



SAMUEL ASKEW

GAMING / HOSPITALITY EXECUTIVE

WORK EXPERIENCE

MUCKLESHOOT CASINO RESORT - Executive Director of Resort Operations

5/19 – 5/20 *covid19 deferred project 24+ months

Largest Casino in Washington State with over 3100 slots, 70 table games, state's largest Poker Room, 20,000 sq. ft of conference/event space, 9 F&B venues; and upcoming expansion comprising 400 luxury hotel rooms over 19 floors, 18,000 sq. ft Spa, indoor pool, rooftop Steakhouse and expanded gaming floor.

- Responsibility for all current and preopening resort operations encompassing over 10 departments /outlets with 300+ team members and \$30M+ in revenues across retail and F&B.
- Full responsibility for: project management, operational / interior design detail, and construction efforts of future \$300M, 400 room Hotel Tower, Parking Garage and Casino renovation/expansion; and soon-to-open \$24M Conference & Events Center expansion: as well as proportional project management of existing casino renovations.
- Directed the process of business modeling, planning, design, construction and implementation of several new Food & Beverage outlets – Three outlet Food Hall with both branded and non-branded outlets; high end casino Center Bar; Pan-Asian sit-down venue, Sports Bar & Grill, Hotel Lobby Grab & Go Marketplace Barista, and Fine Dining Rooftop Restaurant.
- Liaison to contractors, architects and designers, working directly with each for weekly project meetings, OAC meetings, and regular offsite 'blue sky' planning meetings.
- Assisted in development of NEW expanded gaming floor for 600 additional VGD terminals, as well as High Limit VGD and Table Games areas, Cigar Lounge, and Poker Rooms as well as general administrative office areas and meeting rooms.
- Assisted in developing indoor live entertainment program and venue featuring national award-winning comedians, national award-winning musicians.
- Closely worked with Marketing to develop pre and post-launch marketing plan for new resort property.
- Responsible for resort / VIP Player development plan, events and associated marking VIP offers for upcoming hotel.
- Also worked to oversee development of new Support Facilities including – second Parking Garage, Company Warehouse, Utility / Chiller Farm, New IT facilities, Off Track Betting expansion and physical Sports Book.

PROFILE

Well known & respected Gaming & Hospitality Leader with 30+ years of industry success. An experienced agent of change that pushes the paradigm and looks to move the team and organization forward beyond status quo. Rare ability to relate to, effectively communicate with, and guide success from, any team level - leader to ambassador. Creates a 'Culture' and not 'Programs'. Best performs in leading role within a dynamic, growth oriented, and service inspired environment devoted to superior experiences for its guests and team members alike. Believes in the strength of family, friends, and fun: and the words "what if" have the power to change the world as we know it.

CONTACT



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ONLINE – SEE SOME OF MY WORK

<https://www.facebook.com/watch/?v=2399270210362822>

<http://www.spacesaver.com/portfolio-posts/hospitality-storage-best-practices-tips/>

PERSONAL INTERESTS

Family Time – married w/6 kids, 2 grandkids
Design & Architecture
Industry Trends, News & Events

QUALIFICATIONS

- 30+ combined years of hospitality & gaming industry experience with 25 years in leadership positions.
- 15+ years of Tribal Gaming Industry experience supporting and leading operations to include Slots, Table Games, Casino Marketing, Finance, and HR; as well as Local, State, and Tribal Governments.
- Direct development and leadership of all hospitality related operations including but not limited to: Front Office, Guest Services, Marketing, Sales & Catering, Food & Beverage, Housekeeping, Laundry, Wardrobe, Engineering, Facilities Maintenance & Grounds, Recreation & Golf, Retail & Floral, Entertainment, Security, Reservations & Communications, Human Resources, and Training.
- Successful experience leading enterprises with annual revenues in excess of \$130M and corresponding EBITDA.
- Skilled in P&L analysis, long & short-term budget planning, forecasting, hotel rate structuring, yield management, inventory control, menu pricing, marketing, sales, human resources and safety programs, as well as tourism and economic development, master planning, renovations & new construction, long term business planning / diversification and strategic planning related to capital investment / improvement.
- Team leader, mentor, trainer, and motivator with powerful verbal and written communication skills who 'walks the talk' and is adept with staff recruiting; planning, and implementation of training programs and worker performance evaluations and overall supervision for 1000+ team members.
- Guest Speaker at several state and national conferences related to; Gaming and Hotel Operations, Communications, Master Planning, Food & Beverage Operations, and Tribal Team Member development, as well as overall training, team building, motivation, and mission/vision development.

Port Madison Enterprises - CEO

03/18 – 05/19

2nd Tenure with organization where I was recruited to return and be CEO of diversified economic development arm of the Suquamish Tribe, fully responsible for: Casino Resort with 184 rooms, 1225 slots, 35 table games, 15,000 sq. ft of conference/event space, 8 F&B venues; Three Convenience Stores; Golf Course; Destination Events location; Property Management division with 2 commercial business parks & 8 residential rentals; and overall Master planning for 450 acres of land holdings/acquisitions and future development. Subsidiaries include: 8a certified Port Madison Construction Company, and Suquamish Evergreen Corp with cannabis processing & retail sales store.

- Led teams to their BEST EVER Revenue year in 2018
- Grew EBITDA at nearly 3x the annual growth rate of the previous 2 years and 5 times CY 2015
- Casino operations - led reinvestment in casino floor replacing 25% of casino slots in 2018. Planned additional 25% in CY 2019.
 - 8 of top 20 slot coin-in days seen in 2018. 7 of the top 20 slot 'hold' days seen in 2018.
 - Added / tested new entertainment program with big name entertainment, increased venue seating to 852pp per show. Moved to Ticketmaster ticketing / marketing.
 - Increased continuity program to 4 annual promotions in CY 2018 and 6 in 2019.
 - Club membership growth for the first time in 5 years.
 - March 2019 – Best ever Slot Coin-In. 5 of Top 20 slot coin-in days seen in Q1 2019.
 - Exceeded Q1 2019 EBITDA by almost \$1M
- Food & Beverage operations - rewrote menus in 3 venues with increases as noted below.
 - Clearwater (fine dining) = per cover check increase of over \$4 and cover count increase of 20% year over year with lowered menu prices and food cost decrease of 7%.
 - Beach Rock Lounge = Increased covers and revenue by 15% year over year with new themed nights & menus.
 - Beach Glass Cafe = amended capital plan saving \$140k with same effect of 25 additional seats. Reduced food cost by 6% by adjusting portion sizes to meal appropriate.
 - Responsible for design, implementation, and operational plan for 2019 buffet closure/conversion & renovation to high end food hall. Resulted in labor reduction of nearly 30%; food cost reduction of over 30%, waste reduction of nearly 50%.
- Resort
 - Tracked additional increase of 13% in gaming guests for CY 2019 to 55%+ Gaming Guest occupancy for CY 2019, and 88% overall annual occupancy.
 - Increased CY 2018 Gaming Guest incremental gaming spend by 21%.
- White Horse Golf Course
 - Successfully hosted 1st ever LPGA Suquamish Clearwater Legends Cup.
 - Surpassed 30K annual rounds of golf for the first time ever.
 - National ranking of 35 Best Golf Club in US and top 10 Best in Washington.
- Kiana Lodge – 2018 ends w/Positive Net Income for first time ever.
- Retail – Record fuel tax distribution to Tribe on increased fuel sales.

QUALIFICATIONS (CONTINUED)

- Ability to design and implement a culture of clearly superior customer service that exceeds guest expectation.
- Skilled at development of operational 'brand' standards, guidelines, and SOP's for use with new property development and/or with existing properties that will increase guest satisfaction, service, and social media review scores; whether stand-alone or with national franchise programs across multiple business types and models.
- Strong IT systems literacy for not only use, but selection and integration.
- Extremely experienced in overseeing construction, pre-opening, renovation and development projects as well as occupancy pre-sell, staff training and opening of such properties.
 - Hotels – NEW (8)
 - Hotels – Large Scale Renovation, expansion, and / or Conversion (6)
 - Retail stores (4)
 - Restaurants (9)
 - Mixed use, stand-alone Retail / Office spaces (4)
 - Large Scale Enterprise and / or Community Master Planning (2)

AWARDS & HONORS

- AAA - 4 Diamond – Lodging (7)
- AAA – 4 Diamond – Dining (5)
- WLA - Outstanding Property of the Year
- Seattle Magazine – Best Casino (2)
- Seattle Met Magazine - Best NW Resort (2)
- Trip Advisor Award of Excellence (7)
- King 5 Best Of - Best Casino (3)
- King 5 Best NW Escapes - Best Hotel
- Conde' Nast - Gold List (2)
- Leisure Group Travel Magazine - Gold Award (2)
- Smart Meetings - Platinum Award for Meeting Excellence (4)
- NW Meetings and Events Magazine
 - Best Resort in the NW (3)
 - Best Hotel with Meeting Space (4)
- Washington State GM of the Year
- Innkeeper of the Year – Kitsap
- Seattle Times 'Best of Western Washington' Best Spa (3)
- Marriott GM of Year - West Region Select Service

Tulalip Resort Casino - General Manager / VP of Hospitality

05/11 – 03/18

- Responsible for all resort operations with over 10 departments /outlets, 500+ team members & \$40M+ in revenue.
- Full management & design responsibility for \$30M Hotel Tower & \$4M Conference Center renovation projects.
- Directed business modeling, planning, design, construction and implementation of five new F&B outlets – Lobby Lounge, Journeys East, The Draft Sports Bar & Grill, Blazing Paddles pizza, and Tula Bene Pastaria & Chophouse.
- Led master planning at Tulalip Resort Casino to include: directing 5 to 10-year planning for site development, capital investment, business planning, and diversification to support the Tulalip Tribes.
- Target growth of Gaming Guest Occupancy from 2% to 55%.
- Led 17% growth in overall annual occupancy to record 91%.
- Increased tribal employment from 7.5% to 21.9% of team members
- Increased tribal leadership from 1 department manager to 8 with an additional 16 assistants and / or supervisors.
- Awarded over a dozen local and national awards each year of tenured leadership to include AAA Four Diamond Awards.

Squamish Clearwater Casino Resort* – Hotel Director / GM of Resort Ops

11/05 – 05/11

**SUBSIDIARY of Port Madison Enterprises noted on pg1.*

Opening Hotel Director / GM of waterfront resort - the 4th Tribal Casino Hotel in Washington. Multiple operational successes over 6 years.

EARLIER CAREER EXPERIENCE

- **Alderbrook Resort & Spa – Director of Operations** | Union, WA
- **Little Creek Casino Resort – DUAL POSITIONS of Director of Hotel Operations & Director of Marketing** | Shelton, WA
- **Marriott Fairfield Inn & Suites – General Manager** | Sparks, NV
- **Marriott Fairfield Inn – General Manager** | Palm Desert, CA
- **Riverhouse Resort - DUAL POSITIONS of Director of Rooms Division & Director of Sales and Marketing** | Bend, OR
- **Hospitality Lodging – Multi-Property GM / Regional Mgr.**
 - Gray Wolf Inn & Suites – West Yellowstone, MT
 - Yellowstone Lodge – West Yellowstone, MT
 - Holiday Inn - Greenville, TX
- **Holiday Inn Beach Resort – Asst. GM** | St. Augustine Beach, FL
- **Ponce de Leon Resort – Rooms Div. Manager** | St. Augustine, FL

EDUCATION & PROFESSIONAL TRAINING

Northern Arizona University 1990 - 1993

Honors Student with 3.8 GPA studying Hotel & Restaurant Management

PROFESSIONAL Training

- **VitalSmarts – Jim Munoa**
- **Brad Worthley International – Brad Worthley**
- **Dale Carnegie International**
- **American Hotel & Lodging Association – CRDE / CHA**
- **Marriott International, IHG Worldwide, Choice International**
- **Other General Industry Training & Development**
Work with independent consultants, trainers, and professional services: Raving Consulting, GT Advertising, ROI Inc., Mike Metzga, Andy Revella, Red Circle Agency, REDw, Craig Pendleton, George Burkhardt, George Haldeman, Tim Gard, Tim Furlong, and many others.

