

OCTOBER 2021

THE METRO REPORT



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Gloria Starling

Photo by Rachel DeLira

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FROM THE PUBLISHERS

Celebrating Diversity and Hispanic Heritage

by Anjie & Shevoyd Hamilton

This month, The Metro Report celebrates Global Diversity Awareness Month which recognizes multicultural traditions and promotes gaining new perspectives. Diversity, equity and inclusion is not intended to make everyone identical, but to promote all people having access to benefits and opportunities in society equally. We are excited to introduce a DEI roundtable Q&A session from Tarleton State University and believe they offer some insight into the diversity, equity and inclusion conversations that are taking place worldwide.

We also give a nod to Hispanic American Heritage Month which recognizes the achievements and contributions of Hispanic American champions who have inspired others to achieve success. Gloria Starling represents the Hispanic community quite well and works diligently within the community to promote diversity, not through words, but through actions. We are proud to present her to our readers this month.

In addition to these features there is much more to be found in the pages of The Metro Report this month. We encourage to read it from cover to cover, you won't be disappointed.

Until next time,
Anjie and Shevoyd Hamilton



Publishers Anjie and Shevoyd Hamilton

Dear Coach RED...

by Collette Portis, M.Ed. with RED Development Group

Dear Coach RED,

I am an entrepreneur and business owner who recently took on a major leadership role in my community. This role has a lot of responsibilities and requires a significant amount of my time and energy. I also own a firm that is 10-years-old and have a staff of fifteen that supports me in the work we do. I've been in my new role supporting the community for a little over 60 days and in that period of time I've lost 8 of my team members in my 10-year-old firm. I'm concerned that my firm may not survive the term that I've committed to for the community position, but it's not a role that I can just walk away from. What can I do to strengthen my firm so that it continues to thrive without me at the helm?

Sincerely,
Sink or Swim

Hello Sink or Swim,

Staffing issues are plaguing many employers around the country. Unfortunately, the pandemic has caused a lot of this issue, but it can be resolved. Here are some steps you can take to improve employee relations in your organization and recruit those who have staying power.

1. People - Many issues inside of a company boil down to one thing: people. Knowing that people are the greatest asset inside an organization means it is pertinent to nurture those who keep your company moving forward. Evaluate how you're investing in your people. Are you helping them get what they want so that you ultimately get what you want? How often are you deploying team evaluations? Do you know what your staff's goals are and how your organization can assist them in reaching those goals?

2. Culture - If you had to describe your current company culture in 3 words what would they be? Now ask your individual team members to do the same to determine if their answers match your answers. If not, you can identify where the disconnect is within your company culture. If their words are the same as yours, follow up by asking them to provide their definition of those words that are the same. Often, we repeat the words we want to describe our company, but the individual understanding is different. Once your team is on the same page you can begin to work towards clearly defining your culture and putting the systems and processes in place to support the company culture you're working to create.

3. Collaboration - More often than not you have outside people and organizations that you work in



Collette Portis, M.Ed. with RED Development Group

collaboration with to get your work done and grow your business. These collaborative partnerships are extremely important for business growth and sustainability. Nevertheless, the most important collaborative partner group that we fail to nurture and connect with are our employees and team members. Remember, they are your collaborators too. Many times, our clients have the answer to their biggest problem within their organization. They fail to see it because they fail to connect with the team as a group of collaborators when they think about building and growing their business.

Our work environments have changed drastically. Employees are no longer taking jobs or keeping jobs where they are not valued. Company culture has become one of the leading factors when selecting an employer. This requires making an adjustment in your organization quickly keep the employees you have and hire those you need.

Sincerely,
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If you have a pressing business question or you're faced with an obstacle that you just can't overcome send us a letter and we'll answer here. We look forward to helping you maximize your greatness.

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Adolfo Flores (left) and Jose Diaz (right)
with their very first construction project.

Jose Diaz and Adolfo Flores studied architecture together at the University of Texas at Arlington. After 30 years of combined architecture experience, they established their own architecture/construction firm – Thr^3 Studio, LLC. They now work together in designing, developing and building custom residential homes with building science at the heart of their value to bring forth a well-designed, well-built home across all markets.

Their dream of designing and building homes together, which started at UTA, became a reality last spring with the help of Ciera Bank providing interim construction financing for their first home.

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DEI Thought Leader: A conversation with Dr. James Hurley

Dr. James Hurley is leading Tarleton to unprecedented heights. His signature initiatives include strategic enrollment growth, a move to NCAA Division I, innovative student funding, robust partnerships with high schools and community colleges, enhanced research to spur economic growth, business and community collaborations, and the university's largest-ever capital campaign.

He holds a doctorate in education from Morehead State University, a master's degree from Indiana University and a bachelor's degree from the University of Pikeville.

What can organizations gain from committing to a diverse, equitable and inclusive culture and business model?

Such an environment creates a sense of belonging. At Tarleton that's more than just a target, it's an imperative that dates to the vision of our founder to provide accessible, affordable education for all students. Educational and workplace opportunity is part and parcel of everything we do. Students, faculty and staff do their best when they feel valued. An inclusive working and learning environment fosters trust and promotes engagement. Diverse perspectives and experiences are the hallmarks of higher education.

What are your organization's primary goals regarding DEI and how do you know you are reaching them?

This spring we successfully completed our yearlong SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) reaffirmation process. It includes a strategic plan that charts our course for the next decade and demonstrates our commitment to provide access and opportunity for students and employees of all backgrounds and identities. That commitment comes with action items and surveys to measure our progress and inform leadership. The beauty of our approach is that it involves every member of the Tarleton family and holds each of us accountable.

What is the biggest challenge your organization has faced regarding DEI and what did you learn from it?

DEI cannot be mandated as a policy; it must be embraced as a culture. In our strategic planning we made sure that every member of our university family — students, employees, alumni, community partners — had an active role in charting the course. Focus groups, surveys and workshops took the better part of



James Hurley, President, Tarleton State University

2020, but we wanted to make certain that we captured everyone's voice and that everyone took ownership of our culture.

How can organizations that don't have dedicated DEI staff or initiatives start their own DEI movement?

Creative solutions abound. Assembling a team of committed members and empowering them to have an honest conversation is a great place to start. Make it easy to participate and encourage the entire organizational family to get involved. That's what we did at Tarleton. Facilitate ongoing feedback and create an atmosphere of trust where people feel safe to share their perspectives, but don't stop there. All talk and no action improves nothing.

What pitfalls should they avoid?

It is vital that the organizational family owns its culture. One committee —no matter how steadfast members are to diversity, equity and inclusion — cannot effect change without participation by all. And that work to create and maintain a diverse, equitable and inclusive environment never ends. What you start today will outlive you.

What is something your organization is doing very well that could be replicated elsewhere?

We have an advisory board on diversity, equity and inclusion — composed of students, faculty and staff — that consistently seeks ways to increase access and opportunity; overcome barriers that impede academic, personal and professional success; and ensure everyone at Tarleton enjoys a welcoming environment. It's how you treat family.

How did the pandemic influence your organization's work and commitment to DEI?

COVID-19 has reinforced the value of a safe place to live, to learn and to work. Many of our students chose to stay on campus last year because they truly felt safe. We were reminded of the sense of family and the care required to sustain a nurturing environment. That reminder was a call to a deepened commitment to diversity, equity and inclusion.

Looking ahead, what is your vision for how companies and communities will approach DEI 10 years from now?

They will approach it head on, for to do otherwise is to perish. Enlightenment is a process, with wisdom the goal. Addressing any issues that hold us back will, in the doing, bring us closer together. The bold actions we take today will ensure a better world down the road.

Can you share a personal story related to your work in equity that makes you hopeful?

I grew up in a little coal camp in Kentucky. Both of my grandfathers were miners. My mom and dad were very hard working. Neither went to college, so I was a first-generation university grad. It influenced me. It helped me see the value in providing educational opportunity for overlooked young people. That's what drew me to Tarleton. Created as an institution of opportunity, it has evolved from an agriculture school to a comprehensive regional university. Tarleton is a very special place, a first-choice destination for bright minds, expert faculty and committed staff. I pray that we're doing everything possible to provide a top-shelf university experience. If we educate students in our region, they will stay in the region and the region will prosper.

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Alliance for Children

by Steve Rochun

In September, a group of 17 current and former mayors from Northeast Tarrant County joined former Southlake Mayor Laura Hill as she hosted a reception in her Southlake home. Many others from the community were also present to show their support for Alliance for Children, the 29-year-old nonprofit that has established itself as one of the leading children's advocacy centers in the state of Texas. In June of 2019 Alliance for Children started its capital campaign with a goal of \$15.8M. Currently they are just \$400K short of that goal. Once the funds have been raised, Alliance for Children will relocate its center in Fort Worth to a new 38,000 square foot site, significantly expand its Arlington facility with an additional 24,000 square feet of space and add 4,000 square feet to its Northeast Tarrant location in Hurst.

Following is a Q & A with Julie Evans, CEO of Alliance for Children.

What is the ultimate goal of AFC?

The mission of Alliance for Children is to protect Tarrant County children from child abuse through teamed investigations, healing services and community education. We believe that every child deserves a childhood free from abuse. When cases of any type of abuse do arise, we create and coordinate a tailor-made, cohesive response to abuse investigations and the incorporation of free healing services alongside our partner agencies for all Tarrant County child abuse victims. Additionally, we work tirelessly to prevent abuse from taking place by providing prevention education to adults and children alike, ultimately striving for a safer community.

How do you get beyond the need for exposure for the services AFC provide and maintain confidentiality for your children?

We endeavor to let the public know how essential our services are to the children in this area without ever divulging the identity of the children and families we serve. This can mean telling a child's story with all identifying details removed, or perhaps utilizing a photo showing a child's hands or feet - anything to ensure their anonymity while also giving a clear explanation of our services. We speak to the public about our overall mission and the community's need for our services, approaching each conversation as an overview of the agency, not specifically regarding a child or family's needs.

Are there other agencies that AFC works or partners with? How do you work with them to better serve your clients?

Through our multidisciplinary team, we partner with



Julie Evans, CEO, Alliance for Children

31 Tarrant County law enforcement agencies, medical professionals at Cook Children's Health Care System and JPS Health Network, the Department of Family and Protective Services, Tarrant County Juvenile Services, and the Tarrant County Criminal District Attorney's Office. All of these agencies work together at Alliance For Children centers to reduce trauma to child abuse victims during an investigation while improving each agencies' response to children who are often frightened and hurting. As a result of the collaboration, investigators and detectives are able to complete investigations in a timelier fashion, cases are stronger for prosecution, and children and protective caregivers are more likely to benefit from available healing services.

How did the Covid Pandemic affect Alliance for Children?

In March 2020, Tarrant County issued a "Declaration of Local Disaster" and imposed a "Shelter-In-Place" order to help curb community spread of the virus. During this time, as first responders, Alliance for Children made significant adjustments to our operations in order to be able to continue serving Tarrant County victims of child abuse, and their protective families without interruption, while also prioritizing their health and safety, as well as the health and safety of our dedicated staff and partners.

Following "Shelter-In-Place" orders, Alliance for Children observed the number of reports of suspected cases of child abuse plummet by as much 50%, especially in regard to reports of sexual abuse. Experts agree, this decrease was not the result of fewer cases of child abuse, but the consequence of children

trapped in unsafe homes without the respite of a school day, or safe adult to hear their outcry.

This downward trend of abuse reports was especially concerning during a time when risk factors associated with child abuse were critically exacerbated. Caregivers experienced heightened levels of stress due to job loss, isolation, the added responsibility of full-time childcare, children participating in school virtually, and increased family conflict. As a result, the abuse cases Alliance for Children staff and partners responded to during this time were often the result of physical abuse so severe it resulted in greater rates of hospitalizations and even child homicides. Additionally, Alliance for Children staff and partners also experienced a much larger demand for emergency need provisions for both current and new families who are experiencing additional hardship as a result of the pandemic.

COVID-19 continues to significantly impact Alliance for Children's operations and we project it will do so for months to come as our staff and partners provide our programs and services to the rapidly growing number of new clients who experienced abuse during the pandemic. Since April 2021, we have received and served, the highest numbers of new abuse cases our agency has ever responded to in our almost 30-year history. Subsequently, referrals to our programs and services have doubled. Protecting and serving these children remains the chief priority of our staff and partners, who continue working diligently to meet and exceed the needs of our clients.

Will the expansion plans allow you to serve more children and over more services?

The expansions to our Arlington and Northeast center, alongside the relocation to a newly renovated Fort Worth center, will allow Alliance for Children the opportunity to provide the following to the greater Tarrant County community in service to child abuse victims:

- Increase our capacity to provide mental health services to a growing caseload. This will allow for additional counseling rooms for our individual and group counseling programs, areas to incorporate art therapy, and space to grow the mental health team to keep children off a waiting list for no cost counseling.
- Allow space for growing partnerships. Not only is Alliance for Children in need of more staff to better serve our child clients, but our partnerships are growing as well to better address our current and future caseloads.
- In preparation for more complex cases, we will be improving our data collection methods to create stronger cases leading to more triumphant prosecutions. This will be accomplished through more efficient sound protected interview rooms; updated recording

technology to collect victim outcries and perpetrator statements; and the creation of evidence collection rooms.

- Updated security measures including: separate entrances for accused perpetrators; video monitoring in all lobbies; and restricted access to our buildings, both internally and externally.

What impact did past CEO Nancy Hagan have on you?

Our Founding Executive Director at Alliance for Children, Nancy Hagan, challenged me professionally. She envisioned a community where children were safe and protected without needing agencies like ours. Nancy led with compassion, conviction and strength. She saw things in me that I could not see in myself. She lifted others up around her and was so generous with her knowledge and experiences. I am grateful she still walks with me through many of my challenges today.

Where do you see AFC ten years from now?

We are navigating a trend today involving online child abuse. When I first started in this career, a perpetrator had to have access to a child to abuse one. The internet has shifted this drastically. We continue to see an increase in cases initiating online. It is my hope that as a culture we will catch up to this challenge facing our children and our criminal justice system. Parents need to be educated on this issue and empowered to set boundaries for family internet use. Please note, I say family internet use. Our children are watching our example. If they see us on our devices consistently, they will follow. My hope is that we will see a focus on our family time and a shift from relying on devices to be our entertainment. I believe this will better protect our children from abuse.



ALLIANCE FOR CHILDREN
A Children's Advocacy Center

What is privilege?

by Cathy Holt

What is privilege? A dictionary definition is “a special right, advantage, or immunity granted or available only to a particular person or group.”

So, privilege is having unearned advantages based solely on who we are, our class, sex, gender, race, religion, age, ability or any other social identity. These identities often place us in different social groups, and the social status we are granted is based on historical, political or other factors. Groups that are viewed as having a higher status are called the dominant groups. Those considered of lower status are called the target groups.

For Peggy McIntosh, an author, activist and scholar who has extensively examined privilege, “Privilege exists when one group has something of value that is denied to others simply because of the groups they belong to, rather than because of anything they’ve done or failed to do.”

Privilege cannot exist without oppression, just as oppression can't exist without privilege. There is a relationship between groups that are assigned advantages and corresponding groups considered disadvantaged, which results in hierarchies and power differentials in societies.

“
Privilege exists when one group has something of value that is denied to others simply because of the groups they belong to, rather than because of anything they’ve done or failed to do.
– Peggy McIntosh
”

Privilege and oppression occur at different levels: individual, interpersonal, institutional and ideological.

On the individual level, values, beliefs and opinions shape our attitudes as to which identities or social groups we deem better than others. The resulting prejudices and stereotypes bestow privileges to the dominant group that are not shared by the target groups. These individual beliefs often omit the intersectional identities we all possess.

Within any social identity, dominant groups assign certain benefits to those viewed as ‘normal,’ while withholding them from those within a group considered ‘different,’ which leads to the concepts of privilege and oppression at the interpersonal level. Personal beliefs will affect public interactions with others.

It should be noted that not all members of a dominant group have the same privileges. However, by virtue of belonging to the dominant group, they do not have to confront the challenges and oppression the target groups face in their daily lives.

At the institutional level, the ideas of dominant groups that believe they are superior are incorporated into policies, practices, legal systems, education, media images, etc. The assumption of superiority is incorporated into these systems, which impacts how society functions.

These tropes fuel the idea that, somehow, one group is better, more advanced, normal or superior than another and therefore, should be in control. These dominant ideologies perpetuate systems of oppression like racism, sexism, classism, ableism, heterosexism, etc. They also determine how resources and power will be allocated. In North America, as in many parts of Europe, white racial identity has historically dominated.

As, renowned author, Toni Morrison states, “In this country, American means white. Everybody else has to hyphenate.” Whiteness is normalized and Whites are able to navigate society and daily lives with advantages historically, socially and politically constructed. These privileges are imbedded into our social fabric benefiting Whites while marginalizing and oppressing others.

In a similar way, historical social norms have imbedded patriarchy into our culture. Our society has been organized around the concepts that men are the dominant group and women and gendered individuals are subordinate. These social relationships created hierarchies of privilege and oppression.

How do we interrupt these patterns of oppression and privilege, especially since this framework of privilege and oppression is not representative of values of many people in our culture?

- For those with privilege in any situation, the first step is to identify our individual patterns of thinking. Reflect on the personal unconscious biases. We



Cathy Holt, Chief Knowledge Officer, DEI Consultants, LLC

Photo credit: Rachel DeLira

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NOMINATE A BUSINESS
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Rotary Fort Worth – Intentional Change

by Steve Rochun

More than a year ago, Chris Jordan, current co-chair of Rotary's minority business awards committee, had something come over him that he couldn't shake. His heart had been troubled due to the racial tension around the country and he didn't want to see it in Fort Worth. He spent time reading several books from different points of view and the application from all of them was the same. In order for things to get better, there had to be sincere efforts to connect with others and develop relationships and friendships. He thought, "What better way than through Rotary."

"I really think God put it on my heart. One of Rotary's four core values is goodwill and friendship. I thought we needed to find a way to create good friendships because that would ease tension and bring community healing," says Jordan. "But how can Rotary Fort Worth make this happen? How can we make the connections?"

More than a year ago, Chris Jordan, current co-chair of Rotary's minority business awards committee, had something come over him that he couldn't shake. His heart had been troubled due to the racial tension around the country and he didn't want to see it in Fort Worth. He spent time reading several books from different points of view and the application from all of them was the same. In order for things to get better, there had to be sincere efforts to connect with others and develop relationships and friendships. He thought, "What better way than through Rotary."

“
If you have a heart for service, want to be in a group that encourages high ethical standards and seeks to build goodwill and better friendships, I highly encourage you to join Rotary.

- Adrian Galvan

”

Electro Acoustics, Jordan's business, won several awards that helped the business especially in developing community relationships. So, he thought, what if Rotary could develop an award to honor great minority businesses in the community. "I could imagine it happening as long it was value-based and judged with integrity," said Jordan. Jordan presented the idea to the board and leadership team of Rotary Fort Worth

and the idea became a plan of action. The result became the Rotary Minority Business Awards.

But RMBA was not just about the awards and developing friendships, but about creating awareness and opportunity for businesses.

The unspoken part of the tension in society is what was and is perceived as the imbalance of equity and inclusion in business and health. Rotary is working to do its part in business to help transition any racial tension into opportunity by inviting, welcoming and embracing minority businesses to become a part of Rotary.

Newly appointed president and eight-year member of Rotary, Courtney Lewis was asked if Rotary Fort Worth's efforts to increase minority representation and membership was intentional and by design or just an emotional fad? "As a result of past President Carlo Capua's leadership through courageous conversations, last year we increased our diversity by 116 percent. Now when I look into the crowd, I see more diversity than just me and Jim Austin. Our board, which is elected by our membership, has four diverse members which says that the club is ready and has moved in this direction."

Lewis goes on to mention, "Our next slate is intentionally 40% minority and 40% female to help continue our momentum to racial and gender parity. I would say that it is not an emotional fad and is definitely intentional by all. And to add, I have never felt any resentment from older members in my eight years as a member and do not feel any now with diversity increasing."

Adrian Galvan, of Tijerina Galvan Lawrence LLC, a member of Rotary Fort Worth and a 2021 RMBA finalist, says to anyone considering becoming a member of Rotary, "If you have a heart for service, want to be in a group that encourages high ethical standards and seeks to build goodwill and better friendships, I



Courtney Lewis, President, Rotary Fort Worth

Photo credit: Rachel DeLira

SEE ROTARY ON PAGE 20

Diversity

Dr. M. Ray Perryman

Newly released Census data indicates that the US population is becoming increasingly diverse. The most prevalent racial or ethnic group was the White alone non-Hispanic population at 57.8%, down from 63.7% in 2010. The Hispanic or Latino population was the second largest, comprising 18.7% of the total, while the Black or African American alone population was third at 12.1%.

For Texas, 39.7% of the 2020 population was in the White alone group, down from 45.3% in 2010. The next largest category was Hispanic, with 39.3% (up from 37.6% in 2010).

National data indicates that the birth rate per 1,000 females in the 15-44 age range is almost 66 for Hispanics, compared to 56 for Whites and 62 for blacks, thus indicating that this trend will continue. In fact, it seems likely that one day during the past few months, Hispanics quietly surpassed Whites as the largest demographic category. The Black population percentage grew

slightly over the decade, from 11.5% in 2010 to 11.8% in 2020, while the Asian population rose rapidly from 3.8% to 5.4%.

Data regarding race/ethnicity is complex; many people fall into multiple categories. For example, Hispanic individuals may be of any race, while some people are multiracial. Moreover, comparisons over time are complicated in that the manner in which the Census asks questions and compiles data has changed, and part of what we're seeing is better capturing of information. Nonetheless, the patterns clearly indicate increased diversity.

The Census Bureau maintains a Diversity Index (DI), which measures the probability that two people chosen at random will be from different racial/ethnic classifications. The DI is highest when all groups in an area have equal population shares. For the US, the DI increased to 61.1% in 2020 from 54.9% in 2010. Texas is one of the most diverse states in the nation; only Hawaii, California, Nevada, Maryland, and the District of Columbia have higher index values. The state's diversity index rose from 63.8 in 2010 to 67.0 in 2020.

The degree of diversity varies substantially across Texas. A number of the most diverse counties are in or near the Houston, Dallas, and Austin areas. The least diverse are generally along the Texas-Mexico border, where 90% or more of the population is often Hispanic, or in sparsely populated areas with large White concentrations.



Much of the information needed to fully understand the implications of these changes is not yet released, but we know that the fast-growing Hispanic group tends to have lower educational attainment and holds only about 5-6% of the state's household wealth. Clearly, future prosperity critically depends on ensuring that excellent public schools, affordable post-secondary training, and opportunities for success are readily available to these young Texans. Stay safe!

Published in syndication August 25, 2021



Humble and kind: Gloria Starling

by Allen White

Tim McGraw sings a song titled Humble and Kind. If "Humble and Kind" was a person, it would be Gloria Starling. These words embody who she is at home, at work and in the Fort Worth community. Rarely seen without a smile on her face, Starling is one of Fort Worth's shining stars.

Born in Mexico City, Starling's father moved the family to Richardson just as Starling was beginning high school. Her career in the restaurant business began at a young age and quite by accident. She went with her brother for an interview he had at a local restaurant. After his interview, the manager offered her a position as a host. Excited at the prospect, she persuaded her father to allow her to work on weekends. Once she received that permission, she made a deal with the manager – if he hired her brother, she would accept the host position, but at a rate of \$10 per hour instead of the \$7 that had been offered. When she received a raise and a new position the following summer, Starling knew she had found her career path.

Starling has now worked for The Capital Grille (TCG) since 2006 and has full working knowledge of how a restaurant operates top to bottom. Her career with TCG includes running the bar at the Dallas location, overseeing the wine program at the Plano location, assisting with the opening of Capital Grille Mexico and her current position as managing partner of the Fort Worth restaurant. Starling loves the culture of diversity and inclusion found in and practiced by the ownership of TCG and brings those attributes to the Fort Worth location.

“
I believe life has given me a diploma of its own, allowing me to do what I love, and love what I do.
– Gloria Starling
”

As the leader of a diverse team, Starling believes in training and developing every team member, every shift, every day. "I strive to provide a team-oriented, nurturing environment that allows people to grow and become the best they can be through positive leadership, encouragement and guidance," says Starling. She understands that the restaurant business can be daunting if you haven't been in it, but says she sees it as a challenge and is always thinking, "What can I learn next." This mindset has helped her learn, work and excel in all positions and she works diligently to pass



Gloria Starling, managing partner of The Capital Grille Fort Worth

Photo credit: Rachel DeLira

this along to those who work for her. A working mom, Starling prioritizes her life around that of her son, Gabriel Starling. This is made easier because TCG company promotes and supports work-life balance. She and her management team meet once a month, sometimes for as long as three hours, to work on their respective schedules. It is important to her that she be present at her son's activities, and she is just as supportive of her team doing the same. They all work around their respective personal calendars to ensure that the needs of their families are just as much a priority as the guests who visit The Capital Grille. This practice applies not just to the managers, but to the entire staff.

Running a restaurant is time-consuming, but Starling has a wonderful staff who is fully trained to operate without her direct supervision. This allows her to pursue another passion – community service. She credits her staff for the success of the restaurant, especially through the pandemic when they were able to quickly pivot and serve guests through takeout when the dining room was forced to close.

If you attend any charitable event in Fort Worth,

chances are strong that Starling is involved. She believes strongly that it is important to give back and it is our responsibility to continue making this world a better place. Her philosophy is that the giver gets more than the recipient. Her involvement with various organizations in the Fort Worth community help her understand the needs of the city and help shape her vision on what she can do to make it a better place – not just for her son, but for future generations. Starling loves working collaboratively with other restaurants in the area. She doesn't view them as competitors the way one might in other places; she sees them as partners who can join and work for a common cause. "Be a great neighbor and work with others, you can accomplish more together than you can apart," says Starling. She has been wildly successful as can be attested to her appointment as the 2021 chairperson of Downtown Fort Worth's Main Table event which took place in September 2021. She and several other local chefs and restaurateurs were able to come together for a common cause and put on an event well attended by the Fort Worth community.

Starling's advice to anyone wanting to work in the restaurant business is the same as it would be for any other industry. Know your strengths, know your dislikes, think about who you admire, find your passion and find your purpose. She believes if these things are in line, then your job becomes part of your journey. After 30 years in the industry, she is enjoying her jour-



Gloria Starling with son Gabriel

Photo credit: Rachel DeLira

ney. "I believe life has given me a diploma of its own, allowing me to do what I love, and love what I do," states Starling. The roots for this love can be traced back to her grandmother whose heart and concern for others led her to make sure her community was served by providing meals to anyone who needed or wanted one. The legacy continues on with Starling and her son, Gabe.

Though Starling is passionate about TCG and the Fort Worth community, her first passion is her son, Gabriel Starling (13) who is known almost as much as she is in the community. Starling makes sure they begin and end each day together. Gabriel plays basketball, runs track and plays piano all of which require transportation to and from practices which her parents and sister help with as well as pick-ups from school and dinner when necessary. He is also a community activist in his own right.

Gabe, too, has a heart to serve others, as evidenced by his foundation Top Stars Give Back which provides among other things, initiatives to help kids get their education and stay physically active. His philanthropic efforts began when he was seven (7) at which time he began raising money to find a cure for cancer because he didn't want his mother to get breast cancer and find himself possibly without a mother. His early efforts were directed at Emily McLaughlin, a family friend who discovered she had cancer. He donated some of his savings to help her and then donated \$5 for every basket he made during his basketball games and then went on to get others on board to help. His efforts with his foundation continue to this day. Gabe is a model of entrepreneurship and philanthropy all in one package.

Starling and Gabe, who came to Fort Worth in 2016, have adopted the city as their home and work every day to make it a better place. Starling loves Fort Worth because it offers a unique place to work, is business-friendly and is an awesome place to raise a family, have fun and appreciate a great quality of life. When they are not working, going to school or attending to their philanthropic efforts, Gloria and Gabe enjoy biking, spending time at the Trinity River and enjoying time with family and friends. Every now and then, they have a lazy day at home vegging on the couch watching a football game and enjoying pizza and spending some quality time together, just the two of them (along with the three dogs and bird that are also part of the family).

Starling professes to be an open book, what you see is what you get. She loves to have a great time and loves what she does to the point that she doesn't consider it work. I hear Tim McGraw singing *Humble and Kind* and I picture Gloria Starling and her son, Gabe; the song applies to both.

Creative and analytical: Addison Gumbert

by Allen White

What career does a theatre major who is both right- and left-brained choose? Marketing, of course! Some might question the transition between the two seemingly opposing career options, but it was a natural choice for Addison Gumbert, strategic marketing manager for Modd Marketing. Based in Denver, Modd Marketing Solutions, Inc. is a full-service creative agency, specializing in digital marketing, content marketing, social media marketing and branding and is owned by Marisa DeZara, a friend and colleague of Gumbert. Gumbert is based in Fort Worth and is proud to be part of a team that has clients from coast-to-coast.

Gumbert, a native of Fort Worth and graduate of Nolan High School has spent much of her life on the performing arts side of things, spending time as a competition cheerleader, singing in the choir and dancing. She attended college at The University of Texas where she received her BA in Theatre. Gumbert says she was drawn to the quirky nature of actors and their fearlessness and liberation because she had many of those qualities herself. She tried her hand at acting but realized her passion lay more in the production side of theatre where she was able to bring her skills of organization and creativity together as a production manager.

“
If we’re not making you money,
we’re not doing our job.
- Addison Gumbert
”

“It was my job to organize all of the teams like offering support for the creative teams in costume and set design, to project managing stage builds, rehearsals and managing actors,” says Gumbert.

After college and spending some time in San Francisco, Gumbert returned to Fort Worth to plan her next career and life move. In 2012, she felt compelled to move to Denver and after a conversation with mother and artist, Stacy McKnight, she had her answer. “One day I was on the phone with my mom and told her I was thinking about Denver and she says “You know what... I think I already knew that.” “What do you mean?” I asked. “She then sent me a picture of her latest oil paint work featuring longhorns walking in front of Union Station in downtown Denver. That was going to be me... a Texas Longhorn in Denver.” Things quickly fell into place after that and off to Denver she went where she stayed until her return to Fort Worth in 2018.



Addison Gumbert, strategic marketing manager, Modd Marketing

Photo credit: The Metro Report staff

Gumbert has worked in some aspect of marketing for the last eight (8) years. She began working in content creation with photography and videography in college and transitioned to in-person sales and advertising with an event and experiential marketing company. She has spent the last four years working in digital marketing. Her left/right brain means that Gumbert has an eye and hand for design and an analytical brain that can look at data to help target the needs of each client based on their specific goals and needs. Asked about the transition from stage production to marketing, Gumbert explained, “In production, you have to be creative, organized and quick all at the same time which translates directly to what’s needed to succeed in marketing.”

Gumbert worked for herself for a time before deciding to join Modd Marketing, but realized there were a lot of moving parts she wasn’t quite ready to deal with on her own. Joining the team at Modd has meant she can do what she loves, gain more experience and understanding of the marketing business as it continues to evolve and work as an almost in-house marketing department for her clients. She met owner, DeZara through mutual friends and their paths crossed multiple times and they formed a friendship before beginning their working relationship. Part of the appeal for

Gumbert working at Modd is that each person handles their own individual clients and has almost total autonomy to do whatever is necessary for each client. Their firm designs marketing campaigns and provides organic and paid advertising and lead generation on digital platforms for their clients. They partner with another agency for clients who wish to do traditional print advertising. They pride themselves on using data and deep AI technology to directly target clientele, follow them through the funnel and track the most important metric like ROI. Gumbert says, “If we’re not making you money, we’re not doing our job.” Their client retention is high; once a client sees their ROI and the data behind what has been done, it’s not hard to stay aboard.

Gumbert is both strategic and methodical and plans everything out. These qualities make her a good fit for her chosen profession. While she likes working alone, she prefers working with a team and loves her job because it fulfills both the creative and analytical sides of her brain. The breadth of her job is one of her favorite things and she appreciates that each day presents a different challenge and different project. She enjoys the autonomy of being able to enact change for her clients immediately which is something she most likely wouldn’t be able to do working for a larger marketing

company. Working with a small but mighty team of strong women with the ability to fully own her projects start to finish is rewarding. The cohesiveness of the team allows things to run smoothly and helps them to see any potential bumps in the road and work together to head them off. Modd is a full-scale digital marketing with support in business development if necessary.

As if her marketing career is not enough, Gumbert also delves into property management. When she’s not working, Gumbert is an avid outdoor lover. She enjoys camping and hiking and spending time with her 8-month-old German Shepard puppy. When time permits, she travels to national parks and attends live music events. Closer to home, Gumbert is a member of Bass Hall Group of Young People for the Arts and is involved in The Cliburn. She is also a licensed yoga instructor.

At the end of the day, Gumbert wants people to know her desire is to help people and she is honest about whether she can help. She will pass on an opportunity if she doesn’t believe she can fulfill the request. Straightforward, sometimes to a fault, she is dedicated to doing whatever necessary to make sure a client’s needs are met and is not afraid of the challenges that come along with it.

Rotary

FROM PAGE 13

highly encourage you to join Rotary. Once admitted to Rotary, I would also encourage you to immediately get connected to a Rotary committee and participate in activities so that you get plugged in with the organization as quickly as possible. Like most things in life, you will only get out what you put in."

Though the RMBA program is the primary way to engage the minority business community,

there are several newer members who help to make up the growing diverse membership who are very much engaged on committees. Richard Knight, of Knight Waste Services, co-chair of RMBA is also leading the Community Outreach committee. Dr. Shagranda Traveler, executive vice president of Tarrant Area Food Bank, is leading Rotary Readers program and Jennifer Trevino, executive director of Leadership Fort Worth is leading the development of a mentoring program.

Rotary's mission is to provide service to others, promote integrity, and advance world understanding,

goodwill, and peace through their fellowship of business, professional and community leaders. The key here is fellowship that leads to relationships. Goodwill is created when we have a relationship with each other and Rotary continues to work and foster good relationships within a diverse community.

"I think our work over the past year has shown the community that we are a different Rotary Club today. I tell people this isn't your grandpa's Rotary anymore. Our membership has grown from 208 to 258. Since July we have added 17 new members; seven of whom are black and seven are female. My goal is to hit 300 by the end of my term on June 30, 2022," says Lewis

According to Jordan, "The early results from the RMBA have been nothing but successful in creating these friendships. It has also been great for business! A real win-win."

Privilege

FROM PAGE 11

all have them based on the messaging we receive throughout our lives, history we are taught and our lived experiences.

- Denial, often an emotion of privileged groups, should be set aside to make way for a genuine and thoughtful reflection on our privileges. Such introspection doesn't have to be associated with shame or guilt.

- Acknowledge the damage systemic oppression has had on our society.

- Be willing to participate in honest and often uncomfortable conversations about dismantling systems of privilege.

- Commit to personal accountability by not accepting these systemic constructs and stop allowing them to continue.

- Live your integrity. Determine what you stand for and give voice to your values. Don't be complicit in perpetuating 'isms'. Become an ally.

- Rather than honoring intentions, demand that we commit to and honor outcomes.

And, if you haven't read Peggy McIntosh's *White Privilege and Male Privilege: A Personal Account of Coming to See Correspondences Through Work in Women's Studies* (1988), please do so.

www.collegeart.org/pdf/diversity/white-privilege-and-male-privilege.pdf

Celebrate Diversity



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Ask the Banker

**Do all businesses need a line of credit?
What determines how much they need?**



No, not all companies need a line of credit. The need is driven by the working capital cash flow cycle. A mature company will generate enough cash flow from operations to cover working capital requirements. Growing companies will need a line to cover working capital until they reach that point. The amount will depend on how quickly the company can produce its product and collect on accounts receivables. Another factor is what type of terms the company's suppliers will allow. To calculate the working capital requirement take inventory + accounts receivable - accounts payable and this is the amount needed.

Courtney Lewis –
Bancorp South,
Senior Vice President,
Middle Market Team Leader



An unsecured line of credit for a business is an affordable short-term financing option that can be used for things like buying inventory, paying business expenses or purchasing new equipment. The key is to refinance anything that you will not be able to pay off quickly as longer term debt. Start small and as you build the relationship with your bank, you can request increases.

Jeanine Werberig –
Happy State Bank,
Senior Vice President
Commercial Lending



All Businesses need a line of credit. The amount will depend upon the size of the business and the nature of the industry.

Uselton Burton –
Bank of Texas,
Vice-President,
Business Banking

We polled some local bankers and asked several questions that small business owners have about building banking relationships. In this and upcoming issues, we will give you the answers they provided. If you have a banking question you would like answered in this forum, please send your questions to info@themetroreport.biz.



How can a client know if they are asking for a reasonable amount of money (loans/lines of credit)?



Banks like to see leverage ratios under 3x and cash flow coverage over 1.25x. Leverage can be measured either by total liabilities divided by tangible net worth which is referred to as balance sheet leverage. The other measure of leverage is cash flow leverage measured by funded debt divided by EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization). Cash flow coverage can also be measured a couple of ways. Most banks prefer a FCCR (Fixed Charge Coverage Ratio) which is calculated by dividing EBITDAR less any distributions, cash taxes or unfinanced capex by the sum of principal payments on long term debt, interest expense, rents and capital leases and cash income taxes. If your ratios get outside of these guidelines there are other forms of working capital like asset based lending and factoring that can serve as a bridge to conventional bank financing.

Courtney Lewis –
Bancorp South,
Senior Vice President,
Middle Market Team Leader



You'll need sufficient funds to cover your business operations (and personal expenses) for the first 6-12 months of operations.

Jeanine Werberig –
Happy State Bank,
Senior Vice President
Commercial Lending



Client should consult their Business Banker to seek guidance on the best amount based on their business goals and needs.

Uselton Burton –
Bank of Texas,
Vice-President,
Business Banking

CHAMBER SPOTLIGHT

Greater Southwest Black Chamber of Commerce

Name of chamber: Greater Southwest Black Chamber of Commerce

Name of Chamber CEO/President: Linda S Gray, Founder, President/CEO

How long has this chamber been established?

The Greater Southwest Black Chamber of Commerce was established in March 2008

What is the focus or vision of this Chamber?

Greater Southwest Black Chamber of Commerce MISSION STATEMENT is to provide the building blocks to educating minority-owned businesses to understand the importance of how to do business and who to do business with; and to work with entities that can assist in bringing more revenue to your businesses.

What are the objectives of this Chamber?

To help minority-owned businesses gain greater exposure and increased visibility which brings more revenue to businesses. We can help the minority-consumer market and business community in many ways by helping them to understand the importance of commerce.

What are the recent successes or impact of this Chamber?

The most recent success of this Chamber comes when our members win contracts. Contracting opportunities that impact the bottom line for our members. The kind of impact that brings growth which increases revenue with results that expands the opportunity to hire more employees. The impact of the GSW Black Chamber is connecting our members at their level with resources that can help our business members gain valuable information that can help them to move forward from whatever level they are at in their business.



LINDA GRAY

What is the two to three-year plan for this Chamber?

To continue to be an advocate for small – large minority businesses and to purchase real property for the GSW Black Chamber (2023)

Please tell us in 150 words or less about this chamber.

We see the Greater Southwest Black Chamber as a Chamber on the go. If you can't come to us, we will come to you. This is just how serious and dedicated we are about making a difference in helping our chamber members to succeed. The Chamber continues to educate itself with the resources that are available so

it can keep our members informed. One of the ultimate goals is to

have this Chamber left as a legacy for our upcoming generation of professionals and entrepreneurs. So, we must LEAD by example through (Leadership, Ethics, Achievement, and Development). Greater Southwest Black Chamber of Commerce has to make an impact on its minority business community.

Chamber contact information:

Email: contactus@gswbcc.com
Phone: 214.484.3338
Online: www.gswbcc.com



SPOTLIGHT ON:

Kintisha Williams

Name, title, company: Kintisha Williams, director of corporate relations, United Way of Tarrant County

City of residence: Fort Worth

City of birth: Las Vegas

Years with company: 5 1/2

Personal business strategy: Always serve with a spirit of excellence.

Challenges your company (or industry) will face the next 12 months: Addressing the long-term effects COVID-19 has put on families and businesses in our community.

Business advice to share: 1. Not everyone is your customer. 2. You are the expert of your business.

Worst business decision:

Trying to please everyone. It is impossible.

Your greatest achievement: Creating history in my high school by becoming the first Black junior class president.

First job: Working at a tele-marketing company selling AT&T phone services.

Dream job: To become a best-selling author

Hobbies: Sewing, crafting, cooking, and traveling

Role models: Josephine Baker. She was fearless and unapologetic about who she was and giving back to others.



How I know I'm successful: I have made a difference in my community, my state and in this world.

Favorite book(s): Berenstain Bears series

Favorite movie(s): The Color Purple

Favorite restaurant: BJ's

People I'd most want to share a meal with: Pete Caroll and all of the Seattle Seahawks

Pet peeve: Bullying

Colleges attended: Art Institute of Seattle, Washington State University

Favorite place to get away: Waco, TX

I collect: Earrings

Motto or theme song: Journey – Don't Stop Believing

The talent you'd most like to have: Roller skating

SPOTLIGHT ON:

Jarred Howard

Name, title, company: Jarred Howard - government, civic, & public affairs lead at Bell Helicopter in Fort Worth

City of residence: North Richland Hills

City of birth: Fort Worth

Spouse: Lauren

Children: Jarred II, Laela

Company description: For more than 85 years, the Bell team has reimagined the experience of flight – and where it can take us. Bell is the first company to break the sound barrier and to certify a commercial helicopter. Bell was also a part of NASA's first lunar mission and brought tiltrotor systems to market. Today, Bell is defining the future of advanced air mobility. Above all, Bell's breakthrough innovations deliver exceptional experiences to its customers — effectively, reliably and always with safety at the forefront.

Years with company: 22 months

Personal business strategy: Do the work necessary to connect supply to demand, needs to resources and ideas to assets.

Challenges your company (or industry) will face the next 12 months: The vast portfolio of entities that use Bell products rely on us to leverage technology in a manner that allows them to effectively and efficiently execute for their stakeholders. As such, the challenge of navigating the perpetually-evolving technological environment is ever-present. The next 12 months are no exception as even right now, the US Army is looking to modernize its rotorcraft for the next-generation of service men and women — and Bell has been tasked with leading that effort.

Business advice to share: Two things, both of which are directed at leaders: 1) Workforce participants perform more effectively and produce more efficiently when the environment is established and maintained with their well-being in mind. 2) People usually don't care how much you know, until they know how much you care.

Worst business decision: Pursuing jobs (companies, careers, etc) that weren't aligned with God's plan for my life.

Your greatest achievement: Understanding that I reflect light much better than I emit it.

First job: Six Flags – sold turkey legs and snow cones



Dream job: Working at the intersection of convention, culture, and commerce.

Hobbies: Hobbies? Who has time for those?

Role models: I respect myriad people, but my grandfather was a pretty special dude.

How I know I'm successful: When I see people benefitting from the work that I do.

Best places to find talented employees: Around other talented employees

Favorite book(s): In no particular order... 1) Born a Crime by Trevor Noah (if smart and funny was a person) 2) Experiencing God by Henry Blackaby (helped me a LOT) 3) The Bible (life-changing and dramatic, both at the same time)

Favorite movie(s): Pretty much anything produced for my demographic in the late 80's-early 90's (Coming to America, House Party, School Daze, Do the Right Thing, etc) what an INCREDIBLE era!

Favorite restaurant: I like a LOT of local spaces and many of the owners and staff-members will read this, so let's go with Bavette's Bar & Boeuf in Chicago.

People I'd most want to share a meal with: Abraham Lincoln, Bishop TD Jakes, Dr. Maya Angelou – anyone over 90 years old (I probably wouldn't eat, but just sit and listen)

Pet peeve: People with myopic views of the world.

Colleges attended: University of North Texas (Go Mean Green), Dallas Baptist University

Favorite place to get away: Capetown, South Africa or my mancave (it's really just a room with a big TV, but one can dream right?)

I collect: Passport stamps and shirts from Express for Men (their design team is incredible)

Motto or theme song: Don't know if I'd call it a theme song, but if I hear "Rock with You" by Michael Jackson, you'll probably see a side of me that you didn't know I had.

The talent you'd most like to have: Play the piano. I tried and failed so I guess I'll have to be content with my air keyboard.

Photo credit: The Metro Report staff



Lisa Logan makes the complicated process of buying and selling such a painless experience, it's easy to overlook the high degree of real estate savvy and professionalism that she brings to the process.

~ ERIC P.

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