

COVERING THE
DALLAS-FORT WORTH
REGION

Dallas Business Journal

Reform's ramifications

Robert Hulse of American National Bank of Texas says community banks such as his will be hardest hit by federal financial reform's compliance costs.

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Credit Unions **P21-22**

Private Investment Recipients **P25-26**



TOP NEWS

in North Texas business

Five that will thrive

Lineage Power, Masergy Communications, Reata Pharmaceuticals, MedSynergies and ECI Software Solutions get ready to move to the next level. **P4**

Optimal space study

HKS Inc. launches nonprofit center to study more effective and sustainable use of space. **P2**

Small-biz fight

Small businesses lose latest round in Washington to repeal 1099 form paperwork burden from health care reform. **P3**

Super Bowl biz boost

Robbie Douglas of the North Texas Super Bowl XLV Host Committee says a listing of 900-plus local businesses in a resource guide may help firms snag business. **P3**



Brave new world

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Worthy advocacy

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Tuesday Morning CEO Kathleen Mason builds a bargain-hunting business. **FACETIME, P12**

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SEPTEMBER 17-23, 2010 | \$5.00

Buyer sees growth in envelopes

PE firm buys National Envelope out of Chap. 11 bankruptcy for \$208M



BY JEFF BOUNDS | STAFF WRITER

A West Coast private equity firm has plans to turn around North America's largest envelope maker

MOVING FORWARD: National Envelope Chairman Tim Meyer says price changes and new markets are on the firm's horizon.

after buying the Frisco-related business out of bankruptcy in a deal worth a total of about \$208 million.

The deal for NEC Holdings Corp., the corporate parent of Frisco-based National Envelope Corp., included a \$150 million purchase of the 58-year-old business by Los Angeles-based Gores Group LLC, along with the assumption of a roughly \$20 million

debt to International Paper Co. and a \$37.7 million note.

Producing approximately 37 billion envelopes annually, National Envelope has nearly 3,389 employees and 14 manufacturing sites across the country, bankruptcy court records show. Locally, the company

ENVELOPE, P36

Rankings pit local jobs, total revenue

Either way, local firms boost area, leaders say

JAN BUCHHOLZ | STAFF WRITER

With \$15.1 billion in worldwide revenues, 7-Eleven Inc. took the No. 1 spot in the *Dallas Business Journal's* Top 200 locally headquartered private companies list, which was ranked by 2009 revenue.

TEN & TEN

See who's in the Top 10 by employment and by revenue.

P38

Ranked by local employment, the convenience store giant drops to No. 11 with 1,990 employees. The swing illuminates the constant question of how to measure the real value each company brings to the community.

Bernard Weinstein, an economist with the Cox School of Business at Southern Methodist University,

RANKINGS, P38

E-ads race toward \$8B



CARROLL BURGOON
MICHAEL BURNS

PR landscape has been changed by social media advertising, marketing

KERRI PANCHUK | STAFF WRITER

A business consulting firm estimates that online advertising and marketing efforts will hit the \$8 billion mark in a couple of years. Already, the shift is changing how North Texas retailers and PR firms do business.

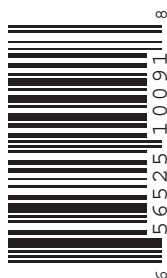
"We are aggressively looking toward digital media as it takes on a larger percentage of the offline advertising mix," said Michael Crotty, vice president of marketing for Neiman Marcus Group. "A few years ago, we did more newspaper advertising and more national advertising. Now, we have shifted dollars and efforts to digital media."

Crotty would not share spending or the percentage of Neiman's advertising dollars allocated to online



CROTTY

SOCIAL, P14



ONLINE DIGEST

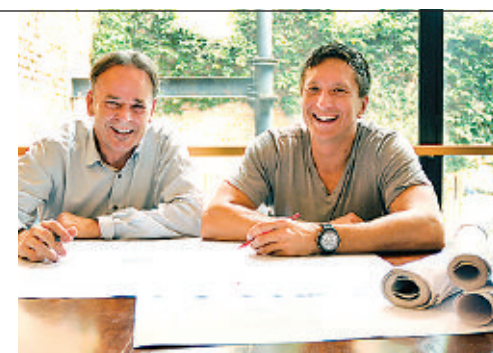
Have you been keeping pace with all of the exclusive news on dallasbusinessjournal.com?

Get caught up on P11

Success recipe

Plan B Group's Royce Ring and Alexander Urranaga have a taste for retooling restaurants.

ENTERPRISE ZONE, P15



HKS launches space-use research center

Center's leaders say effort is more scientifically based than other studies; believe building design will be improved

BY BILL HETHCOCK | STAFF WRITER

Dallas-based architecture firm HKS Inc. has launched a nonprofit center to study ways that people can more effectively use space, particularly in health care settings.

The goals of the Center for Advanced Design Research & Evaluation include improving the performance and safety of buildings, streamlining business practices and enhancing buildings' sustainability through better architectural design, said Debajyoti Pati, executive director of CADRE and director of research for HKS.

The center has started with a focus on health care in part because that's an area in

which design can make a big difference in safety and functionality, he said.

"In health care, we have found that the built environment can play a fairly significant role in reducing falls, reducing infection, reducing clinical errors and so on," Pati said.

HKS is the third-largest architectural firm in North Texas and one of the largest in the nation, with 2009 gross billings of \$39 million in the region and \$260 million worldwide. HKS spends about 1.3 percent of its net revenue on research, including that performed by CADRE, and in 2009 invested more than \$2 million in R&D activity that will fall under the purview of CADRE going forward, said Tom Harvey, the center's president. The cen-

ter is funded by HKS and research grants.

All staffing for the center's activities is donated by HKS, including Pati, who works full-time for the center, and six to eight part-time staffers whose hours and numbers will vary as necessary to conduct specific research-related activities. Office space is provided by HKS. Other personnel from HKS and outside the company — particularly from academic environments — will be enlisted to develop grant proposals, conduct research, evaluate data and report findings.

Architects have long studied how people



PATI

use space and have applied their anecdotal observations to design, Harvey said. He said the center's study involves more systematic, scientific analysis than the traditional approach.

"There's a movement in the industry now to take a more rigorous approach," Harvey said. "You select sites to study and you have a well-structured means to compare data from site to site so that you can prove a hypothesis or certainly come out with some sort of conclusions."

Harvey has more than 30 years of experience in the planning and design of health care facilities. He is a partner and senior vice president of HKS, where he directs the Clinical Solutions & Research Group, a division of HKS that spawned CADRE's early formation in late 2009.

Pati holds a doctorate in architecture from Georgia Institute of Technology and has more than 20 years' experience in research, practice and teaching in the United States, Canada and India.

His research focuses on the influences of buildings on people and processes, and he has been widely published in books, scientific articles and industry publications on performance-based design in the health care and criminal justice sectors. Pati has worked on research projects funded by the American Institute of Architects and other industry groups and companies.

According to the American Institute of Architects, the topic of evidence-based design — basing design decisions on empirical, replicable scientific research and data — is one of the hottest issues in the industry.

The center has been set up as a nonprofit to improve its chances of getting large research grants, to let it better collaborate with outside entities, such as universities and other architecture firms, and to allow it to expand beyond the clinical solutions group's focus on the health care sector, he said.

The ultimate mission is to learn more about how people use space, whether it's a patient in a hospital, a student at an elementary school, an inmate in jail or a guest at a luxury resort, Pati said.

The focus on research sets HKS apart from competitors and makes the firm more valuable to its clients and potential clients, Harvey said.

"We launched into this entire research effort as something that would differentiate HKS," Harvey said. "It differentiates us by showing a deep interest in how well the environments that we design perform for the users of our buildings."

The center has three funded research projects under way, including a \$40,000 study, funded by the Academy of Architecture for Health Foundation, to examine the interactions between the physical setting and care patients get in emergency departments. The study's conclusions will be useful in designing future emergency departments and redesigning existing ones, said Chris Lane, emergency department manager at Texas Health Harris Methodist Hospital Southwest. The hospital in Fort Worth, part of the Texas Health Resources system, is one of the five participating in the study.

"Hopefully it will allow us to build more efficiently designed, effectively run emergency departments as we grow our health system," Lane said.



HARVEY



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No relief yet from health reform's paperwork

Senate leader promises a solution after attempts to repeal, reduce 1099 reporting requirement fall short

BY KENT HOOVER | WASHINGTON BUREAU CHIEF

Small businesses lost their first attempt to repeal a paperwork burden imposed by health care reform, but Republicans and Democrats agreed the tax-reporting requirements need to be changed.



ECKERLY

"We've heard you," Sen. Mary Landrieu, D-La., said to the National Federation of Independent Business. "We're going to fix it."

Landrieu, who chairs the Senate Small Business and Entrepreneurship Committee, said she will introduce legislation that repeals the expansion of 1099 reporting and exempts more businesses from the current requirement.

"We're going to find a way to pay for it that both sides can agree to," she said.

To raise \$17 billion to help pay for the health reform legislation, the law requires businesses — beginning in 2012 — to file 1099 forms with the IRS any time they spend more than \$600 a year with another firm for goods and services. The theory is that the reporting will make businesses less likely to hide income from the IRS.

The 1099 requirement now applies only to payments made to unincorporated service providers. Expanding this to all types of businesses and all types of purchases will dramatically expand the number of 1099 forms that small businesses will have to file, even though the IRS plans to exempt payments made by credit cards.

The Senate on Sept. 14 rejected a Democrat-backed attempt to reduce the requirement and a Republican-backed measure to repeal it. Those votes were on amendments on legislation designed to increase

the flow of credit to small businesses. That bill passed a procedural vote and is set for final Senate passage. It still faces reconciliation with a House version of the plan.

Business groups criticize Senate

"Those who voted against full repeal must think it's appropriate to punish all small-business owners with needless and costly new paperwork for the slight possibility that this new reporting requirement may help the government capture some unreported revenue," said NFIB Senior Vice President Susan Eckerly.

"No 'alternative' meant to provide political cover ends this paperwork nightmare," she said.

Bruce Josten, the chamber's executive vice president for government affairs, said the failure to repeal the 1099 reporting requirement will force small businesses "to

'We have heard you. We're going to fix it. We're going to find a way to pay for it that both sides can agree to.'

U.S. Sen. Mary Landrieu, D-La.

Chair, Senate Small Business and Entrepreneurship Committee

spend precious time and resources reporting to the federal government rather than producing, growing and creating jobs for Americans."

"In this economy, there is little defense for supporting oppressive regulations on small businesses that will hamper their ability to put people back to work," Josten said.

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Small biz wins off-field in Super Bowl

Some firms say game-related work leads to better futures; others doubt benefit

JAN BUCHHOLZ | STAFF WRITER

Super Bowl XLV is providing some local businesses with what they believe is an opportunity of a lifetime through the NFL's Emerging Business Program, which caters to certified minority- and women-owned firms.

And while those businesses say obtaining Super Bowl-related work has been fair and straightforward, some businesses from Super Bowls past say the program is oversold and hard to navigate.

Bob Lilly Professional Promotions, Gifted by Dezyn and Regali Inc. are three businesses that already have secured work.

Bob Lilly Professional Promotions will provide uniforms for volunteers. Gifted by Dezyn will handle promotional activities for the 12th Annual Super Bowl Gospel Celebration, and has secured a temporary license to produce Super Bowl logo leather goods. Regali Inc. is contracted to provide marketing database technology and also has received a temporary license to produce custom merchandise.

Neither Debra Mars, founder of Gifted by Dezyn, nor Renee Dutia, owner of Regali, could calculate what their contracts ultimately will amount to, but Bob Lilly Jr., co-owner of Bob Lilly Professional Promotions with his wife, Julie Lilly, said their contract is for \$250,000.

"That is a good piece of business for us," Lilly said. "That's a couple percentage points of our annual business."

Lilly is the son of former Cow-

IN THE GAME

Calling the shots, looking for the ball



DOUGLAS

Robbie Douglas, director of business development for the host committee, says new companies, rookies so to speak, are getting plenty of contract-related playing time.



LILLY

Bob Lilly Jr. says the contract his firm caught for volunteer uniforms is a good piece of business. Lilly is the son of Cowboys legend Bob Lilly Sr. He says his wife got them in the game.



DUTIA

Renee Dutia says preparation for Super Bowl work started in the off-season for her firm. She's not sure how much the marketing database work will be worth, but she's glad to have it.



MARS

Debra Mars says her contract for promotional work at the Super Bowl Gospel Celebration will also put points on the board for at least some of her contractors.

boys superstar defensive tackle Bob Lilly Sr. He says his firm's entry into the network of Super Bowl businesses isn't because of that relationship, however. It's because the firm is certified as a woman-owned business and has a strong track record of high-quality goods and services, he said.

The path to securing Super Bowl-related work is "not overly hard," Lilly said. "But there are a lot of details."

The process starts with becoming certified as a minority- or woman-owned business through one of several specified government or nonprofit agencies. After

being certified, more paperwork is required by the North Texas Super Bowl XLV Host Committee, which decides what companies are qualified to be listed in the Emerging Business Resource Guide.

There are more than 900 North Texas businesses in the guide, but that's no guarantee of work.

Still, Robbie Douglas, director of business development for the host committee, said the listing is essential.

"Contractors will use the BRG as their sole reference to North

Fastsigns: Carrollton franchisee scores outdoor signage contract

BY JAN BUCHHOLZ | STAFF WRITER

The North Texas Super Bowl XLV Host Committee and the NFL provide contract opportunities for small businesses in connection with the 2011 Super Bowl. One firm that has obtained work is the Fastsigns franchise in Arlington. Here's how owners Jean-Ann and Chris Taylor snagged contracts and what the work will entail.

How long ago did you hear there might be contracts available for local businesses? We learned about the (NFL) Emerging Business Program after attending a vendor fair at the University of Texas at Arlington in February. We registered for the emerging business workshops, which were designed to inform local businesses about the qualification process as well as what to expect upon becoming approved.

What was the process for securing the work and was it long and detailed? We had to provide proof of our HUB (Historically Underutilized Business) certification. Once we were approved as an emerging business, we were listed online in the Business Resource Guide (www.northtexasuperbowl.com). Companies needing vendors use this guide to choose vendors for the quoting process. We were notified via e-mail when a bid was available. We were given two weeks' lead time to compile the bid. Our first notification came within a month of our bid submittal. We

LITTLE GUY SCORES

NAME: Fastsigns
ADDRESS: 2301 N. Collins St., Ste. 112, Arlington 76011
FRANCHISE OWNERS: Jean-Ann and Chris Taylor
FOUNDED: 1987
EMPLOYEES: 11
WEB: www.fastsigns.com/5



C. TAYLOR



J. TAYLOR

have been recently notified that we have been short-listed on our second bid, which we just submitted two weeks ago. The bids were very different in terms of needs and requirements. Fortunately for us, we meet the requirements of both companies and expect to do the same with any company that needs our services.

What is the extent of your contract? The contracts are for several thousand signs. The exact volume and amount has not yet been determined.

How significant is the revenue in terms of the total amount of business you do in a year? It will be less than 5 percent of our annual revenue.

Beyond the money, what are the other benefits you believe will accrue by having this Super Bowl business? The exposure is great, both locally and regionally. It re-

SUPER BOWL, P37

FAST SIGNS, P37

Five who will thrive: Companies to keep

Analysts say five local businesses are on the brink of hitting it big

BY JEFF BOUNDS | STAFF WRITER

Remember, you read about 'em here first.

In the following stories, the *Dallas Business Journal* profiles five companies in North Texas that have the potential to go to the proverbial next level.

We're defining the next level as getting sold for a lot of money, doing an initial public offering of stock, or simply growing from midsize to large.

The group: Plano's Lineage Power and Masergy Communications, Irving's Reata Pharmaceuticals and MedSynergies, and Fort Worth's ECI Software Solutions.

It's been six years since we first trotted out the concept of the Five That Will Thrive. That club included success stories like Richardson's MetroPCS, a wireless phone and data services company that later

went public, and Alliance Systems, a Plano provider of specialized servers that was sold in 2007 for \$40 million. Some members of this year's group, like biopharmaceutical drug developer Reata, have previously received a fair amount of ink in the *DBJ*.

The companies range in revenue of more than \$35 million to close to \$400 million, and in employees from 80 to 2,100.

But they all have that hard-to-find combination of savvy management, in-demand products or services, and growing markets. Not only did this group manage to survive the Great Recession, they managed to grow in spite of it.

It thus seemed apropos to profile them now, before potentially big paydays hit later.

This group came from suggestions provided by a handful of local experts, to whom we're providing anonymity in exchange for giving us candid opinions about who belonged in the club — and who didn't.

There are any number of deserving companies that could have made the Five That Will Thrive, which made it difficult to narrow the group down. If you feel your

North Texas-based business was left out, let us know.

The right stuff

What does it take to super-size a business? It starts and ends with management, experts say.

"Hiring the best people is the largest part of it," said Rich Lavinski, managing partner of the Dallas practice of the SolomonEdwardsGroup LLC, a Philadelphia-based consulting, interim staffing and executive search firm with about 50 professional employees in the Dallas market. "If you don't have the best people to execute your model, you get nowhere," Lavinski said.

Another vital element is having a strong, workable business plan, according to SolomonEdwardsGroup officials. "Vision helps to breed goals and infrastructure," said Edward Baumstein, the company's president and CEO.

Many entrepreneurs lack an understanding of the need for a strong balance sheet, including how to approach the financing markets to raise capital, he said.

"Understanding those varying degrees of capital, what it will cost you and what you can get, is very important," Baumstein said.

The biggest leap from a capital-raising standpoint is going public. Bob Pond, business development manager in SolomonEdwardsGroup's Dallas office, said that when companies make the jump to being traded publicly, they must show that their growth is sustainable — that they have good, improving financial performance and metrics.

"It is essential that management pick the right team, establish the right priorities, and mitigate the risks associated with this process," he said. "Whether you're public or private, the market will hold you accountable for delivering on those promises."

Stumbling blocks abound for companies



LAVINSKI



POND

THE ONES TO WATCH



JAKE DEAN

POWERING UP: Lineage technician Randy Ledbetter works at the company's Plano plant.

Lineage Power Inc.

Lineage Power Inc. is taking the seemingly small market of creating power systems for telecommunications networks and turning it into big money.

2,100
Employees worldwide

\$400M
Annual revenue

The Plano company was created after the December 2007 purchase of Tyco Electronics' power systems business by Los Angeles private equity firm Gores Group LLC for \$100 million. Today, Lineage has 2,100 employees worldwide, including 300 in North Texas. CEO Craig Witsoe said Lineage does about \$400 million in annual revenue.

"Even as the recession hit, we saw it as an opportunity to get closer to our customers, figure out the technologies they needed, and deliver them better than anybody else," he said.

The cost of powering a telecom network is

high, according to Barbara Lancaster, president of Richardson telecom consultancy LTC International. "When service providers look at buying gear (for a network) ... they look carefully at power consumption figures."

Lineage also separates itself from rivals with its services business, which installs the systems and gets them running. "That's different than a number of our competitors," Witsoe said.

Another advantage he sees for Lineage: the bulk of its engineering talent is in North Texas. Rival companies often have their engineering staffs in Europe or Asia, he noted.

"Dallas is the center of the telecom space in the United States," he said. "We feel that's given us a significant advantage."

Being in North Texas gives Lineage proximity to major makers of telecom gear, along with large carriers that use the company's systems, such as AT&T and Verizon,

LINEAGE, P37

Reata Pharmaceuticals

The Dallas-Fort Worth area isn't known for biopharmaceutical companies. Reata Pharmaceuticals Inc. is looking to change that.

\$78M
Financing for Phase 2 drug testing

\$180M
Financing won since 2002

\$272M
Potential revenue from recent licensing deal

Based in Irving, Reata is developing a potentially blockbuster drug for chronic kidney disease and type 2 diabetes. And though it hasn't released any products yet, its medications are showing strong promise in clinical trials.

Reata recently landed \$78 million in financing from CPMG Inc. and Novo A/S to fund the second of two key clinical trials of a drug called bardoxolone methyl. Dubbed a Phase 3 study, the trial will be done to confirm the drug works and to identify any side effects from long-term use.

In an e-mailed response to written questions, Reata president and CEO Warren Huff said that if positive results come from the latest trial, the drug could be available to patients in late 2012 or early 2013.

In two completed Phase 2 trials of the compound, patients showed significantly improved kidney function, according to the company.

Meanwhile, Reata inked a lucrative licensing deal in January that provides exclusive rights to develop and sell bardoxolone methyl to a Japanese biopharma company called Kyowa Hakko Kirin. The deal calls for Kyowa Hakko to pay Reata up to \$272 million in various fees as the drug is developed and sold. Reata also can reap royalties from the drug's sales assuming Kyowa Hakko gets the green light to sell it in Asia.

Clinical trials are an expensive step, according to Dr. Joe Blumenau, medical director and principal investigator at Research Across America, a Dallas business that handles clinical

Masergy Communications

Masergy Communications is one of the few remaining success stories of the last decade's telecom boom and bust.

\$8M
2003 revenue

\$61.1M
2006 revenue

\$100M
2010 revenue

Incorporated in September 2000, as cracks were starting to appear in the façade of the dot-com mania, Masergy (pronounced "MAY-sir-gee") provides voice, video and high-speed data services that enable 650 or so big organizations to connect their far-flung locations across the country or the world. Clients include companies like Dunkin' Donuts and Plano's Beal Bank.

For the fiscal year ended June 30, Plano-based Masergy had revenue of about



MACFARLAND

\$100 million, said CEO Chris MacFarland. "We've been profitable for the last several years." In 2003, sales were \$8 million, and grew to \$61.1 million in 2006. That landed Masergy in the *Inc. 500* in 2007. Masergy has 160 employees, including 95 in Plano, MacFarland said.

Masergy's network services enable large companies to link up their corporate offices, data centers and branch locations, MacFarland said.

The company's claim to fame, he said, is its Ethernet service, a high-speed networking technology that can zip data at up to several gigabits per second anywhere worldwide.

"We provide real-time visibility and control over their network," he said.

Masergy targets multi national companies that aren't necessarily big enough to get the

"white glove treatment" by larger competitors, according to Brian Washburn, an analyst at Virginia's Current Analysis.

"That's where Masergy can step in and provide customer service that will be a cut above and personally oriented to their needs," he said.

When the company rolls out service to a new location, it purchases transport capacity from other carriers, and then puts its own network gear in, Washburn said. That ensures that the customer's experience is good from the get-go, according to Washburn.

On the customer service side, Masergy aims to act as an extension of its customers' IT staff, MacFarland said. "We truly try to be partners with our customers ... Our growth has been through referrals and word of mouth."

So what lies in Masergy's future? MacFarland declined to discuss. Stay tuned.

— Jeff Bounds

an eye on

that aspire to greatness. Greg Bustin, an independent Dallas management consultant, said a lack of clear purpose for the company can cause problems.

"Clarity comes in a lot of flavors," Bustin said. "What are we trying to do, what we want this thing to look like five or 10 years out, why we're in business, why people should want to do business with us."

Another question is whether the business has the talent it needs, he said. It also matters whether the company stewards can adapt to changing market conditions, ranging from increasing competition to economic shifts.

Steve Crane, managing partner of the Dallas interim operations-management firm ProOperate LLC, said mergers and acquisitions can speed growth. They are also fraught with peril for those who aren't experienced. "The first error they encounter, almost always, is inadequate due diligence" before the deal gets done, he said.

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DRUG PLAN: Warren Huff, CEO of Reata Pharmaceuticals, said the company's new diabetes drug could be available by early 2013.

drug trials on behalf of sponsoring drug makers.

Although Reata, which has around 80 employees, has landed \$180 million since its inception in 2002, the \$78 million it raised in July won't pay for a product launch. The financing Reata needs to push bardoxolone methyl to commercialization might come from a co-development arrangement with a big drug maker, Reata officials have said.

However, since Reata plans to keep the U.S. commercial rights to the medication, and since it will need money to make the transition to a commercial biopharma company, it might opt to go public as it gets closer to bringing bardoxolone to market.

"Companies at our stage of development often consider the option of accessing public capital," Huff wrote in his e-mail to the DBJ. "However, the company has not made a decision regarding when and if to go public."

— Jeff Bounds

PROFILES CONTINUE ON PAGE 37

Home sales sans commissions?

Dallas firm has \$300M for video-based sales model; ads, not clients, provide revenue

BY BILL HETHCOCK | STAFF WRITER

Residential World Media Inc. is launching HD-video websites next year to sell houses and apartments commission-free.

The Dallas-based company plans to add thousands of jobs nationwide, including hundreds in North Texas, by year-end to ramp up for the launch.

ResidentialWorld.TV and ApartmentWorld.TV will be supported by advertising, President Fidel Jenkins said. Sellers will list properties for free and buyers will go through Residential World Media agents paid from ad revenue, Jenkins said.

In addition to the online listings, the company will make and distribute 40 million DVDs per month, Jenkins said. The company is negotiating with national retail chains and will select one to distribute the free DVDs, Jenkins said.

Website visitors and people who view a DVD will see one local or national ad before and after each home listing. Another ad will appear while the listing plays. The videos are scheduled for one to four minutes and show the inside and outside of the house, along with the neighborhood, schools, businesses and parks, Jenkins said. The videos take about two weeks to produce. They will be narrated, with celebrity voice-overs for high-end listings.

The approach could dramatically change how homes are bought and sold, he said.

"We're a brokerage firm that sells homes for free," Jenkins said. "The way we make

'The way we make money is by selling advertising. Our revenue model is 100 percent through selling advertising.'

Fidel Jenkins
Residential World Media Inc.



money is by selling advertising. Our revenue model is 100 percent through selling advertising."

The firm has raised \$300 million of the \$500 million it's seeking to launch, said Jenkins, whose background is in homebuilding in California and North Texas. He declined to name the company's other investors or his own stake in the venture. Residential World Business Trust, a subsidiary of Residential World Media, filed regulatory notice Sept. 2 of its intent to raise the funds through debt and equity.

Residential World Media plans to hire 7,300 people nationwide between now and the holiday season — including about 700 across Texas and 230 around Dallas-Fort Worth — then add 4,000 more nationwide next year, Jenkins said. All of the jobs pay at least \$50,000 annually, with the hope that higher-than-average salaries will lure top talent and keep turnover low, he said. Job listings are at residentialworldjobs.info.

Residential World Media, now at 9090 Skillman St. in Dallas, plans to move its

headquarters to the Los Angeles area within a year to be closer to more people with video producing and editing skills, Jenkins said. The company will maintain a North Texas office, which will expand as regional employment grows, he said.

The company plans a soft launch of its websites on Feb. 1 and has contracted to purchase at least one Super Bowl ad, Jenkins said. The marketing blitz also will include radio, print, movie theater and television commercials, as well as daily \$50,000 online sweepstakes, Jenkins said.

Technology has broadened home selling, said Bill Head, spokesman for the Metro-Tex Association of Realtors. Many brokerages now offer flat rates, price menus for services provided and other options to selling homes on commission, he said. Head added that he isn't aware of a model fully supported by advertising.

"For full-service brokerages that represent both buyers and sellers, certainly a

HOME SALES, P.29

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PHOENIX

Academic Partnership signs deal to promote ASU online degrees

Dallas-based Academic Partnerships LLC is set to help Arizona State University market three online degree programs.

Deborah Nugent, chief operating officer of Academic Partnerships, said her company also will help ASU structure its online offerings to make it easier for students to start classes throughout the year, rather than waiting to begin with the traditional

fall or spring semester. She said many online educational programs have found success by starting every eight weeks.

HOUSTON

No race consolidation at Lone Star

Thoroughbred horses again will race to the wire at Sam Houston Race Park.

The Texas Racing Commission had considered consolidating thoroughbred racing at Lone Star Park in Grand Prairie in 2011 to boost the daily average purse rate. That would closer match states that, unlike

Texas, offer other gambling on-site.

This week, the commission approved a reduced thoroughbred meet at Sam Houston from Jan. 21 to March 3, followed by a monthlong series of quarterhorse racing starting March 11.

AUSTIN

Sam Moon weighs national launch

Dallas-based Sam Moon Trading Co. is setting up its largest store in Austin, which the low-cost women's fashion accessories retailer is touting as a testing ground for

national expansion.

Sam Moon's 30,000-square-foot store at the Shops at the Arbor Walk in North Austin is set to open Oct. 19.

"We feel that if this store, which is centrally located to the region, does well with the demographics in Austin that we will be able to expand beyond Texas," said Daniel Moon, the owner's son and company vice president and general counsel. Plans are already in the works for a San Antonio store.

Sam Moon has three stores in Dallas-Fort Worth and one near Houston. Revenue reached \$60 million in 2009, Moon said.

By The Numbers

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United Way seeks RFPs for funding

BY KATHERINE CROMER BROCK | ASSISTANT MANAGING EDITOR

The United Way of Metropolitan Dallas is searching for new applicants for funding.

The agency has posted a request for proposals on its website as part of its United 2020 project, a three-pronged plan with a series of goals focused on health, family incomes and education that is designed to help nonprofit partners achieve measurable changes in area communities.

"It was a big step for us," said Gary Godsey, president and CEO of the United Way, who has projected that in five years, the plan will raise \$315 million. "We've never had an open process for funding in the past."

To provide information to current and potential partner agencies, Godsey has held five community orientation meetings through North Texas.

"We're going out of our way to be as helpful as possible to anyone who reaches out to us for help," he said.

The Dallas United Way works with 91 agencies. That number could change under the new system. Some current partners could be cut, and new ones could be added.

"Our intent all along is not to get rid of anybody," Godsey said. "It's about taking our resources and aligning them specifically around a few things within which we can make an impact."

The RFP process has a series of upcoming deadlines:

■ Oct. 8 — Potential partner agencies can submit an RFP for review. The United Way will give an early determination of whether the application qualifies for submission.

■ Nov. 8 — The deadline for submitting an RFP. "It's a hard and fast one," Godsey said.

■ January-March — Site visits to agencies that make it to "phase two" of the process.

■ March-April — Deliberations by volunteer United Way panels.

■ May — The United Way board will vote on a recommendation package and announce partners.

■ July — Funding begins.

"This is the most exciting work that I've been involved in, in the years that I've been working with the United Way," Godsey said. "The hope of what it can be if it's embraced by the community — it can be truly life-changing."

Editor's Note: Lisa Bormaster, publisher of the Dallas Business Journal, is on the United Way of Metropolitan Dallas board of directors.

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Small-business optimism index up

A monthly index of small business indicators improved slightly in August but remained at a recession-like level, according to a survey of National Federation of Independent Business members.

NFIB's index of Small Business Optimism gained 0.7 points to 88.8, as expectations about the economy improved. More business owners, however, still think the economy will be worse six months from now than better.

—Kent Hoover

Corporate attorney network raises Dallas CASA's profile

BY KATHERINE CROMER BROCK | ASSISTANT MANAGING EDITOR

On its 30th anniversary, Dallas CASA is reaching out for volunteers — by reaching into local corporations through the creation of a network of 30 inhouse corporate attorneys.

The nonprofit, which provides volunteer advocates for neglected and abused children in court, has traditionally connected with law firms as an avenue to spread the word about the organization, said Madeleine Johnson, general counsel for Southwest Airlines and co-chairwoman of Dallas CASA's 30th anniversary campaign.

"A lot of litigation firms have been plugged in, which is terrific," Johnson said. "It made a lot of sense for (CASA to start) a broader initiative to raise awareness among general counsel."

Johnson worked with Ron Barger, general counsel for Archon Group, and Mark Berg, executive vice president and general counsel with Pioneer Natural Resources, to create CASA's new Leadership Counsel of 30.

The group is a collection of attorneys from some of the largest corporations in North Texas, including Exxon Mobil, J.C. Penney Co., Texas Instruments and Brinker International.

"We simply brainstormed and thought of friends and colleagues we have in similar positions in high-profile companies," Barger said. "Once you create the momentum, it's only going to accelerate."

LEADERSHIP COUNSEL OF 30

Susan Aldridge, Rosewood Hotels & Resorts
Jack Balagia, Exxon Mobil Corp.
Ron K. Barger, Archon Group LP
Mark Berg, Pioneer Natural Resources
Wm. Stephen Boyd, Baylor Health Care System
Russell F. Coleman, Belo
Elizabeth Palmer Daane, ORIX USA Corp.
Joe A. Davis, Crosstex Energy LP
John DeGroot, John DeGroot Services LLC
Janet Dhillon, J.C. Penney Co. Inc.
Craig Glick, Natural Gas Partners
Joseph F. Hubach, Texas Instruments
Paul M. Jolas, Regency Energy Partners LP
Marc L. Kesselman, Frito-Lay North America
Scott A. King, Occidental Chemical Corp.

Ric Liskow, FedEx Kinkos
Thomas J. Mielke, Kimberly-Clark
Hilary Molay, Zale Corp.
Regina Montoya, Children's Medical Center Dallas
Nathan P. Moore, Mary Kay Inc.
Gjon Nivica Jr., Celanese
Thomas P. Perkins Jr., City of Dallas
S. Theis Rice, Trinity Industries Inc.
Michael Silhol, Parkland Health & Hospital System
Ronald Taylor, BlueCross BlueShield of Texas
Roger F. Thomson, Brinker International Inc.
John D. Torres, Lennox International Inc.
Robert C. Walters, Energy Future Holdings Corp.
Paul Ward, Southern Methodist University
Christopher S. Willis, Interstate Batteries

Dallas CASA has 42 full-time employees and an annual budget of nearly \$3 million, said Beverly Levy, executive director of the organization.

There are more than 500 volunteer advocates working with Dallas CASA, serving about 1,250 children this year.

Every day in Dallas, there are more than 2,000 children in protective custody, Levy said.

The goal of the new outreach initiative is to increase the number of volunteer advocates by 30 percent over the next two years, she said. And she believes this gathering of attorneys can help.

Levy said while CASA is in need of advocates, many of whom have a legal background, there are other needs throughout

the organization, including auxiliary volunteers and donors.

There are more than 19,000 nonprofit organizations in North Texas, said Cynthia Nunn, president of the Dallas-based Center for Nonprofit Management, and they're all competing for the same money and the same "mission space."

"It's a brilliant way to get it done," Nunn said of CASA's strategy.

"We are in an industry where word of mouth is an excellent way to gain visibility and support. There's probably nothing greater than that, especially if people are connected to the organization and know the mission."

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State to launch health insurance program

Unique public-private initiative, Healthy Texas, costs less, is aimed at employers in retail and service industries

SANDRA ZARAGOZA | AUSTIN BUSINESS JOURNAL

The Texas Department of Insurance has struck deals with insurance companies so it can launch Healthy Texas, a public-private health insurance program designed to offer lower-cost health insurance to small business owners with a goal of reducing the state's number of uninsured people.

Senate Bill 78, which state lawmakers enacted about two years ago, set aside roughly \$35 million for Healthy Texas.

Under the program, employers will buy commercial insurance from carriers whose risk will be reduced by the availability of state funds to help pay for above-average

health care claims.

Healthy Texas is expected to attract employers in the retail and service industries, such as restaurants, salons, day care centers and landscaping companies.

The commercial health insurance will be offered to employers at one-third the cost, said Katrina Daniel, the insurance department's senior associate commissioner for the Life, Health and Licensing Program.

Insurance department officials said they've struck deals with UnitedHealthcare and Celtic Insurance, a subsidiary of Centene Corp., to launch the program in the coming months.

'Some of the major reforms don't really take place until 2014 and Healthy Texas will be up and available soon.'

Katrina Daniel
Texas Department of Insurance

Small businesses can enroll via the insurance carriers, brokers and nonprofits that sign on to offer the program.

Solution for small employers

The Texas Legislature sought to create the program to address the state's uninsured population — about 6 million of the state's 25 million residents are uninsured. About 30 percent of small employers offer insurance, compared with 89 percent of large firms, according to the state.

The program aims to provide a solution for small employers who say cost is the biggest factor in not offering health care insurance to their employees, Daniel said.

The program's state fund, called the Premium Stabilization Fund, will be used to subsidize high-cost claims, shielding carriers from many large losses. Insurance carriers in the program will be reimbursed for 80 percent of claims between \$5,000 to \$75,000. Carriers will cover the cost of claims below \$5,000.

"Because the carriers have some protection, they are able to lower the premiums," said Amy Einhorn, project manager for Healthy Texas.

Employers and employees who sign up for Healthy Texas should expect the same coverage as traditional health insurance, officials said.

They will buy full-coverage health insurance — plans that cover inpatient and outpatient hospital services, physician services and prescription drugs. Employees will have a standard copayment for doctor's office visits and other services.

Similar to many health insurance policies, employees will likely cover a portion of their premiums.

Ahead of the reform

One challenge for Healthy Texas is that small employers may be reluctant to participate in the program with health reform-related regulations being drafted. The insurance department believes Healthy Texas will fit in upcoming requirements.

"Some of the major reforms don't really take place until 2014, and Healthy Texas will be up and available soon," Daniel said. "In our minds, there is a place for it, even in the face of federal health reform, because there's a layer of folks who, even with health reform, still will not be able to afford health insurance."

But not all Texans are comfortable with the state's effort to offer a public-private insurance program.

The Texas Public Policy Foundation, a nonprofit, conservative think tank based in Austin, opposes Healthy Texas, said Arlene Wohlgemuth, a health care policy expert at the foundation. "This is, in effect, the state subsidizing health insurance, and we think that choice is better left to the individuals," she said. "We think there is a better way to incentivize health care for small business."

Wohlgemuth points to an expected state budget shortfall in the 2011 biennium as another reason to not spend state money on such a program.

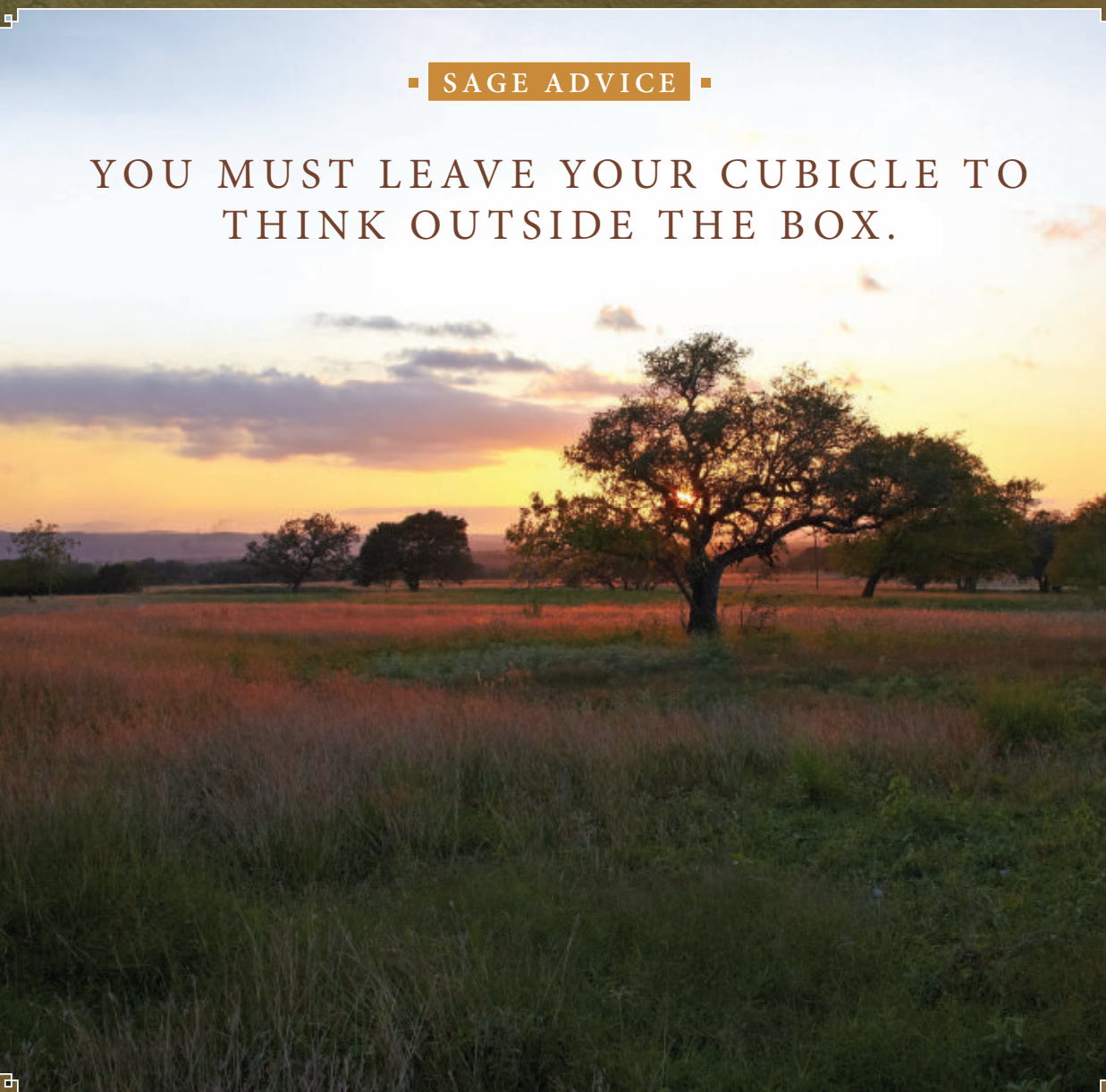
Daniel, however, said the insurance department has crafted an approach that uses public funds wisely.

"It's something that is not a direct subsidy, but rather uses the commercial, private insurance market as the foundation of the program and makes use of the employer-based coverage system," Daniel said.


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
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FW11834A

Green Line translates into 'green' for some

DART's new \$1.8 billion light rail project fuels companies' employee growth, geographic reach

JAN BUCHHOLZ | STAFF WRITER

Dallas Area Rapid Transit's Green Line will open Dec. 6 with significant accolades, including having been the longest light rail project under construction in North America at 28 miles.

All told, about \$1.8 billion will have been spent since construction began in fall 2006 linking southeast Dallas to Carrollton. Small to midsize companies have leveraged contracts on the project to expand their companies and sometimes geographic reach.

One of the smallest companies that has parlayed its light rail contract is Brenco Industrial Services in Dallas. The company's manufacturing division had 12 employees prior to 2006 and expanded to 52 employees when it was selected by one of the project's major contractors, Siemens Transportation Systems Inc., to build 23 traction power substations, which are used to distribute power



CARDWELL

along the line. The total contract for Brenco was \$9 million over the course of four years, a significant revenue jump for a company that previously hadn't done more than \$1 million annually.

Brenco was certified as a disadvantaged business because of its size, which helped land the new work.

"It's a revenue thing, not a minority thing. We're just a small company," said Brenco CEO and President Steve Cardwell.

But perhaps not for long. Siemens first

approached Brenco.

The company had not done any light rail work, but Siemens needed a company that could do specialized metal fabrication for the substations.

"I told them, 'If it's made out of metal, I can make it,'" Cardwell said.

Siemens signed on Brenco in a joint venture and Cardwell was determined to translate the DART opportunity into other work around the country.

"Our team is part of the winning bid in Denver that will start construction on the line to the Denver airport at the end of next year," Cardwell said.

He poured his heart into that contract, he said, opening a Denver office and networking extensively with the powers-that-be in the Mile High City. The company now is bidding on a light rail project in Minneapolis.

"This has really grown our manufacturing operations," he said.

Cardwell isn't sure how many more employees he'll be hiring to handle work on the Denver project because most of the manufacturing won't start until next summer.

"It will be a hybrid model. We'll hire some employees in North Texas and some from the Denver area," he said.

The big components and raw materials will be obtained from North Texas suppliers primarily, Cardwell said.

Lina T. Ramey & Associates is another small firm that has benefited from work on the Green Line.

The civil engineering firm started by Lina Ramey in 1998 had always had a transporta-



RAMEY

tion focus, but the \$2.5 million she received for design work on the Green Line catapulted her firm to another level.

"It has opened a lot of doors for us," she said.

The Dallas-based company went from 16 to 35 employees and now has new contracts with the Texas Department of Transportation and the North Texas Tollway Authority. In the time since finishing the DART design work, Ramey has expanded her staff to 65 employees, invested \$1.5 million in equipment and moved into new offices that more than doubled space from 4,500 square feet to 10,000 square feet.

"It's been very significant," Ramey said.

Arcilia Acosta, president and CEO of Dallas-based CARCON Industries, worked with one of the largest contractors on the Green Line, Archer Western, a subsidiary of Chicago-based Walsh Group. Along with Brunson Builders in Dallas, the three-company team serves as the construction manager-at-risk along the extent of the line.

In this case, Acosta, then with about 21 employees, approached Archer, which has about 1,200 employees in Texas.

"It wasn't easy," she said of the first meetings. "But I'm not afraid to do anything I need to do."

Acosta snatched her first light rail project for a paltry \$25,000 in 2001, having built her knowledge of light rail by observation.

Archer gave the go-ahead, and together they won the contract to oversee the mega-

DART GREEN LINE LIGHT RAIL

EXTENT: 28 miles, 20 stations

FROM: Pleasant Grove to Carrollton

CONSTRUCTION TIME: Four years

COST: \$1.8 billion

IMPACT: With the Green Line, DART has the second largest light rail system in the U.S.

Source: Dallas Area Rapid Transit

project. CARCON went from a company of about 21 employees, mostly tradesmen, to 82 employees, mainly high-paid, project management personnel.

"The biggest thing this has given us is a reputation as a strong, organized, full-blown construction company," Acosta said.

She's now joint venturing with a company from Spain that is bidding on a major Florida project.

Gary Thomas, DART's executive director, said these successes are what DART intended from the beginning.

"We went with larger contracts, but we strongly recommended that (those larger companies) form joint venture partnerships," Thomas said. "It has had a profound impact on those businesses and peoples' lives."

Jan Buchholz is a visiting reporter from the Phoenix Business Journal.

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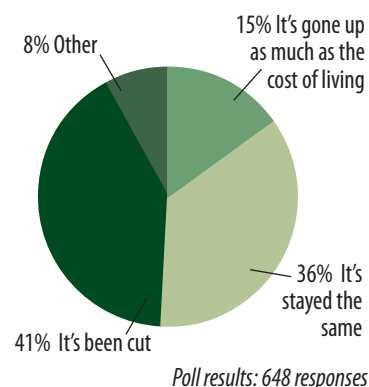
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BUSINESS PULSE

At dallasbusinessjournal.com, we asked:

How has your paycheck fared in the past 18 months?



You said:

Paycheck went away due to layoff from job relocating to Norway from Texas.

Well, I was laid off and out of work for three months last summer, so paycheck was cut by 75 percent. So the hole I was already in got deeper even with a short sale of my home. Then I thankfully got a new job, but at less than 90 percent of my previous pay, so still trying to fill that hole as a renter!

Got a raise. Lost money on tax changes and insurance going up. Next year, insurance going way up ... thanks Obamacare.

What paycheck? It has vanished!

My paycheck has gone up, but I started a business two years ago, at which point my paycheck was at zero. Since the beginning of 2010, my business cash flow has steadily increased as the business is beginning to flourish.

Consulting has been good for me in 2010, also brokerage sales are up year over year. I like being a consultant (unemployed). You can live on far less than you think.

Oops, voted "gone up as much as the cost of living" too soon the other day. I have just received notice that it is back to 2008 for my salary. I do have an interview on Monday ...

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ETE selling \$1B in notes

Energy Transfer Equity said Sept. 15 it's selling \$1 billion in senior notes through a public offering in exchange for proceeds that will help pay down \$500 million in debt under a credit facility.

Southwest eyes new planes

Southwest Airlines is a step closer to buying larger Boeing 737-800 aircraft. Dallas-based Southwest said the Transport Workers Union Local 556, which represents Southwest flight attendants, approved a tentative agreement to accept the aircraft into the fold. The decision requires the union's official approval since added aircraft will change staffing and certain wage rates.

Raytheon inks \$9M deal

McKinney-based Raytheon Co. has inked a \$9 million contract with the U.S. Navy to improve infrared technology on the infrared systems deployed on certain aircraft. The work will be done in McKinney and El Segundo, Calif.

Penney's stock shoots up

Retailer J.C. Penney Co. saw its stock price shoot up nearly 8 percent Sept. 14 as reports of stronger-than-expected August retail sales surfaced. The company beat its own back-to-school projections. Nationally, retail sales grew 3.5 percent on a seasonally adjusted basis in August.

Mott's settles labor issue

Union members on strike for more than three months at a Mott's plant under the direction of Dr Pepper Snapple Group have reached a three-year labor contract agreement with the Plano-based beverage company. About 300 Mott's workers will return to their jobs in Williamstown, N.Y.

Tax hike gets early nod

In an unofficial vote Sept. 13, the Dallas City Council approved a budget amendment to hike the city's tax rate by 6.6 percent. City spokesman Frank Libro said council members voted in favor of the hike, 8-7.

D-FW hotel rates up 3%

The average hotel room rate in North Texas increased 3 percent in the second quarter when compared with the same period last year, according to Hotels.com. Locally, hotel rooms rented for an average of \$114 per night.

ADS buys stock

Private label credit card provider Alliance Data Systems Corp. has launched a new stock repurchase program to buy up to

\$400 million in common stock. The program, which is an attempt by the company to increase shareholder value, will expire at the end of 2011.

Dell Services signs BNSF

Dell Services has inked a five-year deal to provide information technology support to Fort Worth-based Burlington Northern Santa Fe Corp. Plano-based Dell Services did not disclose the value of the contract.

Regency Hospital closing

Regency Hospital of North Dallas is shuttering its doors, leaving 155 jobs in limbo at the Carrollton-based medical facility. Carolyn Curnane, a spokeswoman for Pennsylvania-based Select Medical Corp., the parent of Regency, said the closure is the result of a consolidation that took place after Select Medical purchased Regency hospital locations.

Walnut Park acres for sale

Walnut Park, a 42-acre development at North Central Expressway and Walnut Hill, is up for grabs after Wells Fargo Bank took ownership of the property through foreclosure. The sale price is undisclosed.

TI raises outlook

Chip maker Texas Instruments has raised its third-quarter revenue forecast from \$3.62 billion to \$3.78 billion, up from previous estimates of \$3.55 billion to \$3.85 billion. The company expects earnings in the 66-cent to 72-cent per share range, compared to earnings per share in the 64-cent to 74-cent per share range.

Sales tax returns up

The cities of Dallas and Fort Worth have seen an increase in returns from the State Comptroller's recent allocation of August sales tax money. Sales tax returns for the City of Dallas jumped a slight 0.66 percent over last year, hitting

\$15.1 million, while Fort Worth received \$8.9 million in sales tax returns, up 25 percent from August of last year.

Report: CIOs plan to hire

Dallas chief information officers are expected to hire more IT workers in the fourth quarter, says a new report from Robert Half Technology. The staffing firm says 9 percent of 1,400 CIOs interviewed nationwide expect to add IT staff in the final quarter of 2010. In addition, 84 percent of those surveyed are more confident in their companies' growth prospects, the report said.

AT&T spends \$850M

AT&T spent about \$850 million on its wireless and wireline networks in Texas in the first half of 2010, the company said. The Dallas phone, video and data carrier said it spent more than \$300 million on its wireless network in the Lone Star State between January and June of this year.

Retailers more optimistic

Sixty-four percent of retailers expect holiday sales in 2010 to increase over the 2009 shopping season, according to the Hay Group management consulting firm. In addition, retailers are more optimistic about seasonal hiring, with 83 percent expecting to hire more or the same number of seasonal workers this year.

Flowserve signs contract

Irving-based valve and pump manufacturer Flowserve has booked a \$7.5 million contract from the City of Dallas' Trinity Watershed Management Department for parts that will complete a flood control pumping project in the area.

Dallas population grows

Population growth has given Dallas business owners a slew of new customers to sell and market to, a new report from the U.S. Census Bureau says. Dallas added 110,640 people between 2000 and 2009, according to revised U.S. Census Bureau population figures released Sept. 10. The city ranked as the 11th fastest-growing city.



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FACETIME

Growing a business built on bargains

TUESDAY MORNING CEO

KATHLEEN MASON PLANNED TO BE AN ARCHITECT, BUT SCHOOL EXPENSES AND A FAMILY CONNECTION LED HER INTO THE RETAIL BUSINESS, NOW A NATURAL FIT.

LORA COLARIC

Tuesday Morning CEO Kathleen Mason left for college to study architecture, but fate had other plans for the Pennsylvania native. She paid her way through school by taking a retail job at the department store where her aunt worked. One promotion after another, Mason was propelled up the retail ranks until landing as CEO and president of Dallas-based discount retailer Tuesday Morning Corp. in July 2000. Mason, who oversees the \$828 million public closeout chain with more than 850 stores in 43 states, was interviewed by staff writer Kerri Panchuk.

HOW DID YOUR CAREER BEGIN?

I had worked summers and holidays in a department store because my aunt was a buyer. I ended up having a summer job as a gofer for the president of the company. I would always return to take this job to help pay my expenses through school. Then I went off to school in Europe and traveled and came back and found that I didn't exactly have a job that I felt would pay me enough to pay off my expenses. So I started working in the store planning department. Then, they moved the store planning department to another city. Of course, I was so broke, I didn't want to tell anyone I was still living at home and couldn't afford to pay my expenses to move to another city ... and I still had college loans to pay off. I asked to be put in the merchandising program, always thinking I would go back to architecture. I loved merchandising so much that I got to the point where only about 10 years ago, I realized I wasn't going to be an architect.

IF WE WERE TO FIND YOU ON AN OFF DAY, WHAT WOULD YOU BE DOING?

What's an off day? (laughs) I travel so much that I usually find some of those off days in places that I travel, so I try to do what the locale has to offer. I go to a museum. I sightsee. I hire a guide or an interpreter for an area that I'm traveling in.

WHAT'S YOUR FAVORITE MEMORY FROM CHILDHOOD?

Being with my grandmother who was always an inspiration. She was just a real character, a real go-getter ... or being with my aunt who was the buyer I talked about who really enjoyed what she did. We loved to shop, so she would take me shopping. Somehow that desire to shop never left.

WHAT KIND OF BARGAINS DO YOU HUNT FOR PERSONALLY WHEN SHOPPING AT TUESDAY MORNING?

Tuesday Morning has become my one-stop shopping (destination). I have been in department stores, chain stores and discount stores. It's really tough to beat Tuesday Morning's value. The only other bargain

shopping I would do is go to an antiques auction. Tuesday Morning truly is a treasure hunt, and it's fun to treasure hunt every department.

WHAT IS THE BEST CAREER ADVICE YOU HAVE RECEIVED? Find something you love and stick with it, through thick and thin. You absolutely have to wake up and love what you do because everybody has their good days and bad days. It's so much a part of your life that if you don't like it, you will not be a very happy person.

WHERE DID YOU GO TO SCHOOL? I graduated from Penn State and came from Pennsylvania, and so really it was in my own backyard.

WHAT IS YOUR PET PEEVE? We certainly rely on our electronics. I travel the world and so you do need your devices. I really prefer face-to-face conversations. There is nothing like the power of really communicating with someone on an eye-to-eye level. It is so much more personal and in-tune to talk face-to-face.

WHAT CAREER ADVICE DO YOU GIVE TO OTHER EMPLOYEES? If you don't love this job, you shouldn't be doing it. At the end of the day, it's about wanting to do a great job because you love doing a great job.

WHAT IS YOUR FAVORITE MOVIE? "Casablanca." There are so many great lines in that movie, and it has stood the test of time. When my husband and I got married, his toast was, "Here's looking at you kid."

TELL US ABOUT YOUR FAMILY? I have two dogs. My husband is a very interesting guy. He was a newspaper reporter at one point in time and worked for the *Boston Herald*.

WHAT IS YOUR FAVORITE THING ABOUT DALLAS RETAIL AND DALLAS SHOPPING? There are so many retailers in Dallas. It is just everything you could possibly want. There is just something so entrepreneurial about Dallas that I love. As a busy person, there is something so vibrant about the business community here in Dallas — and that translates to the shopping, too.

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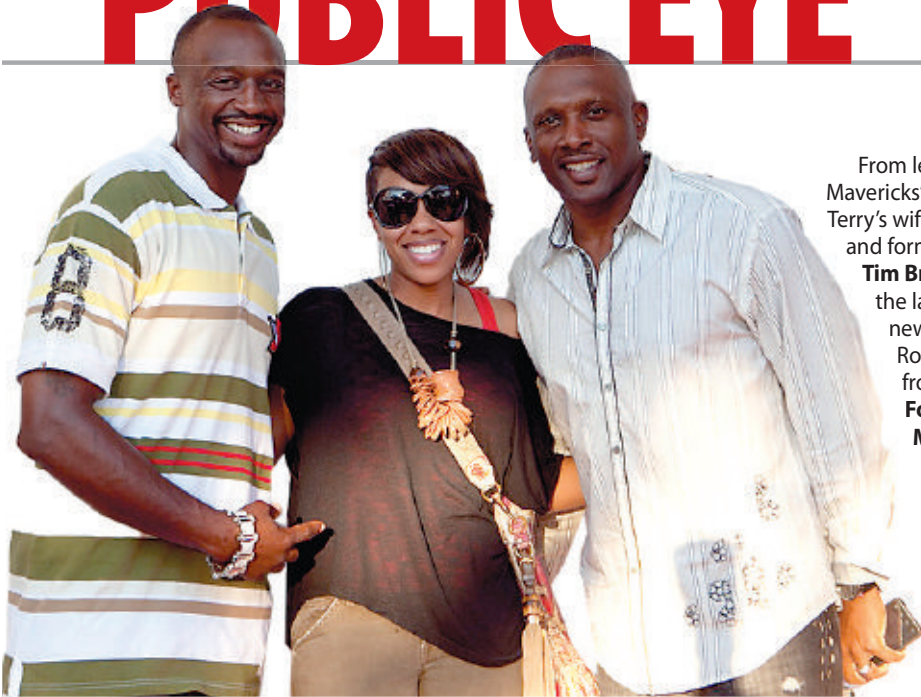
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FOR BUSINESS

PUBLIC EYE

Send your photos to dallasnewsroom@bizjournals.com, with "Public Eye" in the subject line. Include names, titles and company names of individuals, along with details about the event.



From left, Dallas Mavericks' Jason Terry, Terry's wife, Johnnyika, and former NFL player Tim Brown attended the launch of a new clothing line, Rock Star Rascals, from Chanita Foster of Wife Material Custom Clothing.



▲ Dallas Independent School District students sit with Mark Smith, district manager for Dallas Old Navy. The students received a shopping spree from Old Navy after signing a pledge that they would go to school every day.



▲ Real estate mogul Ebbby Halliday, center, spoke at an Oak Cliff Chamber of Commerce luncheon Aug. 26 at Methodist Dallas Medical Center. Some of the guests were, from left, Methodist Health System Foundation Board Member Warren Rutherford, Methodist Health System Board Member Danell Lichtenwalter, Methodist Dallas Medical Center President Michael A. Mayo, Dallas County Commissioner Kenneth Mayfield and Oak Cliff Chamber President Bob Stimson.



▲ Guest speakers Nancy Lieberman, head coach of the Texas Legends, center, and Marie Diaz, CEO of Pursuit of Excellence Inc., center-right, pose with, from left, Karl Schmalz, assistant general tax counsel, Exxon Mobil Corp.; Sandra G. Chavarria, Communities in Schools Dallas Region president and CEO; and Jeff Morris, CEO at ALON USA, at the Communities in Schools Dallas Region Dream Achievers Breakfast.

< Frito-Lay Irving Manufacturing Manager Willie Leggett and Head Start of Greater Dallas CEO Wanda J. Smith helped kick off their volunteer partnership with a back-to-school bash.

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Accounting & Tax



SCARBOROUGH



CHARLTON



NICHOLS

J. Taylor & Associates LLC hired the following: **Gary Scarborough** as tax manager, **Heather Charlton** as administrative assistant, tax division, and **Karen Nichols** as corporate administrator.

Advertising & Marketing



CARR

The Powell Group promoted **Fallon Carr** from account executive to senior account executive.

Banking & Finance



BERESFORD

Simon Beresford was promoted to manage Scotttrade's Plano branch office.



HENDRICKS



SINGH

Samantha Hendricks and **Gulshan Singh** joined MetLife Financial Group of Texas as financial services representatives.



WILLIAMS

WR Starkey Mortgage LLP promoted **David R. Williams** to executive vice president, national production manager.



YOUNG



SOWARDS



TWEED

BBVA Compass appointed **Catherine Young** senior vice president for the bank's commercial middle market group, **Debbie Sowards** senior vice president for the bank's large commercial banking business unit, and **Jay Tweed** senior vice president in the bank's mid-corporate banking business unit.

Construction

Warrior Group appointed **Anna Massey** to the position of national business development-education.

Education

Hill School named **Audrey Boda-Davis** upper school principal and **Roxann Breyer** lower and middle school principal for the Fort Worth campus.

Hospitality & Tourism



JOLLY

The Plano Chamber of Commerce hired **Jamee Jolly** as president.

Law



VALENZUELA

Fanning Harper Martinson Brandt & Kutchin PC promoted **Francisco J. Valenzuela** to firm member. **John Brown** is the newest shareholder in the Dallas office of Ogletree, Deakins, Nash, Smoak & Stewart PC.

On the board



VACA



PRENGER

The U.S. Hispanic Chamber of Commerce named **Nina Vaca**, chairman and CEO of Pinnacle Technical Resources, as board chairwoman, and **Jeanette Prenger**, founder and president of ECCO Select Corp., as vice chairwoman.

Caren Prothro has been named chairwoman of Southern Methodist University's board of trustees.

American Lung Association of the Plains-Gulf Region elected to its Dallas Leadership Council: **Stephen Cross**, president of Cross Financial Strategies LLC; **Joe Mulenex**, regional technical director, Avansic; **Noelle Dugan**, director of communications, Children's Medical Center; and **Regina Caffey**, president, Wave Integrated Marketing Solutions LLC.



GILLILAND



FENNER

Dallas Challenge announced **Bill Gilliland** as board chairman, **Suzan Fenner** as vice chairwoman and **Tom Matta** as treasurer.



MATTA

Real Estate: Commercial



ALEMAN

Irene Aleman joined Bright Realty as a commercial leasing associate.



SEARCY

J. Searcy, of Coldwell Banker Commercial Searcy Vasseur Group, accepted a position to lead Tailwind Real Estate Equities LLC, a newly created entity of Tailwind Advisors.



TAYLOR

Grubb & Ellis Co. hired **Nickie Taylor** as vice president, managing director of lease administration and **Jason Huggins** as

EXECUTIVE RESUMÉ

Mary Miano-Sleeper

Page Southlander Page LLC promoted **Mary Miano-Sleeper** to vice president, director of business development.

Responsibilities

Miano-Sleeper is responsible for finding project opportunities for the firm. She will focus on corporate commercial projects and will work with the real estate community to progress projects.

Experience

Miano-Sleeper has 15 years' experience in the commercial real estate community. Before joining Page Southland Page five years ago, she worked at Knoll and Herman Miller. Miano-Sleeper is involved in industry organizations including The Real Estate Council, North Texas Commercial Association of Realtors and National Association of Industrial and Office Properties. She also is an alumna of the TREC Associate



vice president, lease administration and director of retail accounts.



HUGGINS

Marcus & Millichap Real Estate Investment Services named **Ron Hebert** to the position of vice president investments. He formerly was

associate vice president investments.



HEBERT

Retail

Cindy Crittenden joined Eiseman Jewels in NorthPark Center as director of the fine timepiece division.



CRITTENDEN

Transportation

Autoflex Leasing hired **Joe Spain, Martin Mullen, Bob Harmon, William Strittmatter, Michael Hawkins** and **Tim Simpson** as leasing specialists.

SOCIAL:

FROM PAGE 1

promotions and social media. He said, however, there's definitely more of it.

Crotty said it's hard to gauge the impact of spending more advertising dollars and energy online. "It has been a dramatic shift, and it will continue to go that way."

Michael Burns, CEO of public relations firm Michael A. Burns & Associates Inc., put a sharp point on the increase of online spending: "It's exploding," he said.

"In our business-to-consumer group, social media is getting to be at least 25 percent of our business," Burns added.

He says his business, which has key clients in hospitality, banking and finance, did not grow significantly in the past year due to recessionary trends, but it managed

to stay under the same cost structure and added two full-time employees to a team of 16 because of the adoption of social media and digital services. His annual revenue is about \$1.8 million — a figure he's maintained by adding Web-related creative services to accommodate market demand.

Burns says the shift has propelled his company from a PR firm to a multimedia provider that offers a string of services under one roof.

"We are diversifying our services based on what our clients want from a PR agency," Burns said. "We're being asked to do multiple things, which impacts the way our business is structured."

Tech-savvy shoppers are forcing the game changes. Those shoppers want promotions delivered via mobile phone apps and social media outlets like Facebook and Twitter, according to James Hering, a principal at Dallas-based The Richards Group.

"There's a huge push," Hering said. "You are starting to see the retail space dramatically reduce the amount they spend on newspaper and television ads and spend that amount in an area where users are engaging with their friends, such as social media."

Hering says many of his clients allocate about 70 percent of their marketing budgets to digital and online initiatives. He says companies in the middle ground spend between 15 percent and 25 percent of their budgets on digital campaigns.

What you don't see are clients without some advertising or marketing online, he added.

Michael Crawford, president of Dallas-based advertising and PR firm M/C/C, estimates that 60 percent to 70 percent of his revenue, which totals about \$11 million for the most recent fiscal year, now comes from digital work. The company recently signed

Chuck E. Cheese and will be helping the kids' pizza place grow its online presence through social media programs.

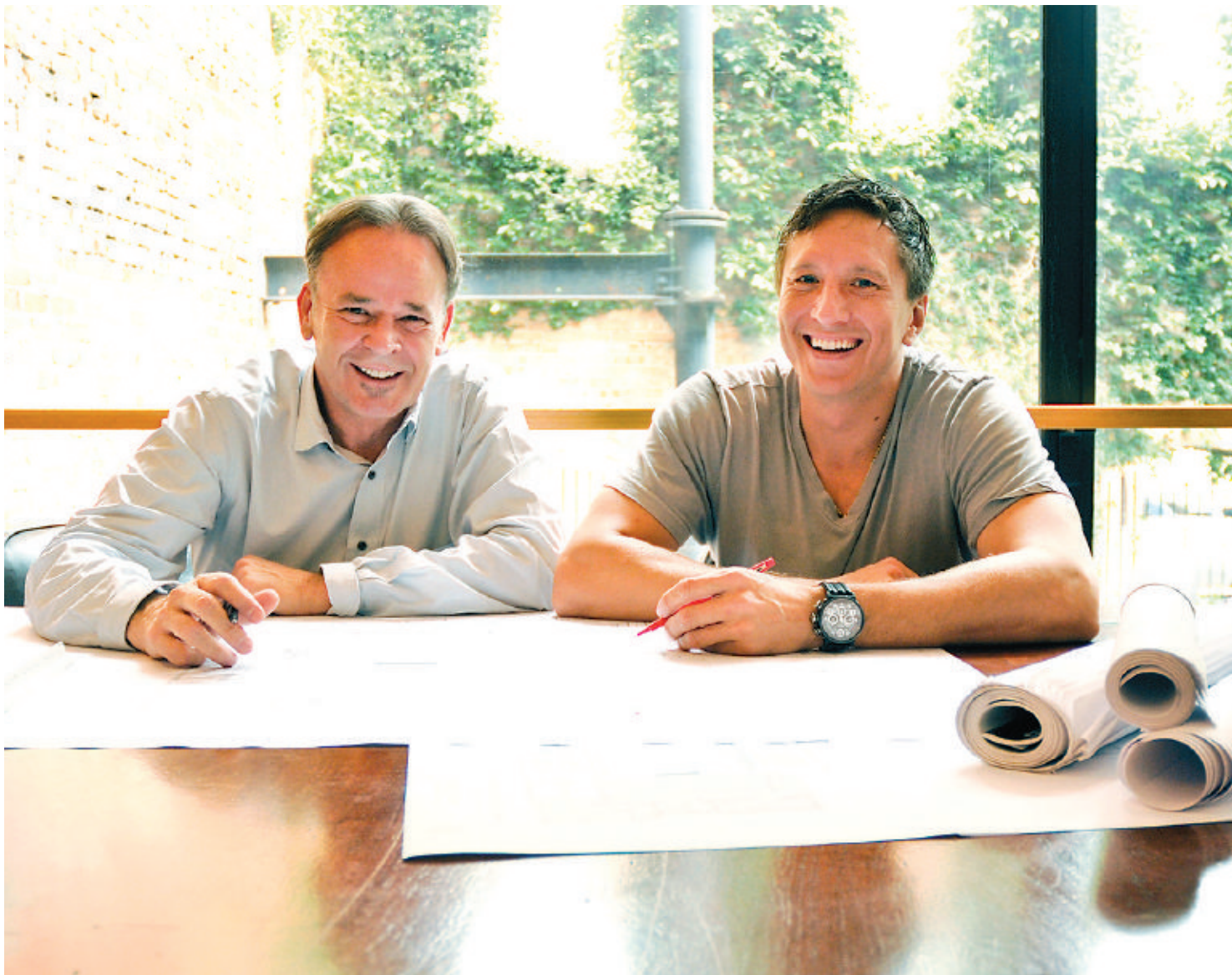
He said the allure is not just engaging clients online, but also cutting costs and getting better monitoring results.

"The most important thing is that we have at our fingertips all of these analytic reports where you can stay right with them, and find out what is working and what's not working (online)," Crawford said.

New York-based Winterberry Group said U.S. marketers will double their current annual spending — investing up to \$840 million by 2012 — to study and engage digital audiences.

In addition, The Winterberry Group says spending in the online marketing segment is expected to increase to \$8 billion by 2012.

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COURTESY PHOTO

DEVIL IN THE DETAILS: Royce Ring, left, and Alexander Urrunaga take a personal interest in the needs of each client that comes to Plan B Group Inc. The one-stop shop offers concept development, marketing and architectural and interior design services to the hospitality industry.

IDEAS IN ACTION

Kings of reinvention

PLAN B'S ROYCE RING AND ALEXANDER URRUNAGA ADJUST TO HELP RESTAURANTS REINVENT THEMSELVES WITH A FRESH, RELEVANT FLAIR

SHASHANA PEARSON-HORMILLOSA | STAFF WRITER

Alexander Urrunaga and Royce Ring are part artists, part mad scientists.

Through their branding, design and architecture firm Plan B Group Inc., which they founded in 2005, they create strategies for hospitality companies, from concept development through construction and tabletop design.

With their creative eye and proven design methods, the team tailors service packages to fit each client's needs. Packages might include a revamp of an outdated website, a complete marketing campaign that involves logos and business cards, and architectural or interior design plans to make a restaurant concept really pop.

"We're the guys you come to when what you're doing doesn't work," said Royce Ring, a principal along with Urrunaga at the Dallas-based company. "We are plan B."

The two set out to be a one-stop shop that would extend beyond traditional architectural and design firms.

"Our vision on this was to create concepts and brands, and in doing that, create a really engaging environment for the consumer," Ring said.

That holistic approach allowed the company to reach \$1.3 million in revenue last year and nearly double its employee count to 12. Despite the focus on hospitality firms, which have been hit hard by economic decline, Plan B has managed to stay ahead of the recessionary curve.

Just before the economic downturn, Ring and Urrunaga began talking to their contacts at the e-brands division of Carlson Restaurants Worldwide, where they'd worked together prior to forming Plan B. They determined that they needed to focus on restaurant chains, which are less nimble than independent restaurants and would require a little extra encouragement. Ring and Urrunaga see Plan B as that encouragement.

"Because business and technology change so fast, you have to stay relevant to compete," Ring said. "We're students of life and



BIGGEST CHALLENGE

As the recession hit hospitality firms, it also affected back-end vendors, including design and marketing firms. Royce Ring and Alex Urrunaga, founders and principals at Plan B Group Inc., which specializes in design strategy for hospitality firms, anticipated this change and were nimble enough to handle it. The boutique firm focused on design for major chains and brand makeovers. Plan B has just signed a deal with the largest casual dining operator in Russia and expects continued growth this year.

design and the restaurant business. We are constantly looking for the new trend and have the ability to bring that back into the projects we're working on."

A fresh look

Still, many hospitality firms are feeling a greater strain, and the need to stay

Strategic data integration is key to success

Competent management teams would never complete a merger or an acquisition without performing due diligence.

However, those same teams often fall short when it comes to planning for data integration.

Unfortunately, this oversight can threaten the success of a merger and the company's performance.

Business continuance requires maintaining data integrity across operations. This often means fully adopting disparate applications. Too often, integrating data sets is not effectively funded or staffed.

To help avoid this threat, management teams should give data compatibility and integration the same consideration afforded other critical M&A aspects.

The team must learn enough about the underlying operational and financial information data attributes to determine what is congruent. For example, if two distribution companies merge, their core operations are the same, but they may operate under different business rules, which are reflected in their data. In these cases, the systems and respective data will require significantly more effort to effectively be comparable and integrate.

Let's use inventory as an example. If company A's inventory quantity is recorded in lots of 12 and company B's inventory quantity is recorded as units per container, this lack of congruency must be reconciled. If it is not, current and historical data will be inaccurate and poor business decisions could result.

Once the systems have been integrated, the lack of compatibility may not be obvious. As a result, data integration problems can multiply and what seems like a relatively obscure merger detail could interrupt the future success of your business.

To avoid these types of integration issues, data from the two entities should be mapped to determine that they are either established under the same business rules or that one set of data can be converted.

Resolving compatibility and configuration issues before data integration helps maintain integrity. While this process takes a significant time and resource commitment, it should be part of the merger's strategic plan. Too often data integration is an afterthought, so it doesn't get the time and resources it deserves.

MARTIN, a CPA, is the Dallas executive partner of Weaver. Contact her at allyssa.martin@weaverllp.com.



MANAGEMENT MATTERS

Alyssa Martin

DON'T GET UNPREPARED AT TAX TIME

It's fall 2010 and IRS extensions are soon due. But will your tax preparer be licensed in 2011?

If you filed for an extension on your 2009 taxes, Oct. 15 is lurking around the corner. As you begin the annual dance of dusting off the books and heading over to your tax preparer's office, you need to add one more thing to your checklist: This time, you need to check his or her bona fides.

The Internal Revenue Service is currently rewriting Circular 230, the code that historically governed the conduct of attorneys, accountants and enrolled agents in the representation of clients before the IRS. This year, the agency is expanding the code's ju-



BUSINESS TAX ISSUES

Stephen J. Schlichting

risdiction to include tax preparers. Starting this month, the IRS will require that anyone who materially inputs data on a return that is not their own (newly defined as "registered tax preparers") apply for a new

PTIN, or Preparer Tax Identification Number. Under Code 6109, this comprises all attorneys, CPAs, enrolled agents or person who plans on preparing tax returns in 2011 — including, for example, your brother-in-law or that guy who rents temporary space at your local strip mall.

The application for a new PTIN requires a tax-compliance and criminal-background check to ensure that the applicant has a history of filing tax returns by the due date or extension; has paid all of his or her own taxes; and has no felony convictions. Applicants who are out of compliance or have

felony convictions will not be issued a new PTIN registration. The code also will require that newly registered tax preparers receive at least 15 hours per year of IRS-certified continuing education programs. In 2011, the IRS also will require the passage of two and, potentially, three mandatory proficiency exams before a person can even register for a PTIN, which is necessary before they can put any data on a tax return.

Be prepared ...

These new professional licensing requirements might not seem like a big deal, but statistics indicate this new screening process could knock out or discourage as many as one in four current tax preparers. That means there's roughly a one in four chance that your preparer won't make the cut — so newly certified preparers will be even more slammed than they usually are at this time of year.

If you're among the 80 percent of taxpayers that the IRS says use a tax preparer or tax software to prepare your returns, it's time to touch base with the preparer you've been relying upon to keep you compliant. Ask them if they're preparing to register — and if they'll be legally able to prepare your returns for 2010. Then, next year make sure that they've followed through. Ask for documentation. You should also expect to see higher preparation fees in the near term as the demand for registered tax preparers exceeds the supply — and as the increased fees the IRS collects for the registration process and continuing education trickle down.

... and ask questions

Don't be fooled into thinking that these rules don't apply to your brother-in-law, either. The IRS is focusing its sights on preparers trying to cut corners by preparing returns and listing them as self-prepared. Under Section 6109, Karen Hawkins, the director of the Office of Professional Responsibility, has made it clear that the preparation of all or substantially all of a single tax return — including the preparation of a refund claim — is enough to require the preparer to register. Those who fail to comply risk IRS prosecution by trying to sidestep the rules of registration. Hawkins is vowing that her task force will be actively seeking unregistered preparers to make examples of, so she'll be throwing the book at them.

Setting aside the potential taxpayer inconvenience of searching to replace your longtime tax preparer, this licensing measure is really long overdue. Registration and licensing help set the bar for acceptable performance, giving the IRS long-needed jurisdiction to eliminate subpar or overzealous preparers. This move separates the wheat from the chaff and, in the end, gives taxpayers long-needed relief from the charlatans acting as preparers who all too often lead their clients down the path to larger tax troubles.

If you're relying upon a third-party tax preparer, you know how complicated and confusing the tax code is — which is why licensing is so critical. Call your preparer. Make sure they're taking the steps to get registered. Then, ask to see the certification before you move forward with your next filing. It's not just smart business. This time, it's the law.

SCHLICHTING is the director of tax resolution at The Schlichting Group, www.slicktax.com, which assists taxpayers on IRS issues. He can be reached at 972-385-8182.

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LACKING OBJECTIVITY

We all have soft spots, but the trick is to limit their control over us

Bob Rose and I have written about many aspects of personality and behavior. There are some that are more impactful than others; cause us more trouble at work; and harder to change.

One trait that falls into this category is objectivity. It is so impactful that it can affect our communication, ability to make good decisions and even the view of ourselves and resulting self-esteem.

A lack of objectivity sometimes gets confused with sensitivity — but the concepts are not identical. Even those of us who consider ourselves objective probably have a few sensitivities. I don't know anyone who doesn't have a soft spot. There may be specific situations or certain types of people that bring out our more irrational, emotional side.

For those of us who are low on objectivity, our soft spots are not as limited and situational. Criticism of any kind stings — it's like Superman's kryptonite. We feel treated unfairly and take comments or actions by others personally. Our reactions can take many forms, from the almost imperceptible to the dismissive to the dramatic, but they all come from that same place.

You may be thinking, "Yep, I am a little touchy about A, B and C, and at times I do let my emotions get in the way of my thinking." No problem. Remember, everyone is sensitive about something — we're human. At least you have identified your weak points. Even if nothing specific comes to mind you may still be low on objectivity. For a rough measure, answer "more yes" or "more no" to the following:

1. Do you find yourself becoming dis-



C-LEVEL COACH

Robyn Porterfield

missive when someone criticizes your actions?

2. Do you avoid discussing aspects of your management style or behavior because it upsets you?
3. Does criticism about your abilities or decisions bother you a lot?
4. Have you been called "touchy"?
5. When you're criticized, do you show irritation or anger?
6. Do you get angry, irritated or hurt when you don't get the credit you deserve?
7. Do you feel like people talk about you behind your back?
8. Do you hide your hurt feelings from people?
9. Do you often feel insecure or embarrassed?
10. Do you often feel like you are in "defense mode"?

If you answered yes to three or fewer, you have some sensitivity, but you are probably able to see criticism as information — not a statement on your self-worth. If you fell in the four to six range, you have no more sensitivities than the average person. If you answered yes to eight or more, your sensitivity may be ruling your objectivity.

Whether you just have a few soft spots or you have skin as thin as tissue paper, there are things you can do to maintain

a rational perspective. The next time you are on the other end of seemingly useless criticism — ask some questions. If someone criticizes your negotiation skills say, "Really? What makes you say that? When have you seen me negotiate badly?" And, to show you are serious, always follow up with, "Can you give me an example, I'd love feedback." You may find your co-worker's definition of negotiation is different from yours, e.g., a successful negotiation doesn't always mean both sides are happy, or you may have seen criticism where none was intended.

Even if you find criticism is valid, remember that it doesn't bear on all of your other strengths or your overall worth. We all have weaknesses. Think of criticism as an exercise in self-improvement, not a body-blow to your self-esteem. If you block negative information through defensiveness, emotional shutting down or being dismissive, you miss valuable information. Even if the criticism seems totally invalid try to find some kernel of truth.

We all have soft spots, but the trick is to limit their control over us. If you don't actively bring objectivity to a situation, you may fail to see the merit of criticism, see criticism where none is intended, make decisions that are not based on external reality or even alienate others. Of course, some things hurt our feelings. But by being more objective, you can help to deflect negativity — just like Superman does with those speeding bullets.

PORTERFIELD is a psychologist and partner with Bob Rose at Dallas-based Rose Porterfield Group, an executive assessment and coaching company. Contact her at porterfield@roseporterfieldgroup.com.

DELIBERATE DESIGN

NAME: Plan B Group Inc.
BUSINESS: Branding, design architecture firm
HEADQUARTERS: 2109 Commerce St., Dallas 75201
OWNERSHIP: Private
TOP EXECUTIVES: Royce Ring and Alexander Urrunaga, principals
EMPLOYEES: 12
ANNUAL REVENUE: \$1.3 million (\$2009)
PHONE: 214-522-0006
WEB: www.planbgroup.net

PLAN B: Firm also doing work overseas

FROM PAGE 15

relevant has become more persistent.

"The last few years have really impacted restaurants, but people will not give up the social aspects of their life," Ring said. "People aren't going to turn into farmers and home cooks, because the social value outweighs the cost."

Urrunaga added, "A lot of hospitality firms have lost their way and are trying to reinvent themselves. So we are reconcepting many new brands."

This summer, Plan B contracted a complete brand makeover with Moscow-based Rosinter Restaurants, the largest casual-dining operator in Russia and the Commonwealth of Independent States. Urrunaga and Ring are planning a series of Moscow trips to work on the project.

Locally, Plan B helped rebrand real estate investment firm Henry S. Miller Partners, which included a new tag line and logos reflecting the firm's greener, more sustainable focus.

"We're very happy with (the rebranding work they did)," said Michael Miller, partner at Dallas-based Henry S. Miller Partners. "There are a lot of other designers out there that are out to impress themselves or other people with how innovative they can be. What I know about Royce and Alex is that they are committed to following their client's vision."

Size matters

Personalized attention is something Plan B can afford to do based on its size. And it's done with intention.

"We knew we needed to position ourselves as the new guy, the little guy, but we also needed to appear bigger than we are," Ring said. "We prefer to be the little guy by design. We think it does keep us more in touch (with the clients), more nimble and helps us bring in the best and brightest out there."

With the Rosinter contract inked, the pair is setting its sights on expanding the business to other international locales, including South America, Urrunaga's native continent, and the United Kingdom. They would also like to open more restaurants of their own. Two years ago, they launched the wildly popular Bolsa restaurant in Oak Cliff along with three other partners and have plans to open other restaurants.

"We not only have tremendous capabilities in our portfolio of services, but (we also have) the experiences that we've been able to gain," Ring said. "It gives us the art of the possible."

sphormillosa@bizjournals.com | 214-706-7156

"We're the guys you come to when what you're doing doesn't work."
Alexander Urrunaga
 Plan B Group Inc.

TWO MINUTES WITH Kelly Boyington, Not Finding Out LLC

Babies, diapers, and breast-feeding can be a little uncomfortable for single, professional women, especially when that is all their friends talk about. Kelly Boyington, 32, found a way to spin her friends' baby joy into a business. Boyington created Not Finding Out LLC, a registry for mothers who wish to keep the gender of their babies a surprise. Boyington, who has a law degree from Southern Methodist University, set up an online gift registry that allows people to pick gifts with a girl or boy alternative. Not Finding Out works with the doctor to learn the sex of the baby and then delivers the appropriate gifts once the baby is born. Since starting in 2009, Boyington has adjusted for her customers — even the ones who don't like surprises — by creating MyBabytique.com, a general baby gift site. She talked with staff writer Steven R. Thompson about navigating the business world so far.

Q. Why do you think there is a market for a Not Finding Out registry?

A. I think there's a trend to going back to basics and doing things the old-fashioned way, and I think this is one example of that.

Q. What about parents who are finding out the sex of their baby?

A. We've evolved from the original Not Finding Out concept because I found that when parents were finding out the sex of their baby, they thought it didn't apply to them. I realized, maybe there's a way to blend the concepts. That's where Babytique came from.

Q. On MyBabytique.com, Not Finding Out's home website, prices seem pretty reasonable. Is that something you aimed for?

A. Putting our registry online and making it a real online focus is bringing the concept to the masses, with a price point that's not going to break the bank. They're good-quality boutique items. They're not items that you find at typical baby department stores.

Q. Will blending Not Finding Out and Babytique be a challenge for you down the road?

A. I always call it the branding conundrum. I think that's the one aspect of business where I have to rely on other people. I can read contracts and negotiate all day, but when it comes to branding, I know I'm only as good as the people I surround myself with.

Q. How has your law experience helped you so far?

A. If not for law school, I don't think I could have been able to wrap my head around how to weigh my risks and benefits, and assess my liabilities, and how to hedge my risk moving forward. It gave me confidence in business.

steven-thompson@bizjournals.com | 214-706-7113

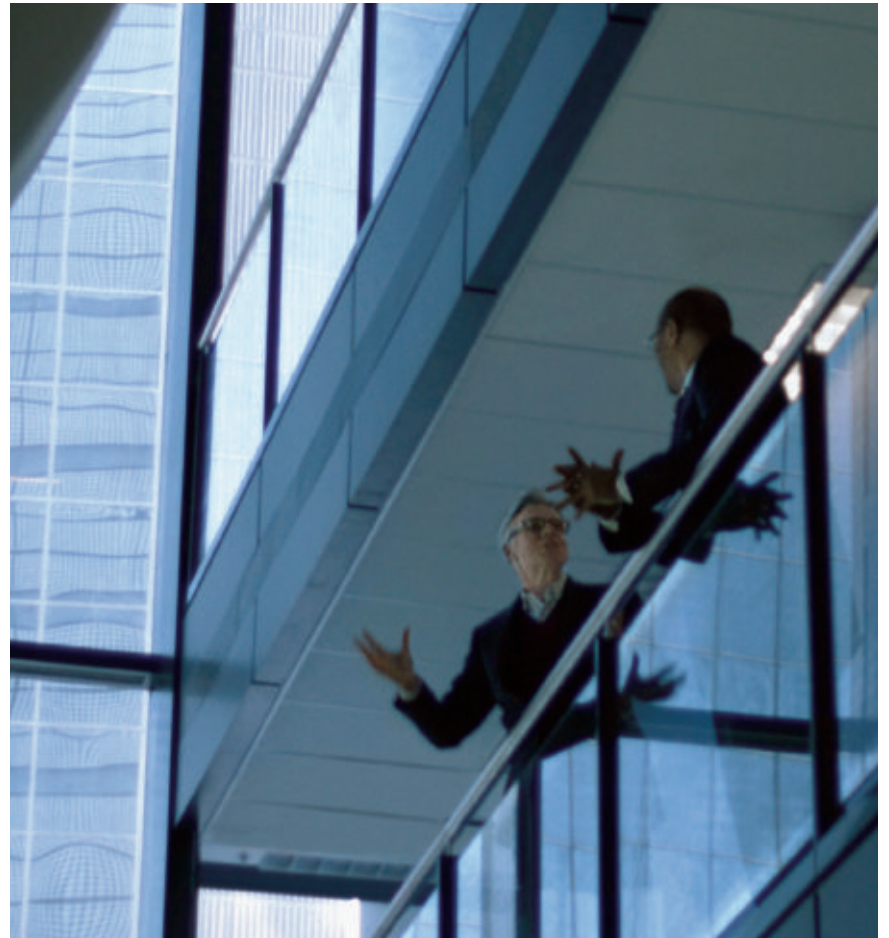


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'We are certain that in order to respond to this myriad of new legal changes, it's going to require that banks substantially increase their compliance work effort, and the amount of people to oversee these efforts will increase ... that's going to be costly.'

Robert Hulsey
American National Bank of Texas



DAVID PELLERIN

HEAVY LOAD: Robert Hulsey, president and CEO of Terrell-based American National Bank of Texas, says smaller community banks like his will bear the brunt of added costs related to financial reform compliance, such as caps on interchange fees for debit card transactions. "Community banks didn't get involved, and yet the biggest burden will fall on them," he says.

OUT OF BALANCE

Federal financial reform's added costs and regulation put smaller institutions at a disadvantage as big banks are more nimble at cashing in on new ways to make money

SPECIAL TO THE DALLAS BUSINESS JOURNAL

Tepid loan demand reported by banking industry executives and new rules deriving from federal financial reform are likely to affect North Texas banks differently, as the larger banks welcome added financial opportunities while community banks scrape for different ways to make money.

New federal regulations will likely make loans more costly and harder to obtain, even though most of the changes won't fully be implemented for years, according to Jacob Thompson, managing director of Dallas-based

SAMCO Capital Markets, a boutique investment bank that focuses on fixed-income sales, trading and investments for community banks.

"There is a phase-in process where the Federal Reserve, the Office of the Comptroller of the Currency or the Federal Deposit Insurance Corp. will implement this and put in new rules to achieve what Congress laid out," Thompson said. "That could take anywhere between 12 months to two or three years, depending on how long it takes them to put the new rules into effect."

Even with many unknowns in these regulatory rules, banks are responding now, he added.

"Banks have to be proactive before these rules get implemented — to make sure they're in compliance and know if they have to change any services, rewrite certain policies or hire new people, all so that they are not caught flat-footed when these laws take effect," Thompson said.

The Dodd-Frank Wall Street Reform and Consumer Protection Act, signed into law on July 21, is designed to prevent a future economic crisis — and avoid the recent

NEW WAYS, P20

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NEW WAYS: Comerica plans new services to offset extra costs

financial meltdown in which banks took risks beyond lending money, diving into dicey trading and reliance on bad mortgages that ultimately led to a tax-funded \$700 billion bailout.

The law makes up more than 2,000 pages, with thousands of provisions and regulations. They include establishing a Consumer Financial Protection Bureau within the Federal Reserve, breaking up and dismantling troubled financial firms and tightening restrictions on the ability for banks to trade in financial markets with their own funds.

Offsetting costs

Dallas-based Comerica Bank, the largest bank based in Texas with locations in Arizona, California, Florida and Michigan, expects deposit growth opportunities and profitability thanks to key provisions of the law.

"We will be working to develop product and pricing strategies that will enable Comerica to continue to grow profitably in this quickly evolving environment," CFO Beth Acton said in a second-quarter 2010 conference call.

During the same call, Comerica Bank CEO Ralph Babb added: "We expect to compare quite favorably to our peers and larger banks. While it will take some time for regulators to implement any new rules, both the industry and Comerica are expected to respond with new products and services to generate revenue opportunities and offset costs."

Comerica laid out a few key changes along with opportunities resulting from them. For example, while previously only savings accounts could collect interest, banks are now able to collect interest on certain checking accounts. According to Babb, these new changes are "consistent with CMA's focus on core deposit growth."

For smaller banks, such as Terrell-based American National Bank of Texas, the implications of reform are more uncertain and most likely less favorable, Thompson said.

"Larger financial institutions like Comerica have more ways to make money. They have more at their disposal and can look at other areas that they can offer to offset things that may be going away," he said. "With smaller banks, they may not have access to those products or ability to deliver those kinds of services in a profitable way."

Robert Hulsey, president and CEO of ANBT, said the burden will unfairly fall on the "little guys," or community banks. Reform provisions related to the change in debit card interchange fees and new compliance rules, which will result in additional costs, are burdens that many community banks cannot afford, he said.

Under the law, interchange or "swipe fees" charged by banks for debit card transactions would be regulated and capped as reasonable and proportional to processing costs. The law also includes significant new disclosure and reporting requirements for banks to be in compliance.

"The interchange amendment is particularly interesting because it was intended to offset the largest banks, with banks under a certain size getting exempted," Thompson said. "But even if they're exempted, they're going to have to do what the larger banks do in order to be competitive in winning that debit card space. And if community banks have to be competitive, they have to look into what sort of a fundamental changes they have to do to their own debit card programs in order to be competitive in that part of the market." Making up for the loss of revenue, Hulsey

'While it will take some time for regulators to implement any new rules, both the industry and Comerica are expected to respond with new products and services to generate revenue opportunities and offset costs.'

Ralph Babb
Comerica Bank

said, may require charging monthly fees for debit cards, putting community banks at a competitive disadvantage.

Comerica, however, is looking into government card programs such as the DirectExpress Social Security Program, which are exempt from the new fees, to make up for that loss.

Another area community banks must cope with relates to additional compliance requirements.

"We are certain that in order to respond to this myriad of new legal changes, it's going to require that banks substantially increase their compliance work effort and the amount of people to oversee these efforts will increase," Hulsey said, "and that's going to be costly."

According to Thompson, although community banks will likely retain all their business in smaller Texas cities and not face serious risks of insolvency, reform will change how they operate in larger cities such as Dallas and Houston, paving the way for consolidation.

The irony doesn't escape either Thompson or Hulsey, who heard politicians hail the bill as a tool to keep larger banks from becoming "too big to fail" because, from their perspective, it is the smaller community banks that are getting hit the hardest in an already-stern banking environment.

"Community banks didn't get involved, and yet the biggest burden will fall on them," Hulsey said.

— Lena Dirbashi

FINANCIAL REFORM WILL BRING ABOUT:



NEW CONSUMER WATCHDOG

THE LAW WILL CREATE A CONSUMER FINANCIAL PROTECTION BUREAU FROM THE FEDERAL RESERVE.

MORTGAGE REFORMS

WILL ATTEMPT TO END LOOSE PRACTICES IN MORTGAGE LOANS WITH A MORE RIGOROUS REVIEW OF INCOME AND CREDIT HISTORIES OF MORTGAGE APPLICANTS.

RESTRICTIONS ON FINANCIAL FIRMS

TIGHTENS RESTRICTIONS ON BANKS' ABILITY TO TRADE IN FINANCIAL MARKETS USING THEIR OWN FUNDS.

POWER TO BREAK UP BIG TROUBLED FIRMS

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Largest North Texas CREDIT UNIONS

Ranked by total deposits as of March 31, 2010

Rank 2010/2009	Name Address	Telephone Fax	2010 deposits (in millions)	2010 assets (in millions)	2010 loans (in millions)	Number of members/ locations	Membership requirements	Main services provided	President/ chairman/ website address
1 1	American Airlines Federal Credit Union 4151 Amon Carter Blvd. Fort Worth 76155	800-533-0035	\$4,348.61	\$5,021.44	\$2,567.11	218,500 13	Employees of American Airlines or members of the air transportation industry or in the immediate family of an eligible member	Checking, savings, auto/home loans, credit card	Angie Owens Douglas G.Herring www.aacreditunion.org
2 2	Texans Credit Union 777 E. Campbell Road Richardson 75081	972-348-2000 972-348-2200	\$1,556.97	\$1,669.19	\$1,026.94	136,477 23	Persons living, working or attending school in Dallas, Collin, Rockwall or Grayson counties	Consumer loans, home loans, checking, savings, wealth management	Mike Sauer Judith Moore www.texanscu.org
3 4	EECU Credit Union 1617 W. 7th St. Fort Worth 76102	817-882-0800 817-882-0099	\$954.73	\$1,086.89	\$746.53	126,087 12	Persons living or working in Tarrant, Johnson, Parker, Palo Pinto or Hood counties or cities of Fort Worth, Mansfield or Haslet	Loans, checking, investments, business	Lonnie Nicholson Joe Bean www.eecu.org
4 3	Credit Union of Texas 8131 LBJ Fwy., Ste. 550 Dallas 75251	972-263-9497 972-301-1830	\$945.58	\$1,018.14	\$697.84	150,507 11	Persons living or working in Dallas, Collin or Rockwall counties and Lewisville, Red Oak and Midlothian ISDs	Savings and checking accounts, auto, mortgage, home equity loans, debit and credit cards, home banking	John B. Lederer Ada L. Williams www.cuoftexas.org
5 5	Advancial Federal Credit Union 1845 Woodall Rogers Fwy., Ste. 1300 Dallas 75201	800-322-2709 214-880-9501	\$786.34	\$938.43	\$660.56	64,439 5	Employees of sponsor groups located nationwide or an employee of a select employer group	Mortgages, home equity loans, auto loans, personal loans, checking, savings, Internet banking	Brent Sheffield Carl Young www.advancial.org
6 6	Fort Worth Community Credit Union 1905 Forest Ridge Drive Bedford 76021	817-835-5000 817-835-5235	\$624.62	\$696.97	\$361.41	56,159 11	Persons living, working or attending school in Tarrant, Parker, Johnson and Denton counties	Checking, savings, auto loans, signature loans, credit cards	Richard Howdeshell Marcella Banks www.ftwccu.org
7 7	Texas Trust Credit Union P.O. Box 2260 Mansfield 76063	972-263-5171 972-263-1248	\$584.96	\$673.73	\$430.17	58,000 7	Persons living, working or worshipping in Dallas, Tarrant or Henderson counties and the majority of Ellis or Johnson counties	Checking, loans, business services, investment and insurance services	James Gray Larry Skinner www.texastrustcu.org
8 9	DATCU Credit Union 225 W. Mulberry St. Denton 76202	940-387-8585 940-442-5520	\$421.43	\$516.43	\$452.94	56,781 8	Persons living or working in Denton, Cooke, Wise, Montague or Clay counties; employed by or associated with business partners	Loans, savings accounts, checking accounts	Dale E. Kimble Eva Poole www.datcu.org
9 10	Resource One Credit Union P.O. Box 660077 Dallas 75266	800-375-3674 214-292-0700	\$281.43	\$305.76	\$264.39	39,000 7	Persons living or working in Dallas County, employed by one of the credit union's select employee groups	Personal and commercial savings, checking, loans, CDs	Jim Brisendine Dwight Long www.r1cu.org
10 11	Neighborhood Credit Union 13649 Montfort Drive Dallas 75240	214-748-9393 214-988-5916	\$234.52	\$276.71	\$174.75	30,886 7	Persons living or working in Dallas or Ellis county, the City of Arlington or working for one of the credit union's select groups	Savings, investment services, checking, loans, CDs	Chet Kimmell Gerald Townsend www.myncu.org
11 12	City Credit Union 7474 Ferguson Road Dallas 75248	214-515-0100 214-319-5087	\$191.67	\$212.84	\$127.93	34,823 10	Persons living or working in Dallas, Ellis or Cooke counties	Checking, savings, loans, mortgages, credit cards	Sharon Moore Charles Griffith www.citycu.org
12 14	Pegasus Community Credit Union 1201 Elm St., Ste. 120 Dallas 75270	214-273-4650	\$181.29	\$203.80	\$23.38	14,912 6	Persons living or working in Dallas or Denton counties, employees of Exxon Mobil and family members of these groups	Auto and consumer loans, credit cards, checking and savings products	Perry (Hank) Dews John Breitwieser www.pegasuscu.com
13 15	Southwest Airlines Federal Credit Union 2430 Shorecrest Drive Dallas 75235	214-357-5577 214-350-2105	\$165.27	\$202.11	\$152.48	32,039 3	Employees and family members of one of the employee select groups	Full service financial institution	Chuck Rutan Scott Johnson www.swacu.org
14 17	Unity One Credit Union 6701 Burlington Blvd. Fort Worth 76131	817-306-3100 817-306-3133	\$157.88	\$170.05	\$105.60	20,262 3	Persons living, working or worshipping in Greater Fort Worth, Haltom City, Blue Mound, Saginaw, Haslet, Keller, Watauga, Alliance	Savings and checking accounts, consumer loans, business accounts, direct deposit, online banking	Gary Williams Vincent Accardo www.unityone.org
15 13	Your Federal Credit Union 8384 N. Belt Line Road Irving 75063	214-574-2000 214-574-3110	\$148.79	\$163.13	\$94.39	17,837 4	Employee of IBM or various select employee groups; family member of a current member	Savings, checking, consumer loans, real estate loans	Mark O'Bryan Chris Yarnell www.yourfederalcu.org
16 18	America's Credit Union 2154 Forest Lane Garland 75042	972-494-5328 972-494-0371	\$136.28	\$161.36	\$81.33	21,693 6	Persons living or working in Collin, Dallas or Rockwall counties or related to someone living or working in the referenced counties	Live phone lobby receptionist, checking, savings, consumer and business loans, free ATMs	Joe Wasaff Glen Cummins www.americascu.com
17 19	Dallas Telco Federal Credit Union 5429 LBJ Fwy., Ste. 600 Dallas 75240	214-742-6551 214-658-6878	\$107.92	\$120.41	\$84.56	18,500 4	Persons living, working, worshipping or going to school in Dallas County	Checking, money market, loans, certificates, online home banking and bill pay, kid's accounts	Bert Beal Sandy Thornton www.dallastelco.com
18 21	Lone Star Credit Union 7508 Ferguson Road Dallas 75228	214-327-9367 214-217-8152	\$82.33	\$92.62	\$69.78	11,777 3	Geographical and company-related	Savings, checking, loans	Jerry Clancy Wayne Price www.lonestarcu.org
19 23	LibertyOne Credit Union 1100 Commerce St., Ste. 615 Dallas 75252	214-413-5588 214-413-5593	\$73.46	\$84.08	\$52.03	6,740 3	U.S. government employees living or working in Dallas or Tarrant counties and their family members	Checking, auto loans, mortgage loans, credit cards, savings, CDs, home equity	Mike Funk Charley Ramirez www.libertyonecu.com
20 22	AAFES Federal Credit Union 4630 Exchange Service Drive Dallas 75236	214-337-0090 214-337-0862	\$66.31	\$79.35	\$22.83	7,241 3	Employees of AAFES Dallas and worldwide, employees of Solo Cup in Dallas and Grand Prairie	Full-service financial institution	Cheryl Gibson F.C. Sanchez www.aafesfcu.org
21 26	Prestige Community Credit Union 15203 Knoll Trail Dallas 75240	972-715-4444 972-239-2519	\$65.33	\$70.57	\$34.15	5,532 1	Persons living or working within a 10-mile radius of the company's main financial center; employees of select employee groups	Loans, savings, checking, investments	Sammy Shanafelt Melinda Marks www.prestigecu.org
22 24	Texas Federal Credit Union 1100 Commerce St., Ste. 745 Dallas 75242	214-748-9556 214-745-1124	\$62.89	\$70.81	\$34.18	12,735 4	Federal government agencies, Dallas Hotel/Motel Association members, VA medical staff and contract employees	Consumer loans, checking accounts, savings, IRAs, CDs	Sandra Smith Donald Noack www.texfed.org
23 25	Arlington Federal Credit Union 200 S.E. Green Oaks Blvd. Arlington 76018	817-856-4444 817-265-9442	\$56.81	\$61.78	\$26.04	10,100 3	Communities of Arlington and Mansfield, which includes Pantego and Dalworthington Gardens	Checking, savings, loans, IRAs	Patricia A. Mott Marcia Sobotka www.arlingtonfcu.org
24 29	Tarrant County Credit Union 100 E. Weatherford Road, Ste. 205 Fort Worth 76196	817-884-1470 817-870-1360	\$51.49	\$57.73	\$45.42	8,764 4	Persons living, working, worshipping or attending school in Tarrant County	Checking, savings, loans, e-services	Lily Newfarmer Alan Thomas www.tarrantcu.org
25 27	Las Colinas Federal Credit Union¹ 555 Cimarron Trail Irving 75063	214-273-5094 214-273-7111	\$47.96	\$53.92	\$27.01	WND 3	Persons working for a sponsor company or a home owner in Valley Ranch	Loans, savings, checking	Craig Hurst WND www.lascalinasfcu.org

WND: Would not disclose

1. Declined to submit a survey response.

Source: The credit unions, website, Bauerfinancial Reports Inc., Coral Gables, Fla. 33114-3520; www.bauerfinancial.com; Compiled from data as reported to federal regulators. Although the financial data obtained from these sources is consistently reliable, its accuracy and completeness cannot be guaranteed by Bauerfinancial Reports Inc.

Research: Jerry Gunter

Largest North Texas

CREDIT UNIONS

Ranked by total deposits as of March 31, 2010

Rank 2010/2009	Name Address	Telephone Fax	2010 deposits (in millions)	2010 assets (in millions)	2010 loans (in millions)	Number of members/ locations	Membership requirements	Main services provided	President/ chairman/ website address
26 32	Metro Medical Credit Union 8828 N. Stemmons Fwy., Ste. 113 Dallas 75247	214-630-0611 214-688-7042	\$46.12	\$53.10	\$11.52	7,466 2	Employee or family member of one of the credit union's 45 select groups or living working, going to church in a 10-mile radius	Savings, checking, CDs, IRA accounts, loans, debit and credit cards, online banking and bill pay	Dolores Jarboe Joe Mayer www.mmcu.org
27 28	Security One Federal Credit Union 700 W. Bardin Road Arlington 76017	817-273-5900 817-273-5913	\$46.04	\$50.32	\$39.62	10,000 2	Persons living, working, worshipping or going to school in Arlington or Mansfield	ATM and debit cards, checking, credit cards, loans, savings, IRAs, money market accounts	Pamela Stephens Lonnie Morgan www.sofcu.org
28 31	Employees Credit Union 8989 Harry Hines Blvd. Dallas 75235	214-357-3328 214-357-3299	\$42.38	\$49.51	\$33.59	7,683 3	Persons working, worshipping or attending school within 10 miles of credit union's offices or related to an existing member	Checking, savings, money market, IRAs, home banking, free electronic bill payments, mortgages, debit cards	Lana McCallie Joe L. Linville www.ecudallas.org
29 30	Corps. of Engineers Federal Credit Union¹ 819 Taylor St., Ste. 2801 Fort Worth 76102	817-332-4131	\$42.17	\$47.24	\$11.98	WND 1	Employees and families of the U.S. Army Corps. of Engineer-Fort Worth district and southwestern division in Dallas	Savings, checking, IRAs, mortgage loans, automobile and personal loans	Carol D. Johnson WND www.coefed.org
30 35	First Class American Federal Credit Union 2595 Polaris Drive Fort Worth 76137	817-834-9777 817-834-9770	\$39.81	\$43.33	\$28.59	7,682 1	Persons living, working, worshipping or attending school within a 10-mile radius of the credit union	Savings, checking, certificates, consumer loans, credit cards, real estate loans	Nancy Croix Stroud Mike Zamora www.fcacu.org
31 33	Fort Worth Telco Credit Union 1120 Summit Ave. Fort Worth 76102	817-332-4131 817-335-4422	\$38.34	\$41.38	\$14.96	7,430 1	Members and families of telecommunication companies	Loans, savings, IRAs, credit cards, ATM, debit cards	Ron Reed Ellie Casey www.ftworthtelco.org
32 37	Baylor Health Care Systems Credit Union 4005 Crutcher St., Ste. 130 Dallas 75246	214-820-2342 214-820-1526	\$35.89	\$46.36	\$25.68	6,169 1	Employees and family members of Baylor Health Care System	Savings, checking, loans, IRAs	Karl Kouns Don Scarbrough www.bhccscu.com
33 34	Southwest Financial Federal Credit Union 7610 Stemmons Fwy., Ste. 110 Dallas 75247	214-630-7111 214-630-7119	\$35.56	\$43.70	\$24.08	11,077 3	Employees and family members of Kroger and other business partners	Loans, credit cards, savings, Christmas Club, IRA, CD, checking	Melanie Kennedy Jim White www.swfinancial.org
34 36	Dallas Federal Credit Union 1301 Young St., Ste. 100 Dallas 75202	214-748-5166 214-748-0816	\$34.14	\$39.34	\$26.21	WND 2	Persons living, working, worshipping or attending school in the downtown area or working at a select employee group	Auto loans, mortgages, home improvement/equity loans, checking, ATMs, money market	Dee Pennington Freddie Kemp www.dallascu.org
35 38	Mesquite Credit Union 1510 N. Galloway Ave. Mesquite 75149	972-285-8951	\$32.34	\$35.66	\$16.56	5,812 1	Persons living or working in the City of Mesquite or who have a relative who is a current member	Debit cards, free Internet banking, free bill payment, consumer loans	Mike Arnold William Metzger www.mesquitecu.org
36 39	Irving City Employees Federal Credit Union 1408 W. Pioneer Drive Irving 75061	972-259-1233 972-254-0849	\$32.24	\$39.23	\$21.86	4,099 1	Employees and family members of the City of Irving	Savings, loans, credit cards	Lauren L. Horton Dave Springob www.icefcu.com
37 40	My Credit Union¹ 5744 Watauga Road Watauga 76134	817-428-2463 817-281-9356	\$31.84	\$35.59	\$22.42	WND 7	Persons living or working in Tarrant, Kaufman, Wood, Grayson or Van Zandt counties or any sponsor company	Credit cards, savings, loans, checking	Mark Massey WND www.mycutx.org
38 41	Defense Contracts South Federal Credit Union¹ 600 N. Pearl St. Dallas 75201	214-742-7830 214-742-7834	\$29.78	\$35.26	\$7.86	WND 1	Employees of defense contract management activities during military activity	Share accounts, vehicle loans, signature loans, shared secured loans	B.J. Browning WND www.dcsfcu.com
39 42	Alcon Employees Federal Credit Union 6201 South Freeway Fort Worth 76134	817-551-8495 817-568-7066	\$26.28	\$31.12	\$9.50	4,077 1	Alcon employees, Galderma employees and immediate family members	Shares, draft, CD, loans, credit cards	Kiki Shollar John Caywood NA
40 43	Blue Cross Texas Federal Credit Union P.O. Box 833937 Richardson 75083	972-766-6732 972-766-8416	\$25.73	\$30.02	\$8.61	4,054 1	Employees of Blue Cross Blue Shield Texas and employees of Trailblazer	Consumer loans, mortgage loans, checking, ATM, debit cards, IRAs, MasterCard, online banking	Darryl Trammell Bryant Phipps www.bctfcu.org
41 44	Texas Telcom Credit Union 8818 Garland Road Dallas 75218	214-320-8818 214-320-8875	\$22.66	\$25.71	\$14.83	3,500 1	Persons living or working for AT&T, Lucent, Avaya, AirLan, Cingular, Union Pacific Railroad, Dallas City Packing or relatives	Loans, savings, checking, credit card, Visa check card, CDs	Stephen Gibson Michael Robbins www.textelcu.org
42 45	TCC Credit Union 10103 Shoreview Road Dallas 75238	214-348-8670 214-348-8693	\$21.24	\$23.51	\$11.24	9,343 2	Catholic or persons living within 10 miles of one of the offices; persons working for a Catholic school	Savings, checking, credit establishment or re-establishment loan, new and used vehicle loan	Ronald W. Powers Robert B. Sweitzer www.tcccu.org
43 46	Texas People Federal Credit Union 4613 Wellesley Ave. Fort Worth 76107	817-731-2756 817-737-6507	\$19.07	\$23.68	\$12.88	WND 1	Family members of credit union, persons living working or worshipping in certain zip codes	Checking, savings, loans	Carolyn Smithwick C.R. Smith www.ftwptfcu.org
44 47	Valwood Park Federal Credit Union¹ 100 E. Crosby Carrollton 75006	972-446-0540 972-245-6783	\$15.82	\$19.07	\$11.43	WND 1	Persons living, working, worshipping or attending school in Carrollton, Farmers Branch or Addison	Checking, IRAs, CDs	Tammy Perkins WND www.valwoodpark.com
45 48	Corner Stone Credit Union 130 Historic Town Square Lancaster 75146	972-218-9266 972-218-5887	\$14.90	\$16.77	\$11.37	4,600 2	Persons living or working within a 10-mile radius of each branch location in Lancaster and Dallas	Quality member service, loans, savings, ATMs, checking, member privilege, financial counseling	Stacey McDonald Randy Powledge www.cornerstonecreditunion.net
46 NR	Metroplex Credit Union 2501 E. Hebron Pkwy. Carrollton 75010	972-300-0570 972-300-0569	\$11.91	\$13.17	\$8.13	2,586 1	Persons living, working or worshipping within a 10-mile radius of branch	Auto, home, equity, personal loans, credit cards, checking, savings, CDs	Brandi Speed Chad Stanislav www.metroplexcu.coop
47 50	Texas Health Resources Credit Union¹ 12770 Coit Road, Ste. 100 Dallas 75251	214-361-3809 214-361-3888	\$11.70	\$12.90	\$10.90	WND WND	Employees of THR and affiliates and families; persons living, working or worshipping within a 10-mile radius	Checking, savings, IRAs, wire transfers, online banking, loans	Suzanne Chism WND www.thrcu.com
48 NR	Local Federal Credit Union¹ 8500 N. Stemmons Fwy., Ste. 1050 Dallas 75247	214-638-0404	\$11.47	\$14.99	\$13.63	WND WND	Members of Teamsters locals 767, 745, 19, 577 and 263 along with several select employee groups	Checking, savings share accounts, money markets, CDs, Christmas Club, Vacation Club	WND WND www.thelocalcu.com
49 NR	Commercial Metals Federal Credit Union¹ P.O. Box 1046 Dallas 75221	214-689-4319	\$11.03	\$12.96	\$2.87	2,644 1	Domestic employees of Commercial Metals Company, its subsidiaries and divisions; immediate family and household members	Pays members competitive dividend rates on share accounts	WND WND www.cmc.com/credit-union.aspx
50 NR	Grand Prairie Credit Union 209 N. Carter St. Grand Prairie 75050	972-262-7935 972-263-5265	\$10.93	\$12.57	\$7.25	2,510 1	Employees of the City of Grand Prairie and other select employee groups	Free online banking, free bill pay, savings accounts, direct deposit	Brenda Jenkins Cleta Shaw www.gpccreditunion.org

WND: Would not disclose

1. Declined to submit a survey response.

Source: The credit unions, web sites, Bauerfinancial Reports Inc., Coral Gables, Fla. 33114-3520; www.bauerfinancial.com; Compiled from data as reported to federal regulators. Although the financial data obtained from these sources is consistently reliable, its accuracy and completeness cannot be guaranteed by Bauerfinancial Reports Inc.

Research: Jerry Gunter

Reform changes rules in derivatives market

Local companies that use hedging, such as American Airlines and Exxon, play a waiting game as regulations are drafted



THE COST OF REFORM: Attorney Jason Daniel of Akin Gump Strauss Hauer & Feld says one aspect of financial reform aims to make reporting on derivatives use more transparent. The impact for companies that use hedging to reduce risk in commodity pricing or volatile foreign currency rates likely will be added costs, though specifics are unknown as regulations are still being drafted under the law.

SPECIAL TO THE DALLAS BUSINESS JOURNAL

Changes to the derivatives market prompted by the Dodd-Frank financial reform bill will have an indirect impact on companies that use the securities as part of their business.

Most businesses, from big fuel purchasers to companies aiming to control foreign currency risks, aren't directly required to change practices, but the financial counterparties they work with are, said Jason Daniel, senior counsel in the Dallas office of law firm Akin Gump Strauss Hauer & Feld.

Generally, Title VII of the Dodd-Frank Wall Street Reform and Consumer Protection Act, called the Wall Street Transparency and Accountability Act, aims to make derivatives more transparent. The bill signed into law July 21 has accomplished that, Daniel said. But to get there, the rules require more participants in these complex transactions. The result: "Transaction costs will increase," he said.

Many of the new rules governing hedging, derivatives and private contracts known as swaps are yet to be written. That work will fall to groups including the Commodity Futures Trading Commission and the Securities and Exchange Commission.

Given that murkiness, Dallas companies that use hedging as part of their business activities aren't too clear on how they'll be impacted.

"With this type of reform, we are mainly concerned with the unintended consequences of new legislation," said Southwest Airlines spokeswoman Brandy King in an e-mail.

Similarly, an American Airlines spokesman said it was too soon to tell what impact new and coming derivative rules would have on its business. American uses hedging in an attempt to dampen the impact of volatile fuel prices on its costs.

That's a good example of the business case for using derivatives, hedges and financial instruments generally called swaps, Daniel said. Airlines often aim to put a collar on the price they pay for jet fuel.

"They receive payments over that price to offset the economic impact of the price increase," he said.

Beyond airlines and other businesses that rely on commodities, companies

that operate internationally will often use hedges to guard against currency fluctuations, Daniel said.

"There are various reasons to do it, one of which is just accounting certainty," Daniel said.

But hedging can also create big gains and losses for a company, independent of operating results.

In the second quarter of 2010, for example, Southwest recorded \$146 million in "other losses"

related mainly to unrealized losses in its hedging program. Overall, Southwest reported net income of \$112 million for that quarter. The company recorded a \$408 million loss on hedges for the full year of 2009 after a \$1 billion hedging-related gain in 2008. (Overall, Southwest reported profits of \$99 million in 2009 and \$178 million in 2008.)

'With this type of reform, we are mainly concerned with the unintended consequences of new legislation.'

Brandy King
Southwest Airlines

Derivative overkill?

That sort of volatility has some businesses large and small eschewing derivatives altogether.

Energy giant Exxon Mobil Corp. uses derivatives very sparingly. At the end of the second quarter, Exxon held \$1 billion in derivatives, \$995 million of which it acquired when it closed its purchase of XTO Energy in June. For context, Exxon had \$291 billion in assets and \$13.2 billion in cash or cash equivalents at the end of the second quarter. Exxon said in its second-quarter earnings report that it would discontinue the XTO derivative program once its current positions settle.

Eulex-based Direct Fuels distributes gasoline and other fuels. Its revenues rise and fall with crude oil and gasoline prices, but the company sees too much risk in trying to hedge, said CEO Warren Bonham.

"You have to be at a certain scale to do it and not allow it to create extra risk," he said.

HEDGING, P27

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Mergers and Acquisitions


Sale to
BBVA
\$2.2 Billion
June 2006

SUMMIT BANK 
Sale to
 Cullen/Frost Bankers, Inc.
\$364 Million
July 2006


Sale to
 PlainsCapital Corporation
Terms Undisclosed
November 2008

REPUBLIC NATIONAL BANK 
Pointing the way.
Sale to
 **Trustmark**
\$210 Million
April 2006


Sale to
 **PROSPERITY
BANCSHARES, INC.**
\$243 Million
November 2005


Sale to
 **citigroup**
Terms Undisclosed
August 2004

Prime Bancshares, Inc
Sale to
 **WELLS
FARGO**
\$243 Million
July 1999


Overton Bancshares, Inc
Sale to
 **Frost Bank**
\$254 Million
February 1998


Capital Markets

\$600 Million
 **Guaranty
FINANCIAL GROUP INC.**
Sole Manager
Common Stock,
Convertible Preferred,
& Sub. Debt
May & June 2008


\$46 Million
ENCOREBANCSHARES, INC.
Lead Manager
Initial Public Offering
July 2007

\$50 Million
 **STATE NATIONAL
BANCSHARES, INC.**
Lead Manager
Initial Public Offering
September 2005

\$57 Million
 **Southern
National
Bank
of Texas**
Lead Manager
Initial Public Offering
August 2004

\$21 Million
 **PROSPERITY BANK**
Lead Manager
Initial Public Offering
November 1998

\$44 Million
Prime Bancshares, Inc
Lead Manager
Initial Public Offering
September 1997

\$25 Million
 **SOUTHWEST
BANK OF TEXAS**
Lead Manager
Initial Public Offering
January 1997

Source: SNL Financial



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Largest North Texas

PRIVATE INVESTMENT RECIPIENTS OF 2009

Ranked by total amount

Rank	Name Address	Telephone Fax	Total amount	Investors	Round	Industry	website
1	Talon Oil & Gas 12225 Greenville Ave. Dallas 75243	214-751-2900	\$115,000,000	EnCap, Citigroup, Dodge Jones, others	Equity increase	Oil and gas	None
2	Goodman Networks 6400 International Pkwy., Ste. 1000 Plano 75093	972-406-9692	\$62,000,000	Stephens Group, PNC	Growth	Services/telecom	www.goodmannetworks.com
3	Prodea Systems 6101 W. Plano Pkwy. Plano 75093	214-278-1850 214-278-1851	\$33,562,117	Undisclosed investors	Later	Consumer technology	www.prodea.com
4	Cinco Natural Resources 2626 Howell St. Dallas 75204	214-520-7727	\$30,000,000	Undisclosed investors	Later	Energy	None
5	Convey Computer 1302 E. Collins Blvd. Richardson 75081	214-666-6024	\$24,150,000	Braemar, CenterPoint, Intel Capital, InterWest, Rho, others	Second	Computers	www.conveycomputer.com
6	Xtera Communications 500 W. Bethany Drive, Ste. 100 Allen 75013	972-649-5000 972-747-0344	\$23,924,129	Sevin Rosen, Rho, others	Debt	Telecom equipment	www.xtera.com
7	indoorDirect 12404 Park Central Drive, Ste. 301 Dallas 75251	214-580-4900 214-580-4938	\$22,500,000	Syncom Venture Partners, Poseidon Enterprises	Second	Digital displays	www.indoordirect.com
8	Westec Intelligent Surveillance 1234 Lakeshore Drive, Ste. 600 Coppell 75019	469-549-8600 469-549-8601	\$20,000,000	Argonaut Private Equity, Egis Capital	Later	Video surveillance	www.westec.net
8	Liquid Environmental Solutions 7651 Esters Blvd., Ste. 200 Irving 75063	866-694-7327	\$20,000,000	Craton Equity Partners	Growth equity	Waste collection/treatment	www.liquidenviro.com
10	GENBAND Inc. 3605 E. Plano Pkwy., Ste. 100 Plano 75074	972-521-5800 972-265-3599	\$17,194,974	Undisclosed investors	Later	Telecom gear	www.genband.com
11	Reata Pharmaceuticals 2801 Gateway Drive, Ste. 150 Irving 75063	972-865-2219 800-998-3206	\$16,977,840	Undisclosed investors	Later	Biotech	www.reatapharma.com
12	Neos Therapeutics 2940 N. Hwy. 360 Grand Prairie 75050	972-408-1101	\$14,570,000	Undisclosed investors	Second	Contract drug making	www.neostherapeutics.com
13	Phytel Inc. 1151 Luna Road, Ste. 600 Dallas 75234	214-750-9922 972-991-9296	\$14,242,510	Undisclosed investors	Later	Technology services	www.phytel.com
14	Syndiant 18325 Waterview Pkwy., Ste. A101 Dallas 75252	469-916-0580 972-381-8205	\$14,200,000	Texas Emerging Technology Fund, others	First, second	Chips	www.syndiant.com
15	Texas Energy Holdings Inc. 3320 Oak Grove Ave. Dallas 75204	214-231-4000 214-231-4001	\$11,043,335	Undisclosed investors	Later	Oil and gas	www.tx-energy.com
16	Layered Technologies 5085 W. Park Blvd., Ste. 700 Plano 75093	972-398-7000 972-398-7055	\$10,000,000	Undisclosed investors	Follow-on/debt	Data centers	www.layeredtech.com
16	Lanyon Inc. 104 Decker Court, Ste. 110 Irving 75062	817-226-5656 866-840-9987	\$10,000,000	Frontier Capital	Expansion capital	Internet	www.lanyon.com
18	OraMetrix 2350 Campbell Creek Blvd., Ste. 400 Richardson 75082	972-728-5500	\$8,160,922	Rho Ventures, Star Ventures, Brentwood Associates, others	Later	Medical technology	www.orametrix.com
19	Horizon Data Center Solutions 4965 Preston Park Blvd., Ste. 260 Plano 75093	866-620-7516	\$7,500,000	Ballast Point Ventures, others	First	Data centers	www.horizondcs.com
20	Sipera Systems 1900 Firman Drive, Ste. 600 Richardson 75081	214-206-3210 214-206-3215	\$6,748,998	Austin Ventures, Sequoia, StarVentures, others	Fourth	Security software	www.sipera.com
21	Viverae 10670 N. Dallas Expy., Ste. 700 Dallas 75231	214-827-4400	\$6,500,000	Frontier Capital	Later	Software	www.viverae.com
22	Superior Global Solutions 4965 Preston Park, Ste. 750 Plano 75093	972-526-1900 866-571-0974	\$6,000,000	Petra Capital Partners	Later	Medical transcription	www.superiorglobal.com
23	Airband Communications 14800 Landmark Blvd., Ste. 500 Dallas 75254	469-791-0000 469-374-0741	\$5,540,795	M/C Venture Partners, others	Later	Wireless Internet access	www.airband.com
24	Adaptix Inc. 4100 Midway Road, Ste. 2010 Carrollton 75007	214-306-7024	\$5,500,000	Baker Capital	Debt	Wireless technology	www.adaptix.com
25	Tango Networks 5465 Legacy Drive, Ste. 550 Plano 75024	469-229-6000 469-467-9840	\$5,000,000	Signature Capital, Meridian Capital, others	Second	Telecom equipment	www.tango-networks.com

Source: Dallas Business Journal research

DATE OF PUBLICATION: SEPTEMBER 17, 2010

Largest North Texas

**PRIVATE INVESTMENT
RECIPIENTS OF 2009**

Ranked by total amount

Rank	Name Address	Telephone Fax	Total amount	Investors	Round	Industry	website
25	Lucernex 5601 Democracy Drive Plano 75024	972-403-7100 972-403-7110	\$5,000,000	Undisclosed investors	Later	Software	www.lucernex.com
25	AirWalk Communications 1830 N. Greenville Ave. Richardson 75081	972-638-9400 972-638-9401	\$5,000,000	Undisclosed investors	Third	Wireless gear	www.airwalkcom.com
25	Netsocket Inc. 3701 W. Plano Pkwy., Ste. 140 Plano 75075	214-427-7300 972-596-7943	\$5,000,000	Trailblazer Capital, Sevin Rosen Funds, Silver Creek Ventures	Early	Network equipment	www.netsocketinc.com
25	Innerwireless 1155 Kas Drive, Ste. 200 Richardson 75081	972-479-9898	\$5,000,000	Rho Ventures, Massey Birch, Investcorp, Genesis Campus, undisclosed investors	Later	Wireless gear	www.innerwireless.net
30	Telligent Systems 17950 Preston Road, Ste. 310 Dallas 75252	972-407-0688 972-492-9484	\$4,500,000	Intel Capital, others	Second/follow-on	Software	www.telligent.com
31	Clearview International 6606 LBJ Fwy., Ste. 135 Dallas 75240	214-219-2815	\$4,000,000	Rock Financial Partners	Growth capital	Data centers	www.clearviewmgmt.com
32	Calpont 3011 Internet Blvd., Ste. 100 Frisco 75034	214-618-9500	\$3,800,000	Undisclosed investors	Later	Storage	www.calpont.com
33	Santa Barbara Medical Inventions 5550 LBJ Fwy., Ste. 800 Dallas 75240	866-207-8907	\$3,510,000	Undisclosed investors	Debt	Health care	www.sbmi.com
34	21-Century Silicon 1681 Firman Drive, Ste. 103 Richardson 75081	972-591-0713	\$3,500,000	Emerging Technology Fund	First	Energy/environmental	www.21-centurysilicon.com
35	Probe Holdings 1132 Everman Pkwy., Ste. 100 Fort Worth 76140	817-568-8528	\$3,107,575	Unidentified investors	Late	Oil and gas	www.probe1.com
36	DeviceFidelity 2201 N. Central Expwy, Ste. 260 Richardson 75080	972-325-1240	\$3,000,000	Texas Emerging Technology Fund	Early	Software	www.devicefidelity.com
36	Worksoft 15851 Dallas Pkwy., Ste. 855 Addison 75001	214-239-0400	\$3,000,000	Undisclosed investors	Later	Software	www.worksoft.com
38	Authentix 4355 Excel Pkwy., Ste. 100 Addison 75001	469-737-4400 469-737-4409	\$2,556,135	Carlyle Group, J.H. Whitney, Manti, others	Growth capital	Authentication	www.authentix.com
39	Teak Midstream LLC 2602 McKinney Ave., Ste. 350 Dallas 75204	214-468-8325 214-468-8852	\$2,546,000	Natural gas partners	Early	Oil and gas	www.teakmidstream.com
40	Chronicity Inc. 16415 Addison Road, Ste. 600 Addison 75001	972-788-4001 972-788-4002	\$2,300,118	Chrysalis Ventures, SSM, Undisclosed investors	Later	Health care	www.chronicityinc.com
41	Credant Technologies 15303 Dallas Pkwy., Ste. 1420 Addison 75001	972-458-5400 972-459-5454	\$2,000,000	Undisclosed investors	Bridge	Software/security	www.credant.com
41	Ortho Kinematics 3474 Saint Cloud Circle Dallas 75229	415-341-1078	\$2,000,000	Emerging Technology Fund, undisclosed investors	First, early	Life science	www.orthokinematics.com
41	MileMeter 1700 Pacific Ave., Ste. 2400 Dallas 75201	866-833-5233	\$2,000,000	Undisclosed investors	Early	Insurance	www.milemeter.com
44	Net.Orange Inc. 1333 Corporate Drive, Ste. 216 Irving 75038	972-550-0568 214-889-5159	\$1,900,000	Texas Emerging Technology Fund	Early	Software	www.ndorange.com
45	AppTrigger 2240 Campbell Creek Blvd., Ste. 200 Richardson 75082	214-572-7800	\$1,893,271	CenterPoint Ventures, Sevin Rosen, others	Debt	Telecom gear	www.apptrigger.com
46	Heart Test Laboratories 5712 Colleyville Blvd., Ste. 229 Colleyville 76034	817-307-4848	\$1,800,000	Undisclosed investors	Early	Medical devices	www.hearttestlabs.com
47	Quickoffice 4965 Preston Park Blvd., Ste. 500 Plano 75093	972-931-8181	\$1,750,000	Undisclosed investors	Bridge	Software	www.quickoffice.com
47	Gradalis 2545 Golden Bear Drive Carrollton 75006	214-220-4318	\$1,750,000	Emerging Technology Fund	First	Life science	www.gradalisinc.com
49	MacuClear 2300 McDermott Road Plano 75025	214-577-5999	\$1,700,000	Emerging Technology Fund	First	Life science	www.macuclear.com
50	2Cimple 2745 N. Dallas Pkwy., Ste. 610 Plano 75093	214-051-7179	\$1,500,000	Texas Emerging Technology Fund	Early	Software	www.2cimple.com

Source: Dallas Business Journal research

Research: Jerry Gunter

HEDGING: *Risks prompt some to halt use*

FROM PAGE 23

Direct Fuels had \$277 million in revenue in 2009, down from \$570.5 million in 2008, according to data supplied by the company. Much of that decline was tied to a drop in fuel prices.

Even if the company tried to hedge, the commodities securities available to it on the New York Mercantile Exchange don't precisely match real commodity prices for transactions in Dallas-Fort Worth.

"You can lose on the hedge transaction and on the physical transaction," he said. —Chad Eric Watt

DERIVATIVES **RULE REDO**

Requirements of the Wall Street Transparency and Accountability Act (Title VII of the broader reform bill):

■ **IF A SWAP HAS BEEN ACCEPTED FOR CLEARING**, most swap counterparties will be required to clear those swaps through derivatives clearing organizations and will be subject to those organizations' margin requirements.

■ **LARGE SWAP COUNTERPARTIES** will be subject to additional regulation, including capital and margin collection requirements.

■ **ENTITIES THAT ARE USING SWAPS** to mitigate or hedge commercial risk are not required to clear their swaps as long as they are not a financial entity, such as a commodity pool, hedge fund or swap dealer, and have made a specified filing with the Commodity Futures Trading Commission.

■ **SWAPS THAT ARE NOT REQUIRED** to be cleared must be reported to a swap data repository or the CFTC.

■ **MANY SWAP POSITIONS** will now be included in speculative position limit.

Possible effects of the act

■ **TRANSACTION COSTS**, especially with large swap counterparties, will likely increase to offset new regulatory requirements.

■ **ONCE THE BILL TAKES EFFECT**, the prices and terms of swaps will become publicly available, which may decrease transaction prices.

Source: Attorney Jason Daniel of Akin, Gump, Strauss Hauer & Feld



COURTESY PHOTO

RISKY BUSINESS: Warren Bonham, CEO of Euless-based Direct Fuels, opted against use of hedging. "You have to be at a certain scale to do it and not allow it to create extra risk," he says.

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EDITOR'S PICK

Environmental seminar and luncheon offers advice for business compliance

The law firm Curran Tomko Tarski LLP is holding an Environmental Luncheon Seminar on Wednesday, Sept. 22 called "Environmental Compliance: Lessons Learned the Hard Way," offering information to help businesses manage environmental issues and to comply with Environmental Protection Agency regulations. Allison Exall, chairwoman of Curran Tomko Tarski's Environmental Group, will cover the top mistakes businesses make, how to prevent those errors, when something should be reported to the EPA, what are violations and how best to manage environmental issues amid growing regulation. The event is free and takes place from noon to 1:30 p.m. at the La Cima Club, 5215 N. O'Connor Blvd., Ste. 2600, Irving. For more information or to register, contact Chinita George at 214-270-1428.



EXALL

Monday, Sept. 20

Financial Workshop, SWACHA, "CU At Boot Camp" for financial professionals who want to gain a comprehensive understanding of the Automated Clearing House Network, 9 a.m. to 4 p.m., Texas Credit Union League Offices, 4455 LBJ Fwy., 3rd Floor American Spirit Room, Dallas, 214-599-8467.

Lunch and Learn HR Training Camp, Fisher & Phillips, human resource representatives from companies in the area will offer an update on employment law, 11:30 a.m. to 1 p.m., Maggiano's at Northpark, 8687 N. Central Expwy., Dallas, 214-360-0707.

Tuesday, Sept. 21

Financial Workshop, SWACHA, "CU At

Boot Camp" for financial professionals who want to gain a comprehensive understanding of the Automated Clearing House Network, 9 a.m. to 4 p.m., Texas Credit Union League Offices, 4455 LBJ Fwy., 3rd Floor American Spirit Room, Dallas, 214-599-8467.

Wednesday, Sept. 22

2010 Luncheon, Women in Insurance and Financial Services DFW Chapter, "Reinventing yourself by seeing the CEO in you!" 11:15 a.m. to 1 p.m., Capriccio Ristorante, 5301 Alpha Road, Dallas, 972-991-3939.

Thursday, Sept. 23

Marketing Luncheon, American Marketing Association, learn ways to manage a corporate brand in a professional environment where multiple employees work remotely, 11:15 a.m. to 1 p.m., Fort Worth Club, 306 W. 7th St., Fort Worth, steveh@redstonevisual.com.

Public Forum, Dallas Bar Association, hear from the two candidates for Dallas County district attorney, Pavilion at the Belo Mansion, 2101 Ross Ave., Dallas, noon to 1 p.m., sevans@dallasbar.org.

Best Places to Work Awards Luncheon, Dallas Business Journal, in addition to the awards program recognizing companies as the best places to work in North Texas, the event features a full hour of networking and games, 11 a.m. to 1:30 p.m., Sheraton Dallas, 400 N. Olive St., Dallas, 214-706-7107.

Saturday, Sept. 25

Online Marketing Workshop, Marketing V3, intended for small-business owners to learn how search engine results and social media can improve market reach and customer retention, 9 a.m. to 4 p.m., North Dallas Meridian Business Centers, 3010 LBJ Fwy., Ste. 1200, Dallas, 214-535-4964

Mallon Award Dinner, World Affairs Council, Jeffrey P. Fegan, CEO of D/FW International Airport, will be honored at the 27th anniversary H. Neil Mallon Award Dinner, 6:30 to 8:30 p.m., Hyatt Regency DFW, International Parkway, 214-965-8407.

Monday, Sept. 27

Monthly Meeting, Texas Business Women of Dallas Metro North, KERA News Director Shelly Kofler will discuss how to become informed about candidates and issues in upcoming elections, emphasizing accessible websites and resources that any citizen can use effectively, networking at 6 p.m., dinner at 6:30, program at 7, Southfork Hotel, 1600 N. Central Expwy., Plano, 214-924-5706

Tuesday, Sept. 28

Breakfast Meeting, The Real Estate Council, "Planes, Trains and Automobiles: North Texas at a Transportation Crossroads," discussing transportation issues as related to the region's quality of life and economic growth, 7:30 to 9:30 a.m., The Fairmont Hotel, Regency Ballroom, 1717 N. Akard St., Dallas, 214-692-3600.

Annual Luncheon and State of Education in the District, Dallas Regional Chamber, an inside look into the Dallas Independent School District, noon to 1:30 p.m., Sheraton Dallas Hotel, 400 N. Olive St., Dallas, Houston Room, 214-746-6776.

Wednesday, Sept. 29

Women Influencing Business Luncheon, Fort Worth Chamber of Commerce, Marie "Doc" Holliday of Flowers to Go and Alyce Jones of Adair Eye Wear will talk about the role of women in North Texas business, City Club, 301 Commerce St., Fort Worth, 11:30 a.m. to 1:30 p.m., 817-336-2491

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Learn more about Burns & McDonnell at www.burnsmcd.com/dfw, or call us at 972-819-3658.



Thursday, Sept. 30

■ **Accelerated Networking Luncheon**, eWomenNetwork, "Leveraging the Power of E-mail Marketing for Small Businesses and Nonprofits, technology marketing expert Julie Niehoff covers the basics of e-mail marketing and how to use it in business, networking at 11 a.m., program 11:30 a.m. to 2 p.m., Gleneagles Country Club, 5401 W. Park Blvd., Plano, 214-628-1744.

Wednesday, Oct. 6

■ **The Tandy Executive Series**, Neeley School of Business at Texas Christian University, ALON USA CEO Jeff Morris will speak on growth and acquisition opportunities, 7:30 to 9 a.m., Brown-Lupton University Union, 2901 Stadium Drive, Fort Worth, www.tess.tcu.edu.

Thursday, Oct. 7

■ **The Success Pyramid**, National Association Women Business Owners, business owner and author Virginia Wells will talk about her research on the correlation of women and their involvement in organizations outside of their business and how that affects business results, 11:30 a.m. to 1 p.m., Cooper Guest Lodge, 12230 Preston Road, Dallas, 214-920-9973.

CONVENTIONS

■ **Rockwell Automation — Combined PCU/CPU Meeting**, Sept. 13-17 at the Sheraton Dallas in **Dallas**, attendance 1,200.

■ **Total Home & Gift Market**, Sept. 13-17 at the Dallas Market Center in **Dallas**, attendance 12,000.

■ **Parker College of Chiropractic — Parker Seminars**, Sept. 16-26 at the Fairmont Hotel in **Dallas**, attendance 2,500.

■ **Texas Society of Association Executives — Annual Meeting & Education Conference**, Sept. 19-21 at the Hyatt Regency in **Dallas**, attendance 370.

■ **National Conference of Editorial Writers**, Sept. 20-26 at the Fairmont Hotel in **Dallas**, attendance 200.

■ **Southwest Veterinary Symposium — Annual Meeting**, Sept. 23-26 at the Fort Worth Convention Center in **Fort Worth**, attendance 5,000.

■ **Center for Problem Oriented Policing — Annual Conference**, Sept. 27-30 at the Arlington Convention Center in **Arlington**, attendance 150.

■ **U.S. Hispanic Chamber Of Commerce — Annual National Convention**, Sept. 25-Oct. 3 at the Hilton Anatole Hotel in **Dallas**, attendance 3,000.

■ **Independent Distributors Association — Annual International Meeting**, Oct. 6-9 at the Renaissance Worthington in **Fort Worth**, attendance 300.

ANNUAL MEETINGS

Wednesday, Sept. 22

■ **Palm Harbor Homes Inc.**, 10 a.m., 15303 Dallas Pkwy., Ste. 800, Addison

Friday, Sept. 24

■ **Retractable Technologies**, 10 a.m., Little Elm City Hall, 100 W. Eldorado Pkwy., Little Elm

Thursday, Oct. 7

■ **Universal Power Group Inc.**, 10 a.m., Westin Galleria-Dallas, 13340 Dallas Pkwy., Dallas

HOME SALES: Video-based sales will be new to market

FROM PAGE 5

variety of business models can work, as long as they're practicing up to the rules and regulations and laws dictated by the Texas Real Estate Commission," he said.

Randall Graham, vice president and director of marketing for Ebby Halliday Cos., said that brokerage doesn't view Residential World Media's platform as a threat. Dallas-based Ebby Halliday consistently sells more homes than any other residential real estate brokerage in North Texas, and ranks as one of the top brokerages in the country.

"The Ebby Halliday Companies recognize there are different approaches for representing real estate," Graham wrote in an e-mail response to questions. "For

'For full-service brokerages that represent both buyers and sellers, certainly a variety of business models can work, as long as they're practicing up to the rules and regulations and laws dictated by the Texas Real Estate Commission.'

Bill Head

MetroTex Association of Realtors

65 years, Ebby Halliday Realtors has been representing home buyers and sellers and utilizes the latest (search engine optimization) marketing, social networking, online marketing and technical tools to best represent our clients' homes."

Residential World Media plans to have about 480,000 home listings, including about 8,000 in North Texas, when the site

goes live, Jenkins said. More than half of the initial listings are expected to come from lenders who have taken back properties. Up to 165,000 home listings will be added each month, he said. Apartment-World.TV will launch with about 28,000 complexes, Jenkins said.

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ABOUT DBJLEADS

DBJLeads cover Collin, Dallas, Denton and Tarrant counties. It is designed to help you grow your business and keep you informed about the D-FW business world. You will find new and expanding businesses and new customers, discover the area's commercial and residential hot spots and learn about the financial condition of your vendors, customers and competitors.

- THE LEGAL LISTINGS** include liens filed by federal, state and county governments; judgments; and new lawsuits. These are especially useful for the likes of credit managers, loan officers, contractors, collection agencies and professionals.
- THE PROSPECTING LISTINGS** include new businesses, tax and building permits, certificates of occupancy, real estate transactions and SBA loans, all of which can lead to potential new customers for you. These listings are useful for financial planners, contractors, real estate agents and salespeople.

BANKRUPTCIES DEFINED

CHAPTER 7 involves an appointed trustee selling all assets by auction or other means to pay creditors and trustee fees.

CHAPTER 11 allows a business to gain temporary relief from paying debts to attempt a reorganization. The business continues operations with the debtor in control.

CHAPTER 13 is available to individuals whose income is sufficiently stable and regular to make payments under a plan to a trustee who disburses the funds to creditors.

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INFORMATION YOU CAN USE TO GROW YOUR BUSINESS AND INCREASE YOUR BOTTOM LINE

GRANTS

Construction

Austin Commercial LP received its third Occupational Safety and Health Administration star designation for exemplary safety performance at a biomedical research building under construction at University of Texas Southwestern Medical Center.

Government

The Arts of Collin County received a \$500,000 grant from the Collin County Park & Open Space grant program to fund construction of the Six City Hike and Bike Trail through the Arts Park located along the Sam Rayburn Tollway.

Transportation

The Federal Aviation Administration announced that Dallas Love Field will receive \$67,509 in funding for a wildlife hazard assessment.

DONATIONS

Nonprofits

Sleep Experts donated more than 50 mattress sets to **Central Dallas Ministries**, a faith-based organization fighting poverty.

NEW OFFICES

Hospitality & Tourism

NAAN Sushi Uptown will occupy the 7,000-square-foot corner space of Uptown's Gables Villa Rosa project.

BANKRUPTCIES

The following bankruptcies were recently filed in the Northern District of Texas - Dallas Division, Fort Worth Division and Eastern District of Texas - Plano Division.

NORTHERN DISTRICT OF TEXAS DALLAS DIVISION

CHAPTER 7

Stevens Churchill Communications Inc., 1207 Round Table Drive, Dallas 75247; Assets, \$1,945; Debts, \$641,086; Major Creditor, Texas MGM LLC, \$204,000; Attorney, Rustin S. Polk; case #10-35955, 08/30/10.

Paydirt Real Estate Investment Trust, 17120 N. Dallas Parkway Suite 135, Dallas 75248; Assets, \$0 to \$50,000; Debts, \$500,001 to \$1,000,000; Major Creditor, WFAA Television, \$251,517; Attorney, Lloyd E. Ward; case #10-36056, 09/01/10.

So Seong Inc., 1621 Ginger Drive, Hideaway 75771; Assets, \$113,435; Debts, \$355,754; Major Creditor, Bank of America Bankruptcy Dept., \$103,629; Attorney, Mark S. Rubin/Kelli L. Johnson; case #10-36004, 08/31/10.

Stick N Stay LLC, 15400 Knoll Trail Suite 200, Dallas 75248; Assets, \$0 to \$50,000; Debts, \$100,001 to \$500,000; Attorney, Joyce Lindauer; case #10-36052, 09/01/10.

CHAPTER 11

Buena Vista Houses LLC, 1201 Dame Susan Lane, Lewisville 75056; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Bruce E. Turner; case #10-36324, 09/06/10.

Hans Lolkik Land Company LLC, c/o PRM Realty Group LLC 118 N. Clinton St. Suite LL-366, Chicago, Ill. 60661; Assets, \$10,000,001 to \$50,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Gerrit Pronski; case #10-36161, 09/03/10.

Little Hans Lolkik Holdings LLP, c/o PRM Realty Group LLC 118 N. Clinton St. Suite LL-366, Chicago, Ill. 60661; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Gerrit Pronski; case #10-36159, 09/03/10.

Valley Dale Crossing Ltd., 4228 N. Central Expressway No. 110, Dallas 75206; Assets, \$500,001 to \$1,000,000; Debts, \$500,001 to \$1,000,000; Attorney, Vickie L. Driver; case #10-36294, 09/06/10.

Vette Family LP, 1595 Mount Lebanon Road, Cedar Hill 75104; Assets, \$1,000,001 to \$10,000,000; Debts, \$500,001 to \$1,000,000; Attorney, Joyce Lindauer; case #10-36160, 09/03/10.

Irvin & Associates Inc. dba Preferred Pool Corp., 8440 E. US Highway 175, Kemp 75143; Assets, \$500,001 to \$1,000,000; Debts, \$100,001 to \$500,000; Attorney, Timothy A. York; case #10-36212, 09/03/10.

Telix LLC, 7557 Rambler Road, Dallas 75266; Assets, not shown; Debts, not shown; Attorney, pro se; case #10-36182, 09/03/10. (Involuntary)

FORT WORTH DIVISION

CHAPTER 7

Echo Bluff Inc., 1421 Tennis Drive, Bedford 76022; Assets, \$0; Debts, \$3,029,513; Major Creditor, Nara Bank, \$2,170,000; Attorney, Andy Holen; case #10-45637, 09/01/10.

Applewhite Dental PA, c/o Ramona Applewhite DDS 6349 Cobblestone Lane, Arlington 76001; Assets, \$288,676; Debts, \$1,466,312; Major Creditor, Bank of America Practice Solutions, \$460,804; Attorney, David B. Ebert; case #10-45697, 09/03/10.

Robinson Landscape & Construction LLC, 1105 Quail Valley Lane No. 114, Arlington 76011; Assets, \$0 to \$50,000; Debts, \$1,000,001 to \$10,000,000; Major Creditor, International Credit & Mercantile Inc., \$2,000,000; Attorney, O. Otis Bakke; case #10-45645, 09/01/10.

Grand Junction Steel LLC, 1101 Third Ave., Grand Junction, Colo. 81501; Assets, not shown; Debts, not shown; Attorney, pro se; case #10-45588, 08/31/10. (Involuntary)

CHAPTER 11

Kwik Kar of Colleyville LLC, 4616 Colleyville Blvd., Colleyville 76034; Assets, \$1,090,000; Debts, \$1,577,208; Major Creditor, Bank of America, \$1,491,000; Attorney, Eric A. Liepins; case #10-45796, 09/03/10.

North Park Terrace Apartments V Ltd., c/o John Butler 270 N. Denton Tap Road No. 210, Coppell 75019; Assets, \$1,000,001 to \$50,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, E.P. Keiffer; case #10-45828, 09/04/10.

EASTERN DISTRICT OF TEXAS PLANO DIVISION

CHAPTER 7

Texas Cancer Associates LLP, 6300 W. Parker Road Suite 421, Plano 75093; Assets, \$500,001 to \$1,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Michelle E. Shiro; case #10-42886, 08/30/10.

1616 University Crest LLC, 12770 Coit Road Suite 541, Dallas 75251; Assets, \$0; Debts, \$204,277; Major Creditor, Colors Unlimited, \$26,075; Attorney, Mark A. Weisbart; case #10-42970, 09/02/10.

CHAPTER 11

3823 Westlake Drive LLC, 17719 Cedar Creek Canyon Drive, Dallas 75252; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Major Creditor, Gedalia Partnership LP, \$920,000; Attorney, Hudson M. Jobe; case #10-43011, 09/03/10.

Cheetah Investments Inc., 15481 FM 968 W. Longview 75602; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Major Creditor, United Central Bank, \$1,998,727; Attorney, Eric A. Liepins; case #10-43041, 09/06/10.

Cliff Hodge & Associates Inc., 1701 Noble Way, Flower Mound 75022; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Christopher J. Moser; case #10-43040, 09/06/10.

Om Gum Ganapati Inc., 2103 N. IH 35, Gainesville 76240; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Arthur Ungermer; case #10-42968, 09/02/10.

Sierra Enterprises LLC, 15239 Ridgewood Drive, Frisco 75035; Assets, \$0 to \$50,000; Debts, \$0 to \$50,000; Attorney, Wendell Washington; case #10-42906, 08/31/10.

ABSTRACTS OF JUDGMENT

Judgments filed in the county clerk's office. Civil judgments filed against businesses for \$20,000 or more include the following information: plaintiff name, defendant name, amount of judgment, prevailing party, case number and recording date. This information and additional judgments below \$20,000 are available on disk or via e-mail. For cost and more information, call 877-593-4157.

COLLIN

SC Coit Crossing LP vs. Gregory Lott dba Greg Lott/Lucky's Paradise Restaurant & Bar LLC et al., 2014 Hearshide Lane, Garland 75044-7351, \$532,600, plaintiff, case #401 02169 2010, 08/17/10.

Warrior Energy Services Corp. vs. Marion Energy Inc. (address not shown), \$91,978, plaintiff, case #296 00357 2010, 08/17/10.

Wells Fargo Bank NA vs. Graline Financial Services Inc./Michael L. Graves, 3332 Treehouse Lane, Plano 75023, \$73,737, plaintiff, case #401 01817 2010, 08/18/10.

First Bank vs. Huck Finn Fencing Co. Inc./Sallie Speck, 12441 County Road 825, Blue Ridge 75424, \$43,769, plaintiff, case #005 01559 2010, 08/18/10.

DALLAS

American Bank of Texas vs. 2129 E. 7th Street LP/Etzik Gedalia (foreign-Grayson County), 17719 Cedar Creek Canyon Drive, Dallas 75252, \$2,686,923, plaintiff, case #CV 10 0613, 08/16/10.

Western Union Financial Services Inc. vs. Ju Im Moon aka Julie Moon dba E-Z Food Mart, 1580 Mira Lago Blvd. No. 341, Farmers Branch 75234, \$164,560, plaintiff, case #DC 09 16473 A, 08/16/10.

Schmidt Construction Inc. vs. JAC Commercial & Residential Construction Inc. dba JAC Construction et al., 2828 W. Parker Road Suite 211, Plano 75075, \$155,882, plaintiff, case #DC 10 03960 L, 08/13/10.

Nighthawk Investigations Inc. vs. Inet Discovery Corp. aka The Inet Discovery Corp. (address not shown), \$142,665, plaintiff, case #DC 09 12085 I, 08/19/10.

Jeffery B. Kullman vs. Southwest Rain-Maker Inc. dba Southwest Development/Ty Howerton, 4425 W. Airport Freeway Suite 450, Irving 75062, \$125,928, plaintiff, case #DC 10 02068 K, 08/19/10.

Baylor University Medical Center/Baylor Medical Center at Irving/Baylor Medical Center-Ellis County et al. vs. Atlas Administrators Inc., P.O. Box 161748, Austin 78716, \$122,725, plaintiff, case #DC 07 03171 C, 08/18/10.

Baylor Medical Center-Ellis County et al. vs. Total Plan Services Inc., 14001 Dallas Parkway N. Suite 700, Dallas 75240, \$82,737, plaintiff, case #DC 07 03171 C, 08/18/10.

Airtron LP vs. Texas Sotherby Homes Inc. dba Sotherby Homes, 6347 Woodland Drive, Dallas 75225, \$74,636, plaintiff, case #DC 09 11271 K, 08/16/10.

JP Morgan Chase Bank NA vs. Scott D. Conner dba Downing Landscape, 9220 Ferndale Road, Dallas 75238, \$73,804/5,322, plaintiff, case #DC 07 05400 L, 08/13/10.

GMAC LLC nka GMAC Inc. vs. Southwest Paving Inc., 8602 Peach St., Lubbock 79404, \$44,541, plaintiff, case #DC 08 04447 B, 08/18/10.

JP Morgan Chase Bank NA vs. Quality Mortgage Services Inc./Brian K. McClure, 1000 E. Belt Line Road Suite 104-C, Carrollton 75006, \$41,595, plaintiff, case #DC 10 01561 I, 08/13/10.

Expro Americas LLC vs. Oil Rock Energy Inc. (foreign-Harris County), 630 W. Carty St. Suite B-2, Dallas 75208, \$34,069, plaintiff, case #933 036 001, 08/16/10.

Frost National Bank vs. Aspen Drilling Ventures Inc. (address not shown), \$29,845, plaintiff, case #CC 08 07256 D, 08/30/10.

First Victoria National Bank vs. Grapevine Enterprises LLC/Lawrence B. Van Ingen III/Bruce A. Wilson et al., 4654 Trevor Trail, Grapevine 76051, \$23,803, plaintiff, case #CC 10 01080 A, 08/16/10.

TARRANT

Plainscapital Bank vs. Texas Redwood Inc./Parnell Installed Sales LLC/Jeffrey S. Parnell et al. (foreign-Travis County), 54 Rainey St. Suite 1202, Austin 78701, \$2,102,126, plaintiff, case #D 1 GN 10 000154, 08/30/10.

Plainscapital Bank vs. W.I.M. Design Ltd./W.I.M. Design Ltd. dba Gardens/W.I.M. G.P. et al. (foreign-Travis County), (address not shown), \$1,164,716, plaintiff, case #D 1 GN 10 000350, 08/30/10.

Spiral Pipe of Texas Inc. vs. Mario Vasquez/Vasquez Sheet Metal Inc., 2042 Sheriff Drive, Grand Prairie 75051, \$104,429, plaintiff, case #141 210727 05, 09/01/10.

Community Bank vs. Goldbal Enterprises Inc./Jerome E. Golden/Susan Golden (foreign-McLennan County), 860 E. Renfro St., Burleson 76028, \$93,940, plaintiff, case #2010 1524 4, 09/01/10.

T.R.C. Engineers Inc. vs. Cross Creek Homes & Properties LLC, 208 S. Silver Ave., Deming, N.M. 88030, \$69,036, plaintiff, case #067 240775 09, 08/30/10.

Ewing Irrigation Products Inc. vs. Verde Landscape Services Inc./John B. Pena/Ruth B. Pena (foreign-Williamson County), 30120 Briarcrest St., Georgetown 78628, \$44,800, plaintiff, case #10 906 C26, 08/31/10.

Wallace H. Graner vs. Advanced Concrete Systems Inc./Gilbert Jimenez (foreign-Travis County), 420 Monterey Oaks Blvd., Austin 78749, \$37,308, plaintiff, case #GN501998, 09/01/10.

Offit Kurman PA vs. Jumping Party Franchising Co. Inc./Steve M. Kline (foreign-Harris County), 4750 Bryant Irvin Road PM-204, Fort Worth 76132, \$31,287, plaintiff, case #2010 51659, 09/01/10.

Wisenbaker Builder Services Inc. vs. Stonewood Corp. dba Stonewood Homes/Michael Thrutchley dba Stonewood Custom Homes, 4101 Green Oaks Blvd. W. Suite 144, Arlington 76016, \$30,349, plaintiff, case #09 68919 2, 09/02/10.

Eagle Mountain Saginaw Independent School District vs. Star Drilling & Workover LLC (address not shown), \$20,038, plaintiff, case #L27121, 08/31/10.

LAWSUITS FILED

New litigation filed against businesses in the district clerk's office. Tvs: plaintiff name, defendant name, nature of action (if available), case number and date filed.

COLLIN

Chubb Lloyds Insurance Co. of Texas vs. Eric Orduna/One Stucco Texas Inc./DFW Cast Stone LLC, accounts/contracts/notes, case #416 03460 2010, 08/23/10.

River Capital Advisors of North Carolina Inc. vs. FCS Advisors Inc./Brevet Capital Special Opportunities Master Fund LP, case #219 03442 2010, 08/20/10.

Geouest Investments LLC/Jay Jostrand vs. Freddie Wright/David Wright dba Wright Drilling Services, accounts/contracts/notes, case #380 03465 2010, 08/23/10.

JP Morgan Chase Bank NA vs. Grace Chen Associates Inc./Fineart Design Construction Inc./Itzu Chen, accounts/contracts/notes, case #380 03417 2010, 08/19/10.

Billy Turrentine/Annette Turrentine vs. Horseshoe Entertainment/Harrah's Operating Co. Inc./Robinson Property Group Corp. et al., case #296 03426 2010, 08/20/10.

First United Bank and Trust Co. vs. Steven G. Shafer/Shafter Plaza LII Ltd./Shafter Plaza Fifty Two CM LLC, accounts/contracts/notes, case #416 03476 2010, 08/24/10.

Joseph S. Cornell vs. Taco Bell Corp. of America Inc. dba Taco Bell, injury or damage, case #199 03466 2010, 08/23/10.

JP Morgan Chase Bank NA vs. Toby Barker Ventures Inc./Toby S. Barker, accounts/contracts/notes, case #380 03414 2010, 08/19/10.

Fribourg LLC vs. Tri-Star/Erin Luhning, accounts/contracts/notes, case #416 03475 2010, 08/24/10.

Envision General Construction LLC vs. Vere Southlake Equity Investments dba Vere Southlake Equity LLC/Tim Murphree et al., accounts/contracts/notes, case #417 03444 2010, 08/20/10.

Tonja Littrell/Jeff Littrell vs. Welco Inc., case #401 03438 2010, 08/20/10.

DALLAS

SAF 100 N. Central Ltd. vs. Abovenet Communications Inc., debt contract, case #DC 10 10444 K, 08/20/10.

Ogelia Watkins vs. Allstate Property and Casualty Insurance Co., motor vehicle accident, case #DC 10 10443 E, 08/23/10.

Charles Brighton vs. Amica Mutual Insurance Co., motor vehicle accident, case #DC 10 10438 F, 08/23/10.

APX Alarm Security Solutions Inc. vs. Anderson Crenshaw & Associates LLC, debt contract, case #DC 10 10417 F, 08/20/10.

Citifinancial Auto Corp./Citifinancial Auto Credit Inc./Citifinancial Auto Ltd. vs. Auto-Torium (Nashua)/GWM Inc./Auto-Torium (Salem) et al., case #DC 10 10542 G, 08/25/10.

Patricia Camacho vs. B&G Properties dba Courthouse Apartments, personal injury, case #DC 10 10470 E, 08/23/10.

Ramiro Tanguma vs. B&M Alpha Inc. aka Sunrise Vista Apartments, personal injury, case #DC 10 10602 J, 08/25/10.

Caddis Partners LLC vs. Beys Interests Inc./2909 Lemmon LP, debt contract, case #DC 10 10632 L, 08/26/10.

Anita Cordero vs. Brian J. Martinelli/Austin Industrial Inc./Austin Builders Inc. et al., motor vehicle accident, case #DC 10 10448 I, 08/23/10.

Howard F. Carter Jr. PC vs. Bruce C. Stark/Mariano Fusco/Acquisitive LLC, debt contract, case #DC 10 10483 B, 08/23/10.

Rhonda Keay vs. Byron Howard dba Destiny Trucking Co./Larry Favors/Destiny Trucking Co., motor vehicle accident, case #DC 10 10461 F, 08/23/10.

McCalla-Main JV/Virginia McCalla/Donnie McCalla vs. Cabinet Door Co. of Texas Inc./Clyde Bloyed Jr./Berry Bailey, debt contract, case #DC 10 10486 L, 08/23/10.

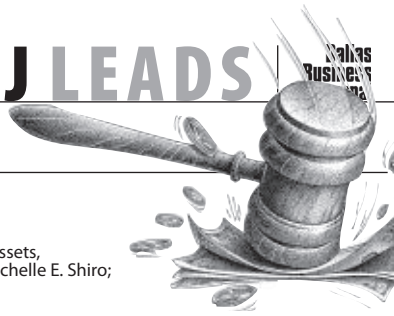
Quick Environmental Solutions LLC vs. Central Freight Lines Inc., debt contract, case #DC 10 10683 H, 08/25/10.

American Express Bank FSB vs. Commercial Mechanical Inc./Cathy Christopher, debt contract, case #DC 10 10482 H, 08/23/10.

Martha Kononovitch/Eugene Kononovitch vs. Connor Gora A Real Estate Investment Firm LLC/Laguna Apartments LP, personal injury, case #DC 10 10681 L, 08/26/10.

Texas Brand Bank vs. DG Real Estate LLC, commercial dispute, case #DC 10 10670 M, 08/26/10.

IS-PE Produce Inc.-R&A Produce vs. DJD Operating LLC, debt contract, case #DC 1



TOP BANKRUPTCIES

Debts, \$1,000,001 to \$10,000,000

Texas Cancer Associates LLP, 6300 W. Parker Road, Ste. 421, Plano 75093; Assets, \$500,001 to \$1,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Michelle E. Shiro; case #10-42886, 08/30/10.

Chapter 7

Debts, \$1,000,001 to \$10,000,000

Buena Vista Houses LLC, 1201 Dame Susan Lane, Lewisville 75056; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Attorney, Bruce E. Turner; case #10-36324, 09/06/10.

Chapter 11

Debts, \$3,029,513

Echo Bluff Inc., 1421 Tennis Drive, Bedford 76022; Assets, \$0; Debts, \$3,029,513; Major Creditor, Nara Bank, \$2,170,000; Attorney, Andy Holen; case #10-45637, 09/01/10.

Chapter 7

Debts, \$1,577,208

Kwik Kar of Colleyville LLC, 4616 Colleyville Blvd., Colleyville 76034; Assets, \$1,090,000; Debts, \$1,577,208; Major Creditor, Bank of America, \$1,491,000; Attorney, Eric A. Liepins; case #10-45796, 09/03/10.

Chapter 11

Debts, \$1,466,312

Applewhite Dental PA, c/o Ramona Applewhite DDS, 6349 Cobblestone Lane, Arlington 76001; Assets, \$288,676; Debts, \$1,466,312; Major Creditor, Bank of America Practice Solutions, \$460,804; Attorney, David B. Ebert; case #10-45697, 09/03/10.

Chapter 7

For complete listings see page 30.

Carrollton-Farmers Branch Independent School District vs. KAZA Denton Investments Ltd./Nexbank SSB, tax suit, case #2010 0833 362, 08/27/10.

Eagle National Steel Ltd. vs. Lee M. Hair Ind. dba Diamond H Construction, consumer/commercial/debt, case #CV 2010 02554, 08/30/10.

County of Denton vs. Low's Custom Homes Inc. dba Low's Custom Homes et al., tax suit, case #2010 0853 16, 08/31/10.

Carrollton-Farmers Branch Independent School District vs. MDSI Voice Communications Inc., tax suit, case #2010 0835 393, 08/27/10.

City of Denton/Denton Independent School District/The City of Denton vs. SKD Ventures et al., tax suit, case #2010 0846 367, 08/27/10.

County of Denton vs. Supreme Lending, tax suit, case #2010 0852 393, 08/31/10.

Carol Hoadley vs. The Apartment Movers Inc., other injury or damage, case #CV 2010 02553, 08/30/10.

Carrier Enterprise LLC fka Carrier Sales and Distribution LLC vs. Tommy Brett Moss dba A Assured, consumer/commercial/debt, case #CV 2010 02526, 08/27/10.

Carrollton-Farmers Branch Independent School District vs. Tucci Candle Co., tax suit, case #2010 0834 367, 08/27/10.

County of Denton vs. Weir Industries Inc., tax suit, case #2010 0851 362, 08/31/10.

Denton Independent School District vs. Wells Fargo Bank NA Trustee et al., tax suit, case #2010 0843 158, 08/27/10.

TARRANT

Douglas Mogle et al. vs. Americredit Corp./Clifton H. Morris Jr./Daniel E. Berce et al., declaratory judgment, case #153 247833 10, 09/01/10.

Rose Terrace Elderly Care Home Ltd. vs. Argyle Fire Protection Inc., contract/consumer-dtpa, case #342 247830 10, 09/01/10.

Latrinna Howard vs. Arlington Memorial Hospital et al., injury or damage-medical, case #141 247878 10, 09/02/10.

Carolyn Parish individually and as Administratrix and Representative of The Estate of Margaret Smith deceased et al. vs. Bedford Assisted Living Ltd. dba Hearthstone Assisted Living at Bedford aka Hearthstone at Bedford, wrongful death, case #141 247715 10, 08/27/10.

Harris NA vs. Brad Fenton Motors of Ardmore Inc., contract/other debt-contract, case #096 247839 10, 09/01/10.

Michael D. Hoskins vs. Bruce M. Kimball and Advanced Financial Planning LP, contract/consumer-dtpa, case #236 247801 10, 08/31/10.

Julie Powell vs. BSMG Inc., contract/consumer-dtpa, case #348 247714 10, 08/27/10.

Eric J. Evans vs. Carmax Auto Superstores Inc./CNA National Warranty, contract/other contract, case #017 247846 10, 08/31/10.

American Plant Food Corp. vs. Cen-Tex Seeding Inc., account, case #342 247760 10, 08/30/10.

Acme Brick Co. vs. Chapin Title Co. Inc., contract/fraud-misrepresentation, case #348 247817 10, 08/31/10.

Elayne Lemmons et al. vs. Cheddar's Casual Cafe Inc., injury or damage-premises, case #096 247847 10, 09/01/10.

Dealer Services Corp. vs. Curry Auto Leasing Inc./DSD Enterprises Inc., sworn account, case #141 247749 10, 08/30/10.

Andriana Camp vs. Damien Moore/KFC USA Inc./Yum! Brands Inc., damages-other than personal injury, case #236 247719 10, 08/27/10.

Cynthia and Duwayne Pennington vs. David Knight and Felix Salinas dba Artistic Stone Works, contract/debt-contract, case #348 247770 10, 08/30/10.

Michael C. King Jr. et al. vs. Energizer Holdings Inc., personal injury, case #067 247756 10, 08/30/10.

Erma Faye Parker individually and as Representative of the Estate of Debra Horn deceased et al. vs. Gregory K. Phillips MD/Gregory K. Phillips MD PA/Mariamme Kola et al., injury or damage-medical, case #153 247822 10, 09/01/10.

Integrity Glass & Mirror vs. Hails Construction Co. of Georgia Inc./Forum Shops Desoto LLC, sworn account, case #096 247757 10, 08/30/10.

Douglas Alan Mulholland Sr. et al. vs. Household Finance Corp. III, debt, case #017 247740 10, 08/27/10.

Wells Fargo Bank NA vs. IPGT LLC and Ronald R. Beaman, contract/consumer-dtpa, case #236 247751 10, 08/27/10.

Clifford Segura vs. Kerry McMahon/McMahon Contracting LP, injury or damage-involving motor vehicle, case #348 247727 10, 08/27/10.

The Frost National Bank vs. Law Office of Kevin S. Williams PLLC/Kevin S. Williams, note, case #048 247732 10, 08/27/10.

Daniel Duffey et ux. vs. Mac Churchill Inc./American Honda Finance Corp., contract/consumer-dtpa, case #048 247821 10, 09/01/10.

Scott G. Farr vs. Mesfin G. Ferede / Standard Parking, injury or damage involving motor vehicle, case #096 247798 10, 08/31/10.

Commonwealth Land Title Insurance Co. vs. MRA LLC/Timothy L. McCormick/MIRA LLC, contract/debt-contract, case #048 247737 10, 08/27/10.

Southwest Securities FSB vs. Primestar Development Corp./Felicia James, contract/debt-contract, case #141 247819 10, 09/01/10.

The Frost National Bank vs. R4 Industries Inc./Rodney Johnson, note, case #017 247720 10, 08/27/10.

Jennifer Osinga et al. vs. Railhead Smokehouse/Aledo Properties LLC, injury or damage-involving motor vehicle, case #153 247773 10, 08/30/10.

Cano Petroleum Inc. vs. Resaca Exploitation Inc., contract/other contract, case #236 247875 10, 09/02/10.

Maritza Becker vs. Rusty Bragg/Arlington Pipe & Supply Co., injury or damage-involving motor vehicle, case #153 247874 10, 09/02/10.

Daniel Evans et al. vs. Signal Oil and Gas Co./James E. Van Blaricum, contract/debt-contract, case #141 247768 10, 08/30/10.

Elizabeth Lawson vs. The Sygma Network Inc./Sygma-Dallas, injury or damage/other injury or damage, case #048 247866 10, 09/02/10.

Fundamental Business Insurance Ltd. vs. Thomas S. Spurgat MD, contract/fraud-misrepresentation, case #096 247820 10, 09/01/10.

Fabulous Floors Inc. vs. Thos. S. Byrne Ltd. et al., contract/debt-contract, case #236 247782 10, 08/30/10.

Sonya Lee vs. Timothy Williams/Central Refrigerated, injury or damage-involving motor vehicle, case #342 247859 10, 09/02/10.

JP Morgan Chase Bank NA vs. Tri-Star Power Electric and Fiber Optics LLC/Sharon Bloxom, contract/debt-contract, case #236 247823 10, 09/01/10.

JP Morgan Chase Bank NA vs. Walter M. Wallace Co./Walter M. Wallace, contract/debt-contract, case #017 247840 10, 09/01/10.

Ronald and Julie Coleman vs. Wm. Rigg Co., contract/consumer-dtpa, case #236 247791 10, 08/30/10.

DENTON

Muncie Construction Inc., P.O. Box 570, Justin 76247, \$94,300, (941), Book/Page 2010/80659, 08/17/10.

TARRANT

Dairy Queens of West Texas Inc., P.O. Box 100429, Fort Worth 76185, \$120,566, (CIVP), Book/Page D210210054, 08/27/10.

G.L. Morris Enterprises Inc./Sunbelt Industrial Services, 2415 Cullen St., Fort Worth 76107, \$72,370, (941), Book/Page D210210097, 08/27/10.

Hadi & Aga Store Management LLC/Abdul Oliwi, 6512 Precinct Line Road Suite C, Hurst 76054, \$29,916, (1065/941), Book/Page D210210077, 08/27/10.

Joseph Byrne/Contract Personnel Service, 45 Hillrise, Trabuco Canyon, Calif. 92679, \$1,820,637, (6721/940/941), Book/Page D210210083, 08/27/10.

Metro PC Outlet Inc., 6630 Rufe Snow Drive, Fort Worth 76148, \$50,735, (940/941), Book/Page D210210076, 08/27/10.

Susan Avelar, P.O. Box 14224, Haltom City 76117, \$44,974, (CIVP), Book/Page D210210069, 08/27/10.

Toney L. Smith II, 4806 Ridgeline Drive, Arlington 76017, \$97,210, (CIVP), Book/Page D210210056, 08/27/10.

Village Grill, 2051 Airport Freeway, Euless 76040, \$41,109, (1065/940/941), Book/Page D210210068, 08/27/10.

RELEASES OF FEDERAL TAX LIENS

The following businesses and individuals have been released from tax liens against them totaling more than \$20,000. The liens are public documents filed by federal revenue officials in the offices of county recorders. This information

DALLAS

AI Sossaman/CSN Signs, 530 E. Pioneer Drive, Irving 75061, \$147,304, (940/941), Book/Page 2010/0209415, 08/17/10.

B&B Taper Tools Inc., 808 N. Dwight Ave., Dallas 75211, \$34,091, (940/941), Book/Page 2010/0209514, 08/17/10.

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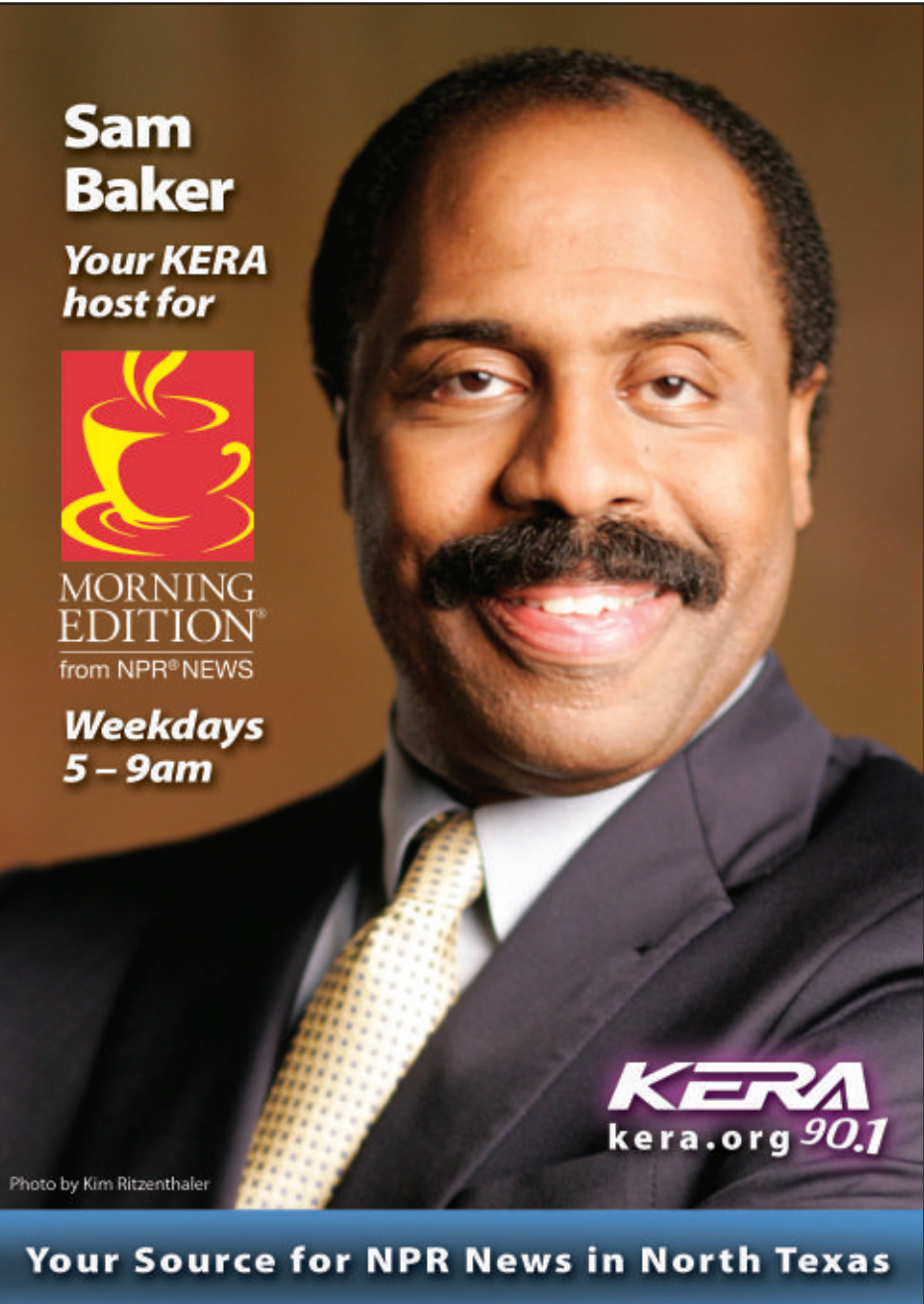


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and additional liens are available on disk or via e-mail. For cost and more information, call 877-593-4157.

COLLIN

Eurosport Automotive Inc., 221 Coit Road, Plano 75075, 565,408, (941), Book/Page 2010/0871080, 08/20/10.

DALLAS

Affordable Elder Care Inc., 2318 Shiloh Lane, Mesquite 75181, 522,170, (940/67211120), Book/Page 2010/0209561, 08/17/10.**Hugo Mejia/Tortilleria La Sabrooita Partnership**, 14520 Josey Lane, Farmers Branch 75234, 551,455, (941), Book/Page 2010/0213828, 08/20/10.**Jeanette's Little Haven Inc.**, 7110 Holly Hill Drive, Dallas 75231, 523,663, (941), Book/Page 2010/0209533, 08/17/10.**Lone Star Foxhall LLC**, 2019 Ruder St., Dallas 75212, 535,729, (940/941/2290), Book/Page 2010/0213835, 08/20/10.**Proxy Capital Inc./Robert C. Coates**, P.O. Box 802861, Dallas 75380, 533,572, (944), Book/Page 2010/0209574, 08/17/10.**Renaissance Clinical Research & Hypertension of Texas PLLC**, 5959 Harry Hines Blvd., Suite 820, Dallas 75235, 521,752, (941/1120), Book/Page 2010/0209554, 08/17/10.**T&B Demolition LLC**, P.O. Box 177529, Irving 75017, 534,285, (941), Book/Page 2010/0213834, 08/20/10.

DENTON

Salon Success Ltd. UK, 3001 Colorado Blvd., Denton 76210, 574,856, (1120), Book/Page 2010/080677, 08/17/10.

TARRANT

John W. Boling, 3113 Phillip Drive, Hurst 76034, 5174,302, (6672), Book/Page 210213840, 09/01/10.**New Beginnings Christian**, 1615 W. Abram St., Suite 106, Arlington 76013, 535,214, (941), Book/Page D210210114, 08/27/10.**NUGRN Solutions Inc.**, 990 Highway 287 N., Suite 106 PMB 111, Mansfield 76063, 520,692, (941), Book/Page D210210122, 08/27/10.

STATE TAX LIENS

New liens filed by the state for unpaid sales and use, payroll or county taxes. These are recorded with the county clerk. Published are liens against businesses for \$20,000 or more. The data appears in the following order: taxpayer's name, address, amount of lien, type of lien (if available), book/page number, recording date. This information and additional liens are available on disk or via e-mail. For cost and more information, call 877-593-4157.

COLLIN

Addco Enterprises Inc., 1100 Bristlewood Drive, McKinney 75070, 5283,878, (Sales Excise & Use), Book/Page 2010/0849140, 08/16/10.**Charles T. Beitel Jr./Dianna E. Beitel Individually and Partners**, 1100 Bristlewood Drive, McKinney 75070, 5283,878, (Sales Excise & Use), Book/Page 2010/0849150, 08/16/10.**Enterprise Electric LLC**, 1300 Fort Negley Blvd., Nashville, Tenn. 37203, 5302,033, (Sales Excise & Use), Book/Page 2010/0849160, 08/16/10.**Millennium B&O Corp.**, 3103 S. Loop 12, Dallas 75216, 5140,754, (Sales Excise & Use), Book/Page 2010/0848130, 08/16/10.**Muhammad Aijaz/Imran Khan/Abdul Basit Butt Individually and Partners**, 3621 Frankford Road Apt. 514, Dallas 75287, 5236,301, (Sales Excise & Use), Book/Page 2010/0849170, 08/16/10.

DALLAS

Kalberto Inc., 4350 Maple Ave., Dallas 75219, 5610,289, (Mixed Beverage Gross Receipts), Book/Page 2010/0209887, 08/17/10.**Khalid K. Alfadi**, 2524 S. Lancaster Road, Dallas 75216, 5111,056, (Sales Excise & Use), Book/Page 2010/0209889, 08/17/10.**M&Z Brandt Engineering Co. LP**, P.O. Box 29559, Dallas 75229, 5130,468, (Direct Payment Sales Tax), Book/Page 2010/0212250, 08/19/10.**Millennium B&O Corp.**, 3103 S. Loop 12, Dallas 75216, 5140,754, (Sales Excise & Use), Book/Page 2010/0209883, 08/17/10.**Muhammad Aijaz/Imran Khan/Abdul Basit Butt as Individuals and Partners**, 3621 Frankford Road Apt. 514, Dallas 75287, 5236,301, (Sales Excise & Use), Book/Page 2010/0209892, 08/17/10.**Sunny E. Ikwuagwu**, 2215 Oates Drive, Dallas 75228, 571,528, (Sales Excise & Use), Book/Page 2010/0209888, 08/17/10.

DENTON

Enterprise Electric LLC, 1300 Fort Negley Blvd., Nashville, Tenn. 37203, 5302,033, (Sales Excise & Use), Book/Page 2010/80541, 08/17/10.**Muhammad Aijaz/Imran Khan/Abdul Basit Butt Individually and Partners**, 3621 Frankford Road Apt. 514, Dallas 75287, 5236,301, (Sales Excise & Use), Book/Page 2010/80544, 08/17/10.**Noble Business Inc.**, P.O. Box 1366, Colleyville 76034, 5486,442, (Sales Excise & Use), Book/Page 2010/80542, 08/17/10.**Robert Holly/Sadar Hoque Partners and Individually**, 10821 Composite Drive, Dallas 75220, 5281,706, (Sales Excise & Use), Book/Page 2010/80446, 08/16/10.

TARRANT

ABC Late Model Truck & Auto Parts Inc., 4111 E. Jefferson St., Grand Prairie 75051, 5290,475, (Limited Sales Excise and Use Tax), Book/Page D210210483, 08/30/10.**Best Mini Mart LLC**, P.O. Box 2429, Granbury 76048, 5699,428, (Limited Sales Excise and Use Tax), Book/Page D210213277, 09/01/10.**Min Maya K.C.**, 302 Brasher Lane, Euless 76040, 555,510, (Limited Sales Excise and Use Tax), Book/Page D210213284, 09/01/10.

RELEASES OF STATE TAX LIENS

The following businesses and individuals have been released from state tax liens against them. The

following relate to released liens of \$20,000 or more. This information and additional liens are available on disk or via e-mail. For cost and more information, call 877-593-4157.

COLLIN

Diallogic Inc., 1515 State Route 10 Suite 1, Parsippany, N.J. 07054, 528,860, (Franchise), Book/Page 2010/0862160, 08/18/10.

DALLAS

Hana & Eugene Investments Corp., 3629 Holmes St., Dallas 75215, 5293,083, (Sales Excise & Use), Book/Page 2010/0212262, 08/19/10.**Hoa V. Nguyen**, 760 Lillian Way, Los Angeles, Calif. 90038, 524,905, (filed in error), Book/Page 2010/0212235, 08/19/10.**Hyun S. Do/Seong Gyu Do individually and Partners**, 1205 Oakgrove Lane, Bedford 76021, 5135,916, (filed in error), Book/Page 2010/0212233, 08/19/10.

AFFIDAVITS OF MECHANIC'S LIENS

Mechanics liens are filed with the county clerk. Published are liens against businesses for \$20,000 or more. The data appears in the following order: subcontractor, contractor, amount of lien, owner of property, book/page number, recording date. This information and additional liens are available on disk or via e-mail. For cost and more information, call 877-593-4157.

DALLAS

Metro Mechanical Inc., Contractor: C2 Construction, 527,750, Owner: Caremark, on property at 750 W. John Carpenter Freeway Ninth Floor, Irving 75039-2500, Book/Page 2010/0207791, 08/13/10.**Red Ryder Services**, Contractor: Comark Building Systems Inc., 551,900, Owner: Grace Temple Baptist Church, on property at School of Liberal Arts and Science 831 W. 10th St., Dallas 75208-4912, Book/Page 2010/0207623, 08/13/10.**Metals USA Plates & Shapes Southcentral Inc.**, Contractor: Comark Building Systems Inc., 559,297, Owner: Grace Temple Baptist Church, on property at 831 W. 10th St., Dallas 75208-4912, Book/Page 2010/0211959, 08/18/10.**CSA Concrete Ltd.**, Contractor: E.E. Reed Construction LP, 575,235, Owner: PRG Hillcrest Northwest LP on property at 8501 Hillcrest Ave., Dallas 75225-4205, Book/Page 2010/0207790, 08/13/10.**Lindamood Corp. Co. Inc.**, Contractor: International Health Products Inc., 522,625, Owner: International Health Products Inc., on property at 14800 Landmark Blvd., Dallas 75254, Book/Page 2010/0207553, 08/13/10.**AC Elite Cooling and Heating LLC**, Contractor: Jim Hughes/C.H. Hayden Co., 552,412, Owner: Kayden Custom Homes, on property at 5804 Hudson St. Unit B, Dallas 75206, Book/Page 2010/0210650, 08/17/10.**Idaho Pacific Lumber Co. Inc.**, Contractor: Masa Homes LLC, 523,697, Owner: Riyaz Kahn, on property at 4624 Tangier St., Irving 75062, Book/Page 2010/0207574, 08/13/10.**Heath Chandler/Chandler Design Group**, Contractor: Matt England dba Planet Beach Contempo Spa, 541,000, Owner: Matt England dba Planet Beach Contempo Spa, on property at 2717 Howell St. Suite B, Dallas 75204-1105, Book/Page 2010/0210950, 08/17/10.**Southern Botanical Inc.**, Contractor: Sebastian Construction Group, 561,179, Owner: George B. Ryan and Amanda Sutton-Ryan, on property at 10430 Strait Lane, Dallas 75229, Book/Page 2010/0207724, 08/13/10.

DENTON

E&R Rubalcava Construction Inc., Contractor: Graham Hart Homes, 524,945, Owner: Graham Hart Ltd., on property at 1613 Daisy Lane, Flower Mound 75028-5147, Book/Page 2010/80414, 08/16/10.

TARRANT

Bill's Fence Co. Inc., Contractor: Aaron Ornamental Iron Inc., 529,660, Owner: RadioShack Corp., on property at 100 Terminal Road, Fort Worth 76161, Book/Page D210209905, 08/27/10.**J. National Service Center**, Contractor: Bent Country Ltd./Dick James and Associates Inc. et al., 595,652, Owner: Bent Country Ltd. et al., on property at 9001 N. Normandale St., Fort Worth 76116, Book/Page D210208302, 08/26/10.**J. National Service Center**, Contractor: Bent Country Ltd./Dick James and Associates Inc. et al., 595,652, Owner: Bent Country Ltd. et al., on property at 9001 N. Normandale St., Fort Worth 76116, Book/Page D210208303, 08/26/10.**I.C.I. Construction Inc.**, Contractor: Patrizio Holdings, 5207,202, Owner: Manor S&R Investment Co., on property at 2932 Crockett St., Fort Worth 76107, Book/Page D210205840, 08/24/10.**Tammy S. Provence**, Contractor: The Hat Lady Real Estate, 520,000, Owner: The Hat Lady Real Estate, on property at 5524 Safari Trail, Arlington 76018, Book/Page D210207444, 08/25/10.

SALES TAX PERMITS

These are businesses that have applied with the state of Texas for a sales tax permit. They include the following information: business name, address, ZIP code and type of business. This information also is available on disk or via e-mail and includes phone numbers. The e-mail version arrives one week earlier than the published version. For cost and more information, call 877-593-4157.

COLLIN

Brenda's Blessings, 301 N. Greenville Ave. Apt. 31, Allen 75002, advertising.**Advanced Mailing Systems**, Stephen Garvin, 825 Overland Drive, Lowry Crossing 75069, communications.**Finer Finishes**, William Nolte, 9 Country Ridge Road, Melissa 75454, contractors-painting/paper hanging.**La Marina Express**, Herminia Calderon, 410 S. McDonald St. Suite A, McKinney 75069, finance-banks/credit unions/checkbox cashing.**Flying Zackary Investments LLC**, 5432 Edgehollow Place, Dallas 75287, general contractors.**North Dallas Landscaping Co.**, Bradley Johnson, 2613 Hudson Crossing, McKinney 75070, landscape and tree maintenance.**Kathy's Kreations**, Catalina Castro, 3400 Custer Road Apt. 1045, Plano 75023, manufacturing-apparel.**Carol Andler Design**, 5101 Longwood Court, Plano 75093, manufacturing-apparel.**Imagination Signworks**, 405 Powerhouse Suite 502, McKinney 75071, manufacturing-miscellaneous.**Kodama USA LLC**, 6913 K Ave., Plano 75074, manufacturing-transportation vehicles.**Marlin Countertops LLC**, 6503 Camille Ave., Dallas 75252, metal mining.**Sci-Tech Discovery Center Inc.**, 8000 Dallas Parkway Suite 101, Frisco 75034, museums/art galleries/zoological gardens.**The Shops at Willow Bend**, 6121 W. Park Blvd., Suite B-214, Plano 75093, museums/art galleries/zoological gardens.**Agarwal Global Ventures LLC**, 7645 Jannegress Lane, Frisco 75035, nonclassifiable.**Nortex Controls**, 1926 Meandering Way, McKinney 75071, oil and gas extraction.**Interface Printers**, Kenneth Canada, 4540 Fremont Lane, Plano 75093, professional-consultants/public relations/management.**Cowboy Chicken**, 190 E. Stacy Road, Allen 75002, restaurants.**Soho Beer House**, 240 Legacy Drive Suite 308-J, Plano 75023, restaurants.**Chitos Mexican Restaurant**, 301 Legacy Drive, Plano 75023, restaurants.**Seasons 52 No. 4518**, 7300 Lone Star Drive Suite C-100, Plano 75024, restaurants.**Fox Sports Grill**, 5741 Legacy Drive, Plano 75024, restaurants.**Dodie's**, 3401 Preston Road Suite 1, Frisco 75034, restaurants.**Doorstep Chef LLC**, 4681 Ohio Drive Suite 103, Frisco 75035, restaurants.**In the Mix Bakery**, Dimitry Volfson, 811 N. Central Expressway Suite 2150, Plano 75075, restaurants.**Mama's Daughters' Diner Plano Inc.**, 6509 W. Park Blvd. Suite 400, Plano 75093, restaurants.**Chilos's**, 901 W. FM 544, Wylie 75098, restaurants.**New Sport Wings**, Vuong Tran, 17610 Midway Road Suite 108, Dallas 75287, restaurants.**Pizza Plaza**, Elias Aad, 300 W. Princeton Drive Suite 13, Princeton 75407, restaurants.**Terry L. Burr**, 3689 Heritage Trail, Celina 75009, retail stores.**All Must Go...2**, Harriett Martin, 8924 Paradise Drive, McKinney 75070, retail stores.**MYT**, Tatiana Lewis, 6304 Windcrest Drive Apt. 417, Plano 75024, retail-apparel and accessories.**Milena S.**, Gladys Carsel, 204 Devonshire Court, McKinney 75071, retail-apparel and accessories.**G-Brands**, 2220 Coit Road Suite 480-306, Plano 75075, retail-apparel and accessories.**Butterfield Farms**, Rebecca Butterfield, 1509 Valencia Drive, Plano 75074, retail-home furnishings/computer/stereos/video equipment.**Erin Stolpmann**, 5913 Fallsview Lane, Dallas 75252, retail-home furnishings/computer/stereos/video equipment.**Creating Elegance**, Sandra Dean, 1700 Gunnison Drive, Plano 75025, retail-miscellaneous.**Rossana Moore Frame Collection**, 9300 Big Foot Drive, Plano 75025, retail-miscellaneous.**Smooth Transitions LLC**, 10336 Quest Drive, Frisco 75035, retail-miscellaneous.**ServiceDeskResource.Com LLC**, 12128 Gonzales Drive, Frisco 75035, retail-miscellaneous.**Rossana Moore Frame Collection**, 1971 University Business Drive Suite 107, McKinney 75071, retail-miscellaneous.**Super Laundry City**, Jianbai Wang, 1120 E. Parker Road Suite 110, Plano 75074, retail-miscellaneous.**Advanced Power Software**, Ivan Chow, 4828 Bull Run Drive, Plano 75093, retail-miscellaneous.**Parkerhawn Vintage**,

Maxi-Tronic, 11939 Denton Drive, Dallas 75234, manufacturing-medical/photographic equipment.
Roby Industries, 11939 Denton Drive, Dallas 75234, manufacturing-medical/photographic equipment.
Alexander Plastics Inc., 11937 Denton Drive, Dallas 75234, manufacturing-tires/rubber products/plastic bottles.
Rainwater Studio, Janie Rainwater, 5635 SMU Blvd. Suite 103, Dallas 75206, manufacturing-transportation vehicles.
Josefola, Joseph Aina, 10570 Stone Canyon Road Apt. 254, Dallas 75230, manufacturing-transportation vehicles.
Stonewall Jackson PTA, 5828 E. Mockingbird Lane, Dallas 75206, membership organizations.
Mayfield Services, Willie Mayfield, 406 Rolando Drive, Garland 75040, pet boarding/grooming.
Ro'Dale, 200 Lamar Court, Irving 75038, printing and publishing.
Elegant Print, Alejandra Carrillo, 9334 E. R.L. Thornton Freeway, Dallas 75228, printing and publishing.
Caswell Zachary Grizzard LLC, 6301 Gaston Ave. Suite 715, Dallas 75214, professional-consultants/public relations/management.
Favored Investments (Residential & Commercial), Lusanne Prather, 1369 N. Hampton Road Apt. 94, Desoto 75115, real estate-agents/appraisers/property management/title companies.
GSM Investments, 8687 N. Central Expressway Suite 2252, Dallas 75225, real estate-agents/appraisers/property management/title companies.
Sankofa Art's Cafe, 4021 Belt Line Road Suite 109, Addison 75001, restaurants.
Fred's Downtown Philly, Frederick Walker, 2521 N. Josey Lane Suite 200, Carrollton 75006, restaurants.
Lai Qila, 2625 Old Denton Road Suite 590, Carrollton 75007, restaurants.
Matt's Rancho Martinez, 5085 N. President George Bush Highway, Garland 75040, restaurants.
Plucky's Chicken, 830 Belt Line Road, Garland 75040, restaurants.
Burger Island No. 3, Kaveer Grayapershad, 1529 W. Buckingham Road Suite 1, Garland 75042, restaurants.
Horns Food & Beverage LLC, 4413 W. Walnut St. Suite 419, Garland 75042, restaurants.
Little Caesars Pizza No. 1617-005, 1050 N. Carrier Parkway, Grand Prairie 75050, restaurants.
Texan Chicken, Wamiq Rahu, 1911 Esters Road, Irving 75061, restaurants.
Shuravi Indian Cafe, 2403-A.W. Airport Freeway, Irving 75062, restaurants.
Bon Appetit, 4800 Regent Blvd., Irving 75063, restaurants.
Truly August Events, Ashley Henderson, 1140 Rosemont Drive, Desoto 75115, restaurants.
Alice M. Sharper, 2400 Bolton Boone Drive Apt. 7112, Desoto 75115, restaurants.
Wings N' Rings, Byron Atkins, 438 E. Wheatland Road, Duncanville 75116, restaurants.
Wellpooy LLC, 301 First St. Apt. 226, Wilmer 75172, restaurants.
Tidy Beverage, 1530 Main St., Dallas 75201, restaurants.
Tootsie's Cafe, 400 N. Saint Paul St. Suite 130, Dallas 75201, restaurants.
International Cuisine Catering, Michael Haggerty, 2754 N. Stemmons Freeway, Dallas 75207, restaurants.
Avellaneda's Foods, 5522 Columbia Ave., Dallas 75214, restaurants.
Aqui Me Quedo, Fernando Tapia, 7840 Lake June Road, Dallas 75217, restaurants.
Greek to All, Essam Elgamaal, 10440 N. Central Expressway Suite 200, Dallas 75231, restaurants.
Denny's No. 8607, 7425 Bonnie View Road, Dallas 75241, restaurants.
ISTA Investments Group LLC, 14115 Coit Road, Dallas 75254, restaurants.
AZZ Wireless, 3630 Saturn Road, Garland 75041, retail stores.
Oscar Hernandez, 510 King Lane, Garland 75042, retail stores.
Alsacino, Alexander Ramirez, 1140 Winston, Irving 75060, retail stores.
Ernie's Entertainment, Ernest Ebanks, 210 Ouida Road, Irving 75061, retail stores.
S and C Gift Shop, Binod Mishra, 4600 W. Airport Freeway, Irving 75062, retail stores.
BJ's Enterprises, Byron Summerfield, 1922 Pin Oak Lane, Lancaster 75146, retail stores.
Family Dollar Stores of Texas No. 08159, 4025 Pioneer Road, Balch Springs 75180, retail stores.
The Lil' Store, Manuela Hernandez, 1102 N. Zang Blvd., Dallas 75203, retail stores.
Dancing Angels LLC, 8409 Pickwick Lane, University Park 75225, retail stores.
Bayles Elementary School PTA, 2444 Telegraph Ave., Dallas 75228, retail stores.
New Line Marketing Concepts Inc., 14990 Landmark Blvd. Suite 200, Addison 75254, retail stores.
Hi Step Shoes & Accessories, Carol Babers, 1230 High Country Drive, Garland 75041, retail-apparel and accessories.
Baubles and Bees, Debra Lambert, 3010 Penshire Place, Garland 75044, retail-apparel and accessories.
Purple Dot Discount Store, Lorena Williamson, 9806 Waterview Parkway, Rowlett 75089, retail-apparel and accessories.
Extreme Fan Devotion LLC, 1905 Clifton Drive, Mesquite 75149, retail-apparel and accessories.
Hell Bent for Leather, Stephanie Davidson, 816 Bluebonnet Lane, Mesquite 75149, retail-apparel and accessories.
Ana Pettus LLC, 4220 Windsor Parkway, University Park 75205, retail-apparel and accessories.
Freely Forever, Bargene Galvis, 6202 Mercedes Ave., Dallas 75214, retail-apparel and accessories.
Pat's Accessories, Patricia Proctor, 5151 Village Fair Drive Apt. 16209, Dallas 75224, retail-apparel and accessories.
Tops Fashion, Ghareeb Abunijeh, 4515 Village Fair Drive No. A-51, Dallas 75224, retail-apparel and accessories.
Mely's Brindal, Amelia Aleman, 6211 Parkdale Drive, Dallas 75227, retail-apparel and accessories.
Alfred Sebastian Designs, Billye Smith, 3214 W. Camp Wisdom Road, Dallas 75237, retail-apparel and accessories.
Creations Couture, Corey Robinson, 10075 Royal Lane Apt. 1032, Dallas 75238, retail-apparel and accessories.
Boujje's Fashions, Sherece Scott, 8204 Elmbrook Drive Suite 390, Dallas 75247, retail-apparel and accessories.
Peter's Auto Sales, Pedro Barboza, 1812 Crest View Drive, Carrollton 75006, retail-auto/gasoline stations.

C&K Auto Sales, Xenia Mejia, 218 E. State St., Garland 75040, retail-auto/gasoline stations.
Star Auto Group, Rigoberto Duarte, 2324 E. Main St., Grand Prairie 75050, retail-auto/gasoline stations.
Paul's & Son Motors, Paulino Ruelas, 429 Buena Drive, Grand Prairie 75052, retail-auto/gasoline stations.
FV Auto Sales, Jose Ventura, 527 E. Irving Blvd., Irving 75060, retail-auto/gasoline stations.
Juan's Auto Shop, 618 E. Irving Blvd. No. B, Irving 75060, retail-auto/gasoline stations.
Road Star Car Care Sales, John Joseph, 1010 Katy St., Lancaster 75146, retail-auto/gasoline stations.
Terket Auto, Adetayo Ketiku, 2504 Crystal Falls Drive, Mesquite 75181, retail-auto/gasoline stations.
Champion International, 2912 Barge Lane, Dallas 75212, retail-auto/gasoline stations.
Tay's Motors, Taiwo Aniyede, 10106 Technology Blvd. W. Apt. 822, Dallas 75220, retail-auto/gasoline stations.
AND Auto Sales, Daniel Rodriguez, 4805 E. Grand Ave., Dallas 75223, retail-auto/gasoline stations.
Best Select Auto Group LLC, 11434 N. Stemmons Freeway Suite 101, Dallas 75229, retail-auto/gasoline stations.
Ade Adebisi Motors, 2639 Walnut Hill Lane Suite 160-C, Dallas 75229, retail-auto/gasoline stations.
Namotors, Chukwuemeka Nnaji, 8303 Skillman St. Apt. 209, Dallas 75231, retail-auto/gasoline stations.
Diego Mart & Grill, 11930 Lake June Road, Balch Springs 75180, retail-food.
Lady's Choice Private Club, Jose Ruiz, 3022 W. Davis St., Dallas 75211, retail-food.
Blue Home, Juan Madrigal, 2307 N. Carroll Ave., Dallas 75204, retail-home furnishings/computer/stereos/video equipment.
INI Photographics, Jerri Wells, 14232 Marsh Lane No. 113, Addison 75001, retail-miscellaneous.
Digi-Go, Alex Zeng, 712 Hillcrest Drive, Garland 75040, retail-miscellaneous.
Dishman Enterprises LLC, 5104 Finnhorse Drive, Grand Prairie 75052, retail-miscellaneous.
Aunt Bea's Antiques, Beatrice Flores, 800 Al Piano Court, Irving 75060, retail-miscellaneous.
Run Tings Entertainment, Jerri Wells, 901 Midway Drive, Richardson 75081, retail-miscellaneous.
Mrs. Margaret Bryan, 3701 Turtle Creek Blvd. Apt. 11-H, Dallas 75219, retail-miscellaneous.
Heirloom Lamps, Susan Williams, 9334 Hathaway St., Dallas 75220, retail-miscellaneous.
Revamp, Victor Galvan, 11722 Marsh Lane, Dallas 75229, retail-miscellaneous.
Jin-Wei Tioh, 5881 Preston View Blvd. Apt. 221, Dallas 75240, retail-miscellaneous.
Ben's Auto Repair, Benjamin Monzon, 1309 S. Broadway St., Carrollton 75006, service-auto repairs/parking.
PF Automotive No. 2, 1564 W. Buckingham Road, Garland 75042, service-auto repairs/parking.
Flores Towing, Maria Flores, 1825 Parkside Ave., Irving 75061, service-auto repairs/parking.
Victors Auto Service Center, Domingo Manrique, 10660 Wireway Drive Suite 201, Dallas 75220, service-auto repairs/parking.
Euro Forte LLC, 2131 Butler St., Dallas 75235, service-auto repairs/parking.
Security Assurance Systems Inc., 1611 N. I-H 35E Suite 410, Carrollton 75006, service-business.
Thread Artistry, Elena Duckett, 1620 Marquette Drive, Richardson 75081, service-business.
Designs by Deb, Deborah Bergs, 5405 Edgewater Circle, Rowlett 75088, service-business.
5 Star Security Services Inc., 9722 Glenshee Drive, Rowlett 75089, service-business.
Coffey Turrentine Designs, Patricia Turrentine, 4440 McFarlin Blvd., University Park 75205, service-business.
A Feathered Nest, Robin Lowery, 6844 Northridge Drive, Dallas 75214, service-business.
Arclight International, James Bridges, 3111 Welborn St. Apt. 1308, Dallas 75219, service-business.
Daniel Sneed Designs, 3039 Newcastle Drive, Dallas 75220, service-business.
Twelve Twenty Photography, Cassie Henley, 10146 Shadyview Drive, Dallas 75238, service-business.
Hillcrest Davidson and Associates LLC, 850 N. Dorothy Drive Suite 512, Richardson 75081, service-collection agencies.
Ferrata Solutions LLC, 222 Las Colinas Blvd. W. Suite 1650, Irving 75039, service-computer programming/data processing.
Propertyview Solutions, 6370 Lyndon B. Johnson Freeway Suite 177, Dallas 75240, service-computer programming/data processing.
Soft Moments, Sedellia Alsharki, 16951 Addison Road Apt. 1507, Addison 75001, service-entertainment.
Glass and Ogilvy, 17194 Preston Road Suite 102-224, Dallas 75248, service-entertainment.
Fun on the Go, Darrell Young, 217 Birchwood Lane, Cedar Hill 75104, service-equipment rental.
TRS Home Furnishings, 229 E. FM 1382, Cedar Hill 75104, service-equipment rental.
TRS Home Furnishings, 4351 DFW Turnpike Suite 300, Dallas 75211, service-equipment rental.
Shaye's Decorations, Jose Rojas, 3819 Durango Drive, Dallas 75220, service-equipment rental.
TRS Home Furnishings, 2984 W. Wheatland Road, Dallas 75237, service-equipment rental.
TRS Home Furnishings, 11250 N. Central Expressway, Dallas 75243, service-equipment rental.
Natural Moments by Linda Chelle, Angelina Akers, 4500 Sojourn Drive Apt. 1808, Addison 75001, service-mailing/reproduction/secretarial.
Don Prince Design, Donald Prince, 2511 Sunset Ave., Dallas 75211, service-mailing/reproduction/secretarial.
Netpac Systems LLC, 2340 E. Trinity Mills Road Suite 300, Carrollton 75006, service-miscellaneous repairs.
Authorized Commercial Tech Inc., 2018 Wall St. Suite 600, Garland 75041, service-miscellaneous repairs.
Tom Durbin AC & Mechanical, Thomas Durbin, 6018 Lakecrest Drive, Garland 75043, service-miscellaneous repairs.
Great Clips, 6333 E. Mockingbird Lane Suite 145, Dallas 75214, service-personal.

Pitney Photography, Jack Pitney, 2229 Flat Creek Drive, Richardson 75080, service-photography.
Jesse Rodriguez Photography, 3103 E. Latta Circle, Dallas 75227, service-photography.
C.J. Bodwin Photography, Mechelle Bodwin, 148 Cliff Heights Circle, Dallas 75241, service-photography.
Thalia Salon, Jesus Martinez, 3465 W. Walnut St. Suite 215, Garland 75042, service-salon.
America's Hair Salon, 820 W. Shady Grove Road, Irving 75060, service-salon.
Allure Hair Studio, Najma Abbasi, 540 Silver Maple Drive, Irving 75063, service-salon.
Joy of Waxing LLC, 3622 Fairmount St., Dallas 75219, service-salon.
Dynamo Tank LLC, 705 Laguna Drive, Richardson 75080, service-video production and rentals/theaters.
Frameline Post, Edwin Harris, 1900 Hi Line Drive Apt. 123, Dallas 75207, service-video production and rentals/theaters.
Mayra's Miselaneus, Maria Rodriguez, 913 W. Jefferson Blvd., Dallas 75208, service-video production and rentals/theaters.
Proactive Pest Services & Supplies, Annette Cantrell, 100 N. Highway 67, Cedar Hill 75104, services-electric/gas/refuse/sprinkler systems.
Heli One American Support LLC, 16415 Addison Road, Addison 75001, transportation-airlines/helicopters.
We All We Got, Anthony Jackson, 1551 N. State Highway 161, Grand Prairie 75050, transportation-airlines/helicopters.
Lightning Cleaning & Organization Inc., 1509 Cade Court, Mesquite 75149, transportation-airlines/helicopters.
Matlock Cleaning, Jason Matlock, 4314 Montie St., Dallas 75210, transportation-airlines/helicopters.
Elite Furniture Repair Service, Shamir Dzhavadov, 10875 Shady Trail, Dallas 75220, transportation-airlines/helicopters.
Roberto Antonio Contreras, 5840 Spring Valley Road Apt. 1905, Dallas 75254, transportation-airlines/helicopters.
Knightline Trucking, Wendell Ferrell, 2460 Talco Drive, Dallas 75241, transportation-trucking/courier.
Keep It Klassy Boutique Inc., 6246 Broadway Blvd., Garland 75043, wholesale-apparel.
Texas T, Josephine Zapata, 4110 Travis St. Apt. D, Dallas 75204, wholesale-apparel.
Christian Louboutin LLC, 27 Highland Park Village, Highland Park 75205, wholesale-apparel.
Relativity Outdoors LLC, 5331 E. Mockingbird Lane Suite 170, Dallas 75206, wholesale-apparel.
FITS Foot and Urban Wear, 2310 Martin Luther King Jr. Blvd. Suite 102, Dallas 75215, wholesale-apparel.
Dallaterra Inc., 10222 Midway Road, Dallas 75229, wholesale-apparel.
CG Clothing Store, Christopher Greer, 13331 Preston Road, Dallas 75240, wholesale-apparel.
SH Auto Accessories and Parts, Saul Hernandez, 735 N. Westmoreland Road, Dallas 75211, wholesale-autos and parts.
Allens Texas Motorcars, 2607 Vinson St., Dallas 75212, wholesale-autos and parts.
Heights Beer and Wine, 1550 E. Irving Blvd., Irving 75060, wholesale-beer/wine.
North American Supply Co., Bennett Tett, 3818 Pickett Place, Garland 75044, wholesale-commercial equipment.
Bath Junkie Inc., 6829 Snider Plaza, University Park 75205, wholesale-commercial equipment.
Prime Seats, Phillip Williams, 6445 Love Drive Apt. 1015, Irving 75039, wholesale-durable goods.
Sensational Entertainment, Gia Ashford, 4425 Bucknell Drive, Garland 75042, wholesale-durable goods.
Cross My Heart Designs-Amber Broshans, 4005 Whiterock Trail, Garland 75043, wholesale-durable goods.
DonWhite.US, Donald White, 6417 Green Valley Drive, Garland 75043, wholesale-durable goods.
Willy's Place, Guillermo Hernandez, 3422 Latham Drive, Garland 75044, wholesale-durable goods.
Kabela's Tech, Jimmy Kadima, 113 1/2 E. Main St., Grand Prairie 75050, wholesale-durable goods.
Hazelnet, Kristi Tips, 414 James St., Cedar Hill 75104, wholesale-durable goods.
Goodfoot Records, Cassandra Jessie, 982 Wood Creek Drive, Cedar Hill 75104, wholesale-durable goods.
The Bag Lady, Patricia McGaha, 1015 Bow Creek Drive, Duncanville 75116, wholesale-durable goods.
The Fragrance Boutique, Cynthia Jenkins, 955 Magnolia Lane, Lancaster 75146, wholesale-durable goods.
Yuma Candles, Mary Hankins, 922 Morrison Drive, Mesquite 75150, wholesale-durable goods.
The Lone Star Shipping Co., 6611 Hillcrest Ave., University Park 75205, wholesale-durable goods.
Reppotted Garden Solutions Inc., 700 W. Davis St., Dallas 75208, wholesale-durable goods.
Emcor Facilities Services Inc., 5301 S. Second Ave., Dallas 75210, wholesale-durable goods.
Emcor Facilities Services Inc., 1359 N. Walton Walker Blvd., Dallas 75211, wholesale-durable goods.
Halloween City, 3911 Lemmon Ave., Dallas 75219, wholesale-durable goods.
Imperial Art Print, William Ortega, 10859 Shady Trail Suite 105, Dallas 75220, wholesale-durable goods.
JA Distribution, Jesus Acosta, 10743 Cromwell Drive, Dallas 75229, wholesale-durable goods.
Emcor Facilities Services Inc., 8835 S. Central Expressway, Dallas 75241, wholesale-durable goods.
Eclectic Web Venue, Larry Wood, 4022 Parkside Center Blvd., Farmers Branch 75244, wholesale-durable goods.
PK's Cell Phone and Accessories, Paul Kimbrough, 2610 Lakehill Lane Apt. 18-B, Carrollton 75006, wholesale-electrical equipment.
Uni Wireless Inc., 1515 S. Buckner Blvd., Dallas 75217, wholesale-electrical equipment.
Sorto Furniture, Luis Sorto, 2918 S. Jupiter Road Suite 3085, Garland 75041, wholesale-furniture.
Rugsmart, 11029 Harry Hines Blvd. Suite C-101, Dallas 75229, wholesale-furniture.
SDF Equipment Solutions, Stanley Funkhouser, 2517 Neal Drive, Garland 75040, wholesale-groceries.
La Ranchera Supermarket No. 4, 3160 Saturn Road Suite 202, Garland 75041, wholesale-groceries.

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Bobbie C's, 1629 Jackson St., Grand Prairie 75051, wholesale-groceries.

Dreams of Isis, Apryl Green, 622 Ridgcrest Drive, Irving 75060, wholesale-groceries.

Dulceria La Abuelita, Olga Rodriguez, 2800 W. Irving Blvd. Suite A-111, Irving 75061, wholesale-groceries.

House of 808 LLC, 316 Tampico St., Irving 75062, wholesale-groceries.

Communication Purchasing Solutions, Patrick Simmons, 1700 Pacific Ave. Suite 1020, Dallas 75201, wholesale-groceries.

Spink Shreves Galleries, 3100 Monticello Ave. Suite 980, Dallas 75205, wholesale-groceries.

House Flavis, Robert Barlow, 2700 Grand Ave. Apt. 104, Dallas 75215, wholesale-groceries.

Okon Services LLC, 5901 S. Lamar St., Dallas 75215, wholesale-groceries.

Social Savvity, Kate Dorff, 10905 Sinclair Ave., Dallas 75218, wholesale-groceries.

Designs by Dez, Desiree Eaton, 946 N. Buckner Blvd., Dallas 75218, wholesale-groceries.

Luna Mart, 2647 W. Northwest Highway, Dallas 75220, wholesale-groceries.

Paul Minze Jewelry and Accessories, 7200 N. Stemmons Freeway Apt. 1504, Dallas 75247, wholesale-groceries.

G.I.I. Inc., 14990 Landmark Blvd. Suite 200, Addison 75254, wholesale-groceries.

Texas Inc., 5215 N. O'Connor Blvd. Suite 630, Irving 75039, wholesale-lumber/construction materials.

Rock Star Materials, Farrah Cargile, 2728 McKinnon St. Apt. 402, Dallas 75201, wholesale-lumber/construction materials.

Eyecandydy, Shannon Bivins, 1209 Holly Hill Drive, Grand Prairie 75052, wholesale-non-durable goods.

Gifts Unique, Dianne Waters, 1413 Yardley Place, Desoto 75115, wholesale-non-durable goods.

Botanica Oyamelí, Teresa Blanco, 7928 Lake June Road, Dallas 75217, wholesale-non-durable goods.

'Something Out of Nothing', Charletta Greene, 10522 Royalwood Drive, Dallas 75238, wholesale-non-durable goods.

Benno's Buttons, 1334 Inwood Road, Dallas 75247, wholesale-non-durable goods.

DENTON

Barefoot Pools of Texas LLC, 6632 Woodland Hills Lane, Plano 75024, contractors-excavation/swimming pools/signs & drapery install.

Alfa Roofing and Construction LLC, 101 S. Railroad St. Suite C-3, Lewisville 75057, contractors-roofing/siding.

McClain's Handyman Service, Patrick McClain, 4204 Creek Hill Lane, Corinth 76208, general contractors.

Rapid Stitch & Ink Inc., 800 S. Locust St., Denton 76201, manufacturing-apparel.

Ship Shop Boat and Dock Management, Scott Guenther, 4713 Strickland Ave., The Colony 75056, manufacturing-transportation vehicles.

Rosa's Cafe & Tortilla Factory No. 34, 4710 State Highway 121, Lewisville 75056, restaurants.

Rosa's Cafe No. 34, 4710 State Highway 121, Lewisville 75056, restaurants.

Papa John's Pizza, 4300 Main St. Suite 100, The Colony 75056, restaurants.

Main St. Cafe, Genaro Rojas, 231 E. Main St., Lewisville 75057, restaurants.

Angelina's Mexican Restaurant, 1396 W. Main St., Lewisville 75067, restaurants.

Pizza Hut No. 316515, 5017 Teasley Lane, Denton 76210, restaurants.

Krum Diner, Nadia Rojas, 145 W. McCart St., Krum 76249, restaurants.

Copeland Concepts, Ronald Copeland, 260 Oak Dell Way, Flower Mound 75022, retail stores.

Couture Deux, Meredith Witte, 5816 Bentley Lane, The Colony 75056, retail-apparel and accessories.

I'am Designs by Lalah, Lashantell Williams, 3939 Rosemeade Parkway Apt. 7202, Dallas 75287, retail-apparel and accessories.

Circle 77, Christina Shoto, 225 W. Oak St., Denton 76201, retail-apparel and accessories.

Av Fashion, Avry Minor, 5301 E. McKinney St., Traylor 464, Denton 76208, retail-apparel and accessories.

Just Because & Accessories, Kynnda Carder, 210 Surveyors Road, Krugerville 76227, retail-apparel and accessories.

Yogurteria, Hemali Thakkar, 3851 Long Prairie Road Suite 190, Flower Mound 75028, retail-food.

When Pigs Fly-A Curious Little Shop, 2201 S. IH 35 E. Suite 111C, Denton 76205, retail-home furnishings/computer/stereos/video equipment.

Monterrey Tacos and More, Jesus La Rosa, 1721 E. Frankford Road Apt. 312, Carrollton 75007, retail-miscellaneous.

Abby's Processing, Mary Kroma, 1810 E. Peters Colony Road Apt. 5702, Carrollton 75007, retail-miscellaneous.

The Strumptets Tentacle, Courtney Jankowski, 9624 Ironwood Drive, Frisco 75034, retail-miscellaneous.

Total Concepts of Texas, Bryan Bailey, 696 Surf St., Lewisville 75067, retail-miscellaneous.

Jhon E. Cash Currency Coins & Collectables Ltd., 2804 Woodlake Court, Highland Village 75077, retail-miscellaneous.

Auction Ocean, Beverly Weitekamp, 334 Catlin Circle, Highland Village 75077, retail-miscellaneous.

Dog Daze, Karen Robinson, 2712 Whetstone Drive, Corinth 76210, retail-miscellaneous.

Gibson Trading Co., Aaron Gibson, 1005 Live Oak Drive, Little Elm 76227, retail-miscellaneous.

Taylored Graphics & Apparel, Kyle Taylor, 548 Stoney Acres, Ponder 76259, retail-miscellaneous.

Megalife Ministries, Charles Renz, 10427 Field Lark Lane, Sanger 76266, retail-miscellaneous.

Digi Sport Performance, Brian Hague, 110-A Rose Lane Suite 104, Hackberry 75034, service-auto repairs/parking.

Design to Fit, Kristy McCorkle, 301 Highland Lake Drive, Highland Village 75077, service-business.

Caterwall Studios LLC, 2405 Lilyfield Drive, Trophy Club 76262, service-business.

RJF Investigative Services, 99 Trophy Club Drive, Trophy Club 76262, service-business.

Adpprogramming LLC, 2411 S. IH 35 E. Apt. 513, Denton 76210, service-computer programming/data processing.

Old American Golf, 1001 Lebanon Road, The Colony 75056, service-entertainment.

DFW Event Rentals, Christina Reyes, 3511 Luallen Drive, Carrollton 75007, service-equipment rental.

Kwik Spin Laundry, Oanh Phan, 3030 N. Josey Lane Suite 107, Carrollton 75007, service-laundry/dry cleaning/alterations.

Optima, 3010 Lakeside Drive, Highland Village 75077, service-mailing/reproduction/secretarial.

Cad Cut Inc., 2300 I-H 35 W., Denton 76207, service-personal.

CD Imaging and Photography, Lenee Edwards, 2722 Cactus Trail, Frisco 75034, service-photography.

Pink Family Portraits, Elsa Vasquez, 3305 Highpoint Drive, Denton 76210, service-photography.

Kimberly King, 1920 Lansdown Drive, Carrollton 75010, service-salon.

House of Hair, Yolanda Harper, 6245 Morning Star Drive, The Colony 75056, service-salon.

TKO LP, 1081 W. Main St. Suite 107, Lewisville 75067, service-salon.

Heavenly Spa, Ashley Nguyen, 3606 S. I-H 35 E. Suite 160, Denton 76210, service-salon.

Frank's Glass and Furniture Polishing, Robert Hawkins, 5700 Arbor Hills Way Apt. 314, The Colony 75056, transportation-airlines/helicopters.

Reggie Moultrie Inc., 5009 Mystic Hollow Court, Flower Mound 75028, transportation-boats.

Llano Logistics LP, 200 Freedom Drive, Roanoke 76262, transportation-trucking/courier.

Bartonville Veterinary Center, 3220 FM 407 E., Bartonville 76226, veterinarians.

Giggling Girlfriends, Kellie Stubbs, 12154 Red Hawk Drive, Frisco 75034, wholesale-apparel.

Mikeo Used Clothing, Michael Ortiz, 350 E. Vista Ridge Mall Drive Apt. 631, Lewisville 75067, wholesale-apparel.

Personalized Attitude LLC, 1412 Candler Drive, Prosper 75078, wholesale-apparel.

Freddie Cuevas, 1100 Palmwood Place Apt. 4, Denton 76209, wholesale-apparel.

Trilogy Tees, Carlos Polanco, 5900 English Manor Road, Denton 76210, wholesale-apparel.

GSS Speedshop, Louis Sprehe, 1441 Patton Place Suite 167, Carrollton 75007, wholesale-autos and parts.

Mill St. Tire, 102 N. Mill St., Lewisville 75057, wholesale-autos and parts.

Wine2, Brook Ray, 110 W. Oak St. Suite A, Denton 76201, wholesale-beer/wine.

Sigma Solutions Inc., 5908 Stone Creek Drive Suite 10000, The Colony 75056, wholesale-commercial equipment.

Pat Medical Supplies, 982 N. Garden Ridge Blvd. Suite 220, Lewisville 75077, wholesale-commercial equipment.

Emma Diaz-Cerrato, 4300 Main St. Suite 600, The Colony 75056, wholesale-durable goods.

Old Town Hobby Shoppe, Brent Groff, 2200 Post Oak Court, Corinth 76210, wholesale-durable goods.

The Wetherill Co., 3313 Diamond Point Drive, Flower Mound 75022, wholesale-groceries.

Magnificents by Monica, 716 W. Oak St., Denton 76201, wholesale-groceries.

Scott's Nursery and Stone, 5246 Highway 377 No. 7, Krugerville 76227, wholesale-non-durable goods.

TARRANT

Stockyards Plastics LLC, 2108 Exchange Drive, Arlington 76011, contractors-carpentry/flooring.

Access Green Power Inc., 2412 Bluffview Court, Arlington 76011, contractors-concrete.

ConnectedU, David Atkinson, 1803 W. Wall St., Grapevine 76051, contractors-concrete.

Masterturf Products and Service Inc., 8456 Emerald Circle, North Richland Hills 76180, contractors-concrete.

Grable & Son Concrete & Masonry, Larry Grable, 1565 Nightingale Circle, Keller 76262, contractors-drywall/masonry.

Anchor Electric, 8001 Valcasi Drive, Arlington 76001, contractors-heating/plumbing/mechanical.

Arlington Plumbing Surgeon, William Sides, 714 Lombardy Lane, Arlington 76013, contractors-heating/plumbing/mechanical.

Brother's Co. for A/C Cooling & Heating & Electric, Muwafaq Mahmood, 4133 S.W. Loop 820 Apt. 813, Fort Worth 76132, contractors-heating/plumbing/mechanical.

Pickle's Painting & Design, Amy Pickle, 1101 Bedford Road Suite A, Bedford 76022, contractors-painting/paper hanging.

Lower All My Bills Companies LLC, 2100 N. State Highway 360 Suite 2107, Grand Prairie 75050, contractors-roofing/siding.

Quality Roofing & Cotters, Irma Botello, 2229 Shady Meadow Drive, Bedford 76021, contractors-roofing/siding.

Roberts Reading Center, Geoffrey Roberts, 5725 E. Lancaster Ave., Fort Worth 76112, educational services.

Pigeon Control, Ricky Morgeson, 1321 Woodway Drive, Hurst 76053, fishing and hunting.

Milestone Commercial & Design LLC, 2415 Summer Court, Arlington 76001, general contractors.

Do It Right Do It 4 Less, Steven Erickson, 4550 Sunswep Court, Fort Worth 76137, general contractors.

TBA Insurance Group Ltd., 1900 L. Don Dodson Drive, Bedford 76021, insurance agents/adjusters.

Vscapes LLC, 307 W. Seventh St. Suite 905, Fort Worth 76102, landscape and tree maintenance.

Slam Dat Entertainment, Lance McFarland, 5130 Ramey Ave., Fort Worth 76105, manufacturing-apparel.

Claudia's Cakes, 4311 W. Pipeline Road, Euless 76040, manufacturing-bakery.

Lillian Duba's Custom Cakes, Brandi Fisher, 5516 Waltham Ave., Fort Worth 76113, manufacturing-bakery.

KL5 Enterprises Inc., 5251 Mark IV Parkway, Fort Worth 76106, manufacturing-commercial machinery.

KAM Marketing, Ashlee Massie, 13329 Austin Stone Drive, Fort Worth 76052, manufacturing-fruits/vegetables.

Habit Glassworks, Justin Nikles, 5805 Bertha Lane, Haltom City 76117, manufacturing-glass and clay products.

Chisros, Christine Soehn, 1807 Lake Glen Trail, Mansfield 76063, manufacturing-leather products.

P4X Inc., 1000 Post N' Paddock St. Suite 302, Grand Prairie 75050, manufacturing-lumber/wood products.

Therm-Ell Manufacturing Inc., 1200 Commercial Blvd. S. Suite 102, Arlington 76001, manufacturing-lumber/wood products.

Medical Alliance Services, 2668 Pinehurst Drive, Grapevine 76051, manufacturing-lumber/wood products.

Pavel Musical Instruments LLC, 2515 Weaver St. Suite F, Haltom City 76117, manufacturing-miscellaneous.

Spinnerbaker, Julian Baker, 546 Mast Court, Crowley 76036, manufacturing-tires/rubber products/plastic bottles.

Computer Troubleshooter of West Arlington, 1024 N. Davis Drive, Arlington 76012, manufacturing-transportation vehicles.

Austin's Irrigation, 1812 Glen Wood Drive, Grapevine 76051, metal mining.

Praiseworthy Pups, 5970 Park Vista Circle Suite 100, Fort Worth 76244, pet boarding/grooming.

Circle 1 Publishing LLC, 6900 Milam Lane, Arlington 76002, printing and publishing.

Bankam Printing, Frederick Adegoke, 2357 S. Collins St., Arlington 76014, printing and publishing.

Sodexho, 5015 E. Lancaster Ave., Fort Worth 76103, professional-consultants/public relations/management.

Studio7, Daniel Lee, 6567 Darwood Ave., Fort Worth 76116, professional-consultants/public relations/management.

Tomac Productions, Jennifer Bryden, 7532 David Drive, North Richland Hills 76180, professional-consultants/public relations/management.

DSH Global LLC, 8953 Kingston Court, North Richland Hills 76182, professional-consultants/public relations/management.

Alamo Title Co., 220 Westway Place Suite 100, Arlington 76018, real estate-agents/appraisers/property management/title companies.

WJR Management Inc., 9675 Camp Bowie West Blvd., Fort Worth 76116, real estate-agents/appraisers/property management/title companies.

Homes in Sync, Leslie Bengle, 1517 Silverleaf Drive, Keller 76248, real estate-agents/appraisers/property management/title companies.

La Chiripa, 1127 E. Abram St., Arlington 76010, restaurants.

Little Caesar's Pizza, 1603 E. Lamar Blvd. No. 120, Arlington 76011, restaurants.

Vito's Ristorante Italiano, 2234 W. Park Row Drive Suite G, Pantego 76013, restaurants.

Bon Appetite Catering Services, Darryl Mason, 800 Custer St., Arlington 76014, restaurants.

La Dolce Cakeball, 216 Warbler Court, Bedford 76021, restaurants.

The Olive Garden Italian Restaurant No. 1870, 231 North St., Mansfield 76063, restaurants.

Family Rosas Catering, Rebecca Rosas, 3436 Avenue D, Fort Worth 76105, restaurants.

Taqueria Eva's, 3401 N. Main St., Fort Worth 76106, restaurants.

Zoe's Kitchen, 1601 S. University Drive, Fort Worth 76107, restaurants.

Subway, 1664 S. University Drive Suite D, Fort Worth 76107, restaurants.

Pizza Inn Inc., 1905 Eighth Ave., Fort Worth 76110, restaurants.

Chick-Fil-A at Hulen Mall, 4800 S. Hulen St. Suite 2102, Fort Worth 76132, restaurants.

Pizza Inn Inc., 4833 S. Hulen St. Suite 131, Fort Worth 76132, restaurants.

Westcrest Market/Sweet Home Chicago, Victor Linzy, 5829 Westcrest Drive, Fort Worth 76133, restaurants.

JC Donut, Bunleng Sor, 7630 N. Beach St. Suite 110, Fort Worth 76137, restaurants.

Zoe's Kitchen, 9574 Sage Meadow Trail, Fort Worth 76177, restaurants.

Tobacco Alley, Beth Jha, 230 Vine St. Suite 3, Euless 76040, retail stores.

Joi-Fit Creations, Dwayne Cooper, 601 Betsy Ross Drive, Arlington 76002, retail-apparel and accessories.

Hole New Dimensions, Alton Blanton, 1506 New York Ave., Arlington 76010, retail-apparel and accessories.

Lovelee, Amber Lee, 5217 Villa Del Mar Ave. Apt. 1609, Arlington 76017, retail-apparel and accessories.

Scott's Shoes and Apparel, Jeffrey Scott, 808 S.W. Green Oaks Blvd. Suite 408, Arlington 76017, retail-apparel and accessories.

Open Rose Designs, Sophia Studer, 2912 Woodbridge Drive, Bedford 76021, retail-apparel and accessories.

Barbershop Bootlegz, Michael Medellin, 3458 Weber St., Fort Worth 76106, retail-apparel and accessories.

Tradition Western Wear, Sandra Rivera, 4200 South Freeway No. 2A-119, Fort Worth 76115, retail-apparel and accessories.

D&T's Dance Shop, Tammy Boozer, 3049 Janie Lane, Haltom City 76117, retail-apparel and accessories.

Reed Walker Enterprises LLC, 2336 Clairborne Drive, Fort Worth 76177, retail-apparel and accessories.

Ruffles & Ribbons Boutique, Britni Hardage, 4516 Laceyback Lane, Fort Worth 76244, retail-apparel and accessories.

Collins Enterprises, 7911 Raton Ridge Lane, Arlington 76002, retail-auto/gasoline stations.

AMG Motor Group LLC, 209 E. Division St., Arlington 76011, retail-auto/gasoline stations.

A&E Auto Resales, Arnoldo Garcia, 1315 Janann Ave., Arlington 76014, retail-auto/gasoline stations.

Primeauto Inc., 100 S. Industrial Blvd., Euless 76040, retail-auto/gasoline stations.

RNB Auto Brokers, Rachel Highbarger, 4000 Tejas Trail, Lake Worth 76135, retail-auto/gasoline stations.

Cure Health Care LLC, 5220 S. State Highway 360 Suite 150, Grand Prairie 75052, retail-food.

New Copeland Deli, Rahim Gangwani, 1250 E. Copeland Road Suite 150, Arlington 76011, retail-food.

McCloud's Food Store, 3206 Deen Road, Fort Worth 76106, retail-food.

The Black Rooster Bakery, Marche Mann, 2430 Forest Park Blvd., Fort Worth 76110, retail-food.

The Snack Vault, Michael Huynh, 6777 Camp Bowie Blvd. Suite 106, Fort Worth 76116, retail-food.

Cakes With Style, Kendrick Wynn, 7325 Indiana Ave., Fort Worth 76137, retail-food.

Rendon Food Mart, 5595 FM 1187, Everman 76140, retail-food.

EZ Cigarette Discount & Convenience Store, Aliazghar Srour, 4540 Dick Price Road No. 100, Fort Worth 76140, retail-food.

ADC Design, Christie Guion, 735 N. Fielder Road, Arlington 76012, retail-home furnishings/computer/stereos/video equipment.

Blindmart, Beverly Taylor, 2140 E. Southlake Blvd. Suite L-519, Southlake 76092, retail-home furnishings/computer/stereos/video equipment.

Serafina, Beth Keller, 9212 Niles Court, Fort Worth 76244, retail-home furnishings/computer/stereos/video equipment.

Best Deals, Falah Shareef, 6106 Rising Meadow Drive, Arlington 76018, retail-miscellaneous.

Aubree's Closet, Shila Yeats, 356 Bedford Court E., Bedford 76022, retail-miscellaneous.

Family Budget Appliance, Michael Bryan, 1627 N. Crowley Road, Crowley 76036, retail-miscellaneous.

Speck Protective Services, Derek Speck, 4400 Ashbury Lane, Mansfield 76063, retail-miscellaneous.

Christian-Discount, Kelly Symington, 2700 Florence Road, Southlake 76092, retail-miscellaneous.

Budget Appliance, Michael Bryan, 9649 White Settlement Road, Fort Worth 76108, retail-miscellaneous.

Bambole, Julio Hernandez, 3901 Hemphill St., Fort Worth 76110, retail-miscellaneous.

Sharva's Collectibles, Wanda Trigg, 5939 Chimney Wood Circle, Fort Worth 76112, retail-miscellaneous.

Orbitbid.Com Inc., 7500 Baker Blvd., Richland Hills 76118, retail-miscellaneous.

Chamberlain Leather Milk, Patricia Chamberlain, 5501 Feed Mill Drive, Fort Worth 76244, retail-miscellaneous.

Kids Corner, Ashma Joshi, 3000 Grapevine Mills Parkway, Grapevine 76051, service-auto repairs/parking.

Pokey's Garage & Speed Shop, Ginger Harrison, 1836 Fairway Bend Drive, Haslet 76052, service-auto repairs/parking.

Ledezma Auto Repair, 7560 Rendon Bloodworth Road, Mansfield 76063, service-auto repairs/parking.

Auto Parts World, Doug Marbut, 5083 Martin Luther King Freeway, Fort Worth 76119, service-auto repairs/parking.

Pack It Cheap Inc., 608 Lonesome Star Trail, Haslet 76052, service-business.

Real Estate Information Services Inc., 9675 Camp Bowie West Blvd., Fort Worth 76116, service-business.

Alexander & Bovin Enterprises LLC, 7108 Little Mohican Drive, Fort Worth 76179, service-business.

SFI Design Co., Sherry Jacobini, 6041 Walker Blvd. Apt. 3212, North Richland Hills 76180, service-business.

Crescent Hardware LLC, 8553 N. Beach St. No. 204, Fort Worth 76244, service-computer programming/data processing.

Metro Moms Fitness LLC, 1900 Stonecourt Drive, Bedford 76021, service-entertainment.

Dancescape Inc., 1701 River Run Suite 903, Fort Worth 76107, service-entertainment.

PDS Co., Jeff Bigham, 1305 Cozby St. E., Benbrook 76126, service-entertainment.

Professional DME Inc., 5616 S.W. Green Oaks Blvd. Suite E, Arlington 76017, service-equipment rental.

Ederville Community Wash, Billy Thomas, 7365 Ederville Road, Fort Worth 76112, service-laundry/dry cleaning/alterations.

Scum-Busters Inc., 1147 Mineral Springs Road Suite 6, Arlington 76001, service-miscellaneous repairs.

Weso View, Marvin Allen, 3609 Sutter Court, Fort Worth 76137, service-miscellaneous repairs.

Medical Center of Arlington/25070691, 3301 Matlock Road, Arlington 76015, service-personal.

Smokin' Ace's Cleaning Service, Marshall Shepherd, 7113 Hallmark Drive S. Apt. 249, Fort Worth 76134, service-personal.

Fort Ography, Michael Hornsby, 541 Cabral Circle, Fort Worth 76102, service-photography.

Hot Shot Photography, Luther Cole, 3612 Collin St., Fort Worth 76119, service-photography.

TKO LP, 1185 N. Burselon Blvd. Suite 215, Burleson 76028, service-salon.

TKO LP, 4121 Colleyville Blvd. Suite 1, Colleyville 76034, service-salon.

TKO LP, 5932 Quebec St. Suite 130, Fort Worth 76135, service-salon.

Golden Couture, Emilee Young, 300 E. South St. Suite 12, Arlington 76004, service-video production and rentals/theaters.

3D Laser Creations, Galen Derrickson, 1131 Bellaire Drive, Grapevine 76051, service-video production and rentals/theaters.

C.R. Worley Enterprises, Cody Worley, 658 S. Mirikie St., White Settlement 76108, service-video production and rentals/theaters.

This That and the Other, Angela Tafoya, 3506 Williams Road, Benbrook 76116, service-video production and rentals/theaters.

Hunt's Treasures, Anthony Hunt, 6405 Wildwood Circle N. Apt. 111, Fort Worth 76132, service-video production and rentals/theaters.

Rick's Pest Control, Ricky Copeland, 9508 Side Saddle Trail, Fort Worth 76131, services-electric/gas/refuse/sprinkler systems.

Resources Unlimited, 1727 Oak Village Blvd., Arlington 76017, social services-day cares/family counselors.

Luv N' Care, 4451 Boat Club Road, Fort Worth 76135, social services-day cares/family counselors.

Gada Freight & Flight Services, Gabriel Asigbe, 506 Angela Lane, Euless 76039, transportation services-packing/vehicle inspection.

Karen Williams LLC, 804 Trevor Way, Arlington 76001, transportation-airlines/helicopters.

Williams Residential Cleaning Service, Harold Williams, 5312 Manhasset Drive, Arlington 76018, transportation-airlines/helicopters.

JK Services, Carley Rousse, 6009 Deck House Road, Fort Worth 76179, transportation-airlines/helicopters.

Pinkard Landscape Services LLC, 1733 Woodhill Court, Bedford 76021, transportation-boats.

A&S Transport, Lancy Newton, 1624 Tyler Terrace, Mansfield 76063, transportation-trucking/courier.

It's All About the Dance Shoes, Donna Perry, 7335 Compas, Grand Prairie 75054, wholesale-apparel.

Candygirl, Angela Smith, 6700 Half Moon Drive Apt. 722, Arlington 76001, wholesale-apparel.

Heavenly Touch Boutique, Thelma Anderson, 5666 Meadowbrook Drive, Fort Worth 76112, wholesale-apparel.

Live-Laugh-Shop, Sherry Golliver, 9520 Camp Bowie West Blvd., Fort Worth 76116, wholesale-apparel.

A&J Auto Salvage, Jaber Alrawaziq, 6817 Oak Crest Drive E. Suite 5, Kennedale 76140, wholesale-autos and parts.

Crosvic International Services, Daniel Kakraba, 2400 Timberline Drive Apt. 270, Grapevine 76051, wholesale-commercial equipment.

Fashions International, Sabih Arien, 2450 Sunflower Drive, Arlington 76014, wholesale-durable goods.

Hairport Salon Plus, Michelle Everroad, 3340 Harwood Road, Bedford 76021, wholesale-durable goods.

Michelle Everroad, 110 N. Barton St., Grapevine 76051, wholesale-durable goods.

Galaxy System, Nauron Giron, 3724 Decatur Ave., Fort Worth 76106, wholesale-durable goods.

Final Touch Beauty Salon & Vogue Wigs, Donna Irwin, 5507 W. Rosedale St., Fort Worth 76107, wholesale-durable goods.

A Texas Thang, Tina Bird, 2709 Travis Ave., Fort Worth 76110, wholesale-durable goods.

The Art of Adornment, Kathryn Boulet, 5709 Carb Drive, Westworth Village 76114, wholesale-durable goods.

Emcor Facilities Services Inc., 5806 Elliott Reeder Road, Fort Worth 76117, wholesale-durable goods.

Go Loud Graphics, Peter Franz, 3516 Fossil Park Drive, Fort Worth 76137, wholesale-durable goods.

Hibbett Sports No. 970, 1453 N. Saginaw Blvd. Suite 160, Saginaw 76179, wholesale-durable goods.

Berry's Appliances, Jose Rocher, 109 E. Main St., Crowley 76036, wholesale-electrical equipment.

Wharton Electric LLC, 705 Greymoor Place, Southlake 76092, wholesale-electrical equipment.

Barebones Technologies International, 1264 Trailwood Drive, Hurst 76053, wholesale-furniture.

Leigh-Boyd, John Mitchell, 1833 Hillcrest St., Fort Worth 76107, wholesale-furniture.

Brave Beatz Brigade Entertainment LLC, 8001 Hat Creek Court, Arlington 76002, wholesale-groceries.

Always Super Save, 11175 FM 730 N., Reno 76020, wholesale-groceries.

Three Sixty Unit, Darryl Parker, 1401 Highway 360 Apt. 518, Euless 76039, wholesale-groceries.

Bobbie's Bottles, 4106 Pebble Creek Drive, Euless 76040, wholesale-groceries.

J. Brooks Enterprises, Judy Brooks, 7608 Blue Carriage Lane, Fort Worth 76120, wholesale-groceries.

Simpson & Associates, Leland Simpson, 613 W. Inwood Drive, Arlington 76010, wholesale-non-durable goods.

Jimenez Catering & More, Claudia Jimenez, 1325 Nelson Place, Fort Worth 76028, wholesale-non-durable goods.

Lolli N' Pop, Robyn Donohue, 10861 Calderwood Lane, Fort Worth 76052, wholesale-non-durable goods.

Cruzando Con Fe, Korina Vela, 406 E. Dallas St., Mansfield 76063, wholesale-non-durable goods.

Third Charm, 3566 W. Fifth St., Fort Worth 76107, wholesale-non-durable goods.

Myong's Garden Center, 4820 James Ave., Fort Worth 76115, wholesale-non-durable goods.

Symonds Flags & Poles, 7514 Pebble Drive Building 30, Fort Worth 76118, wholesale-non-durable goods.

Haze, Matthew Nelson, 7109 Boulevard 26, North Richland Hills 76180, wholesale-non-durable goods.

Our Little House of Treasures, Kellie Mann, 7125 Boulevard 26, North Richland Hills 76180, wholesale-non-durable goods.

REAL ESTATE TRANSACTIONS

Real estate transactions represent transfer of real estate recorded with the county clerk. The following information is included: seller, buyer, buyer's address, ZIP code, property description (if available), mortgage amount (if available) and book/page number. Commercial transactions detailed either have no listed value or are valued at \$500,000 or more. Residential transactions detailed either have no listed value or are valued at \$300,000 or more.

This information and additional transactions are available on disk or via e-mail and includes phone numbers. The e-mail version arrives one week earlier than the published version. For cost and more information, call 877-593-4157.

COMMERCIAL

DALLAS

Rhee & Yang Investment LP to SWJ Inc., 1317 Miami Drive, Carrollton 75010, Lots 12-14 Block 2 Clifton Place, \$1.18 million, Book/Page 2010/0191589.

Rick's Pest Control, Ricky Copeland, 9508 Side Saddle Trail, Fort Worth 76131, services-electric/gas/refuse/sprinkler systems.

Resources Unlimited, 1727 Oak Village Blvd., Arlington 76017, social services-day cares/family counselors.

Luv N' Care, 4451 Boat Club Road, Fort Worth 76135, social services-day cares/family counselors.

Gada Freight & Flight Services, Gabriel Asigbe, 506 Angela Lane, Euless 76039, transportation services-packing/vehicle inspection.

Karen Williams LLC, 804 Trevor Way, Arlington 76001, transportation-airlines/helicopters.

Williams Residential Cleaning Service, Harold Williams, 5312 Manhasset Drive, Arlington 76018, transportation-airlines/helicopters.

JK Services, Carley Rousse, 6009 Deck House Road, Fort Worth 76179, transportation-airlines/helicopters.

Pinkard Landscape Services LLC, 1733 Woodhill Court, Bedford 76021, transportation-boats.

A&S Transport, Lancy Newton, 1624 Tyler Terrace, Mansfield 76063, transportation-trucking/courier.

It's All About the Dance Shoes, Donna Perry, 7335 Compas, Grand Prairie 75054, wholesale-apparel.

Candygirl, Angela Smith, 6700 Half Moon Drive Apt. 722, Arlington 76001, wholesale-apparel.

Heavenly Touch Boutique, Thelma Anderson, 5666 Meadowbrook Drive, Fort Worth 76112, wholesale-apparel.

Live-Laugh-Shop, Sherry Golliver, 9520 Camp Bowie West Blvd., Fort Worth 76116, wholesale-apparel.

A&J Auto Salvage, Jaber Alrawaziq, 6817 Oak Crest Drive E. Suite 5, Kennedale 76140, wholesale-autos and parts.

Crosvic International Services, Daniel Kakraba, 2400 Timberline Drive Apt. 270, Grapevine 76051, wholesale-commercial equipment.

John A. Clark and Julie S. Clark Co-Trustees to Steven W. and Tracey L. Caple, 3112 Westminster Ave., University Park 75205, Lot 15 Block 1 Westminster Place, \$952,000, Book/Page 2010/0193116.

Michael T. Reinbold to Jesus Humberto Delgado-Jenkins and Monica Ochoa, 7402 Caruth Blvd., Dallas 75225, Lot 1 Block 2 Caruth Hills, \$916,500, Book/Page 2010/0191663.

Darling Homes of North Texas Ltd. to Cory P. and Kerrie C. Brenner, 5767 Waters Edge Drive, Irving 75039, Lot 17 Block P Lakes of Las Colinas, \$874,055, Book/Page 2010/0188304.

L.M. and Nancy B. Johnston to George and Charmaine Tang, 6050 Desco Drive, Dallas 75225, Lot 6 Block A Devonshire, \$822,240, Book/Page 2010/0192977.

Premier Renovations Inc. dba Ron Davis Custom Homes Corp. to Bradley M. and Lynnie J. Kessler, 6232 Monticello Ave., Dallas 75214, Lot 4 Block 6 Lakewood North Estates, \$737,484, Book

CITY OF MCKINNEY

Davita Inc., commercial alteration at 4717 Medical Center Drive, (medical center interior), \$550,000.

CITY OF PLANO

Spaw Maxwell Co., commercial alteration at 605 Shiloh Road, Air Systems Components (interior), \$4 million.

J.E. Dunn Construction, commercial alteration at 1701 Preston Road, Nordstrom Rack (interior), \$650,000.

RESIDENTIAL

CITY OF ALLEN

Highland Homes, single-family residence at 878 Paradise Circle, \$581,271.

Huntington Homes, single-family residence at 1834 Walnut Springs Drive, \$561,500.

Highland Homes, single-family residence at 877 Cinnamon Court, \$525,613.

Grand Homes, single-family residence at 1055 Big Spring Drive, Villages of Watters Creek, \$387,900.

Grand Homes, single-family residence at 1064 Big Spring Drive, Villages of Watters Creek, \$351,900.

Highland Homes, single-family residence at 2255 Morning Dew Court, \$322,991.

CITY OF ARLINGTON

(contractor not shown), single-family residence at 5016 Hidden Oaks Lane, Hidden Oaks, \$355,000.

Minzek Quality Homes, single-family residence at 3709 Toby Court, Park Springs Parc, \$325,000.

Craig Morrison Homes, single-family residence at 7903 Kathy Ann Court, Russel Curry Estates, \$266,000.

CITY OF CEDAR HILL

Grand Homes, single-family residence at 2707 Point View, \$329,900.

KB Homes, single-family residence at 304 Capricorn St., Cedar Crest, \$302,900.

CITY OF DALLAS

(contractor not shown), single-family residence at 5859 Royal Crest Drive, \$702,000.

Registry Homes, single-family residence at 6507 Northport Drive, \$593,565.

Brooke Bailey Custom Homes, single-family residence at 5731 Stanford Ave., \$436,800.

David Weekley Homes, single-family residence at 6723 Mimosa Lane, \$393,459.

Terry Simons Construction, single-family residence addition at 4151 Saranac Drive, \$367,543.

Amber Di'Lane Homes, single-family residence at 6606 Ellsworth Ave., \$365,000.

MBR Guaranteed Repair, single-family residence alteration at 4511 Watauga Road, \$282,561.

Metro Code, single-family residence at 8327 Summerset Drive, \$252,020.

CITY OF FORT WORTH

Standard Pacific Homes, single-family residence at 9709 Flatiron St., \$267,057.

Standard Pacific Homes, single-family residence at 4809 McBreyer Place, \$256,221.

CITY OF GARLAND

Denco Construction Specialist, single-family residence at 7114 Woodsprings Drive, \$327,776.

Grand Homes, single-family residence at 2510 Chesapeake Drive, \$303,127.

K. Hovnanian Homes, single-family residence at 1018 Howard Lane, \$258,486.

Sanders & Associates Custom Builders, single-family residence at 1102 Means Farm Road, \$258,274.

Harwood Homes, single-family residence at 4422 Merlin Drive, \$256,541.

CITY OF GRAND PRAIRIE

Grand Homes, single-family residence at 6823 Foghorn Lane, Bluffs at Grand Peninsula, \$260,900.

Grand Homes, single-family residence at 2924 Lavanda, Villas at Mira Lagos, \$254,900.

First Texas Homes, single-family residence at 4840 Tarragon Lane, Lake Parks North, \$253,990.

CITY OF KELLER

Richard Williams, single-family residence at 1700 Sherburne Drive, Manors at Waterford, \$351,195.

Drees Custom Homes, single-family residence at 1800 Everest Road, Marshall Point Estates, \$343,070.

K. Hovnanian Homes, single-family residence at 400 Reata Road, Newton Ranch, \$302,510.

Meritage Homes, single-family residence at 1620 Birch Grove Trail, Marshall Point Estates, \$281,515.

CITY OF MCKINNEY

Megatel Homes, single-family residence at 3305 Cedar Bluff Drive, \$518,976.

Ranchera Homes LLC, single-family residence at 1208 Navajo Drive, \$482,592.

Landon Homes, single-family residence at 8024 Prentiss Drive, \$445,920.

MHI Home Builders, single-family residence at 320 Preston Creek Drive, \$440,832.

D.R. Horton, single-family residence at 1008 Kerrville Way, \$424,608.

D.R. Horton, single-family residence at 1005 Kerrville Way, \$422,112.

Centex Homes, single-family residence at 1025 Waterford Lane, \$421,152.

Darling Homes, single-family residence at 7805 Rockledge Drive, \$417,024.

D.R. Horton, single-family residence at 10524 Cedar Breaks View, \$416,352.

American Legend Homes, single-family residence at 10504 Sedalia Drive, \$415,104.

Landon Homes, single-family residence at 8001 Saint Clair Drive, \$414,144.

D.R. Horton, single-family residence at 10540 Cedar Breaks View, \$407,904.

Meritage Homes, single-family residence at 508 Elm Creek Drive, \$407,616.

Darling Homes, single-family residence at 7200 Ripley St., \$399,072.

American Legend Homes, single-family residence at 10321 Matador Drive, \$391,968.

D.R. Horton, single-family residence at 10500 Flat Creek Trail, \$389,856.

American Legend Homes, single-family residence at 10404 Sexton Drive, \$388,032.

Landon Homes, single-family residence at 8028 Prentiss Drive, \$387,552.

D.R. Horton, single-family residence at 1140 Kerrville Way, \$383,808.

Centex Homes, single-family residence at 524 Castlewood Drive, \$377,760.

Horizon Homes, single-family residence at 2721 Indian Oak Drive, \$374,880.

Darling Homes, single-family residence at 1604 Landon Lane, \$362,592.

Meritage Homes, single-family residence at 512 James Herndon Trail, \$361,128.

D.R. Horton, single-family residence at 1001 Kerrville Way, \$357,792.

D.R. Horton, single-family residence at 1004 Kerrville Way, \$357,312.

Centex Homes, single-family residence at 5917 Sterling Trail, \$352,800.

Centex Homes, single-family residence at 217 Joplin Drive, \$351,744.

D.R. Horton, single-family residence at 4108 Plymouth Drive, \$351,168.

D.R. Horton, single-family residence at 10537 Cedar Breaks View, \$348,480.

Drees Custom Homes, single-family residence at 3104 Red Cedar Drive, \$347,712.

Bloomfield Homes, single-family residence at 9429 Jerico Drive, \$345,888.

D.R. Horton, single-family residence at 10541 Flat Creek Trail, \$345,696.

D.R. Horton, single-family residence at 1408 Pillar Bluff Way, \$345,696.

D.R. Horton, single-family residence at 1320 Pillar Bluff Way, \$342,528.

Darling Homes, single-family residence at 1508 Landon Lane, \$333,984.

Drees Custom Homes, single-family residence at 805 Wooded Trail Drive, Ridgcrest, \$333,696.

D.R. Horton, single-family residence at 10532 Cedar Breaks View, \$332,736.

D.R. Horton, single-family residence at 1500 Pillar Bluff Way, \$332,544.

Ashton Woods Homes, single-family residence at 4501 Citabria Drive, \$327,936.

D.R. Horton, single-family residence at 10545 Cedar Breaks View, \$317,856.

Jered Custom Homes, single-family residence at 521 N. Kentucky St., \$314,016.

Centex Homes, single-family residence at 5721 Waterford Lane, \$312,672.

Centex Homes, single-family residence at 5816 Waterford Lane, \$311,040.

D.R. Horton, single-family residence at 5900 Sterling Trail, \$311,040.

MHI Home Builders, single-family residence at 2720 Mountain Creek Drive, \$309,120.

Ashton Woods Homes, single-family residence at 4505 Citabria Drive, \$308,736.

MHI Home Builders, single-family residence at 3201 Thicket Drive, \$301,536.

MHI Home Builders, single-family residence at 408 Cypress Hill Drive, \$296,160.

D.R. Horton, single-family residence at 1129 Kerrville Way, \$288,384.

MHI Home Builders, single-family residence at 529 Twin Knoll Drive, \$288,192.

D.R. Horton, single-family residence at 10505 Sandy Mountain Drive, \$284,160.

Lustig Family Builders, single-family residence at 300 Valley St., \$283,392.

D.R. Horton, single-family residence at 10504 Cedar Breaks View, \$282,912.

D.R. Horton, single-family residence at 809 Golden Bear Lane, \$276,960.

D.R. Horton, single-family residence at 9600 Mulligan Drive, \$276,000.

D.R. Horton, single-family residence at 10549 Cedar Breaks View, \$273,504.

D.R. Horton, single-family residence at 10520 Cedar Breaks View, \$273,504.

Centex Homes, single-family residence at 5713 Sterling Trail, \$267,456.

MHI Home Builders, single-family residence at 3208 Thicket Drive, \$267,072.

Drees Custom Homes, single-family residence at 1301 Shenandoah Drive, \$263,136.

D.R. Horton, single-family residence at 10504 Lomeria Way, \$257,088.

Drees Custom Homes, single-family residence at 6312 Wind Song Drive, Ridgcrest, \$250,656.

CITY OF PLANO

Grand Homes, single-family residence at 6032 Garden Gate Drive, \$499,900.

Grand Homes, single-family residence at 4605 United Lane, \$351,900.

Grand Homes, single-family residence at 3524 Flowing Way, \$312,900.

Texas Traditions Custom Homes, single-family residence at 2202 E. Pecan Lane, \$250,000.

CITY OF SACHSE

Harwood Homes, single-family residence at 5615 Creek Crossing Lane, Woodbridge, \$382,130.

Harwood Homes, single-family residence at 6303 Creek Bluff Court, Woodbridge, \$374,080.

Harwood Homes, single-family residence at 7612 Clearmeadow Lane, Woodbridge, \$353,430.

CITY OF TROPHY CLUB

Gallery Custom Homes, single-family residence at 2501 Stratfield Lane, Highlands Trophy Club, \$544,994.

Standard Pacific Homes, single-family residence at 2200 McLean Ave., Highlands Trophy Club, \$528,538.

Lennar Homes, single-family residence at 2508 Stratfield Lane, Highlands Trophy Club, \$502,973.

Gallery Custom Homes, single-family residence at 2412 Mona Vale Road, Highlands Trophy Club, \$500,329.

Lennar Homes, single-family residence at 2612 Trophy Club Drive, Highlands Trophy Club, \$445,379.

Centex Homes, single-family residence at 2504 Mona Vale Road, Highlands Trophy Club, \$438,326.

Lennar Homes, single-family residence at 2721 Bondi Cave, Highlands Trophy Club, \$437,445.

Centex Homes, single-family residence at 2502 Mona Vale Road, Highlands Trophy Club, \$427,356.

Centex Homes, single-family residence at 2506 Mona Vale Road, Highlands Trophy Club, \$427,356.

Lennar Homes, single-family residence at 2723 Bondi Cove, Highlands Trophy Club, \$402,574.

Lennar Homes, single-family residence at 2730 Waverly Drive, Highlands Trophy Club, \$397,579.

Lennar Homes, single-family residence at 2622 Kingsford Lane, Highlands Trophy Club, \$396,698.

Gallery Custom Homes, single-family residence at 2523 Stratfield Lane, Highlands Trophy Club, \$368,978.

Mercedes Homes, single-family residence at 2711 Broadway Drive, Highlands Trophy Club, \$340,082.

Lennar Homes, single-family residence at 2628 Argyle Lane, Highlands Trophy Club, \$331,169.

Lennar Homes, single-family residence at 2612 Broadway Drive, Highlands Trophy Club, \$282,684.

Lennar Homes, single-family residence at 2620 Kingsford Lane, Highlands Trophy Club, \$282,684.

SBA LOANS

Sorted by business type. This information, including phone numbers, also is available on disk or via e-mail. The e-mail version arrives a week before publication. Call 877-593-4157.

EIS, 202 Bratcher St., Blue Ridge, 75424, \$20,000, \$17,000, JPMorgan Chase NA

Surgical Drapes International, 1803 Lorraine Ave., Allen, 75002, \$25,000, \$12,500, Compass Bank

Patterson & Pollock LLC, 2300 W. White Ave., Ste. 1, McKinney, 75071, \$330,000, \$247,500, Wells Fargo Bank NA

Larry E. Jarrett Attorney at Law, 888 S. Greenville Ave., Ste. 136, Richardson, 75081, \$15,000, \$12,750, Superior Financial Group LLC

Young Mo Kang, 240 Legacy Drive, Ste. 30, Plano, 75023, \$50,000, \$42,500, United Central Bank

Pratt, Aycock & Associates PLLC, 18101 Preston Road, Ste. 201, Dallas, 75252, \$25,000, \$12,500, Jefferson Federal Bank

Aeropoz LLC, 2109 W. Parker Road, Ste. 202A, Plano, 75023, \$25,000, \$12,500, Wells Fargo Bank NA

PATENTS

A list of patents granted to Dallas-area inventors and companies. The list was supplied by Haynes and Boone LLP, a law firm specializing in patent law. Haynes and Boone's offices are located in Dallas, Richardson, Austin, Fort Worth, Houston, Moscow, New York, San Antonio, Washington, DC, Mexico City, San Jose, CA, and Orange County, CA. Direct inquiries to David L. McCombs, Intellectual Property and Technology Group, at 214-651-5533.

DESIGN

7784015 METHOD FOR GENERATING A MASK LAYOUT AND CONSTRUCTING AN INTEGRATED CIRCUIT
Inventor: Robert L. Pitts, Dallas
Assignee: Texas Instruments Incorporated, Dallas

7783982 PROGRAMMABLE ACTUATOR AND METHOD IN A NETWORK TERMINAL DEVICE
Inventor: Billy E. Reynolds, Fort Worth; Oscar R. Lewis, Hurst; David K. Mathews, Fort Worth
Assignee: RadioShack, Corporation, Fort Worth

7783948 REMOVABLE AND REPLACEABLE TAP DOMAIN SELECTION CIRCUITRY
Inventor: Lee D. Whetsel, Parker
Assignee: Texas Instruments Incorporated, Dallas

7783947 CONTROLLER APPLYING STIMULUS DATA WHILE CONTINUOUSLY RECEIVING SERIAL STIMULUS DATA
Inventor: Lee D. Whetsel, Parker
Assignee: Texas Instruments Incorporated, Dallas

7783925 RECEIVING CONTROL, DATA, AND CONTROL SEGMENTS OF COMMUNICATION SCAN PACKETS
Inventor: Gary L. Swoboda, Sugar Land
Assignee: Texas Instruments Incorporated, Dallas

7783923 STORED MEMORY RECOVERY SYSTEM
Inventor: Andrew W. Shen, Dallas; Hanxiang Sun, Vista, CA; Zhang Jian, Nanjing, China; Janet Vohariwatt, San Diego, CA; Timothy John Murray, Valley Center, CA
Assignee: Unassigned

7783791 APPARATUS AND METHOD FOR TREATING ADDRESSES IN AN ENVIRONMENTAL CONTROL NETWORK
Inventor: Stephen Spears, Carrollton
Assignee: Lennox Manufacturing, Inc., Richardson

7783750 SYSTEM AND METHOD FOR EXTERNALIZED REAL-TIME LOG CORRELATION AND PERFORMANCE MONITORING OF SERVICE-ORIENTED APPLICATIONS
Inventor: William L. Casey, Flower Mound; Michael J. Lueddecke, Frisco
Assignee: Hewlett-Packard Development Company, L.P., Houston

7783576 SECURE DISTRIBUTION OF DIGITAL DATA
Inventor: Roy I. Edenson, Richardson; Peter F. van Kessel, Allen; Gregory J. Hewlett, Blue Bell, PA; Paul S. Breedlove, McKinney; William B. Werner, Plano; Keith H. Elliott, Plano
Assignee: Texas Instruments Incorporated, Dallas

7783572 APPARATUS AND METHOD FOR DOWNLOADING CONFIGURATION DATA TO CARD TERMINALS AND FOR VIEWING ACTIVITY AT CARD TERMINALS
Inventor: Ming-Sum Fang, Plano; Alan J. Sims, Carrollton
Assignee: Heartland Payment Systems, Inc., Princeton, NJ

7783563 SYSTEMS AND METHODS FOR IDENTIFYING PAYOR LOCATION BASED ON TRANSACTION DATA
Inventor: Lisa C. Tidwell, Houston; Amy L. Swift, Frisco; Cassandra Mollett, Houston; Mark Wallin, Sugar Land; Lance D. Pate, Victoria; Charles R. Williams, Pearland
Assignee: First Data Corporation, Greenwood Village, CO

7783525 METHODS FOR SELECTING, ORDERING AND PURCHASING GLASS PRODUCTS
Inventor: Edwin Hathaway, Santa Monica, CA; Ronald J. Spellich, Rolling Meadows, IL; Mateo Neri, Malibu Lake, CA
Assignee: Oldcastle Glass, Inc., Plano

7783272 DYNAMIC PERFORMANCE CONTROL OF BROADBAND TUNER
Inventor: Timothy M. Magnusen, Murphy
Assignee: Microtune (Texas), L.P., Plano

7783263 SIMPLIFIED DIGITAL PREDISTORTION IN A TIME-DOMAIN DUPLEXED TRANSCIEVER
Inventor: Roland Sperlch, Dallas; Gregory C. Copeland, Plano
Assignee: Texas Instruments Incorporated, Dallas

7783259 SYSTEM AND METHOD OF ELIMINATING OR MINIMIZING LO-RELATED INTERFERENCE FROM TUNERS
Inventor: David Dessert, Wylie; John Schneider, Frisco
Assignee: Microtune (Texas), L.P., Plano

7783078 TUNABLE OBJECT DETECTION
Inventor: Zachary Braunstein, San Marcos, CA
Assignee: Fujitsu Transaction Solutions Inc., Frisco

7783021 DIGITAL TELECOMMUNICATIONS CALL MANAGEMENT AND MONITORING SYSTEM
Inventor: Stephen Hodge, Aubry

Assignee: Value-Added Communications, Inc., Plano

7782985 AUTOMATIC FREQUENCY OFFSET COMPENSATION IN A TDD WIRELESS OFDM COMMUNICATION SYSTEM

Inventor: Haitao Wang, Shanghai, China
Assignee: Adaptix, Inc., Carrollton

7782974 APPARATUS AND METHOD PROVIDING NON-LINEAR ADAPTIVE SIGNAL TRACKING

Inventor: Gregory Clark Copeland, Plano
Assignee: Texas Instruments Incorporated, Dallas

7782932 CIRCUIT AND METHOD FOR EVALUATING THE PERFORMANCE OF AN ADAPTIVE DECISION FEEDBACK EQUALIZER-BASED SERIALIZER/DESERIALIZER AND SERDES INCORPORATING THE SAME

Inventor: Robert F. Payne, Allen; Bhavesh G. Bhakta, Richardson
Assignee: Texas Instruments Incorporated, Dallas

7782931 METHODS, SYSTEMS, AND COMPUTER PROGRAM PRODUCTS FOR AUTOMATIC DETECTION OF AN INCORRECT DIGITAL SUBSCRIBER LINE MODEM AND FILTER CONFIGURATION AT A CUSTOMER PREMISES

Inventor: Hanafy Meleis, Weston, FL; Sameh Yamany, Plano; Mohamed Battisha, Plantation, FL; Ayman Eldeib, Sunrise, FL
Assignee: NetTraffic, Inc., Frisco

7782930 OPTIMIZED SHORT INITIALIZATION AFTER LOW POWER MODE FOR DIGITAL SUBSCRIBER LINE (DSL) COMMUNICATIONS

Inventor: Michael E. Locke, Santa Clara, CA

Dallas Business Journal
BUSINESS
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ENVELOPE: Leaders ready for renewed focus

FROM PAGE 1

has its headquarters in Frisco and a production facility in Ennis. A number wasn't available on National Envelope's Dallas-Fort Worth employee base.

With a new balance sheet and a renewed focus on customer service and grabbing market share, Gores Group officials say the future is bright for National Envelope.

"We think there's tremendous upside," said Tim Meyer, National Envelope's board chairman.

Meyer acknowledged that the volume of envelopes in use is shrinking 3 percent to 5 percent per year. He added, though, that there are pockets of potential expansion in the envelope market, such as in direct mail, where use declined during the latest recession.

"You will see some growth in that market," he said.

National Envelope's new leadership also will focus on pricing. Too many envelopes are being made in the industry, and that has had an effect on pricing, Meyer said.

"Our focus is to bring some more rational and sustainable pricing to the industry," he said, declining to discuss details of that focus.

The company also will seek to grab more market share, Meyer said. That will be especially true in the "consumer" envelope segment, which bankruptcy court filings say made up a little over a third of the company's 2009 revenue. The consumer segment, in which National Envelope is the No. 2 player with 14 percent share, is largely concentrated in the financial, direct mail, insurance, utilities, fulfillment, nonprofit and courier industries, along with big companies that use envelopes on a day-to-day basis, bankruptcy court filings say. It includes envelopes used for business transactions, automated teller machines, payroll and direct mail.

Rival envelope maker Cenveo Inc. is No. 1 in that space, Meyer said. "With an enhanced customer focus, we're pretty confident that we can gain share in this important segment," he added.

In addition to grabbing more market share, Gores Group officials see National Envelope getting into new markets, such as the "retail" envelope segment, where it could produce high volumes of No. 10 envelopes.

"Those are greenfield opportunities that this business doesn't do," Meyer said.

"There are a number of segment-specific opportunities that National Envelope will pursue."

Gores Group officials also said they will steer their new portfolio company into at least one unspecified market outside the company's core business of envelopes. "That will become a priority for us early next year," Meyer said.

Meyer said he did not know what impact these various initiatives will have on National Envelope's Dallas-Fort Worth headcount. To the extent National Envelope is successful in pursuing growth opportunities, that could create jobs locally, he added.

Within the company, expect a change in the organization of the business to ensure that all employees know what they are supposed to be doing and are held accountable for getting their jobs done, Gores Group officials said. That will likely



ON A NEW ROLL: Too many envelopes are being made in the industry, and that has had an effect on pricing, Meyer said.



NATIONAL: The company is looking for a new CEO to be located in North Texas.

include a realignment of the sales force, Meyer said.

"I think you will see a renewed focus on go-to-market (efforts) and sales strategy," said Jordan Katz, a managing director at the Gores Group responsible for the National Envelope acquisition. "You will see a more efficient cost structure ... (and) perhaps a rationalized manufacturing footprint."

On top of all that, a search is on for a strong CEO to lead National Envelope, Meyer said. That chief executive will be based in the Dallas-Fort Worth area, he added. National Envelope is using a search firm, which Gores Group officials declined to name.

National's unsealing

National Envelope had a 21 percent share of the overall envelope market in 2008 — the latest numbers available.

The company posted a loss of around \$44.2 million on \$676.2 million in revenue in 2009, compared with a \$7.9 million loss on \$799 million in sales in 2008, bankruptcy court documents say.

Between January and April of this year, privately held National Envelope had a \$6.1 million loss on \$224.4 million in revenue, according to the company's bankruptcy filings.

Founded in 1952 by Holocaust survivor William Ungar, the company has been stung in the last few years by the global recession and the replacement of print communications and media by electronic formats, court documents say.

In addition, National Envelope had too much debt, bankruptcy court records say. The company faced "significant liquidity constraints" because of defaults on a credit agreement with General Electric Capital Corp., along with National Envelope's inability to get access to new financing under that agreement, bankruptcy court records say. All told, National Envelope's debts to General Electric Capital totaled around \$150.2 million, bankruptcy documents say.

At the time of its June 10 filing for Chapter 11 protection, National Envelope had assets and debts of be-

AT A GLANCE

Here's a look at National Envelope Corp., a Frisco maker of envelopes that was bought out of bankruptcy by a Los Angeles private equity firm called Gores Group LLC in a deal worth a total of about \$208 million.

Financial performance:

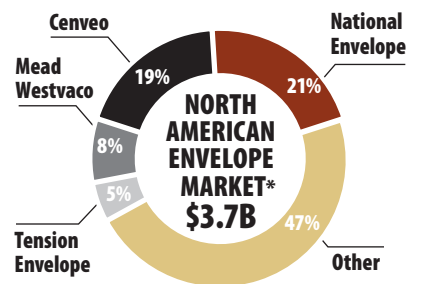
	NET LOSS	REVENUE
2007	\$1.4M	\$866.8M
2008	\$7.9M	\$799M
2009	\$44.2M	\$676.2M
Jan. - April 2010	\$6.1M	\$224.4M

Size:

- National Envelope has 14 manufacturing sites in California, Colorado, Georgia, Illinois, Kansas, Kentucky, Massachusetts, Pennsylvania, Tennessee, Texas and Wisconsin.
- Also has warehouse facilities in Washington and Ontario, Canada.
- Employs around 3,389 workers.
- Produces an estimated 37 billion envelopes annually.

Market share:

National had 21 percent of the North American envelope market in 2008.



*Latest available data, 2008

Source: Bankruptcy court filings of NEC Holdings Corp.

tween \$100 million and \$500 million apiece, bankruptcy records say.

Despite its troubles, National Envelope garnered plenty of interest when it was auctioned Aug. 20. Gores Group officials confirmed that other bidders included affiliates of rival envelope maker Cenveo Inc. and the private equity firm Sun Capital Partners Inc.

The auction was done under Section 363 of the Bankruptcy Code. Holland O'Neil, a partner in the bankruptcy and restructuring group at Gardere Wynne Sewell LLP who is not associated with National Envelope, said section 363 auctions are a good means for would-be buyers to snap up assets.

"Whether you're in or out of bankruptcy, there are benefits for the buyer," she said.

jbounds@bizjournals.com | 214-706-7122

THE ONES TO WATCH FROM PAGE 4

MedSynergies Inc.



THOMAS

Irving-based medical practices management firm MedSynergies Inc. started 14 years ago with the idea of handling the business of medicine so doctors could focus on patient care. Passage of health care reform and

other factors are creating a surge of demand for MedSynergies' services, CEO J.R. Thomas said.

MedSynergies designs, builds and operates management services organizations which manage physicians groups for hospital systems, clinics and large practices. Rising costs and cuts in government reimbursements are quickening the pace of consolidation in the health care industry, which benefits MedSynergies, Thomas said.

The provision of health care

reform requiring hospitals to adopt electronic health records is spurring growth, said Bill Murray, MedSynergies' CFO. MedSynergies recently raised \$10 million from shareholders so the company could build out its technology network, he said.

MedSynergies is set to profit from reforms that encourage accountable care organizations to promote coordination of patient care, said Bobby Hillert, executive director of the Texas Physician Hospitals Advocacy Center.

Thomas said the company's revenue has grown from \$8 million in 2004 to more than \$35 million projected for this year, and will grow to between \$50 million and \$60 million in 2011. He expects growth to continue at a 30 percent to 35 percent annual rate.

The company operates in 37 states. In 2004, MedSynergies had 100 employees; today the head count is about 260. The firm expects to grow to about 400 by mid-2011, Thomas said. MedSynergies'

majority owner is New York-based investment firm FTV Capital. FTV is focused on organic growth, but will pursue the right acquisitions, Thomas said. He said the company's focus is on continuing to grow as a private company, but he did not rule out other opportunities.

— By Bill Hethcock

\$8M
2004 revenue

\$35M
2010 projected revenue

\$50M
2011 projected revenue

ECi Software Solutions



BOOKS

In the world of software, a Fort Worth company is getting big by thinking small. ECi Software Solutions develops and sells technology to 5,200 small and midsize companies worldwide. It also provides a range of related services, such as installing and training.

Founded in 1998, the business formerly known as eCommerce Industries has grown its revenue from \$33.2 million in 2006 to \$72.9 million last year, which got ECi in

\$33.2M
2006 revenue

\$72.9M
2009 revenue

400
Employees

500
New customers a year

the Inc. 5000. Ron Books, ECi's president and CEO, expects the 400-person staff (including 100 in the Dallas-Fort Worth area) to increase by another 50 to 100 people over the next couple of years.

ECi's products include "enterprise resource planning" software which helps run and tie together major parts of a business, such as accounting, order entry and purchasing. It also sells "customer relationship management" software which manages a business' activities before and after it sells something, including sales, customer service and

marketing.

ECi isn't the first company to peddle this software — Oracle and SAP have been doing it for years — but the upstart has made hay by going after smaller customers that the big boys don't get to. Rather than focusing on *Fortune* 1,000 customers, Books has ECi selling its wares to office equipment dealerships, lumber yards and hardware stores.

Books said ECi is adding about 500 new customers a year to its clients in North America, Europe and Australia.

The market for the types of software that ECi sells has held up despite the poor economy, according to analysts. The worldwide CRM software market, worth at least \$9.88 billion, grew 1 percent last year, and should tally 5 percent to 6 percent

this year, said Sharon Mertz, research director on the software markets research team at Gartner.

ECi continually rolls out new products and services, such as technology for credit card processing. That enables ECi to boost its revenue per customer, Books said.

Majority owned by New York's Insight Venture Partners, ECi has completed seven acquisitions since 2006.

"We have some capital that we will be putting to use in the near future," Books said in a Sept. 10 interview. "We'll probably close a smaller (acquisition) in the next month or next week."

In addition, the company will likely do two or three deals in the next 18 months, Books said.

— By Jeff Bounds

LINEAGE:

FROM PAGE 4

according to Trent Waterhouse, Lineage's vice president of marketing. "It allows our engineers to work with theirs," he said.

In January, Lineage received \$2.4 million from the U.S. Department of Energy to develop technologies that reduce power loss and heat generation as electricity moves through the networks.

Witsoe said the company is focused on growing the business, not on deals that would allow Gores Group to cash in its investment. "We know if we keep doing that, it leaves lots of options open in the future," he said.

— Jeff Bounds

SUPER BOWL: Small biz wins

FROM PAGE 3

Texas businesses, so being in the guide is key," she said.

Son Davis, of Sol Davis Printing in Tampa, Fla., said while being an emerging business for Super Bowl XLIII resulted in a few jobs for his company, "It wasn't what I thought the NFL stated that it wanted to do for minority businesses."

Davis said his operation is in the shadow of Raymond James Stadium, where the game was played, but that proximity didn't seem to translate into contracts.

He says national firms that have had relationships with the NFL have the edge.

Lisa Von Bargen, president of Beyond Implementation Consulting in Phoenix, said the process was too complicated.

"The Super Bowl represents a tremendous opportunity for any city, which has the privilege of hosting the event. To truly advocate for smaller businesses, the process requires simplification," she said.

Douglas stands by the process and says

most of the emerging business contracts will be awarded to first-time businesses that are "new to the NFL and Super Bowl."

The three vendors that have secured contracts say they aren't doing it for the money but for the cachet of promoting their firms as Super Bowl providers.

Mars said her work will benefit independent contractors she works with, but she couldn't say how many.

Dutia is looking forward: "Build your portfolio now," she urged. "The Super Bowl will come back in four or five years."

Dutia said she started preparing "the day I found out the Super Bowl was coming here. For me the process is organized and amazing."

Said Lilly: "This is a marquee opportunity. Everybody would love to do business with the Super Bowl."

Buchholz is a visiting reporter from the Phoenix Business Journal.

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FAST SIGNS:

FROM PAGE 3

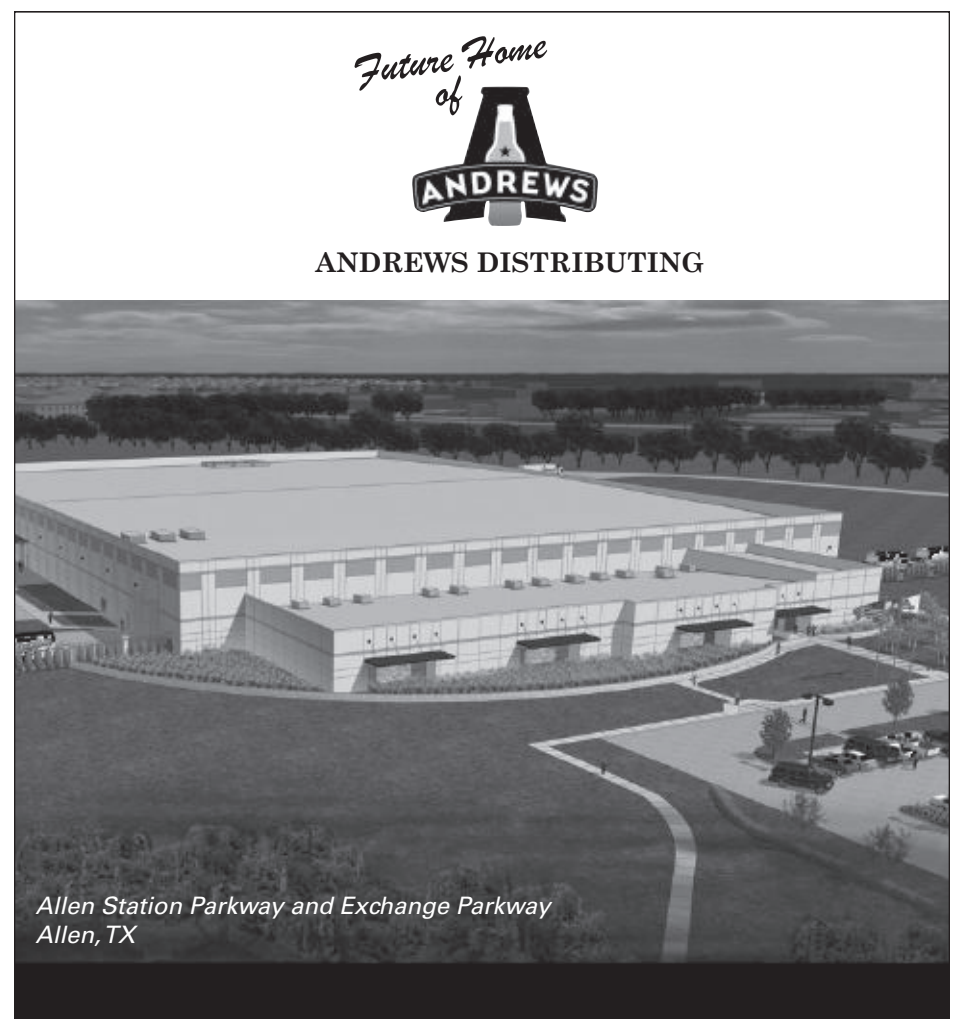
ally allows us to showcase our capabilities, which are far beyond the perception most people have when they hear "Fastsigns."

Will you add employees and if so, will they be temporary? At this point we have sufficient staff to handle all the work. We

may consider adding an additional shift to our current production schedule if the demand makes it necessary.

What advice do you have for other businesses that want to secure Super Bowl-related work? Ensure that the Host Committee knows of your existence and promote the experience you have with event-related projects.

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RANKINGS: Revenue, employment sizes are not only measures of value

TWO VIEWS: LARGEST PRIVATE COMPANIES

Measured by different standards, the DBJ's Top 200 private companies list, published Sept. 10, has a different leader board. Observers say either is fair, but no single factor reveals firms' true value.

RANKED BY EMPLOYEE COUNT

RANK	COMPANY	LOCAL EMPLOYEES
1	Energy Future Holdings	7,000
2	Atrium Cos.	4,100
3	Sun Holdings	4,000
4	Source Corp.	2,900
5	Neiman Marcus Group Inc.	2,563
6	Sabre Holdings	2,500
7	Mary Kay Inc.	2,048
8	Ben E. Keith Co.	2,025
9	7-Eleven Inc.	1,990
10	Stevens Transports	1,400

SOURCE: DBJ research

RANKED BY REVENUE

RANK	COMPANY	REVENUE, COMPANYWIDE
1	7-Eleven Inc.	\$15.1B
2	Energy Future Holdings	\$9.46B
3	Michaels Stores	\$3.9B
4	Neiman Marcus Group Inc.	\$3.64B
5	Glazers Distributors	\$3.2B
6	Sabre Holdings	\$3.0B
7	Sammons Enterprises	\$2.9B
8	Ben E. Keith Co.	\$2.7B
9	Mary Kay Inc.	\$2.5B
10	Lincoln Property Co.	\$1.98B

FROM PAGE 1

said no one matrix is adequate for assessing a company's true value.

"You could have a company with \$500 million in revenues but if their costs are \$501 million, then I'm not sure how long they are going to stay in business," Weinstein said.

Ultimately, many factors need to be taken into consideration, he said.

And Gary Godsey, president and CEO of the United Way of Metropolitan Dallas, said size sometimes does not matter regardless of whether it is revenue or employment. He said small companies with a heart for giving make significant contributions that are largely invisible.

"Most people aren't aware of all the

things different companies do. They are doing it under the radar screen," Godsey said.

For Kevin O'Meara, chairman and CEO of Atrium Cos., ranking by total revenue is just fine.

Atrium, a Dallas-based window manufacturer, clocks in at No. 28 based on 2009 revenue of \$600 million. It is No. 2 based on employment with about 4,100 workers.

O'Meara cites other national business magazines that rank companies based on total revenue, even if that revenue is generated in part outside the headquarters' local parameters.

"If it's good enough for them, it's good enough for me," he said.

That's not so for Jack Wilkie, chief marketing officer and senior vice president of development for NOVO 1. He and a couple of economic development specialists say numbers of employees should reign supreme.

"Nothing moves the development of a community forward like having jobs available in the area," Wilkie said. "The wages and spending tied to jobs allows for city services and amenities and is directly related to the overall quality of life in a community ... the creation of jobs is the key metric relating to positive impact on a community."

Based on local employment, NOVO 1, a company that manages customer service call center operations, would have ranked No. 17. As it was, NOVO 1 logged in at the No. 131 position with about \$44 million in revenue.

Wilkie discredited the notion that call center workers are like retail employees: there are hundreds of them but the pay is generally low and their collective impact is much less than professional jobs.

"All customer service representative contact center jobs are not low paying. Specialized agents, such as pharmaceutical technicians and successful sales agents, can earn \$60,000 to \$80,000 annually," Wilkie said.

Given that retail employees generally do tend to have lower paying jobs, Sally Bane, executive director for the Plano Economic Development Board, said a good ranking would be based on employees at each company's headquarters.

"Employees that are hired for jobs at headquarters are usually highly compensated," Bane said.

Corporate headquarters, she noted, drive philanthropy and community service, another important metric for ranking the impact of a company on the local community.

Bill Sproull, president and CEO of the Richardson Chamber of Commerce, generally agrees, but with a caveat.

"I think ranking private companies by local employment is a better way of gauging local impact than worldwide revenues, with one proviso. Sometimes corporate philanthropy from a headquarters with relatively small local employment is more impactful locally than a retailer with just lots of local employment," Sproull said.



WILKIE: 'Nothing moves the development of a community forward like having jobs available in the area.'



BANE: 'Employees that are hired for jobs at headquarters are usually highly compensated.'

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MMC10430TX

Jan Buchholz is a visiting reporter from the Phoenix Business Journal.

jbuchholz@bizjournals.com | 214-706-7120

Rangers auction bunts on baseball's role in ownership

remember being in court in Fort Worth one steamy day in June during the bankruptcy proceedings for the Texas Rangers when a lawyer from Major League Baseball excused himself from the room.

But before doing so, he lobbed a verbal curveball that left the rest of the bankruptcy lawyers in court, including myself, scratching their heads. He announced that if Dallas Mavericks owner Mark Cuban and his group were approved as buyers of the Texas Rangers, MLB would do everything in its power to expedite the process to approve the ownership.

Approve the ownership?

Suddenly, the liquidation of the Texas Rangers moved beyond the unusual auctioning off a MLB team to resolve a bankruptcy — to the bizarre. Just what power does MLB have in deciding who owns what team? Or better yet: Where do private property rights leave off when it comes to the buyer of a MLB baseball franchise and where does MLB's authority to govern its league kick in?

In the case of the Rangers, the anointed pairing of Chuck Greenberg and



FRONTLINES

Derek Rollins

Nolan Ryan ultimately won the auction,

preventing the courts from making any groundbreaking decisions that would answer those questions.

The question of MLB's role in such a transaction will have to wait for another day. That day might not be far off, if credit markets remain tight and the recession lingers on. As we've seen with the Aug. 31 bankruptcy auction of six prime Dallas Cowboys season tickets owned by Lending.com for the price of \$241,000, it's likely that unconventional sports-related assets will continue to find their way into bankruptcy court.

Who's up to bat?

It's pretty plain to us in day-to-day bankruptcy cases who has a dog in the hunt in most cases: creditors (both secured and unsecured), contractors and

lien holders. MLB, meanwhile, holds no direct claims to the Rangers' assets. Yet the organization does get to decide who holds a MLB license agreement. And anyone who has had a chance to see the MLB financial statements that were recently leaked to the media knows that owning a team like the Rangers can be like a license to print money (as long as you keep your payroll down).

From a practical standpoint, it's clear that MLB has a strong interest in who owns teams in the league. MLB has a right to protect its brand and its value. Not doing so might result one day in owners swapping a Jell-O wrestling exhibition for the more traditional practice of singing "Take Me Out to the Ballgame" for the seventh-inning stretch.

What if Greenberg or Cuban hadn't been interested in the Rangers? What if Joe Francis, who earned his fortune with "Girls Gone Wild" video productions, had been the winning bidder?

That's the possibility that Judge Lynn offered when he opened up bidding for the Rangers. If someone (MLB or Ty Cobb) doesn't like that, Judge Lynn reasoned, he could pursue the matter in

appeals court. Surely, the league might be well-served in keeping its hand hovering over the "reject" button for that very reason.

Yet if MLB uses an arbitrary authority to veto someone who is willing to buy a distressed baseball team, who will bother to organize investors to commit to spending hundreds of millions of dollars, only to be turned down behind closed doors in an office on 9th Avenue in New York City?

Baseball team values could take a hit because teams aren't reaching their maximum sale prices, while companies like Tickets.com and Rawlings Sporting Goods (among the top unsecured creditors in the Rangers bankruptcy) continue to twist in the wind.

These questions will have to linger until another MLB franchise goes belly up and we once again gather around the courthouse out of curiosity or obligation. Then, we might peer inside the black box that is Major League Baseball.

For now, I'm happy if the Rangers just make the playoffs.

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