

# Michael C. Garrow

---

[REDACTED] | mohawkrezz@hotmail.com | <https://www.linkedin.com/in/michael-c-garrow-mba-1582aa6/>

**Visionary executive with 20+ years of experience driving economic development through leadership in tribal enterprises, gaming operations, real estate development, and institutional finance.** Proven success as CEO, CFO, and General Manager, with a strong background in commercial and investment banking. Expertise in strategic planning, financing, and redevelopment initiatives that deliver sustainable growth, job creation, and long-term community impact.

## Professional Experience

---

### **Stepping Stone Development | Akwesasne, NY | November 2022 – Present**

#### **Principal Consultant; Tribal Gaming | Economic Development | Finance & Investment Advisory**

- Partnered with two tribal casinos to perform operational assessments of slot floor optimization, labor utilization, and guest service models—resulting in net revenue increases of 12% and 17% respectively.
- Advised a tribal economic development corporation on capital stack design for a \$25M mixed-use project including a cultural center, retail space, and Class II gaming hall; created pro forma, investor presentations, and facilitated USDA and New Markets Tax Credit applications.
- Facilitated strategic planning retreats for two tribal councils and gaming boards, integrating SWOT analyses, priority setting, and 10-year capital planning sessions to align governance and enterprise goals.
- Supported due diligence and tribal council education for a proposed \$12M hotel expansion project, including debt capacity review, competitive set benchmarking, and project ROI sensitivity scenarios.

### **Yaamava' Resort and Casino | Highland, CA**

#### **Manager on Duty | August 2021 – November 2022**

- Directed day-to-day operations at the largest casino on the West Coast, overseeing 60+ team members across 7,000 slot machines, 150+ table games, 15+ F&B outlets, a 432-room hotel, and a 3,000-seat theater.
- Collaborated with Tribal Leadership, Executive Teams, and department heads to ensure seamless alignment with business objectives, guest service standards, and daily operational excellence.
- Resolved high-volume guest and employee concerns across gaming, hospitality, and food service, maintaining a 5-minute average resolution time while upholding regulatory and service compliance.
- Co-developed and implemented Forbes 5-Star guest service training, resulting in stronger team performance and a 10% increase in departmental revenue.

### **Thornapple Farms | Akwesasne, NY**

#### **Managing Partner | April 2019 - August 2021**

- Led feasibility study and business plan development for a tribally owned cannabis and wellness venture, incorporating cash flow modeling, real estate siting, zoning overlays, and market demand analysis.
- Fostered strategic partnerships for start-up, including securing lease agreements for wholesale and retail sites, purchase agreements with foreign partners, and technology sharing agreements
- Secured pre-construction financing and hybrid financing valued at \$3MM USD through private placement memorandum

**Saint Regis Mohawk Tribe | Akwesasne, N.Y****Chief Financial Officer (Tribal, Casino & Corporate Operations) | April 2016 - April 2019**

- Served as principal financial advisor to Tribal Council, Gaming Enterprises, and Section 17 Corporations, overseeing financial operations for a full-service casino resort with 1,600 slots, 36 table games, 4 restaurants, a 150-room hotel, and a 500+ seat entertainment venue.
- Led financial planning and multi-year budgeting by coordinating with casino directors and tribal leadership to develop and implement FY2017–FY2019 business plans, operating budgets, and long-term investment strategies.
- Secured over \$70MM in funding, including a \$55MM casino refinancing (saving \$5MM+), a \$16MM tax-exempt loan for healthcare expansion, and a 2.375% USDA loan for new construction and infrastructure development.
- Developed and executed a capital expansion plan in partnership with casino leadership, enhancing gaming, hotel, and F&B offerings—resulting in a 12% revenue increase and improved guest experience.

**Quechan Casino Resort & Paradise Casino | Winterhaven, CA****Chief Executive Officer | April 2015 - February 2016**

- Provided administrative oversight and direction for 2 casinos with a total of 1,500 Slots, 22 table games, bingo, 5 restaurants, and 166 rooms with pool, spa and lazy river
- Worked with 7-member Tribal council to elevate earnings before interest by \$2.2MM through new guest acquisition, short and long-term marketing strategies, slot performance and management improvements
- Implemented new technologies to improve guest services, brand equity, data warehouse infrastructure, and marketing analytics capability
- Designed and implemented financial performance metrics to optimize FY2015 & FY2016 budgets, guide capital reinvestment, and improve profitability across entertainment, slot operations, and HR functions—driving measurable gains in operational efficiency and ROI.

**Little Traverse Bay Bands of Odawa Indians | Harbor Springs, MI****Treasury Director | March 2012 - March 2015**

- Provided strategic financial oversight for Odawa Casino Resort (+\$70MM in annual revenue), advising on operations, budgeting, and investment strategy across 1,300 slots, 30 table games, and 137 hotel rooms.
- Refinanced \$40MM in high-yield bonds, saving the Tribe over \$17MM in interest over five years and significantly improving long-term financial health.
- Led cross-functional development team in launching a new casino project—overseeing site acquisition, regulatory approval, and creation of financial and marketing plans in partnership with Tribal Council.
- Delivered actionable insights from financial and gaming data, driving revenue growth through marketing, tech upgrades, and operational improvements; managed a \$40MM annual budget and helped achieve 12%+ investment returns.

**St. Regis Mohawk Tribal Gaming Enterprises | Akwesasne, N.Y****Chief Executive Officer, General Manager, & Board of Directors Member | December 2010 - February 2012**

- Oversaw 9 direct reports and 126 associates for Tribal Gaming Enterprises, successfully increasing Native American employment to 50% of workforce during tenure
- Increased the profitability of gaming by 14% in 7 months by improving the acumen of managers, developing lines of business, evaluating marketing, and promoting high-performing managers
- Developed the operations and budgets by creating new lines of business, restructuring, marketing trainings, and expansion of technological capabilities

**Mille Lacs Corporate Ventures | Mille Lacs, MN****Chief Executive Officer & Chairman of the Board | January 2010 – October 2010**

*Annual Revenues: \$420M | 5,000+ Slots | 3,600 Associates | 18 Direct Reports*

- Drove enterprise-wide turnaround by paying off all debt related to Grand Casino Mille Lacs and surpassing FY2010 distribution goals by \$18M, a 15% increase over budget.
- Reorganized economic development and marketing departments, implementing cross-enterprise branding, inventory technologies, and profitability strategies for automotive, grocery, and entertainment ventures.
- Unified IT and gaming operations by merging executive leadership roles, creating a CIO position, and integrating marketing technologies to support data-driven growth and innovation.
- Revitalized employee engagement through pay-for-performance programs, focus groups, associate recognition events, and enhanced internal communications—mitigating union risk and boosting morale.

**Little River Casino Resort | Manistee, MI****General Manager (7th General Manager in five years) | 2008 - 2009**

*+\$120MM in annual revenues, 10 Direct Reports, 1,200 associates*

- Increased tribal distribution by over \$20MM annually by restructuring operations and implementing key technology upgrades (TITO, MRT, wireless handhelds, Foodtrak, Oasis, CSS), driving efficiency and expanding market share in the Michigan gaming sector.
- Improved hotel occupancy and revenue across 292 rooms by leading targeted marketing strategies during a severe economic downturn, optimizing performance in transient, casino, and group sales
- Expanded high-limit gaming segment and guest services, contributing to market share growth by adding a dedicated cage, upgrading amenities, and introducing in-house check-cashing—creating new jobs and training programs through Global Cash Access.
- Developed proprietary entertainment analytics software for a 1,700-seat venue, increasing profitability; led implementation of patron value optimization (PVO) software to bring data segmentation in-house; supported union decertification by aligning workforce structure with performance-based metrics.

**Bank of America (Global Corporate & Investment Banking | Las Vegas, NV****Vice President, Client Manager | 2005 - 2008**

- Managed the largest sales portfolio in Downtown Business Bank, overseeing 76+ business banking clients across sectors including manufacturing, retail, professional services, and tribal gaming; served as internal tribal finance consultant for casino-related commercial lending.
- Structured and sold a wide range of credit products including term loans, lines of credit, letters of credit, corporate credit cards, swaps, and treasury solutions; successfully assisted clients in restructuring distressed loans.
- Led cross-functional client delivery teams, ensuring seamless execution of financial services while proactively analyzing client operations to identify revenue opportunities and guide annual business planning.
- Completed Bank of America's Formal Credit Training Program and contributed to IT systems development for lending and risk assessment, becoming a sought-after advisor for fintech tools within the organization.

**Nez Perce Tribal Enterprises | Lewiston, ID****Chief Executive Officer (CEO) / General Manager | 2004 – 2005**

- Led the Tribe's economic and community development efforts, overseeing casino operations and strategic planning for long-term financial sustainability and growth.
- Reduced overhead costs by 12% through operational restructuring and created a 10-Year Financial Plan, FY2005 budgets, and capital improvement strategies for both gaming and tribal enterprises.
- Directed infrastructure modernization, transferring accounting functions from the Tribe to the Enterprise Controller and implementing shared systems across two casino sites for finance and player tracking.
- Managed vendor negotiations and compliance upgrades, including slot machine contracts (IGT, Aristocrat, WMS, Atronic) and selection of the IGT Advantage system to align with NIGC regulations.

## **The Molasky Group of Companies | Las Vegas, NV**

### **Senior Financial Analyst; Commercial Real Estate Development | 2003 – 2004**

- Developed financial models and loan proposals supporting \$60MM+ in commercial real estate projects, including aviation, residential, and municipal developments.
- Secured \$8.3MM in bank financing for a high-end condo project and led lease pricing analysis for Las Vegas' first green commercial building.
- Contributed to successful GSA bid for the Social Security Building and crafted proposals for major public-private initiatives like the \$25MM Sunset Falls Golf Course.

## **Marshall Investments Corporation | Chandler, AZ**

### **Assistant Vice President Investment Banking (Tribal Casinos) | 2001 – 2002**

- Conducted financial analysis on tribal gaming and economic development projects, identifying high-value investment opportunities across Indian Country.
- Led investor relations and financing negotiations, successfully securing initial construction financing for casino developments through major banking institutions.
- Advised on \$230MM in private placement financing for tribal casinos, machines, and FF&E, maintaining a 100% success rate in securing approvals from Tribal Councils and lending partners.

## **Core Competencies**

---

Leadership, Communication, Executive Financial Management, Tribal Governance, Mergers, Investment, Refinancing, Grant Applications, Business Development, Data Analysis, Data Collection, Gaming Management

## **Technical Skills**

---

Microsoft Office 365, Excel, PowerPoint, Valuation Analysis, Patron Value Optimization Software, Underwriting

## **Education/Certifications**

---

### **EDUCATION**

#### **CORNELL SC JOHNSON COLLEGE OF BUSINESS**

Masters of Accountancy

Ithaca, NY

May 2025

#### **UNIVERSITY OF CALIFORNIA AT BERKELEY**

##### **Haas School of Business**

Master of Business Administration (MBA) – Finance & Entrepreneurship

Thesis: The Indian Gaming Regulatory Act with Business Plan for Akwesasne Mohawk Casino Resort

Berkeley, CA

May 1994

#### **EMBRY-RIDDLE AERONAUTICAL UNIVERSITY**

Bachelor of Science in Business Administration

Daytona Beach, FL

April 1990

**EXECUTIVE PROGRAM CERTIFICATE**, Harvard Business School, 2022 (Leading People & Investing to build comm.)

**KELLOGG EXECUTIVE CERTIFICATE**, Northwestern University (Mergers & Acquisitions)

**BUSINESS & PUBLIC POLICY CERTIFICATE**, Georgetown University MBA Summer Program

## **PROFESSIONAL ACTIVITIES**

**BOARD OF DIRECTORS**, GAMING & LEISURE MAGAZINE, Las Vegas, Nevada (Non-Profit) Dec. 2010 – Present

**Interests:** Spending time with family, working with youth, volunteering, triathlons, running 5K's, skiing. 2007 Arizona Ironman Competitor (Swim 2.4, Bike 112, Run 26.2 miles) 11:26.43