

Where We're Going

A small, independent lab with outsized impact — known for making remarkable things, and for keeping people ready for the age they live in.

The lab we're building

We are building Houston Labs in the mold of the companies we admire most: flat, independent, and run by the people doing the work. Our model is Valve — hire exceptional people, give them genuine freedom to chase what matters, and judge the work by what it becomes rather than by who approved it. No bureaucracy for its own sake. No growth for its own sake.

We intend to stay deliberately small — a tight, elite lab of no more than around five hundred people, ever. Scale, for us, is measured in impact and in craft, not in headcount.

Ten years out

By the mid-2030s, Houston Labs is known for three things:

- **Making remarkable things.** Products people love to use, built to a standard others struggle to match.
- **Research that matters.** Original work at the frontier of creative and applied technology.
- **Keeping people ready.** Through products, education, and advisory, we help individuals and small organizations stay competitive in an age that is changing faster than most can follow.

The world we're working toward

Our success is not only our own. We are working toward a world where the advantage of new technology is widely held instead of narrowly hoarded — where a single creator or a small team can stand alongside the largest institutions because the tools finally let them. A world that adopts what it invents, and is furthered by it.

That is the win. Everything we build is a step toward it.