

Q&A with Jeff Torok, President of Am-Tec Total Security Inc. providing a full range of Security Systems to Homeowners and Businesses from Santa Barbara to San Diego, California including Burglar Alarms, Fire Alarms, Access Control, Cameras and Key Management Systems



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CEOCFO: Mr. Torok, would you tell us the focus Am-Tec Total Security?

Mr. Torok: The focus today is to build an account base of satisfied customers that can generate revenue not only for today but for the future. Am-Tec is focused on not only our customers, but also our employees. Our goal is to

become an employee-owned company. We believe our customer satisfaction is a direct reflection of employing qualified technicians who are content in their positions with the company and accomplishing their goals in life. We invest in our employees as well as our customers. We have a small business mindset of the customer is always right.

CEOCFO: What is the range of services you provide?

Mr. Torok: We are a security company so we are installing burglar alarms and fire alarms. We also do everything that has anything to do with security. We also install access control, cameras, and key management systems. Out of necessity because of the technology associated with camera installations, we have become also a network solution company. We do fiber, point-to-point wireless, mesh, and anything to do with creating a network whether it be for computers in an office or a camera systems.

CEOCFO: Do people understand that it is important to work with a company that provides a wide range, or is it still not recognized by most people?

Mr. Torok: There is something to be said about a company that just focuses on one thing. If you do too many things you are a master of none. However, to be able to offer full security to somebody and integrate all the devices, access control, cameras and security systems, offering full protection, you have to be able to do everything because today's basic security systems are not enough. If you have an alarm system and the alarm goes off, if you do not have cameras to view to see if it is a false alarm or a real alarm, then the urgency or priority of the call is certainly brought down in the eyes of law enforcement. We actually integrate all systems to be able to get a faster police response and more accurate police response so that we can aid the police department in apprehending criminals. Additionally, the customer is able to do their own investigations when they have a security system and they can see a specific individual turned off the alarm at this time and they have a camera to verify that it was indeed that individual. These days with technology, as crime gets more creative and inventive, we have to be able to bring all these things together to make a more accurate, responsive security systems.

CEOCFO: How do you stay on top of all the changes?

Mr. Torok: I think that Am-Tec is in an excellent position. We are not so big where we cannot get out of our own way, can never make a decision or to make a decision takes way too long and by then the whole industry has moved on to

something else. We are not too small where there is not enough manpower to keep our heads above water. We are in the middle. We have approximately fifty employees. I have to be able to hire the staff and have the correct people with mutual goals, intelligence and background to be able to aid in making decisions. Certainly when you have a company that does five different things you also still have to departmentalize. You have to say some techs are focused on burglar alarms, some techs are focused on fire, and some are focused on cameras. Then you have administrative staff that you bring together to help you make the right decisions to keep the company moving forward.

CEOCFO: *What is your geographic range today?*

Mr. Torok: It is quite large. We are centrally located in southern California. We go from Santa Barbara to San Diego and we are sitting right in the middle. With the traffic issues with California, that means we have to start very early sometimes to be able to get through the traffic. We do cover a pretty large area. We also have clientele that over the years has grown as well out of the state of California so depending on the customer we will fly people out of the area and put them in hotel rooms. We do a lot of work for Toshiba, which is now Cannon, so we have guys that we have flown all over the country to do their buildings. We do a lot of work for Penske Truck Leasing Co., L.P., so we have flown guys all over to do car dealerships. Primarily we try to focus just locally.

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CEOCFO: *How do you breakdown between residential and commercial and would you like to see it change?*

Mr. Torok: We are primarily commercial. In the beginning we were primarily residential but we found over the years that commercial is more profitable. Residential clients sometimes will cancel their subscription to monitoring because if it comes down to the cable bill or the alarm bill they will pay the cable bill. Commercial properties have to be protected, they have to keep their investment protected. It becomes a necessity. Also, with residential, you are dealing with people that are obviously going to be picky with the installation whereas with commercial it is generally an easier installation. However, even though we have swung primarily from residential to commercial, we are currently focusing our advertising for residential installs. We are trying to build residential accounts as well because it is a necessary market. I think that for us we never try to put all of our eggs in one basket because you never know where the market is going to go. We always perform a broad range of installations because we want to cover the entire market.

CEOCFO: *What is the key when you are working with a customer to understanding what they need and not necessarily what they say they need, and you are pointing out what might be a better direction for them without seeming like a used car salesman?*

Mr. Torok: For us it is easy, because we believe in what we are doing. We are protecting people and their homes. We have saved people’s homes from fires and break-ins. We have seen the need for hold-up buttons, panic buttons and other emergency devices. We have also used a device called Belle. It is a remote panic button that the customer can take with them anywhere in the United States and the customer presses the button where they are and we can communicate through the unit itself. If it is a medical condition we can send paramedics. If it is an emergency and they need police we can send the police. For us it is believing in what we are doing and then honesty. We do not try to upsell people. We do not try to sell them more than they need and we do not want to sell them less than they need. We lay it all out for them and educate customers. I think that anyone can see the difference between a salesman who is just pushing a product to make a living versus somebody who believes in what they are doing and is really honestly trying to do the best for that person. That is our goal and what we do on a daily basis here. We communicate that to the people that work here and they understand and know that the people at the top like my wife and I are honest, caring people. We care about our employees, our customers, and I think that starting at the top down just filters right in. These days, social media can make or break a company so we work very hard at making sure that even beyond what is practical, we will go the extra mile to make sure a customer is happy. We will give it away and we will continue to give it away until that person is happy and satisfied and we have nothing but five-star reviews on Google, Yelp, on any social media that we push out there. Everything shows that we do care and we try to do the best we can.

CEOCFO: *We came upon Am-Tec from the SDI Fast50; would you tell us about that recognition?*

Mr. Torok: I think it is an important aspect to the security industry. These days security is something that is important to the mindset of every person out there. Because of that, it is a very large business. You will find a security integrator almost on every block in every town. There are hundreds of security companies in a single town and millions across the country. We did not get the Fast50 or make the Fast50 in 2016, but we did in 2015, when we started entering into the

program and then we got it back in 2017. I think it speaks volumes as to the kind of company we are when there are millions of alarm companies competing across the country and you are in the top 50; it says a lot.

CEOCFO: *What surprised you as Am-Tec has grown and evolved?*

Mr. Torok: I think what surprised me the most is how difficult it is to be a small business owner and how difficult it is to have employees. There are challenges that you never anticipated were even going to be a problem. Things like the busier you are the faster you grow. The faster you grow more cash flow you need. It is balances and checks. You cannot grow too fast because you will run out of resources but you have to grow otherwise you will never succeed long-term. It is much more difficult than I ever imagined. The other difficulty about our industry is how fast it changes. It is an electronic-driven industry and what we install today can be obsolete thirty days from now so the challenge of keeping up with the technology and always having the best available and continuously moving forward can be daunting. Bringing all that together is a challenge and you cannot rest. You constantly have to be seeking and striving towards the next goal. Training, working, creative financing -- it never stops.

