



---

## Conversations w/Tino

Guest	Bruce Howard
	General Manager
	Valley View Casino

Airdate	Thursday, November 8, 2018
---------	----------------------------

Tino Magnatta: Welcome, everybody. We have a fantastic show tonight. This guy, he's got so many great stories and experience. He's a great guy, a good friend. Welcome to the show, Bruce Howard. How are you buddy?

Bruce Howard: Tino, thank you for having me on your show. It's a great opportunity, been looking forward to it ever since we made the deal about a month ago.

Tino Magnatta: That's great.

Bruce Howard: [inaudible 00:00:53] saying hi to everybody.

Tino Magnatta: That's cool. Now, we had dinner the other night, and we were on the phone. You're like, "Hey, let's have dinner at the casino, and the steak house is closed, but let's have dinner at the buffet." When I hung up, I'm like, "Wow, he wants to have dinner at the buffet," and buffets, whatever, you know. I came up, and we had dinner. I had one of the best meals. You had lobster. You had spare ribs. You had rapini, which most places don't even have, and I love rapini. You had so many choices, and I don't even want to talk about the pecan pie. It was out of this world. The only regret I have was that I didn't take one with me. It was absolutely amazing.

Bruce Howard: Well, we've made our mark here as the best food casino in all of California, besides a very dynamic casino floor, with a little better chance for everybody to win, but the buffet has been our calling card, really, ever since I got here. Having grown up in the food and beverage world, when I arrived in 2003, it looked like the market was in need of a little higher grade of food, and where better to do it in a market dominated by slot players than in your buffet, but it's an amazing story, that buffet. We serve almost a million people a year, under one roof.

Tino Magnatta: Wow.

Bruce Howard: We're the single biggest users of lobsters in the country under one roof. Red Lobster, for the whole country, is number one, but we believe in a lobster buffet every night. Most places do it one or two nights a week. We have the lobster buffet seven nights a week. Any night you want to come, you get the best of the best.

Tino Magnatta: Yeah, and the tails are a little smaller, so you can actually take them out and not feel like you have to go in there. They have some with different spices. It was absolutely fantastic.

Now, talking about food, you got started at a very famous brand in Florida, The Sea Shanty, and you guys had the freshest fish. The food was ... That was the beginning of your career.

Bruce Howard: Yes, sir. Right out of college from the University of Florida, my friend was opening up all these restaurants in Miami. Anybody familiar with The Sea Shanty

in the late '70s, early '80s, would know our six restaurants. It was covering about an 80-mile span from North Pompano Beach, all the way south to Coral Gables, with stores along the way, North Miami Beach and a few other spots.

We were open from 4:00 to 10:00 every night, and the guests would literally line up at 2:00 p.m. and wait in line two hours to get what was the freshest food. Back then, doing 2000 covers a night under one roof was quite a task, but we had a phenomenal operation, phenomenal operation. Went to Boston to buy our lobsters. Went down to the boats to buy our fish.

Tino Magnatta: Unbelievable.

Bruce Howard: Anybody who grew up in Miami Beach or North Miami would know The Sea Shanty. It was a fun experience, for sure.

Tino Magnatta: What did you learn during those years at the restaurant?

Bruce Howard: Don't fool the public. They're smarter than all of us. I believe they know what they want. Get a business that appeals to a lot of people. Get a business where there's enough of a variety, where people can come once, twice, three times a week. We had people come seven days a week.

Tino Magnatta: Unbelievable.

Bruce Howard: A lot of the retired North Miami, yeah, don't have a kitchen. They used The Sea Shanty as their kitchen, so I learned, just like the casino business, great food, great value, a chance to get them back as often as we can is the key to any business, really.

Tino Magnatta: Yeah, I mean, the food is important. I know, myself, if I have a good meal, no matter where I am, I feel great, I feel satisfied. I can hang out with my friends. It's got to be the food and the experience, right?

Bruce Howard: Absolutely, and then it just got reinforced when I was fortunate enough to head out to Las Vegas after the restaurants were sold, and landed a job at what I'd still call the Harvard of casinos. The ultimate to be able to work at Caesar's Palace from 1985 to '95 for folks like Mr. [Lanney 00:05:25] and Mr. Riechart. [crosstalk 00:05:26]

Tino Magnatta: Yeah, tell us about Mr. Lanny. You still-[crosstalk 00:05:28]

Bruce Howard: Henry Glock, I mean. The best of the best.

Tino Magnatta: You still call him Mr. Lanny, right?

Bruce Howard: Yeah, Mr. Lanny was our boss, the COO and just the life blood of the whole place. Just the nicest man. Yeah, I know some people call him Terry and I guess

now that I'm 60, I should, but I think all of us who were up there still refer to him as Mr. Lanny. He passed away unfortunately quite a few years ago now, but know his wife Debbie. The kids basically grew up at Caesar's Palace. The family lived in California, but Mr. Lanny was there at least a week or two every month and just the classiest person, I believe, that I've ever had the opportunity to work alongside, without a doubt.

Tino Magnatta: Now he used to have some interesting philosophies. I know he used to get his staff in a room and kind of give them these philosophies that were really short and easy to understand. That stayed with you, right? Give us a couple.

Bruce Howard: Absolutely. He always reinforced to us that it's all about the guests. It's all about your teammates. This is not a very complicated business, and a saying I've used in the eight different casino markets that I've been able to have an opportunity in, Mr. Lanny always said it's not a complicated business. It's just about cleanliness and friendliness. Whoever's the cleanest, whoever's the friendliest will win at the end of the day. As the assistant director of food and beverage, basically the number two person in the department of 1200, he would really never talk business with me.

He would always ask, "Bruce, how's your family? Are the guests happy? What else do we need to help the food and beverage department?" He was just one of those people that ran the greatest game and company in the world, but just what we all aspire to as leaders. The epitome of approachability, friendliness. I think he really understood the whole gaming environment. How important it is socially. I know he was a horse racing fan, and he just understood, I think, the true significance of gaming and he brought it to life at Caesar's Palace.

And everybody that worked there was thrilled to work there. There wasn't one of us out of ... I think it was 3,000 back then, whoever had a bad day. Whenever Mr. Lanny, Mr. Glock, Mr. Reichart, Majori, McKenna, whenever they're around, everybody was in a good mood. Win, lose, or draw. Everybody was happy. We never sweated the money. We just did whatever we had to do to bring them back and at the end of the day, it was a great success. It was probably the best 10 years I've had in gaming other than until I got to San Diego. [crosstalk 00:08:21]

Tino Magnatta: That's great.

Bruce Howard: But first one and the last one are my two favorites.

Tino Magnatta: He had something that he used to tell people about rich people. It was the premise that he built Caesar's Palace on.

Bruce Howard: Yes. Interesting enough. I don't know if too many people remember this, but I was in a meeting with him one day, or he was doing an interview and somebody asked him, "Mr. Lanny, in 1966 Caesar's was such a step or two above

everything else," at a cost I believe then of roughly \$50 million, which would probably be like, \$5 billion today, so he was asked "Why was Caesar's Palace created and why did the [Proman 00:09:04] brothers and yourself and Mr. Glock build Caesar's Palace?" And he said, "Bruce, it's really pretty easy. Rich people want to hang out with rich people and poor people want to hang out with rich people and everybody feels rich when they walk into Caesar's Palace." And that's what he-[crosstalk 00:09:19]

Tino Magnatta: I love that. I love that. Yeah, that's really fantastic. I love that one. Now, the biggest thing back then was boxing. You told me that when the boxing happened, it was the ... all of the high rollers in the world were there. Tell us a little-bit about what was that? What was it like and who were some of the biggest draws?

Bruce Howard: Yeah, I know it's spread around town now between Mandalay Bay and MGM and the new arena there, but that outdoor arena at Caesar's Palace on fight night was unlike anything else. As the one really in charge of the fight night's from a food and beverage standpoint, we'd spend all week setting up bars and food outlets and all that. Then we'd get to watch the fight. Whether it was probably the best fight I ever saw, Tommy Hearns and Marvin Hagler back in 1985, what's thought of now as the greatest three rounds of boxing, toe-to-toe.

Tino Magnatta: Yep.

Bruce Howard: To the Fan Man's fight. That I just saw in the paper celebrated it's 25th anniversary. I believe it was November 6 of '93 where the parachutist came into the ring, and the Sugar Ray Leonard fights. That middle weight division Hagler, Leonard, Hearns was just electric. I know ... I'm sorry. We didn't have Mayweather back then. I guess he's the closest thing now, but every high roller around the world wanted one of those 1,200 rooms back now. I think Caesar's might have 3,500 now.

We had 1,200 rooms and you needed a big credit line and there wasn't one person who wasn't comped into the entire casino. There wasn't one cash paying guest in our rooms on those fight nights. The jewelry and the money that was flowing around that casino. I mean, I'm just a kid, 28, back then in '85 that was just in awe of this, but we saw all the big ones. It was fantastic.

Tino Magnatta: You were telling me that there was ... anybody could have anything. There was no holds barred. Whatever you wanted, right? Caviar, Cristal, whatever it was.

Bruce Howard: That's correct. Most hotels now, and even at Caesar's, when a high roller comes in, and they start ordering, you call a host, and you get the approvals. Well, on those fight weekends, it was no holds barred. Everybody was too busy and Caesar's really, I think, invented room service. Found out the importance of when they're happy in their rooms, they don't go next door. They don't go

anywhere. If they're not in the casino, they're in their room. But we're talking cases of Cristal and pounds of caviar. Not ounces. Just the best of the best.

Everybody's probably heard of Louis XIII, which back then was-[crosstalk 00:12:18]

Tino Magnatta:

Yeah.

Bruce Howard:

But we ... when we brought it to a room it was a case. It was six bottles. It wasn't one bottle. So by the time you bring the champagne ... it was nothing to have a \$20,000 room service order on fight weekends. Nothing.

Tino Magnatta:

Unbelievable. Unbelievable.

Bruce Howard:

Yeah it was. It was.

Tino Magnatta:

Tell us about the forum shops because you opened the forum shops and you had some ... you had an interesting food challenge, right?

Bruce Howard:

Yes. Probably one of the bigger parties we ever did. Obviously as one of the heads of food and beverage at Caesar's, we were in charge of the opening night at the forum shops, which I believe back then opened with about 140 stores. The mandate for us was to basically put some type of buffet in front of each outlet for, I believe, it was 10,000 guests that were given 10 or 20,000 dollars each on the grand opening before the night it opened to the public.

One store would have caviar and champagne. Then another one would have all the fancy desserts. Then in front of another store would be the cold canapes and all the accoutrements with that. Then, in front of another one we'd be carving filet mignon or prime rib. So the good news is, it wasn't open and we had a month to set up the stores. So it took about a month. We set up the 150 buffets and it was a unique challenge that I'll never forget.

I think I told you, oddly enough or funny enough, like for weeks later, dress shop owners and shop owners around the forum would call me up and, "Bruce, we found another champagne glass in our dressing room." So for weeks we're getting back or china and our glassware from that one party because that's the only party we ever did there. [crosstalk 00:14:14]

Tino Magnatta:

That's hilarious.

Bruce Howard:

You talk about the who's who of the retail world, that was it. I think it's still one of the top five per square foot grossing retail centers on Earth. I mean, 1990-[crosstalk 00:14:26].

Tino Magnatta:

Absolutely, there's no question about it. It's number one in the United States for sure. No question.

Bruce Howard: And that's whatever, 25 to 30 years later. I think it opened around 1990. Right about when the Mirage opened.

Tino Magnatta: Yeah, no question. Who were some of the biggest acts that drew the most and who were some of the best people that you interacted with back then, the stars?

Bruce Howard: Caesar's back then had like a core group of five or six that came every quarter or so. Joan Rivers, Diana Ross, Julio Iglesias, Rodney Dangerfield. Julio was probably the biggest gentleman or the most respectful, kind, gentleman. Oddly enough, his waiter, Cleto Escobedo, you will see on the Jimmy Kimmel show. Cleto's son is the band director and Cleto-[crosstalk 00:15:22]

Tino Magnatta: Really?

Bruce Howard: Was the most sought after waiter who waited on Julio, Diana Ross, Joan Rivers, is the saxophone player. So if anybody turns on Jimmy Kimmel and you see the father and son running the band, the father is-[crosstalk 00:15:36]

Tino Magnatta: Wow.

Bruce Howard: Who was a 20 or 25 year room service server. So you talk about a hard-worker, old school, salt of the earth, kind of guy, the saxophone player on Jimmy Kimmel was it. But all the stars had carte blanche. My first couple of years there we had Paul Anka. And then in between that, as the years went on, then we would intersperse shows like Chicago and other types of shows in between.

But we always had our core group of those five or six that we all got to know well. They were just good, hard working people. Then we had things like so many movies over there. I think I talked to you about the Rain Man movie.

Tino Magnatta: Oh yeah, that's right. Rain Man. Yeah, Tom Cruise and Dustin Hoffman.

Bruce Howard: '87 or '88. I mean, you talk about two professionals. Tom Cruise and Dustin Hoffman. I think from the start of the production to maybe everybody finished up was almost like six months and I think Caesar's had about 20 minutes in the movie. But Tom Cruise and Dustin Hoffman, 100% gentlemen. Stayed in their rooms all day studying their scripts.

I mean, you talk about two professional actors. They very rarely came out. They were always in character. You never really saw them walking around much, but we were all invited to the shoots and I have enormous respect for those two. I mean, the epitome of professionalism.

There were some other movies. A few before I got there. Rain Man was the biggest one I was ever involved with and that was just a great experience. The producers, directors, could not have been nicer. They used a lot of Caesar's

team members. The dealer that's in that famous shot when Tom Cruise is winning all the money. He was a 30 year dealer. There were times where all of us, everybody, was first class.

We had the Jerry Lewis telethon for 10, 15 years. Ed McMahon, Jerry Lewis.

Tino Magnatta: Wow.

Bruce Howard: You get to know these folks. They come every year. I mean, just pure gentlemen. They were all-[crosstalk 00:17:41]

Tino Magnatta: That's amazing.

Bruce Howard: I felt lucky to be at Caesar's. Everybody wanted to be at Caesar's at that time.

Tino Magnatta: Yeah, you even had Evil Knievel. He tried to jump the fountain, right? He made it, but didn't go so well for him after that.

Bruce Howard: His father, before my time, in the late '60s made it, but I believe he fell over the handlebars. We had Robby. The son.

Tino Magnatta: Uh-huh.

Bruce Howard: Who did have a clean jump. I'm going to say probably '88 or '89.

Tino Magnatta: Oh, so he had a clean jump. That's cool.

Bruce Howard: He had a clean jump. Perfectly clean. His father was a legend at Caesar's. A little before my time, but the father and son were always welcome. I mean, the father would still come around later on and I believe he was there the night Robby jumped and yeah, Caesar's was always full of respectful people and, again, I think Mr. Lanny set a tone that if you're going to perform or you're going to do something at this place, you're going to be nice to our people. We're going to be nice to you.

Tino Magnatta: Hmm. Right.

Bruce Howard: A little higher level of all that maybe is missing a little-bit now.

Tino Magnatta: Yeah, yeah, I see what you ... he set the tone.

Bruce Howard: He set the tone for sure. We all followed it. We all are better for it. There's got to be 500 people from those days who have gone on to great careers and there's many people [inaudible 00:19:01], but between Mr. Lanny, Glock, Armeni, Reichart, Majori, and McKennan, those are probably the six that had the biggest influence on my career.

Tino Magnatta: Yeah, legends. Bruce, I'm going to name some stars and you're going to tell me what they ate because you fed them, right?

Bruce Howard: Everybody asks for the food and beverage director because everybody's got a special diet. So yeah, we used to associate different people and I should be able to remember most of them. So yeah, go ahead.

Tino Magnatta: Okay. I'm going to start. Tommy Hearns. He was a big foodie, right? He stayed in his room two weeks after the fight. What did he eat?

Bruce Howard: Tommy Hearns, yeah, again, all those fighters and incredibly regimented and incredibly disciplined leading up to the fight. Where, literally they count calorie by calorie. The epitome of the shape. Then most would stay a day or two or leave, but Tommy liked to stay a week or two and liked to eat what all of our guests liked to eat. He liked corned beef and pastrami and the matzo ball soup.

Tino Magnatta: Wow.

Bruce Howard: Yeah, he would hang around. Probably gain 20, 30 pounds. Then you'd see him again at the end of the year, back to his fighting weight. Fit as a fiddle, but yeah, I think he kind of let it go for the two weeks after. It was all that rich food back then that we all liked at the deli. He liked all the deli food.

Tino Magnatta: The deli food. Yeah. And that's great food. How about Hagler?

Bruce Howard: Hagler was a little stricter and mostly meat. He'd go with the protein.

Tino Magnatta: Yeah, protein.

Bruce Howard: Steaks, prime rib, very little starch. No bread. Little-bit quieter. Not as flamboyant as Tommy and Sugar Ray Leonard. They were the two flamboyant ones. But Marvin, again, he'd come down with the promoter and with his trainer and they'd walk in my office and just tell me what they need while they're here and we'd write it all down and, again, I can't tell you how respectful all these athletes and entertainers were.

I mean, they were just a cut above and I think everybody felt happy, I guess like Mayweather does now. I believe he only fights at MGM. Those guys would only fight at Caesar's. So similar circumstance.

Tino Magnatta: Julio Iglesias.

Bruce Howard: Julio Iglesias ... and again it's not because it was for free, but Julio Iglesias, just about every meal had a pound of caviar and some fancy champagne. He always liked-[crosstalk 00:21:45]

Tino Magnatta: Wow.

Bruce Howard: Walking our wine room because he was known back then as the most ... the biggest wine connoisseur in a private-[crosstalk 00:21:56]

Tino Magnatta: Wow.

Bruce Howard: A private [inaudible 00:21:56]. So he would always compare his wine list to our wine list, but he would eat a tin of caviar like you and I would eat a bowl of soup. We'd just bring him this tin of caviar. Not ounces, 16 ounces. He'd sit down, pop the lid, open up a bottle of Cristal Rose and just have a snack. That was his snack. So while we might snack on peanut butter and jelly, he's got a \$2,000 snack.

Tino Magnatta: That's amazing.

Bruce Howard: Yeah, great guy.

Tino Magnatta: Unbelievable.

Bruce Howard: He was a great guy.

Tino Magnatta: Yeah, you were telling me. Really cool dude, eh? Yeah.

Bruce Howard: Julio was fantastic.

Tino Magnatta: Bruce, I was in your office and I saw something, you have ... well, I saw a few things. You have ... for every casino they give you this framed picture with all the signatures of your friends and co-workers. With little quotes. The one that stuck out to me was the Caesar's one, although the signatures have faded because they didn't have Sharpie's back then. What the ad, and I think there's a lot of people have seen this, but it's basically a shot of the front fountain and perfectly centered over the fountain is "We leave the world behind." Did Caesar's define that and is that the key to our business?

Bruce Howard: Back then that was an internal saying amongst some of us that these people have waited their whole lives to get here and our job is to create a fantasy land. I think it was Steve Wayne who coined the whole gaming phrase of an adult Disney World. Caesar's, was just a place where we wanted you to come and whatever troubles you may have had, leave them at the airport, get in our limo, and head back to the airport four days later basically leaving your world behind. Let us do for you what you've been doing for us, you know?

We had military people. We had all different walks of life. A lot of doctors, attorneys. Our job was to create a fantasy for them that they would talk about for the rest of the year. I mean, Caesar's then ... on average I think Las Vegas saw people, 1.5 or two times a year versus some of the casinos I've worked at since, that we see people two or three times a month.

So we all knew they had waited a year to get there and our job was to allow them the opportunity to leave their world behind and just give them an experience that they will talk about for the rest of the year. It's amazing how many people book their trips next year when they were leaving that year. And that was always a good sign to us that we did something right.

So there was so much repeat business and so many people who could stay anywhere in the world. Now, everybody can afford to take the high rollers. Back then, Caesar's was unique because we had so many of them. And as you know, a lot of high rollers win all the time. So we'd have 100 in for the fight weekend with million dollar credit lines. 55 might lose. 45 might win and it works out okay.

If you only have three or four high rollers, you're really taking a big risk. So Caesar's was all about the best players, the most we could get, but even then when it wasn't fight week, somebody from Iowa or Illinois or wherever wanted to stay with us, we're going to make it memorable. We're going to do whatever we can to make it memorable and I've tried to do that everywhere I've been.

Tino Magnatta: Yeah, yeah. That's the key. That's the key to everything. Bruce, you have quite a few interesting sayings. Your dad taught you that don't be jealous. Don't be greedy. Live a good life, but then there's the three out of four rule. Tell me a little-bit about that?

Bruce Howard: Yeah, my father was awesome. He taught his three sons and one daughter and we've lived it our whole lives. None of my brothers or sisters have ever been jealous or greedy. I've never been. I'm thrilled with everybody in my life and what I've had the opportunity to do. When I talk about always trying to satisfy three out of four, I talk about the four groups of people that are important to me, which would always be the guests number one, the team members, the owners of the company, and the investors who have given us here at Valley View 250 million dollars of their investors hard earned money.

So I try to make sure on every decision that we make, that at least three of those four groups are made happy. It's hard sometimes to get all four happy. In all the various decisions we have to make, but we try hard here. If we're not making at least three out of those four happy, then we probably go back to the drawing board and figure out a better answer.

It can be three of the four different every time. Sometimes we'll make a decision that's good for guests and team members and the owners, may not be great for the investors. Sometimes we'll make the investors and the team members and the owners happy, and maybe the guests have to come in fourth that time. But sometimes we can do all four.

Like when we made the buffet seven nights a week. That's a good example. Sounded like it may not have been good for everybody. It was expensive, but

when we got here in '03 we looked around for a year and said why should we only do this on Friday nights. That doesn't make sense.

Tino Magnatta: No.

Bruce Howard: We are the only ones, I believe, who serves the full fledged, what people call seafood nights, lobster nights, seven nights a week. That turned out to be a win-win. The guests are happy. Come any night you want. The team members are happy. They make money every night. The owners are happy. It doubled our business. And the investors are happy because the [inaudible 00:27:49] numbers went up and they got paid and never not been paid and will always be paid back their loans.

That's probably a good example of things we do here. When we brought up the idea of every night lobster, obviously you're going to get some critics. Can we afford it? Yes. The answer is yes. Now, we're the only ones that I know of, where you can get lobster Monday through Sunday.

Tino Magnatta: That's great. I had it. It was fantastic. Bruce, you've been married 36 years. Your wife comes from a family of 16. I love this saying. Every day's a comp. Talk about the importance of family and how to balance your life in a 24-hour industry?

Bruce Howard: Well, when you grow up with the baby of 16 children, you learn all about someone's who really appreciative for every day. We now have her oldest sister who was the number two child, living with us for the last 15 years and these two women are quite remarkable. There's only one other sister and one other brother left. I'm living with a wife and her sister who have buried 12 siblings, which is not easy to go through.

Tino Magnatta: Wow.

Bruce Howard: But Marion and Irene are two of the best and I look forward, they look forward to waking up every day. They both have had illness in their lives and they've come through it. It wasn't easy growing up with a home of 18 people with two bedrooms. They were through the tough times at Hoboken. Marion grew up in the food and beverage business with me. So she appreciates what I can do. She says it's all good. Just send me a text sometime, what time you'll be home. Do what you've got to do.

Tino Magnatta: Yep.

Bruce Howard: Whenever I get home, I know people may not believe this, but my wife gets up from the couch and gives me a standing ovation and a clap and a glad you're home. And then we go have dinner. My wife's-[crosstalk 00:29:45]

Tino Magnatta: That's great.

Bruce Howard: A very unique woman.

Tino Magnatta: I love that. I love that. And you have grandkids and it's all good. What can you say to the young generation coming up in this business? What do they need to know?

Bruce Howard: I would say it's not all about analytics and it's not all about the feel of the business that we grew up with. You have to learn the balance of how to use the analytics and how to use your God-given senses of what's the right thing to do for your team members. What's the best way to get a little edge on the competitors. And I think, sometimes I see some casinos go to the extremes of analytics. We have a lot of analytics. I grew up on the business side at the University of Florida, with a lot of stats and finance classes. So I understand it, but it's not going to win at the end of the day.

Because the analytics would say don't do lobster every night. That's what they would say, but-[crosstalk 00:30:48]

Tino Magnatta: Right. Right. Good point.

Bruce Howard: But having been in all different parts of the country and watching different markets, you have to learn the mix. And you have to learn what's important to the guests. Not necessarily what's so important to you. What's important to them and what would make them come to this beautiful Valley View Casino in the small valley center California more often than right down the street, the number one gaming company in the world, the largest, Harrah's is our number one competitor, but we compete toe to toe. We're one of one. I believe Harrah's has now 40 or 42 casinos and we're big on personal service. We're big on everybody being on the floor. I know it's an old concept and a lot of companies want you in front of a computer all day.

That's not our MO. That's just not what we believe in. We connect with our key members and guests and the idea is the balance. A balance of analytics and a balance of what makes good sense.

Tino Magnatta: And cleanliness and friendliness.

Bruce Howard: Cleanliness and friendliness. Mr. Lanny's favorite saying that we use all the time. And he's right. He was right and he's right now.

Tino Magnatta: He's right now.

Bruce Howard: Whose the cleanest and the friendliest. Obviously, you need everything else, but if you can get a company committed to cleanliness and friendliness, you will do fine.

Tino Magnatta: This has been great. Bruce, let's take some calls. We've got quite a few calls lined up here. I'm sure people are very excited to talk to you. Hello, this is Tino Magnatta. I have Bruce Howard. Do you have a question for Bruce?

Speaker 3: Yeah, Hi Tino. Hi Bruce. Thanks for having me on the show. It's been great listening to all the stories that you've been sharing. You had talked about one of the strange things that had happened with the parachutist coming into the boxing ring. I remember seeing that on TV. That was pretty crazy. One thing I was thinking about, I have a couple of questions and you can answer them after I'm all done. I'll pop off and listen on the air, but what is the strangest request that you've received from a guest and then also, what is the proudest moment of your career? Thank you for answering.

Bruce Howard: Great questions. I gotta go back to Caesar's Palace again for the request because most people have seen Rain Man and they may have heard of the Rain Man suite, which before Rain Man, they were known as the 16 suites for those of us at Caesar's. All these two-story suites that basically started on the 69th floor. They would all end in 16. So they were all numbered with odd numbers because the second floor ... the even number was upstairs. So 6916, 7116 ... the Rain Man suite is one away from the top. That was 8316. So it would also include 8416 and that was one away from the top one. I guess the producers or directors didn't want to be on the roof. There was an 85 and 86.

In all these suites were these gigantic jacuzzis in the middle of the room, which back then was unheard of. You're taking a bath in the middle of your bedroom looking out down the strip and watching the TVs and we have had or we had some of the absolute strangest requests what to put in those jacuzzis. So we did 500 pounds of jellybeans. Then we had a guy-[crosstalk 00:34:15]

Tino Magnatta: Wow.

Bruce Howard: Who was a farmer, a peanut farmer. So we shipped in all these bags of peanuts and we'd fill the jacuzzi with peanuts. But without a doubt, the strangest one was a high roller who ordered, I believe, 10 cases of Dom Perignon, and he said, "If you don't mind, I'd like to have it brought up with four waiters." Okay, sure. 10 cases of Dom Perignon is a huge order. And what we did when we got up there, our room service team, and I was there and saw it, and as hard as this is to believe, he said, "Here's what I want you to do, Bruce. I lost so much money here and I'm so not happy about it. I want you to open up those 10 cases of Dom Perignon and pour it down the drain in this jacuzzi tub. Because I want to get a little of my [inaudible 00:35:05]."

We then proceeded to open 10 cases, 120 bottles of Dom Perignon and literally pour it down the drain. That was the strangest by far and you had to be there to believe it. "Are you sure you want to do this? If you want one bottle." "I want it all poured down the drain."

Tino Magnatta: That's hilarious.

Bruce Howard: The most significant, proud moment in my career, I'm going to go back to probably one of the ... or probably the saddest day in American history. Following 2001 was a big layoff up and down the strip. I happened to be a vice president at that time at the Aladdin. We had been pretty frugal and conservative in our hiring practices so while some strip properties, I think, went as high as 30 to 40% layoffs throughout the company, we were only asked to do 10 to 20% depending on the department. Which, again, was a lot. I believe almost 40,000 people were laid off at that time.

For those of you around, I believe it was 2001 when McCarron Airport closed and there wasn't a noise outside for three or four days, it was the spookiest town we had ever been in. But anyway, now it came my turn and I had about 100 leaders ... it was all supervisors, managers, and just in food and beverage I had about 100 of those. I had to tell 10 or 15 of them that you are going to be out of work.

Still not sure how I thought of this idea. It was probably my wife. I said, "I just can't do that. It's going to be really hard to do." So somehow I came up with the thought of let's get all 100 in a room, because nobody knows whose getting laid off and let's all sign a piece of paper that says for as long as you will be doing this layoff, we will all pay 10 or 15% off our check.

Tino Magnatta: Wow.

Bruce Howard: So we all ... so the idea was keep 100 people at 85% because nobody knew who I was going to choose to say you're out of work and that's probably the proudest moment. 100 out of 100 people signed that to take a 15% or 10% pay cut. I presented it to Bill Timmons, who was a fantastic guy. The president of the Aladdin and he accepted it.

It wasn't long before Vegas bounced back. So it was maybe a paycheck or two and we didn't have to lay anybody off, and it's probably the proudest thing I've ever done. To be able to-[crosstalk 00:37:50]

Tino Magnatta: Wow.

Bruce Howard: And I was the last one. So the other ones had already been done and I didn't really know until the night before and I didn't really share it with anybody. Everybody else was, "Well how come Bruce isn't laying people off?" Well, Bruce is laying people off, but he's laying them off while they're still here and taking that amount of people we had to lay off, off everybody's paycheck. Obviously including mine. And that's a moment I'll always remember.

Tino Magnatta: That's an incredible story. Just incredible. Okay, great.

Bruce Howard: Yeah, incredible.

Tino Magnatta: Great, let's ... yeah, yeah, great stuff. Let's move on to another call here. Hold on one second. Great questions. Hello, this is Tino Magnatta. Do you have a question for Bruce Howard?

Steve B.: Yeah, hey Tino. Wonderful show. Great to hear Bruce live and all the different stories and certainly a lot of those are from Vegas and the sports and business community. In that respect, he mentioned the Jerry Lewis telethon. Obviously a great community endeavor. Ask Bruce in San Diego, at Valley View, what kind of sports and business and community outreach do they do at that property?

Bruce Howard: Well, I appreciate that question and for full transparency, I didn't know Steve was going to call in. But that was Steve Becvar, the director of the local ALS chapter, who has really devoted his life to the cause of ALS. Steve and I have known each other for quite a few years. We both live up here in Valley Center. He was the assistant athletic director at both SDSU and San Diego and took on this challenge with ALS five or six years ago.

Fortunate enough to call me, Bruce, we have this one big fundraiser a year and we're looking for a place and I said, "How about us?"

Tino Magnatta: Wow.

Bruce Howard: And he said, "Absolutely." And while we do small donations to many, many, many causes, the ALS Foundation is near and dear to our heart and Steve, I think, will tell everybody. He'll never ... he'd never received the support from one organization because they did this dinner before they came here and when he does it here, you get the entire company behind you.

So, I mean, we have food and beverage people, promotions people, casino people who can't wait for this event. I mean, it is a humbling event to see all these folks come in thanking us for putting on a nice dinner for them. We do it out by the pool and then we go into the banquet room. Our number one outreach is ALS. It's certainly a horrific disease and it has no limitations and it's no preference on anybody. The stories that Steve tells me ... we're still good friends today, how sometimes families get two or three or four people. And it's not hereditary.

I mean, some of the stories around the country of these brave people and you see them at our event every year and it's amazing how upbeat, respectful, kind, spending their life in a wheelchair, just can't wait for the next event and thank you so much. That's, I think, something our entire company's proud of. Our Board of Directors is entirely behind it.

Everybody in the company's behind it. It's always, I believe, ALS month every May. So we tend to do this event in May as part of ALS Awareness Month. I

think it's no secret that Steve Fisher, the famous basketball coach from San Diego State, is a big contributor. His son Mark is afflicted with ALS. Just the nicest people in the world. So ALS will always hold a special for us. I have a very dear friend in Houston whose been battling ALS. So appreciate the call in, Steve.

Steve B.: Thank you.

Tino Magnatta: Thank you so much. Thank you so much for everything. Thank you. All right. That's great. What a great cause. Someone on the line here. Hello, hello, this is Tino Magnatta. Do you have a question for Bruce Howard? Whoop. [inaudible 00:42:16] hello. Hello, do you have a question for Bruce Howard?

Vince Manfretta: Can you guys hear me?

Tino Magnatta: Yes, we can hear you now. Yes.

Vince Manfretta: Sorry about that. I was listening. I'm multi-tasking here in my old age. How are you guys?

Tino Magnatta: Good. Good.

Bruce Howard: Great.

Vince Manfretta: Good. I don't usually say who I am, but I'm going to tell you because I got a story about the Rain Man suite. Is that okay if I tell a story?

Tino Magnatta: Absolutely.

Vince Manfretta: I've been loving hearing about the old Vegas. I moved to Vegas in 1980 after college and been there most of my life since. In 1990 ... well, you probably know them. Do you remember Murray Guinness from the casino?

Bruce Howard: Of course. Vice chairman of the company. Murray and his brother.

Vince Manfretta: Right. They were from Cleveland and my family was from Cleveland and my parents used to have a restaurant in Las Vegas. Murray and Leona ate there probably once a week. I was getting married on Thanksgiving weekend and I ... we were ... I had a good job on the strip, but in those days having a good job and making a lot of money weren't necessarily one and the same. So I asked Mr. Guinness if I could get a room rate for a room for my wedding night.

He said, "Of course." We got married and my wife and I went to Caesar's and we checked into this beautiful room. It had the mirror over the bed and a beautiful shower and the big tub and everything. I was so happy, but the door to the adjacent room was open. So we went in there and I don't remember which floor it was, but it was one of those suites that had the double staircase and the two rooms on top. I'm sure you know what I'm talking about, right?

Bruce Howard: The theme rooms.

Vince Manfretty: I was freaking out. I'm like, "Get out of here. Get out here. We're going to get in trouble just for being in here." Jody called down to the front desk and she goes, "We're in 416 and 415 is open." And they go, "Oh, that's for Mr. [Manfretty 00:44:25]." They had put us in that room for our wedding night. It was just a spectacular surprise.

Bruce Howard: So is that Manfredi from the Limelight?

Vince Manfretty: It may well be. Yes it is. How are you?

Bruce Howard: [crosstalk 00:44:39] Emily very well. Maury and the Limelight was a famous restaurant in Vegas owned by the Manfredi's.

Vince Manfretty: Yes, well that's my family. That's my sister. We just celebrated a milestone birthday that we won't discuss right now. Yeah, so we were just so excited to be in a room like that.

Bruce Howard: Are you Vince Manfredi or-

Vince Manfretty: I am. I'm Vince.

Bruce Howard: Okay, Hi Vince. We know each other.

Vince Manfretty: Hi.

Bruce Howard: I ate at the restaurant all the time.

Vince Manfretty: I know.

Bruce Howard: You're a first class marketing guy. I've known Maury for years. Nice family. Good to talk to you.

Vince Manfretty: Thank you Bruce. Thank you. Nice to talk to you. I just want to react, I guess. I've been in and out of Vegas when I started working with Akers and then IGT. I was working everywhere. I saw a little-bit from a distance, Vegas just continued to mushroom and grow and the number of rooms ... what is it, 70,000 now. Whatever the number is. I just ... I feel like you can't scale first class or quality service to the level, to the size that some of the properties are now.

It's always been a little, I guess, sad, to see ... my son was just telling me, everything changes dad. Don't worry about it. But it has changed and I don't know necessarily for the better, although probably from the bottom line, the more people the better off. Vegas certainly has an amazing ability to reinvent itself, but I just think from a service perspective there has been a substantial deterioration.

One exception would be a customer that I'm working with right now through IGT and that is the Wynn Organization. I think you referenced Mr. Wynn earlier in this program. I'm actually in the middle of a long engagement with them and I can't mention competitors, but I can tell you that from my experience the quality of the guest experience is really what drives that organization. It's probably a strong legacy of Mr. Wynn and from listening to you talk about Valley View, it sounds like you're emulating that same sort of style.

I think it's an important part of what we do and I just wanted to say thank you for that work. I think it's where we need to ... we need to remember that it's the guests that pays our paychecks and taking good care of them, I think, is critical and I think that gets lost in some of these monster properties.

Bruce Howard: No doubt about it. Well said. I mean, the Wynn is a first class operator.

Tino Magnatta: Bruce, one of the things that Vince remembers that experience when he got married. Probably 30 years ago. It's what you were talking about. It's an experience and a moment in time that you will never forget. Vince brought that up and he's never forgotten. That is the one thing that he'll always remember. That's what it's about, right, Bruce?

Bruce Howard: Absolutely. I mean, [crosstalk 00:47:49] we have no control over the gaming side. We would never let a guest at Caesar's leave angry. We do our best here. I mean, obviously Vince is 100% right. It's hard to scale 1,200 rooms into 70,000 rooms. I would personally happen to agree that Wynn did it at the Mirage and the Bellagio. Others are getting close again. I think the Aria, Cosmo, a lot of the Caesar's properties are getting better again, but he's right. It was then and this is now and the service is pretty good and probably as good as it could probably be for 70,000 rooms. [crosstalk 00:48:31] [inaudible 00:48:31] wasn't driven by the bottom line. That wasn't what made them stay up at night. So we get the repeat guests.

Tino Magnatta: Yeah.

Bruce Howard: Over time the gaming will work itself out. It wasn't a day-to-day, week-to-week, quarter-to-quarter, [inaudible 00:48:45] company. That's not who they were. They just did it in a different way that he is right. It can't be done this way because three or four companies own the whole city and you can't do that when you have 10 or 12 or 14 or 40 casinos.

Caesar's was a standalone even though there were five others, but Caesar's Palace operated differently than the rest of the company and at the end of the year, everybody got a nice return and we made our money, but we never worried about it during the year. You can't do that [crosstalk 00:49:17] if you're with a company.

He's right. I don't know the answer to get around that.

Vince Manfretta: No, I don't think that scaling and really going more mass market is ... it's certainly the right thing to do in terms of growing a business and creating happy shareholders, but in terms of a five star resort experience, I think it's difficult.

I have one more comment that just happened a couple of months ago. I had been working, as I said, with Wynn and it was my time to get back in front of the group and say, "Okay, here's what we think you need to do." And so he had been preparing this for a couple of months and I was the presenter. We were meeting at 10 a.m. and I was putting on my shirt at 9:15 and it happened to have a French cuff, which I hardly ever wear, and I had no cuff links.

So I started freaking out. And then I ... which is what I like to do. I called the concierge. To make a long story short, in 15 minutes I had cuff links knocking on my door. From the concierge. I'm sorry to say that I don't know that, that experience would have been repeated in too many of the other places in town right now and it's just another example. It makes sense that it's not necessarily possible, but it is those moments, I think, that make the difference and keep people coming back and I'm glad, at least, that I got to taste some of that in the early part of my career.

Bruce Howard: Please say hello to Maury for me and tell her I send my best. What a nice sister you have.

Vince Manfretta: Thank you. She looks great. She does Crossfit like a week. She looks better than ... she looks fantastic. She's doing well. She's a grandma now.

Bruce Howard: For hard working F and B people. I haven't seen here in 42 years, but please tell her hello.

Vince Manfretta: I will. Thank you guys. Thank you so much. Have a great night.

Bruce Howard: All right, Vince.

Tino Magnatta: Thanks Vince. Really appreciate it. Thank you.

Vince Manfretta: You bet. Take care. Bye-bye.

Tino Magnatta: Yeah, he remembered that Caesar's experience. He'll never forget that. Let's go to the next caller. Hello, this is Tino Magnatta. Do you have a question for Bruce Howard?

Speaker 7: Hello, I think so. How are you guys?

Tino Magnatta: Good. Good.

Speaker 7: Good. Good. Good. Again, another outstanding show, Tino. Bruce, I'm wondering, is this an episode of This Is Your Life? It sure seems like it.

Everybody's coming up and they all know you and it's ... I'm old enough to remember the show. I'm not sure if anybody else, I'm relating right now. But this is like your life and I don't even know you and I'm sitting here smiling through this whole thing. It's great. [crosstalk 00:52:03]

Bruce Howard: And a good life it is. Just tell me the stories you told me at dinner. I said, "Well, ask me whatever you like."

Speaker 7: There you go.

Bruce Howard: We may have gotten a name wrong here or there, but I've just enjoyed 34 years in this business. Every day really is a comp.

Tino Magnatta: Where were you raised? Where were you raised?

Bruce Howard: Raised in a small town on the North end of Miami Beach called Surfside, Florida.

Tino Magnatta: Wow.

Bruce Howard: My father basically had two careers. He owned a liquor store and bar for 20 years. Then became a stockbroker for 25 years. My mother was a state of Florida social worker for 40 years.

Speaker 7: Oh my God.

Bruce Howard: My sister is still there. As I said, when the restaurants in South Florida close we move to Vegas and I'm so glad we did because people don't believe me when they ask me what my hobby is. I tell them the casino business. It's just intriguing and it's just interesting. It's just a business that Terry Lanny really made us all fall in love with. And I've enjoyed a career in it. It's like working ... as I said, at Caesar's we always felt it was like getting paid to go to Harvard and get an education.

Speaker 7: Definitely.

Bruce Howard: Grew up in Florida. Spent time in six different states traveling around to riverboats and Las Vegas strip and now settled in San Diego, the last 15 years and my wife and I her sister have enjoyed every minute of it.

Speaker 7: Well, you have an energy and a passion in your voice that's breath taking. I think for anybody ... and it's interesting because I believe we're having ... we've had a transition in who the new staff is that's hired. They're used to a McDonald's drive-through as opposed to going and having lobster as kids.

When I was a kid my dad would sit down and have a martini and I'd have a couple of sips and I'd go, "Man, I don't know what this style is, but I'm ready to run a mile." But it's just a whole different genre. So getting them to understand

the word service and what service is, it's one thing to do it. It's another thing to deliver it with the passion that you have.

I remember in the '70s as a young ... I'm in the music business and have been an artist/agent and a manager, going out there in my 20s, mid-20s, and thinking, "Man, this is the French Riviera."

Bruce Howard: It would too.

Speaker 7: It was that vibe. It was like, "Oh man. I've got to leave my sport coat on because this place is too cool." And now it has changed and everything has changed. It's casual. Now I wear a sport coat and people wonder if I own the place or if I'm from On the Tape or something.

But anyway, in what you're doing ... I mean, I'm just knocked out. I was told you were outstanding by a friend whose heard of you and knows you and he said, "You've just got to hear him talk. Bruce is amazing." Thank you for what you do and the passion that you have. It is unbelievable and it shows what your family's background is with the things that you do.

As you describe what your father did. He was a hard working guy. He focused on doing the best he could for his family and wound up having a passion for what he's doing and then your mother did the same. And so the apple doesn't fall far.

Bruce Howard: I appreciate that. We were raised right and I couldn't have asked for two better parents or two better brothers and sisters. We're all hard working and we like what we do and I really appreciate those comments and I'm one of the fortunate few who loves what he does.

Speaker 7: Well, you won the lottery with the right wife.

Bruce Howard: Yes. You are right on the money. She is amazing and I've enjoyed every day of 36 years. Every day.

Speaker 7: I relate to it completely and we did 46 this year. Exactly. [crosstalk 00:56:14] Just wanted to say that and thank you. Pardon?

Bruce Howard: Yes sir.

Speaker 7: Take care. Thank you.

Tino Magnatta: Thank you so much. Have a nice night. Bye-bye. Excellent. Move on to the next caller. Hello, this is Tino Magnatta. Do you have a question for Bruce Howard?

Heather Lee: Hello?

Tino Magnatta: Hello?

Heather Lee: Hi, this is Heather Lee with [Atriat 00:56:40].

Tino Magnatta: Hi.

Heather Lee: Hi, I just wanted to say-[crosstalk 00:56:44]

Tino Magnatta: Hi Heather.

Heather Lee: To you Bruce. Hi. For sharing so many wonderful stories. I've really enjoyed the show thus far. My question was, what was the best meal you made for a customer or a celebrity personally?

Bruce Howard: The best meal we ever made anywhere?

Heather Lee: Yes.

Bruce Howard: I'm going to go back to, if all of you are in Las Vegas, you know the Tobin family who spent ever New Year's with us. They had unfortunately passed away. Carolyn and Josh and their daughter, all good friends of ours. Every year they would come up to the Palace court and have dinner on New Year's Eve for about 12 people and we had [Ardeno Breann 00:57:31] as the Palace Court chef. And Bruce said, "I don't want to know what we're eating. Tell [Ardeno 00:57:37] to do his thing."

And the food that came out those New Year's Eve for the Tobin family, it felt like I was feeding my best friends and my family. You name it and they were not necessarily fancy eaters. They eat like all the rest of us, but just a spectacular night of good wine and good food and friends and as far as for the actual food, I'm going to go back again to Caesar's.

We did an Opus Tasting. Opus One, their 10 year anniversary. So we had all 10 years of Opus red wine, which is a pretty famous one. They brought in all their executives. Now, for that one, you talk about a decadent dinner with caviar and the finest lobster, and everything. I'm going to point to the Tobin family, still great friends of ours and the fantastic meal every year and this once in a lifetime Opus Tasting. So on the table were the first 10 years of Opus One. So it was a 10-course meal.

Tino Magnatta: Wow.

Bruce Howard: We worked with their winemaker to pair a special course with each of the years. It was ... that's probably one I'll never forget either. As far as a decadent, rich, opulent meal. That's the one that comes to mind first. But that's a great question.

Heather Lee: Well, you've had an incredible life in gaming and I appreciate you sharing all these stories with us. It's been really incredible.

Bruce Howard: Thank you, Heather. That's very nice of you.

Heather Lee: Thank you, Bruce.

Tino Magnatta: Thanks, Heather. Thanks for calling in.

Heather Lee: Thank you, Tino.

Tino Magnatta: No problem. You have a great night.

Heather Lee: You as well.

Tino Magnatta: Okay, great question. Best meal ever

Bruce Howard: Yeah.

Tino Magnatta: Wow. I wasn't expecting that one. How about you? That's a good one.

Bruce Howard: I liked that one. I don't know ... I mean, that Opus tasting was probably '89 or '90. Somewhere in there and that was a night. Boy, we enjoyed that one because obviously there's always half bottles left. With every Opus year. So at the end of the night, after we were all done, everybody's drinking Opus One. We couldn't afford Opus One back then. So we're drinking 10 years of Opus One. The Palace [inaudible 00:59:50], but me.

Tino Magnatta: That's amazing. Let's go to the next caller. You're lighting it up over here. Everybody's calling in.

Bruce Howard: Great.

Tino Magnatta: Hello, this is Tino Magnatta. Do you have a question for Bruce Howard?

Jacques: Hello, Tino.

Tino Magnatta: Oh, maybe they ... yeah.

Jacques: Hey, Tino. Can you hear me?

Tino Magnatta: Yes, we can.

Jacques: Hey, great call guys.

Tino Magnatta: Thank you.

Jacques: Hey Bruce-

Bruce Howard: Yes.

Jacques: It's obvious you have a commitment to guest service. I was reading your letter on your website. Great letter. You've had such a great background. A few of the callers touched on it with the commitment to service that you have, and everyone strives for that. Do you find it harder now or was it harder back in the day? It seems like back in the day more people got it, but it seems like now everyone's being aware of it and trying to attain it. But do you think it's harder now or harder back then? And if so, what is the challenge?

Bruce Howard: The challenge, obviously, is finding 900 people like we've been able to have here at Valley View Casino and Hotel. We're in the middle of a big \$50 million expansion that'll open up July 1. We're adding a lot of gaming space and all that, but we haven't seen the leaders that pride themselves on honesty and integrity. That's what I think made Caesar's and that's what makes good service. You don't have to be pretentious with guests and you don't have to try to fool anybody.

If you honestly care that they've chosen your casino, which we did at Caesar's, which we did at all the other stops, and we certainly do at Valley View, the number one gaming right down the street, then the service will come across to guests as honest and sincere and that's really all you need. If you care, it will be okay if you make a mistake, but if you really care about a guest, you'll probably walk them to the restroom and not point. You'll probably go out to their machine and teach them how to get their free play going and not just try to explain it over a counter.

There's no secret to excellent service. It's finding the leaders who believe in it. Finding 900 team members who want to do it, like we had 3,000 at Caesar's, and I honestly wouldn't call it any harder or easier in 2018 than it was in 1985. It's just a question of hire right. That's what I tell people. My job description is two words. Hire right. If you hire right and you try to set a little-bit of an example, you'll find leaders and vice presidents and directors and managers like we have here.

And they're as good as anywhere on the strip. I think sometimes Indian gaming gets a little misperceptions, but I would have no hesitation at all with taking this group with me and running Caesar's Palace or Bellagio. I welcome everybody whose been shy about going to an Indian casino to come by. Say hello to me. Let me know how we're doing and form your own opinions.

It's a first class experience. It's friendly and down home. The only difference here. We dress in polo shirts. At Caesar's back then, I had six white shirts in my closet because you didn't dare wear a blue one or a black one and you'd better wear a dark suit on the weekends. And here, a nice pair of slacks and a Valley View polo shirt because that's what the guests of Southern California want. Service is the key to our business here. Your question is spot on. It's just finding the right people who believe when you believe. That's all.

Tino Magnatta: Great. Thanks. Great call.

Bruce Howard: Yes.

Tino Magnatta: Thank you Jacques. Appreciate it. Okay. Let's see here. We've got time for one more. Hello, this is Tino Magnatta. Do you have a question for Bruce Howard?

Bobby: Hey Bruce and Tino. This is Bobby in Las Vegas.

Bruce Howard: Hi.

Tino Magnatta: Hey, Bobby.

Bobby: Great show. Really enjoyed the stories from the old days and the current days. I know we're running short on time so I'll just ask two real quick questions and I'll hang up and listen. After all these years, you can hear the passion in your voice and the results just speak for themselves. I think everybody's happy except maybe the lobster community, which has been slightly decimated by your tenure at Valley View.

Bruce Howard: Good point.

Bobby: What continues to motivate you every morning at this point in your career? And what you've done for ALS is fantastic. Is there anything else that you're particularly proudest of at this juncture with what's going on at Valley View?

Bruce Howard: I'm proud of a lot of things and the motivation is easy. I don't feel I do anything for myself anymore. So every email, every phone call I think of my parents. I think of the 185 owners, the San Pasqual tribe who has taken me and my wife and my family in as ... people say what's it like to work for a tribe? I mean, it's been the greatest experience of my life. These people are as friendly or more than Terry Lanny and Henry Glock.

Tino Magnatta: Wow.

Bruce Howard: So the motivation is easy. The opportunity given to me has been phenomenal and my pay back is to make sure at some point in the next five or 10 years, whenever that is, that when I move on, I leave the place better than I found it and the only way to do that is just do it every day and don't get too complicated. Just stay with the cleanliness and friendliness. Find people like Joe Navarro, Al Cope, Judy Wright, the Board of Directors that I sit on. There's a Board of Directors probably in most of the 60 Native American casinos in California. Ours is the only one that has myself, Laylani Marquez, our CFO, and Jim Kesaris, the tribe's CFO, sitting on our Board of Directors as full fledged voting members and we are not-[crosstalk 01:06:15]

Tino Magnatta: Wow.

Bruce Howard: We are not associated with the tribe. We are not tribal members. So the confidence-[crosstalk 01:06:20]

Tino Magnatta: Wow.

Bruce Howard: That has been shown to me is what motivates me every day. I don't want to let anybody down. I want to do this right. And leave out at some point in the next five or 10 years, making a mark that lasts for at least another 28 years. We just signed a new gaming compact, which means a gaming agreement with the state for another 28 years of gaming here on our reservation.

We're just getting started. The first 18 went pretty quick. We got at least 28 more to go and probably 28 more after that. I enjoy mentoring and coaching and really just trying to lead by example and set a tone for the next 28 years.

Tino Magnatta: That's fantastic. I didn't ... Bruce, that's amazing. You guys are basically pioneers in that area. I've never heard of non-Natives being on a board, but it makes so much sense. Now you're getting into real business, right?

Bruce Howard: Yeah, our tribe figured it out 14 years ago. We've got five tribal members. Also, Jenny and Anthony. In addition, Joe Navarro's our president. Al Cope's our vice president. All the rest of us are board members. Three of us, of the eight, are non-tribal members with the same rights, the same voting, and that's been one of the keys to our success. The corporation was started in '03 and really went full fledged in '04 and very smart tribal members here.

They decided we want a gaming entity that's different than all the tribal business. Everything reports up to the tribe, but the casino has been carved out with the eight of us being in charge of the casino operation. It's really made for quicker decisions, a little more efficiency. Everybody's right here all the time. The president and vice president work in the two offices next to me. The board meets every week. We make decisions. I take it into our meeting on Tuesday after our board meeting on Monday. Then I have my meeting every Tuesday morning with our six directors and eight vice presidents and we keep moving forward. It's-

Tino Magnatta: Beautiful.

Bruce Howard: Efficient and it really works well.

Tino Magnatta: That's amazing. Incredible. Thank you so much Bobby. That was a deep question. Yeah. Bruce, before we sign off and we've gone over ... we still have so many callers, but we're going to have to do another show in a year. Before we sign off, give us a little overview. I know you guys are doing some great things over there. Tell us a little-bit of what's going on moving into July 1. What are you doing over there?

Bruce Howard: That's currently planned as our grand opening. We're adding 44,000 square feet of gaming and restaurant and bar space to our current 100,000. So we're growing the casino operation and food and beverage basically by 44%. We have then a complete refurbishment will be the last month of the expansion where we bring everything in the current casino up to the level of the new casino.

Tino Magnatta: Wow.

Bruce Howard: So parts of the new casino will open in May and June, but we really want to save our grand opening announcement and party until July when everything has been done. It's all in the front of the building, but seamless. Our operation still runs every day. There's really no negative impact. After you do a lot of construction, which we've done here, and I've done my whole life, and a lot of expansions, you learn how to do it that it's just a win-win.

The property is running just fine right now while we expand right out the front. We created a whole new entrance that we actually made more convenient for our guests and yeah, I invite everybody down between now and then, but anybody coming after July 1 will see our labor of love come to life.

Tino Magnatta: That's fantastic. Bruce, to say that this has been an incredible hour of amazing conversation, to me, tonight is an understatement. It's been an incredible show. You have such a love and passion for the business. It all started back in the day with the Shanty and especially Caesar's Palace. Really appreciate you being on the show and we'll have you back before the opening definitely because I know a lot of people didn't get a chance to ask questions tonight, but we'll give it another round. Thank you so much, Bruce.

Bruce Howard: Yep. Anytime. I appreciate the opportunity. I probably ran on a little too long. So maybe we'll do more questions next time. I like hearing what everybody has a question. That was a fun part of the show. But yeah, my gaming career has been very, very fortunate and very appreciative for it and the group here in San Diego has been just like a crowning moment to a career that's spread around the country.

My wife and I love it here. Our grandkids are just down the street in Las Vegas. Our son is a high school robotics teachers at Basic High. His beautiful wife is a stay at home mom and an online teacher. I think that's the original high school in Las Vegas. So Mark's done an incredible job with his students and he recently won the Nevada state championship for robotics and went to Louisville, Kentucky to play in the world championships. We're quite proud of him.

Tino Magnatta: Wow. That's incredible.

Bruce Howard: Yeah, he's a great boy.

Tino Magnatta: Great stuff.

Bruce Howard: Yep.

Tino Magnatta: You'll come back before the opening and for those of you who didn't get a chance to ask Bruce any questions, we'll pick it up then. Bruce, thanks so much and we'll see you again.

Bruce Howard: Or send me an email. I like emails all day. Send anything you want. It's BHoward@Valleyviewcasino.com. I'll be happy to talk with you or write to you. Whatever I can do to help.

Tino Magnatta: That's great. Thanks so much, Bruce, you have a great night.

Bruce Howard: Yes. Tino, I appreciate it. Thank you.

Tino Magnatta: Oh, no problem. Thanks. Wow, that was fantastic. Bruce has some interesting and incredible stories. You know what? We didn't even hear all of them. Some of the stuff ... cleanliness and friendliness and the Caesar's stories and oh man, I really had a good time tonight and I'm sure all of you out there did too.

Monday, November 8, which is Monday coming up, I have Mark Harkness, who's the president of Hard Rock International. He's incredible. He's got some great stories and he talks about how certain things in his influenced him. You're going to love this guy. Very articulate. Very down to earth. Humble beginnings. It's going to be great.

Remember, everybody has a story to tell. You just have to have the time to listen to it. You all have a great night and God bless.

END