Dear Doctor:

Becker Animal Hospital and Pet Resort is a full service, 24-hour, 7-day-a-week no-appointment Veterinary Hospital equipped to handle emergency care and surgical and medical cases, as well as routine vaccinations, general wellness care, Pet Resort boarding, Doggie Day Care with its in-ground doggie swimming pool, and on-site private pet cremation and house calls.

Becker Animal Hospital has year-round professional consultations, training for staff and doctors, and very thorough New Doctor Mentoring.

Becker Animal Hospital:

- Has been in business in San Antonio since Feb. 17, 1986.
- Is a state-of-the-art facility that opened in December 2009
- At 24,000 square feet, the facility is one of the largest in Texas.
- Is located at the very visible and central location on the access road of Westbound IH-10, just inside Loop 410.
- Has easy-access parking, a covered entry drive for wet weather, with 83 staff, doctor and customer parking spaces.
- Has phones answered around the clock, and a doctor is always on duty.
- Has a spacious lobby and 7 exam rooms, so pets can be evaluated as quickly as possible.

Our no-appointment medical and surgical care, along with no additional fees for emergency or weekend treatment, are of great value to the client – ensuring that we are foremost in the minds of pet
owners when they need veterinary treatment. A wide range of veterinary equipment, numerous support staff and on-call board-certified surgeons and ultrasound specialists allow the veterinary practitioner the best environment to attend to the pet and client.

We hope you enjoy this brochure - which includes a summary of our staff doctor’s contract as well as an overview of the facilities and operation. Please contact Dr. Michael Becker and General Manager John Quiroz for any questions or to arrange a phone conference, by emailing to executives@beckeranimalhospital.com. You may also call John at 210.732.5148. We look forward to hearing from you.

Cordially,

Mr. John Quiroz, GM

Dr. Michael C. Becker, DVM
Employment Contract Summary

Becker Animal Hospital’s contract is written in the most straightforward and simplest manner as possible. Our contract includes the necessary legal language but all other aspects relating to production, benefits and hospital policies we have tried to make as clear as possible. Below is a bullet point list of the contract essentials, please look these over and let us know if you have any questions. If you would like to arrange a visit to our office, at our expense, please email or call Mr. John Quiroz or Dr. Becker.

Thank you and we look forward to hearing from you.

- Becker Animal Hospital’s employment contract is At-Will, meaning that there is no specified set of dates that someone has to work. The employee can leave at any time they wish, they are not restricted. The Hospital can also at any time withdraw its working relationship with any employee.
- For new graduates, our Base Pay starts at $7,000.00 per month for the first 6 months of employment and $7,500.00 per month for the second 6 months of the first year. Year 2 Base Pay is $8,000.00 per month and Year 3 and thereafter it is $9,000.00 per month. The Base Pay is paid regardless of production, but a doctor should receive a production check for all but perhaps the first few months of employment. The above rates equate to $87,000 for year one, $96,000 for year two and $108,000 for year three.
- Production pay is calculated at 17% for year one, 18% for year two, and then jumps to 20% for years three and four, then 21% for year five and thereafter. Production percentages are calculated on gross production with the above rate accounting for about 92% of production, 8% at 7.5% of production and 0.5% at 5% production, approximately.
- We like to see new graduates make $125,000.00 minimally their first year and at year three and longer, $200,000.00 plus per year is very doable.
- Day doctor schedules run 10-11 hours per shift and start at 7am, 9am and 1pm. We have an in-between shift that starts in the afternoon and ends at the early to mid-hours of the morning, and a night shift that runs from 7pm to 7-9am.
We have a generous flex-time off schedule with 4 weeks available to be off the first year, half paid, half unpaid, and every two years the paid and unpaid leave increases up to 12 weeks off the 9th year of employment. A doctor can take the time off or stay at work and receive a check for their paid time off. Both paid and unpaid time off can be used in any way that the doctor likes: all at one time, broken up into different amounts or even to shorten a work week on a regular basis.

Continuing education (CE) is provided with $1500.00 per year available for CE registration itself; with plane fare, hotel and food provided by the Hospital for 3 days and nights, which allows the doctor time to receive the mandatory 17 hours of CE. Plane fare is anywhere that Southwest Airlines flies in the continental U.S. Compensation for CE outside the U.S. can be arranged.

All dues, fees and licenses necessary to practice veterinary medicine are paid by the Hospital. This includes AVMA membership and insurance, Texas State License, Texas DPS Controlled Substance License, while the Federal DEA license is operated under Dr. Becker’s name.

Health insurance premiums for the doctor are fully paid for by the Hospital.

One Southwest Airline roundtrip ticket a year will be provided free for each doctor for personal use.

Exam coats embroidered with the doctor’s name, white shirts and business cards are all provided by the Hospital at no charge and the Hospital additionally launders and starches all of the coats and shirts for each doctor.

Lastly, Becker Animal Hospital contributes as employee benefits to each doctor:

1. Employment signing bonus.
2. Moving expenses.
3. Team Member bonus whereby $2000.00 is paid to each doctor on the anniversary of their employment start date. This bonus is paid every year as a thank you from the Hospital for completing a year of employment.
4. Restaurant gift card bonuses: Each 14 days when the lay staff receives their paychecks, each doctor will receive a $20.00-$40.00 Darden restaurant gift card, assuming that the gross income target has been met. Darden gift cards cover restaurants like The Olive Garden, Longhorn Steakhouse, Yardhouse, Eddie V’s, Wildfish and more. More often than not targets are made and the doctors receive a card - these are very popular and appreciated.

Thank you very much for your interest in Becker Animal Hospital and Pet Resort and please contact us if you have any questions.

John Quiroz
979.574.1021
txjohnquiroz@gmail.com

Michael C. Becker, D.V.M.
210.601.3436
txmiikebecker@gmail.com
Becker Animal Hospital and Pet Resort

An Overview of the Hospital, Pet Resort, Ancillary Services and a Veterinary Practice Description
With what we can Offer and Provide for Veterinary Practitioners

Address: 6515 West IH 10, San Antonio TX 78201      Phone: (210) 732-5148      Email: beckeranimalhospital@gmail.com
Website: beckeranimalhospital.com      Facebook: Becker Animal Hospital

Interested parties: Please email Dr. Becker and John Quiroz at executives@beckeranimalhospital.com

Becker Animal Hospital and Pet Resort is a full service, 24-hour, 7-day-a-week no-appointment Veterinary Hospital equipped to handle emergency care and surgical and medical cases, as well as routine vaccinations, general wellness care, Pet Resort boarding, Doggie Day Care with its in-ground doggie swimming pool, and on-site private pet cremation and house calls.
Becker Animal Hospital:

- Has been in business in San Antonio since Feb. 17, 1986.
- Is a state-of-the-art facility that opened in December 2009.
- At 26,5000 square feet, the facility is one of the largest in Texas.
- Is located at a very visible and central location on the access road of IH-10 W, just inside Loop 410.
- Has easy-access parking, a covered entry drive for wet weather, and a dedicated staff parkinglot.
- Has phones answered around the clock, and a doctor is always on duty.
- Has a spacious lobby and seven exam rooms, so pets can be evaluated as quickly as possible.
- Has 83 parking spaces for customers, doctors and staff.

Our no-appointment medical and surgical care, along with no additional fees for emergency or weekend treatment, are of great value to the client – ensuring that we are foremost in the minds of pet owners when they need veterinary treatment. A wide range of veterinary equipment, numerous support staff and on-call board-certified surgeons and ultrasound specialists allow the veterinary practitioner the best environment to attend to the pet and client.
History of Becker Animal Hospital

Becker Animal Hospital has been in business in San Antonio, Texas, since its inception in 1986 by founder and senior veterinarian Michael C. Becker, DVM. Originally from St. Louis, MO, Dr. Becker attended the University of Missouri - Columbia from 1975-1983, where he earned a B.S. in Agriculture and his Doctorate in Veterinary Medicine.

For the next three years, Dr. Becker then worked in Huntsville, TX, Las Vegas, NV, and on the South Side of San Antonio.

Dr. Becker enjoyed the friendliness of Texans so much that he established his practice in San Antonio on West Ave. on February 17 1986, where he built a busy seven-day-a-week practice. In 2006, expansion for Becker Animal Hospital was initiated with the acquisition of the current IH-10 site. The next 3½ years were spent designing and building a custom hospital and Pet Resort from the ground up. This resulted in our state-of-the-art, 26,500 square foot hospital and boarding facility, one of the largest in Texas, which opened in December of 2009.

Our Commitment: ‘Any Service, Any Time.’
To support its Commitment to “Any Service, Any Time,” Becker Animal Hospital and Pet Resort declares the following Mission Statement to its clientele:

“To provide you and your pet with the highest quality pet care possible in an immediate, on-demand environment. We want to do anything you need for your pet at any time you may need or want it.

“We will exam your pet, run any diagnostics necessary, perform any surgery needed whether it be an elective procedure like a spay or neuter, a life-threatening situation, or a quality of life issue. But we would like to do it when you want it done -- at your convenience. Anything that we are able to do, we will do for you.

“If you would like to leave your pet right now for a Spay or Neuter, a Dental Teeth Cleaning, a Lump Removal, Blood Tests, a Heartworm or Stomach Worm Test, a Bath and Flea Dip, an Advantage Flea Treatment, a Revolution Heartworm application, a Hair Cut, or even just a Nail Trim or Ear Cleaning, we will do it right now or admit your pet to the Hospital or Resort on the spot for what it may need.

“If you need to board your pet, whether a Luxury Suite, Indoor / Outdoor Kennel, or Overnight Cage Boarding, just let us know. The same goes for Doggie Day Care or a swim in the pool. Just let the attendant in the room know or the front desk, and consider it done.

“We want to be available to you the Pet Owner, for anything at any time that may need to be done. Our Purpose and Business Model is to provide immediate and effective Veterinary Medicine and Surgery at any time, on demand.

It’s not always easy or convenient to get the pets to the Vet, and that’s why once they are here, please feel free to get anything and everything you need right now -- no need to wait, the pet is here and we will do it.

“We enjoy serving clients and their pets, and we want to make your visit with us an enjoyable and professional experience, just as we would want ourselves.
“If you are experiencing any difficulty in obtaining the service that you need or that our Mission Statement emphasizes, please let the front desk or the doctor know and we will handle it as soon as possible. If anything is not resolved to your satisfaction, please email Dr. Becker or Mr. John Quiroz at beckeranimalhospital@gmail.com.

“If you have a compliment or a commendation for a Team Member, by all means please let us know! We always look to validate, reward, and recognize Staff Members who go above and beyond in the service of our customers and their pets.

“Thank you again for choosing Becker Animal Hospital and Pet Resort, and we look forward to providing the best service possible for you and your pet.

Dr. Michael C. Becker, John Quiroz, and all the Staff
Exterior Facility Description

Aerial photo shows the grounds of Becker Animal Hospital and Pet Resort, with its highly visible and accessible location alongside IH 10 West.

Becker Animal Hospital and Pet Resort sits on 2 acres located on the westbound access road of Interstate Highway 10 West:

The first floor of the Hospital and Pet Resort building is 20,500 square feet, with a second story of 2,000 square feet consisting of four motel rooms and a central conference room.
Directly behind the Hospital and Resort is our green space consisting of the following:

- 2500 square foot Treatment No. 3, new in 2016
- 900 square feet of a covered outdoor work area attached to the main building
- 1,500 square-foot ancillary building
- 720 square-foot maintenance garage
- Green space for both the Hospital and Pet Resort
- 16 covered exercise pens for the Pet Resort.

The following exterior and locational assets include:

- A front and side parking consists of 83 customer, doctor and staff parking spaces.
- Access to our facility is from the westbound IH-10 access road, and a north side driveway to Freiling Street.
- Our location on the westbound access lane of IH-10 situates us just north of downtown and directly across from the Methodist Texsan Heart Hospital, one of the city’s major medical facilities.
- This highway location allows us to position ourselves as a citywide Veterinary and Pet Resort facility, as opposed to a more localized practice.
- We have a mix of older established residential neighborhoods, upscale historical neighborhoods, and affluent housing - all only minutes away with our interstate access.
- Our location of 6515 IH-10 West is just inside one of the city’s busiest highway interchanges – Interstate 10 West and Loop 410 NW. These two highways provide access to our facility from all four directions, and we’re only 15 minutes from the San Antonio International Airport.
- Thousands of commuters who leave downtown San Antonio on a daily basis drive right past Becker Animal Hospital and Pet Resort on westbound IH 10, and our 200-square-foot digital billboard on the south side of the building. Our billboard features community-interest announcements as well as the marketing of the hospital and resort services, and this a visible and often mentioned advertising tool.

Our facility, being very visible and conveniently located on the interstate, allows us to attract a large volume of customers, which results in a busy and productive practice.
Becker Animal Hospital Facility Description

Becker Animal Hospital’s Front parking lot offers spacious parking for clients, while the Porte-cochère allows covered access for pet pick-ups and drop-offs.

The Hospital Front:

The Hospital exterior entrance, the foyer and the lobby offer the following:

- The front parking lot features a Porte-cochère, which allows for covered parking, protecting our clients and pets from inclement weather and this leads into our glass-enclosed foyer
The south side of the BAH building includes a very visible 10x20 foot digital billboard with rotating messages.

The marble Front Desk dominates the spacious lobby and retail area.
New in 2016, this 9x12 video wall keeps clients entertained with hundreds of interesting videos of pets, wildlife, nature, the ocean and other natural phenomena.
(Top left) Pet Resort Director Ronee Ross works the Front Desk; the retail products behind the front desk. (Top right) Retail items displayed behind the front desk. (Center and right) High ceilings and plenty of windows adds to the expansive feel and pleasant atmosphere of the front lobby.
The retail food room offers 3 top-quality brands for pets. (Below) Collars, leashes and harnesses for sale.

- Through the foyer is our spacious lobby, measuring 100 feet wide, and 35 feet deep
- Free WiFi connectivity is provided for the convenience of the public.
- At the entrance of the lobby is a Concierge Desk, where a friendly and helpful staff member is ready to assist the customer with whatever is needed.
- Directly forward, our marble façade front desk is large and inviting, and allows four to six staff members in their company-issued button-down white shirts, neckties, and blue smocks, to greet and service the customers.
- At the north end of the lobby is a dedicated Food Room, with three brands of food and various retail bins that feature dog and cat treats, pet toys and rawhide chews.
- Outside the Food Room are Pet Tag and Coca Cola machines, an ice cream machine that sells Doggie Frosty Paws ice cream and people ice cream at cost, and a snack machine that sells all-people snacks at cost – all for the added benefit to the customer
- On the north side of the front desk is a retail display board for leashes, collars and harnesses
• Also north of the front desk is a custom cabinet displaying our cremation urn products, in conjunction with our private on-site pet cremations. Customers can choose a standard ceramic or cedar wooden box urn as well as more than 15 imported urns of an aesthetic and dignified nature.

• On the south side of the front desk are two large wall TVs that display a continuous loop of more than 300 custom photos of our hospital and Pet Resort. A like set of TVs display the same photo loop in the north side of the lobby.

• Available to the clients are complimentary refreshments - bottled water, three different kinds of crackers, and for the pets: delicious doggie treats. The south end of lobby is a public news station TV and our custom-produced Pet Gazette newspaper - a free periodical showcasing the facility and staff and animal-related news and features.

• In the same alcove are four donation dropoff bins where we collect donations year round for the San Antonio Humane Society, Wildlife Rescue and Rehabilitation, the San Antonio Women and Children’s Shelter, and Elf Louise Christmas Gifts.

• At the south end of our lobby is a glass window wall providing a view into our dedicated Kitty Condo room and our 300-gallon saltwater aquarium.
The Hospital Middle:

Between the lobby in the front and the back treatment areas is the **Hospital Middle**, which features rooms and access points on either side of the Exam Hallway that runs the length of the hospital from north to south. The **west side of the hallway** includes seven spacious exam rooms, with two of the rooms oversized for large dogs or larger groups of pet owners.

![Photos show interior of the BAH exam rooms](image)

**The exam rooms:**

- Each exam room uses an aesthetically pleasing maple veneer and white Formica countertops. This, with the white wall tile, produces a very clean and medically professional look. Each exam room has its own weigh table, dedicated exam light, otoscope, and ophthalmoscope, as well as illustrated anatomy books and posted pet owner information – all presented in a pleasing and professional manner.
- Each Exam room contains a prescription label printer, a pet ID color printer, an electronic signature capture pad, and a computer camera to capture pet images for the medical record. All of these items also exist at the Front Desk, the Middle Exam hallway, and the back Treatment Area, as well as in the Pet Resort.
- A client-value feature is a 32-inch touchscreen monitor located on the wall off the end of the exam table, where both the doctor and client can meet to view microscope images, digital radiographic images and various animated graphics from our Idexx Pet Health Network 3-D program.
- A second countertop computer in the exam room allows the doctor to privately enter medical notes, and it as well does all the other functions of the wall-mounted monitor.
A third computer monitor is wall-mounted and connected to the doctor’s computer so the client may view the invoice or estimate that the doctor is typing while sitting on the client side of the exam room.

Situated between exam rooms 3 and 4 is an administrative and marketing office that also houses a dedicated computer server room complete with its own cooling system.

The east side and ends of the hallway provide access to:

- Office of the General Manager and Quality Control Director
- Business and Administrative Office
- Training and Conference Room
- Supply Room
- Janitorial Room
- Electrical Room
- Two Bathrooms
- Three access hallways to the Back treatment area
- Access to the Pet Resort

The Hospital Back:

Treatment 1 and 2

The Exam Hallway has three hallways that access the Back treatment area, which consists of Treatment 1 and Treatment 2, and Treatment 3. Treatments 1 and 2 are separated by a half wall and contain two weigh tables, a wet table, two treatment tables, 16 spacious critical care cages, and six kennels for large dog ICU treatment.

Adjacent to and in Treatment 1 is our Idexx lab equipment, pharmacy, doctor admin area, surgical prep area, two surgery suites and X-ray-Ultrasound-Stem cell room.

Equipment in the areas consists of:

- 35 IV pumps
- Fluid bag warmers
- Fluid warming incubator
- Full suite of Idexx lab equipment
- Pharmaceutical drugs and supplies
- ECG analyzer
- 8 computers
- Midmark autoclave and instrument cleaner
- Midmark Progeny digital dental radiology and Midmark dental machine
- Pass-through cabinet from prep area to surgery
- 2 Shor-line heated surgery tables
- Therapeutic K-laser
- Medivet Stem Cell Therapy equipment
- 2 Midmark Anesthesia machines and monitors
- 3 large Snyder oxygen cages – can divide into 6 small cages
- 2 Snyder heated cages
- Liquid oxygen system
- Idexx whole-body digital radiography
- Biosound ultrasound machine
- *Stem cell collection and administration equipment*
- Electrosurgical unit
- Various other items necessary for a hospital

**Treatment 3**

*Two oversized surgical suites in the newly opened Treatment 3 Wing.*

Treatment 3, built in 2016, is a 2,500-square-foot addition onto the back of the hospital, accessible through a six-foot-wide accessway from Treatment 1. The aesthetics of Treatment 3 are enhanced by 9-foot ceilings and two 18-foot skylights.

Treatment 3 has in it two oversized surgical suites, for a total of four surgical suites, a spacious dental room open on one side, with three heated dental tables and a second whole-body digital radiography machine.

Both surgical suites and the three dental tables have their own Midmark anesthesia machines and all necessary anesthesia monitoring equipment.
Inside Treatment 3 surgical suite.

Dental treatment area in Treatment 3
Equipment and spaces in Treatment 3 include:

- 2,500 square feet of space
- Three Dental tables
- Second Dental X-Ray machine
- Second full-body imaging machine
- Two oversized surgical suites
- Dedicated prep space
- Bio refrigerator
- Instrument cleaner
- Water distiller
- Fluid warmer
- Autoclave
- Washer and dryer
- Four-person desk and computer stations
- Dedicated Exotics room with heated cages
- Dedicated enclosed kitchen with storage, stove and refrigerator
- 13 dog runs (3x6)
- 50 cages with most sized 3x4
- 2 oxygen cages
- Complete third Idexx lab
- Two 10-foot skylights for a very relaxed and tranquil ambience and plenty of natural light.
Treatment Administrative Area

- Administrative space with countertops and a table opposite Treatment 1 for organization of exam-room clients and cases
- The Cornerstone software computer and one camera computer to identify any clients that may be waiting in any one of the seven exam rooms.

Surgical Prep Area

- Dedicated space with a large sink, counter-top, and cabinets
- Free-standing surgical scrub sink
- Biologics glass-door refrigerator
- Four-foot-wide pass-through cabinet to surgery
- Midmark Autoclave and Midmark Instrument Cleaner
- Distilled water manufacturing unit
- IV fluid warming incubator
Four Surgical Suites - Each suite contains:

- A five-foot Shor-Line heated surgical table on an adjustable height pedestal base
- A Midmark Anesthesia Machine
- Anesthesia monitoring equipment
- A wall-mounted radiograph and Cornerstone software computer/monitor
- Anesthesia gas scavenging system
- Ceiling exhaust fan
- Three overhead surgical lights
- A five-foot stainless steel supply table
- Two wall cabinets and a clock

Surgical Suite 1 - additional equipment:

- Access to the pass-through cabinet
- A Midmark dental machine with high-speed drill
- A Progeny digital dental radiograph machine

Treatment Room 1

- Cornerstone White Board Monitors are programmed to display all Surgeries, Day Work, Medical Cases, Isolation Cases, Bath and Flea Treatments, and other hospital functions.
- Two treatment tables and one weigh table
- ECG analyzer
- Copier
- Pharmacy
- Snyder Oxygen Machine top and bottom
- Five large stainless steel ICU cages
- Two Cornerstone software computers
Treatment Room 2

- One treatment table
- One weigh table
- One wet table
- Two microscopes, each with a dedicated image capture camera
- Wall-mounted microscope image computer
- A fecal sink
- Slide-staining prep area
- A centrifuge
- Ten large stainless steel ICU cages
- Six ICU runs-4 x 6 ft.

Isolation Room:

- 9 cages
- 2 small runs
- Dedicated heater with wall thermostat to keep the room extra warm
- In-room sink with hot and cold water

X-ray-Ultrasound-Stem Cell Room

- Idexx digital X-ray machine and image capture computer
- Ultrasound machine
- Stem cell equipment
- Snyder Oxygen Cage with 1 or 2 upper chambers and two heated lower cages
- Controlled drug lockbox with digital keypad

Bath and Flea Treatment Room 1

- 15 stainless steel bath and dip cages
- A five-foot-long stainless steel bathing tub
- A Snyder floor model enclosed cage dryer

Bath and Flea Treatment Room 2

- 20 stainless steel bath and dip cages
- A five-foot-long stainless steel bathing tub
- A Snyder floor model enclosed cage dryer
Laundry Room

- Two pair of UniMac commercial washers and dryers
- Hundreds of towels and blankets

Supply Room

- Walk-in room with 100 staff lockers
- Extensive shelving for hospital and medical bulk supplies

Doctors’ Offices

- Two doctor offices exist in separate rooms side by side. Office 1 has 7 desks with upper enclosed cabinets and Office 2 has 4 desks of the same design.
- All doctors have a phone message system that when the client leaves a voice mail for the doctor or executives the voice mail is emailed to the respective person for playback.
- In-room refrigerator, microwave and closet space

Staff Break Room

- A room for staff and doctors to break and rest while on shift
- Refrigerator, dishwasher, sink, microwave, oven and Starbuck’s Coffee and Coffer maker
- Cheese and Peanut-Butter crackers,
- Instant Cup-of-Soup
- Pepsi, and Mountain Dew soda, and Lipton’s canned Ice Tea

Two Veterinary Crematory Units

Two Matthews crematory units allow us to do up to 200 private and communal cremations a month, each with a cremation certificate and a wooden, ceramic or custom urn.
Outside and behind the Becker Animal Hospital is 2800 square feet of covered work space.

Outside and Hospital Yard

Outside and behind the hospital are covered areas including:

- Sheltered kennels and the crematory
- A large grass yard
- The metal shed and maintenance garage

Separating the hospital and the Pet Resort areas is a hallway that runs east to west, where one can access the Pet Resort kitchen area.

More views of the area behind the hospital, including a large grassy space, and the metal building at the north end.
Inside one of the four motel rooms available for guests. Below is the multipurpose central conference room.

The Becker Animal Hospital Upstairs Area

The hospital's second story, 2,000 square feet, comprises a central seminar room and four motel rooms. Access to the second story is provided by a stairwell in the back of Hospital Treatment 2.

Each motel room is fully furnished, including two double beds, a full bath and a kitchenette. A flat-screen TV with basic cable and quality framed prints makes for a comfortable and relaxing overnight area.

Central Conference Room

- Meetings, seminars and staff training sessions all can take place in this area.
- Equipped with white boards, computers, work tables, chairs, training library, presentation easel and video screen, as well as photographic studio equipment.
- Contains full-sized refrigerator, sink and cabinets, microwave and laundry facilities.
The Pet Resort, Doggie Day Care, Doggie Swimming Pool

Becker Pet Resort comprises 9,000 square feet of indoor heated and cooled space, and features a dedicated Kitty Condo Room with 47 Snyder Kitty-condos in the main room and an adjacent Kitty Playroom with a 300 gallon salt-water aquarium; three luxury Dog Suite Rooms with 53 individual suites - each with individual web-cams; four kennel rooms with 36 indoor kennels and 32 indoor-outdoor kennels; and a large indoor Doggie Day Care indoor room with an adjacent spacious outdoor Doggie Day care space - complete with its own in-ground Doggie Swimming Pool.

The Pet Resort Kitchen Area contains the following equipment:

- Science Diet food storage area
- Plastic bin rack for the personal items of individual dogs and cats
- A stainless steel prep table
- A weigh table
- Two commercial sinks with two hand-held sprayers
- Two commercial high-temperature dishwashers
- A shelf-top two-door refrigerator
- Numerous administrative white boards and document holders
The Kitty Condo Room contains the following:

- A dedicated room space for 47 Snyder Cat Condos, many with Plexiglas windows to look at the fish tank and out the front window.
- A Pet Resort administrative area with cabinets, countertops and computer
- Dedicated Kitty Play Room complete with green grass tile
- 300-gallon saltwater aquarium in the Kitty Playroom, complete with fish

Luxury Dog Suite Rooms 1, 2 and 3, with 53 glass-enclosed luxury suites:

- Each room contains 16-18 luxury suites with glass fronts and glass sides that run halfway down to a solid wall. This allows the dogs to interact with the dogs next to or across from them, yet still have their own private space. Dogs love this!
- Our front-facing suites have a doggie-level window that looks out onto the front space of our facility and highway. Dogs love to see who’s coming and going!
- Each suite has its own dedicated air conditioning vent so that each enclosure always receives an equal amount of cool or heated air
• Each of our three suite rooms features full-length skylights for soothing natural light, and have multiple ceiling fans for a real resort ambiance and cooling breeze
• Each suite has its own individual webcam for off-site pet owner viewing
• Each suite has its own individual sconce light for pet reassurance at night
• Each suite can hold up to a four-dog family, each with its own Kuranda bed
• Each suite hallway is a spacious five feet wide, and inlaid with black granite tile
• Each dog is fed Science Diet Canine Maintenance food, as well as their own special diet or puppy food
• For an after-dinner treat each evening, each suite dog receives its own Frosty Paws ice cream dessert. Dogs love this, too!

Skylights, fans and glassed enclosures mark the BAH Luxury Suites.

Our indoor kennels include glassed doors and half-walls for extra light, as well as privacy.

Kennel Rooms 1, 2, 3 and 4:

• **Kennel Room 1** contains 10 indoor kennels, 5-by-4-feet, and has its own skylight. This room has slightly smaller kennels for the older, quiet and sensitive-to-noise dogs. This is a quiet and relaxing room
• **Kennel Room 2** contains 12 indoor-outdoor kennels, 4-by-6-feet, and these contain a sliding guillotine door that opens onto a 4-by-6-foot outdoor kennel space that allows the pet to go from inside to outside by their choice. Opposite these kennels are 12 indoor-only kennels, also with glass doors. Glass-block windows run the length of this room and provide soothing natural light, while multiple ceiling fans move the air-conditioned air.
- **Kennel Room 3** has the same 13 indoor-outdoor kennels, as well as 8 indoor-only kennels. Glass block windows provide soothing natural light and ceiling fans promote air circulation.
- **Kennel Room 4** has 7 indoor-outdoor kennels, and 6 indoor-only kennels. Glass block windows provide soothing natural light and ceiling fans promote air circulation.

**Doggie Day Care Inside**

- Our Inside Doggie Day Care Room is 850 square feet of tiled space, and has a huge bay window that overlooks our front yard landscaping and the always-busy highway. Dogs love this room!
- Three glass-enclosed luxury suites line part of one wall, and they have a window out to our grassy outside Doggie Day Care area.
- Our staff loves to interact with the dogs in this room, and the dogs love to chase the ball, no matter how many times it’s thrown.

**Doggie Day Care Outside**

- Our outside Doggie Day Care is a step away our Inside Day-care Room, and is 50 feet wide and 150 feet deep. This is a great outside space for all the dogs to run and romp.
- The Doggie Swimming Pool is located at the east end of this exercise area.
The exclusive in-ground Doggie Swimming Pool has grown in popularity since its official opening in 2013.

Doggie Swimming Pool for all dogs, boarding, day-care and walk-ins

- Our in-ground, gunite swimming pool for dogs features a beach-sloped entry and cooling blue water
- This is the first and only in-ground swimming pool for dogs at a San Antonio boarding/day care facility.
- Our pool is available for 15- or 30-minute swimming periods, and is very popular in the South Texas spring, summer, and fall. A Pet Resort staff member is always supervising the dog when they have pool time.
- A four-foot chain-link fence encompasses the pool area for the safety of other pets in day-care

'Boudreaux' officially christens the pool in Spring 2013
The view from the southeast end of the roof shows the exercise yard and pens behind the Pet Resort.

Pet Resort Green Space and Exercise Areas

- Behind the Pet Resort building is 7,000 square feet of green space with 16 covered exercise pens set on a concrete pad. The exercise pens are a roomy 6- by 10 feet, and feature a metal roof cover that allows generous air circulation, but covers the pens to shade them from the summer sun. The kennel cover is a safety feature to significantly reduce the possibility of pet hyperthermia from summer sun heat. The south end of the concrete pad holds a 30 by 24-foot metal garage that is a maintenance and storage facility.

- The rest of the 7,000 square feet of the outdoor Pet Resort is green space of watered and manicured grass.
Becker Pet Resort, we feel, is the finest resort and boarding facility in town and perhaps anywhere. Our glass-enclosed suites are second to none and with our skylights and spacious room in the suites and kennels, a boarding environment is provided that a pet owner can feel very good about when they have to leave their friend. Our in-ground swimming pool and our spacious Doggie Day Care space allow us to have one of the nicest facilities that a vacationing pet owner could find anywhere. Our Pet Resort Motto is - *When you’re on vacation, they’re on vacation!*
Exam room visits - Outpatient

- The patient and the client enter the lobby and is registered at the Front Desk for services
- The patient and the client are escorted to an exam room for wellness services or an exam with the doctor
- With wellness services, the visit is concluded in the exam room and the patient and client are escorted by the room technician to the front desk where the financial transaction takes place and the visit is concluded

Exam room visits – Hospitalization

- The patient and the client enter the lobby and is registered at the Front Desk for services
- The patient and the client are escorted to an exam room for wellness services or a doctor’s exam
- With either the wellness service or the exam, if further services are needed, such as an OHE or a neuter for a wellness pet, or diagnostics or treatment for an exam, the pet is routed to the treatment area by the exam room technician for the appropriate procedure.
- The client is allowed, if they like, to accompany the pet to the treatment area or the Pet Resort to see where their pet is going to be or going to stay.
- After a brief visit to accompany the pet to the Back or to the Resort, the client is then escorted back to the Front Desk.
- The pet is either routed for its routine procedure, or it is routed to the treatment board for diagnostics and treatment that the doctor prescribes.
- The doctor, after the exam room, will write up a diagnostic/treatment plan and will see that the Back technicians have a copy of the chart and initiated the work.
- The original client chart will stay with the doctor, and a copy that the staff makes will stay with them. The doctor will have a clipboard in their possession that will have a copy of all their cases, work in progress, surgeries completed, or any other action that they participated in or may be treating or releasing.

The Emergency Exam in the Back Treatment Area

- A pet may be routed directly to the Back treatment area for an exam or emergency treatment straight from the Front Desk. If the pet is in any sort of medical emergency, the staff may make the decision to send the pet directly to the back, and also may do so at the request of the owner. The owner may or may not accompany the pet.
- In this situation, whatever doctor is available will see the pet, handle the situation, and deal with the client in the treatment area, just as they would in the exam room.
- The doctor will make sure that the staff handles the financial aspects of the case so that diagnostics and treatment can be started as soon as possible.
- When the doctor is done with the client, and an agreement is reached on the handling of the pet, the client is escorted to the Front Desk.
The Day Work Pet

- Becker Animal Hospital has many clients who take advantage of our extended hours and will drop their pets off during the day for an exam.
- The Front Desk will call for a Runner, who will take the pet and the chart to the Back, and will route the pet to the designated area to get the work done.
- Bath and Flea Dips will go on the Bath and Dip board; haircuts will go on the Clipping board; surgeries will go on the Surgery board; Vaccinations and other hospital procedures will go on the general Day Work board.
- Bathers will bathe; clippers will clip; doctors will do surgery; and staff and doctors will knock out the Day Work.
- Senior tech staff will invoice all of the various procedures for each pet, with the direction of the doctor, when necessary.

Patient Releasal

- A patient releasal bin rack is located in the X-ray room. Each bin holds the chart and medications ready for each pet to go home.
- The senior technicians and the Operations Manager are responsible for, and will oversee, the placement of the charts and medications into the respective bins.
- Releasals of pets are done by the doctor who did the work, and typically done in the exam room, but may be done in the exam hallway.
- If the attending doctor is not on duty, the other on-duty doctors will share in the releasals of patients on a rotation basis.

The Doctor’s End-of-Shift Report

- At the end of each doctor’s shift, the doctor can use a desk in the doctors’ office to complete their medical notes, invoicing and client contacts.
- The doctor will then access a secure website to fill out an electronic End-of-Shift Report, which consists of the doctor’s name, the day and shift worked, and a number of yes-no questions and some text responses. This report, when finished, is then sent as an email to all other doctors, staff and executives.
- The above End-of-Shift report ensures a regular complete and thorough flow of information from the doctors and staff throughout the office. The doctors also handle and distribute all case transfers to other doctors via this report.
How the Company is Organized

Becker Animal Hospital and Pet Resort is organized into seven divisions and 21 departments. Each division sequentially follows the actions that one would perform to create, establish and maintain a business. Below is an outline that briefly lists the different functions associated with each division.

A more detailed outline of the seven divisions and 21 departments follows on the next page.
Becker Animal Hospital and Pet Resort Organizational Chart

**Chief Executive Officer**
Mike Becker

**General Office Manager**
John Quiroz

<table>
<thead>
<tr>
<th>Chief Administration Officer Divisions</th>
<th>Chief Operations Officer Divisions 4, 5, 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>John Quiroz and as designated</td>
</tr>
<tr>
<td></td>
<td>John Quiroz and as designated</td>
</tr>
</tbody>
</table>

**Chief Administration Officer Divisions**

1. John Quiroz and as designated

**Chief Operations Officer Divisions 4, 5, 6**

1. John Quiroz and as designated

**BAH Valuable Final Product**

Pet owners who are enthusiastic about BAH health care and accommodations.

BAH Statistics

1. Net (six-week trend).

**Division 7**

Executive Division

<table>
<thead>
<tr>
<th>Department 21</th>
<th>Department 20</th>
<th>Department 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office of the Founders</strong></td>
<td><strong>Special Affairs</strong></td>
<td><strong>Executive Office</strong></td>
</tr>
<tr>
<td><strong>CEO</strong></td>
<td><strong>Director of Special Affairs</strong></td>
<td><strong>Executive Director</strong></td>
</tr>
<tr>
<td>Dr. Michael C. Becker D.V.M</td>
<td>Dr. Michael C. Becker</td>
<td>Dr. Michael C. Becker</td>
</tr>
</tbody>
</table>

**FOUNDERS**

Dr. Michael C. Becker D.V.M

**CEO Communicator Section**

- Deputy CEO Communicator Unit
- CEO Personal Assistant Unit
- Dr. Michael C. Becker
  - Programs
  - Compliance
  - Admin

**Administrator of Management and Hospital Policy**

Dr. Michael C. Becker
  - Policy Application Enforcement

**DIRECTOR OF SPECIAL AFFAIRS**

- Public Relations Section
  - Internal PR Unit
  - External PR Unit

- Legal Section
  - Accounting

  - Government Legal Unit
    - Corporate Maintenance Sub-unit
    - Tax and Accounting Sub-unit
    - Governmental Matters Sub-unit
    - Employment Legal Unit
    - General Legal Unit

**EXECUTIVE DIRECTOR**

Dr. Michael C. Becker D.V.M (HFA)
- John Quiroz

**Executive Director Assistant**

Office of the Chief Operations Officer — John Quiroz (HFA)
  - Chief Operations Officer Unit
    - Innovative Communications

Office of the Chief Administrative Officer
  - Chief Administrative Officer Unit
    - Deputy
<table>
<thead>
<tr>
<th>Issue Authority</th>
<th>Estates Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethics Recourse</td>
<td>Estates Manager Assistant -</td>
</tr>
</tbody>
</table>

**Chief Finance Section**
- John Quiroz
  - Credit Card Signer
  - Check Signer

**Strategic Planning Programming & Execution**
- Mike Becker (HFA)

**Chief Veterinarian Doctor**
- Mike Becker (HFA)

<table>
<thead>
<tr>
<th>Valuable Final Products</th>
<th>Valuable Final Products</th>
<th>Valuable Final Product</th>
</tr>
</thead>
</table>
| 1. A prosperous, expanding company with increasing monies to management reserves and a well-paid staff. | 1. Improved public perception of BAH.  
2. Handled situations which result in the security of BAH. | An increasingly profitable company. |

**Statistics**
- 1. Profit (monthly)

| Valuable Final Product |\n|------------------------|
| An increasingly prosperous company. |

**Division 7 Statistics**
- 1. Net (six-week trend).
# Division 1

## Establishment Division

Executive Assistant for Establishment — John Quiroz

<table>
<thead>
<tr>
<th>Department 1</th>
<th>Department 2</th>
<th>Department 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td><strong>Communications</strong></td>
<td><strong>Inspections and Reports</strong></td>
</tr>
<tr>
<td>Director of Personnel</td>
<td>Director of Communications</td>
<td>Director of Inspections and Reports</td>
</tr>
<tr>
<td>John Quiroz</td>
<td>John Quiroz</td>
<td>John Quiroz</td>
</tr>
</tbody>
</table>

## ROUTING AND PERSONNEL DIRECTOR

**Phone Reception Section**

**Personnel Procurement Section**
- Personnel Promotion and Advertising Unit
- Personnel Hiring Unit
  - Mike Becker (HFA)
  - John Quiroz
- Personnel Files and Admin Unit

**Hatting Section**
- Hat Assembly Unit
- New Employee Training Unit

## COMMUNICATIONS DIRECTOR

**Incoming Communications Section**
- Reception Unit
- Mail Receipt Unit

**Outgoing Communications Section**
- Mail and Letters Out Unit
- Bulk Mail Out Unit
- Shipping Unit

**Internal Communications Section**
- Communication Distribution Unit
- Communication Inspection Unit
- Bulletin Board Unit

**Copier Section**

**Policy Distribution Section**

**Phone Intercom System**

## INSPECTIONS AND REPORTS DIRECTOR

**Inspections Section**
- Inspector Unit
- Conditions Implementation Unit
- Justice Unit
- Security Unit
- Promotional Actions Inspection Unit
  - John Quiroz

**Reports Section**
- OIC Statistics Posting Unit
- Time Machine Unit
- Report Files Unit
  - John Quiroz

**Ethics Section**
- Ethics Officer

**Organization Rudiments Section**

**Legal Section**
- Department of Special Affairs Liaison Unit
- Valuable Documents Unit
  - Mike Becker (HFA)

## Valuable Final Product

Effective personnel, posted and hatted

**Statistic**

Number of staff posted and fully

## Valuable Final Product

Communications easily accepted and swiftly delivered

**Statistics**

1. Bulk mail out.

## Valuable Final Product

Ethical, secure, productive personnel

**Statistics**

Number of staff in normal or
<table>
<thead>
<tr>
<th>Division 1 Valuable Final Product</th>
<th>Division 1 Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established, productive and ethical personnel</td>
<td>1. Number of staff posted and fully hatted cumulative</td>
</tr>
<tr>
<td></td>
<td>2. Staff in normal or above</td>
</tr>
</tbody>
</table>
# Division 2
## Sales Division
### Sales Manager

<table>
<thead>
<tr>
<th>Department 4</th>
<th>Department 5</th>
<th>Department 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion &amp; Publications</td>
<td>Procurement</td>
<td>Registration</td>
</tr>
<tr>
<td>Senior Sales Administrator</td>
<td>Director of Procurement</td>
<td>Registration Manager</td>
</tr>
</tbody>
</table>

**PROMOTION/PUBS DIRECTOR**
- Marketing Section
- Promotional Materials
- In House Banners Fliers and Printing

**Publications Section**
- Sales Administration Section
  - Routing Forms Administration Unit
  - Sales Statistics Tracking Unit

**Central Files Section**
- Filing Unit

**CLIENT BASE PROCUREMENT DIRECTOR**
- Central Files Section
- Address Section

**Existing Clients Follow-up Section**
- Promotion Pack Assembly Unit
- Pet Reminder Unit
- Sympathy card unit
- Survey Responses
- Thank You Cards

**House Calls Section**
- Dr. Becker

**REGISTRATION DIRECTOR**
- Bath and Dip Sign-Up Section
- Front Desk Reception & Routing
- Runner Routing Unit
  - Staff

**Sales Training Section**
- Retail Supplies Sales Section
- Registration Admin Section
  - Hospital
  - Pet Resort Consulting Section

---

**Valuable Final Product**
- A serviced, smooth running and operational Division 2.

**Statistic**
- Administration and service points.

---

<table>
<thead>
<tr>
<th>Valuable Final Product</th>
<th>Valuable Final Product</th>
<th>Valuable Final Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income greater than outgo plus reserves</td>
<td>Existing customer promo that results in abundant leads passed to Department 6</td>
<td>Closed customers</td>
</tr>
</tbody>
</table>

**Statistics**
- 1. Net (six-week trend).
- 2. Requests up (three-week trend).
# Division 3

**Finance Division**

Finance Manager — John Quiroz (HFA)

<table>
<thead>
<tr>
<th>Department 7 Collections</th>
<th>Department 8 Disbursements</th>
<th>Department 9 Records, Assets and Materiel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Income John Quiroz</td>
<td>Director of Disbursements John Quiroz</td>
<td>Director of Records, Assets and Materiel John Quiroz</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COLLECTIONS DIRECTOR</th>
<th>DISBURSEMENTS DIRECTOR</th>
<th>RECORDS, ASSETS &amp; MATERIAL DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cashiers Section</td>
<td>Financial Planning Verification Section</td>
<td>Banking Section</td>
</tr>
<tr>
<td></td>
<td>Cashiers</td>
<td>Banking Unit</td>
</tr>
<tr>
<td>Collection Section</td>
<td></td>
<td>End of Shift Reconciliation Unit</td>
</tr>
<tr>
<td></td>
<td>− Mike Becker (HFA)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>− John Quiroz (HFA)</td>
<td></td>
</tr>
<tr>
<td>Statements Section</td>
<td>Purchasing Section</td>
<td>Assets &amp; Inventory and Equipment Section</td>
</tr>
<tr>
<td></td>
<td>− Mike Becker (HFA)</td>
<td>Inventory Unit</td>
</tr>
<tr>
<td></td>
<td>− John Quiroz (HFA)</td>
<td>Keys Unit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assets Security Unit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>− John Quiroz (HFA)</td>
</tr>
<tr>
<td>Fully and Partially Paid Lists</td>
<td>Bills Verification and Payment Section</td>
<td>Supplies Section</td>
</tr>
<tr>
<td></td>
<td>− Mike Becker (HFA)</td>
<td>Supplies Receipt and Storage Unit</td>
</tr>
<tr>
<td></td>
<td>− John Quiroz (HFA)</td>
<td></td>
</tr>
<tr>
<td>Invoice Section</td>
<td>Payroll Section</td>
<td>Records Section</td>
</tr>
<tr>
<td></td>
<td>− John Quiroz (HFA)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Audits Section</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Valuable Final Product</th>
<th>Valuable Final Product</th>
<th>Valuable Final Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>All owed monies collected.</td>
<td>Pleased creditors.</td>
<td>Complete and perfect records.</td>
</tr>
</tbody>
</table>

**Division 3 Valuable Final Product**

Preserved and valuable assets and reserves

**Division 3 Statistic**

Gross income
### Division 4H

**Hospital Division**

Hospital Manager

<table>
<thead>
<tr>
<th>Department 10</th>
<th>Hospital Support Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Hospital Support Services</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department 11</th>
<th>Bath &amp; Dip</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Bath &amp; Dip</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department 12</th>
<th>Hospital Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Hospital Services</td>
<td></td>
</tr>
</tbody>
</table>

### HOSPITAL SUPPORT SERVICES DIRECTOR
- Materials and Supplies
- Controlled Drugs section
- Equipment Upkeep Section
  - Cleaning Unit Staff
- Sanitization Section
- Sterilization Section
- Waste Management Section
- Product Management Section
- Euthanasia
- Dental Care Section
- Cremation Section

### BATH AND DIP DIRECTOR
- Bath & Dip Receiving
- Bath & Dip Section
  - Staff
- Clipping Section
  - Staff
- Checkout Section

### HOSPITAL SERVICES DIRECTOR
- Senior Technicians
- Technicians – Middle/Exam
  - Staff
- Technicians – Back/Treatment
  - Staff
- Veterinarians
  - Staff Veterinarians
  - Relief Veterinarians
- Surgery Section
  - Board-Certified Surgeons

### Valuable Final Product
All preparation for hospital production complete in time to fully facilitate the main production lines.

### Statistics
1. Number of hospital support services.

### Valuable Final Products
High quality Bath and Dip and Clipping services rendered.

### Statistic
Number of Bath and Dips performed.

### Valuable Final Product
Excellent veterinary care resulting in happy healthy pets free from disease.

### Statistics
1. Number of pets examined.
2. Number of pets treated.

---

**Division 4H Valuable Final Product**

Accurate and High Quality Veterinarian Care.

**Division 4H Statistic**

Net value of services delivered
### Division 4R

**Pet Resort Division**

Pet Resort Manager

<table>
<thead>
<tr>
<th>Department 10L</th>
<th>Department 11L</th>
<th>Department 12L</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pet Resort support Services</td>
<td>Doggie Day Care</td>
<td>Pet Resort</td>
</tr>
<tr>
<td>Director of Pet Resort support Services</td>
<td>Director of Doggie Day Care</td>
<td>Director of Pet Resort</td>
</tr>
</tbody>
</table>

#### PET RESORT SUPPORT SERVICES DIRECTOR
- Materials and Supplies
- Equipment upkeep section
- Sanitization Section
- Waste Management Section
- Laundry Section
- Laundry

#### DAY CARE DIRECTOR
- Admittance Section
- Day Care Service Section
- Checkout Section

#### PET RESORT DIRECTOR
- Pet Resort Supervisors
- Kennel Technicians
  - Staff
- Admittance Section
- Boarding Section
  - Web-cam Unit
- Checkout Section

### Valuable Final Product

All preparations for Pet Resort production completed in time to fully facilitate the main production lines.

#### Statistics

1. Number of kennels prepared.
2. Loads of laundry done.

### Valuable Final Products

High quality day care services rendered.

#### Statistic

Pet Resort Net (six-week trend).

### Statistics

1. Number of pets boarded in suites.
2. Number of pets boarded in kennels.

---

**Division 4R Valuable Final Product**

Excellent pet accommodations.

**Division 4R Statistic**

Number of pets boarded and returned to owner.
# Division 5

## Quality Assurance Division

Quality Control Manager

<table>
<thead>
<tr>
<th>Department 13</th>
<th>Quality Control</th>
<th>Department 14</th>
<th>Personnel Enhancement</th>
<th>Department 15</th>
<th>Correction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Quality Control</td>
<td>Director of Personnel Enhancement</td>
<td>Director of Correction</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## QUALITY CONTROL DIRECTOR

- Final examination Section
- Pet Care Inspections
- Quality Assurance Section
- Staff Training Exams
- Certs & Awards Section

## PERSONAL ENHANCEMENT DIRECTOR

### Personnel Programming Section
- Technical Individual Program Unit

### Qual Clearing Section
- Product Clearing Unit
- Post Purpose Clearing Unit
- Staff Word Clearing Unit

### Staff Training Section
- Staff Course Room Unit
- Video Training Room
- Advanced Management Training Unit
- Advanced Technical Training Unit

### Day Care Training

### Pet Resort Training

### Medical Liaison Section

## CORRECTIONS DIRECTOR

### Senior Veterinarian
- Dr. Michael C. Becker
- Veterinarian Reviews
- Technician Reviews
- Corrective Programs

### Qual Library Section
- Manuals
- Reference Materials
- Hat Packs

### Staff Correction Section
- Customer relation Correction
- Pet Handling Correction
- Medical Handling Correction
- Administrative Correction

### BAH Staff Internship Section
- Veterinarian Internship
- Technician Internship
- Pet Care Internship

## Valuable Final Product

- Treated pets with no stops or barriers.

## Statistics

- Number of earned Certificates and Awards.

## Valuable Final Product

- Effective, well-trained and fully functioning personnel obtaining their sub-products and valuable final products.

## Statistic

- Qualified and Trained Staff Members Cumulative.

## Valuable Final Product

- A corrected company and its products.

## Statistic

- Number of Completed Corrections.
Division 5 Valuable Final Product
A corrected company and its products.

Division 5 Statistic
Weekly performance index (six-week trend).
## Division 6
Marketing Division
Marketing Manager

<table>
<thead>
<tr>
<th>Department 16 Information</th>
<th>Department 17 Promotion</th>
<th>Department 18 Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of New Public Contact</td>
<td>Director of New Public Services</td>
<td>Director of Public Relations</td>
</tr>
</tbody>
</table>

### NEW PUBLIC CONTACT DIRECTOR
- Central Files Administration Section
  - New Names to Central Files Procurement Unit — Prospect Contacting Unit
- Research and Survey Section
  - Survey Authoring Unit
  - Survey Distribution Unit
  - Survey Tabulation Unit
- Public Plans and Program Section
- New Public Advertising
- Internet/Web Marketing
- Expos and Promotional Events Section
- Groups Section
- Success Story Section
  - Sales Department Liaison Unit
  - Customer Support Section Liaison Unit
  - Success Story Files Unit
  - Success Story Utilization Unit

### NEW PUBLIC SERVICES DIRECTOR
- Promotion Coordination Section
- New Client Scheduling
- Introductory Tour Section
  - Pet Resort Tours
  - Hospital Tours
  - Facility Tours
- New Client Introductory
- Upset Handling Section
  - Handling of any poor or slow service
  - Restitution of Wrongs
  - Staff Corrections

### PUBLIC RELATIONS DIRECTOR
- Branding Section
- External PR Section
- Internal PR Section
- Org Appearances Section
- Distribution Section
  - Press Release Distribution Unit
  - Bulk E-mail Distribution Unit
  - Mail Promotion Distribution Unit
  - Magazine Liaison Unit
- Lead Administration Section
- Lead Generation Section
- Conventions and Customer Visits Section
  - Travel Arrangements Unit
  - Convention Unit
  - Convention Selection and Planning Sub-unit
  - Convention Debriefing Sub-unit

### Valuable Final Product
- Accurate and up-to-date customer data which can be used to create interested prospects.
- Cost-effective promo designs that cause increasing reach for products.
- Promotional materials distributed to public that cause increasing demand for products.
Statistics
1. Number of promotable records.
2. Number of good E-mail addresses.
3. New names to central files.
4. Completed surveys.

Statistics
1. Number of complete promotional pieces approved by Issue Authority.
2. Issue Authority approvals divided by Issue Authority submissions.
3. Lead dollars from all promotion.

Statistics
1. Division 6 bulk mail out.
2. Non-website lead dollars.

Division 6 Valuable Final Product
Public demanding BAH veterinarian services and accommodations.

Division 6 Statistic
Lead dollars.

The following actions take place sequentially to create, establish and maintain an organization:

Division 1 – Staffing, Communication, Inspections and Reports

- Employment opportunities are made known; staff are hired and given initial job training
- Communication lines are established within the group consisting of verbal communication, emails, phones, intercom system, white boards and a central communication posting center
- A system is created to Inspect and Report on the status of the various parts of the company

Division 2 – Advertising and Marketing, Customer Contact and Client Service Registration

- Advertising and marketing the Products and Services that the company can provide to the public is done through Google internet advertising, grocery store receipt tape coupons, radio and TV ads and the display of our 200-square foot video billboard.
- Thank you cards are mailed to each new client; Sympathy Cards are mailed to all clients who have lost a pet; Email surveys are collected from all invoiced clients; “How are we Doing?” surveys are collected at the Front Desk.
- The customer is signed up to receive BAH Services and Products. Selling of these services is done by phone, at the front desk, or in the exam room.

Division 3 - Finance:

- Gross income is collected and tabulated
- Disbursements in the form of payroll and vendor payments are organized and paid here
- Banking, accounting and records of income and assets are created and organized here
Division 4 - Production:

- Hospital veterinary medicine and surgery are produced
- Pet Resort boarding and Day Care are produced
- Ancillary services of house calls and pet cremation are produced

Division 5 – Quality Control:

- The verification that quality products and services are being delivered occurs here
- Formal staff training, with seminars and custom-made job videos are delivered here
- Staff correction and additional training for the immediate job occurs here as needed.

Division 6 – Public Relations:

- Any new public contacts are followed up to create a new client for Becker Animal Hospital and Pet Resort
- Services for new-public, such as Pet Resort tours, free vaccination clinics, free kitten adoptions, donations for Wildlife Rescue and Rehabilitation and San Antonio Humane Society, the Women and Children’s Shelter and Elf Louise Christmas Gifts, and food and clothing drives are all created from this division.
- Promotion of these services and the good works thereof are made known through our client emails and our PR web sites releases through our public relations representative, Jon Donley.

Division 7 - Executive Division

- New Policy is created and existing policy reviewed to develop an organizational protocol that is efficient and workable toward our goals in Veterinary Medicine
- Outside consultants in the area of law, construction, capital goods purchases, public relations, and accounting are all liaised with to create a viable, expanding and safe organization
- Statistics are collected and graphed to monitor productivity in different areas of the organization

These seven divisions, with their three departments in each the organization can be created, operated and maintained for the production of veterinary services and associated products.

The **Administrative Scale of Importance**, as shown below, is a 10-step outline from general to specific on how the Divisions, Departments and all their specific products and services are created to the point where they can be exchanged in the community with our pet-owning public.
1. GOALS:

“A Goal is a known objective toward which actions are directed with the purpose of achieving that end.”

It is the most important in this scale and ranks senior to any orders, programs, plans or policy that are contrary to the overall GOAL for Becker Animal Hospital.

Our goal at Becker Animal Hospital is to establish a premier 24 hour 7 day a week “no appointment necessary” Veterinary and Pet Resort facility in San Antonio, which services clients and their pets with State of the Art Medical and Surgical Services, that is viable, ultra-efficient and vertically integrated with a full complement of pet services including hospital, grooming, resort, pet products and ancillary* services through its hard-working and caring staff. *Ancillary: Supplementing and supporting the primary activities or mission of an organization.

2. PURPOSES:

“A PURPOSE is a lesser GOAL applying to specific activities or subjects. It often expresses future intentions.”

Overall GOALS are of greater importance than PURPOSES, but PURPOSES rank higher and would supersede POLICY, PLANS or PROGRAMS that contradicted or are in direct violation of our overall PURPOSES.

Becker Animal Hospital’s main purpose is to provide veterinary care and boarding services in the most professional, compassionate and thoughtful manner with the most up-to-date technology to the end result of healthy pets and happy owners. This is accomplished through our “no appointment necessary, 24/7” business model complemented with an aggressive marketing program through radio, TV, internet, HEB coupons and our electronic sign and with communication to clients exceeding the client’s expectations with corresponding medical and surgical results.
3. POLICY:

“POLICY consists of specific rules or procedures established by an organization in regard to its methods of operation. These are chiefly policies related to maintaining the overall production, distribution and sales of its products.”

Our Policy is laid out in the following issues:

1) Employee Manual  2) Staff Policies  3) Posted Wall - Policies  4) Doctor Policies  
5) Hat Lists  6) Checklists  7) Training Videos

4. PLANS:

“PLANS are the short-range broad intentions as to the contemplated actions envisaged for the handling of a broad area to remedy it or expand it.”

Some of Our PLANS for Divisions 1 through 7 include:

1) Staff Hiring and Training  2) Advertising and Client Registration for Services  3) Handling of Finances  
4) Producing All Work  5) Improving and Maintaining Our Quality of Service  
6) Increasing and Ensuring Customer Satisfaction  7) Creating Policy and Ensuring Expansion
5. PROGRAMS:

“A PROGRAM is a series of steps laid out and done in sequence to carry out a plan.”

Programs that are in effect at BECKER ANIMAL HOSPITAL include:

- **STAFF HIRING AND TRAINING PROGRAM**: Recruitment and hiring of staff, on-the-job hatting, and formal training programs.

- **ADVERTISING AND CLIENT REGISTRATION FOR SERVICES**: Promotion for new and existing clients through radio, TV, internet, HEB advertising and our electronic sign to ensure an awareness of the many services that are offered and recommended during the course of the client’s office visit.

- **HANDLING OF FINANCES**: Finances directed to the proper location with full accounting. Ensuring all needed supplies and stocks are accurately inventoried and ordered. All staff functions accounted and cared for.

- **PRODUCING ALL WORK**: Increasingly efficient work practices, all needed equipment available, optimal shift organization, medical and surgical actions completed per client specifications and where possible exceeding expectations for speed, result and cost.

- **IMPROVING AND MAINTAINING QUALITY OF SERVICE**: All work is inspected and verified as excellent per Becker Animal Hospital standards prior to release. On-going technical and administrative education delivered to staff.

- **INCREASING AND ENSURING CUSTOMER SATISFACTION**: Maintaining the quality and speed of services, while at the same time ensuring that the client personal needs and concerns are fully addressed. Promoting the good works and community service through our in-house donation centers and other community projects.

- **CREATING POLICY AND ENSURING EXPANSION**: Situations and problems addressed with sensible and easy to understand policy. Effective and realistic future planning to ensure sustainable expansion.
6. PROJECTS:

“A PROJECT is a sequence of steps written to carry out one step of a program.”
Projects often have to give vital details and directions for a larger step of a program.

Some Becker Animal Hospital Projects are:

- Hospital Day: Customize our work space, equipment upgrades, and organizational establishment.
- Hospital night: Making ourselves known, expanding our staff, creating a comfortable and fully staffed work environment.
- Pet Resort: Complete staff complement with the purpose of total care and attention to the clients’ pets through staff training and excellent organization.
- Doggy Day Care: The creation of an operational master plan, staff training and making this new service known with happy and well exercised pets.
- Ancillary Services: Maintaining a high quality and speed of service for private on-site pet cremations and making client house calls.

7. ORDERS:

ORDERS are “The verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy.”
“The program step or the verbal or written project to get the program step fully done.”

WHITE BOARDS: The hospital whiteboards contain daily orders for important actions that must be done.
FURTHER SPECIFIC ORDERS: Issued as needed to carry out authorized programs and projects.
8. IDEAL SCENES:

“An IDEAL SCENE expresses what a scene or area ought to be. If one has not envisioned an ideal scene with which to compare the existing scene, he will not be able to recognize departures from it.”

Our overall IDEAL SCENE is a state-of-the-art facility offering the finest in complete veterinary services including; 24/7 “no appointment necessary” regular and emergency veterinary services, Pet Resort Boarding, Doggy Day Care & on-site Cremation services.

The facility is viable and expanding, operationally efficient and organized with detailed and accurate hats, policies and communication systems in a model of administrative know-how in addition to being an Award Winning Practice.

9. STATISTICS:

“A STATISTIC is a number or amount compared to an earlier number or amount of the same thing. Statistics refer to the quantity of work done or the value of it.”

A measurement of production or a job or an activity in numerical value maintained on visual records.

Some examples of STATISTICS that are recorded are: overall production, number of satisfied clients, number of pets boarding, number of bath and dips and number of trained employees.
10. VALUABLE FINAL PRODUCTS:

“A VALUABLE FINAL PRODUCT is something for which you can exchange for the services and goods of the society.”

It is a finished, high-quality service or article, in the hands of the person or group it serves, as an exchange for something valuable. It is what all of the PLANS, PROGRAMS, PROJECTS and ORDERS should ultimately lead to – the accomplishment of higher and higher volume and quality VALUABLE FINAL PRODUCTS.

The VALUABLE FINAL PRODUCTS for each Division at Becker Animal Hospital are:

- **Division 1** – Trained, competent and ethical staff members.
- **Division 2** – People who know about us and use our services.
- **Division 3** – Proper administration of all financial activities resulting in all employees exchanged with and all vendor obligations fulfilled.
- **Division 4** – Pets who are treated or serviced completely and thoroughly with correct estimation per the doctor and the client with the pets healthier as a result of their visit.
- **Division 4A** – Pets boarded who are well cared for, with attention given to individual feeding needs, medications, play time and other special needs, with the assurance of a situated, comfortable and happy pet with the pet owner well satisfied
- **Division 5** – Quality control used on every aspect of Becker Animal Hospital services to ensure excellent products that exceed client expectations.
- **Division 6** – Becker Animal Hospital well known with an excellent reputation and satisfied clients referring others to us.
- **Division 7** – A well-managed, viable and expanding Becker Animal Hospital & Pet Resort.

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Becker Animal Hospital Veterinary Practitioners

Becker Animal Hospital has the interest and purpose of establishing an environment that allows the veterinarian to work and operate in an independent and self-determined atmosphere. At the same time, with 11 to 14 doctors on staff, the veterinarian can collaborate, interact, seek opinions and provide or seek mentoring from colleague veterinarians, all within the group.

With multiple doctors on duty, any one doctor can easily and quickly obtain a second or third doctor to look at their case. Surgeries can be examined by several people; medical cases can be diagnostically evaluated by one or more doctors; treatment plans can be critiqued and fine-tuned.

This allows the doctor to examine multiple viewpoints on a case and he is then provided with a large quantity of information, which results in certainty and accuracy the diagnosis, treatment and prognosis of their case.

Working with multiple doctors results in an exciting and satisfying practice of medicine, as one has certainty that the case has been thoroughly reviewed, and that all options can be offered to the pet owner.

Newly graduated veterinarians have the satisfaction and confidence of knowing that they have the opportunity to get multiple opinions on any case, thus removing any doubt as to whether or not any aspect of the case has been looked at or examined.
Professional consultation for staff veterinarians

Becker Animal Hospital employs three different consulting groups that travel to San Antonio and meet with all staff doctors. Each consultant rotates on a quarterly basis, and meets with doctors four times a year. The doctors are assured of meeting with one of the consultants each month to discuss the doctor’s statistics, customer relations and interactions and many other topics involving human relations, leadership, management, administrative procedures and anything else that the doctor would like to discuss.

This provides the doctors with an outside viewpoint and perspective from leading veterinary consultants Mark Opperman and Sheila Grosdidier of Veterinary Management Consultants, Jason Wernli and Scott Harper of AllyDVM, and Mr. Nick Terrenzi of Sellability.com.

Meeting with these consultants on a monthly basis allows the doctors to express their viewpoints and suggestions toward strengthening Becker Animal Hospital and their role in the business.

Becker Animal Hospital also hosts three to four sales and human relations seminars a year, on how to interact with customers and the presentation and implementation of treatment plans to the clients for their pets.

Mr. Nick Terrenzi consults at the office on a monthly basis for lay staff seminars and training in conjunction with hospital executives, managers and supervisors. The monthly lay staff training ensures that the staff is regularly brought up to speed on current hospital policies and procedures, and that the staff can apply what they have learned by participating in drills that reflect the work environment.
Day Shift Staff and Relief Doctors:

- The day shift is a no-appointment-necessary, walk-in hospital
- The day doctor will see anything from routine wellness and vaccines to any emergency or trauma
- The day doctor will see dogs, cats, rabbits, ferrets and pocket pets. Seeing birds or reptiles is optional.
- Day shift doctors come in for a 9- to 10-hour shift at one of three times: 7 am, 9 am and 1 pm.
- Relief doctors work a standard 8-hour shift but can work more if they choose to, and if the work is needed.
- Doctors share in the duties of exam room, treatments, and surgeries on their shift
- Doctors usually will do surgical procedures that they personally take in, either during their shift or toward the shift end
- Doctors rotate through the three day shifts throughout their monthly schedule
- A day doctor may be rotated through a routine surgery rotation with the other doctors
- A doctor’s schedule for the month typically is provided one to two months ahead of time.
- Doctors may, and do, arrange between themselves and with management, a customizing of their shifts and days to work

In-Between Shift Doctors:

- The In-Between Shift runs from 1 pm to 3 am every day.
- This shift is staffed by two specific doctors, and it is not rotated with other doctors, as it is considered a hybrid of the night shift. Like the night shift, it is 3-4 days on and 3-4 days off for these doctors.
- This shift allows the day doctors to not have to work late into the night and then have to come in for a morning shift the following day.

Overnight Shift Doctors:

- Like all shifts, the Overnight is a no-appointment-based and walk-in as needed, and doctors may see anything from routine wellness and vaccines to any emergency or trauma in dogs, cats, rabbits, ferrets, birds and pocket pets.
- This shift runs 12 to 14 hours, from 7 pm to 7-9 am.
- Three to four shifts are worked in a row, with about the same number of shifts off
- The overnight doctor will be with an in-between shift doctor from 1 am to 3 am to cover the heavy evening case load period
- The overnight doctor may have time to do routine surgeries
- The overnight doctor has the discretion to keep any patient at no charge into the following shift so that additional doctors can be used to provide second opinions. This is done for the benefit of the pet and the owner and to assure certainty on the part of the attending doctor that every aspect of the case has been covered.
- The overnight doctors may, between themselves and with management, customize their shifts and days to work.
Veterinarians’ Benefits and Compensation

Becker Animal Hospital Veterinary Benefits:

- AVMA Membership and Practice Liability Insurance are fully paid for by the company. Insurance coverage consists of $300,000/$900,000 per occurrence, in addition to a legal license defense rider that covers up to $25,000 toward attorney’s fees for consultation in addressing any concerns with the State Veterinary Board.

- Health Insurance premiums are 100% paid.

- Continuing Education registration fees are paid up to $1,500 per calendar year, with plane fare, hotel and food paid for by the company to obtain 17 hours of out-of-town CE. San Antonio typically offers 17 hours or more of local CE at no charge, in addition to several meetings held throughout Texas.

- Texas State Veterinary License fees are paid.

- Texas DPS license fees are paid.

- A $2,000 Team Member Bonus is paid on the anniversary of hire date of each doctor, just for being on the team at the end of the year.

- Moving expenses will be contributed toward the doctor’s expenses in getting to San Antonio.

- Button-down white dress shirts are provided by the office.

- White ¾ sleeve monogrammed exam coats are provided by the office.

- The company launders and starches both the shirts and the exam coats for the doctor.

- Restaurant gift cards of $20-40 are awarded to doctors based on overall company gross income, for every qualifying two-week lay-staff pay period.

Vacation and Sick/Personal Leave (VSPL):

- For years 1 and 2 of full-time employment the Employee will accrue paid VSPL time at the rate of 10 shifts per full year of employment and unpaid VSPL time at the same rate of 10 shifts year for a total of 20 shifts accrued of VSPL time; half paid and half unpaid. With 2 weekend days added to each 5 days off this equates to a total of 28 days off per year or 4 weeks.

- For years 3 and 4 of full-time employment the Employee will accrue paid VSPL time at the rate of 15 shifts per full year of employment and unpaid VSPL time at the same rate of 15 shifts year for a total of 30 shifts accrued of VSPL time; half paid and half unpaid. With 2 weekend days added to each 5 days off this equates to a total of 42 days off per year or 6 weeks.

- For years 5 and 6 of full-time employment the Employee will accrue paid VSPL time at the rate of 20 shifts per full year of employment and unpaid VSPL time at the same rate of 20 shifts year for a total of 40 shifts accrued of VSPL time; half paid and half unpaid. With 2 weekend days added to each 5 days off this equates to a total of 56 days off per year or 8 weeks.

- For years 7 and 8 of full-time employment the Employee will accrue paid VSPL time at the rate of 25 shifts per full year of employment and unpaid VSPL time at the same rate of 25 shifts year for a total of 50 shifts accrued of VSPL time; half paid and half unpaid. With 2 weekend days added to each 5 days off this equates to a total of 70 days off per year or 10 weeks.

- For year 9 and thereafter of full-time employment the Employee will accrue paid VSPL time at the rate of 30 shifts per full year of employment and unpaid VSPL time at the same rate of 30 shifts year for a total of 60 shifts accrued of VSPL time; half paid and half unpaid. With 2 weekend days added to each 5 days off this equates to a total of 84 days off per year or 12 weeks.
Becker Animal Hospital Veterinary Compensation:

Veterinary compensation consists of a guaranteed base pay and a production-based monthly bonus.

- Doctor base pay is paid twice monthly and ranges from $7,000 a month for a new graduate to $10,000 a month for an experienced overnight doctor.
- Doctor production bonuses are based on a production percentage of 17-20% for the day shift, and 21-23% for the in-between and overnight shifts.
- Our target for a first-year graduate is an overall income of $120,000 year one, $140,000 for the second year, and $160,000-$200,000 or more for the third year and thereafter.
- For doctors who have been practicing for several years or more, we would look for them to earn $150,000 or more their first year of employment.
- In 2013, six of our seven doctors made approximately $159,073, $161,173, $171,786, $172,205, $187,440 and $217,486 – at the above percentages.

Becker Animal Hospital offers a generous base pay, production compensation and benefits package.

The overall total compensation for a doctor at Becker Animal Hospital is structured so that there exists a very high earning ceiling for the veterinarian. Even a moderate producer, we think, would do well above a market compensation rate, but an active doctor and high producer has a very high ceiling here, and can approach earnings of $200,000 or more. We like to provide an opportunity for the highly productive doctor to be well-compensated.

Our 90-100 lay staff are selected for a willingness to work and attend formal training on a monthly basis. We have a large group of active, helpful individuals who will be there for the doctor. Our staff - in conjunction with our excellent facility and location - provides what we think is a very productive and enjoyable work environment, and we would look forward to having you visit and experience what we have to offer in our practice.

Executives, Managers and Technicians

Daniel Arrington DVM – Veterinary Medical Director: Dr. Arrington graduated from the Ross University College of Veterinary Medicine at St. Kitts, in the Caribbean in September 2010, receiving his Doctorate in Veterinary Medicine. Dr. Arrington completed a one-year clinical rotation at the Texas A&M College of Veterinary Medicine in College Station before graduating, and has worked for 3-1/2 years in Corpus Christi TX.

John Quiroz- General Manager: John has been with Becker Animal Hospital & Pet Resort since 1998. He is a graduate from Texas A&M University with a degree in Animal Science and has since continued to train in the area of business administration and human relations.
Dan Gilbert – Customer Service Executive: Dan is a graduate of Texas A&M University and has worked in several retail fields as a manager and executive. Dan holds the post of our senior Customer Service Executive and Operations Manager. Dan joined our team in June 2014 and has done an excellent job at Becker Animal Hospital.

Sonia Goeth – Office Manager: Sonia has been with Becker Animal Hospital since 1997 and knows every aspect of vet care inside out. She will greet you and make sure you get top quality service for your visit to our veterinarian staff.

Ricky Gonzalez – Marketing Director/Staff Trainer: Ricky values training and has been in sales for over 8 years. He has dedicated most of his time to teaching personal growth and self-development courses. He believes in hard work and dedication, but training is the key to success.

Kristina Childress – Medical Director: Kristina has over 13 years of experience as a Veterinarian Technical Assistant and she is constantly working to improve her knowledge of best vet procedures. She is the Senior Veterinary Tech during the day.


Ray Garcia – Senior Veterinary Technician: Ray is a fully trained veterinary technician very in demand by our doctors for his in-surgery skills. With us since 1999, he is calm and competent and knows what’s need to make sure a critical patient pulls through.

Sergio Castellano – Senior Veterinary Technician: Sergio has been with Becker Animal Hospital & Pet Resort since 1997. He is one of two over-night shift manager and senior technician.
San Antonio – A Beautiful Place to Live

The famous San Antonio Riverwalk offers vibrant beauty and cultural delights year-round.

Rich cultural mix in the beautiful Texas Hill Country

Living in the vibrant environs of San Antonio, Texas, a city treasured for its history, variety of cultures and cosmopolitan appeal. It is the seventh largest city in the United States (2012) – and one of the fastest growing in the country - but has retained many of its small-town traditions, such as its showcase 10-day festival each April known as Fiesta, the Texas Folklife Festival, the Stock Show and Rodeo and similar events. The large importance of our Hispanic culture gives us a unique atmosphere, highlighted in both Fiesta and Cinco de Mayo.

San Antonio is known as the Cradle of Texas Liberty, site of the Alamo, one of the most famous battles in history. Here, both Anglo and Hispanic Texans died fighting the Mexican army under the dictator Santa Anna, paving the way for his defeat shortly thereafter at the Battle of San Jacinto. Our historic blend of cultures makes San Antonio a role model for the nation.

And San Antonio is at the crossroads of many cultures of immigrants, from the Germans of Fredericksburg and New Braunfels, to the Czechs, Swabians, Canary Islanders and others who add flavor to our music,
cuisine and celebrations. Casual day visits from San Antonio can take you from the beautiful Hill Country to the peach orchards of Fredericksburg, tubing the Guadalupe River, to the beautiful seashores of Padre Island to Mexico.

Economically, San Antonio is one of the healthiest major cities in the country. Traditionally based on cattle, petroleum and the one-time seven military bases that gave it the nickname of Military City USA, San Antonio wisely diversified its economic base during the petroleum crashes of the 1980s, as well as the military base closures that crippled many areas of the country, turning the potential disaster into strength. Today San Antonio, at the southern end of the dynamic Austin-San Antonio corridor, is an international trade gateway that not only is a renowned center for medical and health research, but a for growing number of high-tech and industrial corporations. In October of 2009, Business Week ranked us as the most recession-proof city in the country.

On an individual level there are many practical reasons for living in San Antonio. Most newcomers are astonished at the low price of housing in San Antonio, always among the most affordable in the United States among major cities.

This is a large reason why so many people migrate here, and why so many corporations locate here. Having no state income tax is also a big plus which makes San Antonio a very affordable place to live.

San Antonio is the home of five-time NBA Champion Spurs, a team with a fervent local fan base. Both the AT&T Center – the Spurs’ home base – and the Alamodome, as well as the Henry B. Gonzalez Convention Center, Freeman Coliseum, the Majestic Theatre, Municipal Auditorium and the Lila Cockrell Theatre provide a busy schedule of sporting events, concerts, conventions and other activities year-round.

Winters are temperate – on nearly any day, you can play golf, tennis, or engage in outdoor activities. If you like to fish or hunt, there are numerous lakes within 20 minutes of San Antonio, and the Gulf Coast is only a two-hour drive. South Texas has some of the best deer hunting in the U.S., along with dove, wild boar and others.

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Although slimmed down, the military presence in San Antonio is still powerful, with Fort Sam Houston and the Brooke Army Medical Center with its acclaimed burn center – and Randolph and Lackland Air Force Bases. Basic Training for the Air Force is conducted here, along with many other missions. San Antonio is home for the mammoth USAA insurance and financial corporation that supplies services for service members around the world.
San Antonio is also a major retirement hub for military retirees, as well as civilian retirees from around the country, drawn by its temperate winters and affordable expenses. Becker Animal Hospital and Pet Resort draws clientele from across the region and reflects the blend of cultures and backgrounds in both its staff and customers.

*Texas is well-known for its stunning displays of spring wildflowers, such as bluebonnets – the state flower – which color the fields and roadsides each year.*