Michael Delgado • Executive Dossier

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Hospitality Operations & Experience Strategist

The practical range of an entire leadership team, united in one accountable executive. I build the culture, original training, beverage programs and operating systems that turn a property's vision into daily practice. I teach the individual, prepare the team and remain close to the work. Culinary judgment, inventive drinks and financial discipline serve the same purpose: people who feel understood and a business equipped to sustain that care.

Polish + Pour Owner

January 2023 – Present

Culture & Systems Implementation

Bring 15 years of hands-on experience to the work, respecting the owner's vision and budget. Adapt fully authored, copyrighted training materials, service standards, staff education and operating controls, then carry implementation through with care.

Complete Beverage Program Creation & Execution

Wine, spirits, beer, original cocktails and sophisticated nonalcoholic offerings, supported by recipes, education and consistent service.

Remodel Leadership & Aesthetic Direction

Connect visual identity and functional layout with the requirements of service. Property-specific work appears alongside each engagement or employed role.

Ground-Up Implementation

Build culture, systems and complete beverage programs from the ground up. Independent engagements appear together on page 2; employed roles appear with the corresponding career entries.

Sensory & Leadership Capabilities

Assess food, wine, spirits, cocktails, beer, coffee, espresso and hot tea through balance, texture, aroma and finish. Apply that judgment to recipe refinement, audience fit, wine and sommelier leadership, sophisticated nonalcoholic programs and culinary-informed clarified cocktails. Connect interior design, functional layout, visual presentation, aroma, tactile details, lighting, music and temperature to comfort, connection and a distinctive sense of place. Treat guest recovery as an opportunity to earn lasting loyalty through personal accountability, thoughtful generosity and meticulous follow-through.

Style & Substance

Style and substance do not require compromise. Vibrant food and drinks, deliberate color and striking presentation should communicate the quality of the work. Ingredient selection, flavor, balance and a thoughtful range of choices give that visual promise substance.

Leadership Proficiencies & Practice

Multi-Unit Operations • Training Systems • Beverage Execution • Labor Optimization • Hiring and Team Development • Guest Experience Standards • Menu Engineering • Cost Control • POS System Programming • P&L Management • SOP Development • Inventory and Cost Controls • Vendor Relations • Service Standards and Execution • Team Coaching and Performance Management • Restaurant Openings and Rebrands • Social Media Campaigning & Content Creation • Photography & Food and Beverage 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 completed
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
May 2018 • January 2019 • June 2023

Operating Platforms

Toast: Toast POS · Toast Tables · xtraCHEF by Toast.

Toast POS capabilities include full-scale setup, programming, menu building, routing, immediate onsite troubleshooting and independent implementation without technician assistance.

POS: Micros; Aloha.

Inventory: RSI Inventory; MarginEdge.

Scheduling: HotSchedules; 7shifts; Sling.

Reservations: OpenTable; Resy; ClubEssential.

Preparation & Shared Ownership

Anticipate strain in service, guest engagement and team coordination; rehearse contingencies and clear responsibilities for composed action. Cross-train staff to understand each role's demands, coordinate handoffs and support colleagues under pressure. Lead with personal warmth and hands-on care, including dish support; teach everyone to help wherever needed. Recognize effort, personalize celebrations, honor earned contributions and develop advancement opportunities.

Polish + Pour · Property Engagements

Hospitality Sectors Served:
Hotels • Resorts • Private Clubs • Food Trucks • Restaurants • Beverage Vendors

Johnny Bechamel's Italian Cuisine

Denver, CO | New opening.

Full beverage programs; fully created training & education programs; full culture & service implementation.

Guest Rating: 4.7/5 · 120 reviews
Restaurant Guru

Mannings Steak & Spirits

Littleton, CO | New opening.

Full beverage programs; fully created training & education programs; full culture & service implementation.

Guest Rating: 4.7/5 · 1,320 reviews
Wanderlog

VIN39 Wine Bar

Brighton, CO | New opening.

Full beverage programs; fully created training & education programs; full culture & service implementation.

Remodel leadership and aesthetic direction.

Guest Rating: 4.8/5 · 73 reviews
Dave Loves Denver

ROOT25 / Hyatt Regency Denver Tech Center

Denver, CO | New opening.

Full beverage programs; fully created training & education programs; full culture & service implementation.

Remodel leadership and aesthetic direction.

Larimer Beer Hall

Denver, CO

Full beverage programs; fully created training & education programs; full culture & service implementation.

Remodel leadership and aesthetic direction.

Leadership in Practice

Perform, demonstrate and teach the work: hosting, serving, fast bartending, sommelier service, food running, expo, server assistance, bussing and dish support. Connect that practical command with floor and service management, general management, beverage direction and HR. Clear responsibilities and shared knowledge equip every role to contribute.

Professional Experience Scope

Director of Wine & Beverage

Flagstaff House

October 2024 – October 2026 | Boulder, CO

FOH staff overseen
40+

Annual Food and Beverage revenue
$9M+

Executive Chef/Culinary program oversight
No

Beverage Program
2,000+ wines
200+ spirits
14 house cocktails
8 nonalcoholic libations

Property & Team Recognition

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

Guest Rating: 4.6/5 · 1,497 reviews
Colorado Elopement Guide

Direct wine, spirits, beer, happy hour and nonalcoholic offerings; execute an entirely clarified cocktail program. Apply culinary expertise to ingredient composition, balance, texture and aroma.

Hire for personality; author complete FOH onboarding, hiring, service, culture and beverage education from scratch. Teach each individual how and why, without shame; welcome questions before staff advise guests.

Build costing, purchasing and inventory systems; maintain wine inventory accuracy and reorganize cellar locations and storage.

Translate menu strategy into menu engineering and Toast POS programming for keys and menu items.

Director of Fine Dining & Service, Head Sommelier

Ravenna Country Club

July 2021 – August 2024 | Littleton, CO

FOH staff overseen
70+

Annual Food and Beverage revenue
$11M+

Executive Chef/Culinary program oversight
Yes

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

Property & Team Recognition

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

Guest Rating: 4.8/5 · 73 reviews
Restaurant Guru

Increased bottled wine sales 18%, supported by clear, approachable wine education and unpretentious guest guidance.

Authored a copyrighted, proprietary 96-page FOH training manual that I legally own; made roles, standards and expectations explicit and created 46 supporting files and service education that helped elevate the club to national Platinum recognition.

Directed FOH hiring, training, scheduling and labor; composed cocktail recipes, curated all playlists and music selections, and established a private dining program for nonmembers.

Made member recognition a teachable discipline through quarterly surveys, detailed preference profiles, photographs and attention to body language and visual cues, equipping staff for personal service and genuine member relationships.

Conceived five nonprofit charity events in year one and hosted them annually throughout tenure, each welcoming more than 1,000 guests.

General Manager & Beverage Director

Rioja

November 2018 – July 2021 | Denver, CO

FOH staff overseen
40+

Annual Food and Beverage revenue
$5M+

Executive Chef/Culinary program oversight
Yes

Beverage Program
300+ wines
200+ spirits
18 house cocktails
12 nonalcoholic libations

- **Property & Team Recognition**

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

Executive Chef Jennifer Jasinski: James Beard Best Chef Southwest winner, 2013; Best Chef semifinalist, 2010 and 2011; finalist, 2012; Outstanding Chef semifinalist, 2016.

Guest Rating: 4.6/5 · 2,342 reviews
Hit the Town

Directed FOH and BOH P&L, ordering, costing and menu engineering in collaboration with Executive Chef Jennifer Jasinski.

Authored complete onboarding, training and education materials from scratch; developed multi-store wine education with Master Sommelier Doug Krenik.

Reconceived the wine list, earning regional Wine Spectator Award of Excellence recognition twice; increased bottled wine sales 8%.

Created seasonal happy hour menus and programming, a guest relations role and a maître d'hôtel reservation incentive program; curated all playlists and music selections.

Contributed to private event coordination and menu development; led the mixology program recognized in 5280's 2019 Top of the Town.

Director of Operations & Beverage Director

The Perfect Landing

September 2017 – November 2018 | Lone Tree, CO

FOH staff overseen
20+

Annual Food and Beverage revenue
$4M+

Executive Chef/Culinary program oversight
Yes

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

Led the restaurant's closure for remodel, aesthetic direction and reopening while directing P&L, hiring, scheduling, HR, purchasing, inventory and private events.

Created beverage menus and programs; increased year-over-year revenue 12%.

Authored complete FOH onboarding and service training materials from scratch, establishing a consistent standard for the restaurant's renewed direction.

Floor Manager & Head Sommelier

Elway's Steakhouse

July 2016 – September 2017 | Cherry Creek, CO

FOH staff overseen
40+

Annual Food and Beverage revenue
$12M+

Executive Chef/Culinary program oversight
No

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

Property & Team Recognition

Wine Spectator Best of Award of Excellence 2012–2023

Contributed to a wine list recognized twice on Wine Spectator's national Top 100 list; managed beverage menu costing and inventory.

Made beverage education a weekly discipline; authored complete FOH onboarding and training materials from scratch for every service position.

Served as lead organizing manager of the outdoor Summer Concert Series, coordinating service for more than 600 guests daily during concert events.

Trained hands-on in daily kitchen preparation and portioning.

Corporate Wine Educator & Head Sommelier

Eddie Merlot's Steakhouse

January 2016 – July 2016 | Scottsdale, AZ

FOH staff overseen
25+

Annual Food and Beverage revenue
$3M+

Executive Chef/Culinary program oversight
No

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

Guest Rating: 4.6/5 · 251 reviews
Tripexpert

Transferred to the corporate opening team to establish wine and spirits education for management and restaurant service staff.

Created the opening wine list, inventory and costing structure, and original elevated dining service standards and sequence-of-service training materials.

Service Manager & Floor Sommelier

Eddie Merlot's Steakhouse

February 2015 – August 2016 | Lone Tree, CO

FOH staff overseen
25+

Annual Food and Beverage revenue
$6M+

Executive Chef/Culinary program oversight
No

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

Helped establish a new-market restaurant opening through server and server assistant training, private event coordination and banquet event orders.

Contributed to the location that led the company in bottled wine sales.

Built culinary understanding through hands-on training in kitchen preparation, portioning and costing.

Execution & Implementation

Established expertise and proprietary materials provide the foundation. Property-specific priorities guide their application, so preparation leads efficiently into consistent execution.

1. Confirm the Property Requirements

Begin by learning why the owner made each decision, how the operation works and what the concept is meant to express. Confirm priorities, people, budget and operating conditions before selecting and adapting established methods.

2. Apply the Service & Beverage Standards

Connect service choreography, beverage composition, sensory direction, interiors, guest relationships and commercial offerings around the property's identity. Explain the purpose of each decision.

3. Adapt the Proprietary Materials

Apply fully authored, copyrighted training materials to the property's roles, standards and service requirements. Configure onboarding, recipes, financial controls, purchasing, ordering and inventory tools with explicit ownership.

4. Educate, Rehearse & Implement

Prioritize staff care, confidence and education. Teach the how and why; verify understanding, rehearse contingencies and cross-train roles. Recognize effort, celebrate contributions and make advancement expectations clear.

5. Verify Execution & Sustain Consistency

Brief and verify readiness before service. Observe quality, timing and handoffs during service; support staff and address recovery with clear ownership. Review feedback and performance, refine the application and maintain continued communication.

Operating Systems & Tools

Created the beverage offering and its supporting recipes, batch instructions, wine education and formatted lists. Recent materials connect original cocktails and alcohol-free choices with vendor selections, order guides, inventory organization and service execution. Detailed ordering and spending practices, disciplined inventory and organization, and inventive ways to improve profit margins are central to the work. Purchasing and operating decisions are connected to the property's quality standards, requirements and budget.

Opening Preparation & Service Standards

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

Client Tools & Documentation

Editable Word and Excel tools are yours to keep, use and adapt. Clear organization and a visible paper trail let the team understand the decisions and continue the work. Training makes those tools practical; long-term, continued communication carries the relationship beyond the paid engagement.

People Over Profit

Clients, staff and guests are people with lives, ambitions and relationships. Their sustained success matters personally. Check-ins, updates and attentive follow-through support trust, confidence and the long-lasting health of your business.

Creativity in Service

Creativity, inventiveness and imagination belong throughout hospitality. I hold service to the same creative standard as the kitchen. Being on stage means precision and care in every detail: the welcome, language, timing, beverage composition and individual needs. I teach teams to contribute ideas and rehearse toward perfect execution. Constant practice, development and coaching build comfortable execution under pressure. Clear standards give imagination structure. Preparation builds the confidence to adapt thoughtfully and deliver distinctive service consistently.

Partnership, Teaching & Lasting Support

Lasting change requires more than completed work. We learn the owner and operation, teach the people who will sustain the standards, and remain personally available beyond implementation.

Learn the Owner & Operation

Understanding why you made each decision is the first priority. Learn the person, the operation and the reasons behind the present methods before changing them. Identify what already works, what makes the brand special and where outdated habits create unnecessary cost, strain or inconsistency. Improvements should strengthen the concept rather than replace its identity.

Scope, Fees & Budget

Engagements are scoped and priced to the scale of the operation, the property's specific requirements and an agreed, constrained budget. Priorities, deliverables, scope and fees are established before work begins, so you understand what is included and the financial commitment. Work is tailored to the business or individual rather than a fixed package. If priorities or costs change, we review the scope and budget with you before proceeding.

Guaranteed Long-Term Support

Guaranteed long-term support remains available for the life of the business. Phone and email communication are available daily. In-person support is available on request, with follow-up visits in months 2, 4 and 6 when preferred and requested. Check-ins revisit understanding, execution and what the business needs next.

Teach the Work & Build Independence

Hands-on implementation is paired with teaching. Explain and demonstrate the work, practice it together and verify that the people responsible can repeat it themselves. Teach the how and why behind training, service, beverage execution, purchasing and operating systems. Expert guidance and continued support make the change usable after the initial work is complete.

Cleanliness, Organization & Daily Discipline

Teach effective deep cleaning and daily care for guest seating and tables, bars, kitchens, service areas and storage. Address grime, odors and presentation alongside sanitation. Consolidate and organize to reclaim space, give each item a defined location, and establish dating, clear labels, proper placement and first-in-first-out rotation. Bar displays, coolers and storage must remain clean, presentable and easy to work from. Teach the care of stemware, glassware, silverware and smallwares; assign clear ownership so the standard can be maintained every day.

Our Measure of Success

Long-term client success is our only measure of execution. Personal, in-person human connection remains central to the model; growth must never displace care, affordability or lasting support.

My work lives in the details.

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

Staff Care & Consistent Delivery

We prioritize the people who deliver the experience. Staff deserve to be treated with care, celebrated for their contributions and equipped with thorough training and education. Their happiness, confidence and readiness are the foundation of consistent, exceptional guest care.

Sensory Judgment & Audience Appeal

My palate understanding extends beyond personal preference. I assess how a dish or cocktail is likely to resonate across a broad range of palates, distinguishing widespread appeal from a more specialized taste profile. I identify the flavor, balance, texture, aroma and finish shaping that response, then guide refinement around the concept and intended clientele while preserving the offering's character.

Hospitality Education & Mentorship

In-Person Education for Careers, Leadership & Ownership

Hospitality is a skilled profession with the potential for high-paying, lifelong careers and business ownership. Education is how I enact service. I provide intensive, in-person education rooted in deep industry knowledge, practical command and care for the individual. I study the person, property and vision, teach toward perfect execution, and remain personally invested in their growth through implementation, mentorship and continued support.

Hospitality as a Long-Term Career

Make the range of hospitality careers visible: service, beverage, culinary work, hotels, private clubs, events, management, multi-unit operations and ownership. Explore specialist paths as well as leadership, and explain how responsibilities connect across departments. Education and guidance address all positions and career paths, with learning shaped around the individual's starting point, interests and goals.

Understanding Earnings & Opportunity

Financial stability is part of a sustainable career. Teach people to evaluate what a role can pay and what the complete opportunity requires. Compare base wages or salary, tips or service-charge arrangements where applicable, bonuses, benefits, expected hours, seasonality and advancement. Use current, role-specific and market-specific evidence. Explain earning potential alongside the experience, responsibilities and working conditions involved; distinguish advertised opportunity from guaranteed income.

Transferable Skills & Wider Career Options

Help people recognize and explain the skills their hospitality work develops: communication, relationship building, sales, conflict resolution, emotional awareness, teamwork, adaptability, organization and calm decision-making under pressure. Connect scheduling, purchasing, inventory, financial awareness, training and leadership with relevant work in other industries. Translate actual responsibilities and achievements into clear career language, supported by examples rather than assumed qualifications.

Craft, Sensory Judgment & Business Understanding

Connect service technique and beverage knowledge with culinary understanding, flavor, balance, texture, aroma and presentation. Teach the preparation and operating work behind the experience: costing, purchasing, inventory, labor planning, scheduling, POS programming and daily controls. Explain the purpose behind each process. Develop curiosity and practical judgment while respecting each department's expertise and responsibilities.

Leadership, Culture & Professional Growth

Guide the transition from performing a role to helping others succeed. Practice communication, accountability, recognition, coaching, delegation and guest recovery. Make staff care and confidence part of leadership. Encourage younger and emerging professionals to contribute ideas and develop their judgment. Show how creativity, inventiveness, precision and care shape professional growth throughout hospitality.

An Individual Career & Development Plan

Begin with the person's experience, interests and next challenge. Identify realistic role options, learning priorities, practical experience and development milestones. Explain and demonstrate the work, rehearse together, give specific feedback and revisit progress through continued practice. Help the individual ask informed questions about employers and opportunities, build confidence and take increasing ownership of their career.

I also guide executive dossier development: organizing experience, achievements, credentials and work examples into a polished career presentation.

Original Food & Handcrafted Cocktails

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.

