His career has included prospecting, account development, customer service and channel relationships. Most recently, he worked with Wesco Anixter in San Diego, where he served customers in the electrical, communications and security markets.

**BRANDY STORIE**

Dealer Marketing Manager

Brandy has spent her career leading procedure refinement in several fields, including healthcare and IT services. Her experience covers process design, application strategy, project management, business analysis and quality assurance. Brandy is enhancing the dealer experience through dealer onboarding, driving dealer marketing resource requests, collaborating with the Sales team and implementing valuable dealer programs.

**NATHANIEL HENDERSON**

Regional Sales Engineer, South Central

Nathaniel is an experienced security technology professional with a career spanning installation, service, technical management and sales engineering. His background includes extensive work with video surveillance, access control and integrated security systems, including leadership positions with Fortress Security and OpenEye.

**MARÍA PRIVITERA**

*Marketing Operations Coordinator
and LATAM Regional Manager*

María brings over 20 years of marketing experience in technology and physical security, with a strong background developing regional strategies across Latin America. Most recently, she served in regional marketing roles at Eagle Eye Networks and Vertiv, supporting sales, partners and growth across LATAM and Iberia. She also led South American marketing initiatives for Axis Communications. Based in Argentina, María will support marketing operations, strengthen dealer relationships and expand DMP's international presence.

**ROBERT HINKEL**

Director of Corporate Quality

Robert is a quality and operations executive with over 30 years of experience driving manufacturing excellence and transformation. He has success aligning operations with corporate strategy, leading cross-border teams and delivering impact. At Faurecia Clarion Electronics (Forvia), he led cybersecurity and savings milestones.

**BROOKE RICHARDSON**

Marketing Communications Manager

Brooke brings a background in public relations, strategic communications and brand storytelling. Her experience includes leading media relations, national publicity initiatives, influencer campaigns and events for organizations including Johnny Morris' Wonders of Wildlife and the Johnny Morris Conservation Foundation. Brooke is committed to strengthening brands and connecting with customers, partners and the broader marketplace.

**JONATHAN WHISMAN**

Director of Customer Experience

Jonathan has a strong background in information technology, cybersecurity, systems administration and technical support. He's built his career in environments where security, reliability and customer service are critical. Jonathan combines hands-on expertise with practical problem-solving skills to create exceptional customer experiences.

We enjoyed a sweet escape from the summer heat during Suburban Snow Day on Aug. 13. DMP employees and families were invited to stop by for a refreshing New Orleans-style snowball, spend time with coworkers and have some fun. It was a cool way to make summer memories together!



We hit the links for mini golf at Getaway Golf on July 20. Participants put their skills to the test while enjoying an evening of friendly competition, plenty of laughs and quality time together. It was a tee-rific way for DMP employees and families to spend a summer evening!



DMP employees and their families spent an evening at the ballpark on Sept. 11! Families had the chance to relax, spend time together and cheer on the Springfield Cardinals at Route 66 Stadium. It was a great night of baseball and DMP family fun.
GO CARDS!



TECHNICAL UPDATES

Stay up to date and successful with the latest technical updates from DMP. Additional technical documents include installation & programming guides, quick start guides, spec sheets and more.

Find the latest technical updates at DMP.com/Technical-Documentation.



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From the onset of the pandemic, our choice has been to keep critical monitoring operations staff on-site. We believe monitoring from home provides lower-quality service.

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**DMP DEALER
ROUNDTABLE**

SAVE THE DATE
FEBRUARY 8-9, 2027

**SAN DIEGO MISSION BAY RESORT
IN SAN DIEGO, CALIFORNIA**

The DMP Dealer Roundtable is an event hosted by members of the DMP Executive Management Group, including Owner and President Rick Britton. This event provides DMP dealers with an opportunity to discuss best practices with other dealers and security personnel across the country.



Space is limited! Please register before
Tuesday, January 12, 2027 at
DMP.com/Roundtable-SanDiego27

