

MEMORANDUM

Date	October 2, 2026
To	California Veterinary Medical Board (Board)
From	Matt McKinney, Deputy Executive Officer
Subject	Agenda Item 13.E. Strategic Plan

Background

The Board's 2024-2028 Strategic Plan includes 41 objectives within five individual goal areas, broken down as follows:

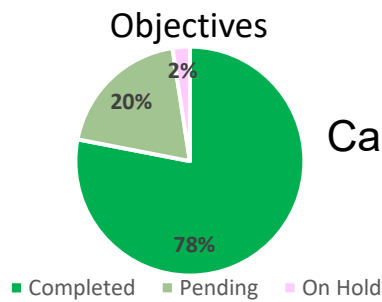
1. **Customer Service:** 4 Objectives
2. **Licensing & Examinations:** 3 Objectives
3. **Enforcement:** 7 Objectives
4. **Legislation & Regulations:** 19 Objectives
5. **Outreach:** 8 Objectives

After the Board adopted the Strategic Plan, staff, along with the Department of Consumer Affairs, Strategic Organizational Leadership and Individual Development Planning Solutions unit created an Action Plan that identified 191 tasks to be completed within the four-year period. The attached Strategic Plan Objective Tracker (Tracker) outlines the Board's progress in completing the Board's 2024-2028 Strategic Plan.

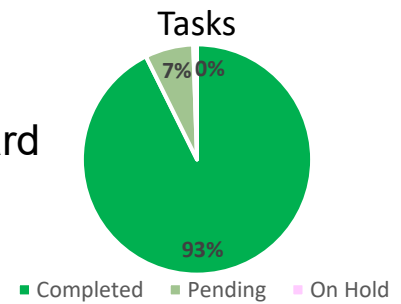
As of October 2, 2026, 78% of the Objectives and 93% of the Tasks are completed. Board staff prioritizes completing Objectives and Tasks by the Target Completion dates in the Tracker.

Attachments:

1. 2024-2028 Strategic Plan Objective Tracker



California Veterinary Medical Board 2024-2028



Goal 1: Customer Service			
1.1	Create better tracking mechanisms of response times to questions and requests for information to improve response times for all inquiries.		
Success Measure:	Tracking mechanisms have been implemented.		
Objectives/Tasks		Target Completion	Current Status
1.1.1	Explore possibility of using Artificial Intelligence (AI) responses.	Q2 2025	Completed
	9/2024: The Board's Executive Officer (EO) met with DCA's Chief Information Officer and Chief Technology Officer to discuss this objective. Based on Board discussion during the Strategic Planning Session, it appears the Board would like to utilize a chat-bot feature rather than AI. 4/2025: The Board's EO confirmed DCA is still working through two different options for the Board. 5/2025: DCA provided Amazon ChatBot Demo; EO and Office of Information Services (OIS) working on next steps. - OIS provided demo to the Board at the July 2025 Board meeting.		
1.1.2	Create monthly reports for phone calls.	Q3 2025	Completed
	7/2025: Discussed software available for tracking incoming call data with OIS 11/2025: DEO met with OIS for overview on tracking mechanisms and reports available within the software.		
1.1.3	Create audit processes for main and enforcement email inboxes.	Q3 2025	Completed
	2/2025: Main email inbox audit process created 3/2025: Audit process created for enforcement emails		
1.1.4	Research ability to shadow calls for training.	Q3 2024	Completed
	8/2024: Licensing/Admin Unit researched varying training headsets for shadow calls and submitted a purchase order to BSO.		
1.1.5	Research and log commonly asked questions.	Q1 2025	Completed
	11/2024: Licensing/Admin Unit compiled a list of commonly asked questions and is developing answers for management and legal review.		
1.2	Begin regular customer service training for staff to improve stakeholder satisfaction.		
Success Measure:	Regular customer service training implemented.		
Objectives/Tasks		Target Completion	Current Status
1.2.1	Collaborate with SOLID to create custom customer service training for all staff.	Q2 2024	Completed
	10/2024: DEO met with SOLID Training Manager to discuss training needs and established training dates.		

1.2.2	Collaborate with SOLID on de-escalation training for all staff.	Q2 2024	Completed
	10/2024: DEO met with SOLID Training Manager to discuss training needs and established training dates.		
1.2.3	Implement regular trainings.	Q4 2024	Completed & Ongoing
	12/2024: Quarterly training dates established for 2025.		
1.3	Provide training on translation services and resources to improve accessibility for stakeholders.		
Success Measure:	Training and resources provided to staff.		
Objectives/Tasks		Target Completion	Current Status
1.3.1	Research translations services available from DCA.	Q1 2025	Completed
	11/2024: Admin/Licensing manager obtained information from DCA's Consumer Information Center.		
1.3.2	Contact EEO office for ideas on increasing accessibility.	Q1 2025	Completed
	3/2025: Board staff contacted EEO for suggestions on increasing accessibility.		
1.3.3	Research translation services for complaint forms.	Q1 2025	Completed
	3/2025: Reached out to OIS, who stated that the online form could not be translated directly, but the user's browser has the translation option.		
1.3.4	Create processes for requesting translation services.	Q2 2025	Completed
	11/2024: Admin/Licensing manager disseminated process for requesting translation services to staff.		
1.3.5	Prepare and provide presentation to staff.	Q1 2026	Completed
	11/2024: Translation services information presented to staff.		
1.4	Review and update the website as necessary to ensure it is accurate.		
Success Measure:	Website is updated with accurate information.		
Objectives/Tasks		Target Completion	Current Status
1.4.1	Contact OIS for link-tree on website.	Q4 2024	Completed
	11/14/2024: Contacted OIS for link tree.		
1.4.2	Establish process for regular spot-checks of website.	Q1 2025	Completed
	2/2025: Process established for spot-checks of website.		
1.4.3	Assign groups to review/audit areas of the website that need to be updated.	Q1 2025	Completed
	3/2025: Groups assigned to review/audit website.		
1.4.4	Compile list of issues on website.	Q3 2025	Completed & Ongoing

	• 3/2025: Staff compiled list of website issues.		
1.4.5	Collaborate with legal counsel on new/updated content.	Q3 2025	Completed & Ongoing
	• 5/2025: Staff began submitting proposed website updates to legal counsel.		
1.4.6	Submit corrected information/forms to OIS for updating.	Q2 2026 & ongoing	Completed & Ongoing
	• 3/2026: Since 3/2025, over 200 website update requests have been submitted to DCA's web team to ensure that the Board's website remains up-to-date.		
1.4.7	Conduct quality assurance check for first update	Q2 2026	Completed & Ongoing
	• 4/2026: Staff conducted quality assurance review.		
1.4.8	Conduct regular spot checks on website.	Q3 2026 & ongoing	Completed & Ongoing
	• 5/2026 monthly spot checks occurring.		
Goal 2: Licensing & Examinations			
2.1	Streamline the hard card fingerprint process of background checks to decrease processing times for out-of-state applicants.		
Success Measure:	Hard card fingerprint process streamlined.		
Objectives/Tasks		Target Completion	Current Status
2.1.1	Research ways to streamline the hard card process.	Q4 2024	Completed
	• 10/2024: EO met with DCA Director, Chief Information Officer, and Department of Justice (DOJ) to discuss the following streamlined processes: accepting alternative methods for obtaining hard cards (printing directly from Board websites, purchasing from Amazon, mail pre-printed hard cards) and allowing licensees to send completed hard cards directly to DOJ. DOJ is researching the feasibility of these requests and will update DCA.		
2.1.2	Work with other state boards to find ways to streamline the licensure process with out-of-state licensees.	Q4 2024	Completed & Ongoing
	• State veterinary boards now meet on a quarterly basis to, among other things, discuss and address bottlenecks in the out-of-state licensure process. • State veterinary boards now use an online verification spreadsheet to quickly identify those states who utilize online verification systems, like DCA's license search page, for license verifications. For those who don't, the spreadsheet identifies the point of contact for those verifications. • State veterinary boards also use AAVSB's online verification system, when applicable.		
2.1.3	Collaborate with DCA Executive Office.	Q4 2024	Completed & Ongoing
	• 10/2024: EO met with DCA Director, Chief Information Officer, and DOJ to discuss streamlined processes. EO will continue to collaborate with DCA Executive Office.		
2.1.4	Create streamlined hard card instructions for out-of-state applicants.	Q3 2025	On Hold

	4/2025: DCA is working with DOJ to develop the instructions for out-of-state applicants. The goal is for applicants to have the option to have a hard card mailed to them, print one out on card stock, or purchase a hard card from a fingerprint vendor or Amazon. Allowing applicants other options could streamline the process by several weeks.		
2.1.5	Collaborate with OIS.	Q4 2024	Completed & Ongoing
	10/2024: EO met with DCA Director, Chief Information Officer, and DOJ to discuss streamlined processes. EO will continue to collaborate with DCA Executive Office.		
2.1.6	Establish process in BreEZe to streamline hard cards.	Q3 2025	Completed
	4/2025: OIS is working on solutions to streamline the process through BreEZe for hard cards and livescan services. 3/2026: Updates to allow applicants to request and pay for hard cards during their BreEZe application was released and went live.		
2.2	Pursue ways for Registered Veterinary Technician (RVT) candidates to take the national examination prior to graduation to address RVT shortages and decrease application processing times.		
Success Measure:	New ways established.		
Objectives/Tasks		Target Completion	Current Status
2.2.1	Collaborate with other state executive directors.	Q1 2024	Completed
2.2.2	Collaborate with AAVSB.	Q1 2024	Completed
2.2.3	Submitted formal request to revise their approval criteria for the national exam.	Q1 2024	Completed
2.2.4	Attend AAVSB board of director meetings.	Q1 2024	Completed
2.3	Identify ways the exam can better assess licensee applicants' communication skills to better prepare them for interacting with consumers.		
Success Measure:	New assessment method created.		
Objectives/Tasks		Target Completion	Current Status

2.3.1	Partner with ICVA to identify ways to better assess communication skills of licensee candidates.	Q2 2026	In Progress
	3/2025: Emailed ICVA to set up meeting to discuss options with National Examinations Subcommittee. 4/2025: ICVA created a Communication Skills Assessment Task Force. The mandate of the Task Force is to review communication skills assessment practices across the health professions, not just at the licensure (NAVLE) level. This group performed a systematic review identifying communication skills assessment methods used across the health professions (currently in review for publication). The primary finding was that there needs to be a clear definition of communication skills and the components that can be assessed. To that end, ICVA is building a communication skills blueprint that can be used by veterinary medicine to guide the selection and use of assessment methods. The first step in this blueprinting process will commence in June of 2025. 4/2026: ICVA presented their Communication Skills Assessment Taskforce progress.		
Goal 3: Enforcement			
3.1	Implement automatic complaint status updates to increase communication with complainants and respondents throughout the complaint process.		
Success Measure:	Automatic complaint status implemented.		
Objectives/Tasks		Target Completion	Current Status
3.1.1	Research what MBC did to implement an automatic complaint status.	Q1 2025	Completed
	2/2025: MBC is planning to leverage the Courtesy Email Notification (CEN) Interface to send automated email messages to patients and their authorized representatives when certain activity code events are added to a complaint in BreEZe. Which specific activity code events will trigger these automated email messages have not yet been finalized, but MBC is analyzing the critical milestones to notify users that information will be available in our Complaint Tracking System in development. Since emails themselves are not considered secure, the automated email message will be more of a notice to check the Complaint Tracking System for the actual update. The content that can be included in the email hasn't been fully vetted by legal, but they expect it to be fairly basic with the confidential information being provided through the secure Complaint Tracking System portal.		
3.1.2	Collaborate with legal on what information can be provided to involved parties.	Q2 2025	Completed
	3/2025: Legal confirmed staff's concern with providing more notices to the complainant than required under BPC section 129.		
3.1.3	Identify meaningful points of investigation to provide updates to involved parties.	Q2 2025	Completed
	3/2025: The points of investigation will only include the following: - When the complaint was received - When the case was assigned to a desk analyst (included in the acknowledgment letter) - When an initial administrative action is taken on the complaint, e.g., a public document was served (including citation, Accusation/SOI) - Final action taken on complaint (when cases are closed, when PD/Stips are effective) - When the complaint is transmitted to another agency whose authority would provide the most effective means to secure the relief sought and notice of any other means that may be available to the complainant to secure relief (BPC § 129, subd. (b)).		
3.1.4	Collaborate with OIS to update BreEZe.	Q2 2025	Completed

	12/2025: DEO met with DCA's Policy and Analytics Officer on implementation. It was determined the request can move to DCA's Portfolio Governance Committee for approval and prioritization.		
3.1.5	Submit BMOs to update BreEZe.	Q3 2025	Completed
	4/2025: BMOs submitted to update BreEZe. 3/2026: Request was sent to Portfolio Management Team (in queue). 4/2026: OIS adding request to projected global October 2026 Enforcement update.		
3.1.6	Add information about how to check status on acknowledgement letter.	Q4 2026	Pending
	Global BreEZe Enforcement update has been postponed and may occur in December, 2026.		
3.2	Update the website's information on the complaint process to educate consumers on what types of complaints the Board can and cannot address.		
Success Measure:	Website updated.		
Objectives/Tasks		Target Completion	Current Status
3.2.1	Update website to include quick link to file a complaint.	Q2 2024	Completed
	6/2024: Quick link added to website's header		
3.2.2	Research information provided by other state boards on complaint process.	Q1 2025	Completed
	12/2024: Compiled potential changes from all other state boards		
3.2.3	Draft updated information.	Q3 2025	Completed
	3/2025: Enforcement Unit drafting updates 5/2025: Updated information drafted 3/2026: Revised and made edits to draft		
3.2.4	Submit updated information for legal review.	Q4 2025	Completed & Ongoing
	3/2026: Updated information sent to legal for review		
3.2.5	Submit request to post updated information on website.	Q4 2025	Completed & Ongoing
	5/2026: Updated information posted to About the Board and Applicant Info pages		
3.3	Track types of complaints the Board receives for improved data on consumer complaints.		
Success Measure:	Tracking types of complaints received.		
Objectives/Tasks		Target Completion	Current Status
3.3.1	Work with Complaint Audit Subcommittee (CAS) to identify what types of complaints to add to the complaint form.	Q2 2025	Completed
	1/2025: During the January meeting, the Board specified the types of complaints it wants added to the complaint form: Small Animal, Livestock, Equine, and Other.		
3.3.2	Get new complaint form approved by legal.	Q3 2025	Completed
	1/2025: Legal attended the January meeting and was there when the Board decided which complaint types were added. No additional review was necessary.		

3.3.3	Submit BMO to update in BreZE.	Q4 2025	Completed
	3/2025: Small Animal, Livestock, Equine, and Other were requested to be added to the online complaint form.		
3.3.4	Create reports to track different complaint types.	Q1 2026	Completed
	1/2026: Report created to show type of complaint.		
3.3.5	Update the online complaint form to include more specific details.	Q2 2026	Completed
	8/2025: Released into production.		
3.4	Increase number of subject matter experts (SME) and consultants reviewing cases to decrease processing times.		
Success Measure:	Increased number of SMEs and consultants.		
Objectives/Tasks		Target Completion	Current Status
3.4.1	Reach out to potential consultants for contracts.	Q2 2024	Completed & Ongoing
	5/2024: Additional consultant added to pool. 4/2026: SMEs with limited availability considered for consultant pool.		
3.4.2	Research and update website to identify ease of access for recruitment.	Q1 2025	Completed
	11/2024: Sent email to SMEs for suggestions on recruitment. 3/2025: Sent email to Internet Team to update the website with SME suggestions.		
3.4.3	Create social media campaign to recruit more SMEs.	Q2 2025	Completed & Ongoing
	5/2025: Solicited feedback from staff for social media postings. 6/2025: Staff provided potential social media posts for management to consider. 4/2026: Social media campaign created. 6/2026: Host recruitment booth at PacVet 2026.		
3.4.4	Launch social media campaign.	Q2 2026	Completed & Ongoing
	4/2026: Social media campaign launched.		
3.4.5	Disseminate targeted subscriber notice to recruit SMEs.	Q2 2026	Completed & Ongoing
	4/2026: Generated report to identify eligible SMEs based on criteria. 4/2026: Disseminated targeted email blast to recruit SMEs.		
3.5	Develop specific disciplinary guidelines for RVTs and Veterinary Assistant Controlled Substances Permit (VACSP) holders to increase the consistent application of guidelines.		
Success Measure:	Guidelines are developed.		
Objectives/Tasks		Target Completion	Current Status
3.5.1	Meet with RVT Subcommittee regarding disciplinary guidelines for RVTs and VACSPs.	Q1 2025	Completed
	5/2025: RVT Subcommittee discussed disciplinary guidelines for RVTs and VACSPs.		
3.5.2	Evaluate existing terms for necessity and applicability.	Q1 2025	Completed
	3/2025: Enforcement Unit reviewed existing terms for necessity and applicability		

3.5.3	Develop recommendations for Multidisciplinary Advisory Committee (MDC) meeting.	Q3 2025	Completed
	5/2025: RVT Subcommittee developed recommendations for the MDC consideration. The recommendations include updating existing guidelines, rather than creating separate guidelines, to incorporate RVTs and VACSPs. Staff is working on additional guideline updates. Once those are completed, the Subcommittee and Board staff will present all recommendations to the MDC (aiming for October 2025). 4/2026: Staff met to draft updates to existing guidelines.		
3.5.4	Present to MDC for approval.	Q3 2026	Pending
3.5.5	Develop new terms, if necessary.	Q3 2025	Completed
	The Subcommittee's recommendations do not include developing any new terms.		
3.5.6	Present recommendations for Board approval	Q4 2026	Pending
3.6	Create a national inspection workgroup to create best practices and identify emerging issues.		
Success Measure:	Inspection workgroup best practices created.		
Objectives/Tasks		Target Completion	Current Status
3.6.1	Identify state boards that have inspection programs.	Q2 2025	Completed
	Ten state boards responded to an AAVSB survey that they had inspection programs.		
3.6.2	Reach out to other state boards for interest in joining workgroup.	Q3 2025	Completed
	11 state boards expressed interest in joining the workgroup (one board does not have an established program, but is interested in starting one).		
3.6.3	Create regular quarterly meeting schedule for inspection workgroup.	Q3 2025	Completed
	The inspection workgroup will be meeting quarterly, starting in February 2025.		
3.6.4	Develop best practices.	Q2 2026	In Progress
3.7	Update the self-inspection checklist to help licensees remain in compliance with regulations.		
Success Measure:	Updated self-inspection checklist is distributed.		
Objectives/Tasks		Target Completion	Current Status
3.7.1	Review self-inspection checklist to identify out of practice standards and outdated language.	Q1 2025	Completed
	Inspection Subcommittee (ISC) identified out of practice standards and outdated language.		
3.7.2	Meet with ISC.	Q1 2025	Completed
	2/25-3/25 ISC met to discuss updates to self-inspection checklist.		
3.7.3	Draft self-inspection checklist for each type of premises.	Q2 2025	Completed

	• 2/25-3/25 ISC drafted checklist for each type of premises.		
3.7.4.	Legal review of self-inspection checklist.	Q3 2025	Completed
3.7.5.	Develop recommendations for MDC meeting.	Q3 2025	Completed
3.7.6	Present to MDC for feedback.	Q3 2025	Completed
	• Checklists for Small Animal Fixed, Small Animal Mobile and Small Animal Vaccination Clinic presented during July Board meeting.		
3.7.7	Present recommendation for Board feedback.	Q3 2025	Completed
	• Recommendations presented during July 2025 Board meeting		
3.7.8	Collaborate with OPA on graphics and design of checklist.	Q3 2025	Completed
	• 10/2025: New draft design provided by DCA's Publications, Design, and Editing (PDE) team.		
3.7.9	Distribute updated self-inspection checklist.	Q1 2026	Completed
	• 1/2026: Checklists being updated to coincide with effective regulatory changes. • 2/2026: Inspection Report Forms being updated to add to end of checklists for premises / office use. • 4/2026: Updated checklists sent to PDE for design and finalization. • 6/2026: Updated checklists posted on the Board's website and sent to email subscribers.		
Goal 4: Legislation and Regulations			
4.1	Engage legislature and stakeholders regarding any legislation to expand RVT's scope of practice.		
Success Measure:	Board actively engaged in legislation to expand RVT scope of practice.		
Objectives/Tasks		Target Completion	Current Status
4.1.1	Monitor all legislation related to expanding RVT scope of practice.	Q1 2024 & ongoing	Completed & Ongoing
	• 2024: Monitored RVT scope of practice legislation: AB 2133 (Board: Opposed)		
4.1.2	Engage legislators and stakeholders whenever legislation is introduced.	Q1 2024 & ongoing	Completed & Ongoing
	• 2024: Engaged legislators and stakeholders: AB 2133		
4.2	Seek statutory changes to enhance unlicensed practice penalties to decrease unlicensed veterinary practice.		
Success Measure:	Statutes updated.		
Objectives/Tasks		Target Completion	Current Status
4.2.1	Establish Unlicensed Practice Subcommittee (UPSC).	Q3 2024	Completed
	• 6/2024: UPSC established		
4.2.2	Meet with UPSC.	Q4 2024	Completed & Ongoing
	• 8/2024: UPSC held initial meeting and developed plan to complete objectives and hold multiple one-hour stakeholder meetings.		

	9/2024: UPSC held first unlicensed practice stakeholder meeting focusing on equine unlicensed practice. 11/2024: UPSC held second unlicensed practice stakeholder meeting focusing on small animal practice.		
4.2.3	Research existing unlicensed practice enforcement mechanisms. 8/2024: EO requested AAVSB survey from other veterinary jurisdictions regarding their unlicensed practice mechanisms. 9/2024: EO led AAVSB regional discussions with multiple jurisdictions discussing unlicensed practice. 9/2024: EO/Board President participated in AAVSB's Executive Director Session regarding unlicensed practice during the 2024 Annual Conference.	Q2 2025	Completed
4.2.4	Develop recommendations and legislative proposal for MDC meeting. 12/2024: UPSC met to review and discuss legislative proposals regarding unlicensed practice exemptions and unlicensed practice citations.	Q3 2025	Completed
4.2.5	Present to MDC for approval. 1/2025: Legislative proposal to amend BPC section 4875.2 and add BPC section 4875.7 presented to and approved by MDC during the January 2025 meeting.	Q4 2025	Completed
4.2.6	Present to the Board for approval. 1/2025: Legislative proposal presented to and approved by Board during the January 2025 meeting.	Q4 2025	Completed
4.2.7	Pursue legislative proposal. 1/2025: The Board approved legislative proposal. 4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 1/2026: Legislative changes effective.	Q4 2025	Completed
4.3	Pursue legislation to narrow licensure exemptions in Business and Professions Code (BPC) section 4827 to prevent unintended consequences.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.3.1	Meet with UPSC 8/2024: UPSC held initial meeting and developed plan to complete objectives and hold multiple one-hour stakeholder meetings. 9/2024: UPSC held first unlicensed practice stakeholder meeting focusing on equine unlicensed practice. 11/2024: UPSC held second unlicensed practice stakeholder meeting focusing on small animal practice.	Q4 2024	Completed
4.3.2	Evaluate and identify unintended consequences of BPC section 4827. 9/2024: UPSC held first unlicensed practice stakeholder meeting focusing on equine unlicensed practice.	Q4 2024	Completed

	11/2024: UPSC held second unlicensed practice stakeholder meeting focusing on small animal practice.		
4.3.3	Develop recommendations and legislative proposal. 12/2024: UPSC met to review and discuss legislative proposals regarding unlicensed practice exemptions and unlicensed practice citations.	Q1 2025	Completed
4.3.4	Hold stakeholder meetings for their input on legislative proposal. Stakeholder meetings were held prior to developing the proposal to seek input on what should be included. The Subcommittee and Board staff then reached out to individual entities (e.g., equine veterinarians, food production veterinarians) to see if they had concerns with the direction.	Q2 2025	Completed
4.3.5	Update legislative proposal, if necessary.	Q2 2025	Completed
4.3.6	Present to MDC for approval. 1/2025: Presented to MDC. 4/2025: Presented to and approved by MDC (with amendments) during the April 2025 meeting.	Q2 2025	Completed
4.3.7	Present to the Board for approval. 1/2025: Presented to Board. 4/2025: Presented to and approved by Board during the April 2025 meeting.	Q2 2025	Completed
4.3.8	Pursue legislative proposal. - The Board approved a legislative proposal at the April 2025 meeting. 4/2025: The proposal was not included in AB 1502 (Board's Sunset Bill). 1/2026: A revised legislative proposal was approved by the Board; the proposal is being pursued in 2026 via AB 1999.	Q2 2025	Completed
4.4	Pursue legislation to remove the 20% Veterinary Premises Inspection Mandate.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.4.1	Meet with Inspection Subcommittee.	Q2 2024	Completed
	6/2024: Inspection Subcommittee (ISC) met to discuss objective, reviewed reports from previous Subcommittee members, and reviewed the progress the Board has made in the last couple of years.		
4.4.2	Develop recommendations and legislative proposal to remove mandate. 6/2024: ISC developed recommendations and a legislative proposal.	Q2 2024	Completed
4.4.3	Present to MDC. 7/2024: ISC presented legislative proposal to amend BPC section 4809.7 to MDC. MDC approved legislative proposal and recommended Board adoption.	Q3 2024	Completed
4.4.4	Present to the Board for approval. 7/2024: MDC Chair presented recommendation to the Board. The Board approved legislative proposal.	Q3 2024	Completed

4.4.5	Pursue legislation.	Q1 2025	Completed
	- The Board pursued the legislative proposal through the Board's Sunset Bill (New Issue #3). - The legislative proposal was included in AB 1502 (Board's Sunset Bill), which was approved by the Governor on October 1, 2025. 1/2026: Legislative changes effective.		
4.5	Pursue legislation to add another RVT to the Board to increase representation and perspective of the RVT profession.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.5.1	Pursue legislation already approved by the Board through the Sunset process.	Q1 2025	Completed
	- The Board pursued the legislative amendment through the Board's Sunset Report (New Issue #4). 4/2025: Legislative amendment included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/1/26: An RVT member was added to the Board composition (BPC section 4800).		
4.6	Pursue legislation to revise the complaint prioritization statute to increase effectiveness.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.6.1	Meet with Complaint Audit Subcommittee (CAS) regarding BPC section 4875.1.	Q1 2025	Completed
	9/2024; 12/2024; 3/2025: CAS met to discuss BPC section 4875.1.		
4.6.2	Evaluate existing complaint prioritization criteria.	Q1 2025	Completed
	9/2024; 12/2024; 3/2025: CAS evaluated existing complaint prioritization criteria.		
4.6.3	Develop recommendations and legislative proposal.	Q1 2025	Completed
	3/2025: CAS developed legislative proposal for BPC section 4875.1 4/2025: CAS to discuss potential legislative changes with MDC		
4.6.4	Hold stakeholder meetings for their input on legislative proposal.	Q2 2025	Completed
	Due to the minor amendment, stakeholder meetings were unnecessary.		
4.6.5	Update legislative proposal, if necessary.	Q2 2025	Completed
	Unnecessary		
4.6.6	Present to MDC for approval.	Q2 2025	Completed
	4/2025: Legislative proposal presented to and approved by MDC during April 2025 Meeting.		
4.6.7	Present to the Board for approval.	Q2 2025	Completed
	4/2025: Legislative proposal presented to and approved by Board during April 2025 Meeting.		

4.6.8	Pursue legislative proposal.	Q2 2025	Completed
	4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.		
4.7	Propose legislation to provide VACSP holders the authority to compound drugs to increase access to veterinary care.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.7.1	Pursue legislation already approved by the Board through Sunset process.	Q1 2025	Completed
	- The Board pursued the legislative proposal to amend BPC section 4826.5 through the Board's Sunset Report (New Issue #5). 4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.		
4.8	Explore solutions to clarify the Board's authority to inspect boarding facilities.		
Success Measure:	Solutions explored.		
Objectives/Tasks		Target Completion	Current Status
4.8.1	Meet with Inspection Subcommittee (ISC) regarding current industry confusion surrounding authority to inspect boarding facilities.	Q1 2025	Completed
	4/2025: Initial meeting held. 5/2025: ISC met and discussed proposal to MDC.		
4.8.2	Identify potential solutions and develop recommendations.	Q1 2025	Completed
	5/2025: ISC met and discussed solutions and recommendations.		
4.8.3	Hold stakeholder meetings for their input on recommendations.	Q2 2025	Completed
	Since the ISC is not recommending any changes to existing statute or regulations, there is no need for stakeholder meetings.		
4.8.4	Update recommendations, if necessary.	Q2 2025	Completed
	Since 4.8.2 was deemed unnecessary, there is no need to update recommendations.		
4.8.5	Present to MDC for approval.	Q2 2025	Completed
	ISC presented to MDC for approval during the July Board meeting.		
4.8.6	Present to the Board for approval.	Q2 2025	Completed
	MDC presented recommendation to not make any legislative or regulatory changes during the July 2025 Board meeting.		
4.8.7	Pursue legislative proposal, if necessary.	Q2 2025	Completed

	The recommendation is to not pursue any legislative or regulatory changes.		
4.9	Seek a statutory change to remove the requirement for RVT programs to obtain Board approval to operate in California.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.9.1	Pursue legislation already approved by the Board through Sunset process.	Q1 2025	Completed
	- The Board pursued the legislative proposal to amend BPC sections 4841.1, 4841.5, and 4842, and repeal BPC sections 4842.1 and 4843 through the Board's Sunset Report (New Issue #6). 4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.		
4.10	Complete the Section 100 regulatory package to remove all outdated regulations related to the California specific examination, temporary and intern licenses.		
Success Measure:	Package submitted.		
Objectives/Tasks		Target Completion	Current Status
4.10.1	Prepare Section 100 rule-making package.	Q3 2024	Completed
	9/2024: Policy Specialist prepared Section 100 package.		
4.10.2	Present Section 100 package to EO for approval.	Q3 2024	Completed
	9/2024: Policy Specialist presented Section 100 package to EO and Regulations Counsel. It was determined to separate into three packages. Staff is finalizing packages for submitting back to EO and Regulations Counsel for further review/approval.		
4.10.3	Submit Section 100 package to Regulations Counsel.	Q3 2024	Completed
	9/2024: Policy Specialist presented Section 100 package to EO and Regulations Counsel. It was determined to separate into three packages. Staff is finalizing packages for submitting back to EO and Regulations Counsel for further review/approval.		
4.10.4	Submit Section 100 package to the Office of Administrative Law (OAL).	Q1 2025	Completed
	12/2024: Submitted Section 100 regulatory packages to OAL. 2/2025: Section 100 regulatory packages approved by OAL.		
4.11	Pursue legislation to repeal the Board's authority to approve continuing education courses and providers.		
Success Measure:	Legislation and regulation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.11.1	Meet with MDC Executive Committee.	Q1 2025	Completed

	6/2024: MDC Executive Committee discussed the objective and decided it can go directly to the Board for consideration in the Sunset Report.		
4.11.2	Review existing statutes and regulations regarding continuing education courses and providers.	Q1 2025	Completed
	6/2024: Statutes/Regulations reviewed.		
4.11.3	Develop recommendations and legislative/regulatory proposals.	Q2 2025	Completed
	6/2024: Recommendation to remove authority developed.		
4.11.4	Present to MDC for approval.	Q2 2025	Completed
	Deemed unnecessary.		
4.11.5	Present to the Board for approval.	Q2 2025	Completed
	7/2024: Sunset Report, New Issue #8 presented to Board.		
4.11.6	Pursue legislative/regulatory proposals.	Q2 2025	Completed
	- The Board pursued the legislative proposal to repeal BPC section 4846.5 through the Board's Sunset Report (New Issue #8). 4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.		
4.12	Review regulations and statutes and repeal or amend them as necessary to keep them relevant and understandable.		
Success Measure:	Legislation and regulation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.12.1	Meet with MDC Executive Committee.	Q1 2027	Completed & Ongoing
	MDC Executive Committee meets monthly to discuss, among other things, statutes or regulations that should be amended or repealed and whether they should be vetted by the MDC or go straight to the Board.		
4.12.2	Review regulations and statutes for relevancy and clarity.	Q1 2027	Completed & Ongoing
	Statutes and regulations are reviewed on a regular basis. Potential recommendations are brought to the MDC Executive Committee for consideration.		
4.12.3	Develop recommendations and legislative/regulatory packages.	Q2 2027	Completed & Ongoing
	12/2024: MDC Executive Committee developed a legislative proposal to clarify CE requirements for veterinarians and RVTs. This proposal will, among other things, make it much easier for licensees, CE providers, and staff to quickly identify and understand the CE requirements.		
4.12.4	Present to MDC for approval.	Q2 2027	Completed & Ongoing

	1/2025: Legislative proposal to repeal BPC sections 4838 and 4846.5, add Article 3.1 (commencing with BPC section 4858), and further amend BPC 4841.5 presented to and approved by MDC at January 2025 meeting.		
4.12.5	Present to the Board for approval.	Q2 2027	Completed & Ongoing
	1/2025: Legislative proposal presented to and approved by Board at January 2025 meeting.		
4.12.6	Pursue legislative/regulatory proposals.	Q2 2027	Completed
	1/2025: The Board approved a legislative proposal. Staff submitted proposal to the Legislature. 4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.		
4.13	Educate the Legislature on the differences between human medicine and veterinary medicine to help reduce unlicensed practice of veterinary medicine.		
Success Measure:	Board has engaged with legislature.		
Objectives/Tasks		Target Completion	Current Status
4.13.1	Monitor all legislation related to expanding RVT scope of practice.	Q1 2024 & ongoing	Completed & Ongoing
	Board discussed and ultimately opposed AB 2133 (Kalra, 2024) Veterinary Medicine: Registered Veterinary Technicians during its April 2024 meeting. The Board's Executive Committee and Board staff met with legislative staff, sponsors, and stakeholders regarding the Board's position and various concerns. AB 2133 was ultimately held under submission in Assembly Appropriations.		
4.13.2	Engage legislators and stakeholders whenever legislation is introduced.	Q1 2024 & ongoing	Completed & Ongoing
	The Board opposed AB 814 (Lowenthal, 2023) Veterinary medicine: Animal Physical Rehabilitation in April 2023. In June 2024, the Board submitted an updated opposition letter indicating increased concerns surrounding the 24/25 State budget. In June 2024, the Board's President and EO met with legislative staff to discuss concerns with potential amendments being discussed. In July 2024, the bill's hearing was canceled at request of the author.		
4.14	Propose legislation further defining telemedicine terms to reduce confusion.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.14.1	Pursue legislation already approved by the Board through the Sunset process.	Q1 2025	Completed & Ongoing
	- The Board pursued the legislative proposal to amend BPC sections 4825.1 and 4826.6 through the Board's Sunset Report (New Issue #9). The proposal was not included in the Sunset Bill. 12/2025: The Practice Subcommittee worked with stakeholders to get the legislative proposal in a bill in the 2026 legislative session. 3/2026: The proposal is being pursued in 2026 via AB 1999.		

4.15	Propose legislation to amend BPC section 4855 to allow consumers to obtain copies of animal patient records.		
Success Measure:	Legislation proposed.		
Objectives/Tasks		Target Completion	Current Status
4.15.1	Hold stakeholder meetings for their input on recommendations	Q2 2024	Completed
	2023: Held multiple stakeholder meetings to discuss legislative proposal. 4/2024: Held additional stakeholder meetings to address concerns.		
4.15.2	Update recommendations, if necessary.	Q2 2024	Completed
	4/2024: Updated recommendations addressing stakeholder concerns.		
4.15.3	Present to MDC for approval.	Q3 2024	Completed
	1/2024: Legislative presented to MDC for approval; MDC Approved. 7/2024: Presented the revised proposal to MDC for new approval; MDC Approved.		
4.15.4	Present to the Board for approval.	Q3 2024	Completed
	4/2024: MDC presented legislative proposal to Board; Board sent back to MDC after hearing stakeholder concerns. 7/2024: MDC presented revised proposal to amend BPC section 4826.6 and 4855 to Board; Board Approved.		
4.15.5	Pursue legislative proposal in the legislature.	Q1 2025	Completed
	- The Board pursued the legislative amendment through the Board's Sunset Report (New Issue #10). 4/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.		
4.16	Propose legislation to amend BPC section 4825.1 to revise the definition of livestock to include commercial equines.		
Success Measure:	Legislation proposed.		
Objectives/Tasks		Target Completion	Current Status
4.16.1	Meet with the Equine Subcommittee (ESC) regarding definition of livestock to include commercial equines.	Q1 2025	Completed
	10-12/2024: ESC discussed, among other things, amending the definition of livestock.		
4.16.2	Identify potential solutions and develop recommendations.	Q1 2025	Completed
	12/2024: ESC developed legislative proposal to amend "livestock" definition.		
4.16.3	Hold stakeholder meetings for their input on recommendations.	Q2 2025	Completed
	Rather than hold stakeholder meetings for this specific definition, the ESC reached out to individual entities to see if there were any concerns with the proposal. No concerns were raised.		
4.16.4	Update recommendations, if necessary.	Q2 2025	Completed
4.16.5	Present to MDC for approval.	Q2 2025	Completed

	1/2025: Presented to MDC.		
4.16.6	Present to the Board for approval. 1/2025: During the January meeting, the Board decided to leave the livestock definition as is.	Q2 2025	Completed
4.16.7	Pursue legislative proposal in the legislature, if necessary. 1/2025: Based on the Board's direction, a legislative proposal will not be pursued.	Q2 2025	Completed
4.17	Amend BPC section 4857 to require veterinary premises to release animal medical records to treating licensees so these licensees can respond appropriately to Board inquiries.		
Success Measure:	BPC section 4857 amended.		
Objectives/Tasks		Target Completion	Current Status
4.17.1	Meet with MDC Executive Committee. 2/2024: Met with MDC Executive Committee and decided this can go straight to the Board.	Q3 2024	Completed
4.17.2	Review legislative proposal to amend BPC section 4857. 2/2024: Reviewed proposal to amend BPC section 4857 and decided amending BPC section 4856 was a better recommendation to address the issue.	Q3 2024	Completed
4.17.3	Develop recommendations. 3/2024: Developed legislative proposal.	Q4 2024	Completed
4.17.4	Present to MDC for approval. Unnecessary.	Q4 2024	Completed
4.17.5	Present to the Board for approval. 4/2024: Legislative proposal to amend BPC section 4856 presented to and approved by Board during April 2024 Meeting.	Q4 2024	Completed
4.17.6	Pursue legislative proposal. - The Board pursued the legislative proposal through the Board's Sunset Report (New Issue #12). 6/2025: Legislative proposal included in AB 1502 (Board's Sunset Bill). 10/2025: AB 1502 was approved by the Governor. 1/2026: Legislative changes effective.	Q1 2025	Completed
4.18	Propose legislation to amend BPC section 4887, subdivision (b) to require submission of fingerprints at the time of petition for reinstatement hearings so the Board can obtain necessary criminal history records in a timely manner.		
Success Measure:	Legislation proposed.		
Objectives/Tasks		Target Completion	Current Status
4.18.1	Meet with MDC Executive Committee. MDC Executive Committee believed this could go straight to the Board. The Board approved including this in its Sunset Review Report.	Q3 2024	Completed

4.18.2	Develop recommendations and legislative proposal.	Q2 2025	Completed
	• 3/2025: Recommendations and legislative proposal completed.		
4.18.3	Present to MDC for approval.	Q2 2025	Completed
	• 4/2025: Legislative proposal to amend BPC section 4887 presented to and approved by MDC during April 2025 Meeting		
4.18.4	Present to the Board for approval.	Q2 2025	Completed
	• 4/2025: Legislative proposal presented to and approved by Board during April 2025 Meeting		
4.18.5	Pursue legislative proposal.	Q3 2025	Completed
	• Legislative proposal presented to Assembly and Senate Committees for consideration in Sunset Bill. • 4/2025: Legislative proposal included in AB 1502 (Board’s Sunset Bill). • 10/2025: AB 1502 was approved by the Governor. • 1/2026: Legislative changes effective.		
4.19	Propose legislation to amend BPC section 4887 to exclude time tolling from the time to petition to further probation effectiveness.		
Success Measure:	Legislation proposed.		
Objectives/Tasks		Target Completion	Current Status
4.19.1	Meet with MDC Executive Committee.	Q3 2024	Completed
	• MDC Executive Committee believed this could go straight to the Board.		
4.19.2	Develop recommendations and legislative proposal.	Q2 2025	Completed
	• 3/2025: Recommendations and legislative proposal completed.		
4.19.3	Present to MDC for approval.	Q2 2025	Completed
	• 4/2025: Legislative proposal presented to and approved by MDC during April 2025 Meeting.		
4.19.4	Present to the Board for approval.	Q2 2025	Completed
	• 4/2025: Legislative proposal presented to and approved by Board during April 2025 Meeting.		
4.19.5	Pursue legislative proposal.	Q3 2025	Completed
	• Legislative proposal presented to Assembly and Senate Committees for consideration in Sunset Bill. • 4/26: Requested legislative proposal be included in 2023 omnibus bill.		
Goal 5: Outreach			
5.1	Educate consumers on how to recognize unlicensed veterinary practice so they make informed decisions.		
Success Measure:	Outreach campaign launched.		
Objectives/Tasks		Target Completion	Current Status
5.1.1	Work with local DA/law enforcement/animal control/DEA jurisdictions to get more buy in.	Q1 2027	Pending
	•		
5.1.2	Explore feasibility of staffing booths at animal shows.	Q1 2027	Completed

	1/2025: Outreach Subcommittee and Board staff met with veterinarian regarding concerns about unlicensed practice occurring at dog shows. 3/2025: Outreach Subcommittee Member and Board's EO attended a local dog show to evaluate ways the Board could disseminate information to consumers. The Board will work with management to have a booth on the grounds during each season.		
5.1.3	Collaborate with UPSC to create outreach materials. - The Outreach Subcommittee worked on creating materials for consumer education and dog show organizers. Materials (booklet, flyer, and social media content) regarding canine reproductive services were created by DCA's PDE for the Board's website and social media platforms. 4/26: UPSC and staff currently working on outreach materials for horse shows/polo clubs.	Q2 2027	Completed & Ongoing
5.1.4	Launch outreach campaign. 3/2026: The Board posted the outreach materials on its website and launched a multi-week social media campaign on the topic of canine reproductive services and how breeding programs can be protected.	Q3 2027	Completed & Ongoing
5.2	Create materials to educate consumers and licensees on the impact and implementation of new laws to avoid confusion and increase compliance.		
Success Measure:	Materials disseminated.		
Objectives/Tasks		Target Completion	Current Status
5.2.1	Monitor legislation signed by the Governor annually. 9-10/2023: Legislation signed by Governor reviewed and evaluated. - SB 669 (Cortese, Chapter 882, Statutes of 2023) went into effect on January 1, 2024. - AB 1399 (Friedman, Chapter 475, Statutes of 2023) went into effect on January 1, 2024.	Q4 2024 & ongoing	Completed & Ongoing
5.2.2	Develop educational materials as laws are established. 	Q4 2024 & ongoing	Completed & Ongoing
5.2.3	Submit for legal approval. 	Q4 2024 & ongoing	Completed & Ongoing
5.2.4	Submit to applicable subcommittee, if necessary. 	Q4 2024 & ongoing	Completed & Ongoing
5.2.5	Work with OPA for graphics when needed. 2024: SB 699 and SB 1399 FAQ flyers were created by OPA.	Q4 2024 & ongoing	Completed & Ongoing
5.2.6	Disseminate educational materials. 4/2024: SB 669 FAQs were approved by the Board; 7/2024: the SB 669 FAQs were posted on the Board's website.	Q4 2024 & ongoing	Completed & Ongoing

	4/2024: AB 1399 FAQs were approved by the Board; 7/2042: the AB 1399 FAQs were posted on the Board's website.		
5.3	Increase communication and outreach with all state board executive officers to develop best practices.		
Success Measure:	Best practices developed.		
Objectives/Tasks		Target Completion	Current Status
5.3.1	Reach out to other state boards' executive officers for interest.	Q3 2024	Completed
	9/2024: Board's EO met with various committees and all executive officers during AAVSB's annual conference and discussed the need to increased communication and the establishment of best practices. 10/2024: All state board executive directors virtually meet at least quarterly within regional groups and during quarterly roundtable meetings to discuss and develop best practices. 12/2024: 11 state boards expressed interest in creating an inspection workgroup to develop inspection related best practices.		
5.3.2	Create regular quarterly meetings.	Q3 2024	Completed
	10/2024: All state board executive directors virtually meet at least quarterly within regional groups and during quarterly roundtable meetings to discuss and develop best practices. 12/2024: Inspection Workgroup will meet quarterly starting in February 2025.		
5.3.3	Develop best practices.	Q4 2024 & ongoing	Completed & Ongoing
	Created online verification spreadsheet for all state boards to use as "best practice" to verify quickly verify out-of-state license information.		
5.4	Create videos to expand reach to consumers and licensees explaining how to file a complaint as well as how to apply for a license, registration, or a permit.		
Success Measure:	Videos posted to website.		
Objectives/Tasks		Target Completion	Current Status
5.4.1	Work with OPA to develop videos.	Q3 2026	Pending
	5/2025: Met with OPA, who is short-staffed and will likely not be able to have videos ready by Q1 2026. 9/2025: Met with OPA, sample videos from other Boards were sent for review and consideration. 4/2026: Draft script created. 6/2026: Script submitted to OPA. 9/2026: OPA intends to have materials for Board review early October 2026.		
5.4.2	Post videos on website and social media.	Q4 2026	Pending
5.5	Create a video demonstration of the inspection process to increase licensee understanding and compliance.		

Success Measure:	Video posted to website.		
Objectives/Tasks		Target Completion	Current Status
5.5.1	Work with OPA to develop video.	Q3 2026	Pending
	3/2025: Inspection video filmed with OPA. 5/2025: OPA is short staffed and likely will not be able to have videos ready by Q1 2026. 4/2026: Board staff met to create script draft to submit to OPA.		
5.5.2	Post video on website and social media.	Q4 2026	Pending
5.6	Develop tools and educational resources regarding treatment options available in veterinary medicine to ease licensee concerns.		
Success Measure:	Materials disseminated.		
Objectives/Tasks		Target Completion	Current Status
5.6.1	Meet with Outreach Subcommittee to identify spectrum of care outreach options.	Q1 2025	Completed
	Outreach Subcommittee determined various outreach options, including outreach to veterinary schools, adding to school presentations, disseminating materials from stakeholders, writing a CVMB article, and participating in spectrum of care discussions. In addition, Spectrum of Care is regularly discussed during subject matter expert roundtables as it relates to the minimum standard of care.		
5.6.2	Engage with external stakeholders, including schools, to identify and develop tools and educational materials.	Q1 2025	Completed & Ongoing
	Outreach Subcommittee met with schools to identify what currently exists and what may need to be developed. The schools are reviewing the curriculum to see where more emphasis of the Standard of Care could be added. The Outreach Subcommittee and the schools agreed adding slides to the Board's student presentations would be beneficial.		
5.6.3	Develop outreach materials.	Q3 2025	Completed & Ongoing
	- Outreach Subcommittee provided input on a Spectrum of Care article to be included in the Journal of the American Veterinary Medical Association. The article was published on August 25, 2025. - Updated student outreach presentation to include Spectrum of Care overview and scenarios. 9/2025: Outreach Subcommittee and Board EO presented to CVMA Fresno. The presentation provided a high-level overview of the Board and its view of spectrum of care.		
5.6.4	Submit to legal for approval.	Q3 2025	Completed & Ongoing
	Not all materials require legal approval. Any posted materials are reviewed/approved by legal prior to posting/disseminating.		
5.7	Explore ways to make the website more user-friendly by enhancing language translation accessibility.		
Success Measure:	Website updated.		

Objectives/Tasks		Target Completion	Current Status
5.7.1	Work with OIS to identify ways to enhance language translation accessibility.	Q2 2025	Completed
	3/2025: Developed instructions on how to translate webpages using browser features to add Board's website.		
5.7.2	Update website as necessary.	Q3 2025	Completed & Ongoing
5.8	Develop racetrack/horse show specific materials regarding unlicensed practice to educate consumers.		
Success Measure:	Outreach campaign launched.		
Objectives/Tasks		Target Completion	Current Status
5.8.1	Meet with Unlicensed Practice Subcommittee (UPS).	Q1 2027	Completed & Ongoing
	3/10/25: UPS met with polo/horse show management to discuss unlicensed practice occurring within their events. Management encouraged more Board visibility. 3/3/26: UPS met with horse show management and received updates regarding their progress in dealing with unlicensed practice. All veterinarians now must provide their license number when registering to enter the horse show. 3/26/26: UPS visited the Desert International Horse Park – one of the largest horse show facilities in the U.S.		
5.8.2	Partner with CHRB, CDFA, and horse show/polo club managers to develop educational materials regarding unlicensed practice.	Q1 2027	In Progress
5.8.3	Explore feasibility of staffing booths at racetrack/horse shows.	Q2 2027	In Progress
	3/26: Horse show management agreed to have Board booths during the horse show season. 4/26: Setting up meeting with CHRB.		
5.8.4	Launch outreach campaign.	Q3 2027	Pending