

Core Decisions (lock these asap)

- Determine store risk tiers (T1/T2/T3)** and playbook differences per tier
- Engagement posture** (non-engagement vs. light engagement) + **no-chase/no-hands** policy
- Security posture** (armed/unarmed/plainclothes), post orders, radio/comms, vendor insurance
- Seasonal training minimums** (60-min essentials), buddy system, who approves first shift
- Returns & gift card rules** (ID, receipt-less, serial/IMEI checks, split-tender limits)
- POS exception focus** (voids, no-sales, post-close refunds, gift card activations)
- Cash controls** (timed drops, dual control, safe access, backroom access list)
- High-risk SKUs** (keep-few, locked cases, evening quantities)
- BOPIS/curbside verification** (name + order PIN; hand-off camera view)
- Civil-unrest thresholds** (lock/limit/close), safe rooms, rally points, PD/property liaisons
- Perimeter standards** (lighting, cameras, two-person close, escort practice)
- Age-restricted items** (dual-verify ID, refusal scripts, evening controls)
- Digital threats** (evacuate vs. hold tree; bomb-threat checklist; evidence capture)
- Bias/harassment & domestic spillover** (zero-tolerance script, accommodations, EAP)
- Facilities & power** (closure authority, generator priorities, slip-fall plan)
- Incident reporting** (what's always logged; order: PD → insurance → legal → PR)
- Legal/insurance review** (use-of-force language, retention, comp triggers)
- Tech ownership** (who watches which alerts; action thresholds; cadence)
- Comms plan** (customer signage, daily ops note, weekend hot sheet, red-banner SMS)

Timeline (do the right things at the right distance)

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

- Tier all stores; map **T1/T2/T3** differentiators
- Finalize **engagement policy**; align signage language
- Select **security posture** per tier; confirm vendor insurance & post orders
- Book legal/insurance review; define document retention

~D-60 (2 months out) — Build & Brief

- Produce **60-min essentials** training + micro-lessons (QR)
- Lock **returns/gift card** policies; publish manager cheat sheet
- Tune **POS exception reports** and alert routing
- Prep customer-facing **policy signs** (returns, ID checks, limited-qty)
- Validate camera coverage (entry/exit, high-risk aisles, curbside)

~D-30 (1 month out) — Test & Tighten

- Store walk-throughs: hot zones, line flow, locked cases service speed
- Tabletop drills:** de-esc, threat call, protest proximity, power loss
- Confirm PD/property liaisons and after-hours contacts
- Backroom access list; safe drops; cycle-count plan for high-risk SKUs

~D-14 (2 weeks out) — Activate

- Start daily **pre-shift huddles** + one-point lessons
- Distribute **hot sheets** (ORC intel, weekend peaks, protest alerts)
- Stage refusal/de-esc **scripts** at lanes & service desks
- Reconfirm **closure/lockdown thresholds** and comms templates

Peak Weeks — Run the Play

- MOD **visible** during peak blocks; assign a rover to hot zones
- Enforce **observe/document** (no chase); log incidents with times/cameras
- Separate **fast-lane returns** from “problem desk” verification
- Verify **BOPIS/curbside** (name + PIN) before hand-off
- Two-person close** + escorts; exterior sweep at open/close
- 10-minute debrief** after peak; update hot sheet

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

- Apply receipt-less **ID**, serial checks, gift card limits
- Monitor POS anomalies daily; coach on patterns, not just errors

After Action (mid-Jan) — Learn & Lock

- Review leading/lagging metrics (incidents, queue time, staff confidence, shrink, police calls)
- Capture 5 fixes to standardize; retire 3 policies that didn't matter

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

- **At the counter:** “Here’s what I can do right now—refund or replace. Your call; I’ll make it fast.”
- **Refusal/ID:** “For everyone’s safety, we have to check ID here. If it’s not available, I can involve my manager.”
- **Theft posture:** “We don’t chase. We notice, document, and call it in. People first, always.”