



TEXAS ANIMAL HEALTH COMMISSION

AGENCY STRATEGIC PLAN

FISCAL YEARS 2027 - 2031



Texas Animal Health Commission		
Commissioner	Date of Term	Hometown
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DATE OF SUBMISSION: June 1, 2026

Signed:

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Table of Contents

Agency Mission, Vision, and Philosophy.....	4
Agency Operational Goals and Action Plans.....	5
Goal #1: Protect and enhance animal health and marketability by increasing awareness of, expanding participation in, and encouraging compliance with state animal health requirements.....	5
Goal #2: Protect and enhance animal health and marketability by increasing TAHC's level of preparedness for a natural disaster or a high consequence foreign or emerging animal disease outbreak.	7
Goal #3: Protecting animal health and marketability by ensuring internal processes are performed as effectively and efficiently as possible.	8
Redundancies and Impediments.....	10
Other Assessments.....	12
Schedule A: Budget Structure	13
Goals, Objectives, and Performance Measures.....	13
Schedule B: List of Measure Definitions	15
Schedule C: Historically Underutilized Businesses Plan.....	27
Schedule D: Statewide Capital Planning	30
Schedule E: Health and Human Services Strategic Planning.....	31
Schedule F: Agency Workforce Plan	32
Schedule G: Workforce Development System Strategic Plan.....	42
Schedule H: Report on Customer Service	43
Schedule I: Certification of Compliance with Cybersecurity Training.....	72
Schedule J: Certification of Compliance with Artificial Intelligence Training	73



Agency Mission, Vision, and Philosophy

Mission

The mission of the Texas Animal Health Commission is:

- to protect the animal industry from, and/or mitigate the effects of domestic, foreign and emerging diseases;
- to increase the marketability of Texas livestock and poultry commodities at the state, national, and international level;
- to promote and ensure animal health and productivity;
- to protect human health from animal diseases and conditions that are transmissible to people; and
- to prepare for and respond to emergency situations involving animals.

The agency accomplishes this mission by conducting agency business in a responsive, cooperative, and transparent manner.

Vision

Through the cooperative efforts of the Texas Animal Health Commission, animal producers, and allied industry groups, the animal population of Texas is healthy and secure.

Philosophy

The Texas Animal Health Commission will carry out its mission with honesty, openness, and efficiency. We will use the best available resources, technology, and trained personnel to achieve the agency goals. We will listen to and respect the opinions and concerns of the people of Texas. We will encourage and promote open communication between all parties. We will strive to continuously develop new or enhance existing relationships among government, industry, and private citizens to realize our vision of a healthy and secure animal population in Texas.



Agency Operational Goals and Action Plans

Goal #1: Protect and enhance animal health and marketability by increasing awareness of, expanding participation in, and encouraging compliance with state animal health requirements.

Action Items

- Strengthen agency outreach, transparency, and regulatory clarity by expanding the use of online platforms and digital distribution lists while evaluating engagement across channels; annually reviewing and updating website content, including fact sheets and forms, to ensure clear and accessible information on permitting and registration programs; and reviewing and reorganizing rules to improve alignment with program goals and enhance understanding and compliance. Key milestones include evaluating outreach and updating website content annually and completing rule review and reorganization by December 31, 2028.
- Establish a TAHC Field Training Program (Program) to strengthen staff skills in disease and pest identification, animal health regulations, outbreak response, emergency management, and technology tools. The Program will be a combination of in-person sessions led by experienced and tenured regional trainers, plus web-based learning delivered through an online training platform. Training will be fully integrated into the field inspector career ladder so that completion of tiered certifications, mentorship requirements, and measurable performance outcomes directly supports promotions and advancement. The Program will be developed in stages with full completion projected by August 31, 2030.
- Enhance voluntary compliance with state animal health requirements by expanding education and outreach to the public, agriculture industry stakeholders, and local jurisdictions. This includes increasing awareness of animal diseases, effective biosecurity practices, animal identification, disease transmission pathways, testing requirements (both mandatory and voluntary), and available animal health programs. Efforts will be strengthened through a greater presence at in-person events, training, and inspections, as well as through engagement with universities via teaching, laboratory collaboration, and grant support. These university partnerships may be integrated with broader outreach efforts and may also include annual DVM continuing education presentations to support professional development, education, and USDA certification. Target completion: August 31, 2031.
- Increase participation in veterinary outreach and training through the Texas Authorized Personnel Program by delivering targeted education and presentations to Texas veterinary schools and collaborating with veterinary stakeholders. These efforts will strengthen the distribution of information and enhance training for the veterinary profession on disease identification, reporting, and response, while also expanding large animal veterinary training and building capacity to prevent and combat animal diseases and pests. Outreach activities will be evaluated each fiscal year to ensure objectives are met and continuous improvement is achieved.



- Improve in-the-field real-time access to animal health information management systems during inspections, roadside compliance investigations, and other remote operations. Provide training on current systems and work to improve systems through process improvement or full software replacement plans. Accomplish by August 31, 2028.
- Accelerate the modernization of agency software systems by expanding the use of project management and data analysis resources to support the development of improved data handling, verification, and database management protocols. This effort will enhance the efficiency and effectiveness of existing systems, such as TexCore and State Vet, or support the implementation of a new animal health management system that meets agency needs. Either approach will strengthen organizational readiness for disease outbreaks, mitigation efforts, and other emergency responses. Target completion: August 31, 2029.
- Continue to promote the adoption of electronic livestock identification by administering programs that provide no-cost identification devices and offering software and hardware training for veterinarians, livestock markets, and animal caretakers—thereby improving the accuracy and speed of disease traceability to support rapid response, containment, and mitigation during animal health events. TAHC will evaluate animal disease traceability efforts on a quarterly basis.
- Strengthen compliance and protect Texas livestock and fowl by increasing surveillance through livestock shipment inspections along the Texas-Mexico border and other state border regions to prevent unauthorized animal movement and ensure adherence to TAHC regulations, while analyzing noncompliance trends to develop targeted, species- and program-specific education and outreach materials. Compliance activities will be evaluated semiannually to inform targeted responses.

Supporting Statewide Objectives

- *Accountable to the tax and fee payers of Texas.* TAHC is committed to safeguarding the state's approximately \$23.4 billion animal agriculture industry from domestic, foreign, and emerging diseases and pests while promoting the health and productivity of Texas livestock and poultry. Through these efforts, TAHC helps ensure a safe, wholesome, and abundant supply of meat, poultry, eggs, and dairy products at affordable prices for consumers. Enhancing awareness and understanding of state animal health requirements, along with promoting compliance, supports the continued strength and leadership of Texas' animal agriculture industry at both the national and international levels.
- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any functions or provision considered redundant or not cost-effective.* Raising awareness and understanding of state animal health requirements—and encouraging voluntary compliance—is the most cost-effective strategy for protecting animal agriculture
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.* TAHC strengthens its core mission by ensuring that information on animal health regulations is clear, accessible, and readily available to the public. Through ongoing analysis of noncompliance trends, TAHC can refine its compliance



strategies, target outreach efforts more effectively, and continue to safeguard the health of the state's animal agriculture.

- *Attentive to providing excellent customer service.* Customer service improvements include promoting regulatory understanding and compliance by providing clear, easily accessible information about all permitting and registration requirements.
- *Transparent such that agency actions can be understood by any Texan.* TAHC will continue to enhance its public information and awareness efforts by regularly updating educational materials, including pamphlets and brochures, to inform the public about diseases and pests affecting Texas animal populations. The agency remains committed to transparency by responding to public information requests in a timely and accurate manner and by expanding outreach through a variety of social media platforms. TAHC will also continue to explore and utilize diverse outreach opportunities to increase public knowledge and awareness.

Goal #2: Protect and enhance animal health and marketability by increasing TAHC's level of preparedness for high consequence foreign or emerging animal disease or pest outbreak.

Action Items

- Prepare Texas for foreign animal disease outbreaks by expanding voluntary participation in secure food supply programs, enabling producers to more rapidly resume operations and limit disease spread during an outbreak. This approach helps reduce economic losses while maintaining a safe and secure food supply for consumers. Increase participation by 10 percent annually through August 31, 2029.
- Continue developing and coordinating preparedness and response plans for New World Screwworm to reduce its impact on Texans and support ongoing federal eradication efforts until New World Screwworm is eliminated from Mexico.
- Continue to develop fully staffed and prepared strike and incident management teams for disease and pest outbreaks by participating in training opportunities, incident command system (ICS) continuing education, and annual exercises.
- Strengthen emergency preparedness and response by conducting after-action reviews following each incident to improve procedures; maintaining and updating disease response plans, annexes, and related documents on a recurring schedule; and fostering coordination with stakeholders and industry partners through regular communication during emergencies. Processes and plans will be evaluated at least annually, with response effectiveness reviewed semiannually to support continuous improvement.

Supporting Statewide Objectives

- *Accountable to the tax and fee payers of Texas.* Strengthening TAHC's preparedness for natural disasters and high-consequence animal disease and pest outbreaks ensures accountability to Texas taxpayers by protecting the state's economy and safeguarding the food supply for all



Texans.

- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any functions or provision considered redundant or not cost-effective.* Conducting after-action reviews and incorporating industry partner feedback during incidents enables TAHC to optimize response efforts, use resources effectively, and minimize waste.
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.* TAHC will continuously improve by refining disease response plans and enhancing the readiness of strike teams and incident management teams through targeted training and strategic staffing.
- *Attentive to providing excellent customer service.* TAHC will enhance customer service by providing accessible educational materials on its website and developing an internal resource hub to help staff quickly access emergency management tools to better assist the public.
- *Transparent such that agency actions can be understood by any Texan.* TAHC's emergency management and public information teams will collaborate to ensure TAHC's website provides accurate information and guidance on preparing for emergencies, outlines agency response efforts, and highlights available state and federal resources to help the public access available support.

Goal #3: Protecting animal health and marketability by ensuring internal processes are performed as effectively and efficiently as possible.

Action Items

- Improve animal health data systems by implementing updated standard operating procedures, strengthening quality controls, and enhancing staff training to ensure consistent data entry and reliable access by August 31, 2028.
- Continue to advance paperless operations by investing in emerging technologies and promoting electronic processes, including CVIs, reporting, and digital document management. TAHC will evaluate progress on a semi-annual basis.
- Streamline workflows to improve task prioritization, efficiency, information flow, and cross-department collaboration by August 31, 2028.
- Regularly review and update agency documents—such as contracts, agreements, manuals, and forms—through subject matter experts to ensure accuracy, relevance, and timeliness.

Supporting Statewide Objectives

- *Accountable to the tax and fee payers of Texas.* TAHC maintains accountability by ensuring all contracts and agreements protect the public interest.



- *Efficient by producing maximum results with no waste of taxpayer funds and by identifying any functions or provision considered redundant or not cost-effective.* Modernizing and streamlining data systems will improve accessibility, accuracy, and cost-effectiveness of operations.
- *Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.* TAHC continuously improves its processes, procedures, and documents to enhance efficiency, ensure consistency, and maintain accuracy.
- *Attentive to providing excellent customer service.* TAHC leverages the latest technologies and communication platforms to deliver accessible, efficient, and user-friendly information and services across multiple channels, addressing diverse communication needs.
- *Transparent such that agency actions can be understood by any Texan.* TAHC enhances transparency by using modern technologies and platforms to support its public information program, sharing timely and accessible information through in-person engagement, digital tools, online resources, and direct communications to reach a broad audience.



Redundancies and Impediments

Contingency Funding in a Disease Outbreak

Service, Statute, Rule or Regulation

Tex. Gov't Code. Sec. 418.073. Disaster Contingency Fund.

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

Current statutory language does not include disease or infestation as a purpose for which money may be used in the event of a disaster. Expanding the language would permit TAHC to access disaster contingency funds and appropriately respond to and mitigate the effects of these unanticipated disasters.

Provide Agency Recommendation for Modification or Elimination

Sec. 418.073. DISASTER CONTINGENCY FUND.

(a) The disaster contingency fund consists of money appropriated to the fund.

(b) It is the intent of the legislature that in responding to an emergency or disaster, the first recourse of state and local agencies should be to the funds regularly appropriated to those agencies.

(c) The purposes for which money in the disaster contingency fund may be used include making funds available to a state or local agency that will use the funds to provide assistance to producers of agricultural products affected by or recovering from a disaster caused by severe drought, wildfire, flood, storm, hurricane, **disease or infestation**. In this subsection, "agricultural products" includes:

(1) horticultural, viticultural, forestry, dairy, livestock, poultry, and bee products, including products of exotic livestock as defined by Section 161.001, Agriculture Code; and

(2) any farm or ranch product, including a product produced by aquaculture as defined by Section 134.001, Agriculture Code.

(d) A state or local government entity that participates in disaster preparation or disaster recovery may request and receive funding from the disaster contingency fund to pay for costs incurred by the state or local government entity in preparing for or recovering from a disaster.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

The recommended change would ensure the state has an avenue to protect Texas livestock and fowl that are affected by disease and infestation. Estimated cost savings include offsetting costs to the agency and Texas producers associated with prolonged disease or pest surveillance, testing, detection, and mitigation during both response and recovery phases of an outbreak.



TAHC Rule Review Process

TAHC periodically reviews its rules to ensure they remain necessary, effective, and consistent with its statutory authority and program goals. As part of this process, the agency evaluates whether each rule still serves its intended purpose, reflects current law and policy, and operates efficiently. In accordance with the Texas Administrative Procedure Act (Tex. Gov't Code Ch. 2001), TAHC formally reviews each rule every four years by publishing notice in the *Texas Register* and considers any public feedback received.

TAHC also works to reduce regulatory burdens by identifying requirements that are outdated, duplicative, or unnecessarily burdensome, while maintaining protection for animal health and the Texas animal agriculture industry. Findings from these reviews guide rule amendments, repeals, or readoptions, ensuring a regulatory framework that is efficient, transparent, and responsive to stakeholders.

This year, TAHC collaborated with Texas Regulatory Efficiency Office to perform a comprehensive review of all of TAHC rules and assess the potential economic impact of rule revisions. Through these efforts, TAHC and the Texas Regulatory Efficiency Office identified several rules that could be repealed or refined to improve usability for members of the public and lead to cost savings for Texas.



Other Assessments

Information Resource Planning

The Information Technology (IT) Department is responsible for designing and developing automated tools for data collection, processing, and reporting, while enhancing technological capabilities to better serve TAHC and its customers. Led by the Director of IT, the department includes three programmers, a systems analyst, five systems administrators, a cybersecurity analyst, a database administrator, and a data analyst.

IT staff manage the local area network and telecommunications systems for TAHC's headquarters and seven field offices, while also overseeing technology planning, website maintenance, hardware and software upgrades, systems development, and information security. The department ensures compliance with security standards established by the Texas Department of Information Resources (DIR).

In support of TAHC's strategic goals, future technology priorities include retaining highly skilled IT professionals, modernizing data systems, and providing specialized staff training to maximize the use of evolving technologies. The agency also plans to invest in database improvements, emerging hardware and software, and new applications to enhance real-time access to animal disease traceability information and replace aging systems before they become obsolete.

Contract Management Training

The Financial Services Department includes a dedicated contract specialist who holds both the Certified Texas Contract Manager (CTCM) and Certified Texas Contract Developer (CTCD) credentials from the Comptroller of Public Accounts. To strengthen agency-wide contracting expertise, TAHC is also cross-training its two purchasers to obtain these certifications. One purchaser has already earned both the CTCD and CTCM credentials, while the second purchaser currently holds a CTCD and is on track to complete the CTCM certification before the end of fiscal year 2026. This cross-training approach ensures TAHC maintains a highly qualified contracting team and supports career development for staff.



Schedule A: Budget Structure Goals, Objectives, and Performance Measures

Goal #1: Protect/Enhance Texas Animal Health

TAHC will protect and enhance the health of Texas animal populations, facilitating productivity and marketability while sustaining low risk to human health. This goal will be reached through the employment of highly trained and skilled staff who are committed to maximizing work efficiencies, minimizing waste of manpower, materials and equipment, providing impeccable customer service to the taxpayers of Texas, and keeping the citizens of the state of Texas informed about the work performed by agency personnel.

Objective 01-01 Minimize Impact of Disease; Enhance Emergency Response Preparedness

Minimize the impact of disease on Texas animal populations through implementation of disease pathogen and pest eradication programs and by promptly identifying and responding to emerging diseases in order to reduce known levels of diseases annually. Enhance preparedness for emergency response by increasing staff activities.

Outcome Measures

- 01-01.01 Percent change in the number of fever tick infested premises
- 01-01.02 Percent change in known prevalence of bovine tuberculosis
- 01-01.03 Percent change in diseases and pests of livestock /fowl health
- 01-01.04 Percent change in the number of surveillance and prevention activities
- 01-01.05 Percent increase in the participation in animal disease traceability programs
- 01-01.06 Percent change in number of professional trainings and presentations

Strategy 01-01-01 – Field Operations

Monitor, control, and/or eradicate diseases and infestations through statewide field-based animal health management and assurance programs.

Output Measures

- 01-01-01.01 Number of livestock surveillance inspections and shipment inspections
- 01-01-01.02 Number of herds evaluated for determination of presence or absence of disease and pests
- 01-01-01.03 Number of animal movement records processed
- 01-01-01.04 Number of Participants in Authorized Personnel Program

Strategy 01-01-02 – Diagnostic/Epidemiological Support

Provide epidemiological expertise, diagnostic coordination, and parasite identification services for diseases and parasites of regulatory importance to the animal agriculture industries in Texas.

Output Measures

- 01-01-02.01 Number of Disease Investigations and Reviews Completed
- 01-01-02.02 Number of Animal Health Consultations
- 01-01-02.03 Number of Disease Investigations and Reviews



Strategy 01-01-03 – Promote Compliance

Promote voluntary compliance with legal requirements by providing education and outreach and resolve violations through effective use of legal enforcement and compliance activities.

Output Measures

01-01-03.01 Number of Compliance Actions Completed

01-01-03.02 Number of Compliance Investigations Conducted

Efficiency Measure

01-01-03.01 Average number of days to complete a compliance action

Strategy 01-01-04 – Animal Emergency Management

Provide preparedness and response activities to serve and protect animals and animal agriculture through training and planning assistance for local jurisdictions and livestock producers regarding animal related issues during disasters in addition to responding to and mitigating the effects of threats to animals and animal agriculture such disease outbreaks or natural disasters.

Output Measures

01-01-04.01 Animal Disease and Disaster Response Hours

01-01-04.02 Animal Disease and Disaster Preparedness Hours

Goal #2: Indirect Administration

TAHC is committed to efficient and effective management of agency staff, its financial resources, and its assets, including equipment, supplies, and fleet vehicles. TAHC staff will go above and beyond what is expected and required to perform necessary support activities in a cost-effective manner, preserving the state's financial resources by limiting position redundancies and cross-training staff members to achieve the agency's overarching mission.

Strategy 02-01-01 – Central Administration

Strategy 02-01-02 – Information Resources

Strategy 02-01-03 – Other Support Services



Schedule B: List of Measure Definitions

Data and Tracking Systems	
Authorized Personnel Database	A system developed and maintained by TAHC to track the training and certification status of veterinarians and other authorized personnel within the Texas Authorized Personnel Program.
CVI Central	A web-based portal for management of Certificates of Veterinary Inspection (CVI) and a central database for processing both paper and electronic CVIs. Staff from the Program Records Department record all information from the CVI to track movement, test results, and information regarding the health status of livestock and poultry.
GovQA	The legal and compliance database used to track all compliance actions, legal proceedings, complaints, and public information requests. This database is hosted by a web-based third-party vendor.
Electronic Certificates of Veterinary Inspection (eCVI)	A web application developed by TAHC to provide authorized veterinarians a platform to submit completed electronic certificates of veterinary inspection (eCVI).
Premises Management System (PM)	A traceability information system developed and maintained by United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) that states may use to administer premises registrations and to assign Premises Identification Numbers (PINs) obtained through the APHIS PIN allocator.
TexCore	A computerized online animal identification, herd registration, movement control, tracking and tracing application. At the core of the system is a robustly populated veterinary information manager system (VIMS), designed to assist in protecting animal health and veterinary public health. Information regarding animal movement, livestock inspections, movement restrictions, and associated records are maintained in this database. This database is hosted by a web-based third-party vendor.
USDA Scrapie Database	A database developed and maintained by USDA that contains sheep flock and goat herd owners contact information including mailing address and phone numbers as well as premises information where their flocks are located. TAHC Animal Disease Traceability Department staff gather this information over the phone or through email to register producers' flocks. This system contains Flock ID numbers with the owner's information and information on the livestock markets and dealers that receive and apply scrapie tags.
Work Fleet Travel (WFT)	A system developed and maintained by TAHC personnel to track agency employees' work activities and work-related travel expenses. Work hours and expenses can be tracked by employee, disease, activity, and project.



Field Operations – Outcome Measures

Outcome 01-01.01 Percent Change in the Number of Fever Tick Infested Premises

Short Definition:	The percentage change between the number of cattle fever tick infested premises in the TAHC managed free area (outside of the permanent quarantine zone) in the current fiscal year and the average for the previous five fiscal years.
Purpose/Importance:	This measure indicates agency efforts to identify and reduce the incidence of fever ticks in the free areas of Texas managed by TAHC.
Source/Collection of Data:	TexCore
Method of Calculation:	Total the number of TAHC managed free area premises with a status of infested for the current fiscal year. Calculate the percent change between this value and the average of the values from the previous five fiscal years.
Data Limitations:	United States Department of Agriculture (USDA) manages some areas in Texas including the permanent quarantine zone and free areas. Data tracked by TAHC does not account for cattle fever tick infestations on federally managed premises in Texas.
Calculation Method:	Noncumulative
Target Attainment:	Lower than target
New Measure:	No
Key Measure:	Yes

Outcome 01-01.02 Percent Change in Known Prevalence of Bovine Tuberculosis

Short Definition:	The percentage change between the number of herds infected with bovine tuberculosis for the current fiscal year and the average for the previous five fiscal years.
Purpose/Importance:	This measure indicates agency efforts to identify and reduce bovine tuberculosis.
Source/Collection of Data:	TexCore
Method of Calculation:	The percentage change between the number of herds infected with bovine tuberculosis for the current fiscal year and the average for the previous five fiscal years.
Data Limitations:	As this disease becomes eradicated in Texas, the identification of even a small number of cases can result in a significant variance from the target. The total reported cases do not account for the origin of the infected cattle or represent the overall risk of transmission to Texas cattle populations.



Calculation Method:	Noncumulative
Target Attainment:	Lower than target
New Measure:	No
Key Measure:	No

Outcome 01-01.03 Percent Change in Diseases and Pests of Livestock/Fowl Health Significance Detected

Short Definition: The percentage change between the number of herds and flocks in which diseases and pests of animal health significance are detected in the current fiscal year and the average of the previous five fiscal years.

Purpose/Importance: This measure provides an indication of the extent to which the agency's surveillance efforts have identified diseases and pests (will increase the percent) and eradication efforts have been successful in eliminating diseases and pests (will decrease the percent). The diseases and pests include, but are not limited to cattle fever ticks, brucellosis, tuberculosis, pseudorabies, chronic wasting disease, trichomoniasis, equine infectious anemia, equine herpes myeloencephalopathy, avian influenza, equine piroplasmosis, vesicular stomatitis virus, and any other diseases or pests of livestock / exotic livestock / fowl / exotic fowl health significance.

Source/Collection of Data: TexCore

Method of Calculation: Calculate the percent change between the total for the current fiscal year and the average of the previous five fiscal years

Data Limitations: Length of time recommended for post-detection surveillance varies based on species, disease, and herd and flock management by the caretakers of the animals. Data will reflect herds and flocks that remain under hold or quarantine for surveillance after the immediate goal of disease mitigation has been accomplished for assurance that disease presence has been eliminated.

Calculation Method:	Noncumulative
Target Attainment:	Lower than target
New Measure:	No
Key Measure:	Yes



Outcome 01-01.04 Percent Change in the Number of Surveillance and Prevention Activities

Short Definition:	The percentage change from the previous year in the number of sample collections, premises inspections, and shipment inspections.
Purpose/Importance:	This measure indicates the extent to which the agency has maintained the level of key surveillance and prevention activities.
Source/Collection of Data:	Work Fleet Travel (WFT)
Method of Calculation:	Calculate the percent change between the number of herds/units using activity codes 008 (inspection performed), 003 (sample collection), and 016 (livestock shipment inspection) for the current fiscal year and the same number for the previous fiscal year.
Data Limitations:	Calculation of herd numbers may differ based on individual herd management by the caretaker of the animals and may be recorded based on the information provided by the caretaker.
Calculation Method:	Noncumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Outcome 01-01.05 Percentage Increase in the Participation in Animal Disease Traceability Programs

Short Definition:	The percentage change in the number of accounts registered in federal and state animal disease traceability programs.
Purpose/Importance:	This measure demonstrates participation in livestock and poultry disease traceability systems.
Source/Collection of Data:	TexCore, Premises Management System (PM), and USDA Scrapie Database
Method of Calculation:	Total the number of Premises Identification Numbers, Location Identification Numbers, scrapie flocks, and fowl registration permits in TexCore. Calculate the percent change in this number between the current fiscal year and the previous fiscal year.
Data Limitations:	Currently, participation in state and federal animal disease traceability programs is voluntary in many cases. Some ADT data is entered and maintained by federal partners and other states.
Calculation Method:	Noncumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No



Outcome 01-01.06 Percent Change in Number of Professional Trainings and Presentations

Short Definition:	The percentage change in the number of presentations and trainings delivered to veterinarians and livestock/poultry industry stakeholders.
Purpose/Importance:	This measure demonstrates the agency's efforts to inform practicing veterinarians, livestock and poultry producers, and industry stakeholder organizations about TAHC disease control and eradication programs. A well-informed veterinarian and stakeholder base is critical to improving regulatory compliance and achieving programmatic effectiveness.
Source/Collection of Data:	Work Fleet Travel (WFT)
Method of Calculation:	Total the number of units/herds entered in conjunction with activity code 079 (professional training & education meetings) and 081 (delivering training - external). Calculate the percent change between this value for the current fiscal year and the previous 36-month average.
Data Limitations:	Any disease outbreak would result in additional disease response work for all TAHC personnel. This disease response work would take priority over routine training and presentation efforts and therefore result in a variance from the target.
Calculation Method:	Noncumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Field Operations – Output Measures

Output 01-01-01.01 Number of Livestock Surveillance Inspections and Shipment Inspections

Short Definition:	Number of livestock inspections conducted by TAHC personnel at livestock markets, slaughter establishments, livestock exhibitions, racetracks, feedlots, premises, and import pens on the Texas and Mexico border and the number of livestock shipment vehicles stopped for inspection.
Purpose/Importance:	This measures the agency's surveillance activities to identify signs of disease and compliance with inter- and intra-state movement requirements.
Source/Collection of Data:	Work Fleet Travel (WFT)
Method of Calculation:	Total the units/herds recorded using activity codes 003 (sample collection), 008 (inspection), and 016 (livestock shipment



inspection).

Data Limitations:	Data may be based on the best available information provided by the caretaker of the animals.
Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	Yes

Output 01-01-01.02 Number of Herds Evaluated for Determination of Presence or Absence of Disease and Pests

Short Definition:	The number of herds determined to have been infested/infected by or exposed to disease or pests, or adjacent infested/infected herds, or requiring foreign animal disease (FAD) herd investigations.
Purpose/Importance:	This measures the agency's efforts to identify animals which may be infected with or have been exposed to disease.
Source/Collection of Data:	TexCore
Method of Calculation:	Total number of herd restrictions for the reporting period.
Data Limitations:	Any significant increase or decrease in the number of animals moving through the market system may result in a corresponding change in the number of animals infected with or exposed to disease.
Calculation Method:	Cumulative
Target Attainment:	Lower than target
New Measure:	No
Key Measure:	Yes

Output 01-01-01.03 Animal Movement Records Processed

Short Definition:	The number of records documenting livestock/fowl moving into, within and out of Texas.
Purpose/Importance:	Documenting animal movement is critical to disease surveillance and response.
Source/Collection of Data:	CVI Central and TexCore
Method of Calculation:	Total of the number of open permits and closed permits managed in TexCore and certificates of veterinary inspections (CVIs) managed in CVI Central.
Data Limitations:	The number is dependent on the need for producers to move animals due to sale, climatic conditions, economic gain/loss, etc.



and compliance with the movement regulations.

Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Output 01-01-01.04 Number of Participants in Authorized Personnel Program Training Provided by TAHC

Short Definition:	The number of licensed veterinarians enrolled and certified as part of the TAHC Authorized Personnel Program.
Purpose/Importance:	TAHC Authorized Personnel Program performs ongoing educational outreach and recertification training to ensure Texas licensed veterinarians remain current regarding program standards, requirements, and disease control methodologies.
Source/Collection of Data:	Authorized Personnel Program Database
Method of Calculation:	The total number of active veterinarians who are enrolled and certified as part of the TAHC Authorized Personnel Program at the end of the reporting period (end of the state's fiscal year).
Data Limitations:	None.
Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Diagnostic Epidemiological Support – Output Measures

Output 01-01-02.01 Number of Disease Investigations and Reviews Completed

Short Definition:	The number of completed disease investigations and reviews conducted by veterinarians, epidemiologists, and agency staff.
Purpose/Importance:	This measures the efforts of agency personnel to confirm the presence or absence of disease.
Source/Collection of Data:	TexCore
Method of Calculation:	Total number of herd restrictions lifted during the reporting period (restrictions where the end date is during the reporting period).
Data Limitations:	Length of time recommended for post-detection surveillance varies based on species, disease, and herd and flock management by the caretakers of the animals. Data will reflect herds and flocks that remain under hold or quarantine for



surveillance after the immediate goal of disease mitigation has been accomplished for assurance that disease presence has been eliminated.

Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Output 01-01-02.02 Number of Animal Health Consultations

Short Definition:	The number of consultations with herd owners, their private veterinarians, and non- veterinary agency field staff conducted by TAHC region directors, region managers, veterinarians and epidemiologists to provide subject matter expertise about disease control/eradication programs.
Purpose/Importance:	This measure reflects the time spent by TAHC disease subject matter experts providing guidance to herd owners and field staff.
Source/Collection of Data:	Work Fleet Travel (WFT)
Method of Calculation:	The number of herds/units with activity code 020 (consultation) connected with all disease project codes that are reported by veterinarians, epidemiologists, region directors, and region managers
Data Limitations:	Any disease outbreak would result in additional interaction between veterinarians, epidemiologists, and field staff resulting in a variance from the target.
Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Output 01-01-02.03 Number of Disease Investigations and Reviews

Short Definition:	The number of disease investigations and reviews conducted by veterinarians, epidemiologists, and agency staff.
Purpose/Importance:	This measures the total of current open disease investigations. A disease investigation is initiated to confirm presence or absence of disease.
Source/Collection of Data:	TexCore
Method of Calculation:	Total of the number of restrictions issued during the reporting period (start_date in the reporting period) and the number of



restrictions issued prior to beginning of reporting period and remaining open at the onset of the reporting period.

Data Limitations:

Length of time recommended for post-detection surveillance varies based on species, disease, and herd and flock management by the caretakers of the animals. Data will reflect herds and flocks that remain under hold or quarantine for surveillance after the immediate goal of disease mitigation has been accomplished for assurance that disease presence has been eliminated.

Calculation Method:

Cumulative

Target Attainment:

Lower than target

New Measure:

No

Key Measure:

No

Promote Compliance – Output Measures

Output 01-01-03.01 Number of Compliance Actions Completed

Short Definition:

Compliance actions include legal correspondence (sending informational letters, warning letters, penning letters, and demand letters); filing complaints with a Justice of the Peace; injunctions filed by the Attorney General; initiating administrative proceedings with the State Office of Administrative Hearings; and assessing administrative penalties.

Purpose/Importance:

This demonstrates agency commitment to ensuring statewide compliance with regulatory requirements. Compliance actions document the type of violation and identifies the participants.

Source/Collection of Data:

GovQA

Method of Calculation:

The total number of compliance actions completed.

Data Limitations:

The number only provides information regarding non-compliance activities which have been discovered and documented.

Calculation Method:

Cumulative

Target Attainment:

Higher than target

New Measure:

No

Key Measure:

Yes



Output 01-01-03.02 Number of Compliance Investigations Conducted

Short Definition:	The number of cases referred to compliance for investigation to determine if a violation has occurred.
Purpose/Importance:	This demonstrates the agency's commitment to ensuring statewide compliance with regulatory requirements and efforts to resolve violations.
Source/Collection of Data:	GovQA
Method of Calculation:	Sum of all non-compliant livestock shipment inspections, compliance action requests, and complaints referred to the Legal and Compliance Department.
Data Limitations:	None
Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Promote Compliance – Efficiency Measure

Efficiency 01-01-03.01 Average Number of Days to Complete a Compliance Action

Short Definition:	The average number of days required to complete a compliance action, from its receipt in the Legal and Compliance Department until its closure.
Purpose/Importance:	This demonstrates the agency's commitment to resolve compliance issues in a timely manner.
Source/Collection of Data:	GovQA
Method of Calculation:	Total the number of completed compliance actions. Total the number of days between receipt and closure for all the compliance actions. Calculate the average by dividing the total number of days to closure by the total number of completed compliance actions.
Data Limitations:	None
Calculation Method:	Noncumulative
Target Attainment:	Lower than target
New Measure:	No
Key Measure:	No



Animal Emergency Management Preparedness & Response – Output Measures

Output 01-01-04.01 Animal Disease and Disaster Response Hours

Short Definition:	The number of staff hours expended in response for an animal disease, natural or man-made disaster, incident, or event which affects livestock or fowl.
Purpose/Importance:	This measure addresses the hours spent by agency staff in response activities for an animal disease, natural or man-made disaster, incident, or event which affects livestock or fowl.
Source/Collection of Data:	Work Fleet Travel (WFT)
Method of Calculation:	The total number of hours recorded using project codes: 003 (Emergency Management Response – Natural or man-made) and 015 (Emergency Management Response – Disease).
Data Limitations:	Work hours are reported on a daily basis, some incidents are not immediately categorized as emergency response until response efforts are underway and hours have been reported. Prior response efforts may be recorded using an alternate project code resulting in an underreporting of emergency response hours.
Calculation Method:	Cumulative
Target Attainment:	Higher than target
New Measure:	No
Key Measure:	No

Output 01-01-04.02 Animal Disease and Disaster Preparedness Hours

Short Definition:	The number of staff hours expended in preparation (including internal and external planning, training, and outreach) for an animal disease, natural or man-made disaster, incident, or event which may affects livestock or fowl.
Purpose/Importance:	This measure addresses the hours spent by agency staff training, completing exercises, and planning responses related to emergency response and recovery activities for an animal disease, natural or man-made disaster, incident, or event which affects livestock or fowl.
Source/Collection of Data:	Work Fleet Travel (WFT)
Method of Calculation:	The total number of hours recorded using project codes: 002 (Emergency Management Planning – Natural or Man-Made) and 014 (Emergency Management Planning – Disease) or Event Code EMX (Emergency Management Exercise).
Data Limitations:	The size and scope of a high consequence animal disease, natural or man-made disaster, incident, or event may result in additional



hours expended in response.

Calculation Method:

Cumulative

Target Attainment:

Higher than target

New Measure:

No

Key Measure:

No



Schedule C: Historically Underutilized Businesses Plan

TAHC is committed to the State of Texas' Veteran Heroes United in Business (VetHUB) program designed to help service-disabled veterans gain exposure to state procurement and contracting opportunities. TAHC will continue to make a good faith effort to promote fair and competitive business opportunities to increase the inclusion of certified VetHUBs in its procurement and contracting activities.

Goal

TAHC strives to meet or exceed annual VetHUB utilization goals. These goals are set by the agency and based on fiscal year expenditures, total contract expenditures, availability of VetHUBS and TAHC's historical utilization of VetHUBS. identified each fiscal year in the VetHUB categories related to the agency's current strategies and programs.

Outcome Measure

It is the policy of TAHC to comply with the rules for the VetHUB program adopted by the Comptroller of Public Accounts (CPA) to increase participation of service-disabled veterans in state purchasing and contracts.

In accordance with Texas Government Code Title 10, Subtitle D, Section §2161, TAHC continues to be fully committed to making a good faith effort to effectively promote and increase contract opportunities directly with VetHUBs and indirectly through subcontract opportunities. The goals established by the agency are listed in the table below.

VetHUB Category	TAHC HUB Goals for FY26
Heavy Construction	N/A*
Building Construction	N/A*
Special Trade	2%
Professional Services	1.5%
Other Services	1%
Commodity	3%

*TAHC typically incurs no expenditures in the Heavy Construction or Building Construction categories.

Strategy

The goal of the TAHC's VetHUB strategy is to increase participation of service-disabled veteran businesses. TAHC will continue to make every effort to meet or exceed agency-specific goals for VetHUB participation and will work to achieve the VetHUB goals through the following program activities:

- Advise vendors and the business community regarding the agency's procurement processes and opportunities.



- Provide a telephone number available for use by all interested businesses to inquire about upcoming bids and forum opportunities.
- Attend economic opportunity forums and VetHUB-oriented trade fairs.
- Educate agency staff on VetHUB statutes, rules, and processes through training.
- Utilize the Centralized Master Bidders List/Veteran Heroes United in Business (CMBL/VetHUB) directory as its primary source in establishing a vendor pool for procurement related activities and opportunities.
- Post bid information on the Electronic State Business Daily (ESBD) to notify CMBL vendors of procurement opportunities expected to cost \$25,000 or more and supplement with non-CMBL vendors from VetHUB directory when appropriate.
- Ensure that specifications for bids are reviewed to ensure the requirements, terms, and conditions are clearly stated, reflect the agency's actual requirements, and do not impose unreasonable or unnecessary contract requirements.
- Confirm that TAHC's VetHUB policy is fully consistent with, and in support of, the mission, goals, and objectives established for Texas VetHUBs by the CPA for all bid solicitations.
- Require State of Texas Subcontracting Plans for all competitive solicitations of \$100,000 or more when subcontracting opportunities have been determined to be probable.
- Encourage and promote VetHUB participation through actively soliciting VetHUBs for competitive solicitations, non-competitive purchases, and through continuing its participation in statewide outreach activities.
- Develop and maintain a good rapport with several very reliable VetHUB suppliers who are routinely contacted for non-competitive purchases.
- Select VetHUB vendors when available for purchases using Department of Information Resources (DIR) contracts or CPA term contracts, and Texas Multiple Award Schedule program (TXMAS) contracts.
- Monitor contractor compliance with VetHUB subcontracting plans after contract award.
- Review existing policies and procedures and amend as necessary to increase the use of VetHUBs.

Contractor and Vendor Outreach

Whenever possible, TAHC purchasing staff members participate in forums sponsored by business organizations, trade associations, special interest groups, and state agencies, such as events Forums sponsored by the CPA, as well as spot bid fairs. TAHC staff use these forums as an opportunity to educate VetHUB suppliers on the types of products and services that TAHC most frequently purchases.

Output Measure

TAHC will collectively use and individually track the following output measures to gauge progress:

- The total number of bids received from VetHUBs,
- The total number of contracts awarded to VetHUBs,
- The total amount of VetHUB subcontracting,
- The total amount of VetHUB Procurement Card expenditures,



- The number of outreach initiatives such as VetHUB forums attended and sponsored, and
- The total number of VetHUBs awarded a contract as a direct result of TAHC's outreach efforts.



Schedule D: Statewide Capital Planning

Not applicable.



Schedule E: Health and Human Services Strategic Planning

Not applicable.



Schedule F: Agency Workforce Plan

Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills/Functions

To fulfill TAHC's mission, employees require diverse knowledge and skills, including:

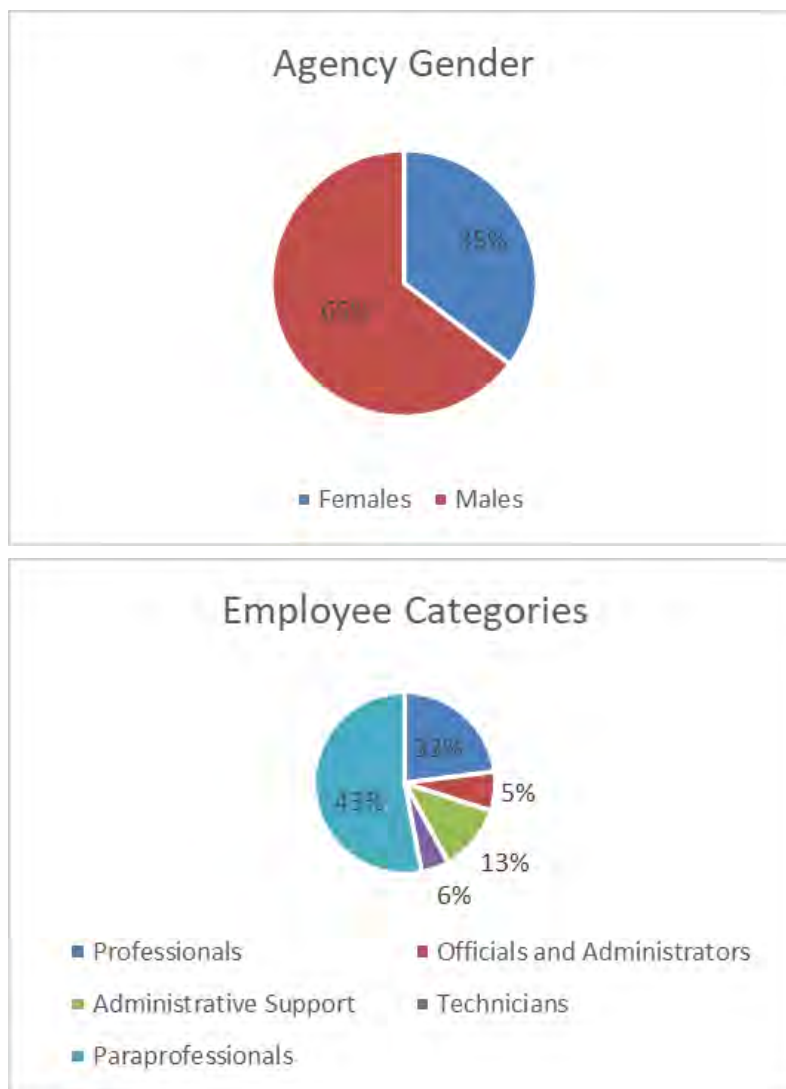
- Veterinary medical knowledge
- One Health knowledge
- Knowledge of epidemiology principles, risk analysis, and risk management skills
- Expertise in new and emerging domestic and foreign animal disease identification, control, and prevention
- Safe and effective techniques for tissue and blood sample collection
- Livestock evaluation and safe handling
- Use and maintenance of personal protective equipment to safeguard against highly infectious emerging and zoonotic diseases as well as the chemical and pharmaceutical agents used for treatment and prevention
- Emergency management planning and response (local and state level)
- Development and delivery of public information presentations
- Development of public information news releases, pamphlets, and brochures
- Collaboration, negotiation, public relations, and customer service skills
- Supervisory and general management skills
- Budgeting, contract management, fee collection, and documentation
- Strategic planning and business plan development and implementation skills
- Technical writing skills to develop employee manuals, policies and procedures, forms, templates, procurement documents, and grants
- Employment law, recruitment, compensation and benefits, and human resources/employee relations skills
- Project management skills
- GIS development / GPS mapping skills
- General computer knowledge and data entry skills
- Information technology skills to include cybersecurity knowledge, cloud services and mobility solutions, software development, database administration, systems administration analysis, webmaster duties, business analysis, network engineering, electronic data management, and hardware and software maintenance skills
- Knowledge and training in logistics and supply, fleet, and asset management
- Knowledge and experience in records retention
- Knowledge and experience in safety and health rules, regulations, and standards
- Knowledge and experience in regulatory compliance, legal requirements, and administrative procedures
- Strong analytical, investigatory, problem solving, conflict management, and communication skills
- Knowledge and training in cross-department competencies
- Comprehensive audio, video, and editing skills
- Interagency and stakeholder relations skills including knowledge of the legislative process



B. Workforce Demographics

The agency is authorized for 228.2 full time equivalent (FTE) positions for the 2026-2027 biennium. In fiscal year 2025, TAHC was authorized 225.2 FTEs and employed 205.5 staff, including one exempt position, 204 full time classified positions, and one part-time classified position.

According to the State Auditor's Office Electronic Classification Analyst System, the workforce is 35% female and 65% male. Employee roles are 33% professionals, 5% officials and administrators, 13% administrative support, 6% technicians, and 43% paraprofessionals. Additionally, 49% of employees are age 40 or older, and 14.6% have at least 10 years of service with the agency.





The following table compares the percentages of African American, Hispanic American, and female TAHC employees in fiscal year 2025 with statewide data.

Job Category	African American		Hispanic American		Female	
	TAHC	State	TAHC	State	TAHC	State
Professionals	6%	16.7%	20%	26%	33.6%	61.8%
Officials and Administrators	0%	12.7%	20.5%	21.7%	56.8%	56%
Administrative Support	5.5%	19.6%	25%	35.2%	96.3%	81.7%
Technicians	16.3%	19.4%	16.3%	35.9%	24.5%	53%
Paraprofessionals	1.4%	34.5%	48.6%	30.5%	16.5%	70.8%

The following chart illustrates the agency's average annual salary from fiscal year 2021 to fiscal year 2025 based on information from the State Auditor's Electronic Classification Analyst System. Improvements reflect alignment for the employee's average salary in comparison to other state agencies which is currently \$65,762 per year statewide.



C. Employee Turnover

State Auditor's Office turnover statistics include voluntary and involuntary separations, retirements, and interagency transfers. In fiscal year 2025, TAHC had 25 separations: 14 voluntary, 3 interagency transfers, 2 retirements, and 6 resignations in lieu of termination. The agency's turnover rate was 12.2%, below the statewide rate of 17.4%.

Following a fiscal year 2023 reorganization, turnover has declined significantly, and staffing reached a high of 215 positions filled as of May 2026. TAHC will continue investing in training, education, and mentorship to further improve retention.



In spring 2026, TAHC used the UT Institute of Organizational Excellence's Survey of Employee Engagement (SEE), with a 74% response rate and an overall score of 414—an 18-point increase since 2024—indicating a highly engaged workforce. Strengths included workgroup (team), workplace (environment), and supervision.

Pay remains a key concern, with a score of 295 indicating dissatisfaction and a need for more competitive compensation. Employee development scored 406 (highly engaged) but remains a focus area. In response, TAHC established a formal training department to expand development opportunities and promote internal advancement to retain talent.

D. Retirement Eligibility

TAHC will continue to face the challenge of losing experienced staff to retirement, a trend expected to persist from 2026 to 2036. Approximately 38% of employees are projected to be eligible to retire during this period, requiring the agency to prioritize knowledge and skills transfer to maintain service continuity.

Future Workforce Profile (Demand Analysis)

TAHC must continue addressing competitive salary challenges to recruit and retain employees essential to its mission, particularly livestock inspectors and veterinarians. While the agency is working to improve salary equity for its employees, compensation remains below comparable roles in other agencies and the private sector.

Succession planning is also a key challenge as experienced staff retire, particularly given limited redundancies and a small workforce. The agency is expanding on-the-job and external training through its new training department to prepare staff for these roles.

Declining federal funding, coupled with increased disease outbreaks and growth in livestock and poultry sectors—including emerging threats, such as New World Screwworm—may require additional state resources. TAHC will continue supporting producers through disease surveillance, regulatory enforcement, and market access efforts, while prioritizing One Health issues such as zoonotic and vector-borne diseases, food safety, and shared health risks. Ensuring adequate resources and staffing remains critical to protect public and animal health and sustaining the state's livestock and poultry industries.

A. Critical Functions

- TAHC must attract and retain large animal veterinarians with expertise in livestock medicine, epidemiology, and public health—fields facing a nationwide shortage. Competitive pay is essential to offset more lucrative private-sector opportunities and the demands of irregular hours and emergency response.
- As Texas is a leader in the animal agriculture industry, the agency's focus must not only be responsive to known disease threats but must be looking ahead and preparing Texas to be resilient and prepared to respond to foreign animal diseases, global disease risks, and emerging pests. Demand for animal emergency management planners will continue to grow to support local and industry preparedness.
- TAHC continuously reviews and updates career ladders in accordance with statutory



requirements.

- It is imperative that the agency keeps up to date with technological changes for animal disease tracking. Therefore, the agency must be able to recruit, hire, and retain staff who have the knowledge and expertise to understand, trouble-shoot, and update these technologies including disease tracing, GIS/GPS programs, cloud services, and mobile solutions.
- Expert managerial skills and abilities are needed to continue strong leadership within the agency and to oversee and coordinate complex programs. The agency is working to ensure that core management training modules are developed, and managerial training opportunities are provided. In-house training is currently provided and resources for additional external training will be provided.
- Staff must be trained in emergency response frameworks such as the National Incident Management System and Incident Command Structure to respond effectively to animal health emergencies.
- Recruiting and retaining investigators with expertise in animal health regulations is essential for effective program enforcement.

B. Expected Workforce Changes

- Duties for inspectors, investigators, and veterinarians are evolving with rapid adoption of technologies such as GPS, GIS, mobile computing, and RFID. While these tools improve efficiency, they require new skills and will continue to reshape job responsibilities.
- TAHC will need additional veterinarian and veterinary-epidemiologist staff to effectively manage animal diseases and prepare for foreign animal diseases, global disease risks, emerging pests, and growing emergency response needs. As disease and pest complexity grow, demand for these specialists will increase.
- Field staff must effectively communicate with producers and market owners and educate them on regulatory requirements, making strong communication and public speaking skills essential.
- Retirements of experienced staff will create knowledge gaps; TAHC is addressing this through on-the-job training, targeted recruitment, and internal and external training programs.
- Increased use of electronic records will drive the need for advanced data management systems and staff trained to support them.

C. Anticipated Increases in Number of Employees Needed

- Growth and ongoing changes in Texas' livestock and poultry industries are increasing responsibilities for inspectors, veterinarians, epidemiologists, compliance staff, and support personnel, potentially requiring additional staff.
- Because of the continued complexities involved in recognizing, categorizing and effectively planning for eradication efforts of new and emerging animal diseases, more veterinary and epidemiological staff will be required to face future demands.
- Efforts to control cattle fever ticks and prepare to respond to New World Screwworm along the Texas-Mexico border continue to strain agency staff and resources.
- Expanding technological demands may require additional FTEs to support project management, information systems, database maintenance, data integration, and data quality assurance.
- Growing legal and regulatory complexity may necessitate additional staff to support legal and



compliance functions.

- Increasing global trade and animal movement may require more staff to manage disease introduction risks and response efforts.

D. Future Workforce Skills Needed

- Veterinary medical knowledge
- One Health knowledge
- Knowledge of epidemiology principles, risk analysis, and risk management skills
- Expertise in new and emerging domestic and foreign animal disease identification and control
- Safe and effective techniques for tissue and blood sample collection
- Livestock evaluation and safe handling
- Use and maintenance of personal protective equipment to safeguard against highly infectious, introduced, or emerging diseases and agents used for treatment
- Emergency management planning and response (local and state level)
- Development and delivery of public information presentations
- Development of public information news releases, pamphlets, and brochures
- Collaboration, negotiation, public relations, and customer service skills
- Supervisory and general management skills
- Budgeting, contract management, fee collection, and documentation
- Strategic planning and business plan development and implementation skills
- Technical writing skills to develop employee manuals, policies and procedures, forms, templates, procurement documents, and grants
- Employment law, recruitment, compensation and benefits, and human resource/employee relations skills
- Project management skills
- GIS development / GPS mapping skills
- General computer knowledge and data entry skills
- Information technology skills to include cybersecurity knowledge, cloud services and mobility solutions, software development, database administration, systems administration analysis, webmaster duties, business analysis, network engineering, electronic data management, and hardware and software maintenance skills
- Knowledge and training in logistics and supply, fleet and asset management
- Knowledge and experience in records retention
- Knowledge and experience in safety and health rules, regulations, and standards
- Knowledge and experience in regulatory compliance, legal compliance, and administrative procedures
- Strong analytical, investigatory, problem solving, conflict management, and communication skills
- Knowledge and training in cross-department competencies
- Comprehensive audio, video and editing skills
- Interagency and stakeholder relations skills including knowledge of the legislative process



Gap Analysis

A. Anticipated Shortage of Employees

Veterinarians, epidemiologists, and livestock inspectors may be needed in greater numbers as TAHC's role in dealing with new and emerging animal diseases evolves and needed skill sets change, such as with New World Screwworms. The agency's involvement in emergency response continues to grow beyond the current FTE allocations in that area. To meet regulatory and statutory requirements, supervisory and administrative support staff will need to be hired as the labor force is increased.

Additionally, TAHC will need additional employees with highly developed information technology skills to modernize the data systems and provide specialized training to TAHC employees to best utilize new tools as technology advances. There are many technological tools that would aid in efficiency, but TAHC does not have adequate staff to implement those tools.

TAHC's ability to offer competitive pay will be critical to recruit and retain the staff needed to compete with other agencies and the private sector.

B. Critical Skills Shortage

- The agency faces ongoing challenges recruiting and retaining qualified veterinarians, epidemiologists, and livestock inspectors, and is exploring innovative strategies to address this. These roles require continuous skill development to manage emerging diseases, communicate with producers and industry groups, and engage diverse audiences.
- The agency will need to work to ensure that training opportunities are provided to all staff to address new technological developments to ensure the workforce maintains the skillset needed to work with increasingly sophisticated databases, software, GIS/GPS equipment, security infrastructure, cloud technology, and data networks.
- Management staff will need to enhance strategic planning skills and to develop skills in business process planning, information management, and execution.
- Existing staff should be trained, and new staff should be hired to provide critical project management and information resource skills for the agency.
- All staff train and practice the use of an incident command structure so the agency will be ready and capable of fulfilling its required emergency management roles and responsibilities.

Strategy Development

TAHC will work toward achieving the following goals intended to address workforce competency gaps and the overall anticipated shortage of staff.

A. Organizational Structure

Goal: Ensure that employees are allocated appropriately to cover workload demands.

Action Steps:

- Analyze current allocations and geographic distribution of employees.
- Develop strategic allocations or distribution of employees based on analysis and projection of future mission priorities.



- Maintain a cost-effective management-to-staff ratio to ensure maximum productivity and accountability of employees.

B. Recruitment and Retention Strategies

Goal: Identify key recruitment resources and develop and implement succession plans to most effectively accomplish the agency's mission.

Action Steps:

- Identify factors that prevent the agency from successfully competing with other employers and develop strategies to address those factors.
- Analyze reasons for employee turnover and identify trends.
- Continue to participate in the Survey of Employee Engagement; analyze results and develop strategies to address areas needing improvement.
- Update human resources policies and procedures to address the findings of these analyses.
- Develop tools and identify strategies that place emphasis on work-life balance for employees.
- Provide supervisory and management skills training.
- Identify positions for which succession planning is critical; implement training plans to ensure knowledge, skills and abilities are developed.
- Continue to review position classifications, job duties/tasks, and salaries to strive for salary parity with other state and federal agencies and the private sector.
- Continue to implement alternate work schedules, flexible leave, and performance leave to strengthen employee morale and retention.
- Continue to offer the employee wellness program and encourage staff to participate.

C. Career Development and In-Service Training Programs

Goal: Ensure that staff is equipped with necessary and appropriate skills and knowledge to most effectively accomplish the agency's mission.

Action Steps:

- Provide training opportunities for veterinarians to achieve required continuing education units for veterinary licensing, to achieve designated epidemiologist status in a number of diseases, and to update knowledge and skills in new and emerging animal diseases.
- Support and encourage staff attendance at job-relevant conferences and training programs.
- Establish specific job requirements for necessary skills development.
- Based on identified skill requirements, allow employees to utilize on-line training tools and/or research training sources that are cost-effective.
- Conduct in-house management conferences to focus on leadership skills development and application.
- Encourage employees who seek new challenges by assigning special projects and encouraging cross-training.
- Ensure that TAHC managers participate in both internal and external seminars to enhance and further develop managerial skills.
- Update and/or establish career ladders for eligible staff.



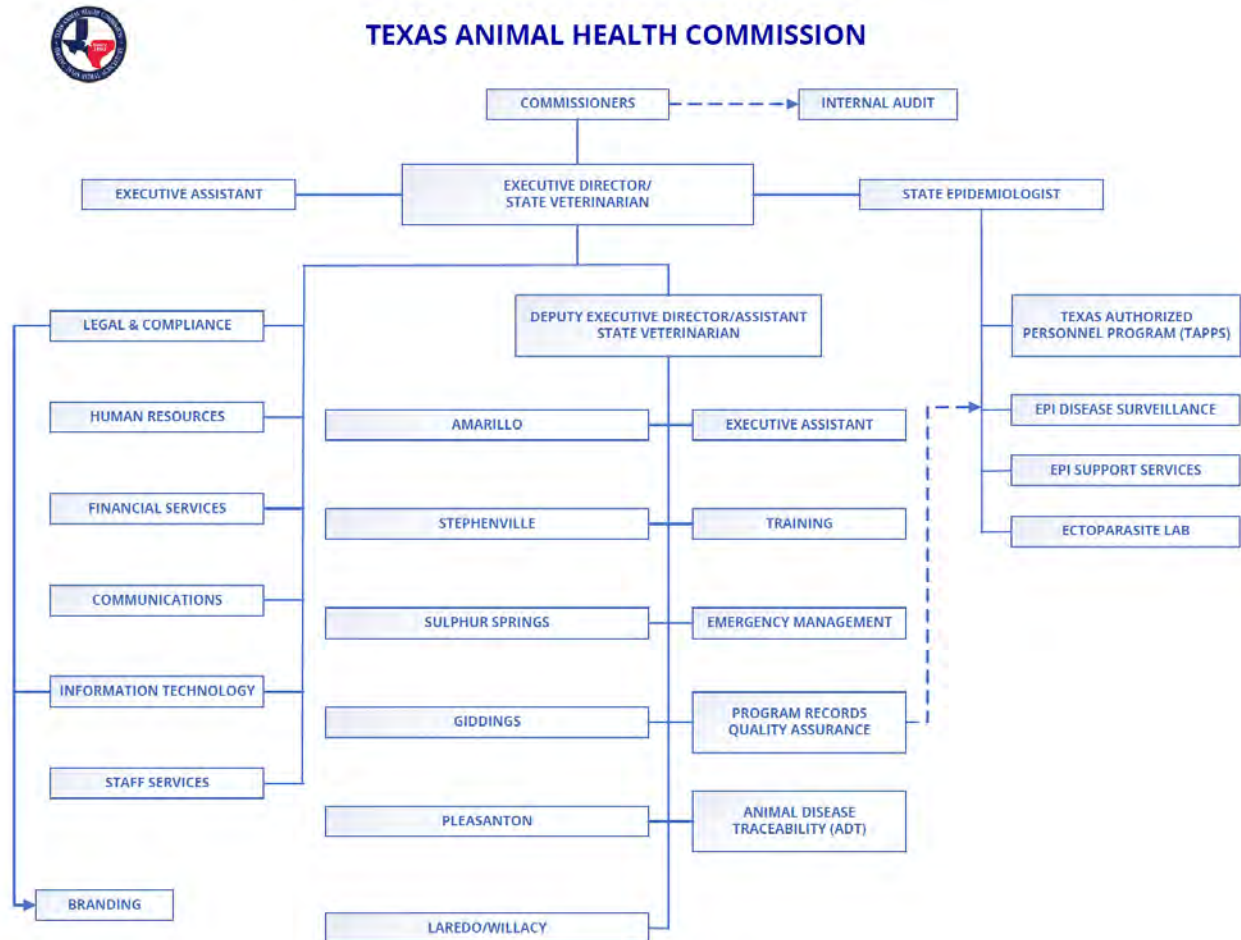
Workforce Plan Evaluation and Revision

TAHC's Workforce Plan will be implemented with the Strategic Plan. It will be reevaluated biennially to determine if adjustments need to be made due to changes in disease diagnoses, changes in technology, or workload shifts.

The Human Resources Department will work in collaboration with executive staff and division directors to ensure that agency workforce is adequately trained and up to date on technological advances that may change the way we do business to ensure that planned or unexpected turnover and/or retirements do not affect the agency with a gap in knowledge and skills.



Current Organizational Chart – Fiscal Year 2026





Schedule G: Workforce Development System Strategic Plan

Not applicable.



Schedule H: Report on Customer Service

The Texas Animal Health Commission Customer Survey Report



April 2026



The University of Texas at Austin
Institute for Organizational Excellence



Prepared by
The Institute for Organization Excellence
April 2026

Table of Contents

1. Introduction	4.
1.1 Purpose	4.
1.2 Background	4.
1.3 Scope	4.
1.4 Institute for Organizational Excellence	5.
2. Description of Study	5.
2.1 Primary Objective	5.
2.2 Inventory of TAHC External Customers	6.
2.3 Instrument Design	6.
2.4 Sample Population	7.
2.5 Survey Administration	7.
2.6 Survey Report	7.
3. Summary of Findings	8.
3.1 Table 1 TAHC Customer Service Survey	8.
4. Survey Results	10.
4.1 TAHC Customer Service Results	11.
- Response Rate	11.
- Facilities	12.
- Staff	14.
- Communication	16.
- Website	18.
- Complaint Handling Process	20.
- Service Time	22.
- Printed Information	23.
- Overall Satisfaction	26.
5. Future Study Recommendations	
6. Appendix	31.
6.1 TAHC Customer Service Survey	31.
6.2 About the IOE	



1. INTRODUCTION

1.1 Purpose:

The Texas Government Code, Chapter 2114.002, requires all Texas agencies and higher education institutions to provide a report to the Office of the Governor's Budget and Policy division (OOG) and the Legislative Budget Board (LBB). The OOG and LBB are required to jointly create a measure for customer service satisfaction and standardized performance measures for agencies. In an effort to engage, gather the opinions, and measure the perspectives of the customers of the Texas Animal Health Commission (TAHC), a customer service survey was conducted. TAHC contracted with The University of Texas at Austin's Institute for Organizational Excellence (IOE) to perform this work and serve as an external evaluator. The overall process required outcome was a valid, reliable, and objective report from TAHC customers.

1.2 Background: Texas Government Code, Chapter 2114.002

TAHC secured the services of the IOE to formally measure and evaluate customers' perceptions about services provided by TAHC. TAHC is required to provide a bi-annual customer service report to the OOG and LBB. The next report is due in June 2026. As part of the Texas Government Code, Chapter 2114.002 requirements, the IOE conducted customer service surveys for TAHC.

1.3 Scope:

The survey process was designed to reach a stratified random sample of TAHC customers. This approach provided a formalized mechanism for data collection, analysis, and reporting on customers' responses. In addition to gathering important perception data on TAHC's services, the survey process served as an outreach communication to respondents about how TAHC values its customers' feedback. Moreover, the survey was an educational tool and a method for promoting transparent and responsive government.

The design of this process was built upon previous opinion gathering methods, findings, and the strategic direction set forth by the OOG, LBB, IOE, and TAHC. The scope of the process and the design of the survey assessment included items to evaluate facilities, interactions with staff, communications, websites, complaint handling processes, the ability to serve customers in a timely fashion, printed information, and general satisfaction with services received from TAHC. This report summarizes the methodology and results of the customer service survey that was conducted. The TAHC customer service survey was conducted by the IOE March 10th through March 28th,



2026. To increase the response rate, reminders were sent on March 17th, 24th, and March 26th, 2026, to the individuals who had yet to respond to the survey.

In addition to creating, administering, collecting, and reporting the information from the survey back to TAHC, the IOE provided supportive data resources. These resources included Excel files on aggregate data based on categorical codes for comparison purposes.

1.4 Institute for Organizational Excellence:

The Institute for Organizational Excellence (IOE) has experience in providing survey research services to over one hundred state and local government agencies, institutions of higher education, and private and nonprofit organizations since 1979. The overlying goal of the IOE is to promote excellence within organizations by encouraging research and continuing education. The IOE is part of the School of Social Work at The University of Texas at Austin. The mailing address is 306 Inner Campus Dr. #2.200 Austin, TX 78712. The institute's contact information is IOE can be contacted by email at orgexcel@utexas.edu, by phone at 512-471-9831, or the IOE website: www.survey.utexas.edu. This project was assigned and co-authored by Samantha Johnson and Liz Delfeld, master's students at the UT Austin School of Social Work. Dr. Noel Landuyt co-authored this report and had technical and editing assistance from Geoff Treitel.

2. DESCRIPTION OF STUDY

2.1 Primary Objectives:

The primary objective for the TAHC customer service survey is to develop, distribute, manage, and prepare a final report on TAHC 's customer service and overall customer satisfaction. The first step in creating this updated report was to compile an inventory of TAHC external customers. From that inventory, individuals were categorized based on customer groups. The second objective was to design a concise yet informative survey instrument and corresponding methodology, which would ensure a valid and reliable result. The methodology included elements such as survey development, instrument design, web-based programming, distribution, and administration of the instrument, collecting and compiling data, and tabulating and preparing data into a final report.



2.2 Inventory of TAHC External Customers:

The following table provides an inventory of the 2024-2025 TAHC external customer groups and their corresponding abbreviations:

Abbrev.	Customer Group
Gen Int	General Interest
Ag Teach	Ag Teachers- FFA
AgriLife	AgriLife Extension Agents
Cattle	Cattle
Dairy	Dairy
Equine	Equine
Exotic	Exotic/Cervid
Live Mark	Livestock Markets
Live Pub	Livestock Publications
Media	Media
Poultry	Poultry
Sheep/Goat	Sheep/Goat
Stock/Rodeo	Stock Show and Rodeos
Swine	Swine
Vet Auth	Veterinarian-Authorized
Vet Int.	Veterinary Interest

2.3 Instrument Design:

The survey instrument was designed by the OOG and LBB, with a total of 8 questions. After the initial draft of the survey and email was developed, the IOE conferred with a TAHC liaison who provided feedback on the survey instrument. Minor changes were made to the instrument based on the liaison's feedback. TAHC leadership approved the final survey before the IOE distributed it.

The survey had additional features which, depending on the person's response or status, presented them with clarifying or follow-up questions. This process is referred to as display logic. With the utilization of display logic, only respondents who indicate dissatisfaction or neutral responses were provided with additional items to further understand what was unsatisfactory. For example, the respondents who selected that they were not satisfied with their interactions with staff would be prompted to specify which staff services needed improvement. The display logic would not be provided to individuals who were satisfied with their staff interactions. The survey, along with the display logic used, is included in Appendix 6.1. No qualitative comments were collected.



2.4 Sample Population:

TAHC produced a list of external customers that included different divisions and subgroupings. After removing duplicate and invalid emails from the customer list provided by TAHC, the IOE stratified and randomized the customer list to produce a representative sample of TAHC's external customers.

2.5 Survey Administration:

The survey was modified and administered by the IOE. The software and data are held on encrypted and secure servers to ensure data protection. All individual specific data held by IOE were held on encrypted and secure servers and were fully deleted from servers at the conclusion of this project.

2.6 Survey Report:

The report contains aggregate and frequency data from the survey. For each section, data regarding the response rate are provided. To illustrate how respondents are represented as part of the overall external customers, tables detailing actual respondents to those sampled are compared. For each survey item, the item text is listed along with the response categories.

In each customer category, the number of individuals included in that selection and the percentage as a portion of the total response rate are calculated. When applicable, a graphical representation is provided. Responses for or scaled items are included. These answers are reported on a scale from a low of 1 (strongly unsatisfied or unacceptable) to a high of 5 (strongly satisfied or excellent). Neutral response counts from "Don't know" and "N/A" are displayed as well.

Detailed tables are presented for various comparisons between groupings. These groupings include, but are not limited to, the different divisions. These tables contain an aggregate score comparison on items and percentage of responses on items, which allowed for optional choices.



3. SUMMARY OF FINDINGS

3.1 TAHC Customer Service Survey

TAHC customers were asked to rate their satisfaction with various services from the TAHC, including the facilities, staff interaction, communication, TAHC's website, the formal complaint handling process, timeliness of service, printed information, and overall experience with TAHC. No additional comments were collected.

To illustrate how data will be reported, **Table 1** displays the findings from the item, "I trust TAHC to do a good job." This table, and the following ones, report the data of each customer grouping with enough responses for reporting. The tables include: the average score, the number of respondents per grouping, the standard deviation, and the percentage of respondents indicating a satisfied, neutral, or unsatisfied response or above average, average, or below average response- depending on the item.

Table 1:

Group	Average	Number	Std. Dev	Above Avg.	Average	Below Avg.
Gen Int	4.19	26	0.68	84.6%	15.4%	0.0%
Ag Teach	4.2	5	0.75	80.0%	20.0%	0.0%
AgriLife	4.4	48	0.7	87.5%	12.5%	0.0%
Cattle	4.2	103	0.83	85.4%	11.7%	2.9%
Dairy	4.5	4	0.5	100.0%	0.0%	0.0%
Equine	4.22	102	0.87	84.3%	11.8%	3.9%
Exotic	3.77	75	1.16	73.3%	13.3%	13.3%
Live Mark	4	4	0.71	75.0%	25.0%	0.0%
Live Pub	3	3	1.41	66.7%	0.0%	33.3%
Media	4.5	4	0.5	100.0%	0.0%	0.0%
Poultry	4.5	8	0.5	100.0%	0.0%	0.0%
Sheep/Goat	3	2	2	50.0%	0.0%	50.0%
Stock/Rodeo	4.5	4	0.5	100.0%	0.0%	0.0%
Swine	4	15	1.1	80.0%	0.0%	20.0%
Vet Auth	4.25	185	0.73	89.2%	9.2%	1.6%
Vet Int.	4.22	95	0.78	85.3%	12.6%	2.1%
ALL TAHC	4.18	683	0.86	85.1%	11.0%	4.0%



4. SURVEY RESULTS

4.1 TAHC Customer Service Results

Response Rate: For customer service surveys, the anticipated response rate is 5-10% when using an email distribution method. For TAHC, responses were within the expected range. After removing duplicate or invalid contacts and stratifying to survey a representative population, 22,122 participants remained and were sent email surveys. Overall, approximately 795 surveys were completed, resulting in a response rate near 4%. Below is a table of the number of responses by each customer grouping.

Number of Responses by Customer Group

Abbrev.	Customer Group	Responses
Gen Int	General Interest	26
Ag Teach	Ag Teachers- FFA	5
AgriLife	AgriLife Extension Agents	50
Cattle	Cattle	126
Dairy	Dairy	4
Equine	Equine	117
Exotic	Exotic/Cervid	88
Live Mark	Livestock Markets	4
Live Pub	Livestock Publications	3
Media	Media	4
Poultry	Poultry	9
Sheep/Goat	Sheep/Goat	3
Stock/Rodeo	Stock Show and Rodeos	4
Swine	Swine	18
Vet Auth.	Veterinarian-Authorized	195
Vet Int.	Veterinary Interest	110

The following sections include the responses by customer groups for each service area assessed. The number of respondents varies based on whether the customer interacted with the service area. For example, if a customer did not visit a facility, they would not have responded to facility items. If the customer indicated dissatisfied or a neutral response to the item, the customer would be asked clarifying items with addition item.

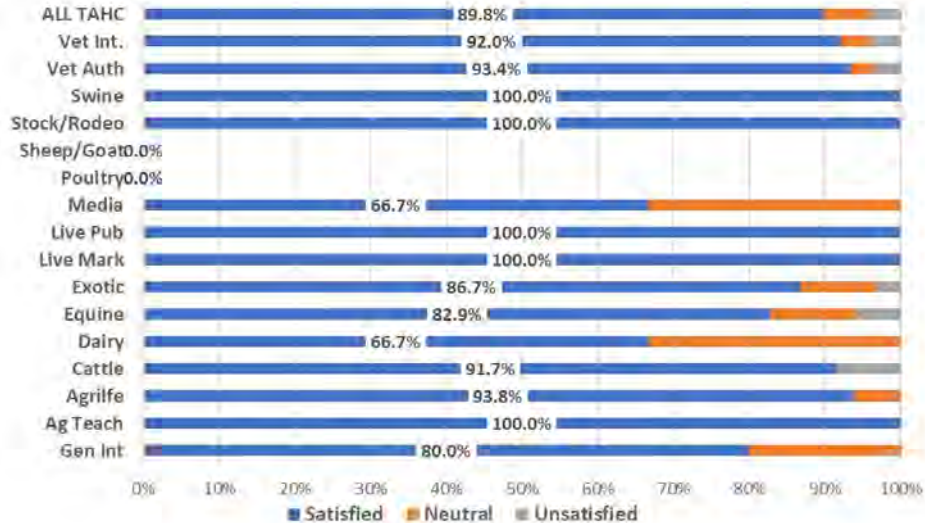


Facilities

If you visit or visited a TAHC facility, *how satisfied are/were you with the TAHC's facilities, including your ability to access the TAHC, the office location, signs, and cleanliness?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	4	5	0.63	80.0%	20.0%	0.0%
Ag Teach	4.5	2	0.5	100.0%	0.0%	0.0%
Agrilife	4.31	16	0.58	93.8%	6.3%	0.0%
Cattle	4.14	36	0.89	91.7%	0.0%	8.3%
Dairy	3.67	3	0.47	66.7%	33.3%	0.0%
Equine	4.2	35	0.95	82.9%	11.4%	5.7%
Exotic	4.13	30	0.85	86.7%	10.0%	3.3%
Live Mark	4	1	0	100.0%	0.0%	0.0%
Live Pub	4	1	0	100.0%	0.0%	0.0%
Media	4	3	0.82	66.7%	33.3%	0.0%
Poultry	0	0	0	0.0%	0.0%	0.0%
Sheep/Goat	0	0	0	0.0%	0.0%	0.0%
Stock/Rodeo	4	1	0	100.0%	0.0%	0.0%
Swine	4.33	6	0.47	100.0%	0.0%	0.0%
Vet Auth	4.31	61	0.76	93.4%	3.3%	3.3%
Vet Int.	4.2	25	0.85	92.0%	4.0%	4.0%
ALL TAHC	4.21	225	0.81	89.8%	6.2%	4.0%

*% of TAHC respondents that selected N/A or did not answer for the facilities section: 69.5%





Facilities (continued)

If you visit or have visited a TAHC facility, *how satisfied are/were you with the TAHC's facilities, including your ability to access the TAHC, the office location, signs, and cleanliness?*

[Drilldown for neutral or unsatisfactory] We are sorry that you were not satisfied with the facilities, please help us understand where we can do better. How satisfied are you with the facility's...?

- accessibility
- location
- signs
- cleanliness

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral or unsatisfied score. A zero indicates that no responses were recorded.

Group	Accessibility	Location	Signs	Cleanliness
Gen Int	4 (1)	4 (1)	4 (1)	4 (1)
Ag Teach	0	0	0	0
AgriLife	3 (1)	3 (1)	3 (1)	3 (1)
Cattle	3.33 (3)	2 (3)	2.33 (3)	3 (3)
Dairy	3 (1)	2 (1)	4 (1)	5 (1)
Equine	2.5 (6)	2.5 (6)	2.67 (6)	2.83 (6)
Exotic	2.25 (4)	3 (3)	2.67 (3)	3 (3)
Live Mark	0	0	0	0
Live Pub	0	0	0	0
Media	3 (1)	3 (1)	4 (1)	4 (1)
Poultry	0	0	0	0
Sheep/Goat	0	0	0	0
Stock/Rodeo	0	0	0	0
Swine	0	0	0	0
Vet Auth	3.4 (5)	3.4 (5)	3.2 (5)	3.4 (5)
Vet Int.	2.5 (2)	2 (2)	2 (2)	2.5 (2)
ALL TAHC	2.88 (24)	2.74 (23)	2.87 (23)	3.17 (23)

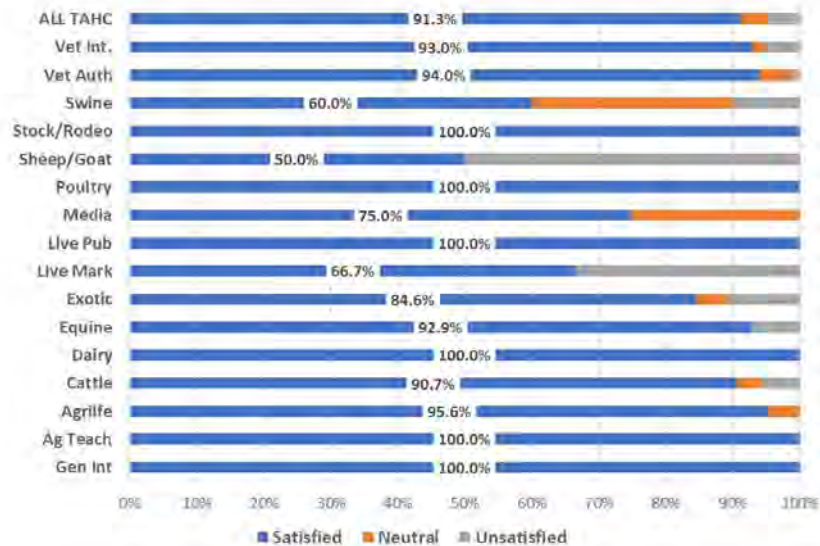


Staff

If you interact or have interacted with TAHC staff, *how satisfied are/were you with the TAHC's staff you interacted with?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	4.43	14	0.49	100.0%	0.0%	0.0%
Ag Teach	5	2	0	100.0%	0.0%	0.0%
Agrilife	4.53	45	0.58	95.6%	4.4%	0.0%
Cattle	4.37	54	0.93	90.7%	3.7%	5.6%
Dairy	5	3	0	100.0%	0.0%	0.0%
Equine	4.38	42	0.9	92.9%	0.0%	7.1%
Exotic	4.03	65	1.07	84.6%	4.6%	10.8%
Live Mark	3.67	3	1.25	66.7%	0.0%	33.3%
Live Pub	4	1	0	100.0%	0.0%	0.0%
Media	4.25	4	0.83	75.0%	25.0%	0.0%
Poultry	4.8	5	0.4	100.0%	0.0%	0.0%
Sheep/Goat	3	2	2	50.0%	0.0%	50.0%
Stock/Rodeo	4	2	0	100.0%	0.0%	0.0%
Swine	3.7	10	0.9	60.0%	30.0%	10.0%
Vet Auth	4.44	150	0.68	94.0%	4.7%	1.3%
Vet Int.	4.32	57	0.82	93.0%	1.8%	5.3%
ALL TAHC	4.34	459	0.84	91.3%	4.1%	4.6%

*% of TAHC respondents that selected N/A or did not answer for the staff section: 37.7%





Staff (Continued)

If you interact or have interacted with TAHC staff, *how satisfied are/were you with the TAHC's staff you interacted with?*

[Drilldown for neutral or unsatisfactory] We are sorry that you were not satisfied with your interactions with TAHC's staff, please help us understand where we can do better. How satisfied are you with the staff's...?

- courtesy or friendliness
- knowledge to address your question
- ability to identify themselves to you

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral or unsatisfied score. A zero indicates that no responses were recorded.

Group	Courtesy	Knowledgeability	Identification
Gen Int	0	0	0
Ag Teach	0	0	0
Agrilife	3 (2)	3 (1)	3 (1)
Cattle	3.25 (4)	2.4 (5)	3.4 (5)
Dairy	0	0	0
Equine	3.33 (3)	2.33 (3)	3 (3)
Exotic	2.67 (9)	1.78 (9)	3.25 (8)
Live Mark	3 (1)	1 (1)	3 (1)
Live Pub	0	0	0
Media	3 (1)	3 (1)	4 (1)
Poultry	0	0	0
Sheep/Goat	5 (1)	1 (1)	5 (1)
Stock/Rodeo	0	0	0
Swine	3.75 (4)	2.5 (4)	4.25 (4)
Vet Auth	3.44 (9)	2.56 (9)	3.56 (9)
Vet Int.	2.75 (4)	2.25 (4)	3 (4)
ALL TAHC	3.18 (38)	2.24 (38)	3.46 (37)

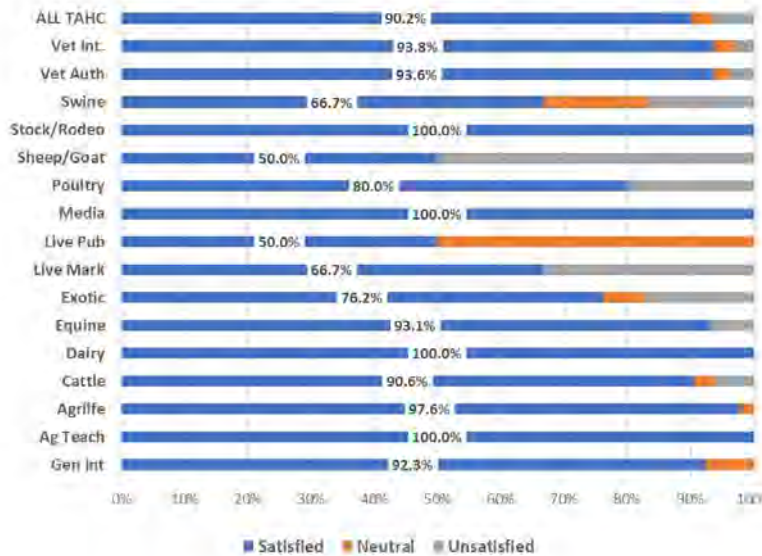


Communication

If you communicate or have communicated with TAHC, *how satisfied are/were you with the communication you received from TAHC?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	4.46	13	0.63	92.3%	7.7%	0.0%
Ag Teach	5	2	0	100.0%	0.0%	0.0%
Agrilife	4.5	42	0.55	97.6%	2.4%	0.0%
Cattle	4.31	64	0.92	90.6%	3.1%	6.3%
Dairy	4.67	3	0.47	100.0%	0.0%	0.0%
Equine	4.29	58	0.91	93.1%	0.0%	6.9%
Exotic	3.81	63	1.15	76.2%	6.3%	17.5%
Live Mark	3.33	3	0.94	66.7%	0.0%	33.3%
Live Pub	3.5	2	0.5	50.0%	50.0%	0.0%
Media	4.5	4	0.5	100.0%	0.0%	0.0%
Poultry	4.2	5	1.17	80.0%	0.0%	20.0%
Sheep/Goat	3	2	2	50.0%	0.0%	50.0%
Stock/Rodeo	4.67	3	0.47	100.0%	0.0%	0.0%
Swine	3.5	12	1.04	66.7%	16.7%	16.7%
Vet Auth	4.32	157	0.81	93.6%	2.5%	3.8%
Vet Int.	4.34	65	0.75	93.8%	3.1%	3.1%
ALL TAHC	4.24	498	0.91	90.2%	3.4%	6.4%

*% of TAHC respondents that selected N/A or did not answer for the communication section: 32.4%





Communication (Continued)

If you communicate or have communicated with TAHC, *how satisfied are/were you with the communication you received from the agency?*

Drilldown for neutral or unsatisfactory] We are sorry that you were not satisfied with agency communications, please help us understand where we can do better. How satisfied are you with the different types of agency communication?

- access to contact information
- the time spent communicating with the agency
- the number of times being transferred while on the phone
- talking to a person
- written correspondence or letter
- email
- text/chat messages
- mobile application

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral or unsatisfied score. A zero indicates that no responses were recorded.

Group	Phone access	Time on hold	# of transfers	Talk to a person	Letters/Written Com	Email	Text/Chat messages	Mobile App
Gen Int	0	0	0	0	0	0	0	0
Ag Teach	0	0	0	0	0	0	0	0
Agrilife	2.5 (2)	3 (2)	3 (1)	3 (2)	3 (1)	3 (1)	0	0
Cattle	2.33 (6)	2.6 (5)	2.8 (5)	2.6 (5)	2.6 (5)	2.4 (5)	3 (2)	2.33 (3)
Dairy	0	0	0	0	0	0	0	0
Equine	1.5 (2)	2 (2)	1.5 (2)	1 (2)	2 (1)	1.5 (2)	2 (1)	1 (1)
Exotic	2.64 (14)	2.6 (15)	2.69 (13)	2.64 (14)	2.31 (13)	2.36 (14)	2.89 (9)	2.43 (7)
Live Mark	3 (1)	3 (1)	0	3 (1)	0	0	3 (1)	0
Live Pub	3 (1)	2 (1)	3 (1)	2 (1)	3 (1)	3 (1)	3 (1)	3 (1)
Media	0	0	0	0	0	0	0	0
Poultry	4 (1)	4 (1)	0	3 (1)	2 (1)	2 (1)	4 (1)	0
Sheep/Goat	2 (1)	3 (1)	4 (1)	4 (1)	1 (1)	0	4 (1)	0
Stock/Rodeo	0	0	0	0	0	0	0	0
Swine	4 (4)	3.25 (4)	3.25 (4)	3.75 (4)	3 (3)	3 (3)	3.67 (3)	3.5 (2)
Vet Auth	3.2 (10)	2.67 (9)	2.71 (7)	3.1 (10)	2.14 (7)	2.63 (8)	2.33 (3)	2 (2)
Vet Int.	2.25 (4)	2 (4)	2.5 (4)	2.5 (4)	2.5 (4)	2 (4)	1 (1)	1 (1)
ALL TAHC	2.78 (46)	2.64 (45)	2.74 (38)	2.8 (45)	2.38 (37)	2.41 (39)	2.91 (23)	2.35 (17)

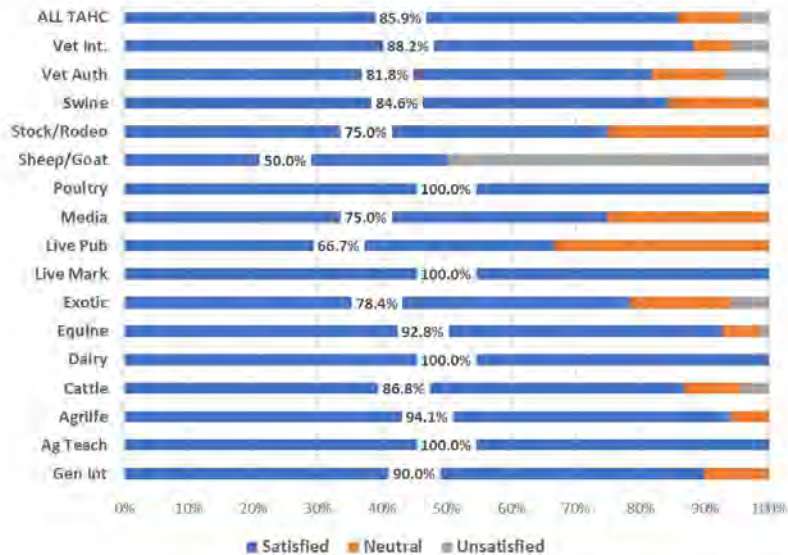


Website

If you interact or have interacted with TAHC's website (TAHC.gov), *how satisfied are/were you with the TAHC's website?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	4.05	20	0.5	90.0%	10.0%	0.0%
Ag Teach	4	1	0	100.0%	0.0%	0.0%
Agrilife	4.18	34	0.51	94.1%	5.9%	0.0%
Cattle	4.1	68	0.79	86.8%	8.8%	4.4%
Dairy	4	4	0	100.0%	0.0%	0.0%
Equine	4.26	69	0.63	92.8%	5.8%	1.4%
Exotic	3.86	51	0.79	78.4%	15.7%	5.9%
Live Mark	4	2	0	100.0%	0.0%	0.0%
Live Pub	3.67	3	0.47	66.7%	33.3%	0.0%
Media	3.75	4	0.43	75.0%	25.0%	0.0%
Poultry	4.6	5	0.49	100.0%	0.0%	0.0%
Sheep/Goat	3	2	1	50.0%	0.0%	50.0%
Stock/Rodeo	4	4	0.71	75.0%	25.0%	0.0%
Swine	3.92	13	0.47	84.6%	15.4%	0.0%
Vet Auth	3.91	148	0.83	81.8%	11.5%	6.8%
Vet Int.	4.15	68	0.88	88.2%	5.9%	5.9%
ALL TAHC	4.04	496	0.77	85.9%	9.7%	4.4%

*% of TAHC respondents that selected N/A or did not answer for the website section: 32.7%





Website (continued)

If you interact or have interacted with TAHC's website (TAHC.gov), *how satisfied are/were you with the agency's website?*

[Drilldown for neutral or unsatisfactory] We are sorry that you were not satisfied with TAHC's website, please help us understand where we can do better. How satisfied are you with the following related to TAHC's website...?

- ease of navigation
- mobile access
- accuracy of information
- ability to find services/programs
- ease in finding contact information
- information available to make a complaint

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral or unsatisfied score. A zero indicates that no responses were recorded.

Group	Ease of navigation	Mobile Access	Info accuracy	Finding services	Finding contact info	Info to complaint
Gen Int	3 (2)	3.5 (2)	3.5 (2)	3 (2)	3 (2)	3 (2)
Ag Teach	0	0	0	0.0%	0.0%	0.0%
Agrilife	4 (1)	4 (1)	3.5 (2)	3 (1)	3 (1)	0.0%
Cattle	2.5 (8)	3 (6)	3.25 (8)	3 (8)	2.63 (8)	3.5 (4)
Dairy	0	0	0	0.0%	0.0%	0.0%
Equine	2.8 (5)	2.5 (4)	2.8 (5)	2.4 (5)	3 (5)	2.25 (4)
Exotic	2.8 (10)	3 (9)	2.9 (10)	2.7 (10)	2.7 (10)	2.63 (8)
Live Mark	0	0	0	0	0	0
Live Pub	3 (1)	3 (1)	3 (1)	3 (1)	3 (1)	2 (1)
Media	3 (1)	0	4 (1)	3 (1)	4 (1)	0
Poultry	0	0	0	0	0	0
Sheep/Goat	2 (1)	0	1 (1)	2 (1)	3 (1)	2 (1)
Stock/Rodeo	0	0	0	0.0%	0.0%	0.0%
Swine	3.5 (2)	4 (1)	4 (2)	3 (2)	3 (2)	2.5 (2)
Vet Auth	2.48 (27)	3 (22)	3.35 (26)	2.7 (27)	2.92 (25)	2.83 (12)
Vet Int.	2.88 (8)	3 (6)	3.13 (8)	2.63 (8)	3.13 (8)	2.5 (4)
ALL TAHC	2.68 (66)	3.02 (52)	3.2 (66)	2.73 (66)	2.91 (64)	2.71 (38)

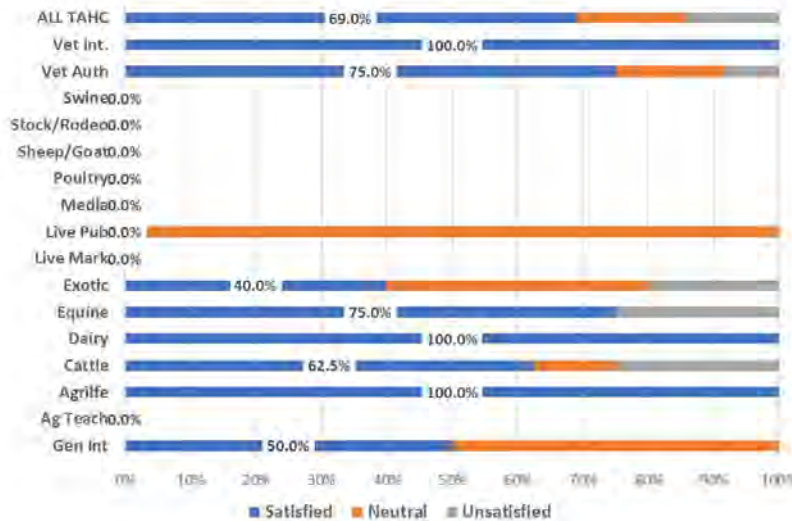


Complaint Handling Process

If you have filed a formal complaint, *how satisfied were you with the TAHC's complaint handling process?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	3.5	2	0.5	50.0%	50.0%	0.0%
Ag Teach	0	0	0	0.0%	0.0%	0.0%
Agrilfe	4.4	5	0.49	100.0%	0.0%	0.0%
Cattle	3.5	8	1	62.5%	12.5%	25.0%
Dairy	4	1	0	100.0%	0.0%	0.0%
Equine	3.75	4	1.09	75.0%	0.0%	25.0%
Exotic	3.2	5	0.75	40.0%	40.0%	20.0%
Live Mark	0	0	0	0.0%	0.0%	0.0%
Live Pub	3	1	0	0.0%	100.0%	0.0%
Media	0	0	0	0.0%	0.0%	0.0%
Poultry	0	0	0	0.0%	0.0%	0.0%
Sheep/Goat	0	0	0	0.0%	0.0%	0.0%
Stock/Rodeo	0	0	0	0.0%	0.0%	0.0%
Swine	2	1	0	0.0%	0.0%	100.0%
Vet Auth	3.75	12	1.01	75.0%	16.7%	8.3%
Vet Int.	4.33	3	0.47	100.0%	0.0%	0.0%
ALL TAHC	3.69	42	0.96	69.0%	16.7%	14.3%

*% of TAHC respondents that selected N/A or did not answer for the complaint section: 94.3%





Complaint Handling Process (Continued)

If you have filed a formal complaint, *how satisfied were you with the TAHC's complaint handling process?*

[Drilldown for neutral or unsatisfactory] We are sorry that you were not satisfied with the agency's complaint handling process, please help us understand where we can do better. How satisfied are you with the agency's complaint handling process...?

- to easily file a complaint
- to have it handled in a timely manner

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral or unsatisfied score. A zero indicates that no responses were recorded.

Group	Easily file a complaint	Timely manner
Gen Int	0	0
Ag Teach	0	0
Agriffe	0	0
Cattle	3.33 (3)	4 (3)
Dairy	0	0
Equine	2 (1)	2 (1)
Exotic	3.33 (3)	3 (3)
Live Mark	0	0
Live Pub	3 (1)	1 (1)
Media	0	0
Poultry	0	0
Sheep/Goat	0	0
Stock/Rodeo	0	0
Swine	3 (1)	3 (1)
Vet Auth	2.67 (3)	3 (3)
Vet Int.	0	0
ALL TAHC	3 (12)	3 (12)

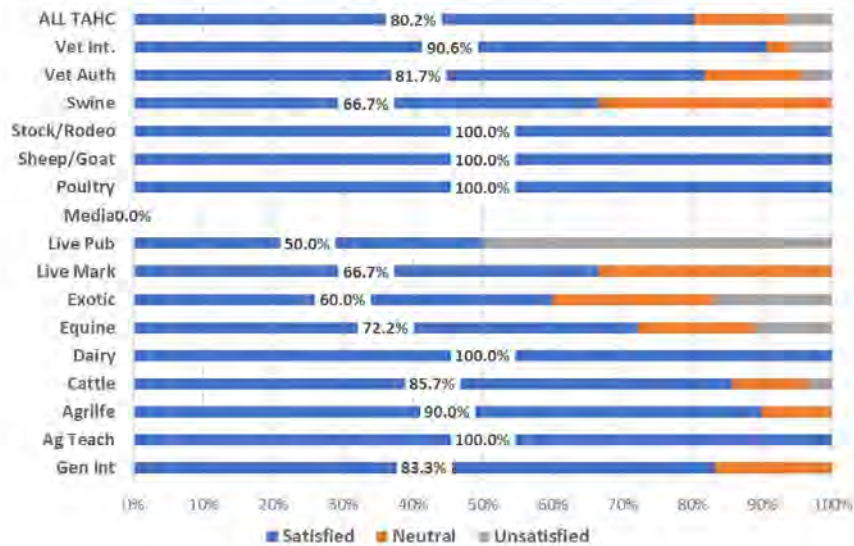


Service Time

If you waited to receive a service from the TAHC, *how satisfied were you with the TAHC's ability to timely serve you, including the amount of time you waited for service in person?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	4	6	0.58	83.3%	16.7%	0.0%
Ag Teach	4	2	0	100.0%	0.0%	0.0%
Agrilfe	4.2	20	0.6	90.0%	10.0%	0.0%
Cattle	4.21	28	0.77	85.7%	10.7%	3.6%
Dairy	4.5	2	0.5	100.0%	0.0%	0.0%
Equine	3.94	18	1.27	72.2%	16.7%	11.1%
Exotic	3.57	35	1.32	60.0%	22.9%	17.1%
Live Mark	3.67	3	0.47	66.7%	33.3%	0.0%
Live Pub	2.5	2	1.5	50.0%	0.0%	50.0%
Media	0	0	0	0.0%	0.0%	0.0%
Poultry	5	2	0	100.0%	0.0%	0.0%
Sheep/Goat	4.5	2	0.5	100.0%	0.0%	0.0%
Stock/Rodeo	4	1	0	100.0%	0.0%	0.0%
Swine	3.83	6	0.69	66.7%	33.3%	0.0%
Vet Auth	4.06	93	0.85	81.7%	14.0%	4.3%
Vet Int.	4.06	32	0.83	90.6%	3.1%	6.3%
ALL TAHC	4	252	0.96	80.2%	13.5%	6.3%

*% of TAHC respondents that selected N/A or did not answer for the service section: 65.8%



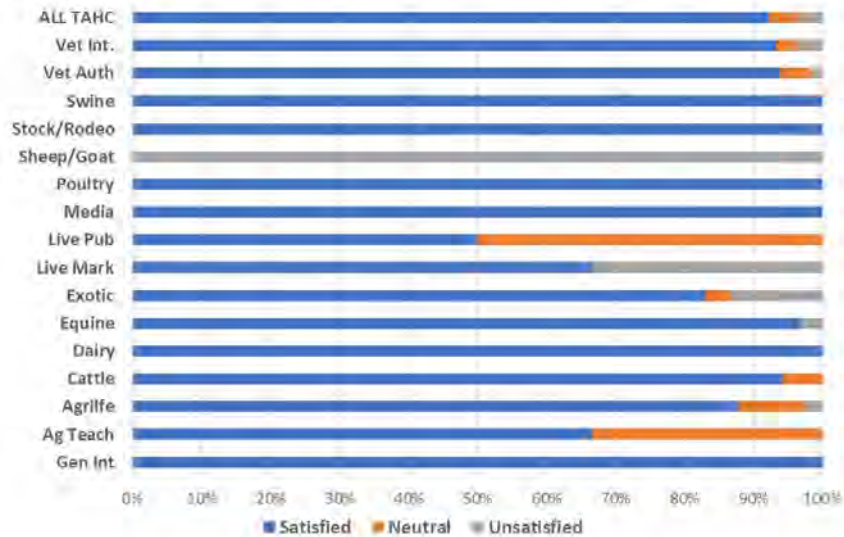


Printed Information

If you receive or have received printed information from TAHC, *how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?*

Group	Average	Number	Std. Dev	Satisfied	Neutral	Unsatisfied
Gen Int	4.36	14	0.48	100.0%	0.0%	0.0%
Ag Teach	4	3	0.82	66.7%	33.3%	0.0%
Agrilife	4.29	41	0.74	87.8%	9.8%	2.4%
Cattle	4.31	70	0.57	94.3%	5.7%	0.0%
Dairy	4.25	4	0.43	100.0%	0.0%	0.0%
Equine	4.34	61	0.72	96.7%	0.0%	3.3%
Exotic	3.94	53	1.12	83.0%	3.8%	13.2%
Live Mark	3.67	3	1.25	66.7%	0.0%	33.3%
Live Pub	3.5	2	0.50	50.0%	50.0%	0.0%
Media	4	1	0.00	100.0%	0.0%	0.0%
Poultry	4.5	6	0.50	100.0%	0.0%	0.0%
Sheep/Goat	1	1	0.00	0.0%	0.0%	100.0%
Stock/Rodeo	4.33	3	0.47	100.0%	0.0%	0.0%
Swine	4.43	7	0.49	100.0%	0.0%	0.0%
Vet Auth	4.25	133	0.64	94.0%	4.5%	1.5%
Vet Int.	4.34	58	0.78	93.1%	3.4%	3.4%
ALL TAHC	4.25	460	0.77	92.2%	4.3%	3.5%

*% of TAHC respondents that selected N/A or did not answer for the print section: 37.6%





Printed Information (Continued)

If you receive or have received printed information from TAHC, *how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?*

[Drilldown for neutral or unsatisfactory] We are sorry that you were not satisfied with the agency's printed information, please help us understand where we can do better. How satisfied are you with the following related to TxDOT's printed information...?

- accuracy
- clarity
- usefulness

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral or unsatisfied score. A zero indicates that no responses were recorded.

Group	Accuracy	Clarity	Usefulness
Gen Int	0	0	0
Ag Teach	0	3 (1)	3 (1)
Agrilife	2.8 (5)	3.4 (5)	3 (5)
Cattle	4 (2)	4 (2)	2.5 (2)
Dairy	0	0	0
Equine	2.5 (2)	2.5 (2)	2 (2)
Exotic	1.75 (8)	1.78 (9)	1.67 (9)
Live Mark	2 (1)	2 (1)	3 (1)
Live Pub	3 (1)	3 (1)	3 (1)
Media	0	0	0
Poultry	0	0	0
Sheep/Goat	1 (1)	1 (1)	4 (1)
Stock/Rodeo	0	0	0
Swine	0	0	0
Vet Auth	2.63 (8)	2.88 (8)	2.38 (8)
Vet Int.	2 (3)	2 (3)	2 (3)
ALL TAHC	2.39 (31)	2.55 (33)	2.33 (33)

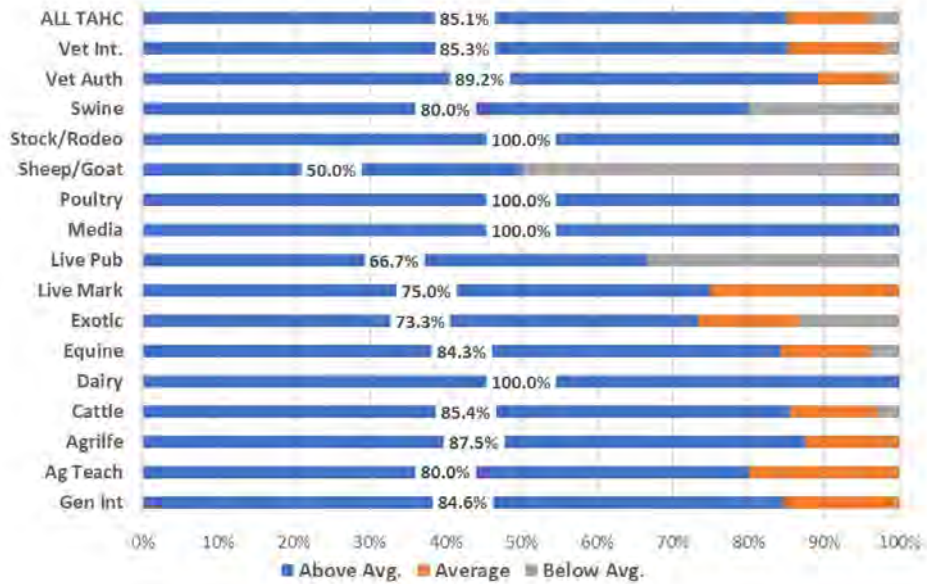


Overall

I trust TAHC to do a good job.

Group	Average	Number	Std. Dev	Above Avg.	Average	Below Avg.
Gen Int	4.19	26	0.68	84.6%	15.4%	0.0%
Ag Teach	4.2	5	0.75	80.0%	20.0%	0.0%
Agrilife	4.4	48	0.7	87.5%	12.5%	0.0%
Cattle	4.2	103	0.83	85.4%	11.7%	2.9%
Dairy	4.5	4	0.5	100.0%	0.0%	0.0%
Equine	4.22	102	0.87	84.3%	11.8%	3.9%
Exotic	3.77	75	1.16	73.3%	13.3%	13.3%
Live Mark	4	4	0.71	75.0%	25.0%	0.0%
Live Pub	3	3	1.41	66.7%	0.0%	33.3%
Media	4.5	4	0.5	100.0%	0.0%	0.0%
Poultry	4.5	8	0.5	100.0%	0.0%	0.0%
Sheep/Goat	3	2	2	50.0%	0.0%	50.0%
Stock/Rodeo	4.5	4	0.5	100.0%	0.0%	0.0%
Swine	4	15	1.1	80.0%	0.0%	20.0%
Vet Auth	4.25	185	0.73	89.2%	9.2%	1.6%
Vet Int.	4.22	95	0.78	85.3%	12.6%	2.1%
ALL TAHC	4.18	683	0.86	85.1%	11.0%	4.0%

*% of TAHC respondents that selected N/A or did not answer for the trust item: 7.3%





5. FUTURE STUDY RECOMMENDATIONS:

The current survey should be reviewed by relevant parts of the agency to ascertain what actions, if any, need to be taken based on the customer input. Any actions or discussions regarding the survey should be captured and considered towards any modifications for future questionnaires. A customer service survey should be a regularly scheduled activity. A timeline for ongoing assessment processes should be established for this customer service survey. The recommendation is to set up a bi-annual customer service survey, which is mandated by the OOG and LBB in the Texas Government Code, Chapter 2114.002.

Any customer service survey should have elements which are measurable over time as well as containing new elements that may be important to inform the customers about program modifications or enhancements.

An inventory of all customer engagement efforts such as newsletters, announcements, surveys, and communication materials should be inventoried and then coordinated and optimized for clearer, more concise messaging.

Through an analysis of the customer data, additional modalities to engage individuals may be needed, such as paper and pencil instruments or phone surveys, if specific populations are not being reached by the electronic mail method.



6. APPENDIX

6.1 TAHC Customer Service Survey

INTRODUCTORY PARAGRAPH

On behalf of the Texas Animal Health Commission (TAHC) and the Institute for Organizational Excellence (IOE), thank you for taking a few minutes to complete this short survey. The survey takes one to three minutes to take, and you are not required to answer all items. All of your individual answers will remain confidential. For more information or to contact the IOE, visit www.survey.utexas.edu.

1. If you visit or visited a TAHC facility, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)

- 1A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the facilities, please help us understand where we can do better. How satisfied are you with the facility's...?

- accessibility (your ability to access the facility)
- location
- signs
- cleanliness

Options for each item above:
Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)

2. If you interact or have interacted with TAHC staff, how satisfied are/were you with the agency's staff you interacted with?

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)



2A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with your interactions with TAHC staff, please help us understand where we can do better. How satisfied are you with the staff's...?

- courtesy or friendliness
- knowledge to address your question
- ability to identify themselves to you

Options for each item above:

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)

3. If you communicate or have communicated with TAHC, how satisfied are/were you with the communication you received from the agency?

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)

3A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with agency communications, please help us understand where we can do better. How satisfied are you with the different types of agency communication?

- access to contact information
- the time spent communicating with the agency
- the number of phone transfers
- talking to a person
- written correspondence
- email
- text/chat messages
- mobile application

Options for each item above:

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)



4. If you interact or have interacted with TAHC's website (tahc.texas.gov), how satisfied are/were you with the agency's website (www.tahc.texas.gov),?

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)

4A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with TAHC's website, please help us understand where we can do better. How satisfied are you with the following related to TAHC's website...?

- ease of navigation
- mobile access
- accuracy of information
- ability to find services/ programs
- ease in finding contact information
- information available to make a complaint

Options for each item above:

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)

5. If you have filed a formal complaint, how satisfied were you with the agency's complaint handling process?

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)

5A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's complaint handling process, please help us understand where we can do better. How satisfied are you with the agency's complaint handling process...?

- to easily file a complaint
- to have it handled in a timely manner

Options for each item above:

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)



6. If you waited to receive a service from the agency, how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)

7. If you receive or have received printed information from TAHC, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)

7A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's printed information, please help us understand where we can do better.

How satisfied are you with the following related to TAHC's printed information...?

- accuracy
- clarity
- usefulness

Options for each item above:

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)

8. I trust TAHC to do a good job.

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)



6.2 About the IOE

The instrument findings were produced by the Institute for Organizational Excellence (IOE). The IOE is a research institute associated with the Office of the Associate Dean of Research at the University of Texas at Austin's School of Social Work. The IOE has more than 40 years of experience in providing survey research services to over a hundred state and local agencies and institutions of higher education as well as private and nonprofit organizations.

The overarching goal of the IOE is to promote excellence within organizations by encouraging research and continuing education. We seek to achieve our mission through the following: providing valuable tools for organizational improvement; delivering effective and reliable methods for the assessment of employee perceptions; maintaining useful benchmark data for measuring performance; and fostering an organization's perceptiveness to change, ability to learn, and potential for success.

The IOE Director is Dr. Noel Landuyt. The IOE is principally known for conducting employee attitudinal surveys, such as the Survey of Employee Engagement (an employee assessment used for Texas government employees since 1979). The IOE's website is www.survey.utexas.edu. Special appreciation for assistance in preparation, writing, and analysis conducted on this project goes to Samantha Johnson, Graduate Research Assistant and Richie King, Graduate Research Assistant.

The IOE can be contacted by phone at (512) 471-9831, by email to is orgexcel@utexas.edu or by mail to IOE, UT Austin, 306 Inner Campus Dr. #2.200, D3500 Austin, TX 78712. The IOE's website is www.survey.utexas.edu.



Customer Service Survey Performance Measures

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received – 85.1% of respondents expressed overall satisfaction with services received from TAHC.

Output Measures

Total Customers Surveyed – The agency directly surveyed 22,122 customers via email.

Response Rate – The response rate for the customer service survey was 4%.

Total Customers Served – The total population of customers in all unique customer groups is roughly estimated to be 500,000.

Efficiency Measures

Cost per Customer Surveyed – \$0.16.

Explanatory Measures

Total Customers Identified – The total population of customers in all unique customer groups is roughly estimated to be 500,000.

Customer Groups Inventoried – Sixteen unique customer groups have been identified for each agency program.



Schedule I: Certification of Compliance with Cybersecurity Training



CERTIFICATE

Texas Animal Health Commission

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 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

Lewis R. Dinges DVM

Signature

Lewis R. Dinges, DVM

Printed Name

Executive Director and State Veterinarian

Title

June 1, 2026

Date

Board or Commission Chair

Coleman H. Locke

Signature

Coleman H. Locke

Printed Name

Chair of the Tx. Animal Health Commission

Title

June 1, 2026

Date



Schedule J: Certification of Compliance with Artificial Intelligence Training



CERTIFICATE

Texas Animal Health Commission

Pursuant to 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 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

Lewis R. Dinges, DVM

Signature

Lewis R. Dinges, DVM

Printed Name

Executive Director and State Veterinarian

Title

June 1, 2026

Date

Board or Commission Chair

Coleman H. Locke

Signature

Coleman H. Locke

Printed Name

Chair of the Tx. Animal Health Commission

Title

June 1, 2026

Date