

# Monarch interview 2

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**Speaker 1 00:00:18**

Do you like a player's club room? I got an interview. Do you have any awards there.

**Speaker 2 00:00:23**

Class of 2020. Class of 2020. Thank you.

**Speaker 1 00:01:04**

Hi, I'm here for an interview with Brian. Leah.

**Speaker 2 00:01:25**

Thank you.

**Speaker 1 00:01:26**

Should I shut the door here? Yeah, go ahead. Hi Brian, nice to meet you. Nice to meet you. You just really made me realize how cold my hands are. Your hands are nice and warm.

**Speaker 3 00:01:38**

I just turned my heater off.

**Speaker 1 00:01:39**

Oh.

**Speaker 3 00:01:40**

No worries. So how's it going.

**Speaker 1 00:01:42**

Good. Listen, I plan on hiring a stylist and getting my little attire together here, or the uniform, whatever you guys want me to wear, I'm with it. I'm like so used to my industry. It's my greatest weakness, and I'm like leaning towards conflict, address it, don't, you know. Anyways, I got. My gaming license, I'm wearing the same shirt. All right, cool. So, why? Because it's fun, exciting, it's the golden circle, it's an escape from reality.

**Speaker 1 00:02:14**

I don't do TV, you know what I mean? I'm so caught up in my own life that, you know, I like the escape and the excitement and being around other people's escape and excitement and their fantasy land and their, you know, dreams.

**Speaker 3 00:02:28**

Right. And so, it seems like you have a very successful, young, first-name company,

Paypal, right.

**Speaker 1 00:02:41**

Yeah.

**Speaker 3 00:02:41**

Out of Boulder.

**Speaker 1 00:02:42**

Yeah.

**Speaker 3 00:02:45**

How many people do you manage in your business.

**Speaker 1 00:02:48**

In 2022, I managed three crews with ten employees. It was a different economy. I don't want to blame it on the economy, you know what I mean? If you're good, you're recession-proof, and I am, we are. I don't want to, I backtrack what I just said. Anyway, I just had more people. But it was tougher as far as, you know, it was just tougher. There was more people. So then in 2024, I scaled down and ended up with higher profit margins.

**Speaker 1 00:03:19**

I had a guy that was stealing time from me that I had to address and fire. There was, yes, it's not all rainbows and roses and unicorns. You know what I mean? I really.

**Speaker 3 00:03:31**

I had people for time theft myself.

**Speaker 1 00:03:32**

Yeah, it's terrible. It's terrible. I had a guy go suicidal on me after I fired him and I had to, like, call the police. It was a whole, like, I'm that great of an employee. People are dying to work for me.

**Speaker 3 00:03:45**

So. I was waiting for you to ask.

**Speaker 1 00:03:54**

So do not fear burnout. Do not fear burnout. Okay, so. Since I became an adult, like teenage years excluded, I run off five hours of sleep. So, whereas you have 40 hours a week to work, I have 60. So, in my business, it's a well-oiled machine that runs itself. You know, I sell jobs.

**Speaker 3 00:04:20**

You sell it, so you sell.

**Speaker 1 00:04:21**

Yeah, I sell right now, but it's really easy to hire and train an outside sales commission employee. I have, it's very easy to do what I do. I have a system, I have software, I have bidding software, CRM software, sales tactics that I can pass on to somebody else, knowledge, all that stuff. So, it's a well-oiled machine that runs itself. I hire good quality diamonds that are well-polished, that are treated with respect, that then go manage my whole crew and make sure that nobody's stealing time.

**Speaker 1 00:05:00**

And then everything's happy with the client. And, you know, at the end of the day, I end up being 100% customer service, VIP experience orientated. All I do is I sell the job. I make sure that client is happy all the time. If I have to do damage control, you do it quickly. You address it head on. Like, you know, you just get to the front of it. My employees all know if something goes wrong, the protocol is you take photos, you call me. I call the client immediately. It gets addressed.

**Speaker 1 00:05:30**

Like, I could give you an example, but you didn't ask for one. And I talk so much. I can't wait to get out there and start talking to clients that want to talk to me that are here gambling and lonely, that are just babbling. I could be like, yeah. What interviews? Everybody's like, well, I really like speaking. I do have another interview, so let me get through these questions.

**Speaker 3 00:06:00**

Um, what did, did Megan explain what this job is to you?

**Speaker 3 00:06:32**

Yeah. So, you know, it's, um, so it's under the marketing umbrella. It's a, it's a job in the marketing, um, because marketing, I, I'm the, technically the senior marketing manager, but I oversee this department too. And I'm the only marketing manager with an office over 40 hours, um, which is my choice because I'm a grip and grip.

**Speaker 1 00:07:01**

Hold on. What is a grip and grin guy.

**Speaker 3 00:07:05**

Just handshaking a smile.

**Speaker 1 00:07:06**

Oh, I could have figured that out. Okay, wow. Listen, I'm that person where I don't pretend to know something.

**Speaker 3 00:07:14**

I know it's an old school term. It's an old school term.

**Speaker 1 00:07:16**

I don't pretend to know something. I'm all about that learning and educating.

**Speaker 3 00:07:19**

I'm glad if you didn't know it. Don't assume that, you know, if you didn't know it.

**Speaker 1 00:07:23**

Grip and grin. I'm a grip and grin.

**Speaker 3 00:07:25**

Yeah, right. Grip and grin. Yeah, exactly.

**Speaker 1 00:07:28**

Grip and grin.

**Speaker 3 00:07:29**

I just like the interaction with the guests, and I like the problem-solving and the critical thinking that it takes.

**Speaker 1 00:07:36**

Absolutely.

**Speaker 3 00:07:37**

And it's a job that nobody in marketing wants. They don't want to be there. They'd rather be up there hiding behind their numbers, and I'm down here to not break the rules, but they know it. Because it's about customer service.

**Speaker 1 00:07:59**

Absolutely.

**Speaker 3 00:08:00**

about making that guest feel welcome and appreciated.

**Speaker 1 00:08:05**

Absolutely.

**Speaker 3 00:08:06**

You know, and so that's why I choose to be there. And this team is fantastic. I got a big thing. We flow between eight to 12 people at any given time, depending on seasonality and business levels. Right. So a couple of unique things about this department. It closes, this is a 24 hour business here, but it's only, this desk is only open from 10 till 10.

**Speaker 1 00:08:37**

Are you looking for somebody to expand the hours on.

**Speaker 3 00:08:39**

10 till midnight on Friday, Saturday. We go till two.

**Speaker 1 00:08:42**

10 to 10 during the week.

**Speaker 3 00:08:44**

10 to 10.

**Speaker 1 00:08:44**

And 10 to midnight on Saturdays.

**Speaker 3 00:08:46**

And then we go till 2 a.m. on Fridays and Saturdays, between Memorial Day and, just to, because it's the only major place to get in cars. And we'd rather take some pressure off of them so people can get their table chips or cash or get more money to spend. So that's why we have Xantam.

**Speaker 1 00:09:15**

Right.

**Speaker 3 00:09:17**

And, I mean, we're busy. Holidays. I mean, Thanksgiving Day, there was a three-and-a-half-hour wait at the buffet. Nice. Christmas Day, three-hour wait.

**Speaker 1 00:09:26**

Nice.

**Speaker 3 00:09:27**

New Year's Day, three-hour wait.

**Speaker 1 00:09:29**

Listen, I bought stock this morning in Monarch.

**Speaker 3 00:09:31**

Yeah.

**Speaker 1 00:09:32**

Like, when I heard Megan talk about the process of becoming a dealer here, I was like, yeah, you guys don't throw anybody at this job. And, not to mention, I'm sitting here for a second interview, so clearly you recognize talent. So I was like, this place knows what it's doing. Let me buy a couple little bucks of stock here. Right. Let me buy, like, 50 shares at \$83 or something. It's up 2,100% since 1998.

**Speaker 3 00:09:58**

Yeah.

**Speaker 1 00:09:58**

I'm sure you know.

**Speaker 3 00:10:01**

Right on, right on. So that's good. I've worked here five years now. Nice.

**Speaker 1 00:10:07**

Yeah, that's when it started going, boom, was five years ago. You're probably up like, nice. Oh, yeah, so 2020, but then the massive rebound.

**Speaker 3 00:10:17**

I had four months off in 2020, which was okay. And amazingly, this company during the pandemic did not lay off anyone.

**Speaker 1 00:10:30**

That's amazing.

**Speaker 3 00:10:32**

And a lot of casinos had let a lot of people go.

**Speaker 1 00:10:35**

And that speaks to not only what you guys bring in, the experience that you guys make, and the reputation that you have. It speaks to the company culture, because I bet it may have been in somebody's financial interest to let maybe one person go. But they said, no, that's somebody's life right there. We're going to, you know, eat a couple dollars of our, you know.

**Speaker 3 00:10:59**

Yeah.

**Speaker 1 00:11:00**

Millions to keep this person that we value.

**Speaker 3 00:11:04**

And it's also, you know, it's not, the company's only two casinos. It's us and Atlanta Arena. So we're not like a Caesars or an MGM or a Henney.

**Speaker 1 00:11:18**

Right, you guys said it's a mid-sized company in Forbes, right.

**Speaker 3 00:11:22**

Yeah. That's cool. But still, for having two properties, very profitable.

**Speaker 1 00:11:26**

I've noticed.

**Speaker 3 00:11:27**

Yeah, so we take pride in that. We're responsible for 30% of the revenue in the background.

**Speaker 1 00:11:34**

Nice. You guys got the prime location because everybody's coming this way.

**Speaker 3 00:11:40**

You know, and I...

**Speaker 1 00:11:41**

And you've got your TV there where you can blast your whatever.

**Speaker 3 00:11:45**

I would encourage not to go to other casinos up here. Check them out. Notice how they're not as well-kept and how the teams or the people there aren't as smiley and aren't as friendly or aren't as willing to do stuff for you. You know, I'll go across the street to the horseshoe.

**Speaker 3 00:12:16**

It used to be the lake lug or whatever. It's a seashore property now. And just by instinct, like, I want to push in chairs and grab slacks.

**Speaker 1 00:12:28**

I have to sit like this and I look at the ceiling cut. You notice when it's not up to par.

**Speaker 3 00:12:41**

Even when I'm in Reno or Vegas or Minnesota or wherever they send me, New Orleans, you know, like, it's, I go to casinos and I just, the CD thing about me that just kind of goes off and you don't work here, you don't work here. You don't work here, just relax.

**Speaker 1 00:13:02**

I know the feeling. I just got back from Mexico, and it took me too long to find, not really, but, like, maybe at the end, I took a picture of the hallway that had just been touched up for, like, decades. And I'm like, I just want to go downstairs and be like, listen, I will paint your hallway, and then go outside and grab the couple people that are going to paint the hallway. I was like, because I don't swing a brush, you know what I mean? I hung that brush if I work on the business, not in the business. So that's why I have the time and availability to do this.

**Speaker 1 00:13:36**

Just super high-functioning, super high-level, time management, you know, very efficient go-getter that just wants so much out of life. Right. So much. And, like, I do so much beyond work. Like, I've got volunteer units that I participate in. I work with a long-mounted emergency unit. We do accident. EMT stuff, search and rescue, traffic control for the accidents. We pulled up the blankets so the family that just arrived doesn't see their loved ones with injuries inconsistent with life.

**Speaker 1 00:14:12**

You know, we do some, like, serious stuff. Yeah, yeah. So, and that's created a great

sense of teamwork for me because I'm like the boss. You know, I'm the leader. I'm like, you do this, this is how it's going to go, blah, blah. And then in this dynamic, we show up in, like, one or two vehicles together and we size up the scene. So we immediately assess, triage, all right, go do medical, all right, block northbound, okay, get your cone line here. What are you doing?

**Speaker 1 00:14:42**

Communicate. So it's fun. I love it. I'm just saying, I've got time. You want me to open it.

**Speaker 2 00:14:55**

No, no, that's all wrong. No, that's all wrong.

**Speaker 1 00:15:02**

Oh, very nice. What part.

**Speaker 3 00:15:05**

Cancun.

**Speaker 1 00:15:05**

That's where I just came from.

**Speaker 3 00:15:07**

Yeah. Coldest day of the year, and I'm heading down to 80-degree weather.

**Speaker 1 00:15:11**

Nice. Very good. Good for you. Yeah. But... Do you go to, like, the all-inclusive places, or do you venture out.

**Speaker 3 00:15:19**

So, this... I normally don't go to all... But because I'm going in late January, you have to go... Like, I'm more of a Cabo, Puerto Vallarta guy. I'm from Southern California, originally.

**Speaker 2 00:15:32**

Okay.

**Speaker 3 00:15:34**

But this late in the year, if you want warm water, you kind of got to go to Cancun. And so, this one... And this one is really... This is my Christmas, because I worked through Thanksgiving. Thanksgiving Eve, Thanksgiving, Black Friday.

**Speaker 1 00:15:49**

Listen, my family's not here. I'm available these holidays. I really am.

**Speaker 3 00:15:53**

My family's in California, so...



**Speaker 1 00:15:55**

Are they okay? Is everything okay.

**Speaker 3 00:15:57**

Yeah. Well, they're not... They're in Palm Springs, so they're not... Okay. other than like the air quality right like mom's 75 years old or so um and i have an uncle who's in redonda beach but uh he says it's like it's snowing like ash i said i remember painting when.

**Speaker 1 00:16:18**

it was snowing ash because we were doing these metal places before i started my business so it's like early 2021 i started my business in august 21 and i painted all these plates and i go to and i come back and there's these little pieces of ash all over my plates that were like level five.

**Speaker 3 00:16:34**

smooth gloss finishes like sand and all of them yeah gotta do it again um so anyway um this the the idea here is to get as many players on the floor into our garbage garbage place. It's because we create our own database. We don't buy databases from anybody.

**Speaker 3 00:17:04**

We don't sell our databases.

**Speaker 1 00:17:06**

Oh, that's good.

**Speaker 3 00:17:07**

And so when you sign up for a card and you play, you're going to get an email or a piece of hard mail from us within a week to 10 days, with an offer to come back. Because we like to just remind you quickly of how hopeful you are.

**Speaker 1 00:17:30**

How awesome this is and like magical fantasy land, this place. This is the world of like unimaginable possibilities. Yeah, exactly.

**Speaker 3 00:17:39**

Remember the rooftop hot tub? Remember sitting on the roof in the hot tub in the snow? What do you know? Stuff like that. And so, but there's also a thing that we call retail play where there's people who don't want a card. But those people can't. I can't, if I don't know them, or they're not in the system, I can't reinvest in them. You know, we can't, we can't, I can't give you rooms, I can't give you buffets, I can't give you massages, I can't give you things.

**Speaker 1 00:18:13**

People is like our greatest capital.

**Speaker 3 00:18:15**

Yeah, you know, but some people just don't want to be carded. They're like, okay, well, then that's straight our money. You know, we don't have to reinvest in it. You can pay cash for it. You can pay 15, 19 for the buffet. Like, go ahead, sure. Or you can have fun and lose so much money.

**Speaker 1 00:18:37**

And not get any rewards or whatever.

**Speaker 3 00:18:39**

Or you can lose some money but still get a buffet or a nice stay out of it, you know, and a comfortable bed with a nice shower with a bench in it, you know, and a great view and use the hot tub, you know. And you don't have to sit at a machine the whole time you're here. It's not, I mean, we don't, so there's no real entertainment. Blackhawk. Like, we have live music Fridays and Saturdays. We have it at our stage bar down here, but also in our Bistro Mariposa at our Latin Fusion.

**Speaker 3 00:19:09**

restaurant. We do, like, flamenco, guitar.

**Speaker 1 00:19:14**

Yeah, stuff like that.

**Speaker 3 00:19:17**

So that's tonight and tomorrow, Fridays and Saturdays. But it's building that database, getting people involved in our program. I always say it's the, king super card. It's your Safeway card. Every time you go buy groceries, you put in your phone number, so you can get 10 sets off a gallon. It's kind of insane. It's basic, bottom line, layman's terms. That's all it is. Put that card in, in play,

**Speaker 3 00:19:47**

give it to your dealer, whatever, and start earning points. And the more you play, the more you pay, and then the more you get. So you spend more money at king super. you get 20 cents off a gallon. It's the same concept. And it's free.

**Speaker 1 00:20:06**

Are you going to ask me how I'm going to get more people to sign up for cards.

**Speaker 3 00:20:11**

Well, that's part of the job. I have an answer. What's your answer.

**Speaker 1 00:20:15**

The objection close.

**Speaker 3 00:20:17**

Yeah, there's no reason to not do it.

**Speaker 1 00:20:21**

Yeah, exactly. So that's the easiest close right there because there is no objection.

**Speaker 3 00:20:26**

Do you have a king of super cards.

**Speaker 1 00:20:28**

Exactly. And then you do the assumptive close and just assume that they're going to sign up with a card. Oh, well, don't worry. I can sign you up for one. And then they're like, was I worried that I didn't have one.

**Speaker 3 00:20:43**

Well, the other one is when you walk. Because there's the desk here, but we do have the team walk the floor consistently and look for people, un-carded play.

**Speaker 1 00:20:55**

Oh, right, because they'll. So there's a light, too.

**Speaker 3 00:21:00**

Yeah, you can see if they're carded or un-carded. And you just want to approach somebody who's already had a card in and say, and it's the presumption that they already have.

**Speaker 1 00:21:12**

That's what I was.

**Speaker 3 00:21:13**

So you say, I noticed your card's not in, or can I get you a new one.

**Speaker 1 00:21:22**

Because it's like, how could you possibly not have one? It's not even a thought of ours. We just want to make sure that you didn't forget to pull it out your pocket. Yeah, because I can't give you anything.

**Speaker 3 00:21:32**

Mm-hmm, exactly. And it's an easy sell.

**Speaker 1 00:21:39**

Yeah, that's the assumptive close there.

**Speaker 3 00:21:45**

You don't have to have one, but that means I also don't have to reinvest it. I don't have to do anything for you.

**Speaker 2 00:21:52**

Right.

**Speaker 3 00:21:53**

Other than get your money, hit the button so you can get your ticket out and make your money. Take your loss or take your win or whatever it is you want. And so it's getting that database growth, getting people. We sign up about 6,000 new members a month.

**Speaker 1 00:22:15**

That sounds really good.

**Speaker 3 00:22:16**

Which is pretty healthy. That's 6,000 a month throughout the whole casino. So this team right here is responsible for about 65% of those. So we hold them at a high standard. There is a monthly bonus structure.

**Speaker 1 00:22:33**

I love bonus structures. I love motivation. It's like when I was in college, I was just like, I'm going to push that curve to the left. Or to the right, I'm sorry. And just like, I have that. I love it. I love bonus structures.

**Speaker 3 00:22:46**

So these front line supervisors get 300 a month. *Uniform team members get 200* based on sign-up numbers and email and phone number captures. They usually hit it. Usually everybody gets their full bonus every month. Cool. And I changed it. It used to be a quarterly bonus, and I changed it to a monthly bonus. Because I think that...

**Speaker 1 00:23:13**

I believe in... I'm sorry, I didn't mean to cut you off.

**Speaker 3 00:23:15**

It kind of just, you know, increases the healthy pressure.

**Speaker 1 00:23:20**

Exactly. They sort of like the meeting pulse. I forget what book that was from that I read. But the other thing is I also do the same thing in my business. I do quarterly performance-based race reviews. Because, you know, if you mess up right before a race review, and you just lost your whole thing for a year, you know, you've got to, like, have a memory of why you did well, that you deserve more money. I have to remember you doing well.

**Speaker 3 00:23:50**

So, like, my bonus structure is annual. So I only get one bonus a year, which is, like... Which is okay, but it's also the same kind of concept where my boss just has to remember how amazing I've been. You know, stuff like that. And I remind her. I was just about to say, you know. She's reminded.

**Speaker 1 00:24:20**

On a daily basis. Listen, I just walk in the door and people go, oh, you're awesome.

**Speaker 3 00:24:29**

I like her support.

**Speaker 1 00:24:31**

Oh, I did want to thank you for your patience for my three-minute delay on my arrival. That's also business language there. You never really say the word sorry. I am sorry. I am deeply sorry. But you don't come off as less than as a sorry. Right. Mistake-making. Patience, I have gratitude.

**Speaker 3 00:25:00**

This job also, that being said, is a commitment, and this is, it's, are you coming from Boulder, Longmont.

**Speaker 1 00:25:06**

Yeah, yeah. Boulder, I am in the process of closing on a house in Longmont right now. I'm about to get from a homeowner, first-time homeowner. Super excited, thank you.

**Speaker 3 00:25:15**

So, new Longmont on the other side of I-20.

**Speaker 1 00:25:18**

No, no, unlike the nice part, like, already built, where they're not building more, where the property values are going to go up, where you're in the city, yeah, yeah.

**Speaker 3 00:25:25**

Because, because there's, my buddy, I guess he lives in Longmont, he says, but it's like...

**Speaker 1 00:25:31**

On the wrong side of I-20, yeah, no, this is 19th and Francis.

**Speaker 3 00:25:35**

Yeah, so, so old school Longmont, so that would take you up, like, you would come through 56th, or you...

**Speaker 1 00:25:43**

I'd probably take the, take, you know, just go, like, I'd go Longmont to Boulder, and then, like, Boulder to here, just down the diagonal, and then...

**Speaker 3 00:25:52**

Yeah, yeah, yeah, right, so not...

**Speaker 1 00:25:53**

Or, you know what, I'm near Ute, freak, I might even go downtown. 66th, and then just on the way up, right away. Or the hypotenuse would probably make more sense.

**Speaker 3 00:26:03**

A couple different routes, yeah.

**Speaker 1 00:26:03**

Depends on traffic, too.

**Speaker 3 00:26:05**

But there takes, you know, and, you know, there's ski traffic, because I come from South Denver, so it's...

**Speaker 1 00:26:14**

Right, I know it.

**Speaker 3 00:26:16**

There's downtown traffic, there's mouse traffic, there's sixth ave traffic, there's ski traffic, there's leaf changing traffic, there's construction season traffic. There's traffic holds. Did you have a traffic hold.

**Speaker 1 00:26:31**

Yeah, I did. I took a picture of it, too, because I was like, oh, no.

**Speaker 3 00:26:35**

I saw, yeah. There's traffic holds. I mean, you know, what they're doing is they're building a pedestrian bridge that's going to go up the canyon.

**Speaker 1 00:26:47**

That's so cool.

**Speaker 3 00:26:49**

And so it's taken two years to complete the first mile, and they just approved ten more miles. So...

**Speaker 1 00:26:59**

No! What the F is going to happen.

**Speaker 3 00:27:04**

I won't even be working at the same time.

**Speaker 1 00:27:10**

They're tearing up 119 right now. That's like a 2027 end date project.

**Speaker 3 00:27:21**

And I always thought it was fine. It's supposed to be kind of like a hiking thing, but it's a very dangerous road, I think.

**Speaker 1 00:27:29**

Right, you can't be walking on it.

**Speaker 3 00:27:30**

Yeah, I can't be walking on the side, but it's a beautiful drive. Yeah, it's great.

**Speaker 1 00:27:34**

And I love a commute because I'm an audible person. Are you an audible person? Tell me you're an audible.

**Speaker 3 00:27:40**

Oh, yeah. I worked at Denver Radio for 20 years.

**Speaker 1 00:27:43**

Did you just get your stats, like your yearly listening.

**Speaker 3 00:27:47**

Oh, yeah, like what you listen to.

**Speaker 1 00:27:48**

Yeah.

**Speaker 3 00:27:48**

Yeah, your, what do they call it.

**Speaker 1 00:27:50**

Your listening time or your listening badges. So I'm like, I'm a scholar. I'm not quite a master yet. Total listening time here is, I was just comparing this with somebody else, because I love comparing live, I listen to all business, sales, motivation, people, all kinds of stuff, let me see my profile, I'll show you, listening time, 15 days, 23 hours and 40 minutes, I've got a.

**Speaker 1 00:28:27**

huge library, this is my, those are all my badges that I've collected, I've got a listening level, 117 hours to go until master, and that's the top level.

**Speaker 3 00:28:44**

So, a lot of car time though, mostly in the car.

**Speaker 1 00:28:47**

Yeah, yeah, yeah, and then at night too, like, I'm up like stupid hours, because I love it, like, there's no distractions, it's just, that's when I do like a lot. of work when nothing else is going on between like 11 and like 2. I do all my marketing. I set up all my ads to go out, my drips, my estimates. And I set them so they send at like 9 a.m. the next day. So I don't look like this crazy person. But it's funny because I'll set it to send the.

**Speaker 1 00:29:21**

next day at night, not realizing that it's already 1 a.m. So it's now the next, next day. And I'm like, why am I here? I'm like calling. I'm just naturally. Yeah, I went to college for sure. I did.

**Speaker 1 00:29:59**

a lot. of school I went to SUNY Buffalo University at Buffalo and yep yep from Buffalo New York and then I did a I know I know it was great isn't he incredible he's amazing are you serious you guys had an opportunity to pick them up.

**Speaker 3 00:30:27**

before we picked him up like 2018 or 2019 whenever again Wow he's so he's.

**Speaker 1 00:30:37**

just amazed to be those records he's just so amazing with his legs he's just so huge it's so fast and just so powerful and just has that you know thank God he's very smart he broke his fingernail you guys broke his fingernail last game I think I think there was that game might have been the no it was the game before because I was worried about his broken fingernail this game, That's what it was. I was deeply concerned. He had a broken left thumb, and then he flipped his fingernail back on his right hand.

**Speaker 1 00:31:10**

And I was very upset with him that he didn't keep his nails trimmed shorter. Because if your nails are trimmed a little short, you can't flip this bad. So, yeah, so I went to school there. I got the BOGO deal. Buy one bachelor's degree, get one free. I was just in school for, like, six years in undergrad because I couldn't figure out what I wanted to do. I took a little bit of everything. I loved everything. I ultimately ended up with, yeah, like I said, I got a BA in chemistry and a BS in biomedical science.

**Speaker 1 00:31:45**

Graduated magna cum laude at 3.86 GPA with honors. Went on to a full-ride TA assistantship, \$32,000 a year salary, PhD program, full ride. I got accepted to the University of South Florida. Virginia Tech and Syracuse University. So I went to Virginia Tech first and left in like two weeks. It was not the move for me, and I figured that out quickly, and I wasn't going to waste anybody's time, not my time, not their time.

**Speaker 3 00:32:13**

You just didn't like the culture of it.

**Speaker 1 00:32:15**

No. It was – there was like a lot to that that I didn't mean to open up and start talking about that can of worms and have a conversation that I can't finish, but like I am awesome in many other ways other than my brief experience at Virginia Tech that was not awesome. So – and then I went to Syracuse University, and I got to candidacy. I went back to you. I went back. Yeah. So then I – you know what I mean? Yeah. So then I went to Syracuse University, and I had candidacy.

**Speaker 1 00:32:46**

It was like cyclopropyl moieties and their CO<sub>2</sub> capturing abilities with their valence electrons over here, and like their little figure that's supposed to go like this and open up and capture the CO<sub>2</sub> is supposed to, you know what I mean, save the planet or whatever



it was. And – And didn't like it, didn't want to do it, thought it was stupid, thought it was a waste of time. It was like I love the learning and the competition and the goals and the metrics and hitting them.

**Speaker 1 00:33:17**

And I didn't like being in a lab going like this with my pipette a hundred times measuring the same thing. And so I left and I took my paycheck and I was like, I just kind of got in my car and just took off. I was just gone. I just needed to, you know, find how to not be a cocoon anymore and become a butterfly and spread my wings somewhere that I like.

**Speaker 1 00:33:49**

And so I ended up over here and I ended up, because I needed a job, worked for a Chromadex, this science company. They're publicly traded. They suck. Terrible people. Yeah, yeah, at Boulder, Comadex.

**Speaker 3 00:34:04**

They're real techie. They have a lot of tech.

**Speaker 1 00:34:06**

Yeah, oh, yeah, absolutely. It's a huge, huge tech science industry. They offered me \$37,500 a year in 2016. I did that for, like, a week. And then I showed them. I was like, yeah, this is not going to work. Like, is the salary negotiable? Like, I tried to negotiate the salary before I even signed on. But I wasn't in a position where I could. And they gave me some line.

**Speaker 1 00:34:37**

And I wasn't the salesperson that I am now. And I took it. And then, like, a week later, I came back to them. After I had, I don't want to get into a very technical explanation. But I changed our solvent from a polar to a more nonpolar solute, like dissolves like. And I could separate the bands better to get characteristic separation. Anyways, I did this whole thing for them, and I was like, look, can I have more money? And they were like, oh, well, we can't pay you any more than we pay Billy that has no experience.

**Speaker 1 00:35:11**

I'm like, listen, I'm not Billy. I'm not talking for Billy, and I'm doing more than Billy, and I'm more valuable than Billy. And just because Billy has the same background doesn't mean, you know what I mean? Like, you've got to. So I left there and went to swing and a brush. Brush and was making, like, more. It was 37, 500. *I think that's, like, under 20* an hour when I did the math on that. It was ridiculous.

**Speaker 1 00:35:45**

So just, you want to hear the rest of my story, how I got my own business, or you want me to be quiet and you can ask me more questions? Or you want to just make me a job offer? All right, so then I went on to go back to painting.

**Speaker 4 00:35:59**

2017-ish, and you have to tell your next appointment that this woman is very talkative.

**Speaker 1 00:36:33**

I'm distracted by shiny things. It's a very gorgeous watch. I have the sketch watch. The sketch watch. It's fun. I got it in white and black.

**Speaker 2 00:36:54**

Okay. You see it? That's fun.

**Speaker 1 00:36:56**

Yeah. Very nice. Me too. I'm a, you know. I like you to send a little success on your, you know what I mean? I got my adorable watch. Anyway, so then I go and I'm swinging a brush. I was making

*20anhour. AndIwentuptomybossandIjusthadthiswildhairupmybutt. Itwaslike, I'mworth2525 an hour.*

**Speaker 1 00:37:28**

He said, same story, I just explained. I only pay him

*22andI'mlike, that'snotmyproblem. AndIsaid, Ineed25 to stay.* He said, I wish you luck. I said, okay, goodbye. Eight hours later, I make it \$26. All right, and then this guy taught me how to be a good boss by being the exact opposite of how you should be. He would come to us and give us a pep talk. And when he would leave, the foreman would turn to me and say, should we paint slower?

**Speaker 1 00:38:00**

And I'd say, I'm not doing it at all. I'm going to my truck to call him because he just hurt my feelings. Blah, blah. We're going to address this situation. And I'd call him and I'd be like, you do not threaten our jobs in a group setting. If you need to address an underperformance issue with an individual, you do so respectfully. You do it in a private setting. You do it on a one-on-one setting. You do it in a help me understand setting, not an accusatory setting. You don't make it threatening. You do it empathetically, firmly, assertively, you know, like a boss.

**Speaker 1 00:38:34**

But you don't just blatantly say, you know, in the winter I'm thinning the herd and, you know, 8.05 is an 8 o'clock and you guys that, you know, think 8.05 is 8 o'clock. Not that he was talking to me like 1.33 is a 1.30. But, and I was just, I became this boss that was like, you know, you be straight on your time card. 8.05. 8, please don't kill anyone on the road because you think I care, 8, verse 805.

**Speaker 1 00:39:09**

You know, let's do what's right for the company, which is you're good, so make it here alive. You know, and get your work done and feel respected because I'm not treating you like a child. You know.

**Speaker 3 00:39:22**

And that report.

**Speaker 1 00:39:26**

Absolutely.

**Speaker 3 00:39:30**

I have my boss, one of my faults is probably too much empathy because I have a team that, you know, when they work four tens a week and they ride a bus for an hour and a half. Yeah. And then they get in their car and drive home and then they do that four days on either side of their ten-hour day. That turns it into a.

**Speaker 1 00:39:55**

12, 13, 14. I had guys take two hours on the bus.

**Speaker 3 00:39:59**

And I understand the commitment for them to still be out there with a smile and doing a great job. You know, they're like, well, they'll call out, they call out. I'm like, well, this one lady's not going to make it in because she's 75 years old and she's got a bad hip and it's icy out there.

**Speaker 1 00:40:20**

Exactly. I'm not going to make her do the work.

**Speaker 3 00:40:23**

Like, you know, like, I don't know what to tell you.

**Speaker 1 00:40:26**

My foreman's dog died. I gave him bereavement pay. So, yeah.

**Speaker 3 00:40:44**

So, you know, this job would be weekends and nights mostly, you know.

**Speaker 1 00:40:49**

Right.

**Speaker 3 00:40:58**

I'm moving away from that. Because scheduling wise, which I don't do, the supervisors schedule it, but they were bottlenecking at wrong times of the week because we're trying to keep everybody so they have four days on and three off. But it's, we're bottlenecking so we have too many people here.

**Speaker 1 00:41:19**

Oh, it's just not logistically working right. On the wrong day of the week.

**Speaker 3 00:41:22**

So we're trying to thin the herd, but kind of just stretch the herd.

**Speaker 1 00:41:27**

Stretch the herd.

**Speaker 3 00:41:28**

Stretch and figure out what to do scheduling wise and making sure that we're doing what's best for business needs. Right. Because we'll bring people up. Like tonight it's supposed to snow. We might get big works, but the hotel's sold out.

**Speaker 1 00:41:51**

Right. And everybody that's in here is going to stay in.

**Speaker 3 00:41:54**

Yeah, they're going to stay the weekend because nobody's going to want to leave. Exactly. Or whatever's about to happen. Yeah. So, but, you know, we'll cut people for business hours or we'll ask for more help. We'll ask, you know, we'll say, hey, do you want some overtime? So, like, for instance, this weekend is one of those, it's one of those holiday weekends that's, it sneaks up on people. They forget that they have this one day off.

**Speaker 1 00:42:22**

One day off, right.

**Speaker 3 00:42:23**

But a lot of people don't. You know, so it's kind of, but a lot of, it's Inauguration Day. It's MLK Day. MLK Day is a lot of people are off. And we're also bulking up on security. We don't know if, like, when day after day after the election we bulked up on security, we had talks about potential errors or potential anything that could happen in big crowds. Because we knew at one point 48% of the population either way was going to be pissed.

**Speaker 3 00:43:00**

off with the election results so it's kind of like and monarch takes a political stance they make their politics no and try to play you know try to play as fairly as Bob but we just have to be prepared you know in any situation I mean like I mean look what happened in New Orleans on New Year's Eve you know or whatever I'm VOS certified yes basic life support that's nice we we offer life support training once a month so we do that so anybody in security or anybody all right that's.

**Speaker 3 00:43:31**

a floor job get that EMS training yeah I got on that three years so we offer that as a free.

**Speaker 1 00:43:36**

service that's nice that's good do people take advantage of that program yeah that's great yeah so we do that you know because somebody's gonna have a big win and have a heart attack has that ever happened oh yeah I'm all like excited I shouldn't have asked that quite yes everybody.

**Speaker 3 00:43:51**

leaves here standing up.

**Speaker 1 00:43:55**

I was gonna ask you when, After you asked me if I had any questions. I'll just go.

**Speaker 3 00:44:04**

So we've had people, like heart attacks, people, you know, people die. There's, I mean, we get, there's.

**Speaker 2 00:44:14**

Oh, no.

**Speaker 3 00:44:17**

There's drug use all over the place. There's prostitution. Yeah. You know, there's things that you would never guess, but we try to take care of all that, nip that all in the bud, you know.

**Speaker 1 00:44:29**

Do whatever's best for the casino's next generation and the guests, yeah.

**Speaker 3 00:44:33**

And the Colorado Department of Gaming. So, a lot of compliance. It's a lot of compliance that we have to deal with. Regulatory, you know, we had a, we had the largest casino heist in Colorado history happened here.

**Speaker 1 00:44:49**

Oh, my God. I didn't read anything about this in my researching.

**Speaker 3 00:44:52**

A gal take half a million dollars. She worked in the bank. She worked in the cage. And she walked out. It happened really long.

**Speaker 1 00:45:01**

Did they find her, or is she, like, in Mexico? Oh, good.

**Speaker 3 00:45:04**

Well, the money's in Mexico, and it's gone, but the cartel that she was giving the money to caught two of the guys.

**Speaker 1 00:45:12**

They turn in.

**Speaker 3 00:45:14**

Well, she turned herself in. We had her. We had to find the other guys, but we still never found the money. But we're still up 6%. 12. Even with half a million dollar loss.

**Speaker 1 00:45:30**

Here, what is it? Your car compound annual growth rate from 1998 to now is 12%. Not to be a smartass.

**Speaker 3 00:45:40**

I was talking about this year.

**Speaker 1 00:45:42**

Oh, I'm just showing you I know things, too, about Monarch. I'm just saying I'm excited about that. Oh, yeah.

**Speaker 3 00:46:02**

So, um, when were you looking to start.

**Speaker 1 00:46:09**

February 3rd, just because I'm closing on this house and then I have to get out of my apartment and into this house. It's like a thing that I want to be available for.

**Speaker 3 00:46:17**

Sure, sure, sure.

**Speaker 1 00:46:18**

Is that okay.

**Speaker 3 00:46:19**

Um, that might, I mean, February 3rd, it could even be, it might even have to be like.

**Speaker 1 00:46:25**

Oh, that'd be wonderful. After that. That might, that'd be wonderful. I want it to like accommodate as much as possible to fill your need, but not commit to something that wouldn't like work in my life.

**Speaker 3 00:46:35**

Sure, sure. Um, because did you say you already got it.

**Speaker 1 00:46:38**

Yeah, right here.

**Speaker 3 00:46:40**

Um, so then.

**Speaker 1 00:46:41**

I'm wearing the same shirt.

**Speaker 3 00:46:43**

That's fine.

**Speaker 1 00:46:43**

I'm gonna, I'm gonna fix my, I'm gonna take care of it. Don't worry. It's a problem I can throw some money at, at a stylist and buy some clothes and it goes away.

**Speaker 3 00:46:51**

Sure, sure, sure.

**Speaker 1 00:46:52**

Easy fix.

**Speaker 3 00:46:53**

There's an onboarding process, whatnot. Um. There's some things that take, the gaming license usually takes longer to get into gaming and to pass that background check, whatever. And with me being gone all next week, I'm not back until the 28th, I guess. Right, cool. But you will have to meet our director of senior marketing.

**Speaker 1 00:47:27**

Okay, what's his name.

**Speaker 3 00:47:29**

Prior to any offer, her name.

**Speaker 1 00:47:31**

I'm so sad, that was a terror, oh my God. As a woman in business, I have done that before. I have actually made this assumption and mistake this horribly, it's so sexist, it's terrible.

**Speaker 3 00:47:44**

Right, she's amazing.

**Speaker 1 00:47:46**

Anyways, the director, her name is Erica Ferris, like the wheeler of the day. Like the wheeler of the day, like Ferris Bueller.

**Speaker 3 00:47:58**

Yeah, so. What I'll do next is I'll see what she's got next week, so I don't have to be at this meeting.

**Speaker 1 00:48:11**

You'll just tell her that I'm awesome and give me the green light as soon as she gives you the green light.

**Speaker 3 00:48:15**

Well, she'll make her own decisions.

**Speaker 1 00:48:18**

I'm just messing around. Smart, intelligent. I bet she is. I can't wait to meet her. I love

powerful women that are...

**Speaker 3 00:48:28**

She's amazing for a support animal.

**Speaker 1 00:48:35**

How long has she been here.

**Speaker 3 00:48:36**

She also assists with marketing. But she's also one... Like you said, we look for diamonds. We try to find people who are... Who are ready to excel, succeed, and we can teach you the casino business.

**Speaker 1 00:49:07**

You can't teach values and integrity, this motivation, this loud mouth, interrupting, happy to talk, smiley, wonderful enthusiasm that I have. That just comes naturally to me.

**Speaker 3 00:49:21**

And so, you know, the casino business, we can teach you that. But again, it's like Megan was saying, like we were talking about earlier, it's about knowledge of casino knowledge. It's knowing when things are open, where things are at, you know, because I speak in orientation all the time. And I think Megan was using a little bit of my, what I say when she was telling you about it, because it's about none of the marketing that we do works without the team's execution.

**Speaker 3 00:49:59**

So, you know, it's about knowing when things are open, where things are at, you know, and we can teach you the casino business. We spend millions of dollars on direct mail and onboarding and finding great people. And I tell people, I said, whether you're back at the house washing a dish, cleaning dishes, or if you're a housekeeper tucking in sheets and fluffing pillows, like the customer journey starts at the valet and it ends at checkout.

**Speaker 2 00:50:25**

Exactly.

**Speaker 3 00:50:25**

And so anything that happens in between, we want to be 100% as close as we can.

**Speaker 2 00:50:33**

Absolutely.

**Speaker 3 00:50:34**

Because the minute you pay \$60 for a buffet and you grab a plate out of a rack and it's dirty.

**Speaker 1 00:50:42**

That's a wrap.



**Speaker 3 00:50:43**

Right.

**Speaker 1 00:50:44**

Yeah.

**Speaker 3 00:50:44**

So everything we did is done. Or they open up the sheets and there's a stain on them. Right. Or there's hair in the drain.

**Speaker 1 00:50:53**

Right.

**Speaker 3 00:50:53**

Or anything. And I say that to all these people. I always say, who here is going to work in marketing? Nobody is going to work in the marketing department. And I know this because I know I have a list of people with orientation. And I'll say, so who's going to work in food and beverage? Who's going to be a dealer? Who's going to work in public area housekeeping? And all the hands go up. Welcome to the marketing because it doesn't work without you guys.

**Speaker 1 00:51:26**

I like that.

**Speaker 3 00:51:29**

All this is for naught if those dishes aren't immaculate. If the pillows aren't fluffed, the corners aren't tight, the drains aren't full.

**Speaker 1 00:51:39**

It's about the details. That's my slogan in my painting company, female-owned details shown. And I sell them on the fact that I'm better at the details than your typical male. No offense. That's just the sell.

**Speaker 3 00:51:57**

My house is immaculate, but my housekeeper is.

**Speaker 1 00:52:00**

female. My housekeeper is also female and my house is also immaculate. I know, me too, me too.

**Speaker 3 00:52:11**

She's like, I know, I know, camera ready. You're like, get the fingerprints off the fridge. Do you.

**Speaker 1 00:52:17**

have a stainless steel fridge that the fingerprints get on? Yeah. Does she take care of them? She.

**Speaker 3 00:52:22**

cleaned the oven. I even opened the oven three weeks ago. Sorry, yes, it's great. I'm sure it's awesome. The front looks great. I like the little towels you hung. Exactly. They're ready for me.

**Speaker 1 00:52:47**

when I need to grab a dish. Listen, do you golf? Yeah. Me too. Do we have like golfing, recruiting.

**Speaker 3 00:53:00**

I try to go. I mean, I have clubs and shoes.

**Speaker 1 00:53:04**

No, but I'm saying, like, do we offer, like, events for the VIP people to pick up golf and all.

**Speaker 3 00:53:09**

No, we've looked into some stuff like that. We do, like, we're the sponsor of the American Cancer Society golf tournament.

**Speaker 1 00:53:19**

Oh, that's so nice of us.

**Speaker 3 00:53:22**

ACS is our big charity that we give to. Erica, who you'll meet, is also on the board. Our director is for the American Cancer Society. She's a big wig over there. We get to play nice, expensive golf courses. So nice.

**Speaker 1 00:53:43**

I have a picture of me golfing in Jamaica with this caddy that was amazing. And I'd hit, I'd go, try to get it right there, and it would go. And then it would just go right in the hole. Just like the smartest, coolest golfer ever. It just keeps going, yes, winner. Love that.

**Speaker 3 00:54:06**

I'll probably get one round in at King Creek, but I'm not hauling my clubs.

**Speaker 1 00:54:11**

Yeah, I don't haul my clubs. I just rent them. I bring my shoes and the outfit, so I look the part and then just go rent the...

**Speaker 3 00:54:19**

Yeah, as long as I'm left, I don't blame the equipment. I blame my swing.

**Speaker 1 00:54:27**

I know, I know. That's the characteristic of a level five leader. Are you familiar with the book Good to Great? Yeah. It's a great book. They talk about the different companies based on metrics of beating the market for 10 years, what's a good company, what's a

great company, like Walgreens versus Rite Aid, why. Oh, Good to Great, level five leaders.

**Speaker 1 00:54:57**

The level five leaders make companies great. and when things go wrong they look with them when things go right they look at the team and everything else out here because when things go wrong if you look within you can then fix it and make it better if you blame it on all these external forces you know you're not taking any personal responsibility accountability or any kind of like motivated action because you don't think you can sure you know things happen yeah absolutely sorry i'm so talkative i should have.

**Speaker 1 00:55:29**

brought like a glass of water with me oh yeah water oh it's to be quiet and listen to me now.

**Speaker 3 00:56:18**

So what does your schedule look like next week? I can't see here.

**Speaker 1 00:56:24**

So next week, the 23rd and the 24th are my best days. Friday. Yep. I'm also available, like, Saturdays. I don't have kids or, like, a husband, so, like, I can just throw myself into whatever venture I want to do.

**Speaker 1 00:56:55**

I don't have anybody holding me back. He's been too. It's good. It's a good life.

**Speaker 4 00:57:08**

Looks like she might have some...

**Speaker 1 00:57:12**

Oh, my God, lie to me. Tell me the appointment's 15 minutes earlier than it really is. I just want to make it a mess. Let's do a... Okay, yeah, I would prefer 11, just because then it doesn't put me in the... It puts me in the right direction of the traffic flow, as opposed to, like, leaving. Well, actually, it doesn't matter, because I'd be leaving Boulder at, like, 3 o'clock,

**Speaker 1 00:57:43**

so for a 4... It doesn't matter. Just never mind. Whatever's best for her, because she's the boss. I'm excited. A third. Don't tell Erica I said he.

**Speaker 3 00:58:04**

Please. Or you can say, he said she, and he said that you're an amazing. Only because she's younger than me, but she's still old enough to do what she does.

**Speaker 1 00:58:40**

Yeah, if anything needs to change, or like, or just, yeah, probably like before I leave here, I'll go, like, walk around the other casinos and just do my scene size up, like we do, and

just, you know, look around here. Yeah, check it out. Report back if anything cooler is going on elsewhere. We can't be having that. Competitive analysis.

**Speaker 1 00:59:11**

Although we got the prime real estate.

**Speaker 3 00:59:14**

Here's my card.

**Speaker 1 00:59:15**

Okay, great. Do you want like a photo of this or anything yet? Not to do the assumptive close.

**Speaker 3 00:59:26**

No. But the 2468 number is good for texting and calling. Well, let me speak with her and then I will get back to you maybe. That would be wonderful. If not tomorrow.

**Speaker 1 00:59:44**

Awesome. Thank you so much, Brian. Pleasure meeting with you. I had real fun in this interview. I had fun talking to people. Great. I'm going to shut up and leave now. Bye.