2085 The Last 30 Days

Product Book · https://kb.jeffreysummers.com/docs/2085-the-last-30-days/

Everything converges in the final month.

The construction punch list is still running. Equipment is being tested and calibrated. Permits and final inspections are in process. Vendors are delivering opening inventory. Development schedules are in full execution. The first mock service runs are happening — simultaneously, under conditions that are still physically incomplete.

No other period in the life of a restaurant concentrates more decisions across more domains in less time. The operators who manage it well are the ones who prepared for it. The operators who didn't prepare experience the last thirty days as controlled chaos, and their first Guest service is the first time many of their systems get tested under real conditions.

This is not a period for generating new plans. It is a period for executing plans that were already made. If you are making foundational decisions in the last thirty days — what your seating chart will be, how your sections will be divided, what your food safety protocol looks like — you did not finish the work in months two and three. That work compressed into a week or two will show in the execution.

Every piece of equipment gets tested and calibrated before a paying Guest arrives. Refrigeration temperatures verified. Walk-ins and freezers cleaned and confirmed. Ansul system certified. Ice machine running. The POS set up, tested, and familiar to every cast member who will use it. Opening inventory — taken the night before you open — requires a clean, confirmed, fully stocked operation. You cannot take an accurate opening inventory in a restaurant that is still in motion.

The certificate of occupancy is the single biggest sequencing risk in the final thirty days. Everything else can continue in parallel while construction closes out. Development can happen in a space that isn't completely finished. Systems can be reviewed. But you cannot open without the CO, and the CO depends on passing final inspections in a sequence you do not control. Map this timeline early. Build your opening date with a real understanding of that process — not wishful thinking about how fast your jurisdiction moves.

I don't like paying for the same ground twice. Every rushed decision in the last thirty days that you have to undo and redo in the first sixty days of operation is exactly that — ground you already

covered, paid for again. The exit from construction and the entry into operations is a handoff. Handoffs in this business have to be deliberate.