Texas Board of Veterinary Medical Examiners

Protecting the public while supporting a strong veterinary profession since 1911.

Strategic Plan

Fiscal Years 2027–2031

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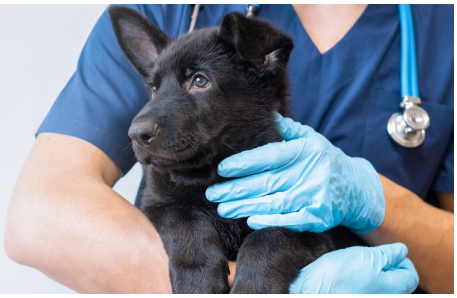

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Executive Summary

Brittany Sharkey, Executive Director

The Texas Board of Veterinary Medical Examiners exists to protect the public by ensuring that veterinary medicine in Texas is practiced with professionalism, integrity, and accountability. As Texas continues to grow at an extraordinary pace, so too does the demand for veterinary services across the state. Meeting that demand requires a regulatory agency that is modern, responsive, and capable of adapting to an evolving profession.

Over the past several years, the agency has undertaken a significant effort to modernize its operations and strengthen the way it serves both the public and the veterinary community. These improvements have focused on increasing efficiency, expanding transparency, and ensuring that the Board's regulatory processes are accomplished with integrity and keep pace with the rapid growth of the state.

Under this effort, the agency implemented a new enforcement case management system that significantly improved the Board's ability to track complaints, manage investigations, and report regulatory outcomes.

The agency also launched a quarterly newsletter to better communicate regulatory updates and expectations to licensees and stakeholders. In addition, the Board deployed a fully redesigned website that improves access to information, strengthens transparency, and provides more intuitive digital services for the public and licensees alike.

These modernization efforts have produced significant measurable results. Through process improvements and stronger operational coordination, the agency has reduced average complaint resolution times by approximately one-third, allowing concerns from the public to be addressed more quickly while maintaining the thoroughness and fairness required for responsible regulation.

Further, these achievements demonstrate the agency's commitment to the statewide leadership priorities of accountability, efficiency, effectiveness, excellent customer service, and transparency. They also reflect the dedication of the Board members and staff who work each day to uphold the public trust placed in this agency.

Executive Summary

Looking ahead to Fiscal Years 2027 through 2031, Texas will continue to experience growth in both population and veterinary service demand. Veterinary facilities are expanding across the state, new models of veterinary care are emerging, and public expectations for responsive government continue to rise.

This strategic plan focuses on meeting those challenges through responsible growth of the agency, continued modernization of regulatory processes, and strengthened oversight of veterinary facilities operating in Texas. By aligning resources with the state's growth and improving regulatory infrastructure, the Board will ensure that veterinary medicine in Texas remains safe, ethical, and accountable.

The Texas Board of Veterinary Medical Examiners remains committed to protecting the public while supporting a strong veterinary profession that serves the people and animals of this state. Through thoughtful leadership, careful stewardship of resources, and a continued focus on modernization, the agency is well positioned to meet the challenges of the coming years.

Mission, Vision & Philosophy

Agency Mission

To protect the public by ensuring the safe and ethical practice of veterinary medicine through fair, consistent, and effective regulation.

Agency Vision

A modern, transparent regulatory agency that protects animal health and public trust while supporting a strong and responsible veterinary profession.

Agency Philosophy

The Board is committed to:

- Responsible regulation that protects the public while supporting professional excellence
- Continuous improvement of regulatory processes
- Open communication with licensees and the public
- Thoughtful growth aligned with the needs of a rapidly expanding state

Assessment

Texas continues to experience rapid population growth and expansion of companion animal ownership, increasing demand for veterinary services across the state. This growth has led to a significant increase in veterinary practitioners, veterinary technicians, and veterinary facilities.

At the same time, the public increasingly expects accessible, responsive government services and transparent regulatory processes. The Board must continue modernizing its technology, communication methods, and operational practices to meet these expectations.

Internally, TBVME has made significant progress in modernizing its regulatory infrastructure through new digital systems, improved communication tools, and streamlined enforcement procedures. However, continued growth in licensees and facilities will require thoughtful expansion of agency capacity in both data management and personnel to maintain high service levels and effective oversight.

Following the passage of SB 1414 during the 88th Legislative Session, the Texas Board of Veterinary Medical Examiners (TBVME) was administratively attached to the Texas Department of Licensing and Regulation (TDLR) for a four-year period, concluding August 31, 2027. This collaboration has proven to be a productive and effective partnership, enabling TBVME to leverage TDLR's resources and expertise to enhance its service to the public. Key accomplishments of the attachment include:

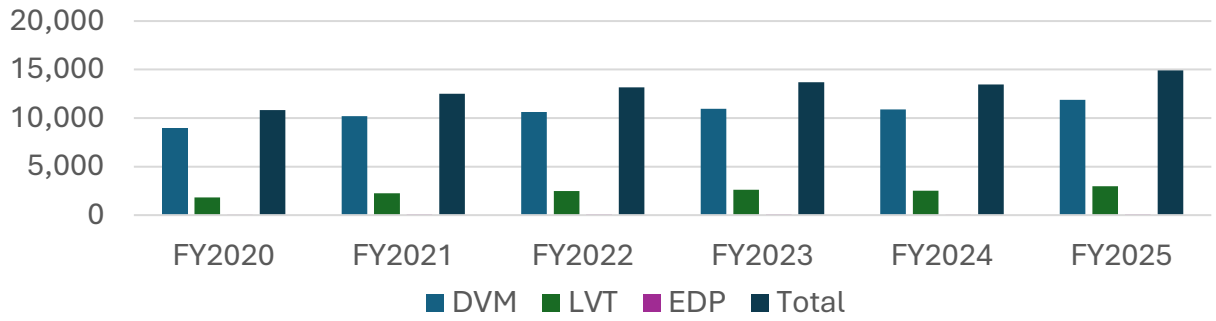
- Supporting the procurement and project management of a new licensing database system
- Assisting in the comprehensive redesign and modernization of the TBVME website
- Providing guidance and support in the review and revision of all TBVME administrative rules
- Contributing to TBVME's strategic planning and legislative appropriations processes
- Conducting oversight and review of cases presented to the Board to ensure a high standard of quality and consistency

Because of the support provided, TBVME stands ready to successfully transition to a standalone agency on September 1, 2027.

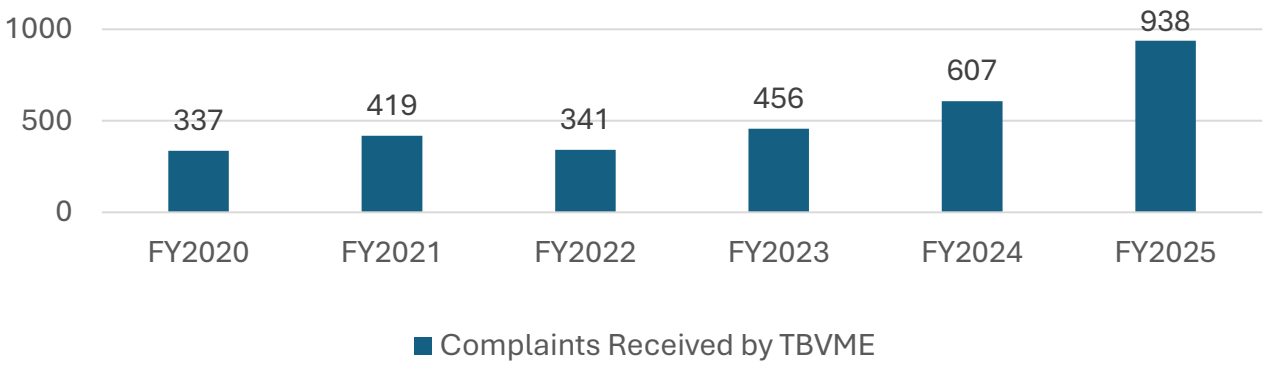
This strategic plan positions TBVME to responsibly manage growth while strengthening regulatory oversight and customer service.

Where We've Been

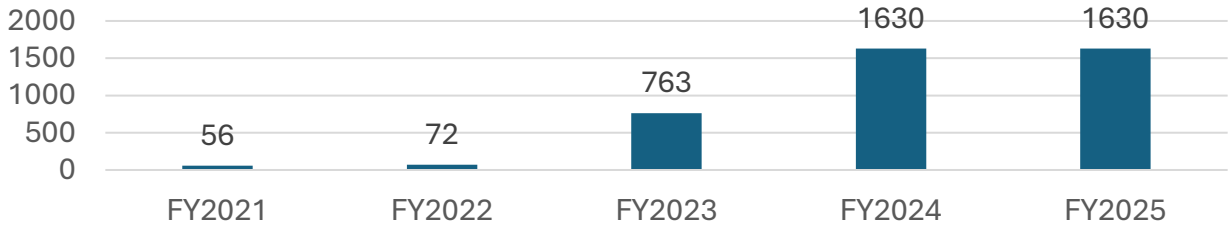
Licensee Population 2020- Present



Complaints Received 2020 – Present



Compliance Inspections Performed 2020 – Present



Strategic Goals & Objectives

Goal 1: Strengthen Oversight of Veterinary Facilities

Following the passage of SB 2155 in the 89th Legislative Session, TBVME will begin the process of registering veterinary facilities and significantly expanding and modernizing the oversight of these facilities. This new regulatory program will ensure safe environments for veterinary care and improved accountability.

Objectives

1.1 Implement a veterinary facility registration program

Develop and implement processes for registering and monitoring veterinary facilities operating within Texas.

Alignment with Statewide Objectives

Accountability: Ensure facilities are properly identified and regulated under state law.

Efficiency: Streamline facility registration and renewal processes through improved digital systems.

Effectiveness: Strengthen regulatory oversight to ensure safe veterinary practice environments.

Customer Service: Provide clear guidance and accessible processes for facility owners.

Transparency: Make facility registration information more readily accessible to the public

Strategic Goals & Objectives

Goal 1: Strengthen Oversight of Veterinary Facilities

1.2 Modernize facility data management

Integrate facility registration data with existing licensing and enforcement systems to improve regulatory oversight and data reporting.

Alignment with Statewide Objectives

Accountability: Improve the agency's ability to track compliance and enforcement actions.

Efficiency: Reduce duplicative data entry and manual processes.

Effectiveness: Enable data-driven regulatory decisions.

Customer Service: Simplify registration and reporting requirements for licensees.

Transparency: Support clearer reporting of facility regulatory status.

Strategic Goals & Objectives

Goal 2: Maintain Effective and Timely Enforcement

TBVME will continue to ensure that complaints are addressed promptly and fairly through staff and board processing procedures and invest in the workflow systems that effectuate a secure and efficient process.

Objectives

2.1 Continue improving case resolution timelines

Build upon recent improvements to further streamline complaint investigation and case resolution processes.

Alignment with Statewide Objectives

Accountability: Ensure complaints are thoroughly investigated and appropriate actions are taken.

Efficiency: Reduce administrative delays through improved workflows.

Effectiveness: Maintain strong regulatory oversight and public protection.

Customer Service: Provide timely responses to complainants and licensees.

Transparency: Improve communication about complaint processes and outcomes.

Strategic Goals & Objectives

Goal 2: Maintain Effective and Timely Enforcement

2.2 Utilize enforcement analytics

Leverage the agency's new enforcement database to identify trends and emerging regulatory risks.

Alignment with Statewide Objectives

Accountability: Strengthen oversight through improved reporting.

Efficiency: Enable targeted enforcement priorities.

Effectiveness: Allow proactive responses to emerging issues.

Customer Service: Improve responsiveness to stakeholder concerns.

Transparency: Support publication of enforcement statistics and trends.

Strategic Goals & Objectives

Goal 3: Provide Exceptional Customer Service to Licensees and the Public

TBVME will ensure that public communications help educate and inform constituencies of operations and regulations, and interactions with the agency are clear, accessible, and responsive.

Objectives

3.1 Enhance digital communication

Continue developing the agency's website, online services, and digital communications to improve access to information and services.

Alignment with Statewide Objectives

Accountability: Provide accurate regulatory information to both the public and licensees to help foster increased compliance.

Efficiency: Reduce staff workload through improved self-service options.

Effectiveness: Improve compliance by providing clear regulatory guidance.

Customer Service: Offer modern, user-friendly digital services.

Transparency: Make agency policies and actions easily accessible.

Strategic Goals & Objectives

Goal 3: Provide Exceptional Customer Service to Licensees and the Public

3.2 Expand stakeholder communication

Continue publication of the agency's quarterly newsletter and other communication initiatives to keep licensees informed of regulatory developments.

Alignment with Statewide Objectives

Accountability: Clearly communicate regulatory expectations.

Efficiency: Provide a consistent platform for agency updates.

Effectiveness: Improve compliance through education.

Customer Service: Strengthen communication with licensees.

Transparency: Provide regular public updates on agency activities.

Strategic Goals & Objectives

Goal 4: Support Responsible Agency Growth

TBVME will ensure that staffing and resources grow responsibly to meet increasing regulatory demands.

Objectives

4.1 Align staffing with workload growth

Monitor licensing, facility registration, and enforcement trends to ensure staffing levels match regulatory needs.

Alignment with Statewide Objectives

Accountability: Ensure adequate resources to fulfill statutory responsibilities.

Efficiency: Align resources with operational needs.

Effectiveness: Maintain high-quality regulatory oversight.

Customer Service: Reduce delays in processing and case handling.

Transparency: Provide clear justification for resource needs.

Strategic Goals & Objectives

Goal 4: Support Responsible Agency Growth

4.2 Continue process modernization

Evaluate agency processes and technology to identify opportunities for automation and operational improvement.

Alignment with Statewide Objectives

Accountability: Ensure regulatory processes remain consistent and reliable.

Efficiency: Reduce administrative burdens.

Effectiveness: Improve regulatory outcomes through modern tools.

Customer Service: Simplify interactions with the agency.

Transparency: Enable clearer reporting of agency performance.

Conclusion

The Texas Board of Veterinary Medical Examiners remains committed to protecting the public while supporting a modern and responsive regulatory environment for veterinary medicine. Through responsible growth, strengthened facility oversight, and continued modernization of agency processes, TBVME will meet the needs of a rapidly growing state while maintaining the highest standards of regulatory integrity.

REDUNDANCIES AND IMPEDIMENTS

Service, statute, rule, regulation, program, or state operation (provide specific citation if applicable)	Lack of transfer authority between strategies and lack of unexpended balance carryover authority as major impediments.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	The Legislature has mandated that funds may not be transferred between strategies unless approved by the chief administrative officer of the agency. This discretionary transfer of funds may not exceed 20% of the appropriation item for that fiscal year. This can be an impediment to our agency in instances such as an unexpected investigation and subsequent legal case that may include extensive travel to perform the initial investigation and additional legal expenses such as costs of expert witnesses, transcripts, etc. With the inability to potentially transfer funds from the Licensing Strategy to the Enforcement Strategy investigations and the subsequent legal cases may not be completed timely which ultimately impacts the Enforcement Division's Performance Measures.
Provide agency recommendation for modification or elimination	Modification.
Describe the estimated cost savings or other benefit associated with recommended change	Lack of authority to carryover unexpended balances from one fiscal year to the next as an impediment. In instances such as staff turnover during a fiscal year, the agency does not spend the full appropriated amount for the salary of the position that is vacant until that position is filled. This will potentially leave the agency with unexpended amounts that could be used for unexpected expenses that arise during the subsequent fiscal year.

Service, statute, rule, regulation, program, or state operation (provide specific citation if applicable)	Fitness to Practice Statutory Provisions: The Veterinary Licensing Act has very simple language regarding a licensee's mental

	incompetence that is insufficient to protect the public.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Currently, under the Veterinary Licensing Act, there is a conflict between Sections 801.157(b) and 801. 405.Section 801.157(b) allows the Board to order a veterinary licensee, who is subject to disciplinary action under the Act based on a finding that the veterinarian is impaired by chemical dependency or mental illness, to submit to care, counseling, or treatment through the peer assistance program. Section 801.405 states that the Board may suspend or revoke a license if a court finds that the license holder is mentally incompetent. It also states that if a court determines that a person whose license is suspended or revoked under this section is mentally competent, the Board may reinstate the person's license. The Board has seen an increase in the number of licensees that have problems with cognitive impairment and mental health and may not be fit to practice. These licensees present a risk to the public in that they are unable to practice veterinary medicine to an acceptable standard of care.
Provide agency recommendation for modification or elimination	Modification. A potential solution is to add additional statutory language that would allow the Board on probable cause, to request the affected veterinarian or applicant to submit to a mental or physical examination by physicians designated by the Board (through the peer assistance program). The Board would be required to adopt guidelines, in conjunction with persons interested in or affected by this section, to enable the Board to evaluate circumstances in which a veterinarian or applicant may be required to submit to an examination for mental or physical health conditions, alcohol and substance abuse, or professional behavior problems.
Describe the estimated cost savings or other benefit associated with recommended change	Increased public protection and public confidence in the standard of veterinary care provided.

SCHEDULE A

BUDGET STRUCTURE

BOARD OF VETERINARY MEDICAL EXAMINERS

	For the Years Ending August 31, 2026	August 31, 2027
Method of Financing:		
General Revenue Fund	$ 2,947,825	$ 2,949,105
Appropriated Receipts	$ 5,527	$ 5,527
Total, Method of Financing	$ 2,953,352	$ 2,954,632
Other Direct and Indirect Costs Appropriated Elsewhere in this Act	$ 517,252	$ 521,509
This bill pattern represents an estimated 100% of this agency's estimated total available funds for the biennium.		
Number of Full-Time-Equivalents (FTE):	29.0	29.0

SCHEDULE B

PERFORMANCE MEASURE DEFINITIONS

ENFORCEMENT

OUTCOME MEASURES

Percentage of Licensees with No Recent Violations

Definition: The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current reporting period and preceding two years (three years total).

Purpose: The purpose of this measure is to track the total number of licensees without violation. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

Data Source: A member of the enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of licensee with no recent violations. This measure is then entered in a shared spreadsheet.

Methodology: The total number of individuals holding a license at any point during the current reporting period or preceding two years, who have not incurred a violation within that same time period divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: None Identified

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

Percentage of Complaints Resulting in Disciplinary Action

Definition: Percent of complaints which resulted in disciplinary action during the reporting period.

Purpose: The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Data Source: A member of the enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of complaints resulting in disciplinary action. This measure is then entered in a shared spreadsheet.

Methodology: The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary actions which may include reprimands, suspensions, probation, revocation, and/or fines on which the board has acted.

Data Limitations: Multiple complaints may be received on one licensee or non-licensed individual for the same allegation. Those complaints can be combined and investigated as one complaint.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

Recidivism Rate for Those Receiving Disciplinary Action

Definition: The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Purpose: This measure provides useful information for management purposes. It is helpful for noting variances and resource allocation. The measure is intended to show how the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by the licensed professional and unlicensed offenders.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: The number of individuals against whom two or more disciplinary actions were taken by the board within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control of the recidivism of offenders.

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Lower than Target

Percentage of Documented Complaints Resolved within Six Months

Definition: The percentage of all complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

Purpose: The measure is intended to show the percentage of complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the Veterinary Act and Rules which is an agency goal.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: All jurisdictional complaints that were resolved within the reporting period. When difference of the date the complaint was closed and the date the complaint was received is less than 181 days these are considered closed within 6 months. Then the total number of complaints resolved within 6 months is divided by the total of jurisdictional complaints resolved within the reporting period and multiplied by 100 for the percentage.

Data Limitations: None Identified

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

OUTPUT MEASURES

Number of Compliance Inspections

Definition: The number of licensee compliance inspections conducted during a reporting period.

Purpose: The measure shows the workload involved in conducting routine inspections of licensees. This is also an educational program which serves to identify problems and thereby potentially reduce the number of complaints.

Data Source: Data regarding inspections is collected by agency staff and stored electronically in the agency's database.

Methodology: The total count of inspections where the inspection date is within the reporting period.

Data Limitations: The number of compliance inspections conducted is limited by the amount of travel budget available and other agency resources. Also, many compliance inspections can be conducted in a short time within an urban area, where multiple veterinarians practice within one clinic and clinics are geographically located in close proximity. However, in a rural area, where there are many sole practitioners, mobile practitioners, and distances between clinics are geographically further apart, fewer compliance inspections can be conducted.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

Number of Complaints Resolved

Definition: The total number of jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

Purpose: The measure shows the workload associated with resolving complaints.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: The total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made that a violation did not occur. A complaint that, after preliminary investigation, is determined to be non-jurisdictional is not a resolved complaint.

Data Limitations: The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

EXPLANATORY MEASURES

Number of Jurisdictional Complaints Received

Definition: The total number of jurisdictional complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.

Purpose: The measure shows the number of jurisdictional complaints which helps determine agency workload.

Data Source: When a complaint is received, it is entered into the agency's database. Complaints are numbered sequentially within a fiscal year and maintained in the database.

Methodology: The total number of jurisdictional complaints received by the agency during the reporting period.

Data Limitations: The board has no control over the number of complaints received.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: None

EFFICIENCY MEASURES

Average Time for Complaint Resolution

Definition: The average length of time to resolve a complaint, for all jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

Purpose: The measure shows the agency's efficiency in resolving complaints.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: The total number of calendar days to resolve all complaints closed during the reporting period (numerator) divided by the total number of complaints resolved during the reporting period (denominator).

(This report Includes all closed jurisdictional complaints within the reporting period).

Data Limitations: The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Lower than Target

LICENSING

OUTCOME MEASURES

Percent of Licensees Who Renew Online

Definition: Percentage of the total number of eligible licensed individuals that renewed their license online during the reporting period. Ineligible licensees are those whose license has expired and owe for more than one renewal period. Licensees who have to renew but pay no fee such as military and retired practitioners are ineligible to renew on-line. Licensees issued a special license are ineligible to renew online.

Purpose: To track use of online license renewal technology by the eligible license population. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

Data Source: The data source for online renewals comes from the agency's online vendor and is stored in the agency's database.

Methodology: The number of online renewals is divided by the total number of renewals for that reporting period and is multiplied by 100 to display as a percentage.

Data Limitations: No data limitations identified.

Key Measure: Yes

Calculation Method: Non-cumulative
Target Attainment: Higher than Target

OUTPUT MEASURES

Number of New Licenses Issued to Individuals

Definition: The number of licenses issued to previously unlicensed individuals during the reporting period.

Purpose: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a workload indicator showing the number of unlicensed persons who successfully meet all licensing criteria established by statute and rules as verified by the agency during the reporting period. A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure.

Data Source: The information comes from the agency database that records those individuals newly licensed in the state. A paper copy of the logs listing the names of individuals newly licensed (as a regular, special, temporary or provisional licensee) during the reporting period is printed. For the annual report, the number of licensees on the annual log is reconciled to the sum of the number of licenses issued each quarter.

Methodology: Only new licenses are counted. Provisional licensees are not counted. Licenses are counted as new for persons who were previously licensed, but whose license was cancelled by authority of law or upon request. These licensees are required to meet all criteria of a new applicant/licensee. Each license type and profession type is segmented and tallied as separate totals. The measure counts licenses where the issued date or re-issued date is within the date range of the reporting period.

Data Limitations: None Identified.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

Number of Licenses Renewed (Individuals)

Definition: The number of licensed individuals who renewed their license during the reporting period for the current fiscal year.

Purpose: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of license renewals that were issued during the reporting period to individuals who currently held a valid license.

Data Source: The information comes from the agency's database which is populated by data files received from the agency's on-line vendor and manual upload of data by a licensing permit specialist.

Methodology: The total number of licenses renewed during the reporting period. (The measure is calculated by querying the agency database to produce a list containing the names of individuals who have renewed their license during the previous reporting period. Each license is tied to a transaction with the transaction type designated. Each license is also designated by a profession and license type. Performing a query for the date range of the transaction date of the renewal and the profession type and license type will produce a count to be displayed in a report.)

Data Limitations: None Identified

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

EXPLANATORY MEASURES

Total Number of Individuals Licensed

Definition: Total number of all individuals licensed at the end of the reporting period.

Purpose: The measure shows the total number of individual licenses. This measure is used for budgeting, management, and resource allocation purposes.

Data Source: Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database.

Methodology: The report gives the total count of individuals licensed by profession type (veterinarian, equine dental provider and licensed veterinary technician) and license type (regular, inactive, special, provisional, temporary, military and retired) on the last day of the reporting period. Licenses in a delinquent status are included. The summation of the sub-total counts of each profession is the total of all licensees.

Data Limitations: None Identified.

Key Measure: No

Calculation Method: Non-cumulative
Target Attainment: None

EFFICINECY MEASURES

Percentage of New Individual Licenses Issued within Ten Days

Definition: Of all licenses issued within a reporting period, the percentage of licenses issued within ten (10) days.

Purpose: This measures the ability of the agency to issue new licenses in a timely manner.

Data Source: Data regarding the number of individual licenses issued is collected by agency staff and stored electronically in the agency's database.

Methodology: The date a license is issued less the date the license is mailed is equal to or less than 10 days, the result is divided by the total number licenses issued for the reporting period and multiplied by 100 to show as a percent.

(Each of the 3 professions (Veterinarian, Equine Dental Provider, Licensed Vet Tech) are headers with 3 subsets (Regular, Special & Temporary) and a total count for each license type is displayed, with a total summation of all profession/license types as a grand total. Provisional veterinary licenses are not counted, as a provisional license is a transitory step to a regular license. The provisional license is not renewable, nor can it be reissued. "Issued within 10 days" is a percentage based on the Total Compliant (the total license count issued within 10 days) divided by Total Licenses Issued within the reporting period, times 100 shown as a percentage.

Data Limitations: None Identified.

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

Percentage of Individual License Renewals Issued within Seven Days

Definition: The percentage of individual license renewals due for the current fiscal year that were processed during the reporting period within seven days of receipt of renewal request.

Purpose: This measures the ability of the agency to process renewals in a timely manner.

Data Source: Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database.

Methodology: The total number of renewals issued within seven days is divided by the total number of renewals issued within the reporting period.

(Each of the 3 veterinary professions (Veterinarian, Equine Dental Provider, Licensed Vet Tech) are headers with 5 subsets (Regular, Inactive, Special, Military, Retired) and a total displayed. Each profession type has a total count and then the total count of these three profession types is the agency's total count of issued license renewals. "Issued within 7 days" is a percentage based on the total compliant renewals divided by the total licenses renewed within the reporting period multiplied by 100 to show as a percentage. The total compliant renewals reflect the record count of licenses where Date of the Document Mailed minus the Actual Date of Renewal is equal to or less than 7 days.

Other report criteria:
• The issue date OR the reissue date must be within the reporting period
• Provisional license type is excluded from the count

Data Limitations: None Identified.

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

PEER ASSISTANCE

OUTCOME MEASURES
Recidivism Rate for Peer Assistance Program

Definition: The percentage of individuals who receive related disciplinary action within three years of completion of the peer assistance program.

Purpose: The measure is intended to show the three-year recidivism rate for those individuals who have been through the peer assistance program. It is important because it indicates the extent that consumers are being protected from impaired individuals as a result of participating in the peer assistance program.

Data Source: The data is a passthrough report from the peer assistance program to TBVME.

Methodology: Of all known individuals successfully completing the program in fiscal year X-3 (where X is the current fiscal year), the percent of individuals receiving related disciplinary action from the board anytime between the beginning of fiscal year X-3 and the end of fiscal year X (i.e, the current fiscal year).

Data Limitations: None Identified.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Lower than Target

One-year Completion Rate for Peer Assistance Programs

Definition: Percent of known individuals who participated in the peer assistance program during the year prior to the reporting period and have not relapsed during the one-year period.

Purpose: This measure is important because it indicates the extent that consumers are being protected from impaired individuals as a result of participating in the peer assistance program.

Data Source: The data is a passthrough report from the peer assistance program to TBVME.

Methodology: Of all individuals who participated in the peer assistance program in fiscal year X-1 (where X is the current fiscal year), the percent who have successfully participated in the program for one year with no relapses. Numerator: Participants in the program in X-1 who have not suffered a relapse. Denominator: Participants participating in the program in X-1. The numerator is divided by the denominator and the result is multiplied by 100 to achieve a percentage.

Data Limitations: None Identified.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

OUTPUT MEASURES

Number of Individuals Participating in a Peer Assistance Program

Definition: The number of eligible individuals who participated in a peer assistance program sponsored by the agency during the fiscal year.

Purpose: The measure shows the number of eligible individuals who continue to practice in their respective field who are participating in a peer assistance program.

Data Source: The data is a passthrough report from the peer assistance program to TBVME. Eligible participants are licensed veterinarians and veterinary medical students who have a signed contract to participate in the peer assistance program and are subject to ongoing monitoring requirements.

Methodology: The first quarter's report includes all eligible individuals participating in a peer assistance program carried forward from the prior fiscal year plus those individuals who have had disciplinary orders entered requiring the individual to participate in the peer assistance program/signed contracts with the peer assistance program during the quarter. Reports for second, third, and fourth quarters will include only the number of eligible individuals who have had disciplinary orders entered/sign contracts during the respective quarter for cumulative year-to-date number to be the total number of licensed individuals who participated in the peer assistance program during the current fiscal year.

Data Limitations: None identified.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

SCHEDULE C

Historically Underutilized Business Plan

Texas Board of Veterinary Medical Examiners (TBVME) is committed to a good faith effort to increase purchases from and contract awards to Historically Underutilized Business (HUB) firms consistent with the State's goals for HUB participation and overall economic development.

Program Goals

The function of the State HUB Program is to assist certified minority and woman-owned businesses in bidding for contracts and open market purchases with Texas State agencies, including institutions of higher education. HUB owners represent economically disadvantaged persons of a qualifying group (Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, American Women, and Disabled Veterans). Texas Board of Veterinary Medical Examiners is committed to maximizing the opportunity for HUB firms to provide goods and services needed to support the TBVME.

Through the implementation of this program, the TBVME commits to fostering an environment to meet or exceed the State's annual percentage goals for HUB participation in purchases of and contracts for the following procurement categories:

11.2% Heavy Construction (other than building contracts)
21.1% Building Construction
32.9% Special Trade Construction
23.7% Professional Services
26.0% Other Services
21.1% Commodities

Objectives

In an effort to meet or exceed the State's annual goals for HUB participation, TBVME has established the following objectives:

- Establish administrative policies and procedures necessary for efficient and effective management control of the HUB program
- Enhance the ability of HUBs to compete for contracts and purchases
- Identify new potential HUB suppliers
- Encourage HUBs to participate in the competitive bid process with the objective of increasing the number of contracts awarded to HUB suppliers
- Heighten awareness of HUB utilization within the TBVME community
- Strive to meet the State's six (6) category goals of eligible contracts awarded to HUBs
- Participate in the Texas HUB Coordinators Alliance in an effort to identify new programs, meet with area vendors, and cooperatively discuss strategies for meeting state HUB goals

Strategies

A. Create an environment to adequately manage the HUB program. Maintain a HUB group to provide functional staff expertise, advice and counsel regarding implementation of all aspects of the HUB program. The group shall include representatives of Procurement Services, Facilities Management, Budget Office and any other department responsible for major contracting opportunities. Operating procedures will be established to foster the success of the HUB program at TBVME.

B. Maintain an outreach program with the HUB business community to encourage and enhance the ability for HUB vendors to compete for contracts and purchases, an outreach program with the local regional HUB business community is required. This effort will assist in identifying HUB firms capable of supplying needed materials, supplies, equipment, and services. This outreach should foster further expansion and development of HUB businesses and actively assist HUBs and small businesses in Texas in becoming familiar with the procurement process of the TBVME.

C. Establish procedures to promote utilization of HUB vendors within the TBVME community. Maintain internal procedures which encourage the use of HUB vendors for departments and individuals that exercise budget expenditure authority. All staff engaged in daily procurement should be knowledgeable of the HUB program policy, strategies, and procedures. Procedures must encourage the utilization of competitive bid requirements for delegated purchases promulgated by the Texas Comptroller of Public Accounts in support of HUB objectives.

D. Identify Reporting Requirements.
Maintain a HUB utilization reporting system with sufficient data to satisfy reporting requirements of the Texas Comptroller of Public Accounts and to produce output measures specified in this plan.

E. Actively Participate in the Texas HUB Coordinators Alliance.
Attend quarterly Alliance meetings to identify new programs, meet with area vendors, and develop a network to assist in promoting and meeting state HUB goals.

Output Measures of HUB Utilization Strategies

- Number of HUB firms solicited for bids/proposals
- Number of HUB suppliers awarded Purchase Orders and Contracts
- Number of economic opportunity forums supported and/or attended
- Percent of dollar volume of purchases from HUB firms

- Percent of purchases, contracts and subcontracts awarded to HUB firms

Finding HUB Vendors

A complete list of all certified Texas HUB vendors can be electronically accessed through the CMBL - Centralized Master Bidders List. The state of Texas maintains the CMBL in which all registered vendors for the State of Texas and certified Texas HUBs are listed. You may search the CMBL by commodity class and item codes to find which Certified Texas HUBs provide certain commodities/services.

SCHEDULE D

TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS

STATEWIDE CAPITAL PLAN

This item is not applicable to the Texas Board of Veterinary Medical Examiners.

SCHEDULE F

WORKFORCE PLAN

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The Texas State Board of Veterinary Medical Examiners was created in 1911 by the 32nd Legislature and charged with regulating the practice of veterinary medicine. The 82nd Legislature added the licensure and regulation of equine dental providers and the 83rd Legislature added the licensure and regulation of licensed veterinary technicians. As the years have passed, different legislative bodies have refined the Board's responsibilities and authority. The Board's current enabling statute is located in the Texas Occupations Code, Title 4, Professions Related to Animal Health, Chapter 801.

Agency Mission

The mission of the Texas State Board of Veterinary Medical Examiners is to establish and enforce policies to ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

Agency Programs

Today, the Board's primary program responsibilities include Licensing, Enforcement, Legal, Compliance and Administrative.

Licensing

The Licensing Division is charged with ensuring that only those who have demonstrated the ability to meet or exceed the minimum qualifications required to be a licensed veterinarian in the state of Texas enter the practice and provide veterinary services to Texas citizens. The Board is also responsible for renewing the more than 12,000 licenses currently held by practitioners, and for collecting fees associated with the licensing and examination functions.

Enforcement, Legal and Compliance

The enforcement program is designed to protect consumers of veterinary and equine dental provider services and ensure veterinarians, equine dental providers, and licensed veterinary technicians comply with the Veterinary Licensing Act through the investigation of complaints and compliance inspections as well as the investigation of the unlicensed practice of veterinary medicine.

The legislature has granted the Board authority to utilize many tools for the enforcement efforts. Those tools include the ability to refuse to examine an applicant; suspension, probation or revocation of a license; issue reprimands, require the make-up of missed continuing education and/or requiring additional continuing education; impose administrative penalties; and hold informal conferences concerning alleged violations of the Act and Rules.

Administrative

The agency's administrative staff assist with the financial and executive management of the agency.

Our Compact with Texans

The Texas State Board of Veterinary Medical Examiners is the State's agency that regulates the practice of veterinary medicine by licensing and regulating veterinarians, equine dental providers, and licensed veterinary technicians. It also takes action against non-licensed persons who violate the Veterinary Licensing Act by practicing veterinary medicine without a license. The Board and its staff are committed to excellence in their service to the public and the veterinary profession. The Board's first priority is to protect the public. It must maintain high standards for veterinarians

who seek licensure in Texas and those who are already in practice. The Board also has a commitment to its licensees to keep them informed about the law, its rules, and related information. Anyone who contact the Board can expect:

- Easy access to agency services.
- Consumer friendly processes;
- Agency staff that are courteous, knowledgeable, and responsive to their needs;
- Answers to questions and requests for information provided in a timely manner; and
- Services provided in an efficient manner that meets the customer's needs and yet remains fiscally responsible.

WORKFORCE ANALYSIS

A. Current Workforce

The Board's current workforce consists of 29 full-time positions. Classifications include:

- Executive Director (1)
- Veterinarian I (2)
- General Counsel I (1)
- Attorney I (1)
- Director I (3)
- Director II (1)
- Investigator IV (1)
- Investigator III (10)
- Program Supervisor III (1)
- Licensing and Permit Specialist III (1)
- Licensing and Permit Specialist II (1)
- Licensing and Permit Specialist I (1)
- Legal Secretary III (2)
- Accountant II (1)
- Staff Services Officer IV (1)

B. Critical Workforce Skills

There are numerous skills necessary for successful completion of the agency's core functions. These skills include:

- Executive Level Management
- Customer Service
- Investigative
- Analysis/Research
- Mediation/Arbitration
- Communication (Oral and Written)
- Legal Experience
- Problem Solving
- Critical Thinking
- State Budgeting/Governmental Fund Accounting
- Advanced Computer Skills
- Business Office Management

- Computer Skills (skill requirements range from entry-level to highly skilled information technology specialists)

C. Workforce Demographics

As of June 1, 2026, the Board was staffed with a total headcount of 27 employees. The following tables profile the agency's workforce.

Gender

	Number of Employees	**Percent of Employees**
Male	10	37%
Female	17	63%

Age

	Number of Employees	**Percent of Employees**
20 – 29 years	4	15%
30 – 39 years	7	26%
40 – 49 years	5	19%
50 – 59 years	7	25%
60 – 69 years	4	15%

State Tenure

	Number of Employees	Percent of Employees
0 – 5 years	16	59%
6 – 10 years	7	25%
11 – 15 years	1	4%
16 – 20 years	1	4%
21 – 25 years	1	4%
Over 25 Years	1	4%

Agency Tenure

	Number of Employees	Percent of Employees
0 – 5 years	20	74%
6 – 10 years	6	22%
11 – 15 years	0	0%
15 – 20 years	1	4%

D. Workforce as Compared with Statewide Civilian Workforce

The following table compares the Board's percentage of African American, Hispanic, and Female employees to the statewide civilian workforce as reported by the Texas Workforce Commission Civil Rights Division. The State % is based on data reported from fiscal year 2022.

Job Category	African American		Hispanic American		Female	
	Board%	State %	Board %	State %	Board %	State %
Officials/Administrators	0.00%	9.00%	0.00%	25.00%	100.00%	42.00%
Professionals	0.00%	11.00%	0.00%	22.00%	66.66%	54.00%
Administrative Support	16.66%	15.00%	0.00%	37.00%	83.33%	57.00%
Paraprofessionals	0.00%	15.00%	18.18%	30.00%	45.45%	75.00%

The Board is under-represented in all of the African American and Hispanic categories. Because the Board has a small number of staff, only 27 FTEs, the Board faces many challenges in attracting a diverse group of applicants from which to choose the most qualified applicants when vacancies arise. A small staff means that promotional opportunities are very limited. A small budget limits the Board in its competitiveness with larger governmental entities and its ability to recruit experienced personnel and retain newly trained employees.

The Board continues to utilize as many tools as possible to seek a diverse applicant pool, including advertising with WorkInTexas, a web-based job Board with the Texas

Workforce Commission, providing copies of announcements for all positions to be filled externally to minority and women's organizations.

E. Employee Turnover

Turnover experienced by the Board in FY2022 can be attributed to significant changes leadership. However, turnover has since stabilized and most of the ongoing can be attributed to retirements.

Following is a chart that shows the Board's turnover rate as compared to the overall State turnover for fiscal years 2022 – 2024.

Fiscal Year	TBVME	State
2023	3.4%	22.7%
2024	13.7%	18.7%
2025	13.7%	15.4%

F. Agency Workforce Needs – Expected Workforce Changes

- Increased need for additional staff due to increasing licensee population and beginning of facility registration program
- Increased use of technology to revise and streamline work processes; and
- Greater demand for web-related services.

G. Anticipated Program and Workload Changes and Shortfalls

Enforcement

Veterinary medicine is an ever-changing field. With constant advances in medical technology and changes in treatment protocols and increasing expectations of the public, the demands placed on veterinarians are increasing dramatically. In addition, many individuals see themselves as guardians of animals instead of owners, placing more emphasis on the emotional attachment to animals. Some individuals even see their animals as companions. The increasing human animal bond opens the door to more litigation and more complaints. As a result of these changes, the number of complaints received by the Board has increased. The increase in the number of citizens moving to Texas has also brought an increase to the animal population and the needs for veterinary care. This increase has also contributed to an increase in the volume of complaints received.

The Board currently has over 11,000 licensed veterinarians, 2,900 licensed veterinary technicians, and 67 licensed equine dental providers. Our current funding allows for 1600 on-site inspections per year. However, as the population of the state continues to increase and a new veterinary school graduating their first class of students, this number can only be expected to increase.

Each individual investigator has a responsibility to investigate a complaint by contacting both the complainant and the responding licensee, gathering information

relating to the complaint including patient records and other documentation from both parties to support their argument and obtaining second opinions from veterinarians not connected to the case. In order to allow the Board to make a fair decision, investigators are required to delve into medical matters and understand medical processes and terminology to allow them to write comprehensive, informative reports of investigation that are then sent, along with supporting documentation, for medical review. In addition to the investigation of complaints, Board investigators complete special investigations as needed and enforcement staff spend significant hours per day on the phone answering questions relating to the laws and rules that govern veterinary medicine.

Unlike most medical professions, veterinarians purchase and maintain dangerous drugs and controlled substance inventories within their practices. On-site inspections allow investigators to ensure that these controlled substances are maintained and utilized in a manner consistent with applicable laws and rules. These on-site inspections also allow investigators to review patient records, clinic operations, and other business records to ensure compliance. This contact with board investigators provides the licensee with an opportunity to ask questions and have one on one contact. On-site inspections also allow the Board an opportunity to remain up-to-date on the workings of a veterinary practice. Onsite inspections can be very time consuming to board investigators and will utilize a lot of work hours, causing an interference with the investigators ability to also perform thorough investigations of complaints. The addition of Investigator FTEs is needed to allow the agency to fulfill its core function of performing the necessary number of inspections to meet its performance measures, in addition to performing more thorough and comprehensive investigations.

Legal

At this time there is one General Counsel, one Staff Attorneys, and one Legal Administrative Assistant FTE within the TBVME's legal division. While the backlog of cases has decreased within the division, a backlog remains. Further, the legal division has seen an increase in cases and an increase in the complex nature of those cases. The number of licensees is also on the rise which will logically lead to an increase in cases as well. This change in circumstances demands additional resources and experience. The Board's budget only permits a lower salary for its Staff Attorney and General Counsel; therefore, it often is only able to hire an attorney with less experience. This requires time and resources for training. Once the attorney has obtained such training and institutional knowledge, they often leave employment with the Board for higher salaries in other agencies. The same funding issue exists for the legal administrative position. The increased cost of living in Austin, the requirements for in-person employment format, and the salary has presented a challenge on recruitment and retention for the position. The amount and nature of cases the Board is currently experiencing and expects to experience in the future necessitates additional funding to obtain and maintain quality legal staff.

Licensing and Examination

The agency currently has four FTEs operating its licensing and examination program. The licensing and examination division is responsible for administering the State Board Examination, the Provisional and Special License examinations, issuing licenses to qualified individuals who apply for a State of Texas veterinary, veterinary technician or equine dental provider license, and annual renewal of each license.

H. Future Workforce Skills Needed

With the evolution of veterinary medicine, an increasingly mobile licensee base, changes in business processes, and the continued need for strong leadership, the agency anticipates a greater need in the following skills:

- Leadership;
- Critical thinking;
- Problem solving;
- Communication;
- Change management;
- Expanded technological; and
- Advanced time management.

The continued development of these skills within agency staff will enable the agency to successfully complete its mission in the coming years.

I. Anticipated Surplus or Shortage of Skills

Based on the agency's workforce analysis, the following issues must be addressed:

- The high number of employees with just a few years of experience in their positions requires more time and resources spent training.
- Employee turnover
- Additional salary compensation that is commensurate with other state agencies
- Additional FTEs to fulfill agency's core functions and meet performance measures

III. STRATEGY DEVELOPMENT

While the Board faces many challenges in its workforce over the next five years, most can be addressed by the following objectives:

Objective: **Obtain additional staff necessary to successfully meet agency strategic responsibilities.**

Action Steps

- Identify staffing deficiencies.
- Seek FTEs and funding from the Legislature; and
- Hire appropriate staff.

Objective: **Adjustments to current employment placement within the State's compensation schedule.**

Action Steps:

- Identify staff inappropriately placed within the State's compensation schedule; and
- Seek funding to allow for appropriate placement.

Objective: **Continue to Develop and Document Job Procedures**

By continuing to develop and document job procedures, the Board can build a library of resource material for its future workforce. This action will effectively reduce the "brain drain" that will happen as experienced workers leave the agency.

Action Steps

- Identify undocumented procedures.
- Provide guidance to staff on process documentation techniques;
- Ensure sufficient available time to allow staff to complete the documentation process; and
- Include the protection of completed job procedure documentation in the agency's Business Continuity Plan.

Objective: **Develop a competent, well-trained workforce.**

It is imperative that the agency continues to cross train all agency employees to ensure that agency processes are not disrupted as employees leave. The agency should provide training to its employees whenever possible, utilizing both free and low cost training. This measure will ensure that, where possible, current employees will have opportunities for advancement, thereby increasing the agency's retention ability and that new technologies will be added to the agency's repertoire.

Action Steps

- Identify agency critical skills and competencies with input from divisions.
- Assess the level of risk facing the agency regarding the potential loss of knowledge and focus
- Training efforts in those areas.
- Expand and enhance staff development to include effective leadership and mentoring; and
- Assessing and addressing division specific training needs.

SCHEDULE G

WORKFORCE DEVELOPMENT SYSTEM STRATEGIC PLAN

This item is not applicable to the Texas Board of Veterinary Medical Examiners.

SCHEDULE H

REPORT ON CUSTOMER SERVICE

1. What type of service did you interact with today?

New License application	8
License renewals	203
Complaint filing	2
General inquiry	3
Other	2

2. How did you access our services?

TBVME website	121
Email communication	29
Online licensing portal	45
Phone call	23

3. How would you rate the ease of using our online services?

218
Responses

★★★½☆
3.55 Average Rating

4. How satisfied were you with the timeliness of our response or resolution?

Very satisfied	140
Somewhat satisfied	29
Neither satisfied nor dissatisfied	19
Somewhat dissatisfied	16
Very dissatisfied	14

5. Was the information provided to you clear and helpful?

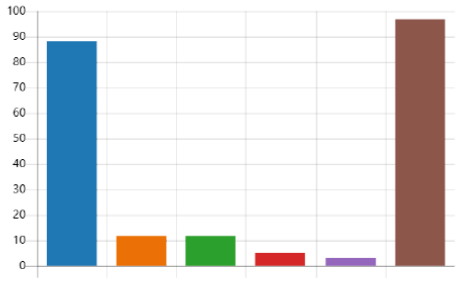
Yes	153
No	34
Maybe	30

6. Did you encounter any technical issues using our website or online forms?

Yes	78
No	120
Maybe	19

7. How courteous and professional was the staff you interacted with?

Very courteous	88
Somewhat courteous	12
Neutral	12
Somewhat discourteous	5
Very discourteous	3
N/A	97

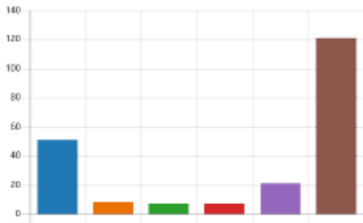


8. Overall, how satisfied are you with your experience with TBVME?

Very satisfied	114
Somewhat satisfied	48
Neither satisfied nor dissatisfied	13
Somewhat dissatisfied	25
Very dissatisfied	18

9. If you contacted a staff member directly, how would you rate their knowledge and ability to assist?

Proficient	51
Fair	8
Good	7
Poor	7
Very good	21
N/A	121



10. Was the language and terminology used in our forms and communication easy to understand?

Yes	167
No	26
Maybe	23

11. Do you have any suggestions for how we can improve our services?

136
Responses

Latest Responses
"Make paper renewal available in case computer issues "

SCHEDULE I

CERTIFICATAION OF COMPLIANCE WITH CYBERSECURITY TRAINING

CERTIFICATE

The Texas Board of Veterinary Medical Examiners

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Executive Director:	Board Chair:
Brittany Sharkey, JD	Steven C. Golla DVM, MS
Signature	Signature
Brittany Sharkey	Steven C Golla DVM, MS
Printed Name	Printed Name
5/28/2026	05/28/2026
Date	Date

SCHEDULE J

CERTIFICATAION OF COMPLIANCE WITH ARTIFICIAL INTELLIGENCE TRAINING

CERTIFICATE

The Texas Board of Veterinary Medical Examiners

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the Artificial Intelligence training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Executive Director:

Brittany Sharkey, JD

Signature

Brittany Sharkey

Printed Name

05/28/2026

Date

Board Chair:

Steven C. Golla DVM, MS

Signature

Steven C Golla DVM, MS

Printed Name

05/28/2026

Date

SCHEDULE K

REPORT ON PROJECTS AND ACQUISITIONS FINANCED BY CERTAIN FUND SOURCES

This item is not applicable to the Texas Board of Veterinary Medical Examiners.