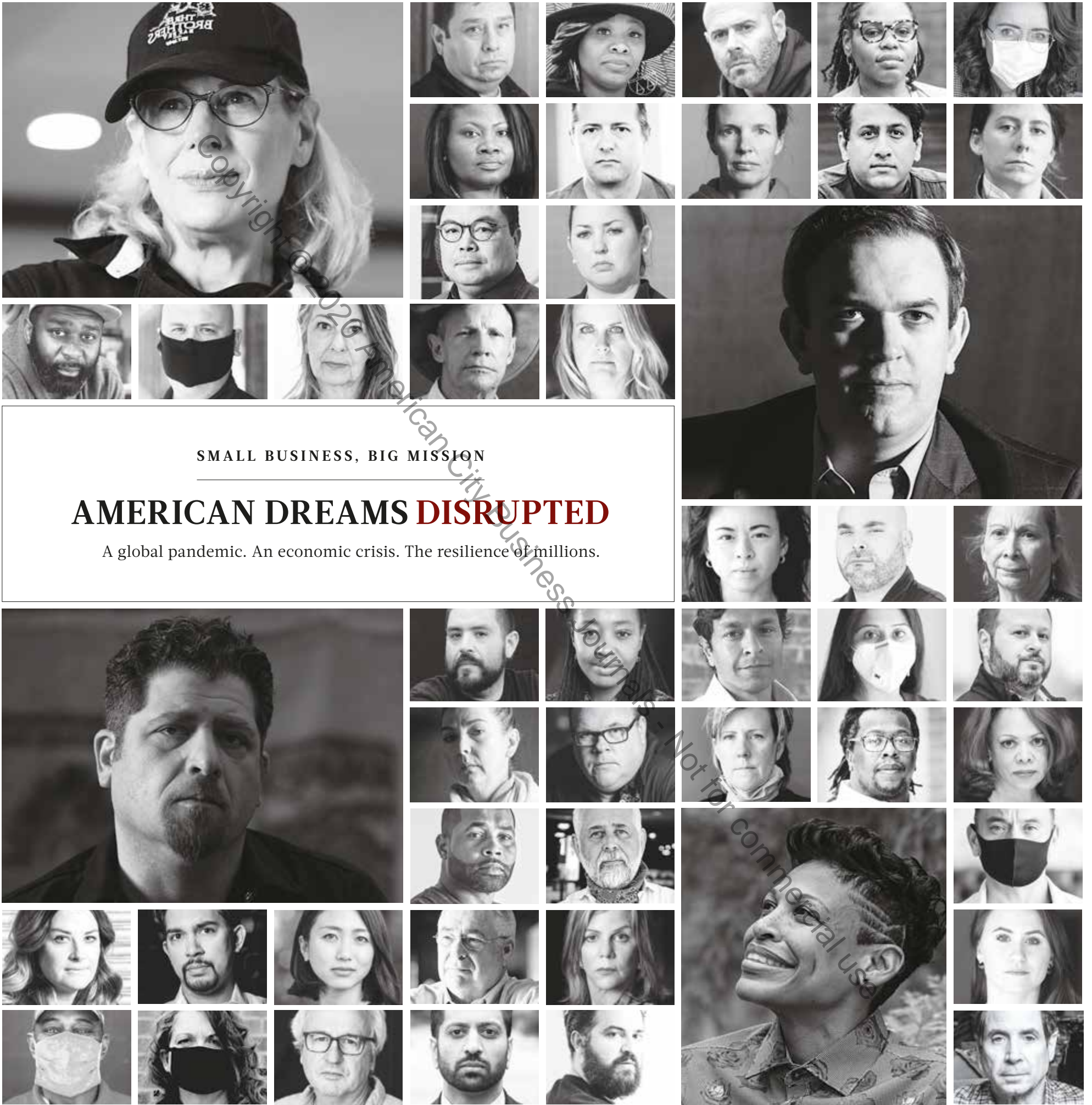


HOUSTON BUSINESS JOURNAL

A BUSINESS JOURNALS SPECIAL REPORT



SMALL BUSINESS, BIG MISSION

AMERICAN DREAMS **DISRUPTED**

A global pandemic. An economic crisis. The resilience of millions.



HOUSTON BUSINESS JOURNAL
MAY 29-JUNE 4, 2020
Vol. 51, No. 5, \$6.00
5444 Westheimer Ave.
Suite 1560
Houston, TX 77056



Breaking news online
HoustonBusinessJournal.com



On smartphones and tablets
HoustonBusinessJournal.com/apps



Daily email updates
HoustonBusinessJournal.com/email

HOUSTON SMALL BUSINESS OWNERS RISE FROM THE FIRE

The resiliency of Houston businesses shine in light of a global pandemic.

BY GISELLE RODRIGUEZ GREENWOOD | EDITOR-IN-CHIEF, Houston Business Journal



Everyone has that moment when they remembered thinking the Covid-19 pandemic was much worse than they thought. For me, it was while I was on vacation in Santa Fe, New Mexico.

My family and I were blissfully removed from everything that was hitting here at home as we hiked the mountains of Santa Fe and dined in the town square. New Mexico itself operated business as usual.

Meanwhile, Houston was preparing for the worst. The Houston Livestock Show and Rodeo, one of Houston's largest and most lucrative events, had canceled, following several other high-profile conferences. City officials were on edge. Bars and restaurant owners braced themselves for

what they knew was coming.

The day we checked out of our hotel, the governor of New Mexico held a press conference, warning residents to stay safe and stay home. Family members, friends and coworkers barraged us with messages, warning us to be careful as we returned to Texas.

As we drove out of Santa Fe, I looked at my husband, who was intently staring at the road, brow furrowed.

"Maybe we should swing by a grocery store and pick up some essentials?" I said. "Yeah," he said.

We stopped into a grocery store on the edge of town. Toilet paper, hand sanitizer and cleaning wipes were already gone. We bought a few food items, washed our

hands before we left and hit the road.

As we drove toward Texas in silence, I remember thinking: We're driving straight into the fire.

Anxiety, uncertainty and fear washed over many Houstonians in the beginning, and it's a feeling that hasn't gone away. Small business owners in particular have felt the brunt of the pandemic – not just economically, but emotionally. In Houston, small and medium-sized businesses make up a sizable chunk of the economy. As part of a larger effort with our parent company, American City Business Journals, we've chosen to highlight a few of Houston's small business owners who have been impacted by the pandemic.

To keep a Houstonian locked down takes

We Are International.

READY FOR BUSINESS

Spring Branch is truly the Heart of Houston, where all of the best things come together:

- A strong diversity of ages, ethnicities, cultures, and income levels
- Melting pot of traditions, foods, families, and heritages
- Abundant opportunities for businesses and workers alike

Spring Branch is a world-class community. Find out why at SBMD.org.



SBMD.org

HOUSTON BUSINESS JOURNAL



66.2K

Followers on Twitter
@HOUBizJournal



25.4K

Followers on Facebook
HoustonBusinessJournals



31.1K

Followers on LinkedIn
Houston-Business-Journal

Join The Conversation

*Numbers as of press time

a lot. We like to eat; we like to shop; we like to be seen. It's those businesses that cater to our social side that have been hit the hardest. That's why we chose to profile the business owners within these pages.

You'll read about one of Houston's well-renowned chefs; the owner of a unique service in which consumers can take a nap; the owner of a coffee company; a theater that had just renovated and was ready to open before it had to go dark; and a bakery that has seen its share of natural disasters. All of them remembered the exact moment when they realized nothing was going to be the same.

While our businesses are special, their situations were unfortunately not unique. You can read about business owners all across America and how they were impacted by the Covid-19 pandemic at SmallBusinessBigMission.bizjournals.com. You'll get the full scope and scale of 250-plus small business owners and their stories featured in full.

This won't be the last you hear from these folks. As we go through this pandemic day by day, we'll follow them and other business owners and bring you their stories.

While we live in uncertain times, one thing's for certain. The resiliency of a small business owner is unmatched.

ABOUT THIS PROJECT

This effort launched in response to the unprecedented shocks delivered by Covid-19. The Business Journals' national scope and experience covering the rigors of entrepreneurship offered unique access to the trials and testimonials of hundreds of business owners over the pandemic's course, from its initial spread to the ensuing fallout. All 44 of our newsrooms navigated physical and unseen barriers over weeks to connect with subjects who, generously and at times cautiously, opened their personal and professional lives at a time of great stress and uncertainty. We dedicate this project to them and millions of small-business owners whose stories are still being written as the nation responds to the pandemic.

INDEX

OUR COMMUNITY

Mark Folkes, Stages..... 12

Khaliah Guillory, Nap Bar 14

Chris Shepherd, Underbelly Hospitality 16

Janice Jucker, Three Brothers Bakery 18

Avi Katz, Katz Coffee 20

NATIONAL VIEW

Cutting to the Quick..... 22

The Big Pivot..... 24

The Facilitators 26

Timing was Everything 28

ABOUT THE COVER

The hundreds of small-business owners who opened their lives to the Business Journals were diverse in every respect. Our cover captures the spectrum of ages, ethnicities, geographies and outcomes of the men and women whose personal stories of struggle and survival are featured in this project.



Alliance for Audited Media
ACBJ
 Houston Business Journal is a publication of:
 American City Business Journals,
 120 W. Morehead St., Charlotte, N.C. 28202
 Whitney Shaw, CEO; Ray Shaw, Chairman (1989-2009)

HOUSTON BUSINESS JOURNAL (ISSN 0277-4976) publishes weekly by American City Business Journals Inc. at 5444 Westheimer, Suite 1560, Houston, Texas 77056. Copyright 2020 Houston Business Journal with all rights reserved. Reproduction or use without permission of editorial or graphic content in any manner is prohibited. Periodicals postage paid at Houston, Texas.

SUBSCRIPTION PRICES:
 1 year, \$140 • Single copies, \$6.00 • Back issues, \$9.00
 Mailed copies, \$13.00

POSTMASTER: Send address changes to Houston Business Journal, 5444 Westheimer, Suite 1560, Houston, TX 77056. 713-688-8811

PHOTOGRAPHY BY Donna Abbott-Vlahos, Byron Small, Joann Vitelli, Arnold Wells, Gary Higgins, Joed Viera, Melissa Key, Corrie Schaffeld, Kathleen Lavine, Adam Vogler, Christopher Fryer, Jock Fistick, Kenny Yoo, Nancy Kuehn, Martin B. Cherry, Jim Carchidi, Eugene Tanner, Jim Poulin, Jim Harris, Cathy Cheney, Anthony Bolante, Dennis McCoy, Gabe Hernandez, Todd Johnson, Tomas Ovalle, Dilip Vishwanat, Eman Mohammed, Brittany Schowalter, Shawn Houston, John-Mark Collins, Monica Jojola, Ken Carson, Lorraine Higgins, Scott Appelman, Jeff Fusco, Jeffrey Konczal, Daniel Ortiz, Bob Farley, Brandon Dill, Ryan Rhodes, Tasha Dooley, Bobbi Glassmeyer, Dennis Ho, Jay Capers, Mehmet Demirci, Nola Laleye, Eve Edelheit, Sarah Bennett, Tamara Beckwith, Michael Rivera, Maggie Shannon, Leslie Boorhem-Stephenson, Chase Daniel

THE SHORELINE

AT WATERPOINT

COME TOUR OUR NEW MODELS

936-218-1534

www.TheShorelineCondo.com

For a video presentation, Text LAKELIFE to 72345

LAKE CONROE, TEXAS
LUXURY WATERFRONT CONDOS

SMALL BUSINESS, BIG MISSION

A COMMON THREAD



SAN ANTONIO
AL AGUILAR
Advertising agency



LAKEWOOD, CO
CHRIS ALCORN
General contractor



BALTIMORE
DAVID ALIMA
Ice cream shop



TAMPA, FL
FERRELL ALVAREZ
Restaurant



RICHLAND, WA
ERIN ANACKER
Recruiting software



WILLIAMSVILLE, NY
HOLLY ANDERSON
Fast-casual restaurants



ALBUQUERQUE, NM
SCOTT APPELMAN
Hot air balloon rides



SANFORD, FL
HARRY ARNON
Manufacturer



BIRMINGHAM, AL
ALLURY ARORA
Urgent care clinics



BLOOMINGTON, MN
JERRY BAACK
Community bank



LOUISVILLE, KY
TAWANA BAIN
Marketing, retail, restaurant



WARRENDALE, PA
ELAINE BELLIN
Food distributor



GREENFIELD, WI
JEFF BINKERT
Motorcycle dealership



ORLANDO, FL
REGINE BONNEAU
Cybersecurity company



QUEENS, NY
ROBERT BRISKIN
Restaurants



HONOLULU
KATIE BUCK
Financial services



CHARLOTTE, NC
JAIME CARDENAS
Marketing firm

AMERICAN DREAMS DISRUPTED

A truism of history is that the more time passes, the more we forget about the toils, triumphs and sacrifices of those who endured. ❗ We forget when time draws our focus away from the millions who persevered in anonymity, turning it back to the era's hallowed names and faces, however deserving. Left fading in the footnotes is the human toll – the stories of loss, hope and redemption – that brings gravity and dignity to the retelling of the most defining moments of the time. ❗ Another truism of history is that it repeats. And time and again we have tested a common thread that knots an increasingly diverse and restless America: a collective belief in its abilities. The ability to pull oneself up by the bootstraps. The ability to build a life of one's own making. The ability to be independent, self-reliant and secure. ❗ Many believe this common thread is fraying under the unprecedented strains of the day. Indeed, the speed and ferocity of the barbarians at the gate are historic in scale. ❗ The concerns are understandable; words will never do service to the stress, emotional pain and hopelessness that cascade in times of great struggle. Neither can they capture the courage of those who choose to fight for another day. ❗ Time and the echoes of history also have taught us such choices inevitably fall to the anonymous millions, those who have everything at stake and little choice but to rise each day and meet the challenges at their doorsteps. It is their collective resilience – the instinct to survive – that ultimately sets a course in the most uncertain of times. It is what they will make of their disrupted American Dreams that will determine what lies ahead.



DENVER
RICARDO BACA
Public relations



DORAL, FL
ALEJANDRO BADIA
Orthopedic clinics



LIBERTY, MO
BROCK BAGBY
Movie theater chain



WEST BEND, WI
AMANDA BALTZ
Cardiac devices and platforms



SCOTTSDALE, AZ
JOHN BANQUIL
Restaurants



TAMPA, FL
BOB BATZ
Accounting services



CLIFTON PARK, NY
SERGEY BERENSHTEYN
Orthodontist



NASHVILLE, TN
LINDSAY BERTELLI
Event marketing



KENMORE, NY
PAUL BILLONI
Dry cleaner



JAX BEACH, FL
EMLY BENHAM BISHOP
Boutique clothing store



NASHVILLE, TN
NICK BISHOP JR.
Restaurant



PORTLAND, OR
JASON BOLT
Eyewear manufacturer



CLARENCE, NY
REBECCA BRADY
Snack-food manufacturer



COLUMBUS, OH
ERIC BREMBECK
Independent movie theater



SAN JOSE, CA
MAURICE BREWSTER
Executive transportation



DALLAS
HARMONY BROWN
Real estate inspections



CHARLOTTE, NC
JAMIE BROWN
Restaurant



WASHINGTON, DC
MATT BROWN
Cybersecurity



CHARLOTTE, NC
LUKE BUGENSKA
Engineering services



BALTIMORE
ALLEN BURRUS
Moving company



SAN ANTONIO
JOSÉ CÁCERES
Restaurant and bakery



W. CARROLLTON, OH
BILL CASTRO
Restaurant



GLENDALE, WI
WWW CHADHA
Beer and soda brewer



BALTIMORE
NICOLAS CHINA
Photo booth service company



BIRMINGHAM, AL
ZEBBIE CARNEY
Restaurant



DENVER
AUSTIN CARSON
Restaurant



ALBUQUERQUE, NM
KEN CARSON
Brewery



WINSTON-SALEM, NC
DENNIS CARTER
Restaurant



SAN ANTONIO
RUBEN CASTANO
Virtual events software



OUTSMARTING CANCER TAKES LEADING MEDICINE.

Our nationally recognized experts are finding new ways to outsmart cancer.

From screenings and diagnosis to the most advanced treatments, our leading cancer care is available at seven locations across Greater Houston. During the coronavirus outbreak, we are taking every necessary precaution to keep you safe — so you can focus on healing, surviving and thriving.



HOUSTON
Methodist[®]
CANCER CENTER

713.790.2700
houstonmethodist.org/outsmartcancer

SMALL BUSINESS, BIG MISSION

A COMMON THREAD



FAIRFAX, VA
MO CHOUMIL
Mortgage financing



SACRAMENTO, CA
MIKE CIMORELLI
General contractor



PORTLAND, OR
DICK CLARK
Health-care clinic



PHOENIX
GINGER CLAYTON
Office furniture, IT services, relocation



GREENSBORO, NC
JEFF COLLIE
Brewery



ALBUQUERQUE, NM
JOHN-MARK COLLINS
Entertainment venue



MALVERN, PA
ROBERT COTTONE
Commercial general contractor



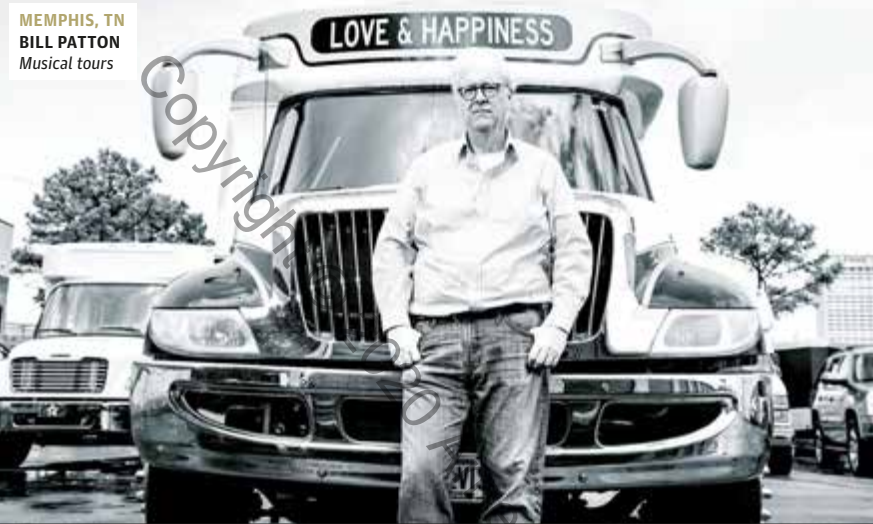
MILWAUKEE
CAITLIN CULLEN
Restaurant



SEATTLE
DOUG CUSICK
Medtech software developer



BOSTON
ADRIANA DE STEFANO
Italian coffeehouse



MEMPHIS, TN
BILL PATTON
Musical tours



PITTSBURGH
PETER DeCOMO
Medical-device maker



ALBANY, NY
KAYTRIN DELLA SALA
Restaurant



LOS ANGELES
NICK DESAI
Doctor house calls and telehealth



PITTSBURGH
MARK DeSANTIS
Ag-focused AI technology



NIAGARA FALLS, NY
MATTHEW DiCAMILLO
Italian baked goods



NASHVILLE, TN
AUSTIN DIRKS
Medical technology



MILWAUKEE
AMANDA DoAMARAL
Online education



COON RAPIDS, MN
LONG DOAN
Real estate agency



KANSAS CITY, MO
ANDREW DOWIS
E-commerce retailer



HIGH POINT, NC
MICHAEL DRUMMOND
Packaging manufacturer



NASHVILLE, TN
JOHN DYKE
Grocery store



WICHITA, KS
BRAD ELLIOTT
Community bank



ARLINGTON, VA
CHRIS FARLEY
Shoe and apparel retailer



HALFMOON, NY
WILL FARMER
Trade show marketing



SEATTLE
JEREMIAH FERGUSON
Physical therapy



HOUSTON
MARK FOLKES
Performing arts theater



BALTIMORE
TONY FOREMAN
Restaurant



GODDARD, KS
MATT FOUTS
Wildlife park



BOSTON
ERIC FOX
Aquarium



CHARLOTTE, NC
CARRIE FRYE
Interior design



WEYMOUTH, MA
DINO FUNARI
Brewery



CHICAGO
STEVEN GALANIS
Software development



GERMANTOWN, TN
GASSIA GERGES
IT staffing



TAMPA, FL
ROGER GERMANN
Aquarium



MIAMI
ALBERT GHITIS
Indoor cycling



SAN JOSE, CA
ADOLFO GOMEZ
Restaurant



ARGYLE, NY
AMIE GONZALES
General contractor



CINCINNATI
JIMMY GOULD
CBD-focused holding company



CINCINNATI
RICH GRAETER
Ice cream manufacturer



CAMPBELL, CA
JEN GRANT
Software as a service



LOUISVILLE, KY
MARIAH GRATZ
Real estate development



SAN ANTONIO
MARICELA GRAY
Product design and engineering



DALLAS
STEVE GRAY
Branding firm



BALTIMORE
DREW GREENBLATT
Steel products manufacturer



PHOENIX
MEGAN GREENWOOD
Brewery



PITTSBURGH
MEREDITH MEYER GRELLI
Distillery



HOUSTON
KHALIAH GUILLORY
Nap space provider



RALEIGH, NC
ZEB HADLEY
Commercial painting



ATLANTA
LAKEYSHA HALLMON
Small-business development services



MINNEAPOLIS
STEVE HARK
Event planner



WATSONVILLE, CA
CHRISTINA STEMBEL
Online florist



WICHITA, KS
ADAM HARTKE
Event venue



DAYTON, OH
RO NITA HAWES-SAUNDERS
Dance company



COLUMBUS, OH
MATTHEW HEAGGANS
Restaurant and nonprofit



BRENTWOOD, TN
PHIL HENRY
Technology training school



LOUISVILLE, KY
SUSAN HERSHBERG
Restaurant and caterer



WASHINGTON, DC
ANIKA HOBBS
Fashion boutique



JACKSONVILLE, FL
ROB HOOPER
Third-party logistics



ATLANTA
KAREN HOUGHTON
Startup hub



AUSTIN, TX
MICHAEL HSU
Architecture firm



MILWAUKEE
EVAN HUGHES
Distillery



AUSTIN, TX
BRETT HURT
Data collaboration software



BUFFALO, NY
JOEL HUSVAR
Real estate agency



JACKSONVILLE, FL
JON INETTA
Restaurant group



BROOKLYN, NY
AMBER JACOBSEN
Coffee roaster and retailer



We come together for the family moments.

 **HOUSTON**

Houston is your home, and it's ours, too. We share your commitment to those you care about and the community we're all a part of. You make Houston better every day, and you inspire us to make banking easier, so we all have more time to enjoy life as we take our next step together in this place we call home.

Mark Jacobs | Market Executive
832.730.5809

regions.com



SMALL BUSINESS, BIG MISSION

A COMMON THREAD



ALBUQUERQUE, NM
MONICA JOJOLA
Government contractor



HOUSTON
JANICE JUCKER
Bakery



WAUKESHA, WI
MICHAEL JURKEN
Events company



LOUISVILLE, KY
MATT KAMER
Advertising agency



SACRAMENTO, CA
KEVIN KANE
Medtech manufacturer



SAN FRANCISCO
AKASH KAPOOR
Indian restaurants



ST. LOUIS
ANDY KARANDZIEFF
Candymaker and restaurant



WICHITA, KS
TERRY KARST
Aerospace manufacturer



HOUSTON
AVI KATZ
Coffee roaster



SCOTTSDALE, AZ
JONATHAN KEYSER
Real estate broker



PITTSBURGH
NISHA BLACKWELL
Bow-tie maker



ST. LOUIS
KRIS KLEINDIENST
Bookstore



SAN ANTONIO
STEVEN KRAUSKOPF
Civil engineering and surveying



HATBORO, PA
LARRY KREVITZ
Dental practice



GREENSBORO, NC
BRIAN LAMPKIN
Bookstore



MEMPHIS, TN
RONNIE LANCASTER
Logistics



TAMPA, FL
JANEL LARAVIE
Digital marketing



HANOVER, MD
MATT LARAWAY
Industrial real estate group



PORTLAND, OR
LYNN LE
Women's activewear retailer



SAN JOSE, CA
JIM LEALE JR.
Auto repair shop



LOS ANGELES
ELAN LEE
Card games



PORTLAND, OR
KEITH LEE
Food and packaging importer



DAYTON, OH
ROBERT LEMASTER
General contractor



PHILADELPHIA
NAT LEONARD
Pawn shop



BIRMINGHAM, AL
JAMES LITTLE
Coffee shop



KIRKLAND, WA
REIS LLANEZA
Restaurant and food truck



AUSTIN, TX
CINDY LO
Event planning



KANSAS CITY, MO
DAVID LOPEZ
Restaurant



WEST CAPE MAY, NJ
SUE LOTOZO
Screen printer



HONOLULU
DENISE LUKE
Restaurant



SACRAMENTO, CA
KEVIN LUTHER
Winery



MINNEAPOLIS
NANCY LYONS
IT consultant



W. SACRAMENTO, CA
LISANDRO MADRIGAL
Restaurant group



TAMPA, FL
ERIC MALTAIS
Telehealth software



PHILADELPHIA
NICOLE MARQUIS
Restaurant



ATLANTA
SID MASHBURN
Men's clothier



PELHAM, AL
JEFF McDOWELL
Security services



ORLANDO, FL
MARK MCHUGH
Theme park and wildlife preserve



PORTLAND, OR
EMMA MCILROY
Women's apparel retailer



CRESTWOOD, KY
ANGUS MCLACHLAN
Medical-device maker



DURHAM, NC
SHELLEY MCPHATTER
General contractor



ATLANTA
ARUN MOHAN
Health-care software



DANIA BEACH, FL
ROGER MOORE
Marine retailer



PITTSBURGH
FABIEN MOREAU
Bakery



AUSTIN, TX
SUSAN MOREHOUSE
Electronics manufacturer



MUKILTEO, WA
GINA MORKEN
Aerospace supplier



OAKLAND, CA
BARBARA MORRISON
SBA lender



MIAMISBURG, OH
SHON MYERS
Community bank



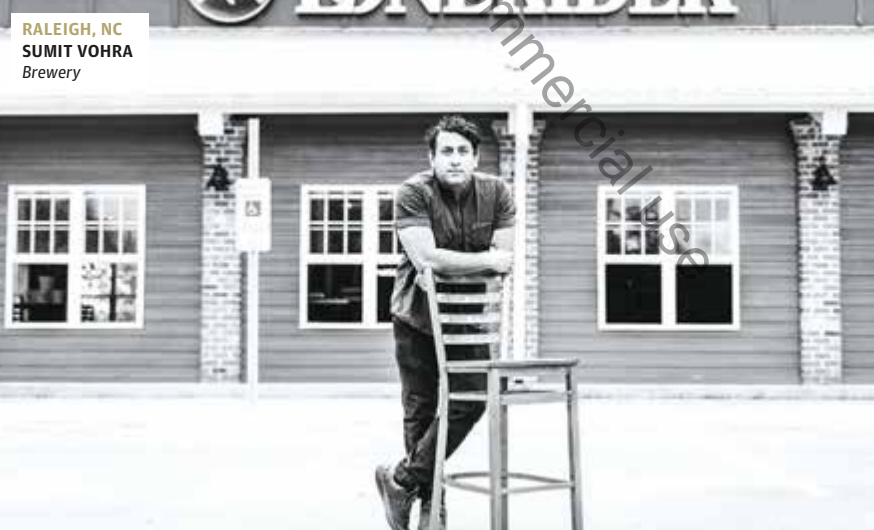
SAN FRANCISCO
KHALED NAIM
Logistics software



DALLAS
TAYLOR NICHOLSON
Food manufacturer



CHICAGO
JULIE ROTH NOVACK
Event planner



RALEIGH, NC
SUMIT VOHRA
Brewery



SCHERTZ, TX
LEE NOVIKOV
Oil and gas drilling



HARWICH, MA
MARK NOVOTA
Luxury resort



WASHINGTON, DC
KEVIN ONYONA
Kenyan restaurant



COLONIE, NY
CHRIS OTTO
Car dealership



BALTIMORE
KHARI PARKER
Restaurant



SAN ANTONIO
RAHUL PATEL
Law firm



DAYTON, OH
RICKY PETERS
Software development



ATLANTA
JEFF POLLOCK
Commercial real estate brokerage



FARMERS BRANCH, TX
ALI POONAWALA
Medical group



COLUMBUS, OH
NICK POTTS
Prescription delivery software



MIAMI
KADION PRESTON
Online retailer



CHARLOTTE, NC
JAY RADCLIFFE
Solar panel installer



ATLANTA
RICHARD RAMEY
Nightclub



SAN ANTONIO
ROXANNE RAMIREZ
Cyber technology



BUFFALO, NY
JOSHUA RAMOS
Law firm



WHY HIRE A CPA?

Hiring a CPA gives you plenty of unique advantages.

A CPA can help you better understand your big financial picture. They'll listen to and address your concerns and protect your interests. CPAs offer you an extra level of trust and peace of mind.

WHY JOIN TXCPA?

Expand your career with the largest, most influential association of accounting and finance professionals in Texas.

- Continuing Education
- Community and Connections
- Conferences and Events
- Protecting and Promoting the Profession
- Career Development
- Student Auxiliary
- CPA Referrals

TXCPA
HOUSTON

For more information, visit houstoncpa.org or call 713-622-7733.

SMALL BUSINESS, BIG MISSION

A COMMON THREAD



BIRMINGHAM, AL
MAZI RASULNIA
Digital health coaching



POTOMAC, MD
JAMIE RATNER
Daily deals retailer



GEORGETOWN, TX
AMY RICHARDSON-GOLIA
Baby, toddler clothing



KANSAS CITY, MO
ANDY RIEGER
Distillery



WINTER PARK, FL
JOHN RIVERS
Restaurants



MEMPHIS, TN
LAUREN ROBINSON
Restaurant chain



HONOLULU
HEATHER ROCHLEN
Clothing manufacturer



JACKSONVILLE, FL
RICHARD ROSENBLUM
Menswear retailer



COLUMBUS, OH
SAM ROSENTHAL
Architecture firm



NASHVILLE, TN
MARY ROSKILLY
Architecture firm



TEMPE, AZ
ERIC MILLER
Product design and engineering



COVINGTON, KY
JAKE ROUSE
Brewery



RALEIGH, NC
JON RUFFY
Custom homebuilder



SEATTLE
OLGA SAGAN
Bakery



JACKSONVILLE, FL
TYLER SALDUTTI
Broker/property management



BERKELEY, CA
DANNY SCHER
Property management



VESTAVIA HILLS, AL
ANNE SCHILLECI
Soapmaker



OWINGS MILLS, MD
ERIN SCHLICHTING
Prepared foods and catering



COLUMBUS, OH
RANDY SCHOEDINGER
Funeral home



PHOENIX
AARON SCHOFIELD
Restaurant and bar



PITTSBURGH
RYAN SCIALABBA
Real estate investment



SACRAMENTO, CA
CHRIS SERDAHL
Doctors' practice



WOBURN, MA
STEVE SERINO
Coffee distributor



DAYTON, OH
JASON SHEETS
Architecture firm



HOUSTON
CHRIS SHEPHERD
Restaurant group



HONOLULU
WENDY SHEWALTER
Office-furniture retailer



WICHITA, KS
TIMIRIE SHIBLEY
Diner



JACKSONVILLE, FL
ALEX SIFAKIS
Real estate investment



PHILADELPHIA
KENNETH SILVER
Cheesesteak restaurant



MINNEAPOLIS
TRACY SINGLETON
Restaurant



PALO ALTO, CA
ALEX SINUNU
Construction management



CINCINNATI
BARB SMITH
Commercial steel construction contractor



DAYTON, OH
STEVE STAUB
Metal fabrication



BIRMINGHAM, AL
FRANK STITT
Restaurants



ARVADA, CO
ALICIA SVALDI
Manufacturing and machining



TAMPA, FL
SHANNON SWEATMAN
Manufacturer



DENVER
MATT TALBOT
Software developer



BOSTON
JILL TATE
Event planner



SAN FRANCISCO
STEPHANIE TILENIUS
Virtual health benefits



TAMPA, FL
RYAN TOTH
Design-build firm



BRENTWOOD, MO
QUI TRAN
Asian restaurants



SEATTLE
CHERRI TRUSHEIM
Veterinary care clinic



MEQUON, WI
MARY ISBISTER
Metal fabrication



AUSTIN, TX
CARL TURNER
Homebuilder



MEMPHIS, TN
J. LAWRENCE TURNER
Church



AUSTIN, TX
SCOTT TURNER
Homebuilder



SILVER SPRING, MD
JULIE VERRATTI
Brewery



ST. LOUIS
JEFF VINES
T-shirt retailer



LOUISVILLE, KY
STACEY WADE
Marketing and communications



MEMPHIS, TN
DAN WALKER
General contractor



ORLANDO, FL
JOSHUA WALLACK
Nightclub and convention attraction



DALLAS
KATE WEISER
Food manufacturer



CHESTERFIELD, MO
TONY WHITE
Tomato farm



ORLANDO, FL
CHUCK WHITTALL
Real estate developer and landlord



PORTLAND, OR
IAN WILLIAMS
Sneaker-themed coffee shop



CHARLOTTE, NC
MEGGIE WILLIAMS
Dog-walking services



PITTSBURGH
DERRICK WILSON
Office supplies and services



ATLANTA
RYAN WILSON
Business networking club



AUSTIN, TX
ELLIS WINSTANLEY
Restaurant



KANSAS CITY, MO
TERRY WOODLEY
Janitorial services



CINCINNATI
MATT WOODS
Hardware store and locksmith



GREENSBORO, NC
TAYLORE WOODS
Hair-care products



PORTLAND, OR
JEFF YAPP
Cannabis manufacturer and retailer



NEW ALBANY, IN
JESIKA YOUNG
Computer-integrated manufacturing



DANIA BEACH, FL
LINDA UDELL ZAKHEIM
Restaurant



PALO ALTO, CA
JOY ZHANG
Volunteer technology



Community *Comes First!* *Texas is our Home & Texans are our Family.*

Since we opened our doors a decade ago, Texas has always been there for us. Now that our community is in need, it's time to return the favor.

- During the COVID-19 pandemic, Veritex Bank has donated over \$400,000 to various community organizations to provide food and shelter across Texas.
- Our SBA Department is working at full speed and is dedicated to helping Texas' small businesses gain access to Payroll Protection Program funds.
- Our team is dedicated to our customers and we are striving to provide continuous service to everyone who needs it.

Stay home & Stay true to you and your community.



VERITEX[®]
 COMMUNITY BANK

www.veritexbank.com

Drive Thru at Over 40 Convenient Locations | www.veritexbank.com

TRUTH IN TEXAS BANKING

Member FDIC 

©2020 Veritex Community Bank

SETTING THE STAGE

Theater co. considers how the show will go on post-pandemic.

STORY BY JEFF JEFFREY

PHOTOGRAPHY BY DANIEL ORTIZ

Mark Folkes' dreams for Stages in 2020 fell faster than a closing-night curtain. All it took was a virus too small for the naked eye to see.

This year was supposed to be a big year for Folkes, managing director at Stages – perhaps the biggest of his career.

2020 was to mark the performing arts organization's first season in a brand-new, \$35.4 million, three-stage campus named The Gordy that Folkes has spent the past five years raising funds for.

The first production Stages had scheduled to christen the facility was *The Fantasticks*, which, coincidentally, happened to be the first production Stages hosted at its former location more than 40 years ago.

Folkes said that was just a happy accident that he thought boded well for Stages' success in 2020.

Instead, The Gordy, which still smells of fresh paint and sawdust, stands vacant. No actors await their cue backstage. The prop and costume shops, usually a bevy of pre-show activity, are now gripped by eerie silence. The new bar and wine room Folkes was so excited to show audience members almost mock him with their emptiness.

For Folkes, The Gordy has become a dazzling, yet devastating reminder of what 2020 might have been.

Well, maybe next year.



The first time I really gave Covid-19 any thought was probably in February. I was walking our cleaning vendor through The Gordy to discuss the scope of the cleaning procedures in the new space. He told me some of his other clients had been expanding their cleaning procedures and were stocking up on hand sanitizer because of this new virus. I just thought he probably saw a market opportunity. Little did I know that just a few weeks later I'd be scrambling to find hand sanitizer myself.

I kept an eye on the news, especially when Broadway announced theaters there were going to be shutting down. We had already been discussing what steps we might take if we had to close down. But we had no idea we would be shut down completely and certainly not for this long.

We had a donor event scheduled for March

ABOUT STAGES

Founded: 1978

What the company does: Hosts theatrical performances

Productions per year: 12, totaling more than 435 performances

Yearly audience count: More than 65,000

Employees before Covid-19: 43 staff members; more than 200 contracted workers

Employees after Covid-19: 43 staff members

2019 revenue: \$5.31 million

Y-O-Y revenue change: 1% growth

SBA loan status: Approved and funded

How much longer can you survive? "Stages has been making plays and telling stories for Houston audiences for 42 years. In January 2020, Stages opened a transformational \$35.4 million three-theater venue that will continue to engage and inspire Houston audiences and artists for decades to come."



12 to celebrate the opening of our third theater. That night, the caterers had arrived and were starting to get set up when we heard the Alley Theatre announced it was closing immediately and canceling most of its season. They're the biggest player in our community, so we knew we had to do the same. Two hours before the event was supposed to begin, we had to make the difficult decision to cancel not only that event but most of the performances.

Once the mayor and county judge announced the "shelter-in-place" order, we knew we wouldn't be putting on performances for quite some time.

It was extremely hard to cancel our artists' contracts. Most of our employees are contract artists. When we aren't putting on a show, there is nothing for them to do. We ended up having to cancel 102 artist contracts, which was incred-

ibly difficult.

You're talking about taking away someone's employment, which is always hard. But you're also taking away the thing that gives them passion. These artists could probably do almost anything else and find it more lucrative. But that's not why they got into theater. They do it because they love it. It drives them.

All of our employees have been incredibly understanding. It's actually been kind of overwhelming how understanding they've been. They know why we had to make that decision. They know we didn't want to do it. It sounds like a cliché but we really do think of our people as family. We're all here for the same mission: to tell stories. They're just looking forward to being able to do that again.

Canceling our season also put us in a frightening position from a business standpoint. We



get about 50% of our revenue from ticket sales, with the rest coming from donations. With no performances being held, we aren't bringing in any revenue on that front.

We've tried to think of ways to stay engaged with our community. We talked about recording live performances and putting them online. But it's just not the same. Theater is a fundamentally different art form than film. That's why most filmed productions fall flat.

When you walk into The Gordy, we have written on the wall in gigantic letters, "We sit together in the dark so we know how to love each other in the light." It's more important for us to do that now than ever before, but we can't right now.

The other thing we have to consider is the safety of our audiences and the performers themselves. We might be able to put on performances with a 25% or 30% capacity. But there

HOW FOLKES FELT ABOUT LAYING WORKERS OFF

"These artists could probably do almost anything else and find it more lucrative. But that's not why they got into theater. They do it because they love it."

◀ Mark Folkes was looking forward to a big year, debuting a \$35.4 million campus – but Covid-19 forced an early curtain call.

is no good way to put on a full theater production without potentially exposing our artists to this disease.

As an employer, you have to take that seriously. What other profession will have an employer telling its employees they have to kiss on stage? Our employees are asked to do quick changes, where three other artists have to dress and undress them in seconds. You can't maintain social distancing and do that.

The good news is that we have a community of supporters who care deeply about what we do. They want to see us come back when it's safe to do so. We have had the best fundraising year in our history because of our deep connection to our community. We are so grateful for that.

We were also fortunate to be approved for a (Paycheck Protection Program) loan of \$430,000. The PPP loan was such an amazing thing for us, and we are so appreciative for it. But it's really challenging to figure out what it means for a business like ours.

When we aren't putting on performances, many of our employees literally have nothing to do. But the (U.S. Small Business Administration) guidance that has been released is unclear whether ending artist contracts will count against us for loan forgiveness purposes. We just don't know.

The way the PPP is designed, it is unclear whether we should continue to pay people who aren't doing any work. Aside from the ethical questions that raises, it also raises the question of whether the loan would be forgiven if we took that approach. The cost of not having the loan forgiven is far too high for an organization like ours, which has limited resources even in the best of times.

We've decided to use the PPP funds we have received to maintain a balanced budget. It's also allowed us to maintain all of our full-time employees at full pay. These questions are frustrating and anxiety inducing. But at the end of the day, receiving this loan has been immensely positive for our business.

We're also thinking of ways that we can continue to tell stories, even if it's in an entirely new format.

One idea is to hold cabaret-style musical or spoken-word performances with a single performer. We might see cabaret tables set up on stage that are spaced 6-feet apart to provide a more intimate feel for the audience.

But it's hard to plan for the future when we have no idea what the future might look like.

We have put off laying out a new five-year plan for the time being and will be focusing on the next 90 days.

Our new plan is to achieve four goals: to advance Stages' artistic potential, to activate The Gordy, to strengthen our creative capabilities and to increase diversity.

We don't know what next season or next year will look like. We don't know if it will have the same performance dates or the same seating configurations. But we can still achieve those goals.

That's enough for right now.

DREAMING OF BETTER DAYS

2020 has been a trying year for Nap Bar's CEO. But quarantine has showed her that setbacks are setups at rest.

STORY BY SARA SAMORA | PHOTOGRAPHY BY DANIEL ORTIZ

Nap Bar owner Khaliah Guillory is well known for her infectious positive attitude and optimism. However, that optimism was put on hold when the novel coronavirus hit Houston businesses.

At the time, Houston-based Nap Bar had just completed its pop-up shop at the Houston Galleria and was about to work on a collaborated project with Glam on the Go founder Joy Hutton that would provide rest, hair, nail and makeup services inside the VIP artists lounge at South by Southwest.

Then, things came to a screeching halt. South by Southwest was canceled and the city went on lock-down. It was the first time in a while that Guillory felt hopeless. She chose to take a page from her playbook and unplugged for 30 days – a “disconnect to reconnect.”



I was overwhelmed. What is this going to look like? No one knew. I still feel as though we still don't really know. We're just – it's just happening to us.

Nap Bar is my passion and purpose. We aren't rushing to open our doors for business until we are confident our team and nappers will not be exposed to Covid-19 – not all money is good money. Keep in mind, I'm a 100% full-fledged entrepreneur. This isn't my side hustle, this is my career; this is my job.

I'm focused on maintaining a positive mindset and being anchored in knowing that we are a community. As a business

owner, and with all of my fellow business owners all across the world, specifically my colleagues in Houston, we will band together because we are better together.

I unplugged for 30 days right before we had the stay-at-home order. It was much needed. I needed to hit the reset button and give myself self-care like I've never done before.

After those 30 days, I got clarity. I reduced my brain fog. I got the idea to do #Wellness-Wednesday, and came up with the Better Sleep Box and the NapNation app. All the things I'm doing now are part of our Covid pivot. These were all ideas that were birthed during my 30-day hiatus from social media. So, I mean, it was powerful for sure. And it gave me time to think.

Small businesses are the backbone of our economy. I don't take that responsibility lightly. It's on me to create and produce items, and solve problems that the world needs – not just in Houston, Chicago, Atlanta or Dubai, but with what the world needs, and the world needs more rest. I have to have a positive outlook because people are depending on me to solve this world problem that we just seem to not be able to get our arms around.

I say that Covid's pandemic is unfortunate because people are losing their lives. Loved ones losing family members, and people are losing jobs. I think the silver lining in this is that we realize the importance of getting back to what really matters, which is connecting with those we love and resting. I still find time to be productive,

ABOUT NAP BAR

Founded: 2019

What the company does: Self-care napping experience, offering communities and companies on-site and in-suite sleep services to help reduce sleep deprivation and increase productivity.

Employees before Covid-19: 3

Employees after Covid-19: Furloughed

2019 revenue: Undisclosed

Y-O-Y revenue change: \$0

SBA loan status: Awaiting

How much longer can you survive? “Eight to 10 weeks out-of-pocket.”

to work on my business, to check in with myself, and to check in with different family members and my friends.

There were a lot of detours and curing spots. One thing this has taught me: Just because you have to take a detour, you still can be on the path to your greatness. You might have some setbacks, but those setbacks lead to setups. Make sure you're prepared mentally, physically and emotionally when you're in the space of that setup.

I've adopted the philosophy that the glass is always half full. I think I got that from being involved in sports at an early age. I always had that winning attitude, and it was always a silver lining in my motto for this fight.

Every year, I give myself a word or phrase, and my phrase for 2020 before all this craziness started was, “Find the funny.” And boy have I been forced to find the funny – prior to Covid, during Covid, and I'm sure post-Covid as well.

I'm a dreamer by nature. I have found myself driven – I'm dreaming even more, meditating longer, and visualizing longer because thoughts become things. I can think it, write it down, read it and then close my eyes and visualize it is going to happen.

A good friend of mine told me, “Exposure expands expectations.” The exposure through my dreams have exposed me to different industries, different ways of thinking and reading different books that I probably wouldn't have initially picked up.

WHEN GUILLORY REALIZED HER OPTIMISM WOULD BE TESTED

“Every year, I give myself a word or phrase, and my phrase for 2020 before all this craziness started was, ‘Find the funny.’ And boy have I been forced to find the funny – prior to Covid, during Covid, and I'm sure post-Covid as well.”

Since Covid-19 came to Houston, Khaliah Guillory, owner of the Nap Bar, has modified and added to her business model. ►



Copyright © 2020 American City Business Journals - Not for commercial use

CHEF COOKS UP NEW STRATEGY

Houston's top restaurateur helps his company survive by shifting to prepared foods sold at grocery stores.

STORY BY LAURA GILLESPIE | PHOTOGRAPHY BY DANIEL ORTIZ

James Beard Award-winning chef Chris Shepherd admits that he comes up with plans so fast, his managers and staff have a hard time keeping up with him. In the weeks of quarantine, since his restaurant has been closed, he has implemented several new business models to keep his company, Underbelly Hospitality, alive. It's a necessary move, he said. Since its inception, Underbelly has been a staple of Montrose-area fine dining. If the company's to survive Covid-19, it has to innovate – and fast.



In February, I was cooking in the resort town of St. Moritz in Switzerland, a few hundred miles from Italy, where the worst of the coronavirus was beginning to rear its head. Three months later, I was home in Houston, with several temporarily shuttered restaurants and a cluster of projects that I needed to keep my business alive.

The restaurant industry has been rocked by constant changes since the beginning of the pandemic. When Gov. Greg Abbott mandated that restaurants across the state close their dining rooms, I had already seen covers at my restaurant, Georgia James, drop from roughly 250 a night to 120. I knew it was the right thing to do, but my staff was still in disbelief. I didn't have the answers as to how this would work.

To use football terminology, if you don't want to get blindsided, have your head on a swivel. That's the only way to survive this.

The experience was challenging. I learned a new word: furlough. Like many of my fellow restaurateurs, I had to furlough the vast majority of my staff. I fed them family meals when possible.

In late April, when Abbott announced that restaurants could open at 25% capacity, I knew there was no way I could open by that first day.

While I believe we could work up to it eventually, I didn't know how it would work.

As soon as Abbott's interview was over, I began to get calls asking when we would open. But just because we can open doesn't mean we should.

I began to plot out the logistics of how opening Underbelly Hospitality would work. So many questions arose. When should I open for the day? What should the menu price point look like? Is there a need for a \$150 long bone ribeye right now? Georgia James sits 140 or 150 people in the dining room, so under the 25% system, I would only be able to sit 35 or 40. I would rather have a system instilled where I would be able to sit at 50% capacity.

We would need to shrink the menu across the board. This is when you start to see creativity come to play. We're not going back to what we were doing before, that's not possible – not any time soon.

I began to consider different menu items: Prosciutto? Yes. Cajun-roasted oysters? Maybe. Charcuterie? Probably not. Wagyu meatballs? A lot of labor goes into making those.

We absolutely couldn't do tableside or other family-style items, like our baller boards, which is a long board set out with lavish daily specials.

With my restaurants shuttered for the foreseeable future, I got creative. The restaurant industry is like a fragile eggshell, and if I was going to see my restaurants survive, I had to diversify.

In early April, I introduced take-and-bake meals at H-E-B stores, transforming some of my iconic dishes – like Korean-braised goat and dumplings, this time with beef – in a way that would make them easier to make and sell.

By May, I had another James Beard nomination under my belt for my first cookbook, "Cook Like a Local," a book I worked on along

with Kaitlyn Goalen. Around that same time, I started to deliver food to Hanover apartment properties. That project got me into the retail game, where I began to sell more take-and-bake meals along with grocery items and sides to Hanover apartment residents. If that program is successful, it'll expand further within Hanover.

Later that month, I finally reopened. I said I wouldn't open at 25%, and I believe in that decision. It was what was best for my guests and staff. I ended up opening two of my four restaurants at 50% capacity – I ended up opening the restaurants that could support only half a dining room. That meant Georgia James and One Fifth. I'm having staff sanitize table tops and wash their hands every 30 minutes, and only having one person in the bathroom at a time.

It's not the only thing I'm working on.

Currently, I have four restaurants. I'm a partner in a coffee shop and I have a bacon and sausage company that sells to other restaurants. I'd like to get the bacon and sausage into grocery stores, like H-E-B. When you incorporate the ready-to-heat meals and Hanover, along with other projects that are coming up soon, it creates a more diverse portfolio. I'm also doing cooking classes on Zoom, where I cook with other individuals and sometimes companies.

I understand one thing: The way that we've been doing things at all our restaurants has now changed. We have to be able to adapt to that. If we don't think outside the box now, we're going to be left doing nothing later.

Chris Shepherd's strategy throughout the pandemic has been to be innovative and keep his head on a swivel to survive. ▶

ABOUT UNDERBELLY HOSPITALITY

Founded: 2015

What the company does: Owns several restaurants in the Montrose area of Houston

Employees before Covid-19: 190

Employees after Covid-19: 190

2019 revenue: Undisclosed

Y-O-Y revenue change: 30% to 35% of 2019's business

SBA loan status: Received PPP loan

How much longer can you survive? "I'm going to make this work. We'll get through this."

TIMELINE

MARCH 19

Gov. Greg Abbott closes dining rooms throughout Texas, sending shockwaves to restaurants across the state, forcing Shepherd to furlough 85% of his staff.

APRIL 2

Underbelly introduces take-and-bake meals at Houston H-E-Bs, increasing his source of revenue. Shepherd started out with five different meals at 10 stores across the Greater Houston area.

MAY 4

Shepherd receives a James Beard nomination for his cookbook. His book is among three nominees in the American category of the 2020 James Beard Foundation Book Awards.

MAY 8

Underbelly Hospitality announces it will sell goods at all Hanover apartment properties. The selection includes take-and-bakes similar to those at H-E-B, as well as meats, sides, sweets, cocktails and wine.

MAY 22

One Fifth and Georgia James reopen at 50% capacity, both of which will have heightened, rigid sanitation standards.



Copyright © 2020 American City Business Journals - Not for commercial use

SMALL BUSINESS, BIG MISSION

JANICE JUCKER, THREE BROTHERS BAKERY

THE QUEEN OF DISASTERS

Bakery owner: 'This is by far the hardest of all the disasters we've been through.'

STORY BY MARGARET BARRIENTOS
PHOTOGRAPHY BY DANIEL ORTIZ

Janice and Bobby Jucker, co-owners of Houston-based Three Brothers Bakery, have survived their fair share of Houston-area disasters – Tropical Storm Allison, the Memorial Day flood of 2015, the Tax Day flood of 2016, a kitchen fire, Hurricane Harvey and now the Covid-19 pandemic. Despite all the challenges she's faced, Janice Jucker said the family-owned bakery faced each one without losing any people, cutting pay or even closing. Jucker now uses her experiences to teach other business owners a four-step system to survive disasters – both physical and economic.

• • •

I am the queen of disasters, but this is by far the hardest of all the disasters we've been through. My husband and I had just returned from our first vacation since Hurricane Harvey. We immediately went into disaster survival mode, yet again. I had seen the news of what was going on in New York and just knew it was going to hit us next. The first thing I thought was, "How much money do we need to stay open?"

I immediately started watching our cash flow more closely because, first and foremost, I have to pay my people. That is the hardest thing in a disaster because it takes cash in the bank. You cannot put payroll on a credit card. Luckily, we never reached that low point where we had to close.

We're in the grocery category and manufacture food, so we are essential to the community. Our model is, you pick what you want, you purchase and then you go home. The part where you sit down and have a cup of coffee has always been a bonus for us, but it's not our bread and butter. It's been nice but it isn't going to make or break us. We talked about the order to open at 25% and I thought, I don't want to open at all. I don't want to do dine-in at this point so, we're not. We're just going to keep going the way we are. I think our customers would feel better about that.

I have learned through all the disasters I've survived with Three Brothers Bakery that there is a system for surviving any kind of disaster. There are four different components: people,

ABOUT THREE BROTHERS BAKERY

Founded: 1949

What the company does: Bakery

Employees before Covid-19: 55

Employees after Covid-19: 57

2019 revenue: Less than \$5 million

Y-O-Y revenue change: -10% as of May 22

SBA loan status: PPP loans received

How much longer can you survive? "We will get through this disaster because we are determined to do so. Our goal is another 71 years."



money, assets and return to operation. With Covid, I initially thought this one really is just people and money. Then I realized no, it's still all four of those components. My people and my customers are my greatest assets. You have to make sure that you keep all your assets whole. We didn't have to physically clean up any damages from Covid-19, like we would a flood or a fire, but we had to come up with new ways of conducting business. Letting people know we're open for business has also been a struggle because a lot of people don't know we're open.

The beginning of this was a real juggling act. That act is still going. How are we going to get the money? Where are we going to miss the money? Are we going to get the PPP loan? Before everything kind of settled, there were all these options and then all the laws that were happening and constantly changing. It's

a lot to keep up. I went from just running the business to being on Zoom calls 24 hours a day. I think that created stress for people.

Additionally, I was contacting lawmakers because I would like to see certain changes in the legislation. The one thing that really chaps me is there is no loan forgiveness for people who already have SBA disaster loans. In the CARES act, they gave debt forgiveness for businesses that have a 504 and 7a loans previous to the beginning, forgiving six months of debt forgiveness where they pay the SBA is going to pay the principal and interest on those loans for six months. What about the businesses that already have disaster loans? We get a deferment for six months. However, the interest is still accruing. That just isn't helpful.

The one thing that has really saved us during



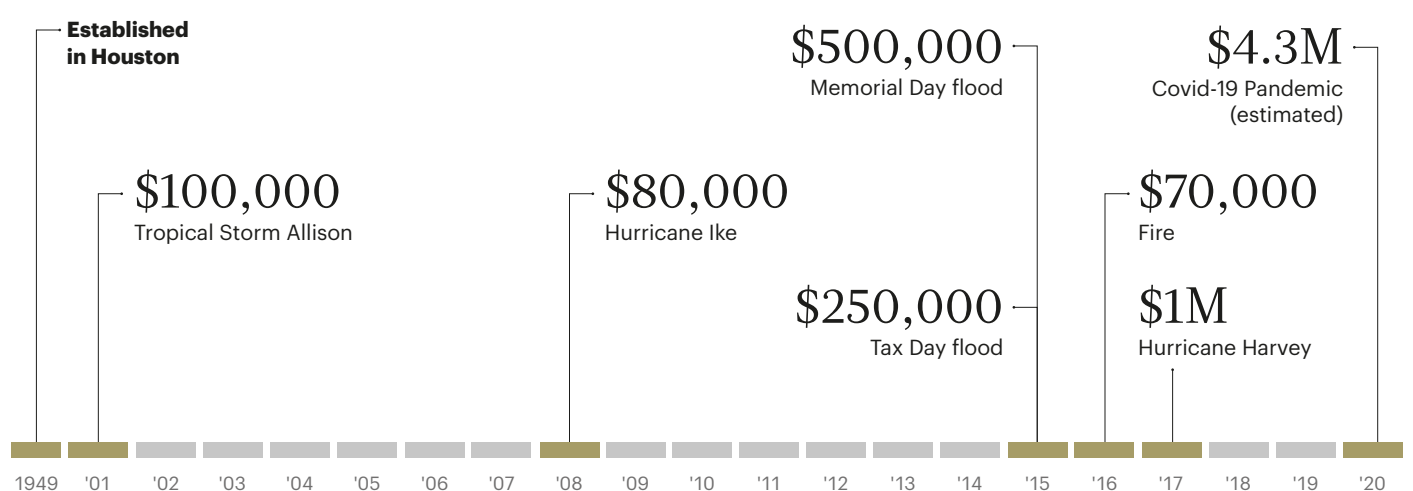
◀ The Covid-19 pandemic is expected to be the costliest of all the disasters Three Brothers Bakery has endured.

this mess was a follow-up segment ABC13 did on us for their Localish channel. The first night that it aired, it crashed our website. I said to them, "If everybody bought just one pecan pie, think about all the businesses you would touch. It's the box maker, the pecan growers, the sugar and flour manufacturers, the bakery supply house." That really resonated and people started buying. It really kept us going, so we formalized the campaign. From that, people started mailing us money. That was the weirdest thing. People started giving us money and saying, "Bake something and give it to people in need." We formalized it and named it the Mitzvah Fund.

I think the good that has come out of this is people helping people. This bakery was built by Holocaust survivors and it will keep surviving.

TIMELINE

Total cost of damages per disaster.



PANDEMIC ROASTS REVENUE

2020 was expected to be a strong year for Katz Coffee – until Covid-19 burned small business revenues across the Bayou City.

STORY BY MARGARET BARRIENTOS | PHOTOGRAPHY BY DANIEL ORTIZ

Houston-based Katz Coffee was supplying coffee to approximately 1,200 restaurants across the country as of the first quarter of 2020. March was looking to be the best month in company history – then the pandemic hit. Katz's business relies heavily on sales to restaurants and bars, but once the county ordered nonessentials to shut down, all the momentum Katz had been experiencing came to a screeching halt. When the first Houston-area Covid-19 case was announced on March 4, Katz Coffee was roasting roughly over 25,000 pounds of coffee. Two weeks later, that production number was just under 10,000 pounds. Despite that, Avi Katz, owner and founder of Katz Coffee, remains optimistic that his company will rebound.

• • •

The week of March 23, 2020, was one of the most difficult weeks of my career. I think it was for a lot of people. There are a lot of people that have been involved with hospitality here for decades. Right now, people in the hospitality industry are concerned about the future of the industry. Everything is unsure.

There are a lot of people who have never had to experience any major type of interruption to their lives, specifically, a natural disaster. So, they don't know exactly how to handle it. When we were hit by Hurricane Harvey, I think there were a lot of people affected by flooding, but I don't think it was as systemic as this. When we had the loss of financial markets in 2008, I don't think it was as systemic as this. When terrorists flew airplanes into the World Trade Center, it was awful, but I don't think it was as systemic as this. It's super weird to not have an event, spe-

cifically, to attach to this. It's more like, what the hell just happened.

I saw it coming since there were rumors, because New York was closing restaurants and social distancing was occurring. On the Monday, March 16, Judge Hidalgo decided to close all restaurants and bars for on-premise consumption, I was at our neighborhood dive bar The Rail Yard on San Felipe. I was trying to identify the enormity of the issue when the bartender said, "Mr. Katz, they just announced that effective tonight at 9, they're officially closing all the bars and restaurants in the city." It was at that moment I really understood that everybody was going to be affected by the closures.

We've had double-digit growth for 17 years straight. The first quarter of 2020 was trending to be our largest growth in history. By March 19 and 20, we were dead. The bottom just fell out. We started emergency planning. We invoked some kind of austerity measures and decided as a management team to furlough our salaries but continued to work and try to mitigate how much financial hemorrhaging we were going to face. The following week, I redacted hours for everybody. The second week, I had no choice but to let go of nearly 30 people. We were down to a skeleton crew. We dropped from two, nine-hour shifts a day to one, eight to 10-hour shifts. By the end of March, Katz's revenue was down about 85%.

Our model is predicated as a percentage of labor and total sales. We're old school profit-and-loss sheet operators. We have a percentage for labor and a percentage for cost of goods. When you have no revenue, those percentages become way out of line. We had an emergency meeting with our bank, Bank of Texas.

ABOUT KATZ COFFEE

Founded: 2003

What the company does: Roast, manufacture and distribute coffee and associated products

Employees before Covid-19: 48

Employees after Covid-19: 32

2019 revenue: Undisclosed

Y-O-Y revenue change: -50% as of May 22

SBA loan status: \$500,000 received

How much longer can you survive? "We can survive, but it's going to be rough pulling out of this nose dive."

The first week I had a conference call with them, they asked, "What do you need?"

I said, "We need 120 days of no-principal notes on all of our loans to you. I need all of the money that I have available to me, now."

They simply executed everything like champs. They waived all my payments and interest. They took care of all their commitments. I was first in line for PPP money. They worked Saturday and Sunday before the GDP opened that Monday and official filing started. I talked to my bank for the first time on Sunday and filled out paperwork.

I received the money, which was approximately \$500,000, in mid-April. It was amazing.

For us to be successful – not just Katz Coffee but everybody as a city – as our restaurant partners, as the hospitality industry, you have to continue to stay resourceful and still keep hospitality at the premise of its core service message.

It's extremely difficult to forecast outcomes, but I think things will get better. Every day is a positive day, even through this. We see growth coming back, and we see customers calling and answering again. We see signs of life fluttering out of the market. I think people are a little gun shy, as to be expected. As humans, we love convenience, and we're not going to be able to give that up overnight. I'm grateful that we have a business, and it was essential that I work every day. Even though it wasn't as rosy as it needed to be, it gave me purpose, and it allowed me to remember why I love my job.

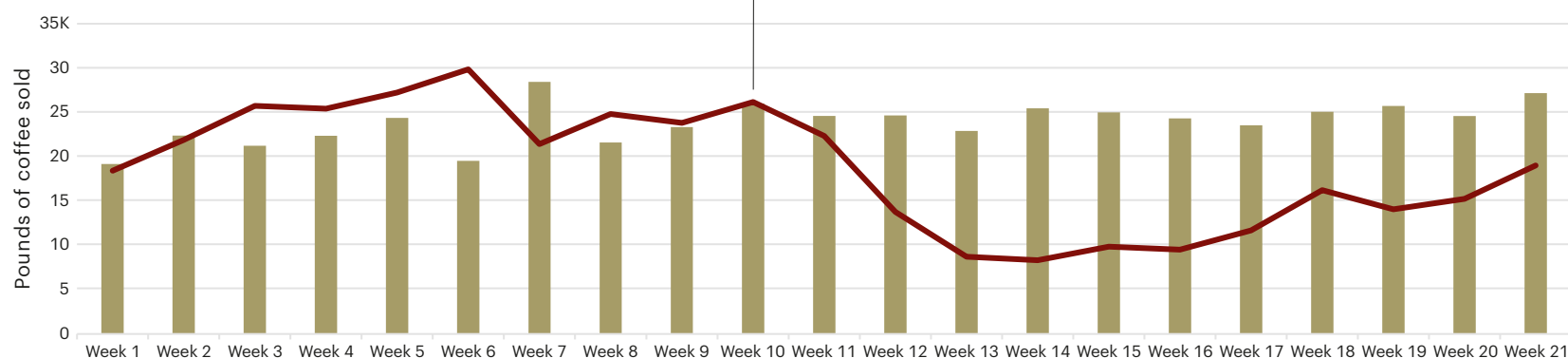
Avi Katz saw his production go from 25,000 pounds of coffee on March 4 to less than 10,000 pounds. ▶

THE COVID-19 EFFECT

2020 was set to be a strong year for Katz Coffee, with the first few weeks seeing more weekly sales than the previous year.

Weekly sales

Katz Coffee's weekly sales started to free fall by week 11 of 2020.





Copyright © 2020 American City Business Journals - Not for commercial use

SMALL BUSINESS, BIG MISSION

ONE NATION, UNDER SIEGE



CHRISTOPHER FRYER | LOUISVILLE BUSINESS FIRST

Riding the wave

SUSAN HERSHBERG

Wiltshire Pantry | Louisville, KY ▲

Susan Hershberg now questions every decision she made before the pandemic. She cut 30 full-time employees and all but three of her 18 part-timers when the virus steamrolled her restaurant and catering business; her April sales of \$90,474 were off 75% year-over-year. She and her remaining staff are now resigned to “riding the wave” that blindsided her in March. “Any decision that I made in January and February was all of a sudden a bad decision. Any spending that I had done was something that I shouldn’t have done. I really had to make decisions that I never thought I would have to make.”



KATHLEEN LAVINE | DENVER BUSINESS JOURNAL

“It was absolutely crushing.”

▲ RICARDO BACA | Grasslands | Denver

Ricardo Baca remembers first feeling the gravity of the coronavirus pandemic. He was in his office with his chief of staff, socially distanced in separate rooms, and they were on a call with Baca’s mentor, a seasoned businessman who had seen downturns before. His advice was “absolutely crushing,” Baca said. Revenue at the public relations firm for cannabis providers was off by more than 50% (“seemingly overnight”), and Baca needed to lay off five of his 12 staff and slash the salaries of those remaining by 20%. What ensued was a chaotic six weeks of client departures, a scramble for new funding and, Baca hopes, a plan to build his business back to where it was, however long it takes.

CUTTING TO THE QUICK

RIPPLE EFFECTS OF HISTORIC PROPORTION

Shelter-in-place orders and government guidelines on social distancing took formal shape in most locations by mid-March, manifesting in the form of runs on toilet paper and hand sanitizer, and other panic buying at grocery stores. Next came a near complete exodus of patrons from the legions of U.S. restaurants, hotels and retail plazas that were built on the back of high-volume foot traffic.

On March 26, the consequences from that mass pullback were crystallized; the U.S. Department of Labor reported a record 3.28 million jobless claims filed the prior week – five times the nation’s prior high-water

mark. That record count roughly doubled in each of the next two weeks and culminated in April with the worst unemployment rate in the post-World War II era.

From the outset, the losses were heavily concentrated in the services sector, with bars, clothing stores, movie theaters, breweries – essentially any business dependent on a steady flow of patrons – accounting for about two-thirds of the cumulative job losses through the second week of April. That retrenchment was punctuated by missed rents, store closures and historic highs in credit-card balances in the weeks that followed.



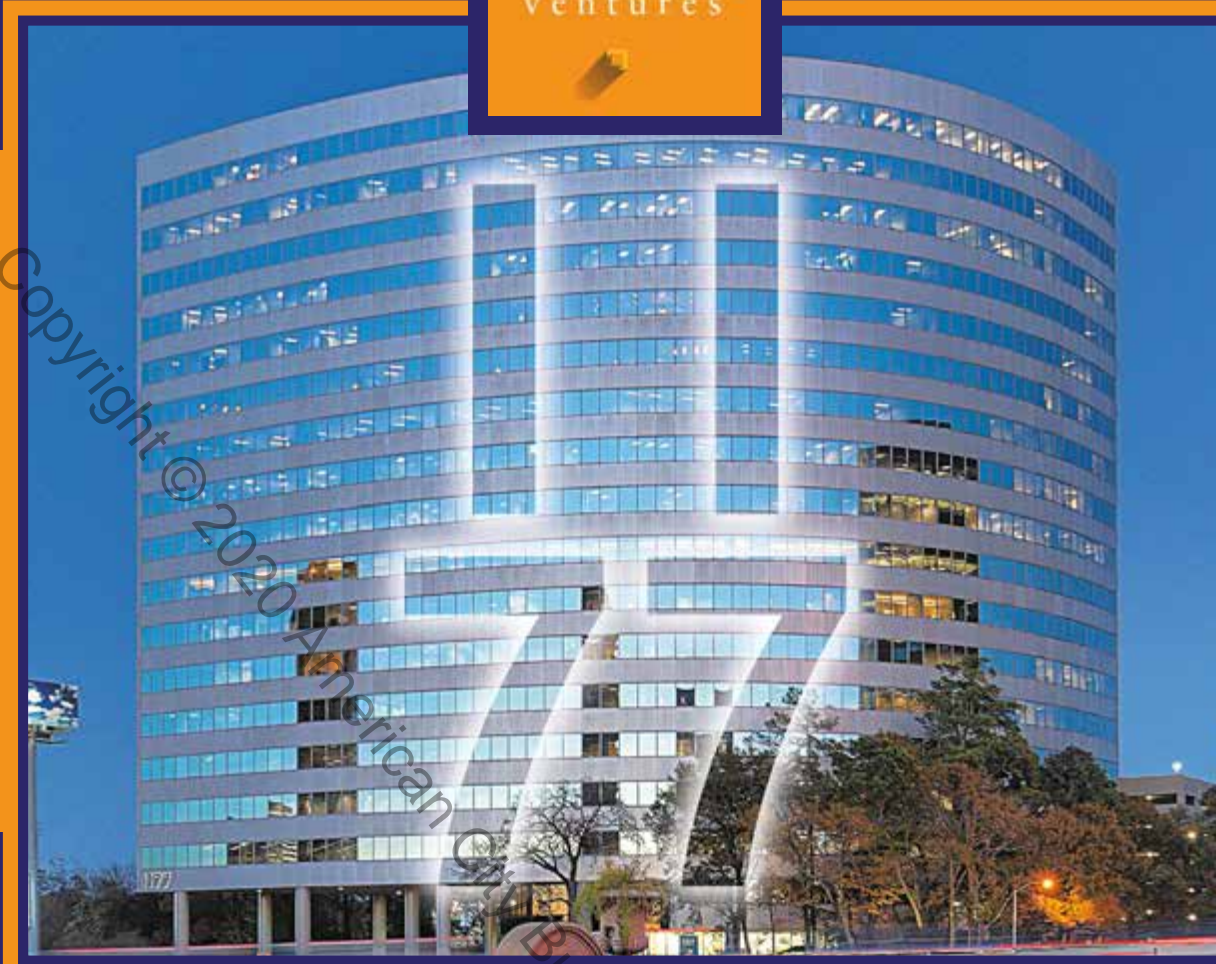
CATHY CHENEY | PORTLAND BUSINESS JOURNAL

“It’s f---ing brutal.”

EMMA McILROY | Wildfang | Portland, OR ▲

The Wildfang brand is irreverent and empowering. Founder Emma McIlroy is one of the most admired executives in Portland. Sales of her apparel for “badass women” plummeted 70% after shutdowns forced the closures of her three stores. McIlroy cut payroll from 30 employees to six. “It’s f---ing brutal,” she said. “My job right now is to make sure they have a company to come back to.” McIlroy predicts the second quarter will be a “wipeout,” but she sees a path forward. It will require rethinking the entire business during a pandemic, while working remotely, with a skeleton staff. “We’re trying to make massive strategic changes under extreme pressure while keeping the business running,” she said. “It’s really hard to do.”

HICKS
VENTURES



LOCATION, LOCATION, LOCATION!



- Convenient to executive neighborhoods of River Oaks, Tanglewood and Memorial.
- Superior access to all major submarkets including the CBD, Energy Corridor, the Woodlands and Sugarland.
- Nearby amenities in Uptown Park and along Post Oak Blvd.
- Direct access to Memorial Park less than half a mile away.

1177
West Loop
South

Paul Frazier
pf@hicksventures.com
(713) 501-4203

Patrick Hicks, Jr.
phjr@hicksventures.com
(832) 651-4022

www.hicksventures.com

THE BIG PIVOT**PLENTY OF SCREEN TIME**

Organizations negatively affected by the pandemic and accustomed to dealing with customers in person were forced to either absorb their losses or reinvent themselves to stay relevant in an age of social distancing. In the weeks to follow, those efforts put America's entrepreneurial ingenuity on display. Among the spectrum of pivots entrepreneurs made to sustain themselves and, if fortunate, a portion of their workforces were triage-station checkouts, augmented "Covid" menus, hastily assembled delivery services, and virtual customer and workplace interactions.



BRANDON DILL FOR MEMPHIS BUSINESS JOURNAL

Divinely hardwired

▲ **J. LAWRENCE TURNER** MBCC | Memphis, TN

"The BVMV livestream will begin soon." And so it begins each Sunday at Mississippi Boulevard Christian Church since Covid-19 sent much of Tennessee into quarantine. The words appear on Facebook Live before the choir and musicians who energize this Memphis mainstay swing into gear. It's one of the many services the 99-year-old church moved online in March, when Rev. Dr. J. Lawrence Turner applied for federal stimulus funds to cover payroll. Turner reminds himself he still has an audience of 3,500 strong, they're just watching remotely. "Although online brought a certain convenience, God has hardwired us to be in the community."

PLAN TO
TURN YOUR
COMPANY AROUND
IN 90 DAYS **TODAY!**

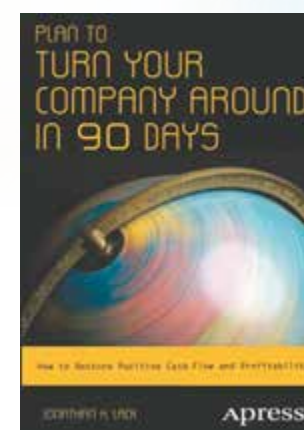
How to Restore Positive Cash Flow and Profitability

ROI Ventures helps businesses pivot their business models to *thrive*

ROI®

Top Line Growth. Bottom Line Results.™

Contact: Jonathan H. Lack, Principal
jlack@roiventures.com | Tel. 713.539.7978 | www.ROIVentures.com



Order an eBook at:
www.ROIVentures.com



EUGENE TANNER | PACIFIC BUSINESS NEWS

“We weren’t going to wait for a handout.”

▲ **HEATHER ROCHLEN** | Jams World | Honolulu

Heather Rochlen’s cash reserves would barely cover the next two payroll cycles, and wholesale customers weren’t paying for the Hawaiian-themed shirts and apparel she shipped just prior to the pandemic’s initial shock in March. She needed a change of course, and fast. Within weeks the clothing operation was cranking out face masks, first a sample of 200 and then so many that Jams World’s cutting machine broke. The company now has contractors in California sewing its hand-cut fabrics into masks. Rochlen said the shift has helped Jams World ride out the crisis, albeit temporarily. “It’s been able to keep us from going under. If demand drops and tourism doesn’t reopen, we will be in a very precarious situation.”



ANTHONY BOLANTE | PUGET SOUND BUSINESS JOURNAL

Dog days

▲ **CHERRI TRUSHEIM** | Urban Animal | Seattle

Urban Animal was less than a year from expanding into its third location and had just signed a lease for another 5,000 square feet when Seattle became the first major U.S. city to feel the pandemic’s effects. The veterinary clinic was allowed to stay open as an essential business, using sidewalks as makeshift waiting rooms and triage areas. Trusheim said non-emergency patients were discouraged from on-site visits, a stark reversal from her packed schedule prior to the virus. She said her lender has since hit pause on a planned \$700,000 loan to renovate the newly leased space. “They are saying, ‘We’re not really loaning money right now. People are defaulting.’”

FEATURING THE ROBOTIC MOWER

- Zero Emissions
- Noise Free
- Self Charging
- Weather Proof
- GPS Tracking Security
- Maintains up to 1.25 acres

Great for both Commercial and Residential



DESIGNS

EVERY CLIENT, EVERY DREAM, EVERY TIME.

L3 Designs, leading Houston’s landscaping industry in innovative technology

call us: 281-974-2783
email us: info@L3-Design.com
visit us online: www.L3-Design.com



THE FACILITATORS**A SUPPORT NETWORK
IN NEED OF SUPPORT**

A key plank to the federal government's response to the Covid-19 economic crisis was trillions in stimulus funds – loans, grants, debt forbearance and tax breaks – aimed at shoring up businesses for the duration of the pandemic. The first leg of that effort was signed March 27 with the Coronavirus Aid, Relief and Economic Security Act. Additional stimulus unleashed by the federal government followed. All told, the value of this unprecedented financial relief exceeded \$6 trillion as of early May. Nonetheless, small-business owners will forever point to April 3, 2020 – the day the \$349 billion Paycheck Protection Program launched – as the official start of the economic response to the coronavirus. Beset by shifting guidelines and mixed messaging from lenders and government officials, the PPP stumbled out of the gates to both relief and criticism over the program's hasty rollout and unintended consequences. At the center of the storm was the nation's network of bankers, law firms and business advisers who were pressed into action and hounded for answers by clients desperate for cash and protection from creditors. For some institutions, including many large banks that left thousands of customers in a lurch by not widely participating in PPP, the sequence of events proved damaging. For others, like TMC Financing in Oakland, it resulted in more business than at any time prior.



TODD JOHNSON | SAN FRANCISCO BUSINESS TIMES

Solace after the storm**▲ BARBARA MORRISON****TMC Financing | Oakland, CA**

Barbara Morrison has reason to seek solace most evenings in her backyard garden. In six frantic weeks, her team processed applications for 1,000 loans valued at \$100 million – equivalent to about four months of volume in normal times – for small businesses through the federal Paycheck Protection Program. Along the way, she consoled customers, and she found socially distanced ways to support her daughter, Anna, who also works for TMC, after she contracted Covid-19. “It brought the whole pandemic home, on a personal level,” Morrison said. “It was pretty excruciating since I couldn't see her. I had to rely on telephone calls, that I could hear in her voice that she could still breathe OK. It was stressful and nerve-wracking. I'm just so grateful that she's fine now.”

**It all relies on Innovation.**

Socially-responsible Entrepreneurship and Leadership bring new market share, profitable prices and stakeholder satisfaction.

- Impact your existing organization or fund and launch your own enterprise.
- One calendar year, executive-style program with all classes made complete online with supporting activities available at MCNAIRCENTER@HBU, the McNair Illuminator Lab, and other affiliates like ALLEN AUSTIN of Houston.
- MCNAIR MSME DEGREE, Master of Science, Innovation & Entrepreneurship, includes the exclusive ALLEN AUSTIN EXECUTIVE MENTOR program that involves professional network construction and strategic career management.

THE MCNAIR CENTER
for **ENTREPRENEURSHIP**
AND **FREE ENTERPRISE**

HBU HOUSTON BAPTIST UNIVERSITY | A Higher Education

For more information, please contact
Dr. Mark Clark at MLClark@HBU.edu
or 281-649-3364.





JOANN VITELLI | ATLANTA BUSINESS CHRONICLE

“Every word you say, there is a weight to it.”

▲ KAREN HOUGHTON | Atlanta Tech Village | Atlanta

Karen Houghton dreaded the next Zoom call. It meant laying off another valued employee – and not one of them suspected it was coming. There would be 12 layoffs in all. “No one was angry. It almost made it harder,” she said. “I have let people go several times, but never layoffs. Every word you say, there is a weight to it.” The startup incubator and workspace provider entered 2020 with a waitlist and 1,100 members who paid between \$300 and \$10,000 a month to access the outfit’s resources and influence in Atlanta’s fast-growing startup community. It’s now staring down an expected revenue decline of 50% for the year. The layoffs allowed for \$200,000 in safety upgrades to prepare for a gradual re-opening earlier this month. The initial findings: “Most people aren’t ready [to return] yet,” Houghton said. But she is. Kind of.



GABE HERNANDEZ | SAN ANTONIO BUSINESS JOURNAL

Keeping the lights on

▲ GRANT GAINES AND RAHUL PATEL Patel Gaines PLLC | San Antonio

Rahul Patel and Grant Gaines are accustomed to a high volume of business from a mix of dealmakers in the real estate and construction sectors that dominate southern Texas, but the upward shift in activity – and pleas for legal assistance from business owners desperate to stay afloat amid the coronavirus crisis – was nothing they could have anticipated. “Normally transactions are very, very high ... but now, because markets have slowed down, those same clients of ours are needing help with loan modifications, how to handle their lender, their franchise, their employees,” Patel said. “Our real estate attorneys, instead of helping them focus on transactions, they’re focusing on helping them keep their lights on.”

Dividends help Texans when they need it most.
THAT TIME IS NOW.



Better days are coming. But right now, many Texas businesses are hurting. That’s why Texas Mutual is distributing \$330 million in dividends to eligible policyholders two months ahead of schedule. That means 57,000 businesses are receiving funds when they need them most. The COVID-19 crisis will pass, but until then, we’ll be on the job helping employers and protecting Texas workers. To learn how early dividends can make a difference, go to texasmutual.com/dividends.

TexasMutual[®]
WORKERS’ COMPENSATION INSURANCE
STAY SAFE, TEXAS

*Dividends are based on performance, are not guaranteed and must comply with Texas Department of Insurance regulations.
©2020 Texas Mutual Insurance Company*

TIMING WAS EVERYTHING

FROM HIGH HOPES TO LOW EXPECTATIONS

The speed and severity of the coronavirus fallout delivered a new sense of urgency to many of the long-term investments and decisions made by business owners prior to the pandemic. Most were thrust into survival mode – cutting costs and doing whatever it took to stay afloat while others found themselves in the unexpected position of seeing demand for products and services turbocharged by the Covid-19 response. Many, such as Luana's Coffee and Beer in Phoenix and Skipper in Charlotte, made big bets coming out of 2019 in the midst of what was a booming economy, only to be whipsawed back to reality by the deep economic freeze that ensued. The retrenchment and prospects of a deep and prolonged economic downturn put trillions of dollars in mortgage-backed securities, equipment leases and rents in jeopardy, with the potential ripple effects from nonpayment of those IOUs promising to hurt everyone from large pension funds to money managers to retirees.



JIM POULIN | PHOENIX BUSINESS JOURNAL

“I was running around like a bat out of hell.”

▲ **AARON SCHOFIELD** | Luana's Coffee and Beer | Phoenix

Aaron Schofield pulled together \$55,000 from family and friends to open Luana's Coffee and Beer in January, his first brick-and-mortar location alongside an already successful mobile-cart business. Two months later, he was desperately duct-taping a doorbell for a makeshift drive-thru at the property, hoping to keep his new investment afloat. In April, he parted ways with a friend hired to run the day-to-day operations. He's still awaiting word on whether his Economic Injury Disaster Loans application will be approved. If not, he figures he has a month of cash to stay afloat. “I lost 20 pounds in the beginning, which wasn't normal for me,” he said. “I was running around like a bat out of hell. It was taking a toll mentally. ... Now I'm just not trying to stress about the money.”



HBJ
EVENTS

Women
WHO MEAN
BUSINESS
AWARDS

DO YOU KNOW A SUCCESSFUL
FEMALE BUSINESS LEADER?
**NOMINATE
HER!**

The Houston Business Journal is seeking nominations for our 5th annual Women Who Mean Business Awards. The awards honor the region's top business leaders, entrepreneurs and innovators who are making a difference across Greater Houston. We're looking for women from every industry and profession — leaders who have meaningful community involvement, leave their mark on their industry and help raise up other women in their offices and beyond.

New this year, HBJ is accepting nominations for our
WOMEN WHO INSPIRE AWARD.

This award was created to recognize and celebrate exceptional women serving on the front lines of the Covid-19 pandemic.

NOMINATION DEADLINE JUNE 19, 2020

FOR MORE INFORMATION OR TO NOMINATE, VISIT:

WWW.BIZJOURNALS.COM/HOUSTON/NOMINATION



JOCK FISTICK | SOUTH FLORIDA BUSINESS JOURNAL

“Who is going to create jobs?”

▲ KADION PRESTON | Caribshopper | Miami

Kadion Preston picked a precarious moment to launch his business. The startup, an online marketplace for Caribbean-made products, had about \$500,000 raised and six months of development work complete when the coronavirus hit. He officially opened May 25. Without more capital – and Preston is trying to raise an additional \$1.2 million – he predicts he’ll have about six months of cash to burn before he’s out of business. The 41-year-old Jamaica native worries about the pandemic’s lingering effects on entrepreneurship in America, and not just among those who have immigrated here to start a new life. “If the entrepreneurs – the risk takers – get scared, who is going to create jobs? Or make things better?” he asked.



MELISSA KEY | CHARLOTTE BUSINESS JOURNAL

“Will some things be different forever? Probably.”

▲ MEGGIE WILLIAMS | Skipper | Charlotte, NC

Meggie Williams signed the lease for Skiptown – a bar, dog park and boarding center – in December, and earlier this year she opened two more pet daycare centers in Charlotte, just prior to the virus outbreak. As of mid-May all three locations were empty. Williams cut her payroll by about 80 people. The business, with a lean 13 employees, is covering expenses with a \$300,000 loan from the federal Paycheck Protection Program. Williams said she is coming to terms with a lesson being learned by other entrepreneurs of her generation. “I’ve learned that we’re not guaranteed anything and that we’re certainly not entitled to anything either.”

Our new normal. Our unwavering commitment.

As employers and employees across the Lone Star State adjust to the new normal of the workplace, Humana’s unwavering support for small business remains the same. From products that provide full primary care through an online app to digital enrollments, our innovations deliver cost effective solutions to help keep your employees safe, healthy and productive.

Visit [humana.com/employer](https://www.humana.com/employer) to learn more.

Ranked #1 in
Member Satisfaction
among Commercial
Health Plans in Texas.

Humana



For J.D. Power 2020 award information, visit [jdpower.com/awards](https://www.jdpower.com/awards)





Stay strong, Houston.

What you're doing is working.

The COVID-19 outbreak isn't over yet. Each of us has a job to do to protect and care for as many people as possible. If your job is to stay home, please do it, with pride and compassion. Your sacrifice is vital. Thank you.

We're all in this **TOGETHER.** HARRISHEALTH SYSTEM



HOUSTON WORKFORCE 2020



**ADDRESSING
THE
SKILL
GAP**

GETTYIMAGES

SPONSORS



WORKFORCE 2020: ADDRESSING THE SKILL GAP



GETTYIMAGES

TIME TO FUTURE-PROOF THE WORKFORCE

EMPLOYERS RECOMMEND MIDDLE-SKILL WORKERS ADD TO THEIR SKILLSET AS THE WORLD TRANSITIONS INTO THE DIGITAL AGE

BY JOHN EGAN
Special to the HBJ

As Houston employers climb out from under the wreckage of the coronavirus-battered economy, many of them immediately or eventually will seek to fill “middle-skill” jobs. These jobs – which constitute about 30% of the Houston area’s workforce – require education, experience or training beyond a high school diploma but short of a bachelor’s degree.

So, what sorts of skills might see the greatest demand? It’s a question that carries implications for employers, schools and workforce development projects across the Houston area.

Peter Beard, senior vice president for



Peter Beard

regional workforce development at the Greater Houston Partnership and leader of its UpSkill Houston initiative, believes digital skills will be highly sought after going forward. Public schools, community colleges and four-year universities alike will be called upon to help sharpen the digital skills of current and future workers, he said. He envisions some of those skills being acquired through “micro-credential” courses rather than full-fledged degree or training programs.

“I do think this whole notion of the digital transition is going to become more and more important,” Beard said.

Beard expects employers to put more of an emphasis, at least for some occupations, on digital tools such as Excel (spreadsheets), Tableau (data visualization) and Salesforce (customer relationship management).

“It doesn’t mean you have to become a data scientist or data analyst. But if you’re not conversant in how to use Excel, you’re probably not going to have a resilient skillset,” Beard said.

Whether it’s digital skills or another bucket of skills, middle-skill workers must be equipped to “future-proof” themselves, he said.

“For 30 years, we marketed the fact

that a four-year college degree was the only path to success,” Beard said. “I think what gets clear in this virtual world is people get to see skillsets in a very different way. In terms of what someone’s capable of doing and how quickly they can pivot, that becomes a skill that people are going to value.”

FOSTERING TALENT

A report released in April by UpSkill Houston, a workforce development initiative whose stakeholders include employers, schools, community organizations and public workforce agencies, identifies a number of high-priority, middle-skill

CONTINUED ON PAGE 34



EARN AN
INDUSTRY CERTIFICATION
TODAY

AMAZON WEB SERVICES

CISCO

GOOGLE IT

APPLE CODING

HEALTH INFORMATION TECHNOLOGY

MEDICAL CODING



Are you a **small business** with fewer than 100 employees?

Do you have FT employees interested in coursework at Lone Star College to help upgrade their skills and help make your business a success?

Texas Workforce Commission will fund 100% of most LSC workforce (WECM) college credit or non-credit courses at LoneStar.edu/CTE.

If you do not see the course you need, contact **Melody Barbin** at **Melody.Barbin@LoneStar.edu** and with 10 employees you can create your own class. Our instructional designers will develop for you and you can offer this at your place or ours, day, night or Saturdays or ONLINE.

TAKE YOUR SKILLS TO THE NEXT LEVEL WITH A
LSC BACHELOR OF APPLIED TECHNOLOGY IN CYBERSECURITY DEGREE
LONESTAR.EDU/BACHELORS



LONESTAR.EDU/CORPORATECOLLEGE
CORPORATECOLLEGE@LONESTAR.EDU
281.296.7827

WORKFORCE 2020: ADDRESSING THE SKILL GAP

CONTINUED FROM PAGE 32

occupations in the Houston area. They include:

- ▶ Construction supervisor
- ▶ Construction equipment operator
- ▶ Chemical equipment operator
- ▶ Electrician
- ▶ Plumber
- ▶ Welder

Nearly 50 middle-skill occupations in the Houston area are considered “good” jobs because they’re in high demand and pay livable wages, according to the report. Employers face several challenges in filling these jobs, such as:

- ▶ Widespread encouragement of pursuing four-year degrees.
- ▶ Outdated perceptions of middle-skill work in certain industries.
- ▶ Retirement of current workers who already possess these skills.

J.D. Slaughter is president of Houston-based S&B Engineers and Constructors Ltd., which is among many employers in the region striving to recruit and foster middle-skill talent. Slaughter said his company focuses on skills, not degrees. In fact, S&B depends largely on internal training programs to cultivate those skills, not two-year or four-year schools.



J.D. Slaughter

The company maintains a permanent training center in Baytown as well as training operations at most of its project sites. All employees receive free training to upgrade their skills, Slaughter said. Last year, more than 1,000 employees were enrolled in the upgrade program. Among the jobs at S&B are pipefitter, welder, electrician, carpenter, construction manager, project auditor and materials manager.

S&B complements its in-house, hands-on training with soft-skills training through efforts such as a partnership with United Way THRIVE and the Texas Workforce Commission. The company also does outreach to high school-age students through an industrial training program it launched this year. S&B anticipates students from 15 area school districts will participate in next year’s program, Slaughter said.

At this point, it’s unclear precisely how the coronavirus pandemic will affect S&B’s employee recruitment and training.

“While the economic impact caused by the extended quarantine has significantly reduced opportunities in our industry, we are hopeful that a reasonable return to normal economic activity will return the industry back to its pre-

COVID growth,” Slaughter said.

UPS AND DOWNS

At San Jacinto College, President and Deputy Chancellor Laurel Williamson is concerned about significantly reduced opportunities



Laurel Williamson

in one industry in particular – the petrochemical sector. Many of the school’s students are enrolled in programs geared toward petrochemical careers. In September, San Jacinto College debuted its LyondellBasell Center for Petrochemical, Energy & Technology in Pasadena.

Williamson said that while some petrochemical graduates still are receiving job offers from companies like DuPont Dow, the career plans of other students are being stymied by the recent crash in the oil market.

Although plummeting oil prices have rocked the petrochemical sector, Williamson doesn’t believe the energy bust or the coronavirus pandemic will shake up the skillsets sought by employers in the petrochemical sector – or any other sector, for that matter. But it will, she added, put a dent in demand for students specializing in middle-skill career fields.

However, Williams does foresee steady

demand for some middle-skill jobs, such as physical therapy assistant. Yet because of the pandemic, some health care employers have had to temporarily halt clinical training for students in San Jacinto’s physical therapy assistant, occupational therapy assistant and nursing programs, she said.

Meanwhile, San Jacinto’s pandemic-mandated move to online learning has disrupted hands-on training for students in areas like construction management and welding, Williamson said. Starting May 18, San Jacinto welcomed small groups of students back to campus to demonstrate various applied technical skills as part of their coursework. Plans for fall classes remain up in the air.

“We truly found out that we can deliver everything virtually except applied technical courses,” Williamson said.

Beyond technical skills, Williamson believes current circumstances underscore the need for critical thinking skills, along with the ability to be adaptable and flexible.

“We’ve always taught that students need to have good thinking skills, good decision-making skills. I think those kinds of skills have become maybe even more important than the technical skills,” she said. “Employers have always told us, ‘If you will give me an employee who can think critically, make good decisions, communicate well and has a strong work ethic, we can teach them the technical part if we have to.’”

HBJ
EVENTS

IS YOUR COMPANY ONE OF THE FASTEST GROWING OR INNOVATIVE COMPANIES IN HOUSTON?

FAST 100
& INNOVATION AWARDS
HBJ
2020

HOUSTON BUSINESS JOURNAL'S
INNOVATION AWARDS

NOMINATIONS ARE NOW OPEN

Get recognized for one or both! The Houston Business Journal is seeking nominations for our Fast 100 & Innovation Awards.

The top companies will be honored at an event and featured in a special publication of the HBJ.

LAST CHANCE

NOMINATION DEADLINE:
JUNE 1, 2020

NOMINATE HERE:
WWW.BIZJOURNALS.COM/HOUSTON/NOMINATION

GOLD SPONSORS

LAPORTE
CPAs & BUSINESS ADVISORS

G&A Partners
Time to grow.

PARTNER ORGANIZATION

rh Robert Half®

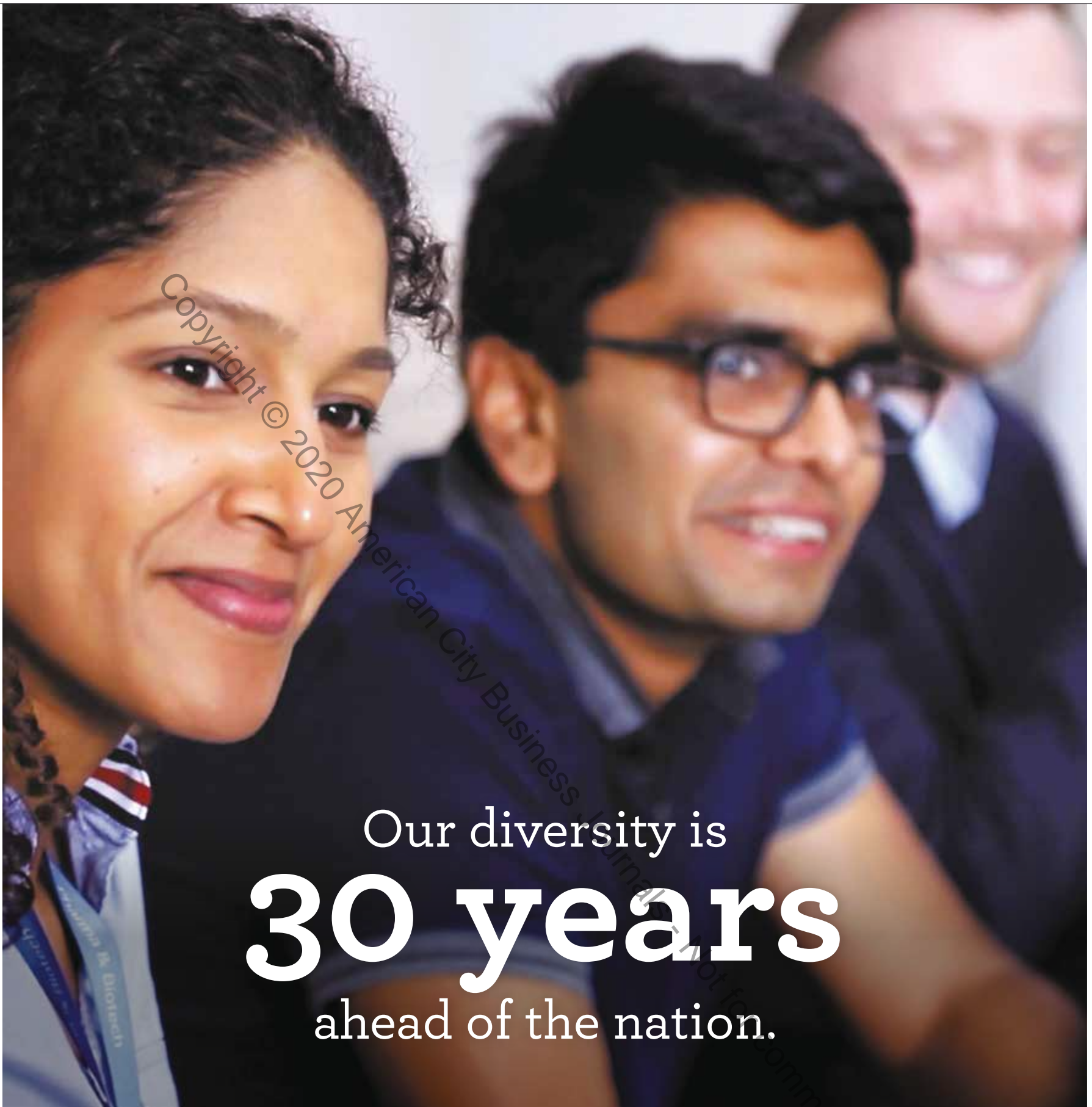
PIERPONT
PUBLIC RELATIONS, MARKETING, PUBLIC AFFAIRS

HX HOUSTON EXPONENTIAL™

HOUSTON BUSINESS JOURNAL

EVENT DETAILS: QUINN HOANG | EVENTS DIRECTOR | QHOANG@BIZJOURNALS.COM

SPONSORSHIP OPPORTUNITIES: ROB CRAVARITIS | HEAD OF SALES | RCRAVARITIS@BIZJOURNALS.COM



Our diversity is
30 years
 ahead of the nation.

Welcome to the city who welcomes the world.

Here's a fact: out of 300 cities with at least 100,000 residents or more, Pearland is one of the only seventeen where minorities are the majority, with Asian, black, Hispanic and white non-Hispanic residents making up at least 10 percent of the total population. We welcome new thinking and traditions. Fact is, our cultural diversity makes us stronger every day as we pave the way to a very bright future.

Pearland. The forward-thinking, smart address for fantastic business opportunities today and tomorrow.



PearlandEDC.com

PAID ADVERTISING

PEOPLE ON THE MOVE

THE HOUSTON AREA

SPONSORED BY
**TEXAS MUTUAL
 INSURANCE COMPANY**
 Your employees are your
 most valuable asset.
 Find out how to keep them
 safe at texasmutual.com.

NONPROFIT

NEW HIRE

**Mark Allen,
CAE**

*Executive Director
 TXCPA Houston*

On April 27, 2020, Mark Allen, CAE, joined TXCPA Houston as its new executive director. He previously

served as CEO for membership organizations serving professionals at independently-owned funeral homes. Recently, he held the post of executive director for the International Order of the Golden Rule, an international association based in Austin, Texas. Mark's background in strategic planning, member benefits, and relationship building will lead TXCPA Houston to the next level of success.

HEALTH CARE

NEW HIRE

**Chanel Williams**

*Executive Director
 Friendly Faces
 Senior Care*

Chanel has over 14 years of experience in the healthcare industry. She has

a passion for advocating for seniors and children. She believes educating families on all their options is key, in helping them to navigate the often overwhelming and confusing road that can be home care. When she isn't sitting down with families and helping them find the best options to care for their loved ones, she is keeping up with her family and traveling.

SPOTLIGHT

NONPROFIT | NEW HIRE

Tammy Hopwood

*CFO
 Jewish Family Service*

Tammy Hopwood, CPA, MBA, joins the Executive team at Jewish Family Service, a 107 year-old premiere human service agency in Houston, as the new CFO. She completes the JFS C-Suite: Linda L. Burger, MSSW, CEO; Carl Josehart, MSW, COO; Ada Cheung, PhD, LCSW-S, Chief Clinical Officer; and Rachel Weiner Davis, M-JS, Chief Development Officer. Tammy's public sector experience includes work at Deloitte, American General Corporation and MMI Products, Inc. She moved to non-profit leadership as Chief Accounting Officer with KIPP Houston Public Schools and most recently was the CFO for The Monarch School and Institute. Carl Josehart, JFS COO and interim CFO, remarked, "Tammy Hopwood has the experience and expertise



to manage JFS's finances in a way which will maintain the agency's reputation for fiscal responsibility and also the strategic knowledge to help the agency prepare for the future." JFS is a partner agency of the Jewish Federation of Greater Houston and a United Way Agency.



ENGINEERING

NEW HIRE

**Susan Kramer**

*Principal
 Smith Seckman
 Reid Inc.*

Smith Seckman Reid, Inc. (SSR), a leader among engineering firms in designing,

consulting, and commissioning projects, is pleased to announce that Susan Kramer, PE, LEED AP, has joined the firm as a Principal in the firm's Houston office. She will provide client and project leadership for existing institutional initiatives.

BANKING & FINANCIAL SERVICES

NEW HIRE

**John Jamison**

*Partner in Charge,
 Technology Risk
 Services*

Calvetti Ferguson

John joins Calvetti Ferguson's Dallas office as the Partner in Charge

of Technology Risk Services. He has extensive experience in technology risk consulting at both Big 4 and middle market CPA firms. He also has hands-on industry experience as both a CIO and IT Director. John assists companies in identifying and managing their technology risk. He earned his Bachelor of Business Administration in MIS from Texas A&M University and MBA from Texas A&M University-Commerce.

HOW TO SUBMIT

Announce your new employees, promotions and executive's accolades to Houston Business Journal's influential audience. For local promotions, **contact Rob Tippler at (713) 395-9606 or email rtippler@bizjournals.com. To submit go to www.bizjournals.com/houston/potm/form?sterr=HORT**

HBJ Salutes Houston's People on the Move!

Want to grow your market share? Sponsor HBJ's People on the Move program, and stand out from the crowd.



For details on advertising, contact Rob Cravaritis, Head of Sales: 713-395-9618 or RCravaritis@bizjournals.com

TEXAS
SURVEILLANCE & SECURITY
VIDEO SECURITY EXPERTS

Can you Afford a COVID related lawsuit?

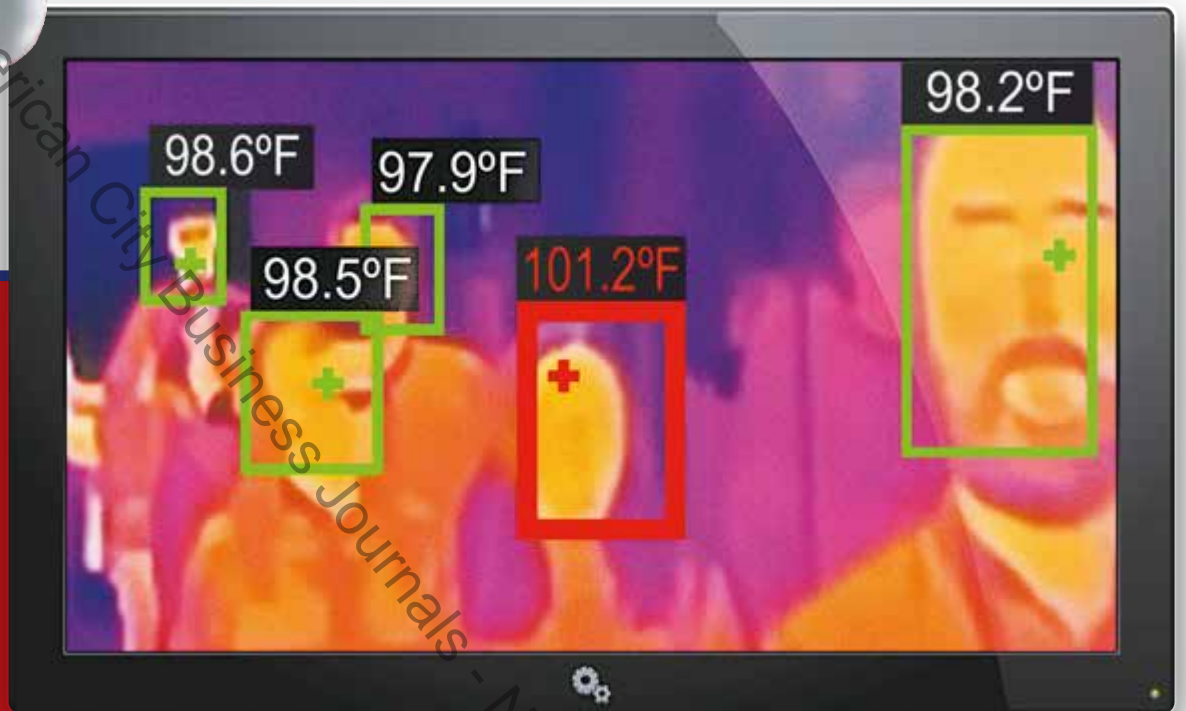
**HOUSTON'S ONLY 24/7
 INSTALLATION COMPANY**

Over 25 years in Business!



FREE Security Assessment

**Call Now:
 281-326-0790**



**SPECIALIZES IN:
 Commercial / Industrial**

- Thermal Imaging Camera Systems
- Security Cameras
- Custom Design

**100% SAFE AND
 RADIATION FREE!**

Introducing the PACT Wristband!

- Wearable device aimed at mitigating Covid-19 in the workforce and consumer markets.
- Utilizing advanced Bluetooth Low Energy (BLE) technology.
- Each wristband encourages CDC recommended social distancing guidelines.

Licensed & Insured

Commercial Security Camera Contractor
 Texas License # B04080401

TexasSurveillance.com



HOUSTON BUSINESS JOURNAL'S

THE SAFE RETURN TO THE WORKPLACE

WEDNESDAY, JUNE 3 2:00PM-3:00PM CDT

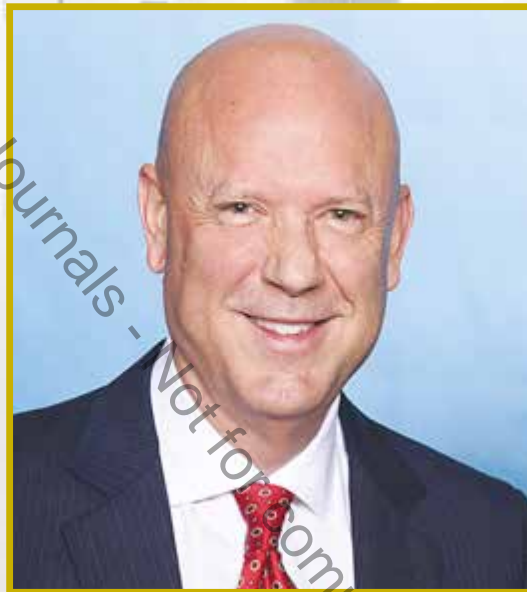
LIVE WEBINAR

HBJ president and publisher Bob Charlet sits down with Memorial Hermann Health System President and CEO Dr. David L. Callender for a one-on-one discussion to include:

- » STATE OF HEALTH CARE IN HOUSTON
- » HEALTH AND SAFETY OF THE COMMUNITY
- » CREATING HEALTHY WORKPLACES (AT HOME OR IN THE OFFICE)
- » AND MUCH MORE



DR. DAVID L. CALLENDER
PRESIDENT & CEO
MEMORIAL HERMANN HEALTH SYSTEM



BOB CHARLET
PRESIDENT & PUBLISHER
HOUSTON BUSINESS JOURNAL

LAST CHANCE

REGISTER NOW – FREE TO ATTEND
REGISTER HERE: WWW.BIZJOURNALS.COM/HOUSTON/EVENT

PRESENTING SPONSOR





HOUSTON BUSINESS JOURNAL'S

THE STATE OF

COMMERCIAL REAL ESTATE

LIVE WEBINAR

Register now to attend HBJ's State of CRE free virtual webinar, where HBJ & local industry experts dive into the market trends and the most frequently asked questions about Covid-19 and its impact to the commercial real estate industry.

PANELISTS



RIC CAMPO

CHAIRMAN OF THE BOARD & CEO
CAMDEN PROPERTY TRUST



PAT DUFFY

PRESIDENT - HOUSTON
COLLIERS INTERNATIONAL



BRIAN MALARKEY

EXECUTIVE VICE PRESIDENT,
DIRECTOR OF ARCHITECTURE
KIRKSEY ARCHITECTURE

MODERATOR: **GISELLE GREENWOOD**, EDITOR-IN-CHIEF, HOUSTON BUSINESS JOURNAL

THURSDAY, JUNE 11

2PM-3PM CDT

FREE TO ATTEND

REGISTER HERE: WWW.BIZJOURNALS.COM/HOUSTON/EVENT

PRESENTING
SPONSOR:



EVENT
SPONSOR:



HOUSTON BUSINESS JOURNAL

LEGALS AND CLASSIFIEDS

THE HOUSTON AREA

EMPLOYMENT

VP TALENT ACQUISITION & WORKFORCE SOLUTIONS

AIM World Services is hiring for a VP Talent Acquisition & Workforce Solutions. Respsbl for the biz dvlpmnt & recruitment dlrvy within the energy & defense biz for aim world svcs incorporated. Respsbl for creating a comprehensive biz dvlpmnt strat to grow the energy, infrastructure, & defense biz stream both in the Americas & worldwide. Manage & grow the recruitment dlrvy factrn within the org. Dvlp & implmnt a company-wide biz dvlpmnt, mrktng & recruitment strat. Define, track & analyze recruitment metrics & dvlvp practical trckg & rprting methods to monitor & improve perfrmnc. Create proactive sourcing tactics that ensure a talent pipeline to meet expected pos openings for acquisitions or expanding biz build relationships w/ hiring mgrs to ensure a thorough understanding of org needs & candidate selection criteria participate in ind networking activities to dvlvp relationships, build employment brand & identify potential sourcing opportunities. Identify, dvlvp & deliver cross-selling opportunities across aim world svcs biz units. Provide the Chairman & COO w/ regular recruitment & biz dvlpmnt progress rprts. To be considered mail resume to: Michael Child at 9450 Grogans Mill Road, The Woodlands, TX 77380

ENDODONTIST

Endodontist. Responsible to perform full range of endodontic dental services including diagnosis and treatment of patients. Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DDM) (or foreign equivalent), Certificate in Orthodontics from authorized Commission on Dental Accreditation (CODA) school; and a Valid Texas Dental License required. 5 years' experience as an Endodontist. Job located in Houston, TX. 80% travel to other office locations in the Greater Houston Metropolitan Area may be required. For consideration, mail detailed Curriculum Vitae to: Texas Dental Associates, P.A., (Attn: John Mayfield), 2536 Amherst St., Suite A, Houston, Texas 77005.

MARKETING SPECIALIST

Research market conditions to determine potential sales of products. Gather information on competitors, prices, sales, and methods of marketing and distribution. Analyze buying trends, prices of products and budgets. Bachelor's in Marketing Required. Mail resume to: AZ Furniture Inc, Attn: A.Siddiqui, 9406 Alberene dr, Houston, TX 77074. Job Location: 1803 Pease St. Houston, TX 77003

WEB DEVELOPER

Web Developer wanted by Asian food franchise & mktg co in Houston, TX. Must have BA in Comp Info Systm. Must have knowl of R/ACT, JS, Webflow, Photoshop, Illustrator, Databse, Hancom Office & Angular 1. Apply to: Jim Kim Holdings Inc, 2021 Bingle Rd, Houston, TX 77055

JUNIOR FTR TRADER

Junior FTR Trader - Req. M.S. or equivalent in Electrical Engineering or rel. + 3 yrs exp utilizing knowledge/skills of FTR trading, trading strategies development in ISO markets specifically in ERCOT and SPP, ISO/RTO markets data sets analysis, electricity market and auction structure, Power World for OPF modeling, statistical modeling, quantitative methods, data analytics and related tools such as SQL, R, Excel, VBA to develop trading strategies and trading portfolios for FTR and TCR auctions in ISO/RTO markets. Mercuria Energy America, Inc. Houston, TX. F/T. Fax resume to F. Fernández @ (832) 209-2401 and ref. Job 6085. Principals only. No calls/agents/visa sponsorship.

VICE PRESIDENT, PRIVATE BANKER

Vice President, Private Banker sought by Banco Santander International (Houston, TX) with a Bachelor's Degree or foreign equivalent in International Business or Finance and five (5) years' of private banking experience with an international banking institution managing assets of high-net-worth individuals. 50% travel to Latin American countries. Qualified candidates please mail resume to: Banco Santander H.R. Dept. Attn: VP, Private Banker Houston #3 Position, 1401 Brickell Ave, Suite 1500, Miami, FL 33131.

SALES MANAGER

Swift Technical Services LLC is seeking a full-time Sales Manager in Houston, Texas, responsible for sale of services to Downstream Oil and Gas clients. The position requires 18 months of experience working in full cycle sales within a recruiting environment; including 18 months using specialist recruitment software and LinkedIn recruiter platform, and 18 months managing a recruitment desk with monthly billings in excess of 50k USD. Please apply online at: <https://www.airswift.com/jobs>

LEGAL COUNSEL

Eni US Operating Co. Inc. in Houston, TX seeks a **Legal Counsel** to provide legal advice and counseling on matters pertaining to Latin America and the Caribbean Basin oil and gas exploration and production activities. Requires a Juris Doctor or foreign equivalent, and one (1) year of experience in the job offered. Email resume to: jobpostings@eni.com. REF: LC

BUSINESS

AdvisoryManager,SAPConsulting(MultPos),PricewaterhouseCoopers Advisory Services LLC, Houston, TX. Help clnts max the value of their SAP investment with sales, fin, supply chain, engg, & human capital offerings. Req. Bach's deg or foreign equiv in Bus Admin, Supply Chain Mgmt, IT, Engg or rel. + 5 yrs post-bach's progressive rel. work exp.; OR a Master's deg or foreign equiv in Bus Admin, Supply Chain Mgmt, IT, Engg or rel. + 3 yrs rel. work exp. Travel up to 80% req. Apply by mail, referencing Job Code TX2585, Attn: HR SSC/Talent Management, 4040 W. Boy Scout Blvd, Tampa, FL 33607.

MARKETPLACE

**SHORT-TERM COMMERCIAL
REAL ESTATE LOANS**

**IMMEDIATE DECISION
QUICK CLOSING - 5 DAYS
ALL PROPERTY TYPES
\$100K TO \$10 MILLION
RATES START AT 8.50%**

Direct Private Lender
512-732-8338

www.equitysecured.com
info@equitysecured.com

Equity Secured Capital

LEGALS

NOTICE TO BIDDERS

All interested parties are encouraged to attend any scheduled pre-bid and/or pre-proposal conference(s). It is the interested party's responsibility to ensure they have secured and thoroughly reviewed all solicitation documents prior to any scheduled conference(s). Interested parties can download all forms and specifications from the Internet at <http://purchasing.houston.tx.gov>. Downloading these documents will ensure all interested parties will automatically receive any updates via e-mail.

REQUEST FOR QUALIFICATIONS – Sealed submissions will be received in the Office of the City Secretary, City Hall Annex, Public Level, 900 Bagby, Houston, Texas, 77002, due at the time listed on the RFQ.

Submittals Due – June 18, 2020 at 4:00 P.M.

North Canal High Flow Diversion Channel- Hazard Mitigation Grant Program Project – Strategic Procurement Division – S83-Q29487 – 24% MWBE Goal – Pre-Submittal Teleconference will be on May 26, 2020 at 10:00 A.M. The dial in number is 936.755.1521 and Access Code 579260745. Interested parties may contact Barbara Fisher at 832-393-8722 or via email at barbara.fisher@houston.tx.gov.

REQUEST FOR PROPOSALS – Sealed proposals will be received in the Office of the City Secretary, City Hall Annex, Public Level, 900 Bagby Houston, Texas, 77002, due at the time listed on the RFP.

Proposals Due – July 2, 2020 at 2:00 P.M.

Harris County Area Agency on Aging for Nutrition & Transportation Services – Strategic Procurement Division – S10-T29370 – 0% MWBE Goal – Pre-Bid Teleconference will be on June 3, 2020 at 1:00 P.M. The dial in number is 936.755.1521. Access Code 744 680 309#. Interested parties may contact Greg Hubbard at 832.393.8748 or via email at greg.hubbard@houston.tx.gov.

INVITATION TO BIDDERS

Sealed bids, in duplicate, addressed to Harris County Water Control & Improvement District No. 84 will be received at the office of Huit-Zollars, Inc., 10350 Richmond Avenue, Suite 300, Houston, Texas 77042 until 10:00 a.m. local time, Monday, June 8, 2020, and publicly opened and read for furnishing all labor, material, equipment, and incidentals for performing necessary work required for the Water Plant No. 2 Improvements in Harris County Water Control & Improvement District No. 84.

Bids received after the above stated closing time will be returned unopened. Bids shall be submitted in sealed envelopes upon the blank forms of proposal furnished.

All proposals shall be accompanied by a bid bond in the amount of five percent (5%) of the greatest amount bid payable to the Owner from a reliable surety company licensed to operate and authorized to execute and issue bonds in the State of Texas and listed in the United States Treasury Department's current publication of Accepted Sureties Department circular 570 as a guarantee the bidder will enter into a contract and execute the required bonds within ten days after notice of award. Bids without a bid bond will not be accepted.

Plans, specifications, and bidding documents are available at www.civcastusa.com. Search for "Water Plant No. 2 Improvements – Harris County Water Control & Improvement District No. 84". Said documents may be examined without charge in the office of Huit-Zollars, Inc., 10350 Richmond Avenue, Suite 300, Houston, Texas 77042.

The right is reserved, as the interest of the Owner may require, of rejecting any and all bids and waiving any irregularities in bids received.

A pre-bid conference for bidders and ENGINEER will be held at the Harris County WC&ID No. 84 Water Plant, located at 15900 Bear Bayou Drive, Channelview, Texas 77530 at 10:00 a.m., Tuesday, June 2, 2020. **The Pre-Bid conference is not mandatory.**

INVITATION TO BIDDERS

SEALED PROPOSALS addressed to Newport Municipal Utility District for construction of the Newport Pointe Lift Station Phase 1 to Serve Newport Municipal Utility District, LJA Job No. 2370-5200, will be received at the office of the Engineer, LJA Engineering, Inc., 1904 West Grand Parkway North, Suite 120, Katy, Texas 77449, until 11:00 a.m., Friday, June 12, 2020, and then publicly opened and read aloud. To attend the Bid Opening via teleconference please call 713.358.8400 and enter Access Code: 0062806.

Copies of the Plans and Specifications may be obtained from the Engineer for a non-refundable fee of \$95.00 per set (\$50.00 for electronic copy).

Newport Municipal Utility District will hold a non-mandatory pre-bid conference at the office of the Engineer, LJA Engineering, Inc., 1904 West Grand Parkway North, Suite 120, Katy, Texas 77449, at 11:00 a.m., Friday, June 5, 2020. To join the conference, go to <https://micollabuca.ljaeng.com/call/0042860>. To Join the audio portion only please call (713) 358-8400 and enter Access Code: 0042860. Newport Municipal Utility District reserves the right to reject any and all bids. The Successful Bidder, if any, will be the responsible Bidder which in the Board's judgment will be most advantageous to the District and result in the best and most economical completion of the Project. (Texas Water Code 49.273)

Bid security in the form of bid bond or cashier's check payable to Newport Municipal Utility District in an amount not less than five percent (5%) of the Bid submitted, must accompany each Bid.

The requirements of Subchapter J, Chapter 552, Government Code, may apply to this Bid and/or Contract and bidder/contractor agrees that the Contract can be terminated if the bidder/contractor knowingly or intentionally fails to comply with a requirement of that subchapter.

Bidder/Contractor declares that it has not received from a governmental body a notice of noncompliance with a provision of Subchapter J, Chapter 552, Texas Government Code, or, if such notice has been received, bidder/contractor has taken adequate steps to ensure future compliance with such subchapter and has provided or upon request will provide documentation of same.

Harris-Galveston Subsidence District
1660 West Bay Area Blvd.
Friendswood, Texas 77546-2640
www.subsidence.org
Phone: (281) 486-1105 Fax: (281) 218-3700
NOTICE OF HEARING
6/9/2020

NOTICE IS HEREBY GIVEN to all county and municipal governments and to all interested persons within the Harris and Galveston Counties: That the Board of Directors of the Harris-Galveston Subsidence District will hold hearings on applications for new well permits and for renewal or amendment of existing permits or requests to reconsider denial of well registrations submitted by the below listed parties, on **June 9, 2020**, beginning at **9:00 a.m.** The public hearing will be held via audio and video conference call pursuant to Texas Government Code, Section 551.125, and as modified by the Governor of Texas who ordered suspension of various provisions of the Open Meetings Act, Chapter 551, Government Code, effective March 16, 2020, in accordance with the Texas Disaster Act of 1975 (See the Governor's proclamation on March 13, 2020). Information about remote participation is provided at the end of this notice.

NOTICE is hereby specifically given to:

- | | | | | |
|---|---|---|--|---|
| 1. 16326 Mueschke Road, LLC | 72. Cypresswood Apartments Texas, LP | 143. Houston Texas Temple | 213. Muse, Phillip | 284. Small, Don |
| 2. 23033 Gosling Road, LLC | 73. Cypresswood Community Assoc. | 144. Houston Value - Add Holdings, LP | 214. Mylius, W. Gordon | 285. Soneri Business, Inc. |
| 3. 5-B Joint Venture | 74. D'Antonio LP | 145. Hovis Surveying | 215. Napco Chemical Co. | 286. Southern Crushed Concrete |
| 4. A.B. Klein Trust | 75. D.S.M.TX. L.L.C. | 146. Hunting Energy Services Subsea Technologies Division | 216. Negrete, Ricardo | 287. Spring Center, Inc. |
| 5. AAA Grass | 76. Davis, Carmella | 147. ICP Adhesives and Sealants, Inc. | 217. New Life Christian RFMD Church | 288. Spring Creek Fellowship Church |
| 6. Ace Manor Properties Management 1, Ltd | 77. DCP Enterprises No. 1, LLC | 148. Image Development & Properties | 218. New Start Community Church | 289. Spring Creek Ranch, LP |
| 7. ACMI | 78. Dickens, Michael W. | 149. Ipanema Properties of the Woodlands, LLC | 219. Nexteel Saha Thai, LLC | 290. Spring Gardens Nursery |
| 8. Advanced Stores Co., Inc. # 8140 | 79. Dorstener Strategic Products | 150. IQ Products Company | 220. Nguyen, Kevin H | 291. Spring I.S.D. |
| 9. Aguirre, Gabriel | 80. Dowdell Boat & RV Storage | 151. ISA-Rosal, LLC | 221. Nguyen, Tony | 292. Spring Klein Sports Association |
| 10. AHCH Holdings | 81. DPIS Engineering, LLC | 152. J & S Water Co. | 222. NH RE 2014, LLC | 293. Spring Stuebner Property Fund, LLC |
| 11. Ahmed, Mohammed | 82. Dunn, Chad | 153. J & S Water Co./Azalea | 223. Noack Maintenance & Landscaping Co., Inc. | 294. Spring Tabernacle |
| 12. Al-Qamar Inc. | 83. Easy Lane Food Mart # 5 | 154. J & S Water Co./Cypress Hill | 224. North Pine Business Park | 295. Springwoods Realty Inc. |
| 13. ALH Investments, LTD | 84. Easy Lane Food Mart # 9 | 155. Jams, LLC | 225. North Pointe Forest HOA | 296. SRC Water Supply |
| 14. Ali, Karim | 85. Eldridge Roofing & Restoration, Inc | 156. Jared Hatfield & Justin Turner | 226. Northside Christian Church | 297. SRE Homeowners Association |
| 15. Amberwood Utility Co. | 86. Encore Concrete Construction, LLC | 157. Joe Hudson's Collision Centers | 227. Northwest Animal Hospital | 298. St. Dunstons Episcopal Church |
| 16. ANF Properties LLC | 87. Energy Storke | 158. John Lightfoot Stuebner-Airline 21.5, Ltd. | 228. NRG Manufacturing | 299. St. Edwards Catholic Church |
| 17. Aqua Texas, Inc. | 88. Enterprise Refrigeration Co. | 159. Jones, Les | 229. NRV Properties, Inc | 300. St. Timothy Lutheran Church |
| 18. Argo USA | 89. Enviro-Grow Nursery | 160. Kaiserhof Lutheran Retreat Center | 230. NW Hou Seventh-Day Adventist | 301. Stable Gate HOA |
| 19. Armao, John | 90. Estates @ Creek's End | 161. Kamp, Chance | 231. O'Bannon, Raymond | 302. Sterling Gate Estates |
| 20. Aspen Forest Commercial | 91. Exterran | 162. Kapesi Investments, LLC | 232. O'Neal Partnership # 2 | 303. Stone Canyon |
| 21. Atkinson, Mike | 92. EZWerks Self Storage | 163. KCS Greenleaf LLC | 233. Oak Water Co. | 304. Suarez, Carlos F |
| 22. Auburn Lakes HOA | 93. Faith Temple Baptist Church | 164. Kiss Real Properties II, LLC | 234. Oaks of Devonshire | 305. Swanson Golf Group, LP |
| 23. Aztec Glass & Mirror | 94. Falls at Champion Forest, Ltd., The | 165. Klein ISD | 235. Olvera, Mayra | 306. SWBCC Cypress Lakes LP |
| 24. Baiardi, Lorenza Joyce | 95. Fenske, Wayne | 166. Klein Memorial Park & Mausoleum | 236. Orpheus Holdings LLC, | 307. Technical Realty Group of Texas, LLC |
| 25. Bardwell, Dorothy | 96. Firman R Assoc LLC | 167. Komes, Pat/Animal Crackers | 237. Owen Jr., Rigby | 308. Terpstra, Peter S. |
| 26. Barker Kingsland Holdings, LP | 97. Flores, Hilda | 168. Korbin Insulation Systems | 238. Palacios, Mara | 309. Terpstra, Sharon |
| 27. Barrow, Jay | 98. Flores, Raul | 169. Kulasa, Jack | 239. Palmetto Transoceanic, LLC | 310. Tex MLC Masonry |
| 28. Baytown Boat Club | 99. FM 2978 Storage LLC | 170. La Casita Homes, LLC | 240. Park at Glen Arbor HOA | 311. TGU, LLC |
| 29. BC Eaves Holdings, LLC | 100. Forest Ridge | 171. LaBrada, Lee | 241. Petwell Management Louetta, LLC | 312. Theis Properties, Ltd |
| 30. Believers Fellowship | 101. Forte, Joseph | 172. Lakes of Cypress Hill Homeowners | 242. Picerne Development | 313. Tholer, Theodore |
| 31. Bellagio Apartments/Francis Property Management | 102. FRN Investments | 173. Lakes of Jersey Village | 243. Pinkerton Spring Investments, Inc. | 314. Time Saver Grocery |
| 32. Benfer, James | 103. Fun in Swimming, Inc. | 174. Lakes of Sterling Gate HOA | 244. Plum, Shannon | 315. Toler Sr., Theodore M. |
| 33. Billings, Fred | 104. Gamez, Nemecio P. | 175. Lakeside Club, The | 245. Prause, Damian | 316. Tomball Country Club |
| 34. Birner Houston Corp | 105. Gillett Properties, Ltd. | 176. Lakeside Galveston Partners, LP | 246. Precision Fluorocarbon, Inc. | 317. Tomball Grand Storage |
| 35. Blackmon, William L. | 106. Givens, George | 177. Lakewood Grove Assoc., Ltd. | 247. Prescott, Walter & Sheryl | 318. Tomball Independent School District |
| 36. BMB Investments | 107. Glomic Properties, LLC. | 178. Landmark Industries | 248. Prime Real Estate Holdings, LLC | 319. Treager Development, LLC |
| 37. Body Shop, The | 108. Go Car Guys | 179. Leeburajin, Jackin | 249. PS LPT Properties Investors | 320. Tree Connection Inc. |
| 38. Brent Grinding | 109. Gosling Office Park, LLC | 180. Lege, Douglas and Sheryl | 250. Pumtrec Partners | 321. Treeline Community Assoc., Inc. |
| 39. Brentwood Lakes Homeowners Assoc. | 110. Gosling Opportunity Venture, LLC | 181. Lewis Jr., E. R. | 251. Quadvest, LP | 322. Treeline Golf Club, Inc. |
| 40. Bridgewell Property Management, LLC | 111. Gourley, Lane | 182. Lincoln Mfg. Inc. | 252. Quality Product Finishing | 323. Trejo, Thomas |
| 41. Brookside Equipment | 112. Green, Brent | 183. Link, Charles | 253. R.A.R. Business, Inc. | 324. Trinity Lutheran Church |
| 42. Brown Aerobic Service Company, Inc. | 113. Greystone Commerce Park | 184. Lokey, Jeff | 254. Ralph White Merchandising | 325. Trinity Lutheran Church Cemetery |
| 43. Bruce's Rod Shop | 114. Griffinch Real Estate | 185. Longbotham, Ann H. | 255. Ray, John Michael | 326. Trinity Vineyard Church |
| 44. Bussell, Craig | 115. Grissom, Paul | 186. Loomcraft Carpet | 256. RCW Nurseries, Inc. | 327. Trison International Inc. |
| 45. Calvary Hill Funeral Home | 116. Grymes, Betty | 187. Louetta Glen HOA | 257. RDTX Management | 328. Trunkline Gas Company |
| 46. Campos, Walter | 117. Guess Family, LP | 188. Louetta Rd. Baptist Church, Inc. | 258. Rebecca Village - Southeast Texas Interests | 329. TWAN Development, LLC |
| 47. Capo, Mary Anne | 118. Gulf South Pipeline | 189. Luong, Don | 259. Rebecca Village - Southwest Texas Interests | 330. Valdez, Juan |
| 48. CBI Constructors, Inc. | 119. Gummi, Inc. | 190. Macha, Kyle L. | 260. Rebecca Village Business Park | 331. Village of Northpointe Comm Assoc., Inc. |
| 49. Chambers, Judy | 120. Haas Toyota Country, Fred | 191. Magonye Land Tech LLC | 261. Reed, Joseph A. | 332. Villarcas, David |
| 50. Champion Springs Homeowners, Inc. | 121. Haase, Dennis | 192. Marshan Holdings, LLC | 262. Revival House Church | 333. Villas at Candlelight Park |
| 51. Champions Stone Company | 122. Haljiti, Brahim | 193. Martinez, Wade | 263. Robles, Ernesto | 334. Villatoro, Isabel |
| 52. Chelsea at Bellevue LP, The | 123. Halliejo, LTD | 194. Mas Katy Center | 264. Rosehill Christian School | 335. Vo, Kevin V. |
| 53. Chevez, Jose Rene | 124. Handy, Audrey | 195. Maverick Associates | 265. Rosehurst HOA | 336. Vulcan Construction Materials, LLC |
| 54. CHO'S Enterprises, Inc. | 125. Harris County | 196. Maxwell, Harry | 266. Rosewood Hill Homeowners Assoc. | 337. Vuong, Huong |
| 55. Coastal Emergency Medical Services | 126. Hart, Richard | 197. McComas, Scott | 267. Round Mountain Leasing LLC | 338. W & A Business Services, INC |
| 56. Cohen, Larry | 127. Hassey Investment & Consulting LLC | 198. Mcdow, Craig DBA Eternal Spring Nursery | 268. Rub A Dub Car Wash | 339. Weisinger Incorporated |
| 57. Compacta Construction, Inc. | 128. Haude, Diana | 199. Meckley, Philip S | 269. Saddlebrook Ranch, LLC | 340. White, Calvin G. |
| 58. Corban, Patricia | 129. Hawkins, Sondra S & Richard L | 200. Medina, Jose & Margarita | 270. Sage Enterprises | 341. Williams, Bryan |
| 59. Cornelius Realty, LLC | 130. Hawkins, Wayne | 201. Mega Auto Group | 271. Sanberg & Sanberg Ltd | 342. Williams, Ltd., Joe W. |
| 60. Cosby, Kristen | 131. Hertel, Dori | 202. MG Gravel LP | 272. Save You Money Mattress | 343. Windwood Presbyterian Church |
| 61. Cougot, Allen | 132. Hieden, FJ. | 203. Milne, Justin & Courtney | 273. Scott, Troy & Gwen | 344. Winterhaven Homeowners Assoc. |
| 62. Country Road Park | 133. Hildebrandt, Jerry | 204. Minor, Bob | 274. Seber, Charles or Barbara | 345. Wolfe, Rex D. |
| 63. Cox Fam Ltd.Partnership, Thomas P. | 134. Hilderbrandt, Earl (Dorothy) | 205. Miramar Lake HOA | 275. Segovia, Elmer | 346. Woodall Interests, LLC |
| 64. Cox, Tom | 135. Hilltop International Christian Center | 206. Miss Daisy's Dog Camp, Inc. | 276. SES Foam, LLC | 347. Woodcraft Studios |
| 65. Creekside Arts Center LLC | 136. His Place Family Church | 207. Mollinedo, Jorge | 277. Settlement at Cypress Creek, The | 348. Woodsedge Community Church |
| 66. Cruz, Tamara | 137. HLJ Spears Investments LLC | 208. Morgan Performance | 278. SH 760-770 LLC | 349. Wyndham Lakes HOA |
| 67. CubeSmart, LP | 138. HMW Special U.D. | 209. Morgan, Marie | 279. Shaw, Steve C. | 350. Y.M.C.A. of Greater Houston |
| 68. Custom Chemical Services, LLC | 139. Homeowners Assoc. of Spring Village Estate, Inc. | 210. Mousselli, Ahmad | 280. Sims-Cooper LTD | |
| 69. CW-MHR, LTD | 140. Houston Northwest Baptist Church | 211. Mueller, Douglas | 281. Singh, Hardeep K. | |
| 70. CWP Asset Corp./Mister Car Wash | 141. Houston Pipe Line Company LP | 212. Murray, Patricia Frey | 282. SIR Carrington Champion Forest | |
| 71. Cy-Fair Christian Church, Inc. | 142. Houston Poly Bag, Inc. | | 283. Skinner Rd. Airport Comm. Assoc. | |

An Order to convert to alternate water will be considered at said hearing for the following:

- | | | | |
|------------------------------------|--------------------------------|--------------------------|-------------------------------|
| 1. Augusta Pines Equestrian Center | 3. Davis Brothers Construction | 5. Lezak, Bobby | 7. Spring Nursery & Landscape |
| 2. Badrudin, Salim | 4. Lakes at Creekside LLC | 6. Rowe, Barbara A., DVM | |

Any person who desires to appear at the hearing and present testimony, evidence, exhibits, or other information may do so in person, by counsel, or both. Copies of rules governing the conduct of the hearing are available at the Subsidence District's office. The hearing may be recessed from day to day or continued where appropriate.

Persons with disabilities who plan to attend the Subsidence District Permit Hearing and who may need auxiliary aids or services such as interpreters for persons who are deaf or hearing impaired, readers, large print, or braille are requested to contact Ronald Geesing at 281-956-2182 at least three (3) working day prior to the meeting, so that appropriate arrangements can be made.

INSTRUCTIONS FOR REMOTE PARTICIPATION IN PUBLIC HEARINGS AND MEETINGS

Click the following link to register for the online video/audio conference: <https://subsidence.webex.com/subsidence/j.php?RGID=r5d23b1c96966c5485959b8f0ec741cd7>

Meeting number: 133 902 4862

Password: wells

To join by phone only, dial the following number, enter the access code, and follow the instructions:

+1-855-797-9485 US Toll free

+1-415-655-0002 US Toll

Access code: 133 902 4862

For more information, see our website at <https://hgsubsidence.org/about/meetings/>.

Sincerely,
Vanson Truong
Permit Clerk

LEGALS

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY



NOTICE OF DISTRICT PETITION TCEQ Internal Control No. D-03312020-035

PETITION. Landmark Industries, LLC, a Texas limited liability company, and Landmark Industries Development, LLC, a Texas limited liability company (collectively, the Petitioner), filed a petition for creation of Harris County Municipal Utility District No. 559 (District) with the Texas Commission on Environmental Quality (TCEQ). The petition was filed pursuant to Article XVI, § 59 of the Constitution of the State of Texas; Chapters 49 and 54 of the Texas Water Code; 30 Texas Administrative Code Chapter 293; and the procedural rules of the TCEQ.

The petition states that: (1) the Petitioner holds title to a majority in value of the land in the proposed District; (2) there are no lienholders on the property to be included in the proposed District; (3) the proposed District will contain approximately 427.362 acres located within Harris County, Texas; and (4) the proposed District is within the exclusive extraterritorial jurisdiction of the City of Houston, Texas and no portion of land within the proposed District is within the corporate limits or extraterritorial jurisdiction of any other city, town or village in Texas.

By Ordinance No. 2019-49, passed and adopted January 23, 2019 and re-approved March 30, 2020, the City of Houston gave its consent to the creation of the proposed District, pursuant to Texas Water Code § 54.016.

The territory to be included in the proposed District is set forth in a metes and bounds description designated as Exhibit "A" and is depicted in the vicinity map designated as Exhibit "B," both of which are attached to this document.

The petition further states that the proposed District will purchase, design, construct, acquire, maintain, operate, improve, and extend water, wastewater, drainage, road, and park and recreational facilities for residential purposes.

According to the petition, a preliminary investigation indicated a total project cost of \$485,000,000. However, based on subsequent information received from the Applicant, the total project cost will be \$74,300,000 (including \$60,500,000 for utilities plus \$9,750,000 for roads plus \$4,050,000 for park and recreational facilities).

CONTESTED CASE HEARING. The TCEQ may grant a contested case hearing on this petition if a written hearing request is filed within 30 days after the newspaper publication of this notice.

To request a contested case hearing, you must submit the following: (1) your name (or for a group or association, an official representative), mailing address, daytime phone number, and fax number, if any; (2) the name of the Petitioner and the TCEQ Internal Control Number; (3) the statement "I/we request a contested case hearing"; (4) a brief description of how you would be affected by the petition in a way not common to the general public; and (5) the location of your property relative to the proposed District's boundaries. You may also submit your proposed adjustments to the petition which would satisfy your concerns. Requests for a contested case hearing must be submitted in writing to the Office of the Chief Clerk at the address provided in the information section below.

The Executive Director may approve the petition unless a written request for a contested case hearing is filed within 30 days after the newspaper publication of this notice. If a hearing request is filed, the Executive Director will not approve the petition and will forward the petition and hearing request to the TCEQ Commissioners for their consideration at a scheduled Commission meeting. If a contested case hearing is held, it will be a legal proceeding similar to a civil trial in state district court.

INFORMATION. Written hearing requests should be submitted to the Office of the Chief Clerk, MC-105, TCEQ, P.O. Box 13087, Austin, TX 78711-3087. For information concerning the hearing process, please contact the Public Interest Counsel, MC-103, at the same address. General information regarding TCEQ can be found at our web site <http://www.tceq.texas.gov/>.

Issued: May 13, 2020

EXHIBIT A

HCMUD NO. 559
427.362 ACRES

FEBRUARY 25, 2020
JOB NO. 6595-00

HARRIS COUNTY MUNICIPAL UTILITY DISTRICT NO. 559 DESCRIPTION OF 427.362 ACRES OF LAND SITUATED IN THE H. & T.C. R.R. CO. SURVEY SEC. 20 (J.A. ARNOLD SURVEY & W.L. MOUNTS SURVEY, A-1376) AND THE H. & T.C. R.R. CO. SURVEY, SEC. 19, A-423 HARRIS COUNTY, TEXAS

Being 427.362 acres of land situated in H. & T.C. R.R. Co. Survey, Sec. 20 (J.A. Arnold Survey and W.L. Mounts Survey, Abstract No. 1376) and the H. & T.C. R.R. Co. Survey, Sec. 19, Abstract No. 423 of Harris County, Texas and being described as two tracts as follows:

TRACT ONE - 420.440 ACRES

Being a tract or parcel of land containing 420.440 acres of land and being all of that certain called 232.237 acre tract (North Tract) conveyed to Landmark Industries by deed of record in Harris County Clerks File Number (H.C.C.F No.) RP-2017-257422 of the Official Public Records of Harris County (O.P.R.H.C.) and all of that certain called 188.203 acre tract (Tract 1) conveyed to Landmark Industries Development, LLC by deed of record in H.C.C.F No. RP-2017-257728 of the O.P.R.H.C. and being more particularly described by metes and bounds as follows, with all bearings based on the Texas Coordinate System, South Central Zone and is referenced to monuments found along the East line of S.H. 99 (Grand Parkway) as sited herein:

BEGINNING at a 1/2-inch iron pipe with cap stamped "Brown & Gay" found for the Northeast corner of the herein described tract, also being the Southeast corner of that certain called 375.7 acre tract conveyed to Landmark Industries by deed of record in H.C.C.F No. 29150498976 of the O.P.R.H.C. and lying in the West line of that certain called 48.91 acre tract of record in H.C.C.F No. 20150498977 of the O.P.R.H.C.;

THENCE, S 00°44'46" E, a distance of 72.73 feet, along and with said West line, to a 5/8-inch iron rod found for the Northwest corner of CYPRESS FAIRBANKS ISD WESTGREEN BOULEVARD MULTI SCHOOL SITE, a plat of which is recorded under Film Code Number 653063 of the Harris County Map Records (H.C.M.R.);

THENCE, S 02°03'59" E, a distance of 3,950.49 feet, along and with the West line of said CYPRESS FAIRBANKS ISD WESTGREEN BOULEVARD MULTI SCHOOL SITE, to a 1&1/2-inch iron pipe found for an angle point, from which a 1&1/2-inch iron pipe was found to bear S24°13'W, 0.31 feet;

THENCE, S 02°15'28" E, a distance of 704.46 feet, along and with said west line of CYPRESS FAIRBANKS ISD WESTGREEN BOULEVARD MULTI SCHOOL SITE, to a 1/2-inch iron pipe with a cap stamped "BGE INC" was found lying in the North right-of-way of Farm to Market Road 529 (120-foot wide) of record in Commissioner Court Minutes Volume "M", Page 229-234, and H.C.C.F Nos. C212262, C303369, C303370, and C303371 and being the Southeast corner of said the herein described tract and the Southwest corner of said CYPRESS FAIRBANKS ISD WESTGREEN BOULEVARD MULTI SCHOOL SITE;

THENCE, S 38°13'32" W, a distance of 189.81 feet, along and with said North right-of-way, to a 1/2-inch iron pipe with a cap stamped "BGE INC" was found for the beginning of a tangent curve to the right;

THENCE, In a Southwesterly direction, along and with said curve to the right and said North right-of-way line, a distance of 1,604.81 feet, having a radius of 1,850.08 feet, a central angle of 49°42'00" and a chord which bears S 63°04'32" W, 1,554.97 feet to 4-inch by 4-inch concrete TXDOT monument found for the point of tangency;

THENCE, S 87°55'32" W, a distance of 1,667.22 feet, along and with said North right-of-way line, to a 5/8-inch iron rod found for the Southeast end of a cutback corner for the intersection of said North right-of-way with the East right-of-way line of State Highway 99 (Grand Parkway) as recorded in H.C.C.F No. 20130596943;

THENCE, N 47°03'38" W, a distance of 70.73 feet, along and with said East right-of-way line, to a 5/8-inch iron rod with an aluminum TXDOT disc found for the Northwest end of said cutback corner;

THENCE, N 02°04'24" W, a distance of 2,137.37 feet, along and with said East right-of-way line, to a 5/8-inch iron rod with an aluminum TXDOT disc found for the beginning of a tangent curve to the left;

THENCE, In a Northerly direction, a distance of 1,373.01 feet, along and with said curve to the left and said East right-of-way line, having a radius of 5,929.58 feet, a central angle of 13°16'01" and a chord which bears N 08°42'25" W, 1,369.95 feet to a 5/8-inch iron rod with an aluminum TXDOT disc found for the point of tangency, from which a 1/2-inch iron rod was found to bear N55°04'W, 0.49 feet;

THENCE, N 15°20'26" W, a distance of 670.46 feet, along and with said East right-of-way line, to a 5/8-inch iron rod with an aluminum TXDOT disc found for the beginning of a tangent curve to the right, from which a 1/2-inch iron rod was found to bear N61°16'W, 0.45 feet;

THENCE, In a Northerly direction, along and with said curve to the right and said East right-of-way line, a distance of 494.54 feet, having a radius of 5,529.58 feet, a central angle of 05°07'27" and a chord which bears N 12°46'42" W, 494.37 feet to a 1/2-inch iron pipe with a cap stamped "BGE INC" found for an angle point;

THENCE, N 02°09'51" W, a distance of 472.37 feet, along and with said East right-of-way line, to a 5/8-inch iron rod with an aluminum TXDOT disc found for an angle point;

THENCE, N 42°44'46" E, a distance of 35.41 feet, along and with said East right-of-way line, to a 5/8-inch iron rod with an aluminum TXDOT disc found for an angle point;

THENCE, N 02°09'51" W, a distance of 120.00 feet, along and with said East right-of-way line, to a 1/2-inch iron pipe with a cap stamped "BGE INC" found for an angle point;

THENCE, N 47°15'14" W, a distance of 35.30 feet; along and with said East right-of-way line, to a 5/8-inch iron rod with an aluminum TXDOT disc found for an angle point;

THENCE, N 02°09'51" W, a distance of 193.83 feet, along and with said East right-of-way line to 5/8-inch iron rod found for the Northwest corner of the herein described tract and the Southwest corner of said 375.7 acre tract;

THENCE, N 87°52'33" E, a distance of 3,656.15 feet, along and with the South line of said 375.7 acre tract the POINT OF BEGINNING; and containing 420.440 acres of land.

TRACT TWO - 6.922 ACRES

Being a tract or parcel of land containing 6.922 acres of land and being a portion of a called 235.288 acre tract (South Tract) conveyed to Landmark Industries by deed of record in Harris County Clerks File Number (H.C.C.F No.) RP-2017-257422 of the Official Public Records of Harris County (O.P.R.H.C.) and a portion of a called 48.243 acre tract (Tract 2) conveyed to Landmark Industries Development, LLC by deed of record in H.C.C.F No. RP-2017-257728 of the O.P.R.H.C. and being more particularly described by metes and bounds as follows, with all bearings based on the Texas Coordinate System, South Central Zone and is referenced to monuments found along the East line of S.H. 99 (Grand Parkway) as sited herein:

COMMENCING at a 5/8-inch iron rod found for the Southeast corner of said 235.288 acre tract and the Southwest corner of that certain called 189.7957 acre tract conveyed to NW Houston 520, LP by deed of record in H.C.C.F No. X3 81660, and lying in the North line of a called 109.6173 acre tract (Tract 1) conveyed to Vincent Bustamante by deed of record in H.C.C.F No. S655059;

THENCE, N 02°00'39" W, a distance of 3,726.89 feet, along and with the west line of said 189.7957 acre tract and the East line of said 235.288 acre tract to the southeast corner and **POINT OF BEGINNING** of the herein described tract;

THENCE, S 87°56'02" W, over and across said 235.288 acre tract and said 48.243 acre tract, a distance of 1,184.74 feet to the southwest corner of the herein described tract, lying on a non-tangent curve to the left of the southeasterly right-of-way line of Farm to Market Road 529 (120-foot wide) of record in Commissioner Court Minutes Volume "M", Page 229-234, and H.C.C.F Nos. C212262, C303369, C303370, and C303371, from which its center bears N 12°19' 25" W, 1,970.08 feet;

THENCE, In a Northeasterly direction, continuing along said southeasterly right-of-way line and said curve to the left, an arc distance of 1,356.49 feet, having a radius of 1,970.08 feet, a central angle of 39°27'03" and whose chord bears N 57°57'03" E, 1,329.85 feet to a 1/2-inch iron pipe with cap stamped "BGE INC" found for the point of tangency;

THENCE, N 38°13'32" E, continuing along the east right-of-way line of said F.M. 529, a distance of 48.23 feet to a 1/2-inch iron pipe with cap stamped "BGE INC" found for the north corner of the herein described tract, lying on the east line of said 235.288 acre tract;

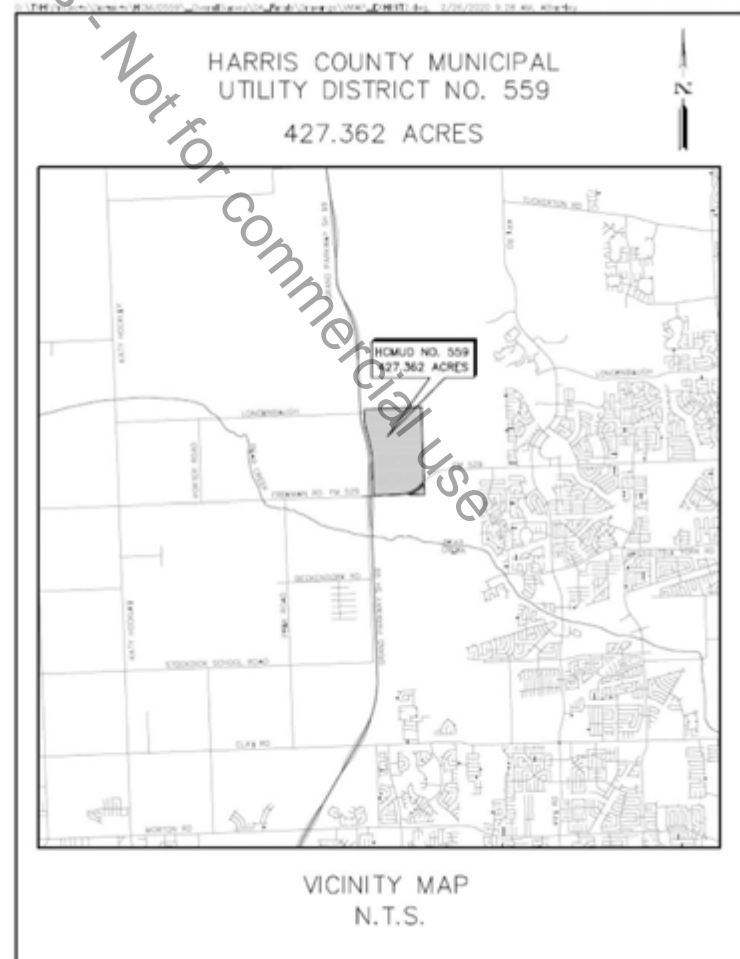
THENCE, S 02°12'08" E, along and with said east line, a distance of 701.38 feet to the **POINT OF BEGINNING** and containing 6.922 acres of land.

AREA SUMMARY

TRACT 1	420.440 ACRES
TRACT 2	6.922 ACRES
TOTAL	427.362 ACRES

This metes and bounds description was prepared under 22 Texas Annotated Code 663.21 and reflects the assembly of instruments of record to describe the political boundary limits shown hereon and is not to be used to convey or establish interests in real property except those rights and interests implied or established by the creation or reconfiguration of the boundary of the political subdivision for which it was prepared.

Alan C. Bentley RPLS No. 2055
BGE, Inc.
10777 Westheimer Road, Suite 400
Telephone: (281) 558-8700
TBPLS Licensed Surveying Firm No. 10106500



VICINITY MAP
N.T.S.

EXHIBIT B

HELP WITH EXPENSES HEALTH INSURANCE DOESN'T COVER

Are you among the 57% of Americans who've had to pay an unexpected medical bill?¹ Did you think, "But I have health insurance. I should be covered?" That's why there's Aflac. We can pay you money directly² to help cover that bill. And for your prescriptions. And to help with your rent. And help with peace of mind when you need it most.

Get to know us at [Aflac.com](https://www.aflac.com).

Aflac[®]

¹NORC AmeriSpeak Omnibus Survey: Surprise Medical Bills. August 16-20, 2018. <https://www.norc.org/PDFs/Health%20Care%20Surveys/Surprise%20Bills%20Survey%20August%202018%20Topline.pdf> – accessed March 30, 2020. ²Unless otherwise assigned. Coverage is underwritten by Aflac. In New York, coverage is underwritten by Aflac New York. Aflac WWHQ | 1932 Wynnton Road | Columbus, GA 31999

Z200215A

Exp. 4/21