

December 30, 2025

Tomiquia Moss, Secretary
California Business, Consumer Services and Housing Agency
500 Capitol Mall, Suite 1850
Sacramento, CA 95814

Dear Secretary Tomiquia Moss,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the Veterinary Medicine submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Matthew McKinney, Deputy Executive Officer, at (916) 282-3529, Matthew.McKinney@dca.ca.gov.

GOVERNANCE

Mission and Strategic Plan

Mission: To protect all consumers and animals by regulating licensees, promoting professional standards, and enforcing the California Veterinary Medicine Practice Act.

Vision: To be the premier consumer protection agency leading the effort to advance quality veterinary medical care.

Values:

- Integrity
- Professionalism
- Responsiveness
- Transparency
- Efficiency
- Diversity, Equity, and Inclusion
- Respectfulness

Goal 1: Customer Service

To ensure consumers, applicants, licensees, schools, and all other stakeholders receive service in a prompt, courteous, accurate, and cost-effective manner.

Goal 2: Licensing and Examinations

To ensure consumer protection through appropriate licensing and examination standards.

Goal 3: Enforcement

To protect the public and their animals through education and enforcement of the laws pertaining to veterinary practice.

Goal 4: Legislation and Regulations

To review, improve, implement, and participate in legislative and regulatory processes.

Goal 5: Outreach

To inclusively engage and educate consumers, applicants, licensees, and other stakeholders on laws and issues affecting veterinary medicine.

Control Environment

The Board's vision is to establish an environment in which Californians have access to quality veterinary care for all animals. The Board pursues its mission and vision through management's established effective control environment through its demonstrated core values – integrity, professionalism, responsiveness, transparency, efficiency, diversity, equity, and inclusion, and respectfulness. The Board's management team encourages open communication with staff, holds weekly one-on-one meetings, and fosters an open dialogue whenever anyone has a concern – ethical or otherwise.

The eight-member Board provides oversight of the Executive Officer (EO), and the EO oversees the day-to-day operations of the Board. There are three managers over Enforcement and one manager over Licensing and Administration. The management team is responsible for the recruitment and maintenance of a competent workforce; and evaluates employee performance to enforce accountability through adhering to the personnel laws, policies, and procedures.

Within the licensing and enforcement teams, there are team leads (Associate Governmental Program Analyst level) who provide additional oversight. The Board, management team, and leads are all available for coaching, mentoring, and training. Documentation of these is found in The Board's strategic plan, sunset reports, and organization charts.

Information and Communication

The Board collects and communicates relevant and reliable information needed for operational, programmatic and financial decision-making through one-on-one staff/manager meetings, individual unit meetings, and all staff meetings. The Board also distributes customer satisfaction surveys, has regularly meetings with staff and stakeholders to gauge effectiveness and determine if there are any opportunities for improvement. This information is used on a regular basis to improve all communication and decision-making.

Board staff maintains good working relationships with Department of Consumer Affairs' (DCA) Executive Team, Budget Offices, Legislative Affairs, Legal Affairs, Office of Human Resources, etc. They also work closely with other state and federal governmental agencies, the Attorney General's Office, and district attorneys. Employees are encouraged to report inefficiencies and inappropriate actions to management and other decision makers such as DCA.

In addition, the management team works closely with the EO and meets regularly to discuss areas of concern associated with internal/external risk to the Board, staff performance, staff accountability, and fiscal matters. The EO also provides regular updates to the Board President regarding the budget, staff updates, industry and administrative concerns, and upcoming events relevant to the profession. Further, the Board meets, at minimum, four (4) times a year in a public setting to handle matters related to licensure, disciplinary actions, legislation, regulation, budget and a variety of other topics related to the status of daily operations.

MONITORING

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the Veterinary Medicine monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Matthew McKinney, Deputy Executive Officer; Jessica Sieferman, Executive Officer.

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The EO meets with the management team Tuesday, Thursday, and Friday to discuss daily operations, challenges, and efficiencies that can be implemented. The management team meets with their individual teams and holds one-on-one meetings with staff to discuss performance and expectations. The management team works together to compare results and expectations and determine if changes are needed. The EO assigns ownership for addressing vulnerabilities to the respective managers and they are responsible for monitoring the processes in place and eliminating inefficiencies.

RISK ASSESSMENT PROCESS

The following personnel were involved in the Veterinary Medicine risk assessment process: executive management, middle management, and front line management.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, external stakeholders, questionnaires, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

The following personnel were involved in the California Veterinary Medical Board's risk assessment process: executive management, middle management, and front line management.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, questionnaires, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

RISKS AND CONTROLS

Risk: Lack of up-to-date Procedure Manuals

The procedure manuals for both licensing and enforcement staff are outdated and need to be updated comprehensively. Lack of complete and comprehensive procedure manuals results in staff being trained mostly verbally and relying on memory to follow correct processes. As Board staff turnover, the potential for loss of historical knowledge increases.

Control: Update Procedure Manuals

Develop procedure manuals for all staff. Update the procedure manuals regularly, and use them to train new staff.

CONCLUSION

The Veterinary Medicine strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Jessica Sieferman, Executive Officer

CC: California Legislature [Senate, Assembly]
California State Auditor
California State Library
California State Controller
Director of California Department of Finance
Secretary of California Government Operations Agency