

Michael Delgado

Hospitality Executive · Operations, Beverage & Education

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I believe great hospitality is built on people. For more than 15 years I have led operations, beverage programs and teams across acclaimed restaurants, a Platinum private club and new openings, and I have written the training behind every one of them. I build the culture, the education and the systems that turn an owner's vision into how a property runs every day, and I stay on the floor with the team while it happens: personalized care for every guest, real growth for every employee and the financial discipline to sustain both.

◇ Creativity in Service

Creativity belongs in the dining room as much as it does in the kitchen. Every detail is part of the performance: the welcome, the words we choose, the timing, the drink in the glass and what each guest needs. I teach teams to bring their own ideas and to rehearse until great service feels natural under pressure. Clear standards give that creativity a foundation, and preparation gives people the confidence to adapt and deliver every night.

◇ Sensory & Leadership Capabilities

I evaluate food, wine, spirits, cocktails, beer, coffee, espresso and tea for balance, texture, aroma and finish, and I use that to refine recipes, lead wine and sommelier programs, and build thoughtful nonalcoholic and clarified cocktail programs. I pay just as much attention to everything around the plate and the glass, because design, layout, lighting, music, aroma and temperature all shape how comfortable a guest feels. When something goes wrong, I see a chance to earn a guest for life through ownership, generosity and follow-through.

◇ Sensory Judgment & Audience Appeal

My palate goes beyond personal preference. I can judge how a dish or cocktail will land with a wide range of guests and tell the difference between something with broad appeal and something made for a more specific taste. I look at flavor, balance, texture, aroma and finish, then refine the recipe around the concept and the guests it is meant for, without losing what makes it special.

◇ Style & Substance

Great food and drinks should look as good as they taste. Bold color and striking presentation tell guests the quality is there, and the ingredients, flavor and balance have to deliver on that promise.

◇ Leadership Proficiencies & Practice

- Multi-Unit Operations
- Training Systems
- Beverage Strategy
- Labor Optimization
- Hiring & Team Development
- Guest Experience Standards
- Menu Engineering
- P&L Management
- POS System Programming
- SOP Development
- Inventory & Cost Controls
- Vendor Relations
- Service Standards & Execution
- Team Coaching & Performance
- Restaurant Openings & Rebrands
- Social Media & Content Creation
- Photography & Food Styling
- Remodel Leadership & Aesthetic Direction

Credentials & Independent Property Engagements

◇ Education & Credentials

Colorado State University
BS, Business Administration
Fort Collins, CO · 2006 – 2010

Johnson & Wales University
Introduction to Culinary Arts Certificate
Denver, CO · 2015 – 2016

Court of Master Sommeliers
Level 1 — Introductory Sommelier Certificate
Level 2 — Certified Sommelier Certificate

Southern Wine & Spirits
Sommelier of the Month
2018 · 2019 · 2023

◇ Operating Platforms

Toast. Toast POS · Toast Tables · xtraCHEF. Complete setup and programming, menu building and routing, with on-site troubleshooting handled myself, no technician needed.

POS. Micros · Aloha

Inventory. RSI Inventory · MarginEdge

Scheduling. HotSchedules · 7shifts · Sling

Reservations. OpenTable · Resy · ClubEssential

◇ Preparation & Shared Ownership

I prepare teams for the hard moments before they happen. We rehearse busy services and difficult situations so everyone knows their role and stays composed. I cross-train so each person understands what their teammates face, and I teach everyone to jump in wherever they are needed, myself included. I recognize effort, celebrate people personally and build real paths to advancement.

◇ Polish + Pour · Property Engagements

At every property: complete beverage programs, training and education written from scratch, and culture and service standards put into practice.

Johnny Bechamel's Italian Cuisine
2026 · Denver, CO · New opening
4.7 / 5 · 120 Google reviews

VIN39 Wine Bar
2026 · Brighton, CO · New opening
Remodel leadership and aesthetic direction.
4.8 / 5 · 73 Google reviews

Mannings Steak & Spirits
2024 · Littleton, CO · New opening
4.7 / 5 · 1,320 Google reviews

Larimer Beer Hall
2023 · Denver, CO
Remodel leadership and aesthetic direction.

ROOT25 / Hyatt Regency Denver Tech Center
2022 · Denver, CO · New opening
Remodel leadership and aesthetic direction.

◇ Leadership in Practice

I lead by doing the work. I have hosted, served, bartended, worked as a sommelier, run food, expedited, bussed tables and supported the dish station, and I still step into every one of those roles when the team needs it. That experience shapes how I manage the floor, run the business, direct beverage programs and handle HR, and it is why every role on my teams knows what is expected and has the knowledge to contribute.

Owner

Polish + Pour

2022 – Current · Denver, CO · Independent Hospitality Consulting

ROLE SCOPE

Independent restaurant and bar openings and remodels. Selected engagements appear on page 2.

BUSINESS & BRAND DEVELOPMENT

Built the Polish + Pour proposal and website, including a portfolio of my original food and cocktail work.

- ◇ **Culture & Systems Implementation.** Created front-of-house education, service standards and operating controls built around each property.
- ◇ **Beverage Program Creation & Execution.** Built wine, spirits, beer, original cocktail and nonalcoholic programs, with the recipes and education to serve them consistently.
- ◇ **Remodel Leadership & Aesthetic Direction.** Brought each property's look and layout together with what service actually needs to run well.
- ◇ **Openings & Implementation.** Worked side by side with each team to put our standards into daily practice through demonstration, rehearsal and coaching.
- ◇ **Proprietary Training Codex.** Wrote role-specific training for hiring, onboarding, sequence of service and beverage education, plus tools for recipes, costing, ordering and inventory.

Director of Fine Dining & Service, Head Sommelier

Ravenna Country Club

2023 – 2026 · Littleton, CO

RECOGNITION

Platinum Clubs of America
Colorado AvidGolfer Best Food Staff Pick, 2022 & 2023
No. 1 Best Denver Region Private Club
No. 1 Best Private Clubhouse

SCOPE

FOH staff overseen	**70+**
Annual F&B revenue	**$11M+**
Culinary program oversight	**Yes**
Google · 73 reviews	**4.8 / 5**

BEVERAGE PROGRAM

400+ wines
60+ spirits
12 house cocktails
10 nonalcoholic libations

- ◇ Increased bottled wine sales 18% through approachable wine education and genuine, unpretentious guest guidance.
- ◇ Wrote and copyrighted a 96-page front-of-house training manual that I own, along with 46 supporting files that helped the club earn national Platinum Clubs of America recognition.
- ◇ Responsible for all front-of-house hiring, training, scheduling and labor; created every house cocktail, curated all music and built a private dining program for nonmembers.
- ◇ Made member recognition part of our training through quarterly surveys, detailed preference profiles and updated member photos, and taught staff to read body language and visual cues.
- ◇ Created five nonprofit charity events in my first year and hosted them every year after, each welcoming more than 1,000 guests.

Director of Wine & Beverage

Flagstaff House

2022 – 2023 · Boulder, CO

RECOGNITION	SCOPE		BEVERAGE PROGRAM
Wine Spectator Grand Award, 1983 – 2026	FOH staff overseen	**40+**	2,000+ wines
33 consecutive AAA Four Diamond ratings	Annual F&B revenue	**$9M+**	200+ spirits
42 consecutive Forbes Four Star ratings	Culinary program oversight	**No**	14 house cocktails
	Google · 1,497 reviews	**4.6 / 5**	8 nonalcoholic libations

- **Beverage Direction & Cocktail Development.** Directed the wine, spirits, beer, cocktail and nonalcoholic programs and created original cocktails built around flavor, balance and presentation.
- **Wine Education & Sommelier Development.** Taught the team to talk about wine and every beverage with confidence, developed their sommelier service and coached them to recommend and sell through product knowledge and clear, guest-focused language.
- **Ordering, Inventory & Cellar Management.** Responsible for beverage purchasing, inventory and P&L. Reorganized the cellar so the team could find any wine quickly and inventory always matched what was on hand.

General Manager & Beverage Director

Rioja

2019 – 2022 · Denver, CO

RECOGNITION	SCOPE		BEVERAGE PROGRAM
Two-Time James Beard Award Winner	FOH staff overseen	**40+**	300+ wines
Wine Spectator Award of Excellence, 2010 – 2026	Annual F&B revenue	**$5M+**	200+ spirits
5280 Top of the Town winning mixology program, 2019	Culinary program oversight	**Yes**	18 house cocktails
	Google · 2,342 reviews	**4.6 / 5**	12 nonalcoholic libations

- Responsible for FOH and BOH P&L, ordering, costing and menu engineering alongside Executive Chef Jennifer Jasinski, James Beard Best Chef: Southwest winner, 2013.
- Rewrote our onboarding, training and education materials from scratch and built a multi-store wine education program with Master Sommelier Doug Krenik.
- Rebuilt the wine list, which earned regional Wine Spectator Award of Excellence recognition twice; increased bottled wine sales 8%.
- Created seasonal happy hour menus, a guest relations position and a maître d'hôtel reservation incentive program; curated all music.
- Helped coordinate private events and develop menus; led the mixology program named in 5280's 2019 Top of the Town.

Director of Operations & Beverage Director

The Perfect Landing

2017 – 2019 · Lone Tree, CO

SCOPE	
FOH staff overseen	**20+**
Annual F&B revenue	**$4M+**
Culinary program oversight	**Yes**

BEVERAGE PROGRAM

200+ wines
50+ spirits
10 house cocktails
2 nonalcoholic libations

- Hired to lead the restaurant's closure, remodel and reopening, including its aesthetic direction, while running P&L, hiring, scheduling, HR, purchasing, inventory and private events.
- Created the beverage menus and programs; increased year-over-year revenue 12%.
- Wrote complete front-of-house onboarding and service training from scratch, setting one consistent standard for the restaurant's new direction.

Floor Manager & Head Sommelier

Elway's Steakhouse

2016 – 2017 · Cherry Creek, CO

RECOGNITION

Wine Spectator Best of Award of Excellence, 2012 – 2023

SCOPE	
FOH staff overseen	**40+**
Annual F&B revenue	**$12M+**
Culinary program oversight	**No**

BEVERAGE PROGRAM

1,200+ wines
160+ spirits
12 house cocktails
3 nonalcoholic libations

- Helped build a wine list recognized twice on Wine Spectator's national Top 100 list.
- Created weekly beverage education for the front-of-house team.
- Led service planning for the outdoor Summer Concert Series, serving more than 600 guests per concert day.
- Trained hands-on in kitchen prep and portioning.

Corporate Wine Educator & Head Sommelier

Eddie Merlot's Steakhouse

2015 – 2016 · Scottsdale, AZ

SCOPE	
FOH staff overseen	**25+**
Annual F&B revenue	**$3M+**
Culinary program oversight	**No**
Google · 251 reviews	**4.6 / 5**

BEVERAGE PROGRAM

400+ wines
100+ spirits
8 house cocktails
4 nonalcoholic libations

- **Corporate Opening & Beverage Education.** Transferred to the corporate opening team to teach wine and spirits to every manager and server. Built the opening wine list and the systems for tracking inventory and beverage costs.
- **Dining Room Standards.** Created the opening sequence of service and wrote the materials to teach it, tying beverage education directly to dining room execution.

Service Manager & Floor Sommelier

Eddie Merlot's Steakhouse

2014 – 2016 · Lone Tree, CO

SCOPE

FOH staff overseen	25+
Annual F&B revenue	$6M+
Culinary program oversight	No

BEVERAGE PROGRAM

500+ wines
100+ spirits
8 house cocktails
4 nonalcoholic libations

◇ **New-Market Opening & Private Events.** Helped open the Lone Tree restaurant by training servers and server assistants, coordinating private events and preparing banquet event orders.

◇ **Wine Sales & Kitchen Practice.** Part of the location that led the company in bottled wine sales. Trained hands-on in kitchen prep, portioning and costing to understand the work behind every dish.

Operating Systems & Opening Preparation

BEVERAGE SYSTEMS & TOOLS

Created beverage menus with full recipes, batch instructions, wine education and formatted lists, and connected every cocktail and alcohol-free program to vendor selections, order guides, inventory organization and service.

OPENING PREPARATION & SERVICE STANDARDS

Wrote opening agendas, hiring plans and schedules, sequences of service, floor plans, guest language, product education and tip-pool tools, always tied to each property's standards, needs and budget.

IN EVERY LEADERSHIP ROLE

Responsible for hiring, onboarding, scheduling, discipline and front-of-house training. Managed ordering, costing, inventory and P&L; created cocktail and nonalcoholic recipes and selected glassware and stemware.

Authored Training, Assessment & Education

Created and authored by Michael Delgado

HOSPITALITY & SERVICE COMPENDIUM

My complete training book: service standards, onboarding schedules, food and beverage education, side work, culture and administration, written to be adapted to any property.

KNOWLEDGE ASSESSMENTS

Wine · Bar & Spirits · Beverage · Fine Dining Steps of Service.

PROPERTY PRODUCT TESTS

Food and beverage tests built from each property's menus, covering allergens, preparation, pairings and guest guidance.

LEADERSHIP TOOLS

Daily line-up standards, new-hire interview questions, cocktail costing workbooks and beverage guides organized by vendor.

PERSONAL STATEMENT

My core beliefs follow the path of personalized training and education: creating an environment where every employee is shown how to exceed their own expectations and build a real career. I believe in enlightened hospitality and in giving every guest an individually personalized experience. I am looking for a long-term leadership role in a culture-driven, structured environment where I can keep growing, and help everyone around me grow with me.

MICHAEL DELGADO

Original Food

Created, styled and photographed by Michael Delgado.











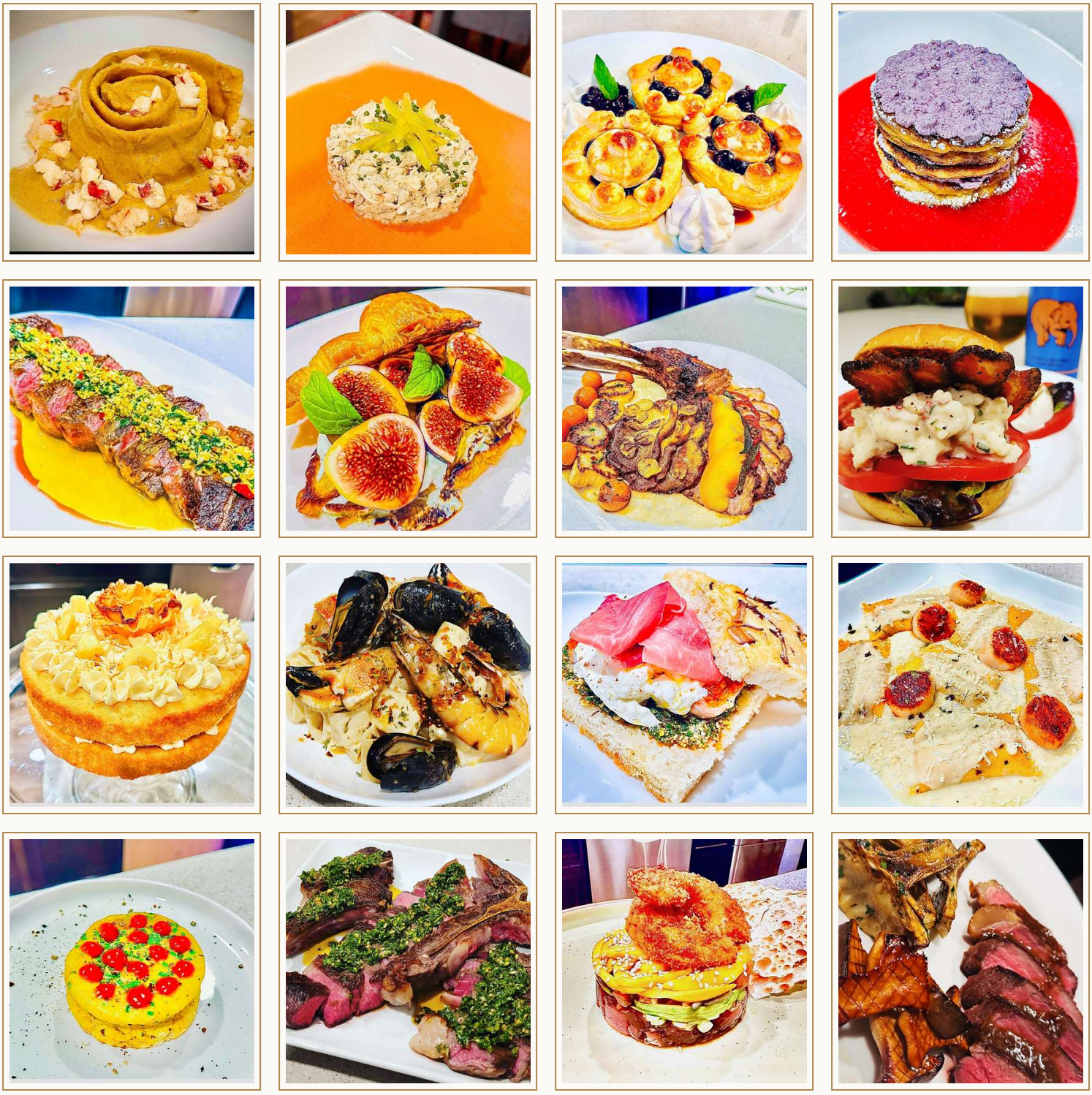







Original Food — Continued

Created, styled and photographed by Michael Delgado.



Handcrafted Cocktail Creation

Created, styled and photographed by Michael Delgado.























