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## Conversations w/Tino

Guest	Aaron Moss
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Tino Magnatta: Good evening and welcome to another episode of GT Radio. Conversations with moi, Tino Magnatta. Man, we have a great show for you tonight, I mean, this guy's a good friend, he has an amazing story, and he's just the greatest person. Welcome to the show Aaron Moss.

Aaron Moss: Thank you Tino, thanks for having me.

Tino Magnatta: Yeah, no problem. Now, you grew up in hospitality, right? Your parents and grandparents owned restaurants and you worked there. What did you learn from that experience 'cause that's key to how everything else would unfold.

Aaron Moss: Yeah, the hospitality business, I started that very young. My grandparents owned restaurants and then my parents went on to own restaurants, and I grew up working the daily grind of you know either a line cook or a waiter, or hostess. And I mean, you get to learn a lot doing that. It's a lot of hard work for very small gains in the hospitality business, that's for sure. And you gotta work hard every day. And learn and that work ethic, I think it started for me when, I think I started working full-time at 15 in the restaurants and learning that hard work ethic, it's paid dividends for me, through my life, that's for sure.

Tino Magnatta: Yeah, and the restaurant business ain't an easy business. When you say 'hard work,' it's kinda like the poster child for hard work, the restaurant business, right?

Aaron Moss: Yeah, yeah. Sometimes you're doing a lot of hard work for nothing. You know, at the end of the day you still didn't make it. But that's what's hard about restaurant business and you work in that industry and it teaches you something about work ethic, that's for sure.

Tino Magnatta: Now you were the first one in your family to actually go to University, and tell us a little bit about how that shaped you and what your family thought about that, that was a big thing right?

Aaron Moss: Yeah, you know I grew up, my whole family grew up, they're working hard every day and you know, I'm the first one in my family to get a Bachelors degree and work for that. I did that just to try to give me a leg up on the industry, working in the industry, you know, just continuing education. I think continuing education is important no matter what you're doing. If you're going out for a Bachelor's degree or you're doing anything, every day that you're in the job you should be trying to learn something new, trying to stay up on it. Especially the gaming industries, it's ever changing and of you're not learning then you're falling behind.

Just getting that degree was really important for my career development and my parents encouraged it and they said, "Hey, we don't want you to have to work as hard as we did and we want you to be in a better spot to do that." And I

can't say that I'm working any less harder than they did, but I do think that the education helped get me where I'm at today, that's for sure.

Tino Magnatta: Yeah, there's no question about, I mean, even history tells us that when you're educated and you have a very good track record in your studies, you're probably gonna end up doing pretty well. How did you ... After you graduated and did you go the military after that?

Aaron Moss: Yeah, so right outta high school, I went into the navy and I did that. Decided I wanted to go serve my country and joined the United States Navy, and was actually stationed down in San Diego, close to where you're at. Out at Coronado Island, and was there and-

Tino Magnatta: Wow, it's beautiful there.

Aaron Moss: Oh, yeah, beautiful. I mean I got really lucky for my duty station and where I was living I was able to hit the beach every day, and go swimming in the ocean or surfing, and work hard. I think those are some of the best leadership development days of my life. And work really hard.

Tino Magnatta: ... You were a hydraulic mechanic, right? On helicopters.

Aaron Moss: Yeah, so when I got in, yeah I worked on H-3's and H-46 helicopters and I was a hydraulics mechanic and, I did that every day and really enjoyed it. I enjoyed doing that. You know, everything happens for a reason, that's for sure. Oh, I coulda easily made it a career, but I think life had different plans for me.

Tino Magnatta: Yeah.

Aaron Moss: Yeah.

Tino Magnatta: Yeah, exactly.

Aaron Moss: Yeah, I ended getting out of the ...

Tino Magnatta: So, where ...

Aaron Moss: Yeah, go ahead, sorry.

Tino Magnatta: No, no, go ahead, go ahead.

Aaron Moss: Yeah so, I mean, I was in the navy. I ended up getting out of the navy. Like I said, my parents were in the restaurants business, and my dad had a restaurant. He unfortunately had passed away when I was in the navy, so when I got out of the navy, when my time was to get out, I decided to come home and run the family business, because he had left me, you know in his will, he left my sister and I the restaurants, and we had to run the restaurant. My parents were divorced, so we

had to run the restaurant and I decided to get out of the navy and again, like I said, I coulda stayed in the navy and made it a career, but for some reason, I had to come home and run the family business.

Quickly found out that maybe that wasn't my dream to do that, so my sister and I ended up selling the business, yeah. Lesson learned there is that sometimes you gotta chase your own dreams, don't chase somebody else's dreams.

Tino Magnatta: Yeah.

Aaron Moss: And then ...

Tino Magnatta: Yep.

Aaron Moss: Yeah, it's ... So we ended up selling that business. And I moved around to a few different industries in my time, and from there I went to work at E & J Gallo Winery, the largest winery in the world.

Tino Magnatta: Yeah.

Aaron Moss: Yeah.

Tino Magnatta: Wow.

Aaron Moss: Yeah, making wine. So that was interesting.

Tino Magnatta: Tell us about that, that was like ... yeah. You developed a lot of skills there that pretty well formed your basis right? Your foundation for a lot of things that came up after. Tell us about that. Tell us what happened.

Aaron Moss: Yeah, so Gallo was interesting. Gallo's a very production based, obviously, business. You have goals and you have production and you have to meet a certain level, and you have a lot people working, it is the largest winery, so you got a lotta people. I was privileged enough to run a crew of people making wine, preparing the wine, getting wine ready for production, putting [crosstalk 00:07:51] it out to the bottling lines. And so, you know, I got to really kinda learn how to lead a larger group of people through Gallo Winery and their leadership programs. And kinda learn how to lead people, and I learned a lotta lessons there and lot of it was through making mistakes, and I got develop some great leadership skills through E & J Gallo Winery.

Tino Magnatta: Yeah, you're ... Organizationally it was, you had to be on your toes because you were juggling a lot of different things, just like you do in the casino business, right?

Aaron Moss: Yeah, yeah. There's a lot of moving parts obviously in production business. The bottling line obviously is relying on the production side to get them the product,

and if one thing stops the other stops, and anytime in business when production stops, that's a problem. So, you know, you gotta constantly communicate, learn a lotta communication skills and making sure everybody knows what's coming, when it's coming, and how long it's gonna take. So communication's key.

Tino Magnatta: And you were also in charge of the unions, right? So that was kinda like another skill of dealing with these entities, being able to negotiate and, you know, resolve disputes, right?

Aaron Moss: Yeah, yes. So I was in management overseeing a crew and I had a team leader and a union crew, and you really learn how to negotiate when you work with unions and any ... To be successful you gotta be able to work together and kinda find that common goal at the end, and meet in the middle, and try to work for that and that's not always easy. So, that'll test your patience there quite a bit.

Tino Magnatta: Mm-hmm (affirmative). Yeah. So then you got married, and you ended up at a job fair, which kind of changed your path in life. Tell us about that meeting, that day.

Aaron Moss: Yeah, you're probably seeing a trend here of one thing does not lead to the other, and maybe that ...

Tino Magnatta: Yeah, exactly.

Aaron Moss: Maybe the skill set doesn't quite match or doesn't quite fit, but ...

Tino Magnatta: But the character. The character.

Aaron Moss: Yeah, yeah. But-

Tino Magnatta: These people were hiring on character, right.

Aaron Moss: ... yeah.

Tino Magnatta: That's why they're hiring [crosstalk 00:10:28].

Aaron Moss: So I just happened to get into the gaming, yeah get in the gaming industry on accident. So, I was living in ...

Tino Magnatta: Yeah, most people do yeah.

Aaron Moss: Yeah, yeah. So I was living in [crosstalk 00:10:38] County.

Tino Magnatta: Most people ... I don't think I have one interview. I don't think I have one interview where someone said, "I wanted to be in the casino business." Everybody fall into it.

Aaron Moss: Yeah you just kinda fall into it.

Tino Magnatta: [crosstalk 00:10:48] for obvious reasons.

Aaron Moss: Yeah.

Tino Magnatta: When Bryan deLugo, the GM of Red Hawk, he hit a jackpot, and it made him get into the casino business.

Aaron Moss: That's funny.

Tino Magnatta: He was studying like, computer science or something.

Aaron Moss: Yeah.

Tino Magnatta: That's crazy.

Aaron Moss: Yeah, so mine was a family driven decision actually. I was working at Gallo and living an hour and a half away, and my wife and I had just had your son, he was six months old and I was on the road or working a lot, and quickly realizing that my time with my dad was short, relatively short. So I didn't want to miss out on any family life, and so we quickly realized, this isn't gonna work for a long-term. Well, there's a job fair up in Tuolumne, and if anybody who searches Tuolumne out there, it's a remote location, rural, and we're kind of at the end of the road. You don't drive past us, you drive to us. And so, I was like, "Well, there's a job fair I'll go to the job fair."

And just happened to be in an interview and sat across the table from a gentleman and didn't have any idea who he was, he just happened to be the tribal chairman. And had a little interview, and he said, "Hey, we may have a job here for you," don't know what it is but, took my application and a few weeks later I got called with a job offer that was 50% of my wage that I was making at Gallo. Sometimes in life you gotta make some sacrifices for what's more important, and that particular time and now, for me, family's more important. So I took a pay cut and a chance on a brand new casino, wasn't sure that the casino in Tuolumne would make it. Not only were we making it, but we were very successful. So it was a good gamble, if I can use that term.

Tino Magnatta: Yeah, that's a great term, no pun intended. Oh Aaron, that's funny. Aaron, what do you think, the person you had interviewed with, later you find that he was on the council, he was a heavyweight right, at the tribe.

Aaron Moss: Yeah, he was the tribal chairman. Yeah so [crosstalk 00:13:17].

Tino Magnatta: Yeah, [inaudible 00:13:17] and that's so it's very interesting.

Aaron Moss: Yeah.

Tino Magnatta: Let me ask you something, what do you think he saw in you, that made him take a chance? What do you think he [inaudible 00:13:28] about you?

Aaron Moss: I don't know, I think probably he saw just maybe some drive. I tend live my entire life, whether it's home life, private life, work life, I always ... I handle all aspects of my life the same way. I put in a lot of effort into all aspects the same way. And if you maintain a strong work ethic in your personal life, it takes a lotta work to be successful and marriage or raising kids. It takes a lot of work to be successful in the job. And so, if you maintain a strong work ethic, across the board, then you don't have to worry about turning it on when it's important. It's already on. So hopefully, you know, when I went to that job interview, maybe he saw that I was ready, I was eager, motivated, and because that's how I kinda tend to live my life. So I don't have to worry about trying to make ends meet, and trying to, "Okay, I'ma put effort in today but not tomorrow." Just always put effort in, then you never have to worry about it.

Tino Magnatta: That's great man. You said to me actually, "I work like I live," right.

Aaron Moss: Yeah, yeah.

Tino Magnatta: That's something that you say. Explain that a little bit more. For people who don't quite get that, because it kinda like, hard to put your arms around that. 'Cause you know, the whole cliché is well you know, you come home and you leave your job at the office, right. Everybody always says that. Tell us a little bit about this concept a little more.

Aaron Moss: Yeah, so the way I work is the way I live. Every day I go home, I try to put as much effort in to being successful as a father. As much effort in being successful as a husband. If I'm out in the community, I try to put a lot of effort into that, and then when I come to work I try to put a lotta effort. And it doesn't mean that you have to take your family life into your work life, or your work life into your family life. It's just, whatever's in front of you in that moment, just put that effort in. For that moment, and try not to let ... I try not to let my work impact my family life, but that doesn't mean I don't put any less effort into what I'm doing at that particular moment. Which may be a father or a husband. Yeah.

Tino Magnatta: I understand, yeah, completely. And it can relate to anything, even like mowing the lawn. It's the same thing. Or whatever it is that you're doing. Just put the effort to do the thing right, and don't slack off.

Aaron Moss: Correct. Yep. That's definitely what you gotta do.

Tino Magnatta: Yeah.

Aaron Moss: [crosstalk 00:16:29].

Tino Magnatta: Yeah, and like you said, that doesn't mean you're ...

Aaron Moss: You're always poised for success then. You know, if you're always putting in the effort, trying to do your best, every single day. Because you don't know who's watching or not watching. If you're at work, if you're an employee, or a team member of a particular business, you don't know who's watching you. And I started off in the casino business as a EMT security officer. I didn't who was watching me, when that next opportunity was gonna be. But I knew, if every day I put in effort, that that would be recognized at some point.

Tino Magnatta: You tell that story to people that start working at your casino, right? It's something that you ... you tell them this story, right?

Aaron Moss: Yeah, yeah. We have orientation, and I like to tell my story at orientation, not because I wanna brag about it or anything. It's just I want people to see that there's opportunities if you allow them. You know, I always say, "Hey, we got a lotta doors that will open around here. People aren't gonna open them for you, sometimes you gotta push them down. Sometimes you gotta turn on the knob a little bit. You gotta, really gotta push on that door and make sure it'll open [crosstalk 00:17:47] sometimes you gotta ... " Sometimes you have to prove to people that you're worthy of opening that door. And that's fine. But if you're turning it on when ... Nothing that I dislike more than to have somebody perform at an average level, and then all of a sudden a job opportunity comes up or something comes up, and then all of a sudden that person's stepped up their game. All that tells me, is that that person had it in them, they chose not to.

That's all that tells me.

Tino Magnatta: That's funny.

Aaron Moss: And so ... Yeah, why weren't you doing it to begin with, because you had it in you so you're just holding back. And so, I like to surround myself around with people that don't hold back. That work hard.

Tino Magnatta: Mm-hmm (affirmative).

Aaron Moss: And with that comes reward.

Tino Magnatta: "Dress for the part, and get involved in everything," something else you told me. Explain that.

Aaron Moss: Yeah, so you gotta wake up every day, you gotta dress for the job you want, not for the job you have, and what I mean by dress is, you gotta perform, you gotta ... We've all had jobs in careers that, man, I just don't like that job. That job doesn't excite me, I'm not enthusiastic about it, I wake up in the morning, I just don't wanna go do that job. But that not the job you're interviewing for, you already have that job. You're interviewing for that next job, so you better perform in that job very well. And so you better show up every day, dressed and

ready and performing for the next job, the job that you want. Not for the job that you have.

Tino Magnatta: Yeah, always looking forward.

Aaron Moss: Yes.

Tino Magnatta: Always looking forward. Now, you're not big on titles there, right?

Aaron Moss: No, personally I'm not. I'm not background on titles, we all have titles. You know, I'm the General Manager, we all have responsibilities, or accountability. We all have our job descriptions, but we're really big on just getting involved and helping each other out. And that's why, you know, I've been working for Black Oak Casino, it's my only gaming establishment I've ever worked at, so I think that's ... for 17 years, so I've been working here for 17 years. And the reason I've worked here for 17 years is I think we demonstrate teamwork very well. It doesn't matter what job you have, or what position you have, if you see something that needs to be done, you're jumping in and doing it.

And it doesn't matter, the title doesn't matter. It doesn't matter what your job is, something needs to get done, we help each other out, we get it done. And that's what I really like. We can all say that we have strong teams, but I really feel that we have a strong team, and everybody from our leadership team demonstrates that on a daily basis, will get in there, jump in, do the job. And just make it a lot easier on everybody when we all do that, because we all need help at certain [crosstalk 00:21:09].

Tino Magnatta: Yeah.

Aaron Moss: Yeah.

Tino Magnatta: Key [crosstalk 00:21:11].

Aaron Moss: Team effort. Team effort.

Tino Magnatta: Team effort. Yeah. You guys have a lot of competition, you're a small casino. How do you keep up with the big boys?

Aaron Moss: Yeah, we have a few things working against us here, Tino. You know, we're a very remote location, we're not near a major highway or freeway. It takes, you know, I think a lot of our local guests are driving from an hour away. And so that becomes difficult and it's hard to compete because everybody has the same product in terms of just slot machines, table games, food, entertainment. Everybody has some combination of those products at their casino. And so you gotta give them something, you gotta give the guests something that'll make them want to drive, and sometimes drive past other properties, to get to your property.

We like to give a fun and unique guest experience. We like to do things a little bit different, we hope. We like to do a fun, unique take on it, and you're really ... our identity is unique and fun. And that's what we strive to demonstrate every single day. We do promotions and events, and we wanna make sure that all those events are ... Staff, our team members and our guests' interactions are involved with that. So if we're doing a VIP or a promotion on the floor, that our team and the guests are interacting. And they're enjoying, and there's a personality behind what we're doing. And we really want our guests to know that personality. 'Cause they'll come back to a property if they know your personality, if they know who you are, that they know that you care about them. They'll come back to that property versus maybe a property that they don't get that type of attention.

A team member recently said to me, it's like, "We are the Cheers of casinos, that we know peoples names, we welcome them, we sit with them, we talk to them." And I think that's real important.

Tino Magnatta: The Cheers [crosstalk 00:23:31].

Aaron Moss: Yeah, yeah, so that's what we strive to be. We strive to be a friendly casino, we strive to be a unique, a fun casino. I mean, our executive team, our leadership team, myself, you will often see us up on stage in costumes, or interacting with guests, or participating in events, just to get that interaction between guests and our personality as a resort, our personality as a casino, and making sure that everybody's having a good time.

Tino Magnatta: Now you've done that [crosstalk 00:24:03] too right?

Aaron Moss: Oh yeah, absolutely.

Tino Magnatta: You've dressed up a few times too, I heard. Yeah, were you like a pirate or something, I can't remember. What you say? What was it?

Aaron Moss: We'll dress up in horse jockey uniforms during the Kentucky Derby. We'll dress up ... our teams dress up as leprechauns, we'll dress up, we have a theme for any type of event, if it's an event, a themed event, I can get ... it's usually my team saying, "Hey, we gotta do this. This is what we gotta do, this is something unique and unusual, we gotta do it." It's like, "All right, I'm in. Let's do it." And so they're driving the boat a lot of times, yeah.

Tino Magnatta: [crosstalk 00:24:44].

Aaron Moss: They're driving it. But I think it's really important also, that if you're gonna do that. You gotta be genuine at it. It's not a song and dance, it's gotta come from the heart. You have to show that you are genuinely enjoying, having fun, and you wanna be there. If not, don't do it.

Tino Magnatta: You said something else, which I loved. "We've leveraged our personalities from our team." And that's what you were just talking about.

Aaron Moss: Yeah so, if we have a ... yeah and I said a lot about the personality at the resort, but our resort personality is made up of individual personalities. And so you really gotta leverage that as well. Like, you have members of your team, any business that are better at certain aspects of the business than others, and you gotta really go after that and say, "Hey, you're good at this. You gotta do it." Our executive director of marketing is ...

Tino Magnatta: [inaudible 00:25:48].

Aaron Moss: Really ... yeah, he's really good at getting on camera.

Tino Magnatta: It's an interesting concept.

Aaron Moss: And having fun and unique and we leverage that, and we say, "Hey, do that [inaudible 00:25:58]." If you go to our website right now there's a home page, at the bottom, there's a video. You'll get a great idea of who we are by watching that video. We're getting our message across in a fun and very unique way.

Tino Magnatta: Yeah, I mean, you know at the end of the day, you're producing an identity and a concept that those things that you're producing which is what you guys are doing, you're dressing up as leprechauns and all that, are creating the experience. And that-

Aaron Moss: Yeah. Yeah, that's how you kinda compete. You know, you gotta create an experience that is different, and it might not be the experience that everybody wants, but the people who do want it, know that they gonna get it. And so, you know [crosstalk 00:26:44].

Tino Magnatta: And it needs to be authentic.

Aaron Moss: Yeah, it needs to be authentic, it needs to be genuine. And every property's gotta find out what they are, what it is for them, because I'm not saying what we do or what we create is right for every property.

Tino Magnatta: Yeah.

Aaron Moss: I think you really gotta find out what for your property is the most important thing. What is your identity, and how are you going to portray that and how are going to demonstrate that on a daily basis.

Tino Magnatta: So what you're saying is, it doesn't necessarily have to be theatrically based, the way you guys do it. There just needs to be a strategy that meets the identity of the casino, right.

Aaron Moss: Yeah, that's correct. You really just gotta find out who you are, and be really good at it. And that's how you compete. That's how you ... If you look at all properties in, you know, Las Vegas, you have properties and everybody's got their unique theme to their property and they figure out, "Okay this is the theme, this is who we're gonna be." And they do that. And that same type of aspect is that we're just trying to be who we are, where we're at, and we're trying to draw people that want that type of experience, and wanna continue to have that type of experience.

Tino Magnatta: Yeah.

Aaron Moss: You're not speeding, are you?

Tino Magnatta: No, no, no. Oh that's a funny one. That'll be on the show too. That'll be on the show, they're coming to get me.

That's my identity, how about that.

Aaron Moss: They finally caught up with you, Tino.

Tino Magnatta: They caught up with me.

Who was it, Bulger? What's that ... what was the guy's name? The Irish mobster they caught after 20 years or something?

Aaron Moss: Oh yeah.

Tino Magnatta: [Writey Bougser 00:28:51] or something, I can't remember what his name was.

Aaron Moss: Whitey ... yeah.

Tino Magnatta: Whitey Bulger, yeah. Something like that. He was like, he had like ... the found him, busted in his apartment, he had a million dollars cash, and they got him. So, 20 years later. It just goes to show crime doesn't pay. What advice do you have for the younger people coming up in the ranks?

Aaron Moss: You know, my story is, I started at a entry level position. I worked a lot of positions coming up, I mean, it wasn't always easy. I faced a lot of disappointment. When I went for supervisor the first time, I was passed up for supervisor four times before finally getting the supervisor job.

Tino Magnatta: Wow.

Aaron Moss: That was quite a few years ago, because I've been working here 17 years.

Tino Magnatta: That's crazy.

Aaron Moss: But, you know what, that made me better. And so you gotta look for the positive in that kinda stuff and go, "Okay, I can get upset with that, or I can say well you know you were wrong and I'm gonna show you why you're wrong, and I'm just gonna be better at my job and I'm gonna go get it next time." And sometimes you face disappointment, but that's okay. Sometimes you're gonna have bad days, but you're gonna have a lotta good days as well. I think it's really important you kinda focus on those good days and kinda wash away those bad days, because we all have them.

Tino Magnatta: Yeah.

Aaron Moss: I think what it is, if I was gonna say, "Hey, if you're getting into this industry, if you're getting into any type of industry, and you wanna be successful, you go in, find out what your passion is, work really hard towards that passion and people will see it. Because they'll see your enthusiasm, your passion, and somebody's gonna notice you. It may not happen overnight, but somebody's gonna notice you and go, 'I want that person running this business.'" And so you just gotta work hard for that and don't give up. Just keep working harder and harder.

Tino Magnatta: Yeah, yeah [crosstalk 00:30:52].

Aaron Moss: Yeah. I had to be humble in this, you know, this is my only property I've worked at. I'm General Manager now, I had to be humble, there'd be a lotta times and I'm like, "I just don't know the answer and I need some help with this." And there is nothing wrong with asking for help.

Tino Magnatta: Yeah definitely. All right, this has been fantastic, let's take some calls. We've got a lot of people lined up here, so ...

Aaron Moss: Okay.

Tino Magnatta: [inaudible 00:31:17] take a few calls.

This is Tino Magnatta [inaudible 00:31:23] for Aaron Moss.

Haydee: Hi, this Haydee Antezana can you hear me?

Aaron Moss: I can.

Tino Magnatta: Yes we can, loud and clear.

Aaron Moss: Hi, hello Haydee, how are you?

Haydee: Hi guys, how are you guys tonight?

Tino Magnatta: Good.

Aaron Moss: Good, great, how about yourself?

Tino Magnatta: Thank you.

Haydee: I'm good. Aaron, so I'm excited to speak to for various reasons, every time you say something I'm writing down one of my favorite quotes in the world, because everything you say goes towards one of those quotes. And one of them is, for me you are the epitome of one of my favorite success quotes. I've written a book called Packaged for Success, and it's all about studying the patterns of various successful people. And I think your life is an epitome of this quote, which is, "Success is where preparation and opportunity meet."

Aaron Moss: Oh yes, yes. That's a great, great quote.

Haydee: So, what I want to know is, at what point did you start preparing, of your 17 years of being there, that, "I think I could be the GM of this casino?"

Aaron Moss: Yes, so that was not right away, so when I took the job here I wasn't even sure a casino in Tuolumne would be successful. I'm proud to say that I was very wrong in my early assumption, and once I started working here and kind of looking at the culture, and said, "You know, I can make something of this," it probably wasn't until about, I'd say about 10 years ago, about eight to 10 years ago, I was working in an executive role under [Ron Patel 00:33:09], General Manager, and I said, "What's it gonna take for me to get here. Is this even a realistic dream or, 'cause I wanna stay with the company, so how am I gonna do it?"

So probably about eight to 10 years ago, really started working towards okay what kind of skillset, knowledge base, education am I gonna need to be successful in this role. And he helped me along the way. And I think it was really important just to find a good mentor. Somebody that can kinda take you and say, and be honest with you and say, "Hey, you really need to get this skill or really need to get this education, you're falling short in this area, you're very strong in this area." So it was probably halfway through my time here that I realized, you know what if I'm gonna stay here, I wanna be a part of this organization, that I wanna help lead it. I wanna be a leader in this organization.

Haydee: Right.

Aaron Moss: And so, yeah about eight to 10 years ago.

Haydee: Okay. So you've been preparing for that long for this decision?

Aaron Moss: Yeah. I think that's important, you know, that people understand that sometimes it's not an overnight thing. Sometimes you gotta put a lotta hard work and energy into it. And I worked very hard over the last eight to 10 years, preparing for this position. I think I worked my entire life to prepare for this position, to be honest with you.

Haydee: Absolutely. That's what I believe. Often people say how lucky I am to get a specific contract and I said, "Well, I've been preparing 20 years for it." Exactly what you're saying now. Aaron, another question, if I may, Tino, I have two more very quick ones.

Tino Magnatta: Absolutely. Absolutely.

Haydee: What has made you, you know I speak to a lot of GM's and I deal with a lot of CEO's and I haven't come across that many that have stayed with one single casino, for this amount of time. What is your main reason for staying with Black Oak?

Aaron Moss: A lot of it has to do with tribal leadership. I really believe in the tribal leadership, we've had the same tribal chairman, he's been tribal chairman for over 22 years here. But the same tribal chairman throughout the entire existence of Black Oak Casino Resort. So, that was one reason. Another reason is I had a great leader before me, before I took over the reigns as General Manager, Ron Patel was a great leader, and I stayed because of that. And then, I just really enjoy workiNG with the people that I see every day.

Haydee: Right.

Aaron Moss: And that makes it easy to come back the next day, because it's the people that make the difference, it's not the job. It's the people that do and I'm blessed to be surrounded by some great people and that helps me get here every day and wanna stay here, and work hard to make sure I stay here.

Haydee: So that's your second family, per se?

Aaron Moss: Yeah, my second family, absolutely. And we call each other family, so.

Haydee: And, Aaron, I think a lot of the times we spend more time with our work colleagues than we do with our own families if you had to take a percentage of time every week. I wanted to ask you, I saw as well that somewhere along the line you were a trainer at Black Oak. Is this with the training department, with HR? So tell us a little bit about that.

Aaron Moss: Yeah, so when I started in public safe ...

Haydee: Hello? [crosstalk 00:36:54].

Tino Magnatta: I think we lost him.

Haydee: We lost him, hey?

Tino Magnatta: [inaudible 00:36:58].

Aaron Moss: You got him.

Haydee: Are you back? [crosstalk 00:37:01].  
I'm here.

Tino Magnatta: No, this is Tino. This is Tino.

Haydee: Yes I know.

Tino Magnatta: I think we ...

Aaron Moss: I can hear you.

Tino Magnatta: I think we lost him.

Haydee: Oh there he is, you're back again.

Tino Magnatta: There we go! Okay, you're back.

Aaron Moss: I could hear your entire conversation.

Haydee: Oh gosh, okay. So maybe we can back track a little bit.

Aaron Moss: Yeah.

Tino Magnatta: Yeah.

Haydee: You mentioned that you started ...

Aaron Moss: Yeah. I'll paraphrase, yeah I went to the training department and did a lot of training for the public safety department. And then cultural training, and so that really got me ingrained with the cultural aspect of the businesses, and it was something I believed in so it was easy to do. But I really, really enjoyed, and I still do enjoy getting in front of the team members and guiding discussions and having effective conversations that lead to strategic change. So I really enjoy that.

Haydee: Wonderful. Can I ask one more question, Tino?

Tino Magnatta: Sure, sure.

Haydee: All right. So, you talk about one of my favorite quotes as well, and you talked around it, called ... and I talk about, "Wake up, dress up and show up every day." And that you need to dress how you wanna be addressed. So what happens when you work with people whose maybe dress isn't exactly up to

scratch, and they'll maybe say, "Well you know, it's got nothing to do with my dress it has to do with my capabilities and my skills."

Aaron Moss: Yeah, I think you really just have to have a genuine conversation and maybe find out a little bit more background and find out why they think that way or what they feel. A lot of times when you have a conversation with somebody you find out that maybe it might not even be, if they're not performing well, it might not even be because of the job, or because of their skill set. Maybe they lack the confidence in themselves, and they just need some support. Or maybe it's something happening in their family, their personal life that's impacting their daily work performance. And then sometimes you might just find out and go, "Hey, we both agree, maybe this isn't a good fit, what do you wanna do? How do we get you there."

Haydee: Mm-hmm (affirmative).

Aaron Moss: Because there's people in organizations all the time that don't belong in that organization. And I think [crosstalk 00:39:24] if you ... yeah, if you have honest conversations, go, "Hey, this just isn't working, but let's work together to find something that will work." I think more times than not, you'll find success with that.

Haydee: Wonderful, thank you so much for your time, I really enjoyed talking to you. And thank you, Tino, once more. Thank you very much.

Tino Magnatta: No problem, thank you.

Going to next caller. Hello, this is Tino Magnatta do you have ...

Mark: Hey Aaron, can you hear me?

Tino Magnatta: Yeah, we can hear you.

Aaron Moss: Hello. Yeah, hi.

Mark: Aaron, this [Mark Giteau 00:39:57] with Market Smart.

Aaron Moss: Oh no. What's going on?

Mark: What's happening my friend?

Aaron Moss: How you doing buddy?

Mark: I'm doing great man, I'm enjoying listening to you. All the stories.

Aaron Moss: Oh, thank you.

Mark: Hey, you know, you mentioned Ron, and I think the role of mentors is so important. And that was actually gonna be one of my questions, I know you've been at Black Oak there very, very long, I was gonna have you talk about mentorship and then you said, you know you went to Ron about 10 years ago, and said, "Hey man, how do I run this show?" And I started laughing. But I do I think it's important to have mentors, and I know there's probably a lot of people out there listening. How do you recommend somebody go to, like the GM, and say, "I wanna run this thing, basically I wanna take your job." You know, how ... can you give some advice to people out there, that were in your position maybe five, 10 years ago. And they wanna run a casino, but they definitely need a mentor.

Aaron Moss: Yeah, I mean I ... First of all, I think it's important to find somebody that you can align with. Somebody that you believe in their vision, their culture, who they are. It doesn't mean you have to emulate every single aspect of it, but I think it's important that you find somebody that you believe in. So, it might be somebody outside of your organization, that you say, "Hey, I wanna run a casino some day, can you help me out?" Because the skills can be learned and all that other stuff can be learned, it's that leadership and that cultural piece that you really kinda have to figure out and make sure that you're aligned for it.

But you know Ron, and you know how easy he is to approach, and so it was easy for me to say, "Hey when you're ready to retire, I wanna step in. I wanna be the guy."

Mark: Right.

Aaron Moss: And sometimes in life you just gotta be bold too. You have to say, "This is what I want and can I get your help in getting there." But I think it's the person's responsibility, the individual's responsibility to drive the development because if you drive the development, if you say ... If I go up to my GM or my CEO and say, "Hey I want this job, can you help me get there," and then you go and sit back on the sidelines and wait for them to get you ready for it, you're never gonna be ready for it. So you have to drive, you have to show that enthusiasm, you have to say, "This is what I need, help identify my weaknesses and help identify my strengths, so I'm in a position to be successful in the future."

And I think if you do it in the right way, you know, you're not gonna be threatening, because I think that's what we always worry about, right, is threatening somebody, or, "Oh they're gonna take my job," or ... But if you work in an organization where it's okay if somebody knows more than you, and there is no threat, then I think the whole organization benefits from it.

Mark: No doubt. I was hoping you were gonna tell the story about your trek in the Himalayas to base camp, simply because that, you know, and you did a great job kind of quickly running through all the different challenges in your life, but I was hoping you'd throw it out there 'cause it really shows perseverance. You know, obviously that was no easy task, and perseverance, I think, in the end, and

you've articulated that many times throughout the conversation with Tino. You know, you just have to stick to it and do your best work but, that was a great story, was hoping you'd say that, but if you have anything to share on perseverance, I'm sure everybody would be interested.

Aaron Moss: Yeah, I think you hit a point that Tino said earlier, where I just kinda, I live my life the way I work and I put it all in. I like challenges in my life and what Mark's referring to is, one year ago I took a trek to Mount Everest Base Camp and I just decided one day that that's what I wanna do. I prepared for it, I didn't sign up for the trek, I didn't go to Mount Everest Base Camp, I didn't ... the next week I said, "Hey, in a year I'ma do this, I'ma prepare, make sure I have the right gear, I'ma set myself up to be successful," and I was. And only because my preparation, and that applies to my work life as well, that every single day, I prepare to be successful, way before I need to be successful.

And so, but ... yeah, I mean. I love [crosstalk 00:45:03] challenging myself either physically or mentally, I love challenging myself.

Mark: Yeah. Great advice.

Tino Magnatta: Thanks to Mark. Mark, appreciate it.

Aaron Moss: Thanks Mark.

Mark: You got it guys, nice job Aaron.

Aaron Moss: Thanks, talk to you soon.

Mark: All right buddy.

Tino Magnatta: Talk to you soon. Bye bye.

Yeah, that was good. Hadn't heard that story.

Not many [crosstalk 00:45:31]. There have been some, but not that many. What were you gonna say about Mark?

Aaron Moss: Mark's a good guy and you know, just to work with him. But I just enjoy a good challenge, that's for sure.

Tino Magnatta: Of course. Of course. All right, let's get into the right caller here.

Aaron Moss: All right.

Tino Magnatta: Hi, this is Tino Magnatta, do you have a question for Aaron Moss?

Heather: Yes, hi this is [Heather Lee 00:46:03] with [inaudible 00:46:04], how are you guys?

Aaron Moss: Hi Heather.

Tino Magnatta: Hey Heather, how are you?

Heather: Hi. Good, how are you?

Tino Magnatta: Good, good, good.

Aaron Moss: Doing great. Yeah.

Heather: Good. First I just wanted to say that I watched the video on your website, and I literally laughed out loud. Like, I get your marketing director. So that was really enjoyable, and then, the question that I have though, was what has been the highlight of your gaming career?

Aaron Moss: I just, I think a highlight ... I think the biggest highlight is being a part of the growth. Being a part of all the mile stones that Tuolumne [inaudible 00:46:46] in the ends have gone through. I've been blessed to be a part of this casino since day one, and seeing the different phases of construction and being a part of that, and being a decision maker in a lot of things that happen, and seeing the success for the tribe has been my biggest pleasure. I mean, it's been a pleasure to be able to be a part of all that. And just kinda see a successful business grow. That's probably been the most rewarding part of my job.

You know, there's a lot of other things day to day, that I just have a lot fun doing, and you saw that video, and just being part of a team that we can be that goofy and enjoy ourselves is amazing. And being able to ... laughter in the day, but still get the job done is, I enjoy. So I think just being a part of al the growth, and having that success and being a part of all that has been very rewarding.

Heather: I love that, and I guess that's speaks to the benefits of staying at one property for such a long time because this does seem to be such a transient industry where people move around a lot, so maybe they miss out on some of that you've been able to enjoy, so that's beautiful. I like that.

Aaron Moss: Yeah. Oh, thanks.

Heather: Well, thank you Aaron, thank you Tino.

Tino Magnatta: Thanks so much.

Aaron Moss: Thank you, have a great day.

Heather: Bye.

Tino Magnatta: Thank you, have a good night.

Heather: You as well.

Tino Magnatta: And Happy Thanksgiving.

Heather: Thank you.

Tino Magnatta: Coming up, tis the season.

Aaron Moss: Yes it is.

Tino Magnatta: All right.

Aaron Moss: Ready or not, here it comes.

Tino Magnatta: [crosstalk 00:48:34]. You gotta get those turkeys. Get those turkeys.

This is Tino Magnatta, do you have a question for Aaron Moss?

Oz: Ah, okay, sorry it's 'cause I'm obviously I'm just on the headset so I can't hear you back. Hi, my name's [Oz 00:48:49], thanks Tino.

Tino Magnatta: Hey Oz, how are you?

Aaron Moss: Hi.

Oz: I'm good thanks. Hi Aaron, how are you?

Aaron Moss: Good.

Oz: This has been a great interview to listen to, and all the insights and everything else has been really an eye opener, much appreciate, thank you for your time.

Aaron Moss: Oh, thank you.

Oz: All right, so look, the question I wanted to ask you is really, it leans more towards industry and where I am. I work for a media company and we've expanded out here in the U.S., particularly with the [inaudible 00:49:18] business. Again, where you've been with Black Oak from the ground up, regards to the pending constitutional amendment, to legalize sports betting, what are your views and opinions in terms of looking at adding a sports book if that were the case and that were to come about. I'm sure that's a while away yeah, maybe 18 months, a couple of years. But in the first instance, would you look at it as being a fit for the character and the personality of a casino you've been involved in since it's inception? And then from that point, would you look at it as being,

you know, envisaging it as a big, potential, and opening a new type of customer into the casino for you?

Aaron Moss: Yeah, so that's a good question, 'cause that's the hot topic right now and that's what everybody's looking at. And in California, who knows when they'll be allowed legal in California. I mean, we're still waiting for internet poker, and you know, everybody, all that. So we do expect two to five years, but we'll be ready if it's sooner. I do think that there's a fit for it, on a ... probably for us, maybe on a smaller scale, you know not opening a big sports book. But just having the availability of the additional amenity to what we already do. I think it falls naturally with ... we have a sport's restaurant, we have in our lounge, we have a large screen television, we play all the sporting events, so I do think there's a bit there.

Oz: Yeah.

Aaron Moss: To what degree, we have to really kinda take a look at that and go, "All right, to what type of sports betting business do we wanna be, and do we wanna go at this small, do we wanna go at it a little larger," but I definitely think there's a bit for us. And we're, I mean, we just went through a seminar yesterday, trying to get a little bit more information and trying to get all the information necessary to make the right decisions. Present to the tribe, and say, "Hey, what do we wanna do. This is our recommendation." But I definitely think it's a fit for us, I don't think we'll be big at it. I don't think there'll be a big change for us, but I do think if it's having us another amenity that's draws guests here, has something else for the,. Maybe something to pass the time while they're doing other things.

But we are kind of a destination, so to have as much to do as possible would be a benefit for us.

Oz: There you go, that sounds great. Well, good luck. And again, it's been a pleasure listening to you today, so thank you for your time and wishing you and Tino, both of you a great Thanksgiving, as you've raised that Tino, so here's to a good Thanksgiving to you both and your family.

Aaron Moss: Happy Thanksgiving.

Tino Magnatta: Thank you so much.

Oz: Thank you, sir. Take care. All right.

Tino Magnatta: Yeah, thank you.

[inaudible 00:52:25] a good question. Yeah, California's slow to the draw, that's for sure.

Aaron Moss: Yeah.

Tino Magnatta: No question about that. Yeah, they have been on most things. It's kinda like [crosstalk 00:52:35] right.

Aaron Moss: Yeah, nothing happens quickly, that's for sure.

Tino Magnatta: Yeah. [inaudible 00:52:42] we got a lot of people here. Let me just see ...  
Hello this is GT Radio, do you have a question for Aaron?

Randy: Good evening, how are you guys?

Aaron Moss: Good, how are you?

Tino Magnatta: Great.

Randy: Outstanding, outstanding. This is Randy from Wisconsin, arctic Wisconsin, I should say. I'll tell you, first off; Tino, I started listening to your things and found them quite interesting. I continue to find them amazing, and Aaron, you got me all fired up and if I wouldn't be retired you got me thinking I should get out of retirement because you fire up the team, and your philosophies are incredible.

Aaron Moss: Oh, thank you Randy.

Randy: First off, I also wanna thank you for your service.

Aaron Moss: Oh, thank you.

Tino Magnatta: Oh that's great.

Aaron Moss: Yeah, it's a good one.

Randy: It's an amazing thing to hear now, I'm on the board of directors for a memorial in Wisconsin, for a veteran's memorial in Wisconsin, and I'm always touched because you have the choice to not have to have done it. I mean, I served in the navy but it was at a whole different time, I'm considerably older than you young fellas. And, I think it's impressive that you made that commitment, which leads to a question about something else. You have mentioned numerous times about, and not in exactly these words, but in a parallel of these words, earning it. You give people the opportunity to earn it, you educate them on how to earn it, you show them how to. Is this something you've done your whole life?

Aaron Moss: Yeah, that's kind of a philosophy I've taken throughout my entire life whether it's be ... People around me, work with me, know I don't I like a handout, I like to make sure that I'm deserving of what I'm getting. It's just, I think there's a lot more ... I think if you earn it and if you feel like, "Hey I worked hard for this, I got

it," it feels a lot better than if somebody hands it to you. And I think, and if I work hard for something, I work hard to get something, I'm gonna be better at it because I worked really hard to get there. That's just a value of mine. I wanna make sure that everything I get, everything I do, everything I provide for my family is earned and I'm deserving of it. And so that's just kinda how I live my life.

Randy: That's so impressive because I think it's so easy to be intimidated by the future as it's unknown, but you seem to have the confidence to go into it and as you're talking about your climb, you prepare, you seem to listen and do it the right way, which leads to my other question. You use the word 'they' quite often, have you always been a good listener to other people? Or is this something you learned you over time?

Aaron Moss: I can't say, well, I'm gonna be honest with you that I think ... a lotta times you have to learn how to be a good listener, and I can't say that I've always been that way.

Randy: Mm-hmm (affirmative).

Tino Magnatta: Yup, I agree.

Aaron Moss: But I try, and I try to be that way every single day, I try to be better at it. I'm definitely not perfect at it, but I'll continue to be better and better, and I really ... The philosophy here is we all work together, we make decisions together and I'll take the responsibility for it, but we'll get to answer together. And then it's my job to take responsibility for the failure of it, if it happens. And then I'll share in the success if it does, if it's successful. And making sure that that person is acknowledged for it. But I think it's important that you come to decisions together, otherwise everybody just kinda looks for you to make every decision for them.

Randy: That's a very, I think it's very impressive and when they're talking, they make a commitment and it's their effort. And I think if you described, I feel it from you, and I feel that you've had the opportunity and I think you're extremely impressive and I know you've got a lot of other calls, but I wanna thank you for taking the time to be on tonight. I learned so much and I hope some day to meet you, in my rambling aimlessly across this country as I do on occasion.

Aaron Moss: Well thank you, Randy. Thank you for your service, and go U.S. Navy huh.

Randy: You got it. Go U.S. Navy.

Tino Magnatta: Yeah.

Aaron Moss: Yeah.

Randy: Take care.

Aaron Moss: Thanks Randy.

Tino Magnatta: Take care, bye bye.

Randy: Bye.

Tino Magnatta: Great questions.

Hello, this is GT Radio. You have a question for Aaron Moss?

Mike: Aloha, this [Mike Kah 00:58:13], I know you're up in Washington, how's it going Aaron?

Aaron Moss: Good, how are you doing?

Mike: Good, good! You know, you mentioned [inaudible 00:58:20] first off, I agree, thank you for your service. I'm a navy brat myself so, I knew you picked the right branch. That was a good one.

Aaron Moss: Yeah, yes we did.

Mike: You know, you talked about some of the fundamental things I've heard throughout my career, and being prepared, doing the work now as opposed to when the job is available, and hitting on some very similar themes that go out there. But you also talked about the competition that's coming up. So as competition increases in your market, what do you do to identify the talent that you currently have, and nurture them and develop them more. And then also retain them, so they don't go to another property?

Aaron Moss: Yeah, so that is a big struggle for us right now. We live in a very rural area, so housing is very limited, so it's real important that we keep our trained and skilled, and people who believe in our culture here. That's very difficult. Now, the only thing that I have to say is that we constantly have to do better and better every day, because in today's great economy where things are ... I shouldn't say 'great' economy. A good economy, where people have choices where they wanna go work, is we have to create, maintain and demonstrate every day, a culture that is a good fit for people that wanna stay. Because there's lots of opportunities out there, and there's a lotta opportunities in places that people will be able to find housing, or maybe, you know, we're in the foothills, and maybe there's no snow. So we're working on our strategies right now, to try to keep and try to maintain as much as we can.

I think we do a fairly good job at it, but we do tend to lose people occasionally to competition. And so, I think we gotta look at ... What we do is we look at each individual situation, and we ask them, "Why are you leaving? What's going

on? What are the opportunities?" Some things are, you can't unavoidable. You know, moving closer to home, or, "I got a better opportunity." But we try to find out from each one of these people that are leaving, why are you leaving and what could we have done differently to keep you stay. And if we keep learning from each one of those opportunities, then that's gonna put us in a better strategic spot to maintain our trained, skilled and culturally fit staff, team members, within this organization.

Mike: That's great, that's great. Yeah I think the culture fit has always been extremely important, you know obviously with the personalities as well. You're a man of many goals, and you like to prepare for them, what's left on your list to finish this year?

Aaron Moss: Well, on the short-term, just meeting ... we just finished on a work goal, we just finished our first year of an outdoor concert series. So I'm working on the recap of that, and working with our team here, I got a great team working on it, that's going to set us up for year two. We're in a better spot to have more concerts of a higher caliber, so we're working on that.

Mike: That's great.

Aaron Moss: And then on the ... Yeah. And then on the personal side, you know, you gotta have that work-life balance, right? I got three more weeks, and I get to take my lovely wife out for vacation. So, just the two of us are getting away. So those are my goals.

Mike: Good for you, that's awesome.

Tino Magnatta: Yep.

Aaron Moss: Yeah.

Mike: Well, thank you very much.

Aaron Moss: Thank you.

Mike: And again, thank you for your service. Have a good one.

Aaron Moss: Thank you for yours, thank you very much.

Tino Magnatta: Goodnight, thanks. Happy Thanksgiving.

All right. I think there's time for one more, let me see what we got here.

Hello, this Tino Magnatta, do you have a question for Aaron Moss?

Hello, can you hear us?

Michael: Hey ... yeah, hey guys, sorry. I had you on mute. Hey, Michael [Gawson 01:02:42] from Catalyst Marketing, how are you?

Aaron Moss: Oh, hey, how you doing?

Michael: Good, good. Hey what ... Just a question, and Aaron we've never met before, I know you've worked with our team in the past. But pleasure to talk to you, thanks for taking the time, got some great stories. I know ... I've done an Iron Man before, I know what it is to go and set up and have a plan for a couple of years and, you know, have these physical task and physical things that, you know, to put a carat out there to keep your short-term goals in line.

Aaron Moss: Sure.

Michael: But with that said, this is more of a personal question for, I'm not gonna bug you about the marketing side, but with those goals and with those things that you set up, how do you go about building in short-term goals along the way, with that long-term goal in mind? What's the strategy behind that when you're chasing some of the bigger dreams?

Aaron Moss: Oh, yeah so, any of my team that's probably listening is gonna laugh at this answer. But I am very, very well organized, and I'll write out a list of what I need to do, when do I need to have it done by, how am I gonna measure that success. And so if it's going for a climb to Mount Everest Base Camp, I'm writing down like, "I'm hiking this many days a week. I'm going for this mileage. I'm going at this altitude." And then I'm checking the boxes as I go along. And to keep me honest and keep me on goal for those short-range goals, so that I know that I'ma be successful at the end of it. So I mean, I'll write lists, I'll rewrite lists, I'll write that list three times. My turned my ping pong table in my game room into a staging area for my gear, for my trek. And I think passed like 30 times. Just to make sure I got the right combination of stuff.

Tino Magnatta: Yup, that's what it takes.

Aaron Moss: Yeah. I keep those goals of-

Tino Magnatta: Nothing like [crosstalk 01:04:47].

Aaron Moss: Yeah, you gotta keep those goals in front of you, those every day, you know, if you're planning something, you know this, if you're planning something two years out, if you're gonna do an Iron Man, you're running 26.2 miles, well, you're gonna need to run one mile before you run 26.2 miles. So you gotta plan for that one mile first.

Tino Magnatta: That's correct.

Aaron Moss: Yeah.

Michael: Yeah and it's a set up, I mean, it's correct. It's a set up of making sure that you're at your goals, and I did it as a two year plan, it's really about six months of intense work out, but I did it in a stepped, increment way that I knew that when I was gonna be within that six month time frame, I was gonna be ready to take that on, because it's almost like planning to plan. You have to put yourself into a position that when's it's time to go, you're ready to go.

Aaron Moss: Yeah.

Michael: I appreciate the stories, and like everybody else said, thank you for your service, and thanks for taking the time to talk to us tonight.

Aaron Moss: Yeah, thank you very much. Have a great night.

Tino Magnatta: Happy Thanksgiving, Mike.

Aaron Moss: Yeah. Happy Thanksgiving.

Michael: Yeah, Happy Thanksgiving, Tino. To both of you.

Tino Magnatta: Aaron, fantastic show.

Aaron Moss: Yeah. Thank you. It was a pleasure.

Tino Magnatta: You are an incredible person, and I wanna have you back next year, late next year some time. And I just really appreciate you coming on tonight and spending the time, and sharing your stories.

Aaron Moss: Yeah, thank you for the opportunity, Tino, it was a lotta fun.

Tino Magnatta: You have a good night, and Happy Thanksgiving.

Aaron Moss: Happy Thanksgiving to you and your family.

Tino Magnatta: Thanks buddy.

Aaron Moss: Have a good night. All right, man. Bye.

Tino Magnatta: Bye bye.

All right, well that was absolutely fantastic. What a great guy, just a great guy. We have ... We're breaking over the Thanksgiving holidays, and November 26th, at 5:30 PM, we have a very good friend of mine which I've worked with at [Talaylope 01:06:42], his name is [Jan Eskew 01:06:44]. He's the CEO of Fort Madison Enterprises, and this guy knows a lot about the hospitality business, and about building hotels. And now he's the CEO the whole Fort Madison Enterprises. It will be great, and Happy Thanksgiving, gobble gobble, turkey. And

remember there's always someone with a story to tell, you just have to time to listen to it. Have a good night and god bless.

END