



SPECIAL SECTION

BUSINESS ANNIVERSARIES

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HEATHER LADAGE
Market President & Publisher

PUBLISHER'S LETTER

More than half of small businesses, according to the Small Business Administration, survive for five or more years, but after the 10th anniversary only one in three are left standing.

This longevity matters – it matters to employees seeking stability and customers seeking trustworthy, venerable service. That's why we're happy again to recognize some of the Central Texas companies that are celebrating a milestone.

It's very difficult to build a business that will outlive all of us, but no doubt many of the companies featured in this special publication will be there for generations to come.

And here's an interesting fact I always like to convey in this publication: Of all the world's companies over 100 years old today, according to Tokyo Shoko Research, about 90 percent employ fewer than 300 people. So not only is it possible for small- or mid-size companies to outlast the pack, in terms of longevity it may be in your company's best interest to not strive to be a corporate giant.

There are no shortage of advice articles floating around the internet that are eager to convey tips for building companies that will stand the test of time. Most of them carry a common theme: Keep the focus on serving customers as best you can and everything else – including the revenue – will follow.

It's a tip that transcends every industry, and from what I know of the companies listed in the following pages they do that as well as anyone.

Happy Anniversary,

Growth Acceleration Partners Celebrates 10 Years of Rapid Growth



What is the primary mission of your company?
Based in Austin, Growth Acceleration Partners (GAP) offers best-in-class custom

software development for analytics, cloud, and mobile applications. The company's goal is to focus on helping their clients reach their full business potential – in essence, crafting the software of their dreams. Over the past ten years, GAP has grown their software development practice to work with over 250 clients and now employs more than 300 employees. In addition to earning several awards for excellent performance, GAP has experienced explosive double digit financial growth and continues to be profitable year over year.

What sets your business apart from your competitors?
GAP offers a unique Pan-American footprint, combining US-based executive business expertise with engineering centers of excellence in LATAM, most notably in Costa Rica and Colombia. As a nearshore entity, GAP offers US clients the flexibility of similar time zones and proximity to Client headquarters. GAP

has a high touch on-boarding process and approaches their client engagements as partnerships, rather than buyer/vendor relationships. GAP's high standards for recruitment and subsequent investment in it's employees' career development has resulted in long term productivity gains and high retention rates. GAP also has a world-class Agile Scrum Methodology practice and offers extensive training to its clients as part of their engagement. Most recently, GAP has launched an Analytics practice to serve a fast growing segment of the market that is looking to gain new data insights that inform business decisions and can be used to automate and optimize business processes.

GROWTH ACCELERATION PARTNERS

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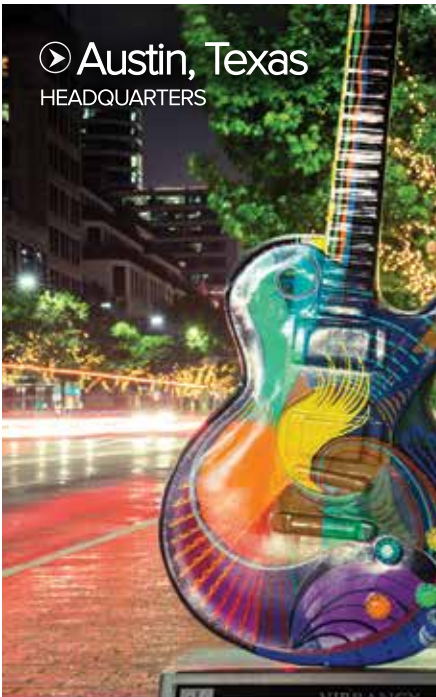


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Liquid Capital Celebrates its First 5 Years in Central Texas

In the years following the 2008 financial crisis, Juan Pablo “JP” Mondragon saw first-hand the difficulties businesses faced obtaining capital. He asked himself, “How can I provide small and mid-sized companies that are truly committed and have potential access to the funds they need to grow?” The answer was the creation of Liquid Capital Resources in 2012. Since then it has been providing capital to companies from a variety of industries in Central Texas and beyond.

Liquid Capital Resources has been recognized as an accessible alternative funding source for businesses. “Raising capital can be a full-time job and it takes a while to get what your business needs. We wanted to offer choices, simplify the process, and I think we found a good formula.” Liquid Capital Resources works closely with businesses to determine the best solution for them, not only from a cost perspective, but also considering many factors that can be crucial to a company’s success in the short and long run. “For some of our clients our solutions aren’t always the best permanent funding source, but we can be the springboard that gets them to their next phase. We can help them transition to bank lending, self-funding, going public, or whatever is their best path.”

Describe the defining moment you knew your business would be successful?

During the first year it was difficult to get the right clients; those deals where the risk/reward ratio made sense. “As with most new companies, at the beginning we wanted to grab any opportunity that we came across. However, we are in the risk assessment business and we had to stay true to our principles, which unfortunately meant turning away some deals that at first appeared attainable.” Today, Liquid Capital Resources is on a positive trajectory. To sustain its growth, it relies on referrals from trusted sources.

The true success of Liquid Capital Resources comes from seeing its clients prosper and reach new heights, breaking barriers, all while maintaining basic business disciplines. “I realized we were onto something really good when one of our first clients, who had previously admitted he was about to give up and sell his business, managed to keep his company and actually doubled the sales within a few months. Every client has a story, and we love to be part of that.”

Although most of its clients do not have access to bank lending or other traditional funding sources, for some

companies Liquid Capital Resources was able to supplement an existing financing facility. In fact, there are cases in which traditional lending may seem more affordable but would limit the expansion of a business. JP adds “These are the cases in which we thrive, companies that have a solid business model, healthy profit margins, strong customers, and although they may not be highly profitable yet, there certainly is potential.”

What sets your business apart from your competitors?

- ▶ A simple, quick and affordable approval process. “We don’t have the high up-front fees that others charge.”
- ▶ Rapid funding process
- ▶ Clear pricing, no hidden fees
- ▶ No long-term commitments, plain-English contracts
- ▶ Direct interaction with the funding source and the decision maker

What, if anything, has changed since your business was founded?

We have added several programs to help existing clients and to assist a wider range of companies. “Although we started with a receivable financing product (called Factoring), we now offer eight different

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funding options for businesses. One of our first clients required capital to fulfill a Purchase Order; we got her suppliers paid so that she could deliver on the PO. Another client whose business is highly seasonal needed capital beyond its bank’s line of credit during the peak season; we got him a supplemental financing facility. A client that was expanding overseas and had a line of credit from a bank came to us for export financing. We funded a retail company that needed some quick cash to face an unexpected situation. The list of clients we have helped is long and we strive to stay creative with our funding solutions.”

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PO FINANCING,
EQUIPMENT LEASING
AND MORE

CELEBRATING 5 YEARS OF HELPING BUSINESSES GROW!

“Liquid Capital’s services provided the breathing room required to put secure foundations in place to underpin the company’s future growth. When the big banks couldn’t help – Liquid Capital was there.”

Robert S. Kheir, Principal, Interim CFO, ENC

“Our Liquid Capital Representative is more than just a lender – he’s a built in consultant.”

Nick Newman, Co-owner, Ridgeline Manufacturing

“It’s easy, efficient, the processes are very clear – and it really helped our business grow.”

Rebecca Perren, Pehr Co-owner

“With the flexibility, fair rates, and great customer service, we found Liquid Capital to be the right choice for our company. By putting monies at our disposal, we can compete with some of the larger companies.”

Jeff Garman, Owner, Garman Trucking

Juan Pablo Mondragon | President

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The Prudent Speculator Celebrates 40 Years with Market Crushing Performance

THE LITTLE NEWSLETTER THAT CRUSHED THE MARKET

Mark Hulbert
February 23, 2017

"It pays to have nerves of steel.

That's the most important lesson to emerge from the Prudent Speculator's position as one of this country's most successful investment newsletters of the past four decades.

The advisory service, which celebrates its 40th birthday March 10, has pursued a riskier strategy than almost all other newsletters—far riskier than many investors can tolerate. But those who could and did were richly rewarded. Its advice has made more money over the past 40 years than any of the nearly 200 other services monitored by the Hulbert Financial Digest.

Since mid-1980, when we began monitoring the investment newsletter industry, through the end of January, the Prudent Speculator's model portfolios on average produced a 16,937% gain, versus 4,952% for buying and holding the broad stock market (as measured by

the Wilshire 5000 index).

That's equivalent to the difference between 15.1% and 11.3%, annualized. (These performance numbers assume all model-portfolio transactions were executed on the day a subscriber would have been able to act on the newsletter's advice; dividends and transaction costs, but not taxes, were taken into account.) To put this into perspective, consider that the best-performing U.S. equity mutual fund over this same period produced an annualized return of 13.6%, or 1.5 percentage points per year less than the Prudent Speculator. (The fund, according to Thomson Reuters Lipper, was Waddell & Reed Advisors Science; Technology [ticker: UNSCX]).

The Prudent Speculator newsletter, which was founded in March 1977 by Al Frank and is based in Aliso Viejo, Calif., was initially named the Pinchpenny Speculator. Frank had become interested in investing several years earlier while working toward his Ph.D. in educational philosophy at the University of California, Los Angeles. He started the newsletter in part to report on the performance of his personal portfolio. From the start, his strategy was to purchase undervalued stocks and

hold them through for the very long term. The newsletter's current yearly subscription rate is \$295."¹

¹ Hulbert, Mark. "The Little Newsletter That Crushed the Market." Barron's, 23 Feb. 2017. Web.

The Prudent Speculator is a digital value investing newsletter that has been ranked #1 by Mark Hulbert and *The Hulbert Financial Digest* since inception. *The Prudent Speculator's* all-cap, equity strategy focuses on broadly diversified investments in undervalued stocks for their long-term appreciation potential. Are you wondering if this is the right investment newsletter for you? Why not give us a try and find out! We offer a money back guarantee so you've got nothing to lose.

Not a DIY investor? No problem! The same team that writes *The Prudent Speculator* newsletter also manages portfolios. AFAM Capital, the parent company to *The Prudent Speculator* newsletter, is headquartered here in Austin and offers proprietary mutual funds and separately managed account strategies. These strategies span the risk spectrum and are available to both high net-worth individuals and select financial advisors.

The Prudent Speculator

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Important Information: The newsletter average performance of *The Prudent Speculator* (TPS) has been the #1 ranked (1 out of 14), not adjusted for risk, investment newsletter since inception, according to Mark Hulbert and *The Hulbert Financial Digest* as of 04.30.17. A newsletter's average Hulbert Financial Digest ranking is based on the average of its several portfolios, in the event it recommends more than one, and includes portfolios that the newsletters have discontinued. Ranking is not indicative of future performance and may not be representative of any one client's experience. Please visit <http://hulbertratings.com> and <https://theprudentpeculator.com/disclosures> for additional information.

Hulbert Ratings calculates newsletter portfolio returns (3.10.77–4.30.17) on a total return basis. Hypothetical execution of recommended trades is calculated at the prices prevailing when an anonymous subscriber would have first been able to act on the recommendation. Calculations do not take taxes into account. However, dividends, splits, corporate actions and fund distributions are credited on the day the security goes ex-dividend. There are inherent limitations with in hypothetical or model performance results as the securities are not actually purchased or sold. Please see <http://hulbertratings.com/methodology> for additional information.

TPS Portfolio is Al Frank's actual investment portfolio. Though not presently leveraged, it has been so in the past. Buckingham Portfolio is John Buckingham's actual investment portfolio. Though not presently leveraged, it has been so in the past. Millennium Portfolio is unleveraged and hypothetical. PruFolio is unleveraged and hypothetical. The use of leverage magnifies gains and losses and increases risk to a portfolio.

Hypothetical growth of \$100,000 was calculated on a total return basis and reflects the reinvestment of dividends, if any, margin leverage and margin interest charges, trading costs and subscription costs. There are inherent limitations with in hypothetical or model portfolio results as the securities are not actually purchased or sold. They may not reflect the impact, if any, of material market conditions which could have has an impact on decision making if the hypothetical portfolios were real. Hypothetical performance is shown for illustrative purposes only and should not be interpreted as an indication of performance of any AFAM portfolio.

Performance of the TPS Portfolio is presented versus that of the S&P 500 Index, which is a broad market sample based on the market capitalizations of 500 large companies having common stock listed on the NYSE or NASDAQ. It is not possible to invest directly in an index.

Please note that the neither the newsletter performance as calculated by Hulbert, nor the performance of any of the above portfolios, either individually or in concert, is or is intended to be representative of any individual product available through AFAM Capital, Inc.

Investing involves risk, principal loss is possible, and there can be no assurance that investment objectives will be achieved. Past performance is no guarantee of future results.





A Decade of “Doing Well by Doing Good”

– Mark Strüb, Founder of STRÜB RESIDENTIAL and Austin Under 40 Winner, shares his thoughts on Culture, Brand and Succeeding in America’s hottest real estate market.

Congratulations on 10 years of STRÜB RESIDENTIAL. What does “Doing Well by Doing Good” mean?

Thanks! Doing Well by Doing Good is a motto we developed to describe our core culture and mission statement. It has to do with the concept of abundance. We believe the more we give– to our clients, the community and even our peers and colleagues through collaboration over competition– the more we will have for ourselves. We believe in putting the best we have to offer into everything we do. Every time. We believe in giving back to this community that we love. In this process of doing good for others, we do well for ourselves.

That’s an atypical take on real estate sales, do you agree?

You know, I believe that word, sales, falls short of describing what we do. We are marketing professionals and local experts working in a service role. When done correctly, successfully– Real Estate is a noble profession. There is a lot at stake in a real estate transaction, and I don’t just mean the money. Buying, selling, relocating– these are huge life

events, and the people embroiled in them deserve a devoted advocate and guide– not someone trying to sell them something.

Speaking of success, you’ve seen your fair share. Care to share your secrets?

Same as anything, there’s no secret or shortcut to success in real estate, but I can boil it down to Three Gs: Grit, Grind and Gratitude. If you are passionate enough about homes and people to persevere through the hard times– that’s Grit. If you are willing to work harder, longer and more often than anyone else– that’s Grind. And Gratitude– the last G– is über important to your mental and emotional well being. There are very low moments in a real estate career. Many. But Gratitude for the highest highs and most rewarding aspects of the job– of which there are also many– will help you thrive.

That word, über– we noticed you use it a lot in your corporate identity. Can you speak to that?

Sure. I discovered the word as a kid and was naturally drawn to it since it sounds

like my name. I later learned that über means, “an outstanding or supreme example of.” That was exactly the type of brand promise I wanted to make 10 years ago when I founded STRÜB RESIDENTIAL. Today, überAGENT® is a nationally registered trademark and stands for integrity, success and a commitment to giving back. I am so proud of the reputation that STRÜB has in Austin and online. I worked hard to earn it while coming up – in good times and in bad, and each member of our company works very hard to maintain it. Google us to find hundreds of 5 star reviews online.

What are your plans for the future?

We’re going to continue honing the skills and traits that got us here. Since STRÜB began back in July 2007– which just so happened to be the same month Leaman Brothers shuttered their doors at the very start of The Great Recession– we’ve been developing a certain brand of real estate that has caught fire in the past few years. The same Grit, Grind and Gratitude that sustained us through those hard times helps us capitalize

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www.strubresidential.com
(512) 524-5558

BUY. SELL. LIVE WELL.

on these great times. We believe this next decade will continue the trend of migration to Austin, and we relish being first point of contact for those in search of the lifestyle and culture we all enjoy so thoroughly. We take on the role of helping acclimate to all things Austin– not just the housing market.

Ah, yes. Relocation to Austin. A hot topic, indeed. What do you say to people who are contemplating it?

I say, “Yes, move here. STRÜB can help.”



Mark Strüb is a 17-year resident of Austin with over 12 years’ experience helping people make it their home too. This year, 2017, marks the 10th Anniversary of STRÜB RESIDENTIAL, a realty firm he founded and grew into one of the leading boutique brokerages in Austin. He has been recognized 5 times by ABJ as a Top Producer and won the Austin Under 40 Award recognizing emerging leaders in the community. Strüb’s nationally trademarked brand, überAGENT®, stands for integrity, success and a commitment to giving back.

In 2009, Strüb created Flashback, a retro dance party benefit, which has raised hundreds of thousands of dollars for non-profits and introduced countless young professionals to the benefits of a philanthropic life.

Texas Disposal Systems Celebrates 40 Years of Service in Central Texas



What is the mission of your company?

At Texas Disposal Systems, we are dedicated to providing the highest quality waste collection, recycling, composting, processing and disposal services possible, all while keeping the best interests of our customers, neighbors, employees, and the environment a priority. In 1977, brothers Bob and Jim Gregory founded Texas Disposal Systems with \$10,000, one customer, one truck and plenty of determination. Building on a deep commitment to customer satisfaction and environmental protection, TDS has grown from the two brothers to more than 900 employees by maximizing the value of resources and building businesses that provide waste services to our customers.

What sets your business apart from your competitors?

Texas Disposal Systems is one of the largest independently-owned solid waste collection, processing and disposal companies in the nation, and the state's first totally integrated facility of its kind. Located on 2,000 acres of land, TDS facilities incorporate solid waste disposal, materials processing, compost production, and recycling operations, processing on average between 3,000 and 4,000 tons of solid waste per day, diverting approximately 200,000 tons of waste per year from landfill disposal. At TDS, we are driving innovation forward by continually looking for ways to divert

material otherwise intended for landfill disposal and repurpose it for new life.

In addition to utilizing environmentally friendly diversion methods, TDS strives to educate the communities it serves to raise broader public awareness about the importance of managing waste streams. In April, TDS launched its Eco Academy program to educate K-12 students about trash, recycling and composting options in schools. The program was designed to minimize waste in Central Texas schools, and includes campus-wide recycling, plus compostables collection in cafeterias. TDS provides curriculum and educational materials to staff and administrators, as well as students, instructing them how to recycle and divert waste, and why it's important.

What, if anything, has changed since your business was founded?

The biggest change that Texas Disposal Systems has undergone since being founded is the company's growth and expansion. After starting with one customer in Travis County in 1977, we've expanded to more than 35 surrounding counties in Central Texas with offices in six cities, working with businesses of all sizes, governmental entities, educational facilities, entertainment venues, homeowners' associations, area municipal utility districts and individual rural property owners. Even through this growth, our employees, customers, and services are at the center of everything we do.

What was the defining moment you knew your business would be a success?

Brothers and TDS co-founders Bob and Jim Gregory grew up working in the family scrap metal processing business in San Angelo. Entrepreneurship was in the Gregorys' blood and their passion for environmental preservation led them to found Texas Disposal Systems. From a young age, Bob and Jim knew they could make a difference in the resource management industry and grew their passion to provide Central Texas with the highest quality and most environmentally friendly services. They never doubted they could be successful.

What are your plans for the future?

Texas Disposal Systems plans to continue providing unparalleled waste related services to our valued customers in Central Texas. We look forward to growing our business to service more customers and finding new ways to divert and repurpose materials that would otherwise be sent to the landfill, thus better utilizing our facilities and waste streams.

Additionally, TDS plans to continue educating the next generation through our Eco Academy program to make a positive and lasting impact on the future by helping schools manage and divert waste to beneficial uses. The goal of Eco Academy is to educate students on the importance of minimizing waste and equip them with the tools needed to apply what they've learned both in and out of the classroom. It's our hope that

TEXAS DISPOSAL SYSTEMS

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by educating students about recycling and composting at a young age, they will better understand the importance of minimizing waste and develop lifelong habits that further our goal of managing waste streams in the best way possible. TDS values its role as an environmental steward within the community to preserve natural resources and protect the environment for future generations.

At TDS, our first 40 years have been amazing, growing to more than 900 employees and multiple business units. We'd like to thank all our employees, neighbors, customers and partners that we've worked with along the way. We're looking forward to another 40 years!



CAPITAL PRINTING 88 Years and Stronger than Ever

Capital Printing is celebrating a new evolution in print marketing.

Founded in 1929, Capital is changing the future of print in Austin. No longer just a commercial printer, services are now being offered in marketing, design collaboration, wide format printing, digital storefronts, mailing, and fulfillment. The goal of Capital Printing is to become the clients' one-stop shop for everything valuable to market their business. The last couple of years at Capital Printing have been building on the synergy of two Texas locations with 130 employees and the best service for all things print in the region. Through the experience of helping large and small companies define their brand and present a consistent image to their markets, coupled with servicing those accounts, their clients can focus on the management of their marketing efforts instead of worrying about the quality of their product or the on-time delivery of their collateral. It is this consistency that sets Capital apart from the competition.

With experience in a diverse range of industries – including agency, technology, medical, financial, retail, and education – Capital offers the equipment, technology, and creativity to help clients find the most efficient and cost-

effective means to produce and manage their marketing campaigns.

Clients are met with consultation, education, and unparalleled customer service when they call on Capital Printing. Equipment alone won't deliver the results nor go above and beyond, but the team Capital has built will. Bringing on new, creative team members to collaborate with seasoned print veterans helps them to facilitate moving in the right direction for the future. Whether you're new to the world of printing, new to your job, or new to Capital Printing, they are there to guide you through the process with honesty and patience. Capital wants to empower you as a decision-maker just as much as wanting to inspire you with their capabilities.

Working together as a team in a positive, forward-thinking environment lends to a much-desired family spirit among coworkers. Capital Printing takes the time to celebrate birthdays, anniversaries, and company successes together while inspiring greatness in each other as individuals. There is no other way to achieve this without a focus on having fun. The company boasts on their community and continues to participate in ways to give back when they can. Some of the company's involvement

includes their Green Works affiliation, maintaining their Forest Stewardship Council & Sustainable Forestry Initiative Certifications, company food drives benefiting The Central Texas Food Bank, partner to Habitat for Humanity and an active member of Austin Gives just to name a few.

Capital Printing manages difficult deadlines and complex project specifications while working diligently to make sure everything is perfectly perfect. When asked how they achieve this President Brad Phinny replied, "We're addicted to the details that make our craft our craft. We understand it is important to be accountable for delivering on commitments, that's why one of our core values is to build relationships with communication and integrity. For us, this comes naturally. When we work with clients we want them addicted to confidence, precision, and the thrill of incredible results. We earn our customers through our reputation, referrals, and the tangible, tactile evidence of our work." The client relationships extend beyond the single project as they look to help identify trends in purchasing behavior, analyze their industry and business model while helping them understand how they may improve their marketing efforts going forward.

Capital Printing is consistently working hard to evolve and innovate to become better every day; they find importance in investing in their equipment and team members. Capital Printing understands that by putting an emphasis on technology, they improve their ability to provide a higher level of service to their clients. With each investment, Capital works to both master the new technology and help clients understand how they can benefit from it. In the last couple of years Capital has remodeled their office, purchased new equipment, and re-branded themselves as they continue to grow. Their focus is to continue breaking ground on new technology and marketing strategies to deliver premium print products, by taking pride in everything they do while exhibiting extreme efforts to service their customers with remarkable experiences. Capital Printing is moving forward with change, as it is often said that the only constant in this world is change. Capital Printing embraces this notion and focuses their attention on keeping up to date with the latest innovations to be sure that they evolve with the industry in order to provide their clientele with the latest and greatest products and strategies for marketing themselves.



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40 Years of Excellent Family Law Advocacy

What is the primary mission of your company?

The Law Office of Becky Beaver serves clients with complicated estates and contested custody issues in navigating the intricacies of Texas family law, via a highly sophisticated, insightful approach through an often difficult and emotional time.

What sets your business apart from your competitors?

Complex child related issues or complex valuation and marital property matters require a unique skill set not easily found elsewhere. Ms. Beaver and her team provide exactly that level of expertise necessary to protect clients, their children and their financial security.

Firm Profile

Since 1977, Ms. Beaver has dedicated her law practice to assisting individuals with complex estates and contested custody issues navigate the court process with dignity. While having earned the reputation as an astute litigator, Ms. Beaver and her team diligently explore every available



avenue to resolve conflicts without litigation. By employing a sophisticated and collaborative approach to conflict resolution, the firm is able to settle most of its cases out of court on terms favorable to the client. Ms. Beaver is also renowned for understanding not only the legal but also the emotional dynamics of her client's relationships, which is invaluable to clients leaving unhealthy and destructive situations.

Ms. Beaver and her team primarily work with clients who have complex estates, which require a level of sophistication and expertise not found in many

family law practices. These cases often involve complex child related issues such as child custody, relocation or abuse allegations or complex valuation and marital property characterization scenarios. Ms. Beaver also works with individuals to construct marital property agreements prior to or after marriage in cases where there are complex estates to consider, or family wealth structures and business holdings which could be devastated by divorce.

Ms. Beaver's practice is centered in Central Texas but she also litigates throughout Texas. Ms. Beaver and

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her team have had the opportunity to provide representation in some of the most significant family law cases in Texas, involving sports and entertainment figures, captains of business and industry, large family trusts and estates, together with hundreds of other cases perhaps less well-known but still addressed with the same degree of dignity, commitment and sensitivity.

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For 20 years, ML&R Wealth Management has offered a holistic approach to investing



ML&R Wealth Management was created in 1997, as an affiliate of Maxwell Locke & Ritter, to take a proactive approach when addressing clients' needs related to their investments and financial lives. ML&R Wealth Management takes investing personally. We take the time to listen and understand our clients' unique goals and develop a customized wealth management plan specially designed to our clients' financial life. This is what we consider true wealth management: a holistic approach that goes well beyond just investment advice and incorporates all facets of our clients' lives, from tax planning to estate planning, from risk management to retirement funding, from charitable giving to education planning, and beyond.

At ML&R Wealth Management, we believe in accountability and transparency. Our approach to investing focuses on achieving diversification, controlling costs, and managing appropriate levels of risk with an evidence-based investment philosophy. This philosophy is rooted in academic research with a disciplined approach to long-term investing.

ML&R Wealth Management also provides corporate retirement and 401(k) plan services. With our retirement plans, we take the same personal approach that we deliver to our individual clients. Our retirement plans are tailored to benefit business owners and their employees with direct access to our retirement team and personalized one-on-one advice from a fiduciary advisor. With over 30 years of combined experience with expertise in plan design, compliance and execution, we offer a better, next generation 401(k) plan for our clients and their employees.

ML&R Wealth Management is excited to be celebrating 20 years of doing what we are most passionate about: taking care of our clients. It has been a privilege to serve our clients during so many important moments in their lives. Our relationships serve as a constant reminder as to why we love this meaningful work.

ML&R WEALTH MANAGEMENT LLC

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Rebrand your undervalued properties for optimal marketability.

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archi**te**cture and interiors

C E L E B R A T E S

15

YEARS
IN AUSTIN

Designing Places People Want to Be

Austin born and based – NoackLittle Architecture and Interiors celebrates its 15th year. The firm is sought after by business and real estate leaders for its award-winning expertise turning undervalued properties into sound portfolio assets. “We focus on designing projects that function well, feel great and maximize return on investment for our clients,” says founding partner Clay Little, AIA.

On Designing for Stakeholder Investment

Do you have an underperforming asset you’d like to reposition? A building lobby that feels outdated? Or are you struggling to figure out what to do with a neglected property from a bygone era? NoackLittle will help you evaluate your options. Led by partners Chris Noack, AIA, and Clay Little, AIA, the firm works with developers, building owners and commercial brokers to reposition properties for optimal marketability.

On Designing High-Performance Spaces

Our clients call it ROI. We call it Return on Imagination. Mr. Little explains how the firm motto guides their work. “From early-stage consulting through construction, well-designed projects are truly successful when they also produce strong ROI for owners.” Whether tackling a full-building renovation or designing from the ground up, their success is measured not only by meeting design and budget objectives, but also by delivering long-term results: strong leasing demand, quality tenants and low tenant-turnover rates.

For commercial interiors, think *The Branded Workplace* – a phrase NoackLittle uses to describe the importance of *designing to differentiate*. Mr. Noack says showcasing a company’s unique culture through design inspires creativity. “When a space feels good for work, it has a positive impact on productivity. A well-branded space often becomes a competitive tool for HR – It helps attract and retain the strongest talent.”

From repositioned buildings and branded spaces, to ground-up design and construction, NoackLittle is redefining the ‘Class A’ office experience in Central Texas.

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We Value Austin, Literally



What is the primary mission of the company? HCP Advisors is focused on commercial real estate valuation and advisory services. We are based in Austin and provide services locally as well as throughout the entire state of Texas. Our mission is to provide our clients with credible and supportable value opinions that intelligently guide business decisions when investing in commercial real estate. We combine a disciplined approach, high performance standards, and considerable insight into the real estate market to provide high-quality appraisal and consulting services to our clients.

What sets you apart from the competition? Our culture and our boutique client focus really sets us apart from other firms in our field. We compete with national valuation firms that may or may not have an Austin presence, many of which face inherent conflicts of interest with other business lines, which is not an issue for us. Our office is located in a newly renovated warehouse in East Austin formerly occupied by Habitat for Humanity. We have weekly team-building events which promote a culture that values and rewards quality work while also encouraging work-life balance. Given our focus in the financial services

sector, our work is highly scrutinized due to the regulatory environment in which our clients operate. We have extensive experience that allows us to understand the dynamic supply and drivers that currently exist in the Austin market. Being involved in hundreds of transactions per year allows us to see just about every type of commercial deal imaginable. We are very flexible in our approach to every assignment and have an amazing client roster that allows us to be involved with property decisions for some of the most exciting brands and developers in the Austin market. Our enduring commitment to providing a high level of customer service has enabled our year over year growth.

What has changed since your business was founded? I would say the primary change has been increased regulation and scrutiny as a result of the financial crisis. We have expanded our use of technology to manage workflow, and the focus on market data analytics continues to enhance the quality of the end product our clients receive.

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College Nannies, Sitters and Tutors Celebrates 10 Years of Business

Donna Balser saw a niche in the marketplace 10 years ago and is now running a very successful business to fill it. In 2007, she opened College Nannies, Sitters and Tutors (CNST) to provide high-quality, reliable sitting, tutoring and test-prep services to the metropolitan area's growing number of families. Today, Donna runs her business from four locations (Northwest Hills, Four Points, Westlake and Cedar Park) and employs a staff of more than 200 full- and part-time nannies, sitters and tutors.

Ten years ago, however, the challenge of starting a business appeared daunting to this industrial engineer by education, manager by experience and former stay-at-home mom by desire. "I was unsure of my marketable skills and intimidated by the advancement of new technologies," says Donna. "I knew I didn't want to go back into corporate America, where I had worked before having my three children. Starting a new venture just made sense to me."

With fierce determination, Donna opened her first College Nannies, Sitters and Tutors in Northwest Hills; her goal being to fulfill the company objective

of 'Building Stronger Families' here in Austin. Through mentoring, self-education and on-the-job training, she acquired the skills needed to run a successful business, including HR, sales, marketing and finance.

Over the next decade, and with the assistance of her husband Doug who left his corporate job to join the business, CNST has become one of the largest providers of tutoring and test-prep services to the area's high school students. And last year, CNST had the honor of being named Austin's 'Favorite Sitting Service' by the readers of *Austin Family* magazine.

"We take a holistic approach to building stronger families," says Donna. "We don't just send a nanny, but instead interview families to understand all we can about their needs, their personalities and their children." CNST then undergoes a 'role model match' to identify the nanny or tutor who will best fit the family dynamics.

"We know our approach is effective because our growth has been driven largely by referrals from our families and

students. "In fact," says Donna, "we have former nanny clients who now bring those same high school-age children to us for tutoring and college-prep services."

The mother of three Texas A&M graduates, Donna's juggling of work, children, church, school and marriage developed in her a true understanding of the working mother and the joys and struggles that come with the job. She understands from personal experience how time-consuming and demanding it can be for parents and students to prosper in the competitive environments they encounter. Donna's team derives immense satisfaction from helping relieve some of the stress families experience, allowing them to enjoy more of their time together.

"Providing a solution to the two most stressful decisions a family must make: finding good reliable childcare and managing the struggles of their children's education, is why we exist," she says.

She also relishes the opportunity to assist young adults to become role models for her clients. "For the families," she says,

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"this relationship-building is what makes students want to come to tutoring and parents want to have our babysitters care for their children."

Donna also sees the business as a launching pad for her nannies, sitters and tutors, as they adopt the company's core values and gain the confidence to build their own careers.

"It's so great to see them become awesome, dedicated and passionate role models to help us build stronger families here in Austin."

Celebrating 10 Years Building Stronger Families in Austin



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Cushman & Wakefield: A Century of Excellence, A Bright Future



Commercial real estate isn't an easy business, with its fierce competition and wild swings in market conditions. But Cushman & Wakefield has a century of staying power. Born of "inspiration and perspiration," the firm was founded in New York City in 1917 by J. Clydesdale Cushman and Bernard Wakefield. Since then, it has ridden the wave of many dramatic periods of history, from World War I and the Great Depression to 9/11 and the Great Recession, and it continues to thrive today.

The latest chapter had Cushman & Wakefield aligning with DTZ in a 2015 merger that created a global powerhouse with more than \$5 billion in annual revenue. With top-tier service providers and a tenacious, entrepreneurial, and client-centric culture, Cushman & Wakefield's future is bright.

The firm has deep roots in Austin, too, going back to the mid-1980s. The office was purchased by Oxford Commercial in 1993, re-affiliated with Cushman & Wakefield in 2007 as an Alliance member, and formally returned to corporate ownership and brand in 2016. Managing Principal (and Oxford Co-Founder) Spencer Hayes leads Cushman & Wakefield's Austin office, which specializes in providing tenant representation, agency leasing, property management, and capital markets services.

In recent years, office leasing activity helped propel Cushman & Wakefield to the top of the market. "Many of the 'big deals' in Austin over the past five years have been led by our team," Hayes said. "But we also have a very good track record in industrial and land, as well as investment sales across multiple product types. Outside of brokerage, we count property management and construction management services as strengths."

With deep resources and exceptional reach, Cushman & Wakefield's 45,000 employees provide expertise in every service line in more than 70 countries. Those benefits extend to the local level, Hayes said. "Our ability to serve clients in this market has almost no ceiling, so I hope we can grow our business by three or four times in the next five years," he said. "But the thing I am most excited about is the unique work environment that we have created, and the track record of enriching the lives of our clients, employees, and community."

Being an integral part of the community is an important part of the Cushman & Wakefield Austin culture. Brokers and staff are encouraged to give back through their personal and professional lives. Each year several "all-hands" volunteer opportunities at various nonprofits are undertaken by the office, in addition to a weekly rotation of Meals On Wheels delivery drivers.

Cushman & Wakefield's growth in Austin comes at a time when the market is seeing robust activity in all property types. The city's office market saw more than 2 million square feet in net absorption last year, even with 914,000 square feet in new development. Job and population growth have driven strong retail and multifamily activity, too.

Hayes concluded, "I may be biased, but I happen to think Austin is the most dynamic, innovative, and economically healthy city in world. As Cushman & Wakefield enters its second century, I couldn't be more optimistic about what lies ahead and our important role in helping businesses, property owners, and developers shape an even more vibrant and livable city."

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Hyde Park Bar & Grill: 35 Years of Fries

After thirty-five years, what's Hyde Park Bar & Grill's legacy?

Our food, especially our fries, and the value we offer. Three and a half decades have made it clear that the Austin neighborhoods we serve are on the same page. Our fries were named to multiple "Best Fries in America" lists, from magazines like People and Food & Wine to the Food Network. Like the people we serve, our menu is diverse and eclectic, from American comfort food like Tony's Fried Chicken, classic burgers, and Chicken Fried Steak to vegan-friendly, gluten-free Cauliflower Steak, to Cast Iron Catfish, and unique sandwiches like Pimento Cheese & Cucumber and Fried Egg. Everyone can find something satisfying, including our house-made desserts, weekend brunch and our full bar, cocktails & craft beers. We love that we're a gathering place for friends and family who live all over Austin and beyond. People get together at our place for Thanksgiving dinner, Mother's Day brunch, or any of the numerous Art Parties and events we host each year.

Keys to your success?

Three things: fresh ingredients, generous portions at moderate prices, and a work environment that makes your staff happy to stick around. The freshest, highest quality ingredients produce the best meals. Period. We also love giving our customers a great value. We're a restaurant where people can afford to eat on a regular basis. Everybody eats every day -- sometimes more than once! -- so while special occasion restaurants are great, we aim to be your home away from home in your neighborhood. Our staff is a huge factor in our long term success. We have 8 employees that have been with us 20 years or more, including 2 that have been here since day one, and another 10 that have been with us 5 years or more, 7 of which have 10+ years. You don't often find that kind of longevity in this industry.

What challenges have you faced?

One major problem occurred before we opened the original location on Duval Street: the signage restrictions for that area at the time were pretty severe, and we weren't sure how to advertise our location to potential customers.

After brainstorming with designer Billy Glover, our now-famous Fork was born -- manufactured by Richard Heinichen who now sells us bottled rainwater that he collects in Dripping Springs. Hyde Park Fork has since turned into a can't-miss, must-see Austin landmark, with its own social media accounts and artist Dale Whistler's oversized adornments keeping it fresh.

What's next?

Our biggest challenge is the same one facing our beloved city of Austin: How do we embrace the future while maintaining the best parts of our past? It's a question all great institutions eventually have to answer. We're proud of our legacy of delicious food and community involvement, and we certainly intend to maintain loved traditions, such as our award-winning fries, Tony's Fried Chicken, our family-style Thanksgiving meal, and providing a place for local visual artists to show their work and local musicians to play at our south Austin location. We'll continue to come up with creative new featured dishes and find new ways to support the many individuals and groups who

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Kipp Flores Architects celebrates 30 years of creating homes for over 300,000 families

What is the primary mission of your company?

Our mission is to make quality architecture accessible. It's not just for the wealthy. For thirty years we have worked with some of the most successful builders in the nation and enjoy a reputation as a "builder's architect". By working directly with production and volume builders, we're able to impact the lives of a broader swath of homebuyers. Whether an attached city condominium or a traditional suburban single family home, our goal is to provide quality architecture to enhance the everyday lives of homebuyers.

What sets your business apart from your competitors?

We think like builders. The most important decisions builders make are what to build and where. With so much at stake, we create an edge for our clients. Whether the product line targets the introductory buyer or the luxury market, our years of experience help our clients answer the needs of the buying public while controlling costs. The architects and designers at Kipp Flores use their years of experience working with and for builders to design beautiful homes that address the needs of both the buyer and builder. That's why 97% of our customers are repeat business. We believe relationships are just as important as blueprints.

What if anything, has changed since your business was founded?

Over a span of thirty years, we've seen many changes impact architecture. Sustainability and technology have seen the most advances. Sustainable development has expanded from a movement to a

norm. Many consumers first think of materials and appliances to increase energy efficiency. Take extra insulation or a new air conditioner for example. Increased regulation on both local and national levels dictates some amount of sustainable 'green' features. We go a step further to design to use materials more efficiently. This lowers construction costs and increases affordability. Sometimes called value-engineering, we design to minimize material waste. Efficient design is accessible design.

Technologically, our staff has adapted to new software and hardware. A construction drawing once drafted in graphite with a scale and compass is now rendered with pinpoint accuracy with touch screens and a keyboard. Updated files are instantaneously shared digitally with builders and clients. This leads to increased communication with collaborators such as engineers and interior designers.

We've also seen technology impact construction methods and materials. Typical 2x4 wall framing for example, while still the norm here locally, faces competition from 2x6 'smart' framing, as well as alternate materials such as steel, concrete and structurally insulated panels. Similarly, sheathing, insulation, and wrap materials have evolved to accommodate trends in energy efficiency whether codified or market-driven. We continually educate ourselves and staff on advances in materials and assemblies to offer the best expertise to our clients.

Describe the defining moment you know your business would be successful?

"It was March, 1987 and the housing market had taken a turn for the worse. NPC, the homebuilder we worked for closed its doors



on March 2nd. We started our business the following week. Within two weeks, not only was I blessed with a new baby girl, we got our first check for \$200.00 from a small company we were dealing with in Killeen. I went to the bank and opened an account, and I knew at that moment that we were making money at the worst of times and we were going to be okay. 30 years later, I am so proud to be a co-owner of a company that has helped over 300,000 people have a place to call "HOME".

-Partner, Sabas Flores

What are your plans for the future?

The team at Kipp Flores will continue to help families achieve homeownership. We cannot do that without adapting to the changing needs of homeowners and builders. We've seen demographic shifts in household makeup over the years, and plans need to change with that. Almost any architect can design his or her version of the home that has everything. But how many can deliver what a buyer is willing to pay for within the limitations faced by builders today? Each day we deal with lot dimensions, neighborhood restrictions, impervious cover calculations, environmental regulations and of course budget limitations. These constraints challenge us to design better and more efficiently. In the end, a home still has to 'feel' good. So our plans for the future are to grow and adapt with designs that will meet our clients' needs today and tomorrow - so that everyone has access to quality design.



Cobra celebrates 10 years with launch of CobrATX technology division!

What is the primary mission of your company?

Cobra Legal Solutions is a global organization specializing in creating value for Fortune 500 companies and the law firms that support them by providing people, process and cutting-edge technology to revolutionize the delivery of legal support services. Cobra focuses its service delivery on: compliance & risk management, document review and analysis, M&A due diligence, litigation technology solutions, multi-system integration, application development and contracts management. Our mission is to establish enduring, collaborative partnerships with the world's leading corporations and to lead the market by providing the most intelligent, agile and customer-focused legal support strategies in the world.

What sets you apart from your competitors?

Cobra's goal is to build long-term relationships with its clients. To that end, Cobra is constantly looking for ways to collaborate with our clients and improve processes and create value. We continually test and train on new technology so that we can make proactive recommendations to leverage technology solutions for our clients.

CULTURE: Cobra has been successful in fostering a positive and progressive corporate culture. The combination of professionalism accompanied by the rich experience of the senior management team has enabled Cobra team members to understand and partner with our clients.

CAPABILITY: Cobra maintains state of the art facilities around the world to provide global coverage and leverage resources to achieve maximum cost savings for clients.

INNOVATION: CobraPulse™ is our proprietary, real time dashboard that generates valuable metrics for every attorney on every project, allowing more strategically allocated human capital hours and more informed budget considerations. With CobraPulse you can regularly review the performance of individual attorneys and project teams. CobraPulse provides clients with control over their projects and the ability to access reports that will help defend their legal team's decisions and reduce potential issues before they become costly problems.

What if anything has changed since your business was founded?

Cobra began in 2007 with a single, keen focus, document review. Today, we are

proud to deliver end-to-end legal and technology solutions to the world's leading corporations and law firms. We remain independent, private and have not undergone any mergers or acquisitions during this time.

- 2008 - Began work for first Fortune 100 Client in the global technology industry
- 2010 - Obtained both ISO 9001 and ISO 27001 ratings for process and technology
- 2010 - Hired current CEO
- 2013 - Launched technology solutions division incorporating processing, ECA, hosting and production
- 2013 - Expanded client base and grew revenue by 600%
- 2015 - Launched CobraPulse™ - Its interactive client dashboard, to increase efficiency and productivity also providing full transparency to its clients.
- 2016 - Was named the Association of Certified eDiscovery Specialists (ACEDS) - Service Provider of the Year.
- 2016 - Obtained cybersecurity insurance in India and scaled technology solutions to include KCura - Relativity and Nuix processing.
- 2017 - Expanded data capacity to include a second center in Chicago, Illinois.

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