



Conversations w/Tino

Guests	Henry Childs
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Tino Magnatta: Welcome to another episode of GT Radio. Tino Magnatta here. Tonight I have a very good friend and we have had a couple of pretty extraordinary conversations with this guy, and I was fascinated by where the discussion took us. So tonight we're going to take you on a little bit of that journey that him and I had during that conversation. We'll save that for later, but thanks for being on the show, Henry, really appreciate it.

Henry Childs: Well, thanks for having me, Tino. I appreciate that.

Tino Magnatta: So, you grew up on the ranch, right? You were-

Henry Childs: I did.

Tino Magnatta: You had a family of ranches.

Henry Childs: Yup. I grew up in a ranch with all the cows and horses and stuff like that.

Tino Magnatta: What was that work ethic like, because I know that's pretty hard work ethic?

Henry Childs: That's up at the crack of dawn and you finish work when you finish work. So if it's dark and you're still working, then you're still working. So it just means it's going be-

Tino Magnatta: It's right through.

Henry Childs: A short time to sleep. Yap.

Tino Magnatta: Yeah, it's right through. Then everything needs to be done in a specific time, in a specific way, and there's really no days off, there's always something going on.

Henry Childs: Yeah, no. Especially with my parents and my grandfather and everything, there was no day off, and you get it done the way they wanted it done, so that was just what I was used to.

Tino Magnatta: What people were your parents, because I know they instilled a lot of great stuff in you? Tell us a little bit about them.

Henry Childs: Hardworking. My father always had at least two or three jobs. He was a rancher, he was a miner, he was a farmer. He did a little bit of everything. My mom was the same way, although she was a housewife, she did a lot of things to help keep the family moving.

Tino Magnatta: Yeah, they were very disciplined like that. They would do basically whatever they had to, to keep you moving.

Henry Childs: Exactly.

Tino Magnatta: Yeah. What aspirations did you have as a kid?

Henry Childs: I certainly didn't think I was going to go into the casino business. All through growing up, besides the ranch it was more or less you're going to go to school, you're going to go to college, and you'll decide from there. It wasn't hard to see where I was going to go as far as the direction was concerned, but afterwards I faced the same situation everybody else faces as far as what type of industry are you going to go into, and what are you going to be?

Tino Magnatta: Yeah, exactly. You have to make a decision, right?

Henry Childs: At some point in time, yes.

Tino Magnatta: Yeah. Now you're very interesting this way, because I've only interviewed maybe a handful of people that are native that have done this. You actually started in the commercial world, UTS?

Henry Childs: Yes. I did. I was a supervisor for UTS. I did all of their training for the [Tempte 00:03:41] location.

Tino Magnatta: What did that involve? Tell us a little bit about that, because that was pretty involved. Tell us what you did and how you did it.

Henry Childs: UTS is an interesting business. They've got everything down to a science. They know exactly what one person is going to be doing on the job and how long it's going to take them. So basically I took all of that information, applied it to different jobs, and then came up with training programs for the individuals that were in those jobs. If they left then I started brand new training somebody else, but it was just a lot of training people to become more efficient with the job that they were in.

Tino Magnatta: What did that entail? What kind of ... Because I know there was-

Henry Childs: A lot of-

Tino Magnatta: It's very sophisticated with the scheduling. Give us a little bit more detail on that, because this is important to your development.

Henry Childs: Yeah, absolutely. It's a lot of meeting with the individual, a lot of talking with them. A lot of just determining what their style is, and sometimes what their aspirations are, what they want to do, how far they want to go with the company, and them being able to see, here's how I can help you get there. Sometimes you get down to a point where you're able to tell what an individual's learning style is, because we all have different learning styles. I'm a visual, I got to see things happening, where other people can just hear things and then they'll know exactly how to do it.

Well, in that job you had to figure out exactly what their learning style was and how best to approach them and get them moving at the speed that UTS wanted them to move at.

Tino Magnatta: That was an important skill for you, wasn't it to learn?

Henry Childs: It was. It helped me, not only just to realize that people are different. Everybody's different as far as they learn, but just to a degree to have a little bit more patience.

Tino Magnatta: Right. Now, why do you think that you were able to understand this and do this job so well?

Henry Childs: A lot of it I just go back to the work ethics, and it was just, you don't stop until you get it done and you succeed. That was a lot of the work ethics basically that my father and my mom instilled in me, and just not necessarily the success portion of it, but don't stop until you're done. If something goes wrong, well then get back up, dust yourself off, and go at it again.

Tino Magnatta: Right, just keep chipping away at it.

Henry Childs: Right.

Tino Magnatta: Yeah, just keep moving forward. What-

Henry Childs: You have to, you've got to keep moving forward.

Tino Magnatta: After this ... Go ahead.

Henry Childs: I'm sorry, I was just saying you have to, you got to keep moving forward.

Tino Magnatta: Exactly right. Now you ... This job basically, how many years were you there?

Henry Childs: At UTS I was there a good, I don't know, five to seven years, somewhere around that range.

Tino Magnatta: Then what happened?

Henry Childs: I got married. She was from North Dakota. About that time, her parents were wanting us to move back over there. Didn't have a job or anything, but they owned a ranch, and I knew ranching and farming, and they said there's a casino coming on board over here, apply. So we did, and then the following weekend we got called up for interviews, and they hired us on the spot. One of my biggest things there was, I don't have any casino experience and my GM at the time said, "That's okay, you have management experience and that's what we need."

Tino Magnatta: Now, at what point was this, this is Gila River, right?

Henry Childs: No. That was in North Dakota. We spent-

Tino Magnatta: Oh, North Dakota. What casino was that?

Henry Childs: Prairie Nights Casino and Lodge.

Tino Magnatta: Okay, got it. Paint us a picture of how it was back then. It's not like it was now, what was it, the 90s?

Henry Childs: Yeah, it was the 90s. So [crosstalk 00:08:21] one of the only casinos around there.

Tino Magnatta: Yeah, what was it like? It was completely different, right?

Henry Childs: Yeah the only thing that was the same is that it was very cold.

Tino Magnatta: Yeah.

Henry Childs: I knew that at least nine months out of the year, it's going to be all white.

Tino Magnatta: That's funny, man. That's the only thing that's the same.

Henry Childs: [crosstalk 00:08:44]. It was the mentality, if you build it, they will come and they did.

Tino Magnatta: Yeah. They did [crosstalk 00:08:51].

Henry Childs: Yeah. We put a casino a good two hours into the reservation from the nearest town, and people came.

Tino Magnatta: Yeah, because they had no other alternative where they could play and have a good time. Yeah.

Henry Childs: Right.

Tino Magnatta: So then you went back to Arizona, and that's when-

Henry Childs: Yup. I actually fell down one time in the snow and came to my senses while I was lying on my back and saying, "I need to get out of here."

Tino Magnatta: Oh man, I know that it's pretty brutal. I'm from Toronto so I know what you're talking about, but Dakota's the worst. It's pretty brutal winters there.

Henry Childs: Oh yeah it is.

Tino Magnatta: Just like the movie.

Henry Childs: Definitely.

Tino Magnatta: Tell us a little about-

Henry Childs: So we came back in-

Tino Magnatta: Gila River.

Henry Childs: Yeah, I came back to Gila River, I came back to Arizona, and applied at Gila River and got hired there, and opened up the-

Tino Magnatta: What'd you get hired for?

Henry Childs: Original [inaudible 00:09:53]. I was actually the facilities, so I moved around a lot in different positions, actually. So between gaming and learning back of house operations, and things like that. I had a lot of opportunities just to get to learn the casino environment and everything.

Tino Magnatta: You were combining the management skills you had at UTS with now the skills of the casino business, right?

Henry Childs: Yes.

Tino Magnatta: How do you think that commercial experience helped you to manage to the casino business?

Henry Childs: It helped tremendously. I got the knowledge of business is business, and then coming into Native American gaming where, yeah business is business, but there are other factors that come into play that always have to be taken into consideration.

Tino Magnatta: Yup. What are some of those factors?

Henry Childs: Oh, I knew you were going to ask me that question.

Tino Magnatta: Well, you teed it up, right?

Henry Childs: I did, so I might as well drive it through.

Tino Magnatta: You teed it up so you might as well drive it through. We might as well get into it, because we've got about 17 minutes, so we might as well get into it, so let's start there. Sorry buddy.

Henry Childs: I think the biggest things ... That's all right. That's what I'm here for, I'm on the spot, so I might as well go.

Tino Magnatta: That's right. You got it. Let's go.

Henry Childs: A lot of the things with regard to Native American countries is you always have to take in the atmosphere and just the politics surrounding you. You have to, there's no exception to that. You need to know the ground level of where you're working at and how it comes into play.

Tino Magnatta: Now you think that, that's clunky for the business, it's something that doesn't fit in? How does that work? Does it help native nations, or?

Henry Childs: I think every nation is different with regards to how it applies. There are some that just have it down and they've worked it through. There are others where they're going through a lot of growing pains right now, and they're trying to see where everything fits. I don't think it's a bad thing because it's every nation's right to know exactly where the casino stands, or what it's doing exactly, or how it's being operated, but there are ways to do that.

Tino Magnatta: I see what you're saying. So you're saying that from casinos, of course, from tribe to tribe it's going to change, and that the ones that are struggling, they're actually growing towards a better management style. Is that what I'm hearing.

Henry Childs: Exactly. I love when you summarize things for me, Tino.

Tino Magnatta: Oh, you're great man. I love you. What are some of the things that you see that they could do better, you could do better, the native nations? To get a quick overview.

Henry Childs: I'm sorry, that I could do better or that?

Tino Magnatta: No, just like an overview in general. Not you personally, but the native nations, what could be done better to help streamline their business processes and how they manage their businesses, because you're coming in from the commercial world, yeah?

Henry Childs: Yes. Acknowledging how the politics fits into the business and knowing that there's a fine line there. That, A, it doesn't cross here, and B, we have to succeed in business in order to make the environment and, or the nation better. You're working for a reason and for a cause here and typically that's for however many in world members there are in the nation.

Tino Magnatta: Yeah. You're right. It's just got to do it so that everybody's on one page. What is your-

Henry Childs: Sure.

Tino Magnatta: Let's talk a little bit about ... We had a discussion on succession and the future. From a native perspective, in order to preserve the future, what needs to be done?

Henry Childs: You have to immediately begin looking at succession planning and identifying the individuals of who you want to be in play for, to begin running the casino to a different level. Things are changing so fast in this environment between technology and other things coming into play here. It's not the, if you build it, they will come mentality anymore. You have to have your business planning play in advance of, this is how you're going to succeed, this is how you're going to make money and this is how you're going to grow your environment so that you have a plan, not just for today, but for the future as well. These days if you don't have that, you're behind.

Tino Magnatta: Yeah, so what does that entail?

Henry Childs: That entails-

Tino Magnatta: How do you get there? Because it's good to say that, but it does take a lot of work, so how do you do that? How do you get there?

Henry Childs: In this environment or in a Native American environment, it's persuading people that you have to invest. You have to get ... You have to put a very good program forward that helps to identify tribal members that you're going to help succeed or grow into the positions of management, that are going to run the company for the tribe and look after the best interest of the tribe. That doesn't take weeks or days, that takes years. In a lot of cases it takes years to get to that level.

Tino Magnatta: Yeah. It's a lot of planning and it's a lot of dedication. Why-

Henry Childs: It's a lot of work.

Tino Magnatta: Why is it so important? Yeah. Do you think that most people who are listening to this or thinking about this in any way, shape or form, do they understand the value of doing something like this because it's so much work to be able to plan it out that way?

Henry Childs: Yeah. You know what? I like to think that, Tino, because when you're working for a tribe they're vested. You find tribal members that are vested in their own nation, they want to succeed, and they want the help to succeed. So if you're coming in a manager, director level position, then you should automatically be you looking to identify somebody that wants to succeed, is a tribal member and you can help move forward.

Tino Magnatta: Yeah. The key is to be able to have something in place to educate those people. How does that work? Because it seems like that's the most important thing,

because you worked in the commercial world. Should that be like a prerequisite and part of the plan?

Henry Childs: It has to be. It has to be inclusive in the plan, and like I said, every nation or every tribe is going to be different, every casino is going to be different at what level they're what investment they can come back with, but it's more or less that commitment of, we're going to begin this and here's what we're going to do first. Whether it's identifying somebody and then going back and it's not rocket science, it's being done already. There are a lot of tribes that are already out there that are doing it that you can reach out to and call and say, "Hey, can you give us an idea of what you did here with succession planning? How did you put that into play in your organization." Typically that's a lot of the things that we get answers to with regards to any type of situation that we're applying in our industry. You go out and you find somebody that has already dealt with it, and there's already somebody else that that is a step ahead, and, or writing the book and they're willing to share this with you.

Tino Magnatta: You said to me, "Native gaming needs to push the limits. There are so many opportunities if you know how to push for it." What do you mean? What do you mean by that? People are saying, "Well, I'm working every day. What do you mean push for it?"

Henry Childs: You've got to go into it with the understanding that you're going to be told, no, for a lot of things. No, this may not be the time, or no, this may not work, but you have to go, you have to continue pushing that scenario, especially if you know it's the right scenario to go forward with and that it's going to be good for the enterprise as well as the nation. You have to continue to push and to push and to push until you get the right answer.

Tino Magnatta: Yeah, exactly. Sometimes it might be pretty exhausting. It gets exhausting. You have to have a lot of staying power in order to get what you want.

Henry Childs: Staying power, patience, exhaustion is a good word for it.

Tino Magnatta: Yeah. What advice would you give to the next generation of natives thinking gaming business?

Henry Childs: Get your education and no, doesn't necessarily mean no. It just means be creative and find a way to get around things. Because once you start doing that, you begin creating opportunities and you just need to be prepared for that because opportunities come at the ... Sometimes it's the strangest occurrences or chance. It just comes up and you're prepared.

Tino Magnatta: You said to me, "You have to bring a big team with you to turn a big ship." What do you mean by that?

Henry Childs: One person can't do it alone. The team has to be in play and the team has to be on the same page whether it's a shift in culture, especially when it's a shift in culture, bringing a different level of standards in play. In order to turn that ship with everybody still on board, you need more than one person to do that.

Tino Magnatta: Yeah, especially to keep everybody on board too, right?

Henry Childs: Exactly, because anybody can turn the ship, but you just don't want to be tossing all your team members off.

Tino Magnatta: Right. Where do you think we're going to be in the next 10 to 20 years with everything that's going on right now?

Henry Childs: God, 10 to 20 years, I'm hoping to be sitting on a beach somewhere Tino.

Tino Magnatta: You will be.

Henry Childs: I hope so.

Tino Magnatta: Hopefully it'll [crosstalk 00:21:45].

Henry Childs: Yeah, exactly.

Tino Magnatta: Count me in 10 and not 20.

Henry Childs: Yeah. I think there's so much technology coming into play right now. There's so many ... I think with the tribes specifically, possibly just full bones, Vegas style gaming coming into play.

Tino Magnatta: Yeah, but it's already happening. I think she stayed.

Henry Childs: Yeah [crosstalk 00:22:14].

Tino Magnatta: What if we drew all that stuff, there's so much technology now in the gaming business.

Henry Childs: Yes.

Tino Magnatta: How do we educate-

Henry Childs: A lot of natives ... Reading, listening to your show.

Tino Magnatta: Thank you. You're actually right, come to think of it, a lot of people say great things on our show.

Henry Childs: You got to network and you got to extend yourself out there so that people begin to know you. Like I said, there's a lot of good people out there, GMs, CEOs

out there that are willing to have conversations with you and say, "Hey, I went down that road before. You may want to take a look at this." Or just, "My experience is this with that," and you always have somebody that you can just talk to you because when you push it and you continue to push it, you got to be able to vent as well.

Tino Magnatta: Yeah, you need like a sounding board, right?

Henry Childs: Exactly.

Tino Magnatta: How do you balance your life? Because our business is 24 hours, seven days a week.

Henry Childs: I laugh because I've been dealing with that a lot lately. People say you have to have work and life it's 50, 50 in. I just don't agree with that. I just don't agree with that especially coming from that ranching background and going into into gaming where it's 24/7, 365 and especially when you're opening properties, it's not 50, 50. You're the other half and especially ... I'm married and my wife understands the industry that I'm in. She knows. She knows me well enough that especially when we're on an opening or I'm at work, I'm 100% at work. I'm giving everything that I have to what I'm doing and going into the future. Then when I'm with my family I try to be 100% with my family. There's situations, there's always going to be situations that come up, but trying to find a 50, 50 balance, I feel like I'm just setting myself up for failure there. When I'm with them, I just try to focus on my family and that's it. When I'm at work-

Tino Magnatta: Yeah, no, that's-

Henry Childs: That's where I'm at.

Tino Magnatta: Yeah, that's very well said. It's a hard to maintain that especially because of the intensity and especially right now with all the construction you guys are doing is equally ... It's even harder, right?

Henry Childs: Oh, yes. It is. We're going through construction and we're still operating in an interim facility, so it's almost like we have two day jobs.

Tino Magnatta: How do you maintain that level of, say, preciseness that you need when you're dealing with so many different aspects? What qualities does someone need to have to get to that level?

Henry Childs: Patience is definitely a good quality. You have to be very positive. There's some times where there's just a lot of things that are going to come at you that are just negative, negative, negative, but you have to be able to turn things into a positive and continue moving forward. You're going to take a lot of hits. You will take a lot of hits, but it's just a matter of getting up, moving on and continuing to move forward.

Tino Magnatta: Yeah, moving forward is the key no matter what.

Henry Childs: Yep.

Tino Magnatta: Yeah. You can't just lay down and die.

Henry Childs: Nope, and you can't be stagnant because that's not going to do you any good either.

Tino Magnatta: Arizona market is competitive, right?

Henry Childs: Yes, very much so.

Tino Magnatta: How do you deal with the competitiveness, how do you deal with the competition?

Henry Childs: We're all pretty good friends between Gila River and Casino Arizona and even to a degree the casinos down in Tucson as well. We keep conversations, we talk about things that are happening, but in all honesty for us, we put together what we believe is a plan that's going to achieve our budget expectations. Specifically I don't look at what is Gila River doing or what is Talking Stick doing or anything else like that. I always believe that if you're looking to be a leader in the industry, then you have to define what you're going to do and do it, regardless of what a lot of people are going to say about it. You have to be willing to go out on the skinny branches, so to speak.

Tino Magnatta: Right. Go out on the skinny branches and risk falling.

Henry Childs: Exactly.

Tino Magnatta: Yeah, it's all about the risk reward. What is your advice for people that are looking to get into the gaming business or looking at it just like for their first time jobs, not the people that are in it already, but someone's considering getting into the business who's not in a related business like you were?

Henry Childs: Yeah. You know what? It's a great industry. It's done well by me and my family. It's taking care of all of us and, and you have to be willing to move, especially if you want to move up, you've got to move around. You need to learn all aspects of the industry, especially the financials. That's key. That's very important, and how to interpret that data and make some different changes within the organization.

Tino Magnatta: We spoke a little bit about the culture of Desert Diamond. Talk to me a little bit about that and the kind of people that you're working with and have been working with for these years to accomplish what you've been accomplishing.

Henry Childs: It's a team effort with everybody. They're great people, not just at work, but off work as well. We have our differences, but we're all willing to accept the constructive criticism, and we all see the same thing. We're working for the nation. We want to have the most successful enterprise that we can put forward at this point in time and achieve all the budget expectations that the nation may have. So we have a great group of people in play right now.

Tino Magnatta: Yeah. You always talk very highly of your team and that's the key, right? It's really ... At the end of the day-

Henry Childs: It is.

Tino Magnatta: That's the bottom line. Yeah.

Henry Childs: It is.

Tino Magnatta: Takes a team to turn a big ship.

Henry Childs: Yup. It never will be one person as far as I know and if you know one person, please introduce me to them.

Tino Magnatta: I will, and we should be taking calls. You're cracking me up tonight.

Henry Childs: Sure. Absolutely.

Tino Magnatta: Got to have you back on the show. Hang on one sec. Hello. This is Tino Magnatta, do you have ... Sorry, do you have a question for Henry Childs? We're having a [inaudible 00:30:27] and he's cracking me up.

Steve Neely: Good evening Tina and Henry, Steve Neely, Rolling Hills Casino up in California.

Henry Childs: Hey Steve, how are you?

Tino Magnatta: Hey Steve [crosstalk 00:30:39]?

Steve Neely: Doing good. I just had to make sure and call in as someone who competed with Henry and his team. Definitely a very, very good foe, but I also have to agree with what he was saying about, we compete but we also, we break bread and I think everything that we ever did it against one another was above board and was fun spirited and was a lot of fun.

Tino Magnatta: Absolutely.

Steve Neely: So I just want to thank you for that and obviously congratulate you on the move up north and the project that you guys are working on. I know that's going to be amazing. When you were called on to make the move north, I guess my question is what was your real ... Ultimately, what was the area that really made

you make the decision to go up to that property, as opposed to staying in Tucson where it was safe and easy, not easy but safe and familiar?

Henry Childs: I think it's in your blood too Steve, I know it is. It's that opening part. When you've gone through an opening and everything else like that, construction and everything, it just stays there and you want to continue to move forward and just make those changes. For me, that's what it was. I wanted to go to do something different for the nation, something that was going to make an impact. I'd been in the Phoenix market before and I know the different casinos, so it was just like coming back home.

Steve Neely: Wow, congratulations. I think it's going to be awesome when you guys get all the way open. I know you're doing well already in a temporary facility, but I look forward to the invite to come check it out when it's fully open.

Henry Childs: Definitely. We've got you on the list, Steve.

Steve Neely: All right, thanks guys.

Henry Childs: Take care.

Tino Magnatta: Thank Steve, really appreciate the call.

Steve Neely: You bet.

Tino Magnatta: All right. That was great. Nice little surprise, right?

Henry Childs: Yeah, it was.

Tino Magnatta: Yeah, Steve's a good guy. He's been around a long time so ...

Henry Childs: He is very [crosstalk 00:32:54].

Tino Magnatta: Yeah. Hello, this is Tino Magnatta, do you have a question for Henry?

Speaker 4: Good evening Tino and Henry. I hope you gentlemen are doing well today. Tino, as always your show is fantastic and Henry learning quite a bit. My question is, with your experience how do you blend your ... You talked about teaching and mentoring styles teams ability to learn. Have you noticed that generally one style works better than another and ultimately who has the allness of responsibility to adjust or change for property success?

Henry Childs: I think it really depends on the individual. As far as who's doing the training, well what I've found is, it's just a lot better just to be open and be willing to change to get people to work more efficiently and effectively. You just got to try a lot of different things with your team, because each one of those team members are different so to speak and they learn at a different capacity. The onus, I'll always

put on myself. As a GM you take the responsibility, it stops here and just you have to move forward, but there's also that responsibility as directors to ensure that they're supporting the direction that we need to go in and taking that message further down the line.

Speaker 4: Sure. Other than gaming, entertainment and dining, essentially the resort experience, looking into the future and so many tribes are doing this and so many properties are doing to this, what business model do you think would best fit or in Denver business endeavors fit your tribe for the future that's outside of the, we'll call it, the resort casino experience?

Henry Childs: Wow, that's a great question. I know it's a question that we've been looking into.

Speaker 4: The casino suggested I say it.

Henry Childs: Nice. I should've known where that question came from.

Tino Magnatta: No. [inaudible 00:35:12].

Henry Childs: Yeah. It really depends on the tribe, especially with regards to Glendale, we're centrally located there in just a population of a mass amount of people. So it's good not just to place your eggs all in one basket, so to speak, and begin to diversify and look. Right now that's what we're doing just based upon feasibility studies and proformas and what is exactly going to be the fit. I can give you a lot of opinions of what I think, but ultimately it comes down to the number and what is exactly going to be the fit, with not only the enterprise but the nation as well.

Speaker 4: When you say the state are you saying ... Obviously you want it to make money but you want it to benefit the tribe long term too, I would assume, right?

Henry Childs: Exactly.

Speaker 4: Okay. Well, I appreciate your time and thank you very much for having me on, Tino.

Tino Magnatta: Oh, thank you so much for calling in. Appreciate it.

Henry Childs: Thanks for the question.

Tino Magnatta: Have a great night.

Speaker 4: Yup. You too gentlemen. Thank you, bye.

Tino Magnatta: Hello, this is Tino Magnatta, do you have a question for Henry?

Heidi: I certainly do. Good evening gentlemen. This is Heidi [inaudible 00:36:34] from southern California.

Tino Magnatta: Good evening.

Heidi: How are you Henry? This is Heidi.

Tino Magnatta: Henry?

Henry Childs: Tino?

Tino Magnatta: Hello? Yeah, we lost there for a second.

Henry Childs: Hello?

Tino Magnatta: We lost you there for a sec, go ahead.

Heidi: We found you. You went ... We found you Henry. How are you doing? It's Heidi [inaudible 00:37:00].

Henry Childs: I'm doing great. It's great to hear your voice finally.

Heidi: Wonderful, Henry. So yeah, I've been following and very interesting stories. I want to ask you two quick things, is you've been with Desert Diamond, is it nearly 12 years now?

Henry Childs: 16.

Heidi: Wow. What has kept you there for that long?

Henry Childs: It's my tribe, number one. I've always wanted to come back and work from my tribe and hopefully make a difference, make some changes and do something that's beneficial for them.

Heidi: Absolutely. Going forward for the prosperity of future, I'm sure too?

Henry Childs: Exactly.

Heidi: Henry, as a GM, what is it that you do to keep connected with your teams and especially the leadership team where you need to set them up for success? How do you keep connected and how do you motivate them on a weekly, daily basis?

Henry Childs: We actually do a lot of meetings formally, but we'll also have ... I ensure just reaching out to them on just a daily basis actually, whether it's making contact with marketing, HR, just seeing what's on their plate, how we're moving forward. Basically what we've done is we put some things in place that has ... We've written down their goals, so we constantly do reviews of what they're

achieving and where they're actually at, at certain points within the first quarter, what the roadblocks are, any types of situations. They know that we have, not only do we have an open door policy, but we stand behind that. They can find us at any point in time to discuss any challenges they have.

Heidi: I'm with you. All right. One last thing if I may, Tino?

Tino Magnatta: Oh, absolutely.

Heidi: Okay. Having not been at Desert Diamond, heard a lot about how great it is there. As you know I'm friends with Tony [Shotgun 00:39:26] as well. What is the experience that you're promising at Desert Diamond? What is it that is your brand experience promise per se?

Henry Childs: You have been talking to Tony, haven't you?

Heidi: I have not. [inaudible 00:39:43] right now I'm on this call. He'd be like, "No, idea." Actually I'm going to talk to him after though.

Henry Childs: What we're defining with Desert Diamond, because we've gone into ... We've grown so much and we're expecting a lot of growing pains right now, whether it's marketing, HR. We're defining our brand between, how as team members, be that as an employer, as well as what our brand is going to be out in the market.

Heidi: How wonderful.

Henry Childs: Yeah, it's almost two messages out there that we want to send to people. When they think about Desert as an employer it's the fastest place. This is the place you want to be employed by within the Phoenix area. As far as marketing is concerned, we're grateful, number one, that we had the opportunity to come into the West Valley. We're just glad to have the opportunity to build such an amazing facility and growing up in the last three years in this market.

Heidi: Wow, well, I'm so glad that you're focusing on that evolution of the brand messaging because so many casinos just don't realize that you have to constantly evolve with Tom and with generations per se.

Henry Childs: Absolutely.

Heidi: Wonderful. Well, Henry, thank you so much for chatting and I look forward to meeting you in person soon.

Henry Childs: As do I Heidi. Thank you very much.

Heidi: All right, thank you Tino. Have a good evening.

Tino Magnatta: Thank you so much. Have a good evening. Great questions.

Henry Childs: Definitely.

Tino Magnatta: This is Tino Magnatta, do you have a question for Henry Childs.

Mike: Yeah. Hey, good evening. Mike in Las Vegas. A good conversation, I'd say that. Entertaining to say the least. [inaudible 00:41:49] it wasn't for you guys. It's gone a lot easier since they put the Tillman bridge from Arizona into Nevada and then Las Vegas from Arizona. We've seen ... I was out there a couple of weeks ago and I saw that the Las Vegas Convention and Visitors Authority is making quite a swatch out there to draw some of that drive markets, some of that market they may have lost in southern California over the years. What do you guys do to compete against Las Vegas, to encourage folks to stay home and play or expand the locals market?

Henry Childs: Right now it's actually hard, it's very hard for us to compete with Las Vegas because we just don't have all the amenities that Vegas has. We're limited with that structure by compact with regards to table games. So, some of the things that we put forward just have to be with regards to the environment. A focus for us entirely is guest service. Getting our employees to understand it's okay to have fun in the atmosphere you're in. We know you're at work, but create that environment where people want to be here and not necessarily make a two or three hour drive down to Vegas. We know we're entirely a local market considering where we're situated so a good portion of our game plan is just focusing entirely on guest service.

Mike: Yeah, I think it's interesting. I was talking this with a [inaudible 00:43:34] California, that gambled at one of the tribal properties down there a couple times a month and came to Vegas and said, within a couple hours he was ready to go home to his casino. That he'd be treated better if people knew him and he felt more at home than wasting the time and energy to come out to Vegas and just be one in many, in the crowd.

Henry Childs: Exactly. Once you create that environment, people tend to brand it as their casino and that's where they want to be.

Mike: Absolutely. Well, hey, I'm excited for you guys out there and good luck with the expansion as you move along.

Henry Childs: Thank you very much. I appreciate that.

Mike: Have a good night.

Tino Magnatta: Thanks so much for calling in. Appreciate it. Have a good night.

Mike: Thanks.

Tino Magnatta: Hello, this is Tino Magnatta. Do you have a question for Henry Childs?

Thomas: I do, but you can't hear me, I guess. Hello?

Tino Magnatta: Now we can. We can hear you now.

Thomas: Now you can hear me. All right, that's helpful.

Tino Magnatta: Yes, before we couldn't, but now we can.

Thomas: Okay, this is Thomas Elin, [inaudible 00:44:43] Casino, southern California. Welcome and thanks for the great show. So this is first time I [crosstalk 00:44:50] life.

Henry Childs: Oh, that's great. Good.

Thomas: I think our paths crossed way back in 2008 at the EDP, executive development [crosstalk 00:45:02].

Henry Childs: [inaudible 00:45:02] Thomas [crosstalk 00:45:04].

Thomas: Yeah, I'm doing great. Thank you. Hey, I got a question as to succession planning. Actually I have two, but if Tino only gives me one, that's fine.

Tino Magnatta: No, two is fine.

Thomas: You mentioned to talk to casinos, talk to people, friends of ours, colleagues who've gone through it, but the challenge that I find with best practices, and maybe you can enlighten me there, how do we make sure that the process of best practices actually then starts working for our specific environment? What I mean by that is our culture, our organizational model, our values, traditions, the internal chemistry, or what they normally describe as the SWAT, the strength, weaknesses, opportunities and threats. So because each, like you often say, each nation, each tribe is so different. Have you found a way that helps us to incorporate best practices and still stay focused on our organization?

Henry Childs: The short answer to that would be, no. [crosstalk 00:46:13]. Still looking for a way, you expected something differently, didn't you?

Thomas: Well, yeah.

Henry Childs: For succession planning you just have to be aware of, again, the environment and everything that you said is absolutely spot on. It really is. But that's just a work in progress and for me specifically, it still is a work in progress. It's just a matter of trying to get everything right and the environment that we're in and being aware of culture, being aware of sensitivity, just taking all those factors into consideration.

A lot of it is speaking with people outside that have done this and are giving you pointers with regards to some of the directions they've done.

Thomas: Okay. I don't want to twist your words-

Henry Childs: Sometimes it works different, sometimes it doesn't.

Thomas: Yeah. So it's not so much best practices, let's copy that, but oh, that's what works for them, how would that affect us? Do I read that correctly?

Henry Childs: You did.

Thomas: Okay. All right. Well, that's helpful because we all talk about succession planning and we just have to guard against cloning the person who is going out because that may not be the person for tomorrow that's just another person for today. The other good question that I have, based on your experience and it's great to know that you traveled around from cold country to nice country. How do we go beyond looking at trends and to find out what is the actual future with the opportunities and the obstacles? What I mean with that is we're always getting, I don't want to say push, but we're always getting coached to do trend analysis and then I'd find out why it's a trend. The trend is something that happens today, but that's not really the future.

To give you an example of the whole changes, you've been around long enough from the cash cage being the nerve center of the casino to IT now being the nerve center of the Casino. This was a major shift and we didn't really see the trends, but there was a future shift that we didn't anticipate. Do you have any secrets you want to share or any experience of how to look beyond trends and really analyze and understand the future developments?

Henry Childs: A lot of that policy is taking some of those trends and seeing which ones are being applied at different casinos in different locations. Some of it is just timing as to knowing when it's going to impact your market here and trying to get ahead of all of that. The networking, what we talked about earlier and it's just part of the game. You have to be out there speaking to other people, knowing what they're bringing into play and what's working and what isn't working and what their environment is. That's a huge key to just turning, seeing a trend to something an entire direction that the industry is going in.

Thomas: Okay. What do you think is going to be the next future? Not the next trend, but the next future move for us, as in mortar and brick buildings.

Henry Childs: Wow, if I had that-

Thomas: You better tell me but it's going to cost me 10,000 dollars, right?

Henry Childs: Exactly, you and everybody else. You never know what's going to come into play. Matter of staying ahead, all the analytics and the trends and seeing what's going to best work out.

Thomas: Great. Well, thank you so much Henry, it was sure nice talking to you. Thank you Tino for your time and for having me on and continued success over at Desert Diamond.

Tino Magnatta: Thank you so much.

Henry Childs: Thank you Thomas, take care.

Thomas: Bye.

Tino Magnatta: Take care, bye. Good question.

Henry Childs: Great guy.

Tino Magnatta: And a good question.

Henry Childs: Yeah.

Tino Magnatta: Really great guy. This is Tino Magnatta, do you have a question for Henry Childs? You got me going there.

Speaker 8: Yeah, and listening to the show so far, Henry mentioned something difficult about politics, especially in your business and I was just curious, what is the biggest political challenge that you've had to solve since joining Gila River?

Henry Childs: Gila River or Desert Diamond?

Speaker 8: I'm sorry, Desert Diamond.

Henry Childs: Politically good thing about Desert Diamond is there's some boundaries with regards to the politics and how it comes to play into the business. I think the hardest scenario to solve is understanding those boundaries and where they stop and where they may continue forward a little bit. It's hard to ... When you're first starting to get into that understanding of where you're clear, you got a green light go, or yellow caution, or red, you better stop.

Speaker 8: Are those type of obstacles similar between all the different native gaming establishments you've been a part of?

Henry Childs: I would say, no. I would say definitely no. Each tribe has their own expectation and you just learn that by each day that goes by and just talking to people and getting a better understanding of what their expectations are.

Speaker 8: Okay. Thank you.

Henry Childs: Thank you.

Tino Magnatta: Thanks so much. Tino Magnatta, do you have a question for Henry Childs?

Speaker 9: Can you hear me now?

Tino Magnatta: Hello? Yes, this is Tino Magnatta do you have a question for Henry Childs?

Speaker 9: Aloha. Henry, how's it going? Tino, how's it going?

Tino Magnatta: Good. How are you? Are you good?

Speaker 9: Good. Hey, obviously, great job on everything so far. I apologize that I came in a little bit late and didn't get a chance to hear it all, so if I repeat my question, you'll have to forgive me a little bit, Henry. You're in a tremendous market. You guys are in a tremendous market doing awesome things right now. I always like to go back to when you look at you having your peers, sorry, your mentors, what's something that you took away from them that you've always brought with you and then how do you find that next succession plan, identify that next person who's ready to come up. What are those things that you really work on? If you've already answered I apologize if I missed it.

Henry Childs: No, actually, I don't think it has been asked, but one of the things that I really value, early on in gaming was one of the GMs I was working with actually sat down and gave me some advice with regards to the gaming industry. He said, "If you want to move up, you have to move, number one." And he said ... The other part of what he said was, "Never be threatened by anybody else. It's always good to train people with what you know, because if they move up, that means you're going to be moving up to something, maybe somewhere else better, for what it's worth, but it's always an experience." So, don't be afraid to work with other people and train them on what you know.

Speaker 9: [inaudible 00:54:03]. Sorry, go ahead.

Henry Childs: No, I was just going to say, and taking that on to identify ... I look for people that are with the same mentality, so to speak. They're willing to share and they want to know and they're eager and they're hungry and they want to get into this and succeed.

Speaker 9: That's the truest part, right? We're always looking for that next person to pass that gem of wisdom, but you really are looking for someone who has that desire. I think if you've been doing it long enough that it sometimes becomes frustrating when you can't always find that desire in candidates and things like that. So, I think we all go to our strength to find those next leaders, those next

resources. What are some of the key attributes of leaders of tomorrow that you look for beyond that persistence and desire to share?

Henry Childs: Beyond the persistence and desire to share. I think, nowadays you have to look at the analytical background, people and their, their ability to take numbers and determine exactly what to interpret the numbers basically and make decisions based upon those numbers. Somebody that's creative and thinks out of the box and doesn't necessarily worry about other people saying, "It's a crazy idea, you can't go in that direction," when in actuality it may be a very good idea.

Speaker 9: Very true. What about the favorites ... I love to ask Henry is what's your pet peeve? I think we've all developed them over the years. What pet peeve is just going to ... Just drives you a little bit.

Henry Childs: Oh, I think the biggest one is that I'm pretty structured so somebody coming in and just flying by the seat of their pants is just ... It's just really hard for me to get used to. For me there has to be some type of structure, or some type of goal that we're looking to achieve and we're defining exactly what we're doing here. So, sometimes it's good, sometimes it's bad, but it's just who I am.

Speaker 9: Oh. Certainly makes sense. I know I've taken a little bit of your time, but great show again. I think you guys are doing a fantastic job. Tino as always this is a pleasure, sir. I hope you guys have a great one tonight.

Tino Magnatta: Yes. Thank you so much for coming on.

Speaker 9: Aloha.

Tino Magnatta: Thank you. Aloha. Well, Henry, thanks for a great show. We've had a great time, kind of a lot of laughs and I really appreciate you coming on and can't wait to have you on again.

Henry Childs: Definitely Tino. Thank you for having me on. I really appreciated and had a blast this last hour just talking with you.

Tino Magnatta: Good, and try not to work too hard.

Henry Childs: I always try not to do that.

Tino Magnatta: All right. You have a good evening.

Henry Childs: Take care, Tino.

Tino Magnatta: Okay, take care, bye.

Henry Childs: Bye.

Tino Magnatta:

Well, that was a fantastic show and Henry's always got a lot of interesting things to say. Well, remember everybody's got a story to tell. Oh, sorry, I forgot to get to announce out the next show. Matthew Bruce will be on the show on the 29th, which is Thursday and he's a very interesting guy, knows a lot about a lot of different things. He's at Spotlight 29. He's the marketing director there. I'm really, really looking out for ... I'm really looking to have him on the show. Have a good evening. Remember, everybody's got a story to tell, you just have to have time to listen. Have a good evening. Bye.

END