

COMPANY PROFILE

Table of Contents

- I. Introduction**
A personal message the principal leaders of CityVet Companies.
- II. Company Overview**
A brief history of CityVet Companies.
- II. Principal's Purpose and Mission**
A summary of the purpose and mission of the principal leaders and their guidelines for defining success.
- III. Building the Business Model**
A high level view of the components that are used to build and grow the CVC Business Model.
- IV. The CVC Business Model & Operating Imperatives**
An overview of the CVC Business Model and the goals, standards and expectations prescribed to all members of the CVC organization.
- V. Go Deeper**
This section is optional, and only meant for those that really want to know more about us (the principals) and why God plays the primary role in our day to day work. Located on-line at cityvetteam.com under Company Profile – Go Deeper

INTRODUCTION

What you are about to read may seem to be a strange way to introduce a company and considered ‘over the top’ to some, but it is very important for me to share with you as a prospective member of our organization. The goal is to let you know who I am and what drives the direction of this organization. My hope is that you will understand that this is my attempt to be who I believe I am supposed to be, which includes being open, honest, and candid with those I lead. That is only fair for you to know, and right for me to do.

I start by simply stating that I am a person of faith, a Christian. And even though I am a very imperfect ‘person of faith’ I do believe I am called to live out my faith obediently in both my personal and public life. I truly believe that even though faith is an intensely personal issue that does not mean it must be lived out privately. On the contrary, my faith calls me to live it out publicly, including in my work. My work is this company I lead and so my intent is and always has been to build, manage, and direct our organization on principles guided by my faith. For me this is not a choice, it is a conviction and a commitment.

There are many within our organization that share similar beliefs, including many of our senior leaders. But it is not my intent or the intent of our leadership team to alienate or exclude those that do not. There are many within our organization that do not agree with my faith position, many of who are my dear friends, trusted associates, and partners. Believing as I do is not a requirement for employment. What is required, however, is that we all have an equal commitment to the principles and values prescribed for this organization to serve others; our clients, our patients, our co-workers, and our community. My commitment to service standards is driven by my faith, and that is one reason why I believe it is important for you to know why we put such significance on them, and why we expect all who serve with us in this organization to understand that from the start.

That start begins with this profile: An overview of our company, how we (the principal leaders) built the business model from a faith based perspective, and a summary of The CVC Business Model & it’s Operating Imperatives for all Team Members. For those that want to know more, there is a final section. This section is optional, and only meant for those that really want to know more about us (the principals) and why God plays the primary role in our day to day work. This section is titled “Go Deeper” and can be accessed on-line at cityvetteam.com under Company Profile – Go Deeper.

I conclude by stating this: Above all, my faith and my heart tell me to love and care for all equally, regardless of position, heritage, orientation, education, ability, or affiliation; just as Christ did. So if I or this organization fails to do that first and fully, then we have failed completely at our mission. If you have a similar heart and passion for people, I encourage you to read on.

Sincerely,
Chip Cannon, DVM



In addition to echoing Chip's comments above I would like to share two thoughts. First, my view of what leaders are called to do. I believe that those in positions of authority have the obligation to lead by example. That means holding to the values and principles as described in this document, and be willing to be held accountable by those with the opportunity to do so. I am imperfect and will fall short; however, my commitment is to strive for 100% compliance. That is what God commands of me.

The second comment relates to my hopeful outcome for you, the reader. I hope that you see my heart, and what drives me. I hope you respect my beliefs as I respect yours. Finally, I hope that you seek excellence for your life, whether as a part of CityVet Companies or not. God has uniquely created every living creature with a purpose in mind. Here's hoping you find yours.

Sincerely,
Jay Young, CAO



COMPANY OVERVIEW

Description

Progressive, compassionate, complete care for pets.

Purpose

Our purpose is pets. Our passion is people.

At CityVet, we believe the best care for the health and wellness of your pet is from a lifetime approach with customized care and services developed to meet your pet's needs at every life stage. Our state-of-the-art veterinary centers focus on providing progressive, compassionate and complete veterinary care with ancillary offerings and integrated services for your pet's healthy body, mind, and spirit. Our purpose is pets; our passion is serving pets and their people.

Mission Statement

To serve you and your pet with the highest quality care creating health and happiness for a lifetime.

History

Serving pets and pet parents began in 1998 with the opening of the first City Veterinary Center in the Oak Lawn area of Dallas. The business quickly grew organically and through the acquisition of a second clinic in the Uptown area of Dallas. To better serve Dallas area pet owners, each City Veterinary Center added boarding and daycare under The Dog Lofts brand. The first City Pet retail location opened in 2005 followed closely by the second retail location in North Dallas in 2006. March 2007 saw the opening of the third City Veterinary Center in Flower Mound, Texas. Now consolidated back to our roots, our company moves forward as a premier pet care provider offering progressive veterinary care, healthy foods, treats and supplies, and quality boarding, bathing, daycare and grooming as CityVet, our foundational brand.

PURPOSE & MISSION OF THE PRINCIPALS

As the parent and management company of our business units, CVC leads the organization. And as the principals of CVC, we have personally committed and commissioned the organization to serving both pets and people with kindness and goodness. Our purpose is pets, but our passion is really for people, those we serve as clients, those in our community that need our help, and those on our team in our organization. And even though many of us do this for different reasons, it is the belief of the principals that this service, that is to say our work, should be to honor God; all in His name and for His glory. In fact, what you've just read is our personal mission statement.

Like most organizations, our goal for CVC is to be a successful business, but our definition of success is not typical of all businesses. Many businesses equate success with financial gain. We believe making a profit is an important component of success but not the only one. Many businesses embrace a broader definition of success which includes offering high quality products and services at fair prices, making a positive difference in the community, providing jobs and career opportunities for people to build their lives upon and support their families, and to operate honestly, ethically and compassionately. We agree these are important components of success and we fully subscribe to them as well, but our definition of success comes from yet a different perspective. From God's perspective, the definition of success is one's ability to align with His purposes. As individuals, we believe this success in His eyes and by His command means more than just living a good life or selling products and services honestly and ethically to produce a profit. Many companies achieve that level of "success". We are personally committed to success as God defines it, which means fully aligning our business purpose with His purposes.

The next logical question is what is that purpose, His purpose? Put simply, we believe our overall purpose and reason for being, from a personal standpoint, is to glorify God in all that we do. Building an organization that glorifies God will result in an enduring and excellent company that is fully aligned with His purposes, and therefore, by His definition of success, be completely successful.

Our mission is clear, to align our organization's purpose with God's purposes so that He will be glorified, not us.

Principal's Mission Statement

Our purpose is pets, our passion is people, serving both in Jesus' name and for God's glory is our mission.

BUILDING THE BUSINESS MODEL

A Summary

To achieve our mission, we (the principals) adopted a five level model that we apply to ourselves, and used to template the CVC business model from. This template is based on our spiritual values and principles, and guided by our Christian faith. The five levels are: 1) Worldview, 2) Senior Leadership, 3) Strategic Planning, 4) Executional Excellence, and 5) Client Validation.



Level 1 – The Principal’s Worldview

As the principals, our worldview, or perspective of reality, is a reflection of our philosophy, values, and principles and produces culture. We, the principals, believe in an integrated Biblical worldview, which is a view that holds the Bible as the source of truth and reality. We do believe that everybody inherently knows, and has written on his or her heart, the difference between right and wrong. We further believe that everybody would rather be treated with love and kindness and should therefore, as scripture mandates, treats others as we would want to be treated and to serve others before ourselves. For the principals of CVC, our business and personal philosophy, which is an expression of our world view, is to love, serve, and trust the Lord which inherently means to love thy neighbor as ourselves, and do unto others as we wish others to do for us (Matthew 7:12, Luke 10:27; The Golden Rule).

Level 2 – Leadership

As the principals, we believe equal yoking is critical to the successful leadership of CVC. Yoking occurs any time two or more people unite to accomplish a common goal or vision and share compatible calling, character, capability and commissioning (C4). The principals are committed to a common goal, which is to build an enduring an excellent organization by recruiting, hiring, training, and developing the right leaders to lead the right people.

Level 3 – Strategic Planning

As the principals, we believe that no individual or organization can really excel without a vision. Vision is the first, and most important, element of a strategic plan; however, development of the mission must come first. Our purpose is pets, our passion is people, serving both in His name and for His glory is our personal mission. Our mission statement is intended to capture the heart of our strategic plan and keep us on target. It is also a statement of our identity, whom we serve, and the reason for our existence. It is important that every employee of CVC understand our personal mission, and hold us accountable to it.

Level 4 – Execution Excellence

As the principals, we believe a well-conceived strategic plan that is developed by a team of equally yoked leaders can still fail without disciplined execution. Our business model identifies several key elements that are required for Executional Excellence. Executional Excellence will result in products and services that are better, faster, and have greater value for our clients than our competition. Executional excellence in an important part of an excellent reputation, and an excellent reputation is the ultimate marketing tool.

Level 5 – Client Validation

As the principals, we believe a common pitfall that an organization's leadership can fall into is to believe what they want without the evidence to support it. A common limitation of individuals and organizations (which is a group of individuals working towards a common goal or mission) is that every human being does not see himself or herself as accurately as others do. Seeking validation from others is a principle that basically says that self-validation is never credible. With our model, we desire to walk in wisdom and seek input from others. We believe that the people who purchase our products and services (our clients) determine our value proposition, and are in the best position to provide the best perspective on whether we are achieving our mission as an organization.

CVC BUSINESS MODEL & TEAM OPERATING IMPERATIVES

An overview of CVC Business Model and the goals, standards, and expectations prescribed to all members of the CVC organization.



Level 1 – The CVC Philosophy & Values

The CVC philosophy is the philosophy of **Servanthood**, which on a very basic level means the condition or quality of being a servant. Our definition of being a servant means to consistently have the attitude and actions that serve the interests of others before our own, and to treat others just as we would want to be treated ourselves - with compassion, kindness, honesty, humility, respect, love – this is also known as The Golden Rule. As a team and as individuals of our team, you are commissioned to serve our CLIENTS FIRST, before the interests of animals, our team, our company, our profession, or your own.

We don't have a business or the get the privilege to serve pets unless we meet the needs of their owners, our clients, and serve them first. We must have the attitude to serve clients first as our first priority if we want the opportunity to do the best thing for their pets.

We expect all members of this organization to understand, embrace and practice this philosophy; to love, serve, and care for the *people* who are our CLIENTS, FIRST – in attitude and in action. This philosophy of serving CLIENTS FIRST is our Company's Core Value, and must be exemplified to our clients and to the community through the way we treat them and run our business, these are our Company's most basic Operating Imperatives -how we as a group and you as individual are to operate:

Operating Imperatives:

- Values: Our definition – ethical qualities (mindset, attitude) that are embraced by an individual or organization. They are a by-product of our philosophy. The values that we embrace and expect all members of the CVC organization to exemplify:

Integrity - an adherence to moral and ethical principles; a soundness of Character

Honesty – the quality of truthfulness, sincerity, & uprightness; freedom from deceit or fraud

Humility – the quality of acting in a selfless manner; a modest opinion of one's own importance or rank

Trustworthiness – the trait of deserving trust and confidence; exhibiting a quality of dependability and reliability

Servanthood – the quality (mindset, attitude) of truly caring for the needs of others and the willingness to meet those needs even at the cost of your own; putting others before yourself, even if they don't deserve it. ***Love in Attitude towards others.***

- Principles: Our definition – the operating practices that express the philosophy and values of an individual or organization. The principles that we embrace and expect all members of the CVC organization to exemplify:

Integrity – treating employees, co-workers, clients, vendors, contractors, etc fairly, morally, and ethically

Honesty – being above board in all transactions; doing the right thing in every circumstance

Humility – personal agendas are submissive to the purpose of the whole
Trustworthiness – do what you say you will do; take responsibility for your duties
Love towards others – serving others with compassion and kindness

Respect – to show regard or consideration for another

Kindness – the quality or state of being kind to others; having, showing, or proceeding with gentle, considerate, helpful, benevolent, or humane behavior to others

Compassion – to show heart, tenderness, empathy, sympathy for another, accompanied by a strong desire to alleviate their need, burden or suffering

Servanthood – the behavior towards others (action, not emotion) characterized by treating others with kindness, fairness, goodness, care, and service – putting the needs of others before your own – ***Love in Service to others***

Level 2 – CVC Leadership

Great leaders are characterized by humility and tenacity; their agendas are submissive to the good of the organization. Above all however, great leaders are equally yoked and great teams are built through equal yoking. Yoking is a concept that happens all around us every day. Yoking occurs anytime two or more people unite to accomplish a common goal or vision.

Every employee of every organization is yoked to that organization by virtue of working toward a common goal or mission as communicated by leadership. Therefore, striving for equal yoking is critical to the successful leadership of CVC. The importance of equal yoking is best described in terms of the results of unequal yoking. Unequal yoking in the workplace inevitably leads to inefficiency and conflict between co-workers, clients, and vendors. Inefficiency and conflict drains an organization of resources that could be used to deliver better products and services. It can also block the flow of wisdom throughout the organization, which impairs our ability to produce excellent products and services. In order to achieve our mission, purpose and goals with a high level of excellence, CVC must have unified leadership.

As an organization, our team, especially our leaders, should be committed to a common goal which is to build an enduring and excellent organization with the values set forth by the principals. This is accomplished by recruiting, hiring, training, and developing the right leaders to lead the right people to accomplish the goals. The CVC model utilizes a methodology called C4 to assess an individual's fit within the CVC organization.

- **Calling:** Our definition – an issue of heart; it is a measure of passion. It is what drives people to find what they are supposed to do in life. It makes one restless and yearn to find fulfillment.

- **Character:** Our definition – an integral part of every human being. It is the root driver of most decisions that people make. It is an expression of beliefs and values, and is the basis for life choices

- **Capability:** Our definition – specific skills that facilitate his or her ability to accomplish tasks and relate to others. It is a by-product of education, training, experiences, and interests.

- **Commissioning:** Our definition – when one is given the authority to do certain acts by someone in authority over that person. A commissioning is simply an affirmation to do the work one is called to do.

Great leaders are characterized by humility and tenacity; their agendas are submissive to the good of the organization. Great teams are built through equal yoking which is determined by C4 – calling, character, capability, and commissioning.

Level 3 – CVC Strategic Planning

The CVC Business Model has five key elements of strategic planning, which is the planning process whereby the senior leadership of CVC envisions the future and maps out the steps to realize that future. The five elements of our strategic planning process are: 1) vision, 2) assessment, 3) goals, 4) execution, and 5) accountability.

- **Vision:** Our definition – an articulation of hopes and dreams of an organization

Our Vision – The vision for CVC is to build an excellent and enduring organization with the right purpose, right values, and the right people.

- **Assessment:** Our definition – understanding the current condition of the organization; it is a starting point for change.

Our Assessment – we believe the CVC organization is populated with many great team members; however, people that do not exemplify our core philosophy and values are a source of inefficiency and conflict within the organization.

- **Goals:** Our definition – specific action steps by which an organization effects transformation. They are measurable, have a deadline, and are assigned an owner.

Our Goal – the primary goal and responsibility of the senior leadership of CVC is to fully implement the business plan, uphold the core values and operating imperatives of the company throughout the organization, and insure execution of its ongoing strategic plans.

- **Execution:** Our definition – proactively implementing the strategic plan elements in order to realize our vision.

Our Execution Plan –our execution plan begins with the Operating Imperatives of our team as outlined here and further in our Standard Operating Procedures Manual (SOP).

- **Accountability:** Our definition – holding an individual responsible for implementing the organization’s strategic goals.

Our Accountability Plan – accountability for implementation and execution of the CVC Business Plan and strategic plan falls on the shoulders of the senior leadership. Each operating entity will have responsibility for their own strategic plan.

Level 4 – CVC Execution Excellence

A well-conceived strategic plan that is developed by a team of equally yoked senior leaders can still fail without high level execution. Our business model identifies several key elements that are required for Executional Excellence.

- **Right Culture:** We want a culture that values people first (clients first) and promotes a happy, peaceful, enjoyable, kind and service-minded workplace. We want to encourage and empower. Our culture is the product of our organization’s world view philosophy.
- **Right People:** Establishing and perpetuating the right culture requires hiring, training, and developing the right people. The right people must be in place to manage and execute our mission and goals. We believe that for each job there is a right person, and finding the right people for our organization is paramount to our success and one of the most critical things we do well. The method for finding the right people is C4 (calling, character, capability, and commissioning).
- **Right Value Proposition:** Clients are always assessing the quality, convenience, and value received in return for the price paid. Our value proposition is what we offer and is what determines our reputation and our brand.
- **Right Systems:** The objective in having the right systems is to facilitate efficient work and establish boundaries to protect us against immoral or unethical acts. From operating procedures to technology, our systems must be designed, implemented and evaluated with precision and excellence.
- **Right Resources:** Resources mean financial, people, technology, systems, facilities, and other assets. Like every other organization, we must assess the cost to exist and combine our assets to efficiently execute our strategic plan.
- **Right Customer Service:** Our Company Philosophy and Values mandate that we serve others before ourselves and that we do so with love, as we would ourselves. This starts with who we serve first, our Clients (not our team, not our company, not our own interests). The right customer service is about treating our clients the way you would want to be treated if roles were reversed. The right client service must be rooted in our culture and our people. It compels us to resist the temptation to act selfishly, unkindly, or without humility. It also compels us to live with a forgiving nature. This kind of customer service is not just superior, it is special.

Level 5 – CVC Client Validation

The CVC Business Model utilizes the C4 methodology to identify the Right Clients to help us validate the CVC value proposition.

- **Calling:** Clients that have a heart to help our organization. Without a heart to help our organization, that person’s input could be biased.
- **Character:** We seek input from clients who have character, and share the philosophy, values, and principles of CVC. If a person’s worldview is different from that of the organization, there might be a difference in how to interpret events.
- **Capability:** We seek clients who have the capability to provide feedback on our value proposition. Firsthand knowledge is important for unbiased feedback.
- **Commissioning:** Finally, we commission those clients from which we are seeking input. Without the commissioning, many clients will not have the confidence that they will be heard.

Our clients are our best indicator of how we are doing as a company purposed to serve them and their pets. That is why we require every Team member to wear a name badge and why we solicit feedback from every client, so we can know how we are serving them individually and as a group.

Conclusion

We believe our business purpose and our business model are the right ways to do business. If you connect with what you have read and are energized by the standards we put forward to our Team to operate by, then you may be the Right person to join our Team. Are you? If your answer is Yes, we look forward to meeting you!