Card 4: The segment swaps

Part Six: what changes by concept. Everything else runs the core system.

Rule	The line	Taught in
Weeks of payroll	Cash on hand / an average week's total payroll, taxes and benefits included. Under 2 weeks is an emergency; target 4, on the scoreboard next to prime cost	Ch 16
A la carte capture rate	Member families dining at least once in the month / total member families. The club's covers	Ch 17
Minimum spend attainment	Share of member families hitting the quarterly minimum. Shortfall billing is revenue that churns members	Ch 17
Club food cost	Runs above the Card 1 full service bands by design; quality is a member benefit. Grade against the club's budget, not the bands	Ch 17
Outside banquet cap	No more than 2 member-facing Saturdays a quarter go to outside business. The board's preferred mix, in writing, before booking toward either	Ch 17
Breakfast covers	Occupied rooms x capture rate x guests per room, written the night before	Ch 18
RevPASH	Meal period revenue / (seats x open hours)	Ch 18
Drinks per bartender hour	Tracked on peak nights. The bar's covers: speed is capacity, and capacity is revenue	Ch 19
Keg accounting	Kegs tapped versus pints rung, weekly. A half barrel holds about 124 pints on paper and yields fewer in practice	Ch 19
Bar cash control	Drawers counted by 2 people. Drops logged the moment a drawer clears $1,000. Nightly, no weekend exceptions	Ch 19
Hiring waves	Managers hired 8 weeks out, leads at 6, crew at 3	Ch 20
Soft open	An experiment, not a preview: half the covers, a trimmed menu, comps budgeted in advance, 3 or 4 nights on purpose	Ch 20