Polish + Pour

Hospitality Reimagined

Executive Refinement. Beverage Artistry. Sensory Orchestration. Humanistic Education. Pursued Perfection.



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Precision in Execution. Consistency in Implementation.

Polish + Pour brings proven service standards, beverage expertise and our own fully authored training materials into your property, adapts them to how you operate, and puts them into practice with your team. We work quickly and efficiently, with meticulous attention to detail, and we stay with you long after the work is in place.

◇ Staff Care Comes First

The people who deliver the experience are our first priority. Staff deserve to be treated with care, celebrated for what they contribute and given thorough training and education. When they are happy, confident and ready, exceptional guest care becomes consistent.

◇ A Trusted Partnership

Your business reflects a vision worth respecting. We draw on more than 15 years of hands-on experience to understand why you operate the way you do, modernize the methods around your concept and teach your people to sustain them, with care for your budget and personal support that continues after implementation.

◇ Style & Substance

Style and substance should never be a compromise. Vibrant food and drinks, deliberate color and striking presentation tell guests the quality is there; ingredient selection, flavor, balance and a thoughtful range of choices make sure it is.

◇ Creativity in Service

We hold service to the same creative standard as the kitchen. The welcome, the words, the timing and the drink in the glass are all part of the performance. We teach teams to contribute their own ideas and rehearse until excellent service feels natural under pressure.

SECTORS SERVED Hotels · Resorts · Private Clubs · Restaurants · Food Trucks · Beverage Vendors

More Than Consulting

Most consulting ends with a report and a recommendation. Ours begins there. We build the program, write the materials, train the people and work the floor beside them until the standard holds on its own.

	TYPICAL CONSULTING	POLISH + POUR
What you receive	Observations, a report and recommendations	Complete programs, written materials and working tools built for your property
Who does the work	Your team, after the consultant leaves	We do it with your team: demonstrating, rehearsing and coaching on the floor
Training	Generic templates or none at all	Our own copyrighted training, adapted to your roles, menus and standards
Beverage	Advice on the list	Wine, spirits, beer, original cocktail and nonalcoholic programs, with recipes, costing and staff education
Finances	General cost-cutting suggestions	Purchasing, inventory, costing, menu engineering and POS set up and taught to the people who run them
After handoff	The engagement ends	Long-term support for the life of the business, with daily phone and email access
Measure of success	The project is delivered	*Long-term client success is our only measure of execution.*

Rewriting the Economics of Hospitality

42%

of restaurant operators were not profitable in 2025

National Restaurant Association, 2026 State of the Restaurant Industry

33%

of operators were not profitable in the first half of 2026

National Restaurant Association, 2026 midyear update

~90%

of 2019 hotel gross operating profit per available room, held back by rising operating expenses

American Hotel & Lodging Association, 2026 State of the Industry

Financial pressure is an industry-wide challenge, and we take it personally. We connect careful purchasing and spending with disciplined inventory, ingredient yield, recipe costing, menu composition and informed selling, so every decision serves the property's identity, the guest's experience and the business's ability to sustain both. We study where money is committed, where value is lost and where creativity can earn a stronger return, then teach the people responsible to keep it that way.

How We Work

Our experience and proprietary materials are the foundation. Your priorities decide how they are applied, so preparation moves efficiently into consistent execution.

1 Learn the Owner & the Operation

Understanding why you made each decision comes first. We learn the person, the operation and what the concept is meant to express, then confirm priorities, people, budget and operating conditions before we change anything.

2 Apply Our Service & Beverage Standards

We connect the sequence of service, beverage composition, sensory direction, interiors, guest relationships and commercial offerings around your identity, and we explain the purpose behind every decision.

3 Adapt Our Proprietary Materials

Our fully authored, copyrighted training is fitted to your roles, standards and service. Onboarding, recipes, financial controls, purchasing, ordering and inventory tools are set up with clear ownership.

4 Educate, Rehearse & Implement

We teach the how and the why, check understanding, rehearse the difficult moments and cross-train roles. Effort is recognized, contributions are celebrated and the path to advancement is made clear.

5 Verify & Sustain

We brief the team and confirm readiness before service, observe quality, timing and handoffs during service, support recovery in the moment, then review feedback, refine and keep the conversation going.

◇ Operating Systems & Tools

Beverage offerings with their recipes, batch instructions, wine education and formatted lists, connected to vendor selections, order guides, inventory organization and service. Careful ordering and spending, disciplined inventory and inventive ways to improve margins sit at the center of the work.

◇ Opening Preparation

Opening agendas, hiring plans and schedules, sequence of service, floor plans, guest language, product education and tip-administration tools: the documented work behind the experience.

◇ Your Tools to Keep

Every Word and Excel tool we build is yours to keep, use and adapt. Clear organization and a visible paper trail let your team understand each decision and carry the work forward.

◇ People Over Profit

Clients, staff and guests are people with lives, ambitions and relationships, and their success matters to us personally. Check-ins, updates and attentive follow-through protect the long-term health of your business.

Partnership, Teaching & Lasting Support

Lasting change takes more than completed work. We learn the owner and the operation, teach the people who will carry the standard, and stay personally available after implementation.

Teach the Work & Build Independence

Hands-on implementation always comes with teaching. We explain and demonstrate the work, practice it together and make sure the people responsible can repeat it on their own, from training and service to beverage execution, purchasing and operating systems.

Respect What Already Works

We identify what already works, what makes your brand special and where outdated habits create unnecessary cost, strain or inconsistency. Improvements should strengthen the concept, never replace its identity.

Scope, Fees & Budget

Every engagement is scoped and priced to the scale of the operation, its specific needs and an agreed budget. Priorities, deliverables, scope and fees are settled before work begins, so you know exactly what is included. If priorities or costs change, we review them with you before going further.

Guaranteed Long-Term Support

Support is guaranteed for the life of the business. Phone and email are available every day, in-person support is available on request, and follow-up visits at two, four and six months are offered whenever you would like them.

Cleanliness, Organization & Daily Discipline

We teach effective deep cleaning and daily care for seating, bars, kitchens, service areas and storage, and we organize to reclaim space: a defined place for every item, clear dating and labels, and first-in, first-out rotation. Stemware, glassware, silverware and smallwares get the same care, with clear ownership so the standard holds every day.

Our Measure of Success

Long-term client success is our only measure of execution. Personal, in-person connection stays at the center of how we work, and growth will never come at the cost of care, affordability or lasting support. We work at the scale of major organizations and one to one with individuals building their careers.

Polish lives in the details.

The timing of a welcome. The words we choose. The placement of a glass. Instruction with clarity and understanding. We study the meticulous details and understand why they matter. We educate, implement, nurture and support, bringing structure into daily practice and turning a shared vision into reality.

Operations & Guest Experience

Staffing, purchasing, training, recovery, atmosphere, private events and community presence all shape one experience. We put proven operating practices in place with clear ownership, so the team can execute with confidence every day.

Openings & Operating Systems

- **Openings.** Service direction, beverage programs, training, culture and education, brought together with opening-day logistics and contingency plans.
- **Financial Stewardship.** P&L, costing, purchasing, ordering and inventory practices that give management a clear view of the business.
- **Rebrands.** A renewed identity carried through menus, service, training and operations, so the change is felt throughout the experience.
- **Remodel Leadership & Aesthetic Direction.** Visual identity and functional layout designed around service, as at The Perfect Landing, Larimer Beer Hall, VIN39 Wine Bar and Hyatt Regency Denver Tech Center.
- **POS Programming.** Routing, modifiers, menus and submenus built so orders are accurate and service stays composed.
- **Sales Analysis.** Product mix and menu performance read to refine pricing, selection, purchasing and future offerings.

Private Events & Buyouts

- **Event Packages.** Space, food and beverage shaped into clearly priced private-event and buyout packages.
- **Event Coordination.** Planning, menus, banquet event orders and team responsibilities connected to the daily rhythm of the restaurant.

Guest Experience & Atmosphere

- **Personal Recognition.** Listening to guests' lives, interests and occasions, and reading body language for what goes unsaid, to create personal gestures worth remembering.
- **Guest Retention.** Market-specific ways to deepen loyalty, build a regular clientele and strengthen local presence.
- **Interior & Atmosphere.** Taste, aroma, light, music, sound level, temperature and texture coordinated with layouts that support comfort and efficient service.
- **Service Presentation.** Uniforms, grooming and personal presentation aligned with the property's identity.

Community & Local Presence

- **Industry Relationships.** Chamber of commerce, hospitality and restaurant association relationships, alongside outreach to local clientele.
- **Community Partnerships.** Nonprofit partnerships, charitable giving and community events that reflect who the property is.

Visual Identity & Social Presence

- **Photography & Content.** Photography, color, presentation, social media and marketing that make a property's identity visible and give people a reason to come in; the experience then has to deliver on it.
- **Campaigns & Partnerships.** Content planned around the property's priorities, occasions and seasons, with cost-conscious influencer and brand partnerships that fit the concept.

Education, Culture & Leadership

Well-trained, well-supported people make excellent service repeatable. We build the education, the culture and the leadership habits that keep a team confident long after we have stepped back.

Proprietary Education

- **Role Training & Product Knowledge.** Our references adapted to your property, with ingredient and allergen knowledge reinforced through pre-shift education, regular practice and food and wine tastings.
- **Onboarding & Training Schedules.** Our copyrighted onboarding fitted to your roles, schedules, priorities and expectations.
- **Zero-Ego Culture.** Peer education, guest-care standards and respectful communication made everyone's responsibility. We lead hands-on, dish station included, and prepare every position to teach and help.
- **The Choreography of Service.** A documented sequence of service, responsibilities and communication that gives each concept its own dependable flow.

Service Refinement

- **Wine Service.** Proper wine and Champagne presentation and service, with informed, approachable guidance.
- **Food & Beverage Service.** Plate and glass placement, delivery and clearing, refined to the property's standard.
- **Menu Knowledge.** Food and drink made easy to understand, explained without pretension, so staff and guests feel comfortable exploring something new.

Labor & Service Readiness

- **Scheduling & Staffing.** Role-specific start and finish times with clear opening and closing responsibilities.
- **Daily Readiness.** Timed side-work checklists that match preparation, service and closing to the demands of the operation.
- **Labor Planning.** Staffing and deployment aligned with business demand, service rhythm and performance expectations.

Hiring & Team Development

- **Hiring.** Interview questions built around personality, self-awareness, ambition, teachability and role experience, with clear criteria for working interviews.
- **Roles & Communication.** Duties, standards and ownership defined for every position, with management and hourly teams cross-trained to understand one another's work.
- **Individual Recognition.** We learn birthdays, family, hometowns and favorite food, drinks and music, then celebrate each person the way they would want, just as we do for guests.

Performance & Guest Recovery

- **Knowledge Checks.** Product knowledge and service execution assessed against clear standards.
- **Coaching.** Room to experiment and make honest mistakes without punitive scheduling; we teach the correction and expect the lesson to show in the next shift.
- **Career Development.** Effort recognized and growth rewarded with opportunity, timelines and milestones. Michael has advanced dishwashers into servers and bartenders into assistant general managers, and no ceiling is imposed.
- **Guest Recovery.** Recognizing discomfort early and answering it with accountability, a personal remedy, generosity and careful follow-through that earns another visit.

Beverage Execution & Sensory Expertise

Wine, spirits, beer, cocktails and sophisticated nonalcoholic offerings all receive the same attention. Ingredient quality, balance, preparation and presentation make a program distinctive; clear recipes and education make it repeatable.

Wine, Beer & Spirits

- **Wine Selection.** By-the-glass and bottle selections, list structure, pricing and pairings shaped around the cuisine, the guests and the style of service, and made approachable.
- **Beer.** An assortment that complements the food and the wider beverage identity, nonalcoholic selections included.
- **Spirits.** A curated selection organized with clear service and education standards for the team.

Cocktail & Nonalcoholic Programs

- **Original Cocktails.** We ask what the guest enjoys, then pour something comparable or create a drink with the flavor, balance, texture and presentation they are looking for.
- **Culinary Precision.** Culinary judgment applied to balance, texture, aroma and reproducible preparation, informed by directing Flagstaff House's entire clarified-only cocktail program.
- **Nonalcoholic Programs.** Sophisticated nonalcoholic cocktails and curated alcohol-free wine and beer, created with the same care as everything else on the menu.
- **Recipe Documentation.** Ingredients, quantities, preparation, presentation and service written down so every drink keeps its character across the team.

Vendor Partnerships & Education

- **Vendor Negotiation.** Partnerships built on trust and shared success: bottom-line pricing, allocations, multi-property buying power, promotions, staff incentives and portfolio-tasting invitations. We buy for sell-through and mutual profit.
- **Staff Education.** Regular staff education, off-site training and vendor-supported certification opportunities where available.

Menus & Commercial Performance

- **Resourceful by Design.** Distinctive drinks from well-chosen, accessible ingredients, with sourcing and recipe design tied to cost, usable yield, prep time and price, so every item earns its place.
- **Menu Design.** Wording, hierarchy, layout and physical presentation refined so the menu speaks with the property's character.
- **Product Evaluation.** New products and ideas tested against the concept, the guests and the practical demands of the operation.

Preparation, Inventory & Bar Layout

- **Batching & Preparation.** Batching and consolidation methods that keep drinks consistent and service fast.
- **Inventory & Par Levels.** Product and order guides, inventory practices and par levels that define what to carry and when to reorder.
- **Storage & Bar Workflow.** Storage, back bar and service areas organized for clear stock visibility, efficient access, smooth workflow and stronger sales.

Sensory Judgment & Audience Appeal

- **Sensory Evaluation.** Food, wine, spirits, cocktails, beer, coffee, espresso and tea evaluated for balance, texture, aroma, finish and overall quality.
- **Audience Appeal.** Our judgment goes beyond personal preference. We assess how a dish or cocktail will land across a wide range of palates, tell broad appeal from a more particular taste, and refine it for the concept and its guests without losing its character.

Hospitality Education & Mentorship

In-person education for careers, leadership and ownership

Hospitality is a skilled profession with real potential for well-paid, lifelong careers and business ownership. We provide intensive, in-person education grounded in deep industry knowledge and care for the individual. We study the person, the property and the vision, teach toward perfect execution, and stay personally invested in each person's growth.

Hospitality as a Long-Term Career

We make the full range of careers visible: service, beverage, culinary, hotels, private clubs, events, management, multi-unit operations and ownership, including specialist paths. Learning starts from each person's experience, interests and goals.

Craft, Sensory Judgment & Business

Service technique and beverage knowledge connected with flavor, balance and presentation, and with the business behind them: costing, purchasing, inventory, labor, scheduling, POS programming and daily controls, always with the reason behind each process.

Transferable Skills

We help people recognize and explain what hospitality has taught them: communication, sales, conflict resolution, teamwork, organization and calm decisions under pressure, and how scheduling, purchasing, finance and leadership translate to other industries.

Understanding Earnings & Opportunity

We teach people to weigh what a role really offers: base pay or salary, tips or service charge, bonuses, benefits, hours, seasonality and advancement, using current, market-specific information, and to tell an advertised opportunity from guaranteed income.

Leadership & Professional Growth

We guide the step from doing the job well to helping others succeed: communication, accountability, recognition, coaching, delegation and guest recovery. Emerging professionals are encouraged to share ideas and develop their own judgment.

A Personal Development Plan

Realistic role options, learning priorities and milestones, with demonstration, rehearsal, specific feedback and regular check-ins. We also guide executive dossier development: turning experience, achievements and work into a polished career presentation.

Authored Training & Assessments

Created and authored by Michael Delgado, and available to every client as part of an engagement or on their own.

HOSPITALITY & SERVICE COMPENDIUM

Our 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 and spirits, beverage and fine dining steps-of-service assessments, with separate answer keys, to measure what each team member knows and where to focus next.

PROPERTY PRODUCT TESTS

Food and beverage tests built from your own menus, covering allergens, preparation, pairings and guest guidance.

LEADERSHIP TOOLS

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

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 9.

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

Wine Spectator Grand Award, 1983 – 2026
33 consecutive AAA Four Diamond ratings
42 consecutive Forbes Four Star ratings

SCOPE

FOH staff overseen	**40+**
Annual F&B revenue	**$9M+**
Culinary program oversight	**No**
Google · 1,497 reviews	**4.6 / 5**

BEVERAGE PROGRAM

2,000+ wines
200+ spirits
14 house cocktails
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

Two-Time James Beard Award Winner
Wine Spectator Award of Excellence, 2010 – 2026
5280 Top of the Town winning mixology program, 2019

SCOPE

FOH staff overseen	**40+**
Annual F&B revenue	**$5M+**
Culinary program oversight	**Yes**
Google · 2,342 reviews	**4.6 / 5**

BEVERAGE PROGRAM

300+ wines
200+ spirits
18 house cocktails
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.

Leadership Proficiencies & Practice

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

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.

























Let's Talk

Every engagement begins with a conversation about your property, your people and what you want guests to feel. We would be glad to hear about yours.

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