

TARO ITO – MMRC, Inc. Gaming Associate

PROFESSIONAL EXPERIENCE

Vice President / C.O.O. - Hollywood Park Casino, Inglewood, CA, 2003 – Present

- Responsibility for the operational direction of 15 department heads, 102 gaming tables, 700 employees, 310,000 square foot facility, 200,000 food covers a year, over 200 special events a year and the largest Bingo operations west of the Mississippi, seating over 600 customers. Gross revenues of \$50,000,000 and payroll expense of \$20,000,000.
- Consistently produced higher Retained Earnings before Interest, Taxes, Depreciation, Amortization and Rent, (EBITDAR) percentages than the competition.
- For the past six years, reduced annual staffing levels and labor expenses by nearly 40%.
- Reduced Worker's Compensation modification factor from a high of 171% down to 88%.
- During the past seven years have managed an average staff of approximately 1,200 employees with six employee practice cases totaling \$51,000 in company expense.
- Proven ability to create an environment which promotes employee retention - Day 1 Employees (18 years) = 17.0%, Employees with Over 10 years service = 35.0%
- First Card Casino to implement a medical HCO resulting in savings of over \$3,000,000.
- First Card Casino to utilize mandatory biometric testing and health coaching within a comprehensive Wellness Program.
- First Card Casino to participate in a heterogeneous Captive Self Insurance Program.
- First California Card Casino to install electronic bingo machine and automated poker tables (e-Poker).
- Developed marketing strategies to expand market radius through cost effective methods such as direct mail programs, internet and text messaging.
- Negotiated all company contracts including health and welfare, workers compensation, risk management and Collective Bargaining Agreements with Culinary Workers Union Local 11 and Service Employees International AFL-CIO Local 1877 – 1994.

Vice President of Operations - Hollywood Park Casino, Inglewood, CA, 1999 – 2003

- Negotiated and reviewed all company contracts.
- Managed all legal cases and all company settlements.
- Chair of the Casino Credit Committee with responsibility for all checks/markers
- First California Card Casino to use a Third Party Proposition Player (TPPP) to promote its Asian games, which has been duplicated in every major casino.
- First Casino / Horse Racing Pari-mutuel property in California.
- First Casino to negotiate and operate under a Collective Operating Agreement HERE Unite (Local 11) and Service Employees International AFL-CIO Local 1877 – 1994.
- First California Card Casino to implement an electronic Player Tracking System to collect player data.

Vice President of Development - Hollywood Park, Inc., Inglewood, CA, 1994 – 1999

- Hired to assist in the expansion of Hollywood Park, Inc. from a horse racing entity into a multi-jurisdictional gaming company.
- Assisted in the negotiations and start-up of Hollywood Park, Inc.'s first venture into casino gaming in the City of Compton, California – Crystal Park Casino – the first Casino/Hotel property in California.
- Consulted on Hollywood Park, Inc.'s second venture into the casino industry with the development of Hollywood Park Casino in Inglewood, California.
- Coordinated and managed three municipal elections – South San Francisco, Fresno and Pomona to legalize casino gaming.
- Represented the corporation at City Council meetings and was responsible for campaign management, signature gathering, ballot drafting, and coordinating all consultants.
- Negotiated with City Council, City Administration and Law Enforcement Agencies regarding all aspects of the project including finances, job creation and crime prevention.
- Coordinated land acquisition, financing, casino design, City entitlements, Environmental Impact Reports, design, project management construction, and development of new casino projects.

PROFESSIONAL EXPERIENCE CONTINUED

Vice President of Operations - Bay 101, San Jose, CA, 1993 – 1994

- Coordinated land acquisition, financing, casino design, entitlements, project management construction, and operational systems of the casino.
- Managed the hiring, training, and logistics of 700 new employees.
- Coordinated the ground-up development, construction and start-up of a new 70,000 square foot California casino.

Vice President of Operations - Bicycle Club Casino, Bell Gardens, CA, 1989 – 1993

- Started as a financial analyst, promoted to the VP position in four years at the largest table games casino in the world.
- Operational direction of 10 department heads, 2,400 employees.
- Directed the largest expansion project in company history with the additional of 30,000 square feet of casino space, new kitchen, restaurant facility and parking.
- First to use automated tracking and payroll systems in a California Casino.

EDUCATION

Bachelor of Science – Investment Finance

Cum Laude

University of California at Northridge – 1984

BOARD MEMBERSHIPS, LICENSES & AWARDS

- State of California Department of Justice Casino Key Employee License
- State of California Department of Justice Owners License TPPP Banking Group
- Board of Trustee – HERE Unite Local 11 Hotel / Culinary Union (2006 to 2013)
- V.P. Board of Trustee – Saint Mary's Girl's Academy (1997 to 2005)
- United States Top Secret Clearance Level 4