



# City of Madison Liquor/Beer License Application

On-Premises Consumption:  Class B Beer  Class B Liquor  Class C Wine  
 Off-Premises Consumption:  Class A Beer  Class A Liquor

combo

## Section A - Applicant

1. If needed, a qualified interpreter can be provided at no charge to you. Would you like an interpreter?  
 Yes (language: \_\_\_\_\_)  
 No (If you answer no and you do require an interpreter, the ALRC will refer your application to a subsequent meeting and this may delay your application process)

32676

Si usted requiere o necesita un/a intérprete, nosotros podemos proveer un/a intérprete sin costo alguno. ¿Le gustaría tener un/a intérprete?

- Sí, lenguaje \_\_\_\_\_  
 No. Si usted escoge "no" en la solicitud/aplicación, y usted sí requiere un/a intérprete, el comité remitirá su solicitud para una nueva junta y esto puede atrasar el proceso de su solicitud.

2. This application is for the license period ending June 30, 2014.  
 3. List the name of your  Sole Proprietor,  Partnership,  Corporation/Nonprofit Organization or  Limited Liability Company exactly as it appears on your State Seller's Permit.

Short Stack Eatery, LLC

4. Trade Name (doing business as) short stack Eatery

5. Address to be licensed 301 W. Johnson Street Madison, WI 53703

6. Mailing address 301 W. Johnson Street Madison, WI 53703

7. Anticipated opening date Feb. 20, 2014

8. Is the applicant an employee or agent of, or acting of behalf of anyone except the applicant named in question 2?

No  Yes (explain) \_\_\_\_\_

9. Does another alcohol beverage licensee or wholesale permittee have interest in this business?

No  Yes (explain) \_\_\_\_\_

## Section B - Premises

10. Describe in words the building or buildings where alcohol beverages are to be sold and stored. Include all rooms including living quarters, if used, and any outdoor seating used for the sales, service, and/or storage of alcohol beverages and records. Alcohol beverages may be sold and stored only on the premises as approved by Common Council and described on license.

Alcohol will be sold within the dining room & at the  
bar. In the summer, it will also be served on  
the outdoor street patio. Alcohol will be stored  
and locked both at the bar and in the prep-area liquor  
cabinet.

P-405  
A-4

11.  Attach a floor plan, no larger than 8 ½ by 14, showing the space described above.
12. Applicants for on-premises consumption: list estimated capacity 60 people
13. Describe existing parking and how parking lot is to be monitored.  
There is metered street parking on Henry street and Johnson street.
14. Was this premises licensed for the sale of liquor or beer during the past license year?  
 No     Yes, license issued to \_\_\_\_\_ (name of licensee)
15.  Attach copy of lease.

**Section C—Corporate Information**

This section applies to corporations, nonprofit organizations, and Limited Liability Companies only. Sole proprietorships and partnerships, skip to Section D.

16. Name of liquor license agent Sinead A. McHugh
17. City, state in which agent resides Madison, WI
18. How long has the agent continuously resided in the State of Wisconsin? 17 years
19.  Appointment of agent form and background check form are attached.
20. Has the liquor license agent completed the responsible beverage server training course?  
 No, but will complete prior to ALRC meeting     Yes, date completed 7/30/2012
21. State and date of registration of corporation, nonprofit organization, or LLC.  
Wisconsin    4-11-2011

22. In the table below list the directors of your corporation or the members of your LLC.  
 Attach background check forms for each director/member.

Title	Name	City and State of Residence
Member	Sinead McHugh	Madison, WI
Member	Alexa Lindenmeyer	Madison, WI

23. Registered agent for your corporation or LLC. This is your agent for service of process, notice or demand required or permitted by law to be served on the corporation. This is not necessarily the same as your liquor agent.  
Sinead McHugh

24. Is applicant a subsidiary of any other corporation or LLC?  
 No  Yes (explain) \_\_\_\_\_
25. Does the corporation, any officer, any director, any stockholder, liquor agent, LLC, any member, or any manager hold any interest in any other alcohol beverage license or permit in Wisconsin?  
 No  Yes (explain) \_\_\_\_\_

**Section D—Business Plan**

26. What type of establishment is contemplated?  
 Tavern  Nightclub  Restaurant  Liquor Store  Grocery Store  
 Convenience Store without gas pumps  Convenience Store with gas pumps  
 Other \_\_\_\_\_
27. Business description All-day, late night breakfast-only,  
eatery with convenient counter service and  
great breakfast classics.
28. Hours of operation Thursday 7am - Sunday 11pm
29. Describe your management experience Sinead - The Roman Candle  
for 2 years, Alexa - GM of Denny's Monona, now  
manages upstairs of Cooper's Tavern.
30. List names of managers below, along with city and state of residence.  
Alexa Lindenmeyer - Madison, WI Leslie Rasmussen - Evansville, WI  
Sinead McHugh - Madison, WI Grant Edler - Madison, WI
31. Describe staffing levels and staff duties at the proposed establishment 4-8  
full time employees and 15-20 part-time, with 12 employees  
on for full staffing hours both bartending / taking orders & cooking.
32. Describe your employee training Training/orientation will be 4  
segments: ① paperwork, introductions ② off-site mock service  
③ on-site mock service ④ soft opening trial.

33. Utilizing your market research, describe your target market.

⊛ The young professionals - 24 yr - 35 yr old as well as students and professionals from 35-65 yrs.

34. Describe how you plan to advertise and promote your business. What products will you be advertising?

social media campaigns, press releases to media outlets, guerrilla marketing to all neighborhood businesses, food sample drop-off to businesses on & off the square.

35. Are you operating under a lease or franchise agreement?  No  Yes

36. Private organizations (clubs): Do your membership policies contain any requirement of "invidious" (likely to give offense) discrimination in regard to race, creed, color, or national origin?  No  Yes

### Section E—Consumption on Premises

This section applies to Class B and Class C applicants only. Class A license applicants (consumption off premises) may skip to Section F.

37. Do you plan to have live entertainment?  No  Yes—what kind? \_\_\_\_\_

38. What age range do you hope to attract to your establishment? 24 - 35 yr old customers

39. What type of food will you be serving, if any? \_\_\_\_\_  
 Breakfast  Brunch  Lunch  Dinner

40. Submit a sample menu if applicable. What will be included on your operational menu?  
 Appetizers  Salads  Soups  Sandwiches  Entrees  Desserts  
 Pizza  Full Dinners  sides  beverages

41. During what hours of operation do you plan to serve food? All hours (Thur. 7am - Sun. 11pm)

42. What hours, if any, will food service not be available? N/A

43. Indicate any other product/service offered. merchandise products i.e. T-shirts coffee

44. Will your establishment have a kitchen manager?  No  Yes

45. Will you have a kitchen support staff?  No  Yes

46. How many wait staff do you anticipate will be employed at your establishment? none (counter service)  
During what hours do you anticipate they will be on duty? counter-service on at all times

47. Do you plan to have hosts or hostesses seating customers?  No  Yes  
(seat yourself)

48. Do your plans call for a full-service bar?  No  Yes  
 If yes, how many barstools do you anticipate having at your bar? 20  
 How many bartenders do you anticipate having work at one time on a busy night? 2
49. Will there be a kitchen facility separate from the bar?  No  Yes
50. Will there be a separate and specific area for eating only?  
 No  Yes, capacity of that area \_\_\_\_\_
51. What type of cooking equipment will you have?  
 Stove  Oven  Fryers  Grill  Microwave
52. Will you have a walk-in cooler and/or freezer dedicated solely to the storage of food products?  
 No  Yes
53. What percentage of payroll do you anticipate devoting to food operation salaries? \$65k/yr
54. If your business plan includes an advertising budget:  
 What percentage of your advertising budget do you anticipate will be related to food? 90%  
 What percentage of your advertising budget do you anticipate will be drink related? 10%
55. Are you currently, or do you plan to become, a member of the Madison—Dane County Tavern League or the Tavern League of Wisconsin?  No  Yes
56. Are you currently, or do you plan to become, a member of the Wisconsin Restaurant Association or the National Restaurant Association?  No  Yes
57. All restaurants and taverns serving alcohol must substantiate their gross receipts for food and alcohol beverage sales broken down by percentage. New establishments estimate percentages:  
8% % Alcohol      68% % Food      24% % Other (N/A Bev.)
58. Do you have written records to document the percentages shown?  No  Yes  
 You may be required to submit documentation verifying the percentages you've indicated.  
*(projections, not receipts)*

### Section F—Required Contacts and Filings

59. I understand that liquor/beer license renewal applications are due April 15 of every year, regardless of when license was initially granted.  No  Yes
60. I understand that I am required to host an information session at least one week before the ALRC meeting.  No  Yes
61. I agree to contact the Alderperson for this location to discuss my application and to invite the Alderperson to my information session.  No  Yes
62. I agree to contact the Police Department District Captain for this location prior to the ALRC meeting.  No  Yes
63. I agree to contact the Alcohol Policy Coordinator prior to the ALRC meeting.  No  Yes
64. I agree to contact the neighborhood association representative prior to the ALRC meeting.  
 No  Yes

65. I understand we must file a Special Occupational Tax return (TTB form 5630.5) before beginning business. [phone 1-800-937-8864]  No  Yes
66. I understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in section 2, above. [phone 608-266-2776]  No  Yes
67. Is the applicant indebted to any wholesaler beyond 15 days for beer or 30 days for liquor?  
 No  Yes

**Section G—Information for Clerk's Office**

68. State Seller's Permit 4 5 6 - 1 0 2 7 5 0 5 7 6 7 - 0 3

69. Federal Employer Identification Number 45-2252196

70. Who may we contact between 8 a.m. and 4:30 p.m. regarding this license?

Contact person Sinead McHugh

E-mail address shortstackeatery@gmail.com

Phone 608-217-5080 Preferred language English

71. Corporate attorney, if applicable: Name Philip Bradbury, Melli Law

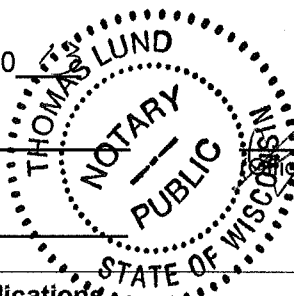
Phone (608) 257-4812 E-mail Philbradbury@MelliLaw.com

**Read carefully before signing in front of a notary:** Under penalty provided by law, the applicant states that the above information has been truthfully completed to the best of the knowledge of the signer. Signer agrees to operate the business according to law, and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another. Lack of access to any portion of licensed premises during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

Subscribed and Sworn to before me:

this 26<sup>th</sup> day of December, 2013

Thomas Lund  
 (Clerk/Notary Public)



[Signature]  
 (Officer of Corporation/Member of LLC/Partner/Sole Proprietor)

My commission expires 05/24/13

**Clerk's Office checklist for complete applications**

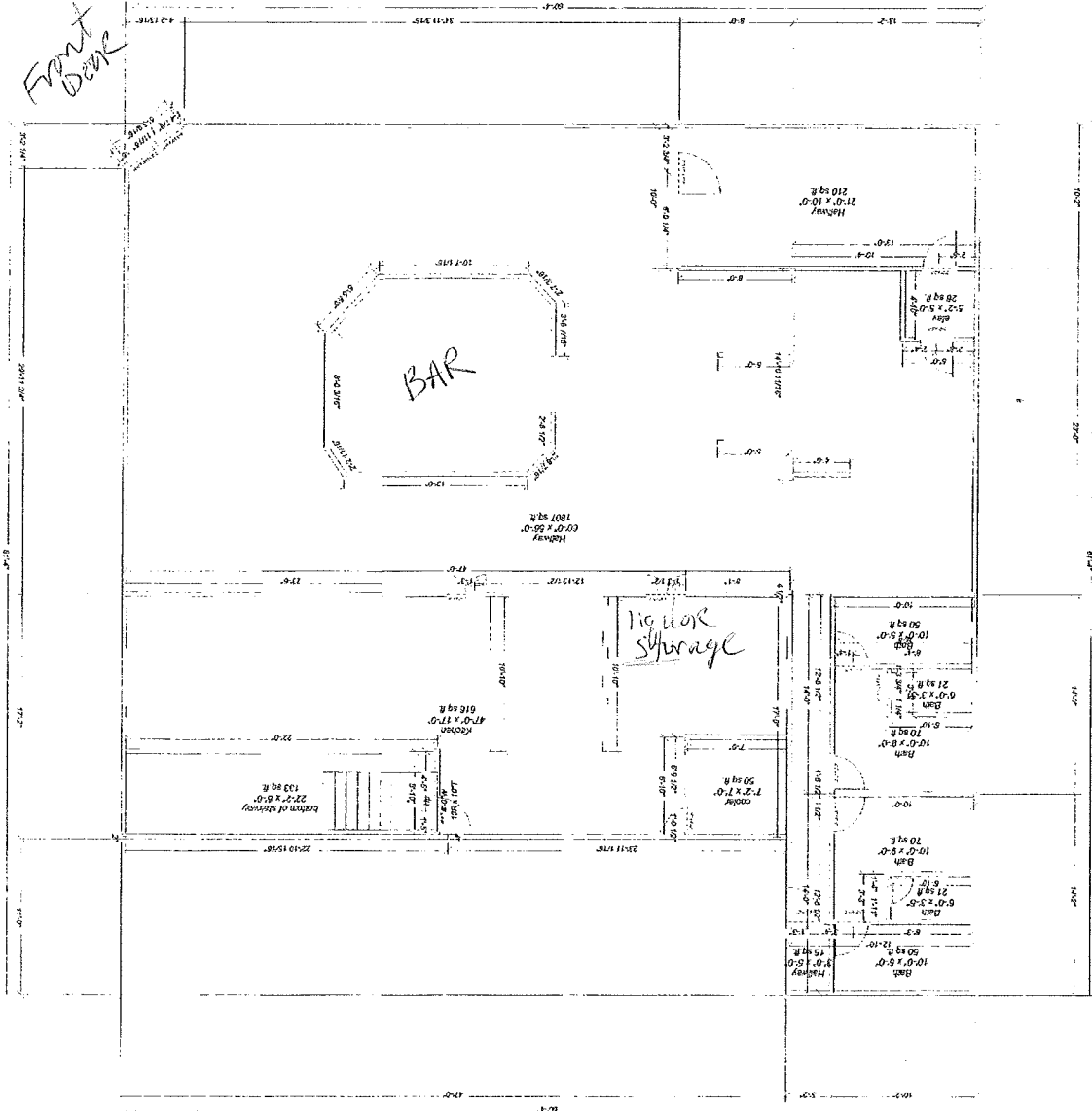
<input checked="" type="checkbox"/> Orange sign <input checked="" type="checkbox"/> WI Seller's Permit Certificate (matching articles of incorporation) <input checked="" type="checkbox"/> FEIN <input checked="" type="checkbox"/> Notarized application <input checked="" type="checkbox"/> Written description of premises	<input checked="" type="checkbox"/> Background investigation form(s) <input type="checkbox"/> Form for surrender of previous license <input checked="" type="checkbox"/> *Articles of Incorporation <input checked="" type="checkbox"/> *Notarized Appointment of Agent * Corporation/LLC only	<input checked="" type="checkbox"/> Floor Plans <input checked="" type="checkbox"/> Lease <input type="checkbox"/> Sample Menu <input checked="" type="checkbox"/> Business Plan
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Date complete application filed with Clerk's Office 12/26/13 [Signature]  
 Date of ALRC meeting \_\_\_\_\_ Date license granted by Common Council \_\_\_\_\_  
 Date provisional issued \_\_\_\_\_ Date license issued \_\_\_\_\_ License number \_\_\_\_\_

Henry street

Johnson street

Front  
Door



## Executive Summary

This business proposal describes the plans for opening a restaurant, Short Stack Eatery, LLC, located at 301 W. Johnson Street in downtown Madison, Wisconsin. The object of this proposal is to obtain a Class B Liquor License.

Short Stack Eatery (SSE) will fill a unique niche in the downtown restaurant market. There is currently no restaurant in the downtown area that offers a late night breakfast option past midnight. SSE will offer affordable, late night breakfast in a convenient location enveloped in a comfortable ambiance. The menu will be simple, a variety of breakfast classics all day and night. Meals will be reasonably priced compared to local competition. This is an appealing concept for the 42,000 college aged 18-24 year olds and the 24-35 year old young professionals, which make up the largest percentage of Madison's downtown population. Short Stack Eatery's slogan is, "All Breakfast. All The Time."

Short Stack Eatery will be located in downtown Madison within walking distance of the Capitol Square, State Street, and the UW-Madison campus. In order to keep build-out and construction costs low, SSE found a location that was previously a restaurant. The interior will be built to create a comfortable and funky ambiance. An antique jukebox will set a casual feel. One wall in the front of the house will be surfaced with a large and eclectic collection of antique beer cans and old license plates. The other walls will be painted in soothing colors with old pictures, funky local art, and fun quotes. There will be white rope lights surrounding the window frames. The dishware, tables and chairs will all be mismatched, yet complimentary. A large artistic menu will hang over the counter and paper copies will also be available. No restaurant in the downtown area offers anything like the fresh experience that SSE will offer to the college students, residents and employees of the downtown area.

The owners of Short Stack Eatery have over a decade of combined experience working in restaurants and hospitality. Alexa Lindenmeyer and Sinéad McHugh both have food manager licenses from the WI Department of Public Health. They have also completed proper food handling training and certification through the ServSafe program. Alexa held a hospitality position for four years at The Edgewater Hotel in downtown Madison. She also worked for Food Fight Restaurant Group as a line cook at Luigi's Pizzeria. Alexa was the general manager of Denny's in Monona for over a year and now manages the upstairs Cooper's Tavern. Both Alexa and Sinéad were a part of the grand opening for Luigi's in September of 2011, this provided them with valuable insight on the restaurant opening process. Sinéad was a server at Mickie's Dairy Bar, a local Madison breakfast favorite, for seven years. Sinéad also worked for Food Fight at Bluephies as a shift manager, server, bartender and host. Currently Sinéad is an assistant manager at The Roman Candle Pizzeria and has held this position for over a year. Alex and Sinead just spent the last month helping the Roman Candle open their Whitefish Bay restaurant, which was invaluable experience on how the opening process works.



The goal of Short Stack Eatery's marketing campaign is to become a local Madison favorite. To attain this goal SSE will follow a three-pronged marketing approach. Advertisements appealing to college students will run in student newspapers, on social media sites, and around UW-Madison and Madison College campuses. Secondly, young professionals will be targeted through promotional partnerships with bars on the Capitol Square. Thirdly, SSE will deliver complimentary coffee, baked goods, and flyers to address downtown businesses and residents.

The owners are well suited for this restaurant venture, as young entrepreneurs they can relate to their target market. They have the energy, creativity and drive to operate a delicious, affordable, relaxed, breakfast-only eatery in downtown Madison. SSE is aware and prepared to be surrounded by legitimate competition, including but not limited to Bassett Street Brunch Club, Sunroom Café and Marigold Kitchen. However, SSE is confident the late night hours, relaxed ambiance, affordable yet diverse menu, and convenient location will hold a competitive advantage in the market. Alexa and Sinéad have both studied restaurant and labor cost control and operational management at Madison College. And Alexa is currently enrolled in the Business Management Program. Both owners know the importance of continuing education as well as the value of real-world experience and resumé building. Madison offers a wide array of eager, talented students and young professionals that Short Stack Eatery will utilize to continually grow as a company.

There are no other late-night breakfast joints that only serve breakfast food in the area and the owners are certain that Short Stack Eatery is in a position to flourish. As students, the owners saw a need for an all-night diner on campus for years. Having visited many other college campuses throughout the country, they noticed the numerous, successful late night diners and believe that one has the potential to thrive in downtown Madison. Combining all of their strengths and experience the two have the ability to open, own and operate a successful late night breakfast spot. The owners feel strongly that Short Stack Eatery is a tangible and profitable business investment.

## **Business Description**

With seating for approximately 55-65, Short Stack Eatery will offer a simple, affordable, late night, breakfast-only dining experience, featuring a variety of classic breakfast favorites. Restaurant hours will begin Thursday at 7 a.m. and will remain open until Sunday at 11 p.m. SSE will be closed from Sunday at 11 p.m. to Thursday at 7 a.m. The restaurant will offer counter service; customers will place their order at the counter and then find a seat with SSE staff delivering their meal. The owners chose this model to ensure that the customers receive quick service and eliminate 'dine and dashes'. SSE will also offer convenient carryout service.

### *"Going Green"*

Short Stack Eatery wants to set an example and build a reputation in the community as being environmentally friendly and continuously finding new ways of "going green." Leasing energy-saving appliances, using recycled and compostable to-go containers and

napkins, partnering with local compost programs, using energy-efficient light bulbs, low-flow toilets and waterless urinals are all examples of how SSE will work towards becoming “green.”

### *“Going Local”*

Short Stack Eatery also wants to strive to “go local.” According to research done by the National Restaurant Association, 71 percent of adults are more likely to visit restaurants with locally produced items, while 52 percent of adults are likely to make a restaurant choice based on how much a restaurant supports charitable activities and the local community. SSE will be sourcing most of its meat, dairy and seasonal produce from local farms in the area. To enhance the farm to table concept Short Stack Eatery employees will visit these purveyors to heighten local awareness and become educated on statewide food sourcing. SSE will also encourage patrons to vote on which local charity shall receive a percentage of monthly sales.

### *Menu*

The most important element differentiating Short Stack Eatery from the competition is its breakfast-only menu. While seasonal specials will be offered in order to spark interest in returning customers, the staples will include basic, comfort breakfast foods every customer will enjoy. The menu will include items such as two eggs and bacon, omelets, breakfast sandwiches, and pancakes (short stacks!) as well as a few diner classics such as Belgian waffles, Eggs Benedict, and biscuits & gravy. The lack of classics on competitors’ menus will give SSE an advantage. Short Stack Eatery will also delight their customers with the ever-popular diner favorites of milkshakes and malts in a variety of flavors. As an easy upsell for hungry, waiting customers SSE will serve daily fresh baked goods such as muffins and scones. The menu will also offer a variety of vegetarian, gluten-free and dairy-free options. The kitchen will be visible to patrons, allowing them to see and smell their meals being cooked in a clean environment.

### *Future Goals*

In the future Short Stack Eatery will look to extend its hours as well as offer a catering service. SSE may also serve specialty coffee drinks in order to increase beverage sales. Other ideas include opening the “Shorter Stack,” a late night food truck as well as offering delivery service. There will be a continual desire to collaborate with local businesses as well as find new ways to support our community through sponsorship, donations and other forms of philanthropy.

## **Industry Overview**

The following key facts are drawn from the National Restaurant Association’s 2013 Industry Forecast:

- Restaurant industry sales projected to reach a record \$660 billion in 2013, up 3.8% over 2012 sales or 0.8% when adjusted for inflation

- Quick-service restaurant sales projected at \$188 billion in 2013, up 4.9% over 2012 sales
- On a typical day in 2013, the restaurant-industry is expected to post sales of \$1.8 billion
- In 2012, Wisconsin's restaurants projected to register \$7 billion in sales, while employing 9% of Wisconsin

### *Keeping Up with Customers*

American consumers eat out for the convenience as well as to enjoy the company of friends and family. As the number of employed persons in the U.S. continues to increase, the amount of time left to prepare meals at home continues to fall. As an extension of convenience and relaxation, the use of take out and delivery options are also widely used and appreciated among consumers. Concerning one of Short Stack Eatery's target market, The U.S. University Directory states that college students spend \$200/month eating out and as a whole spend more than \$11 billion a year.

According to the NRA's 2013 Industry Forecast:

- 93% of adults enjoy going to restaurants
- 79% of adults agree that going to a restaurant with family and friends gives them an opportunity to socialize and is a better use of their leisure time
- 71% of adults are more likely to visit restaurants that offer locally-produced items
- 40% of adults likely to utilize smartphone apps if offered by quick service restaurants

### *Workforce/Employees*

According to the NRA's 2013 Industry Forecast, restaurant employees comprise nearly 10 percent of the U.S. workforce and restaurants are one of the nation's largest private sector employers with 13.1 million employees. In the next decade, the industry will add 1.3 million positions. Short Stack Eatery will provide Madison and Dane County with 4-5 full-time jobs and 20-22 part-time jobs.

## **Marketing Plan**

### *Marketing Strategy*

Short Stack Eatery's marketing strategy is to position itself as the new, fun, late night, breakfast spot within the downtown community. SSE wants to market great service and a simple, delicious and affordable menu utilizing local purveyors.

### *Competition*

Short Stack Eatery researched and evaluated the local competition and will fill a unique niche in the downtown dining market because it will be one of the only late-night eatery to offer a breakfast menu all day and all night. Restaurants in Madison that do offer late

**S T I F F**

**S I P S**

## **BLOODY'S**

### **THE CLASSIC**

HOUSE BLOODY MARY MIX AND VODKA SERVED IN A CELERY SALT RIMMED GLASS AND TOPPED WITH LOCAL, HOUSE-PICKLED VEGGIES MADE BY SOME FOLKS WHO KNOW A THING OR TWO ABOUT BLOODY'S (AND BREAKFAST).

### **MARIA, MARIA**

HOUSE BLOODY MARY MIX, SRIRACHA, FRESH LIME JUICE AND TEQUILA SERVED IN A SALT RIMMED GLASS TOPPED WITH A SPICY ARRANGEMENT OF OUR LOCAL, HOUSE-PICKLED VEGGIES, AY YI YI!

### **BLOODY MARY BAR**

WE'LL GIVE YOU THE GLASS AND VODKA THEN HEAD ON OVER TO OUR BLOODY MARY BAR AND CREATE YOUR OWN BLOODY MASTERPIECE.

\*SERVED ON SATURDAY'S AND SUNDAY'S FROM 8AM -2PM

## **MIMOSAS**

CHAMPAGNE AND FRESH-SQUEEZED OJ.

IF YOU WANT TO STIFFEN UP YOUR MIMOSA, LET US THROW IN A SHOT OF YOUR CHOICE!

CHECK OUR BOARD FOR OUR WEEKLY SPEACIALTY COCKTAIL AND DRINK FEATURES!

## **BREWS**

### **TAPS**

PBR

SEASONAL

CHECK WITH ANY OF OUR STAFF MEMBERS FOR INFORMATION ON OUR SEASONAL BEER.

### **BOTTLES**

A SELECTION OF 10 LOCAL FAVORITES FROM BREWERIES SUCH AS ALE ASYLUM AND NEW GLARUS BREWING.

## **LIQUOR**

### **DEATH'S DOOR**

GIN  
VODKA

### **OLD SUGAR DISTILLERY**

CANE & ABE RUM  
QUEEN JENNIE WHISKEY

### **LUNAZUL**

BLANCO TEQUILA

### **RAIL**

GIN, RUM, TEQUILA, VODKA AND WHISKEY.