

Core Decisions (lock these asap)

- Engagement posture** (non-engagement vs. light engagement) + no-chase/no-hands
- Manager visibility plan** (who roves: counter, floor, drive-thru, late night)
- Security posture** (armed/unarmed/plainclothes), post orders, vendor insurance, shared comms
- Drive-thru & curbside:** name + order ID at hand-off; line-busting during surges
- 3P delivery pickup:** driver ID/QR/PIN, dedicated shelf/camera, late-night tighten rules
- Comp/void/remake limits per role;** manager approvals; nightly exception review
- Cash controls** (timed safe drops, minimal till cash) + BOH access logs + cycle counts
- Alcohol service:** dual-ID checks; refusal/ejection scripts; cut-off log
- Late-night playbook:** drive-thru-only switch, group-size/occupancy, bathroom lock timing
- Perimeter standards:** lighting, cameras, timed exterior sweeps, two-person close
- Bias/harassment & domestic spillover:** zero-tolerance scripts; accommodations/EAP
- Digital threats:** evacuate vs. hold tree; bomb-threat checklist; PD liaison
- Facilities & power:** closure authority; generator priorities (POS, hoods, lights, comms)
- Incident reporting:** what's always logged; time/camera refs; notify chain order
- Legal/insurance review:** use-of-force & non-engagement language; retention rules
- Comms plan:** friendly guest signage (ID, pickup rules, late-night); daily ops note; red-banner SMS

Timeline (do the right things at the right distance)

~D-90 (3 months out) — Decide & Contract

- Tier daypart risk (late night vs. normal); finalize engagement/use-of-force
- Lock security posture; confirm vendor training/insurance; draft post orders
- Legal/insurance review; align guest signage to policy

~D-60 (2 months out) — Build & Brief

- Ship 60-minute essentials training (de-esc, theft posture, emergencies)
- Post pickup/ID signs; alcohol refusal cards; late-night occupancy signs
- Tune POS exception dashboards (voids, remakes, late spikes); camera coverage (back door, pickup zone, lot)
- Tabletop drills: threat call, intoxication refusal, delivery dispute, power loss

~D-30 (1 month out) — Test & Tighten

- Store walk: drive-thru flow, line-busting role, pickup shelf visibility/camera
- BOH controls: access list, cycle counts on high-value inputs, timed drops

- Confirm PD/property contacts; post numbers at phones/register

~D-14 (2 weeks out) — Activate

- Start daily huddles + one-point lessons; stage scripts at counter/host stand
- Launch hot sheet (peak blocks, risks, fixes); reconfirm lockdown thresholds
- Verify two-person close, exterior sweep schedule, escort plan

Peak Weeks — Run the Play

- Manager visible at friction points; assign rover
- Verify name + order ID for drive-thru/curbside/3P pickup
- Separate “clean fixes” (refund/remake) from “verification” issues
- Observe/document (no performances); log incidents w/ time & camera refs
- Exterior sweeps; escorts for closers; keep tills light
- 10-minute debrief after peak; update hot sheet

Post-Peak (Dec 26–Jan 15) — Gift Cards Surge

- Monitor POS anomalies daily; coach patterns (not just errors)
- Re-brief refusal & verification scripts for late-night

After Action (mid-Jan) — Learn & Lock

- Review leading/lagging: incident counts, late-night calm, drive-thru time, remake rate, ID pass rate, PD calls
- Standardize **5 keepers**; retire **3 time-wasters**

Quick Scripts (post these where people can see them and use them)

- Heated guest:** “Thanks for telling me—here’s what I can do now: refund or remake. Your call; I’ll make it fast.”
- Alcohol refusal:** “For everyone’s safety, we can’t serve right now. I can get water and food, or I can get a manager for you.”
- Pickup ID:** “I’ll just confirm your name and order ID—then we’re good to go.”
- Theft posture:** “We don’t chase. We notice, document, and call it in. People first, always.”