Seasonal Opening and Closing Board Checklist

Template — not legal or financial advice. Dates and lead times are yours to fill in; employment, immigration, licensing, and insurance rules vary.

Property / business: _____ **Season:** _____ **Planned opening:** _____ **Planned closing:** _____

Before opening — decisions for the board

☐ Opening date approved (with last year's results by week and current bookings attached)

☐ Seasonal staffing plan and wage rates approved

☐ H-2B or other visa plan, filing dates, and a backup plan if the cap is reached or petitions are delayed

☐ Staff housing and transport commitments approved (cost and liability)

☐ Pre-opening budget approved (recruiting, training, supplies, marketing)

☐ Shoulder-season plan: which rooms, outlets, or tours open first

Before opening — evidence management should provide

☐ Liquor licenses and operating permits renewed for the season

☐ Fire, life-safety, pool, elevator, and health inspections scheduled or passed; open findings listed

☐ Insurance in force for the season (property, liability, liquor liability, workers' compensation, vehicles or vessels)

☐ Payment systems tested; card-data (PCI DSS) validation current

☐ Incident-escalation policy reissued to managers (template (https://preparedboard.com/templates/hospitality-incident-escalation-policy))

☐ Training completed: safety, responsible alcohol service, harassment, trafficking awareness

☐ Off-season capital work signed off as complete

Before closing — decisions for the board

☐ Closing date approved (with forward bookings and staffing attached)

☐ Year-round staff retention plan and cost

☐ Off-season capital projects approved (capex / PIP memo (https://preparedboard.com/templates/hospitality-capex-pip-approval-memo))

☐ Off-season marketing and sales budget

Before closing — evidence management should provide

☐ Winterization or lay-up plan; security and insurance requirements for a vacant property

☐ Utilities and systems that stay on, and who checks them

☐ Final payroll and seasonal-employee obligations met

☐ Records secured; card-processing devices stored or decommissioned securely

☐ Deposits for next season handled per policy

Post-season review (schedule for [month])

Measure	This season	Last season	Plan	Comment
Occupancy, ADR, RevPAR				
GOP and GOPPAR				
Labor cost and staffing gaps				
Incidents (Tier 1 / 2 / 3)				
Guest satisfaction measure				

- What did the board assume when it set the dates, and what happened?
- What changes for next season? Who owns each change?

Related: Seasonality and labor decisions guide (https://preparedboard.com/guides/hospitality-seasonality-and-labor-decisions).