AGENCY STRATEGIC PLAN

For the Fiscal Years 2001-2005 Period

by

TEXAS VETERINARY MEDICAL DIAGNOSTIC LABORATORY

Board Member	Term Ending	Hometown
Mr. Don Powell, Chairman	2001	Amarillo
Mr. Frederick D. McClure, Vice Chairman	2001	Dallas
Mr. Robert H. Allen	2001	Houston
Ms. Anne Armstrong	2003	Armstrong
Dr. Dionel E. Aviles	2003	Houston
Mr. Erle Nye	2003	Dallas
Mr. Lionel Sosa	2005	San Antonio
Mr. R.H. Stevens, Jr.	2005	Houston
Ms. Susan Rudd Wynn	2005	Fort Worth

June 1, 2000

Signed: _____
Executive Director

Approved: _____
Vice Chancellor, Agriculture Program

Approved: _____
Chancellor

Approved: _____
Chair, Board of Regents

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I. STATEWIDE VISION, MISSION AND PHILOSOPHY

VISION FOR TEXAS:

> Together, we can make Texas a beacon state: a state where our children receive an excellent education so they have the knowledge and skills for the 21st century; a state where people feel safe in their communities, have access to equal justice, and all people know the consequences of committing a crime are swift and sure; a state where our institutions encourage jobs and justice; a state where each resident accepts the responsibility for his or her behavior; and a state where our people, our greatest resource, are free to achieve their highest potential.

We envision a state where it continues to be true that what Texans can dream, Texans can do.

MISSION:

> The mission of Texas state government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity.

PHILOSOPHY:

> Government cannot solve every problem or meet every need. State government should do a few things and do them well.
>
> The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.
>
> It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a just society. State employees, too, must be accountable for their actions.
>
> The family is the backbone of society and, accordingly, state government must pursue policies that strengthen and nurture Texas families.

II. RELEVANT STATEWIDE GOALS AND BENCHMARKS

Economic Development

Priority Goal:

To foster economic opportunity, job generation and capital formation by providing quality business services, preparing the workforce for productive employment and supporting infrastructure development.

BENCHMARK: Per capita gross state product

National Resources

Priority Goal:

To conserve the state's environment through prudent stewardship of the state's natural resources.

BENCHMARK: Percent change in agricultural production

III. MISSION OF TVMDL

The mission of the Texas Veterinary Medical Diagnostic Laboratory (TVMDL) is to aid and educate the animal industries of Texas in identifying and preventing animal diseases, nutritional deficiencies and intoxications so as to make productive use of the state's natural resources, and to help protect the health of its citizens by identifying those diseases transmissible from animal to man. In addition, our mission is to facilitate the economic growth of our state by providing the necessary drug and residue tests for the pari-mutuel racing industry and health tests for national and international shipment of animals and their products.

IV. PHILOSOPHY OF TVMDL

The Texas Veterinary Medical Diagnostic Laboratory is committed and dedicated to delivering a state-of-the-art educational and veterinary diagnostic laboratory service. We perform our duties in the most expeditious manner, which includes a 24-hour availability, 365 days/year. We affirm and approach our duties with a high degree of purpose, the highest standard of professional ethics, accountability and responsibility.

V. EXTERNAL/INTERNAL ASSESSMENT

A. Overview of TVMDL's Scope and Function

The Texas Veterinary Medical Diagnostic Laboratory was created on August 28, 1967 by an Act of the 60th Legislature for the purpose of providing laboratory service to the livestock industry to aid in the identification of diseases affecting livestock; to provide tests required for intrastate, interstate, or international livestock shipments; to identify disease epidemics and to generally assist livestock owners and veterinarians with problems associated with disease identification, diagnosis and treatment.

An additional full-service laboratory was opened in Amarillo in 1975. The 72nd Legislature in 1992 transferred the responsibilities for the poultry diagnostic programs, with laboratories in Center and Gonzales, from the Texas Agriculture Experiment Station to TVMDL.

These laboratories function as one unit, are under a central administration and are supervised by the Board of Regents of the Texas A&M University System. The integrative plan, developed by the Texas A&M University System, bears well on this strategic plan, as the underlying core principle of both plans is service to Texans.

The main function of the laboratories has basically remained as outlined in the enabling statutes listed above, with the exception of authorizing TVMDL since 1975 to work on all species, not just livestock. In addition, the 70th Texas Legislature mandated that TVMDL be the primary agency responsible for drug testing for the pari-mutuel horse and greyhound racing industries. The 75th Legislature changed this mandate and now requires the Texas Racing Commission to secure the drug testing services via an annual open bidding process. TVMDL has successfully bid for this contract since then.

The key service population is the animal-owning public. TVMDL is the laboratory which is helping them and their veterinarians in pinpointing causes of diseases or poisonings in animals, providing the necessary laboratory tests to

export livestock or their products, and providing the drug testing for the pari-mutuel animal racing industries. Our service for this industry is totally self-supporting through fees. Our diagnostic service to other industries from livestock, aquaculture, exotic/wildlife to pets will most likely increase as these animal populations increase in the next five years.

The public perceives us as providing an unbiased, accurate and much needed source of information and diagnostic help in animal diseases.

B. Organizational Aspects

TVMDL has a total of 155 employees. Approximately 40% of the staff are exempt from the overtime provision of the Fair Labor Law and 19.5% of the staff is composed of minorities. About 25% of the staff consist of professionals with veterinary and/or PhD degrees and the remainder (75%) is technical (BS degrees) and clerical.

TVMDL, as a member of the A&M System, operates under policies set forth by the Board of Regents. An organizational chart, with all departments and geographic location of laboratories, is listed on page 22. The service population of TVMDL is scattered throughout the state. We receive requests for help with animal diseases (about 160,000 per year) from every county in the state.

The professional staff is highly trained, with most of them having two degrees, i.e., DVM and PhD. Many of them are also board certified in their discipline, an increasing necessity in today's litigious society. The professional staff has been relatively stable in the past in terms of turnover. However, in the last few years, turnover of professional staff has become an issue due to the widening of the salary differential between public and private industry salaries. A higher turnover occurs with the technical and clerical staff. The technical staff is required to have a BS degree in biological science. The classification used by the A&M System allows for a beginning salary of a Technician I of $19,891/year. The reason for the relatively high turnover rate of the technical/clerical staff is two-fold: a) the salaries are low and we "lose" technicians to local hospitals and related

businesses and b) a university city such as College Station has an inherent young and mobile population and work force.

The laboratories are between 25-50 years old. There are some desperate needs for repairs (roofs, air condition/heating units, paint, etc.). Compared to peer laboratories in other states, infrastructure funding for TVMDL has been inadequate. The national vs. Texas infrastructure costs are as follows:

	National	Texas
Infrastructure cost per net square foot	$8.51	$5.09
Infrastructure cost per diagnostic case	$7.72	$1.50

We are also handling more diagnostic cases, i.e. 3.40 cases per net square foot than our peer institutions in other states, i.e. 2.79.

We need additional space for the College Station laboratory, major remodeling in Amarillo and replacement of the laboratory in Center.

TVMDL is heavily dependent on medical equipment; we have $3.6 million in capital outlays.

TVMDL has difficulties in meeting its goals in regards to using historically underutilized businesses (HUB). Above all, there are not many HUB vendors in the field of veterinary medicine. We hope that more HUB vendors will become available in our area of purchases and that they will be low bidders. In FY 1999, TVMDL spent approximately $92,663, or 5.36% of its total expenditures, with HUB vendors. In the absence of construction expenditures, contracts with HUB vendors will remain low in view of the historically low HUB certification in veterinary medical supplies.

The organization structure for TVMDL, together with its enabling statutes as an agency of the state under the supervision of the TAMU System Board of Regents, has worked exceedingly well, allowing Texas to have one of the premier diagnostic laboratory systems in the United States. Being part of a large land grant institution is clearly beneficial to TVMDL. The resources available to TVMDL

via the Texas Agriculture Experiment Station, Texas Agriculture Extension Service, The College of Veterinary Medicine of Texas A&M University – College Station, the Marine Biology Department at Texas A&M University – Galveston, The Kleburg Wildlife Center at Texas A&M University – Kingsville, the experimental feedlot at West Texas A&M in Canyon, etc., are very helpful to our operation. The Texas A&M University System integrative plan fosters further and more intensive collaborations among university and agency members of the System. This will enhance the efforts of TVMDL and through it we will contribute to the vitality and important service mission of the A&M System.

C. Fiscal Aspects

The total budget for FY 01 is $8,608,000. The general revenue portion of this budget is $3,734,569; the remainder of the budget ($4,900,000 or 56%) is earned by TVMDL through fees. This includes the fees generated by the drug-testing laboratory, which is a totally self-supporting activity within TVMDL. The diagnostic program earns approximately 50% of its budget through fees.

Fees have increased dramatically in the last decade when initially only about 25-30% of TVMDL's budget was earned through fees. Some state veterinary diagnostic laboratories still do not charge any fees for certain services. On a national average, veterinary diagnostic laboratories earn approximately 30% of their total budget through fees.

Of the major livestock states, Texas spends the least amount of money for its animal disease diagnostic laboratories on a per head of livestock basis. Of the more populous states, only New York and Florida spend fewer state dollars for veterinary diagnostic services on a per capita basis (Table 1).

Table 1

State Funds Expended Per Year For
Veterinary Diagnostic Labs on a Per Capita and
Per Livestock Number Basis

State	State Funds Per Capita	State Funds Per Head of Livestock
Oklahoma	0.237	0.117
Florida	0.115	0.382
New York	0.033	0.148
Indiana	0.183	0.154
Kentucky	0.278	0.255
Missouri	0.165	0.082
Ohio	0.444	0.118
Texas	0.147	0.078

The laboratory fees were dramatically increased in the last two decades to make up for general revenue shortfalls, causing the Texas animal industries to currently support one of the highest fee structures of any full-service veterinary diagnostic laboratory in the United States. Fees cannot be pushed higher without interference of our mission, i.e. early, prompt and accurate diagnosis of diseases. Furthermore, the charge in the enabling statutes to identify and prevent disease epidemics can only be accomplished by having an adequate caseload from across the state in order to perform the necessary disease surveillance. A higher fee structure will reduce the caseload. GATT requires states and countries to have a good animal disease infrastructure and surveillance in place in order to trade animals or their products globally. According to the Texas Comptroller forecasts, exports will increase from 93 billion in 2000 to 153 billion in 2005.

TVMDL also administers the Texas Salmonella Pullorum-Typhoid Act with 4 inspectors. Holding their travel expenses to 1997 levels as per legislative mandate is difficult and if continued, will interfere with executing this state-mandated program.

Overall, the current TVMDL budget does meet the current and expected needs.

D. Service Population Demographics

Agriculture is and will continue to be a major industry in Texas. Livestock and their products' cash receipts amount to about $7 billion. These figures will continue to increase as the population increases. By spending approximately 15 cents per year for the Texas Veterinary Medical Diagnostic Laboratory, the Texas consumer purchases an insurance which helps reduce the cost of animal diseases, prevent the introduction of devastating exotic diseases of animals, discover aberrant drug and vaccine reactions and detect diseases transmissible from animals to man (rabies, toxoplasmosis, Lyme disease, anthrax, salmonellosis, psittacosis, etc.). Consumers across the world have in the past and will continue to purchase such an insurance policy to protect their health and to obtain food and fiber at an economical cost. The support of the State of Texas for TVMDL is not subsidy for agriculture but a protective insurance policy for all consumers of agricultural products.

The animal population in Texas is expected to increase in the next five years. Tremendous strides have been and will continue to be made in eradicating and/or managing the over 2,000 different diseases affecting animals. However, just as in man, disease detection and prevention in animals is a never-ending endeavor as new diseases develop and recognized diseases change due to environmental and/or husbandry practices.

E. Technological Developments

Laboratory testing is a rapidly changing field. Testing procedures are constantly being upgraded for accuracy, sensitivity and speed. The advent of DNA probes and other biotechnological advances are changing certain procedures. In the last few years, we have brought on-line 40 DNA-based tests to identify

infectious organisms in diseased tissues. More of these very sensitive, but very costly and technically complicated, nucleic acid probes will be used by veterinary diagnostic laboratories. Other quick and easy to perform specialized veterinary diagnostic kits will become available directly to the veterinarian or animal owner. In these cases, TVMDL will more and more assume the role of a reference laboratory. However, the majority of our services will continue to be delivered by the traditional disciplines such as pathology, toxicology, microbiology, virology, serology, immunology, genetics, epidemiology and endocrinology. These areas and their various testing procedures will, for the most part, remain activities of central laboratories and cannot be performed "on the farm" or in a practitioner's clinic.

TVMDL has recently converted its centralized minicomputer-based system to a network-based microcomputer system. The new system allows for sending reports back to clients via autofax or e-mail. This is outlined in detail in the plan TVMDL submits to the Texas Department of Information Resources. To further better communications with our clientele, TVMDL has its own website (wwwtvmdl.tamu.edu), as well as 800 number telephone services.

There is pressure to have the laboratory certified as ISO 17025. This is a costly endeavor. We have started this process and have a Quality Assurance/Quality Control officer employed in both the College Station and Amarillo laboratories.

F. Economic Variables

Livestock prices and general economic conditions do, to a minor degree, affect submissions to TVMDL and requests for its services. The opening of the Mexican border to more free trade has increased TVMDL's caseload as animal health regulations continue to persist in NAFTA agreements, albeit in a more flexible and modified form. GATT policies allow for regionalization of diseases such that importing countries can modify animal health regulations for certain states or regions rather than for the country as a whole. This and risk assessments

necessitate increased surveillance to declare certain areas or animals from a given locale free of a particular disease. TVMDL provides and frequently represents the only source for such surveillance data for Federal/State authorities.

G. Impact of Federal Statutes/Regulations

TVMDL has never and does not currently receive any federal funds.

Testing and permitting for certain animal diseases was, in the past, done without charge by the USDA. In 1992, the USDA initiated a fee structure for some services which TVMDL has to pass on to its clients. Since then, the USDA fees have increased.

Free trade agreements, particularly with Mexico, also affect TVMDL as discussed under F above.

H. Other Legal Issues

TVMDL does not anticipate or plan to initiate any changes in its enabling statutes. TVMDL does not anticipate any significant impact from pending court cases.

I. Self Evaluation and Opportunities for Improvement

Inasmuch as most of the services which TVMDL delivers are not mandated, the almost continuous increase in requests for its services indicates that TVMDL is meeting the needs of its clientele in a satisfactory manner. In the last decade, TVMDL's caseload, i.e. number of requests for laboratory diagnostic assistance per year, has grown from 60,000 to 160,000. These case numbers represent approximately 1.6 million individual laboratory tests per year.

TVMDL has been and continues to be the pivotal point in the animal health programs of Texas in early detection of common, as well as new, animal diseases, and hence, in preventing significant losses. There is a long list of diseases which TVMDL first recognized as being new or unusual and thereby prevented significant animal health catastrophes. To name just a few: the last introduction of hog cholera from Mexico, the encephalitic form of bovine herpesviruses, anthrax

in Falls County, fumonisin intoxication and testing for the toxic principle, a new genetic disease in Salers cattle (β-mannosidosis), first recognition of parvovirus infection in dogs and development of a vaccine against it, detection of Lyme disease in dogs, Potomac horse fever in horses, chlamydiosis in rheas, aflatoxicosis in dogs, etc. This list goes on but it needs to be stressed that TVMDL's mainstream effort is to help citizens detect and manage commonly occurring animal diseases or poisonings which are difficult to confirm without sophisticated laboratory procedures, as a Texas dairyman who lost 400 cows in a few days in 1998 can attest. TVMDL sent an expert to the farm and we diagnosed the problem in the laboratory as organophosphate poisoning within hours of receiving dead cows. The by-product of these "routine" submissions to TVMDL is that they also serve as surveillance samples, allowing us to detect new, exotic or unusual diseases early on so that preventive measures can be initiated. Because of a devastating outbreak of avian influenza in Mexico in 1998, TVMDL, in cooperation with the Texas Poultry Federation, has an active influenza surveillance program ongoing, testing approximately 18,000 chickens and 200 turkeys every month. This effort allows continued poultry commerce between the U.S. and Mexico.

Our efforts and activities are not duplicated by other state agencies. The Texas Department of Agriculture does not perform any veterinary diagnostic laboratory tests and the Texas Animal Health Commission (TAHC) restricts its testing to mandated, reportable diseases such as brucellosis and pseudorabies. TVMDL does not perform routine testing for brucellosis but cooperates fully with the TAHC if a diagnosis of brucellosis, or any other reportable disease, is made by TVMDL. It also provides confirmatory tests for the TAHC in cases where their preliminary pseudorabies tests are suspicious.

TVMDL also provides the veterinary diagnostic laboratory support for the Texas Department of Corrections and the Texas Parks and Wildlife Department. Zoonotic diseases are reported to the Texas Department of Health. There is no duplication of these services by any other state agency.

TVMDL is fully accredited by the American Association of Veterinary Laboratory Diagnosticians. There are only 38 such accredited laboratories in the United States and Canada. TVMDL, in addition, is authorized and certified annually by the USDA to run certain tests requested for international or national movement of animals.

The veterinary profession, the intermediary recipient of TVMDL's services, and the animal owner as the ultimate client are, by and large, satisfied with the quality of TVMDL's service. The Texas Veterinary Medical Association, representing 3,000 veterinarians, has presented Distinguished Achievement Awards to several TVMDL staff members. In March of 2000, TVMDL performed a customer satisfaction survey. Overall, the respondents were satisfied, or very satisfied, with our performance and service. The score was 83.3 on a scale of 1-100 with 100 being the highest score.

TVMDL is not involved to any significant degree in regulatory animal health programs and, hence, has the distinct advantage of receiving specimens from across the state on a voluntary basis. Not only does TVMDL provide an immediate diagnostic service to the animal industries, but as a result has a valuable built-in surveillance program in place to provide early warnings for disease occurrence.

An inherent weakness in TVMDL's program is the length of time it takes for specimens to reach the agency. The solution to this is a TVMDL pick-up system which, however, has so far been too costly to implement. We have contracted via a bidding process with Airborne Express to provide a pick-up service at certain rates. We have installed an 800-telephone system and a website (wwwtvmdl.tamu.edu). TVMDL handles an average of 400 telephone inquiries per day. "E-mailing" of our reports is increasing as more of our clientele have computers and have access to the internet.

The accreditation report issued by the American Association of Veterinary Laboratory Diagnosticians in 1999 pointed out an internal weakness of a relatively

high turnover of our technical/clerical staff. The report encourages us to work with university/state officials to increase retention rate. This is to a large degree a salary question. We "lose" employees to private industry and more recently to public schools as teachers.

An opportunity which may expand is our role in food safety. This will be driven as food safety concerns are more shifted to the live animal, generally referred as "preharvest" food safety. A good example is the President's Council on the Food Safety Action Plan to eliminate Salmonella Enteritis Illness due to eggs. At present, TVMDL is helping the poultry industry with their salmonella monitoring efforts. We foresee an increasing role for TVMDL providing assistance in the implementation of Hazard Analysis of Critical Control Points (HACCP) – based food safety programs in all meat-producing animals.

The California legislature recently renamed the California Veterinary Diagnostic Laboratory to the California Animal Health and Food Safety Lab. This may become a growing trend even though the California Diagnostic Lab has been somewhat unique in having been involved in food testing programs that are traditionally handled in Department of Health Laboratories in other states.

VI. GOALS OF TVMDL

A. Diagnostic and Drug Testing Service

TVMDL will continue to provide a high-quality veterinary diagnostic service to the animal industries as outlined in the enabling statutes, and will maintain an effective surveillance program so that disease epidemics, and especially the introduction of foreign animal diseases, can be detected early in their course.

TVMDL will continue to assist producers in exporting live animals, their products and genetic material, by providing the necessary animal health and/or residue tests.

TVMDL will also cooperate closely with the Texas Department of Health in the diagnosis of zoonotic diseases.

TVMDL will continue to provide a state-of-the-art drug-testing program to livestock exhibitions and the pari-mutuel greyhound and horse racing industries.

Link of this goal to state goal of Economic Development

BENCHMARK: per capita gross state product

By reducing losses due to diseases, nutritional deficiencies and intoxications, TVMDL is helping the animal industries and the allied industries (feed, pharmaceutical, medical) to enhance their economic performance. The availability through TVMDL of all the necessary animal health tests for international movement of animals and their products (semen, embryos, meat, etc.) enable the animal industries of Texas to retain their national and global competitiveness.

TVMDL's state-of-the-art drug testing of animal athletes (horses and greyhounds) involved in pari-mutuel racing ensures a safe and healthy animal racing industry and, hence, contributes to its economic viability.

Above all, it is TVMDL's role and goal to minimize adverse impacts on business, be they from diseases, the use of illegal drugs or the presence of toxins/pathogens in the feed supply, and ultimately, the human food chain.

The GATT and NAFTA agreements have also heightened TVMDL's role in disease surveillance to prevent the entry of unwanted pests and diseases into Texas and the United States. With regionalization of diseases allowed under the new GATT rules and with disease risk assessment a GATT mandate, TVMDL in its disease surveillance role is a key in making sure the Texas animal industries can be competitive in national and international animal commerce and, hence, contributed to the per capita gross state product.

Link to state goal of natural resources

BENCHMARK: Percent change in agricultural production

One of our state's greatest natural resources is the animals, be they domesticated or wild, which live on or off our land and water. TVMDL is intimately involved in helping to conserve and to make the best use of this resource. Daily, we receive approximately 450 requests in the form of diagnostic specimens from producers asking for help with animal disease problems.

The U.S. Department of Agriculture estimates that the average rancher loses $3,250 per year due to diseases and parasites. There are 180,000 livestock farms in Texas. The loss due to diseases in Texas thus comes to a staggering $604 million. Scholarly studies indicate that full-service diagnostic laboratories such as TVMDL have a cost/benefit ratio of about 1:10.

Approximately 5% of requests for assistance with disease problems come from owners of various species of wildlife. TVMDL works closely with the Texas Parks and Wildlife Department in regard to disease outbreaks in wildlife and assists that agency in preserving this natural resource.

By providing this diagnostic service, the losses due to animal disease and intoxications are less; thus, we contribute to increased agricultural production and

help new agricultural industries such as the intensive off-shore shrimp growing industries to reach their production goals.

B. **HUB Goal**

1. Goal: We will establish and carry out policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of historically underutilized businesses.

2. Objective: To include historically underutilized businesses (HUBs) in at least 5.5 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting by fiscal year 2001.

3. Outcome Measures: Percent of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs.

4. Strategy: Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing and public works contracts and subcontracts.

5. Output Measures:

a) Number of HUB contractors and subcontractors contacted for bid proposals.

b) Number of HUB contracts and subcontracts awarded.

c) Dollar value of HUB contracts and subcontracts awarded.

Comment: There are very few, if any, HUB-certified vendors in all areas of veterinary medical supplies/reagents. TVMDL contracts with the TAMU Purchasing Department for various non-veterinary supplies.

VII. OBJECTIVES AND OUTCOME MEASURES

OBJECTIVES: To maintain a diagnostic service which allows for an effective disease management and surveillance mechanism; to respond to requests for our services in a timely manner and also facilitate animal commerce and to provide these services in different geographic locations so as to minimize costly delays in the identification of infectious diseases and poisoning.

OUTCOME: Number of diagnostic services rendered (caseload and number of telephone inquiries). (Veterinary diagnostic laboratories have a cost/benefit ratio of 1:10; hence, the number of diagnostic services rendered serves as a proxy for the fiscal impact of our activity on the state. It is too expensive to directly measure the fiscal impact of every diagnostic case submitted to TVMDL.) To provide an effective drug testing laboratory for the pari-mutuel animal racing industries and, hence, reduce the use of illegal drugs in these animals.

OUTCOME: Percent of animals testing drug free.

VIII. STRATEGIES AND OUTPUT EFFICIENCY AND EXPLANATORY MEASURES

Provide diagnostic service and surveillance.

Output: Number of cases submitted and examined.

Efficiency: Number of cases per employee.

Explanatory: Number of animals (livestock and pets) in Texas. Median household income.

Provide drug-testing service primarily for the pari-mutuel animal racing industries.

Output: Number of animals tested.

Efficiency: Number of drug tests performed per employee.

Explanatory: Number of actual pari-mutuel horse and greyhound races. Economic indicators.

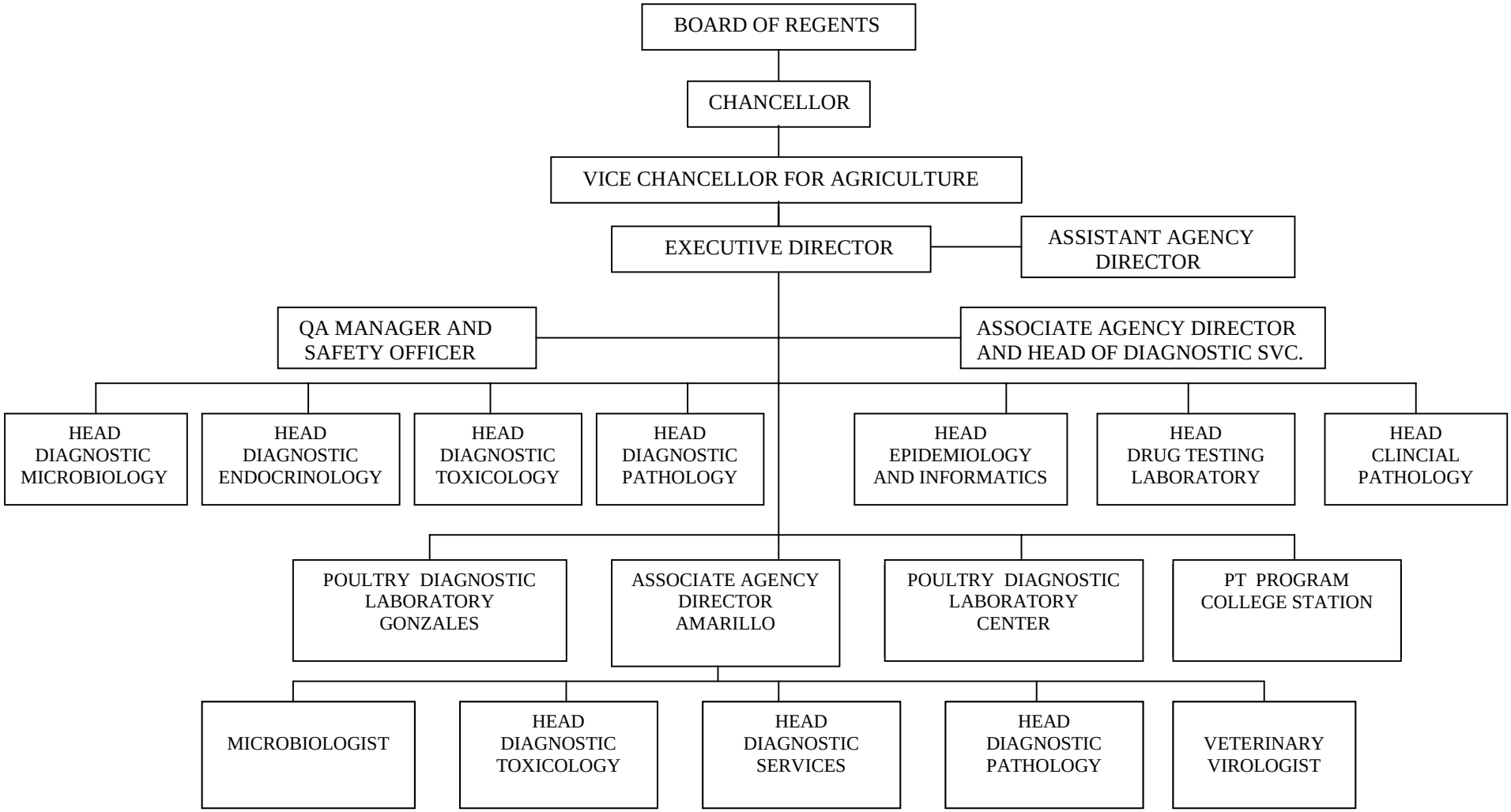
IX. APPENDICES

A. Description of Agency's Planning Process

TVMDL, as a member of The Texas A&M University System, is also involved in the planning of the TAMUS Strategic Plan. The CEO as well as senior staff at TVMDL had input into this plan, known as the TAMU System Integrative Plan. The azimuths and initiatives in this plan have, where applicable, guided the development of the TVMDL state strategic plan. All 35 members of the professional staff of TVMDL were involved in the planning of the State of Texas, Strategic Plan. A draft of the plan was circulated internally. The inputs were discussed and incorporated in the final documents.

B. Current Organization Chart

THE TEXAS A&M UNIVERSITY SYSTEM
TEXAS VETERINARY MEDICAL DIAGNOSTIC LABORATORY



C. Five Year Projections for Outcome Measures for 2001-2005 Period

OUTCOME PROJECTIONS

FY 2000 – 2005

Outcome	2000	2001	2001	2003	2004	2005
Number of diagnostic services rendered	284,000	284,000	285,000	285,000	290,000	290,000
Percent of animals testing drug-free	99.5	99.5	99.5	99.6	99.65	99.7

D. List of Measure Definitions

I. Number of Diagnostic Services Rendered

Short Definition: This measure quantitates the number of diagnostic services (caseload and telephone inquiries) performed at TVMDL.

Purpose/Importance: It is indicative of the adequacy of disease surveillance. The latter is important in controlling the introduction into Texas or the emergence within Texas of new or unusual animal diseases. Submission of specimens to TVMDL are, by and large, voluntary on the part of our clientele and the caseload, therefore, is reflective of the quality of the service provided to the animal industries.

Source/Collection of Data: The information for this measure comes from the computer-based database in regards to cases submitted and from an obtained telephone inquiry statistic.

Method of Calculation: Each specimen submitted to TVMDL receives a unique number. The numbers received represent the caseload. Every four months, TVMDL counts all business-related telephone inquiries for one week. The one week data is extrapolated to monthly and annual data by multiplying by 4 or by 52, respectively. The caseload and the telephone inquiries represent the "Diagnostic Services Rendered" performance measure.

Data Limitations: Telephone inquiries are based on 3 weeks data and extrapolated to annual data.

Calculation Type: The data collected as reported is cumulative within one fiscal year but noncumulative between fiscal years.

New Measure: No.

Desired Performance: Even with, or higher than, target.

II. Percent of Animals Testing Drug Free

Short Definition: Percentage of all animals tested which do not contain illegitimate drugs/components.

Purpose/Importance: The legitimacy, perception and image of the Texas pari-mutuel horse and greyhound industries depend largely on a quality state-of-the-art drug-testing program. It keeps the use of illegal drugs which can influence the outcome of races or livestock shows out of the industry and instills confidence to the public. This type of testing is best done by non-for-profit organizations; a concept in which other U.S. states also concur.

Sources/Collection of Data: The samples of every animal received by TVMDL for drug testing receives a unique number.

Method of Calculation: The measure is calculated by determining the % of samples which test positive for illegal drugs out of the total number of samples tested within a given time period; this is usually reported on an annual basis.

Calculation Type: Cumulative within a given fiscal year but not between fiscal years.

New Measure: No.

Desired Performance: Higher than target.

E. Report on Customer Service, Compact with Texans and Customer-Related Performance Measures

1. Inventory of External Customers

Strategy A.l.l. Diagnostic Service and A.2.1. Drug Testing Service

All customers of TVMDL are external; they are veterinarians and the animal owners they service. We have approximately 4,000 active veterinary accounts. Each veterinarian may serve approximately 100 animal owners. These veterinarians also serve the livestock shows and pari-mutuel animal racing industries in the drug-testing arena.

2. Information Gathering Method

TVMDL sends monthly statements to all clients who use the services. In February 2000, we included, with the monthly statement, a customer survey form to be mailed back to us. A total of 2,500 statements and surveys were mailed out.

3. Customer Determined Service Quality

See page 42 for attached survey instrument.

4. Analysis of Findings:

The survey revealed that our clients are by a large margin (97.4%) satisfied with our service. However, the comments indicated several different ways on how we could improve our service; some of them, such as “the mail is too slow”, are obviously beyond our control. The most frequent comment was for TVMDL to improve our in-lab turnaround time, including incorporating night and weekend shifts. We are very cognizant of this. This is clearly a manpower question; current FTE caps and budget keep us from improving much beyond the current 4.2 days in-lab turnaround time.

Streamlining our fax service and incorporating more e-mailing of results are comments which are on target and should be deliverable by TVMDL in the near future. The limiting factor is the computer/fax capabilities of our clients.

Several clients suggested that we include return envelopes with our statements and accept credit cards. We are investigating these possibilities and the cost associated with them.

5. Customer Relations Representation:

Dr. Lelve Gayle
Associate Agency Director
P.O. Drawer 3040
College Station, TX 77841
979-845-3414

6. Compact with Texans (see attachment on page 44)

7. Customer Related Performance Measures

Outcome: % of surveyed customer respondents expressing overall satisfaction with services rendered: 97.4 %

% of surveyed customer respondents identifying ways to improve service delivery: 12.5 %

Output: Number of customers surveyed: 2,686

Number of customers served: 4,000

Efficiency: Cost per customer surveyed: $ .25

Explanatory: Number of customers identified: 2,686

Number of customer groups inventoried: 1

F. Survey of Organization Excellence Results and Utilization Plan

TVMDL has not yet participated in this survey.

G. Information Resources Strategic Plan

Table 1: IR GOALS, OBJECTIVES, STRATEGIES

Item	Description
TVMDL IR Goals	Continue to develop and maintain a state-of-the-art laboratory information management and surveillance system (VisuaLab) in support of TVMDL strategic goals. In addition, the LIMS (VisuaLab) supports all four State Strategic Plan IR goals through electronic capture and delivery of timely laboratory results and a totally electronic disease surveillance and email alert system (VisualEpi).
TVMDL IR Objectives	Continue to provide IR support for TVMDL, the Texas Drug lab, and the Poultry labs to enable clinical case accessioning, medical records management, case reporting, accounting and billing, and epidemiological retrieval and research capability. Ensure that the software and hardware infrastructure is scalable enough to handle an increase in caseload of up to 10% annually.
TVMDL IR Strategies	Continue legacy data transfer to network-based system.
	Provide day-to-day network support.
	Implement direct instrument interfaces.
	Develop and implement epidemiological surveillance system to include the use of GIS.
	Implement speech recognition technologies where feasible.
	Design and build a digital imaging laboratory to support the diagnostic process.
	Fully integrate VisuaLab with the TVMDL web-site and provide the necessary technologies to allow for electronic commerce with respect to TVMDL business transactions.
	Adapt existing financial software to allow for e-commerce where applicable.

Table 2: Information Resources Policies and Practices

Category	Summary/Overview
IR Priorities	TVMDL has implemented a "user champion" committee which reviews all IR projects and recommends their respective development priorities. The TVMDL director reviews the recommendations of the committee and makes a final decision regarding project priorities.
IR Planning Methodology	The DIR IR Strategic Planning guidelines are used as the methodology for the preparation of the plan. The plan is developed in concert with the Agency Strategic Plan. The executive director reviews the IR Strategic Plan prior to submission to DIR.
Operating System	TVMDL is using the Novell operating system for GroupWare applications, Window's NT for data base servers and fax servers, and Window's 95/98 for client work stations.

Development Methodology	Object-oriented development methodology is being utilized to develop TVMDL applications in the PowerBuilder language.
Software Audit and Management	TVMDL performs a total software inventory on all work stations annually to be sure that all software installed on servers and work stations are properly licensed. We are exploring network-based tools which can do this on an ongoing basis. Each TVMDL work station user is presented with the agency software policy every time the computer is booted.
Quality Assurance Practices	During the planning stages of IR projects, the IR team in concert with the agency director and departmental "user champions" evaluate the projected benefits and determine how it fits into agency priorities. Budgeting for all projects is done by a committee consisting of the agency director and the agency CFO and IR representative and is documented in the DIR Operating Plan. A proper risk analysis is also performed for each project to determine what possible impact its implementation may have on the efficiency of the overall clinical case accessioning and reporting system. The effectiveness and efficiency of any completed project is evaluated in a number of ways by the users of the system and feedback from agency clients. For example, reasonableness checks and domain validations are built into the data capture applications to aid in ensuring correctness of information reported back to clients. If an error does occur in medical data capture or reporting, a retrospective analysis is performed by the IR staff to determine the cause. If the problem can be prevented in the future through a software fix, it is implemented. Risk management is an orderly process of identifying, analyzing, and containing or controlling risks. A complete risk assessment for IR has been performed and much of this is covered in the security and disaster recovery plan. Other risks such as loss of key personnel, are dealt with one case-by-case basis. Regular meetings of the agency director, IR representative and user champions are called to evaluate the effectiveness of projects after implementation
E-Government	Clinical case reports are now available to be delivered via email . The agency is exploring the submission of clinical cases (our accession form) directly from our clienlts to TVMDL electronically. In addition, we are looking into converting all regulatory forms for laboratory results into an electronic form which could be emailed directly to the client and/or animal owner. Finally, the agency is considering accepting credit card payment for all services. Ideally, this would be a seamless process that would occur at the same time a

	billing statement is created.
Change Control	A strict change management philosophy is in place in the IR department which prevents any minor or major hardware or software change being made without a sign-off by the operations manager or the department head. Mission critical changes are approved by the agency director.
Security	Physical security to TVMDL's IR resources is felt to be adequate. All servers are accessible only through a combination locked door. Within the server room, all servers are rack mounted and stay under lock and key. The Texas A&M network firewalls provide a layer of ethernet security while the Novell, NT and Inoculan packages provide local security and virus protection.
Geographic Information Systems	It is planned that all warehoused information will be available importation into an off-the-shelf GIS (has not yet been purchased). All users of the epidemiological retrieval system will be authenticated for a "need to know" prior to gaining access to the system. In addition, GIS data will not be released from TVMDL for general consumption until the director has approved to protect the confidentiality of the data. TVMDL plans to make its medical data bases available for integration into State initiatives such as the ones proposed by the Texas Geographic Information Council.
Disaster Recovery/Business Continuity Planning	The TVMDL disaster recovery plan is now being rewritten for the recently implemented VisuaLab system (replaced legacy system). The Veritas Backup Exec Intelligent Disaster Recovery system is under evaluation to aid in this effort. There are currently no plans to contract with the West Texas Disaster Recovery Operations Center.
Resource Use	The use of voice and data resources (video resources are not currently available) are governed by the director via a comprehensive security access approval system. Each employee is evaluated for their "need to have" voice and data services and they are granted individually. As needs change, the profile is reviewed.
Contract/Consultant	All out-sourcing to contractors is approved by the director and is acquired through a competitive bid as per the purchasing rules of the State of Texas.
Information Sharing	All sharing of data with other agencies (e.g. Texas Department of Health) or external entities is reviewed and approved by the director.
Training and Continuing Education	A training plan is on file for each IR employee. The need for C.E. is reviewed and scheduled on an annual basis. The director approves all continuing education and additional training.
Data Center Operations	As has already been outlined in the Disaster Recovery section, there are currently no plans to migrate to the

	West Texas Disaster Recovery and Operations Center.

Table 3: Agency Platforms, Systems and Telecommunications

CATEGORY	TYPE	OPERATING SYSTEM	DATABASE MGMT. SYSTEM	CAPACITY/ SIZE/COUNT	COMMENTS/ DESCRIPTIVE INFORMATION
Mainframe N/A NONE INSTALLED	Manufacturer	Primary O/S used	Primary DBMS used	Capacity (MIPS)	
Minicomputer SHUTTING DOWN, APRIL 20, 2000	Manufacturer Prime 9955II	Primary O/S used Primos	Primary DBMS used Rexcom	Capacity (MIPS) 27	This system is being phased out. We are in the process of moving the legacy data over to the network.
Network					See Figure 1, Network Topology Map
LAN Servers	PC or Mac PC	Primary O/S used Novell and NT	Primary DBMS used Oracle	Number of Servers = 4	
LAN Servers (Remote)	PC or Mac PC	Primary O/S used Novell and NT	Primary DBMS used Oracle	Number of Servers = 3	
LAN Client/Work-stations (Central)	PC or Mac PC	Primary O/S used Windows 95/98	Primary DBMS used N/A	Number = 85	Minimum configuration Pentium 200, 64MB RAM
LAN Client/ Work-stations (Remote)	PC or Mac PC	Primary O/S used Windows 95/98	Primary DBMS used N/A	Number = 20	Minimum configuration Pentium 200, 64MB RAM
WAN Servers	Mail, Web, DNS Servers etc.	Primary O/S used Novell	Primary DBMS used N/A	1	SMTP Gateway for Internet mail
Standalone PC Workstations	PC or Mac PC	Primary O/S used Windows 95/98	Primary DBMS used N/A	Number = 5	Specialized instruments
Internet Service Provider		Vendor - Texas A&M statewide network		N/A	Texas A&M backbone direct connect to TVMDL
Shared Network		Texas A&M University		N/A	All internet access provided by the Texas A&M state network

Figure 1--Current Network Topology Map

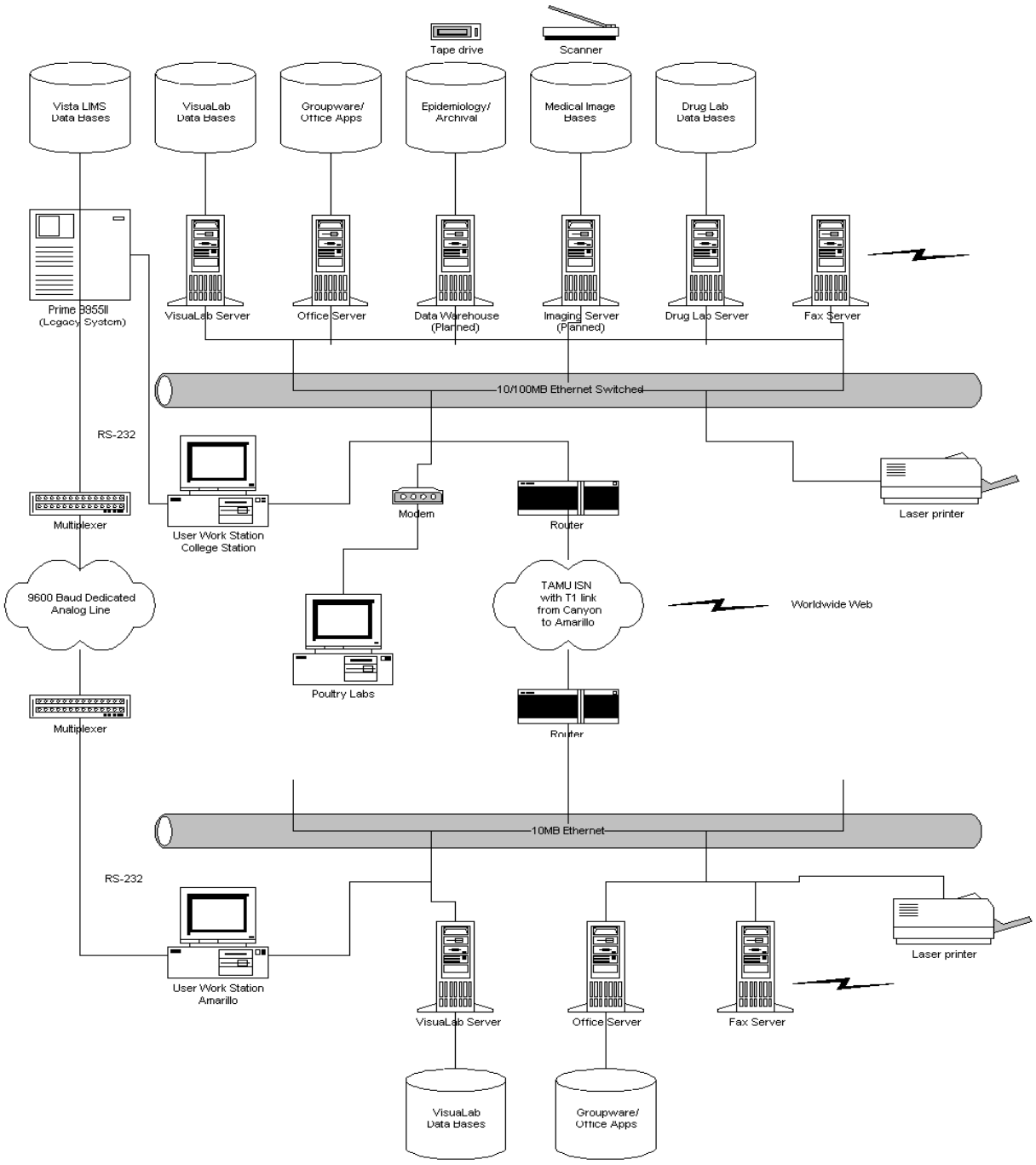


Table 4: Agency Databases

Category	Description
Database Name	Medical records
Database Description	Contains all client information, clinical history, diagnostic laboratory test results and billing information for each case.
Database System	Oracle
Estimated Physical Storage Requirements	5 GB
Year 2000	LIMS
GIS Classification	Data can be plotted by county or zip code--no lat-lon data available.
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, others upon request--data is provided in printed or electronic form as requested.
Future	We plan to enhance GIS capabilities to integrate the medical data sets with weather, soil, toxic plant, and other data.

Category	Description
Database Name	Client data base
Database Description	Contains all demographic and account aging data for each TVMDL client.
Database System	Oracle
Estimated Physical Storage Requirements	500 MB
Year 2000	LIMS/ACCTG
GIS Classification	Clients can be plotted in Texas by city or county
Sharing	No sharing.
Future	No planned replacements, modifications, conversions, or discontinuance during the planning period.

Category	Description
Database Name	Domain tables
Database Description	Contains all possible valid result descriptors for the VisuaLab LIMS.
Database System	Oracle
Estimated Physical Storage Requirements	100 MB
Year 2000	LIMS
GIS Classification	N/A.
Sharing	No sharing.
Future	No planned replacements, modifications, conversions, or discontinuance during the planning period.

Category	Description
Database Name	Epidemiology & Case Archives
Database Description	Contains all archived clinical cases and medical information resulting from laboratory testing.
Database System	Oracle
Estimated Physical Storage Requirements	10 GB
Year 2000	LIMS
GIS Classification	Data can be plotted by county or zip code--no lat lon data available.
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, others upon request--data is provided in printed or electronic form as requested.
Future	No planned replacements, modifications, conversions, or discontinuance during the planning period. System enhancements will be made as necessary to fulfill the needs of TVMDL.

Table 5: Agency Applications

Category	Description
Application Name	VisuaLab Laboratory Information Management System for Veterinary Medicine
Application Description	Mediates the capture of clinical history and diagnostic laboratory test results, provides for on-line case review, capture of charges for billing, invoicing, case tracking and reporting back to hospitals.
Database System	Oracle
Development Language	Powerbuilder
Year 2000	LIMS/ACCTG
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, Texas A&M University College of Veterinary Medicine and others upon request--data is provided in printed or electronic form as requested.
Future	No planned replacements, modifications, conversions, or discontinuance during the planning period. System enhancements will be made as necessary to fulfill the needs of TVMDL.

Category	Description
Application Name	Empower Accounts Receivable and General Ledger
Application Description	Used for establishing and maintaining client accounts and for accounting and billing purposes.
Database System	Oracle
Development Language	Powerbuilder
Year 2000	ACCTG
Sharing	N/A
Future	No planned replacements, modifications, conversions, or discontinuance during the planning period. System enhancements will be made as necessary to fulfill the needs of TVMDL.

Category	Description
Application Name	Epidemiological Retrieval, Clinical Data Mining, and Surveillance System (VisualEpi)
Application Description	Used to archive important TVMDL medical information which must be legally maintained. In addition, provides for storage and retrieval of medical information for retrospective epidemiological research studies.
Database System	Oracle (under development)
Development Language	Powerbuilder (under development)
Year 2000	LIMS
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, , Texas A&M University College of Veterinary Medicine and others upon request--data is provided in printed or electronic form as requested.
Future	Finish the system and make it available to professional staff members for conducting ad hoc queries and independent studies.

Category	Description
Application Name	StarLims
Application Description	Collects drug testing data from instruments for reporting.
Database System	Clipper
Development Language	Clipper
Year 2000	LIMS
Sharing	Texas Racing Commission
Future	A study will commence in year 2001 to determine if VisuaLab can serve as a replacement for the StarLims system. In the meantime, the system is functioning adequately in support of the Drug Testing Laboratory.

Category	Description
Application Name	GIS (Being researched)
Application Description	Be able to retrieve medical data sets which can be plotted on Texas maps in relation to weather, soil, plant and other data.
Database System	Not yet selected
Development Language	Not yet selected, possible off-the-shelf
Year 2000	N/A
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, , Texas A&M University College of Veterinary Medicine and others upon request--data is provided in printed or electronic form as requested.
Future	Ongoing enhancements

Category	Description
Application Name	Speech recognition (under development)
Application Description	Enable the use of speech recognition technologies for the

	capture of clinical history and laboratory test results.
Database System	N/A
Development Language	Off-the-shelf product (Kurzweil)
Year 2000	N/A
Sharing	N/A
Future	Continue to adopt improved technologies

Category	Description
Application Name	Digital Imaging Base (under development)
Application Description	Create a image base of medical images which aid in the diagnosis of animal diseases and enable the reporting of images within VisuaLab
Database System	Oracle
Development Language	Powerbuilder
Year 2000	LIMS
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, TVMDL clients, Texas A&M University College of Veterinary Medicine and others upon request--data is provided in printed or electronic form as requested.
Future	Continue to adopt improved technologies

Category	Description
Application Name	Knowledge-based clinical decision support (under development)
Application Description	Integrate the Associate® clinical decision support modules with VisuaLab to assist professional staff members in building differential diagnosis lists and in suggesting diagnostic rule-in/rule-out plans.
Database System	Access
Development Language	Visual Basic
Year 2000	N/A
Sharing	Texas Department of Health, Texas Animal Health Commission, USDA, TVMDL clients, Texas A&M University College of Veterinary Medicine and others upon request--data is provided in printed or electronic form as requested.
Future	Build knowledge bases for additional species and improve the content of existing knowledge bases.

Table 6: Interagency Data Needs

List	N/A
Obstacles	One obstacle to sharing of TVMDL animal disease case information with any person or group is the need to maintain confidentiality of medical records. In addition, the misuse, misinterpretation or inappropriate release of certain disease data can devastate an entire business and/or market. However, the new network-based information system will be tied in directly with the TAMU system-wide telecommunications backbone. This will help facilitate the appropriate sharing of information in an electronic form making it easily imported into other data bases, spreadsheets or other software platforms. Adequate security and data encryption techniques must be utilized to ensure that the confidentiality of our medical records is not compromised.
Needed Assistance	None.

Laboratory Customer Survey

The Texas Veterinary Medical Diagnostic Laboratory would like for you to take a minute and fill out this survey so that we can better serve you in the future. The following statements describe possible experiences with our staff or services. Please indicate how strongly you agree or disagree with each statement. The strength of your response can range from strongly disagree to strongly agree. If you do not have any information about a particular statement or the statement is not applicable to you, please indicate by circling "NA". Feel free to copy this questionnaire and distribute it to others who interact with our laboratory.

Please fax your response back to us at 979-845-1794 or mail it to TVMDL, PO Drawer 3040, College Station, TX 77841-3040 by March 15, 2000. We appreciate your assistance. This survey is very important to us and to the Texas Legislature.

***SD** = Strongly Disagree* ***N** = Neutral* ***SA** = Strongly Agree* ***D** = Disagree* ***A** = Agree* ***NA** = Not Applicable*						
Testing and Reporting						
Diagnostic tests are up to date and meet our needs.	*SD*	*D*	*N*	*A*	*SA*	*NA*
Turn around times are appropriate.	*SD*	*D*	*N*	*A*	*SA*	*NA*
Feedback about problems with samples or specimens is prompt.	*SD*	*D*	*N*	*A*	*SA*	*NA*
Results are accurate.	*SD*	*D*	*N*	*A*	*SA*	*NA*
Reports are generated in a useful format.	*SD*	*D*	*N*	*A*	*SA*	*NA*
Calls are answered in a prompt and courteous manner.	*SD*	*D*	*N*	*A*	*SA*	*NA*
During technical consultations with TVMDL staff they demonstrate:						
a. the technical expertise required to meet our needs.	*SD*	*D*	*N*	*A*	*SA*	*NA*
b. an understanding of the significance of the test results.	*SD*	*D*	*N*	*A*	*SA*	*NA*
c. professionalism and responsiveness by replying promptly by						
1) telephone calls, e-mail messages and/or faxes.	*SD*	*D*	*N*	*A*	*SA*	*NA*
2) sending information and/or special reports.	*SD*	*D*	*N*	*A*	*SA*	*NA*
Staff responses to questions concerning test results and procedures are						
a. thorough.	*SD*	*D*	*N*	*A*	*SA*	*NA*
b. easy to understand.	*SD*	*D*	*N*	*A*	*SA*	*NA*
The TVMDL web page is useful.	*SD*	*D*	*N*	*A*	*SA*	*NA*
The bimonthly TVMDL column in the Texas Veterinarian *is useful.*	*SD*	*D*	*N*	*A*	*SA*	*NA*
Complaints are handled promptly and efficiently by the staff.	*SD*	*D*	*N*	*A*	*SA*	*NA*

Please answer the following questions

Would you like to receive your reports by e-mail? ***Yes*** ***No***
My e-mail address is:
Would you like to fill out your TVMDL accession form electronically on the WordWide Web (this would automatically suspense your case at TVMDL and allow you to print out a copy for submission with the specimens)? ***Yes*** ***No***
Assuming the necessary security is in place, do you want to be able to search and view your laboratory results from the TVMDL Web site? ***Yes*** ***No***
If we could change one thing to improve our service to you, what should it be?

Please check all our services that apply to you <u>and</u> rate them as to their <u>value to your practice</u> with 1 lowest and 5 highest.

Accounting	*1 2 3 4 5 NA*
Bacteriology	*1 2 3 4 5 NA*
Chlamydiology	*1 2 3 4 5 NA*
Endocrinology	*1 2 3 4 5 NA*
Molecular Genetics	*1 2 3 4 5 NA*
Necropsy	*1 2 3 4 5 NA*
Pathology	*1 2 3 4 5 NA*
Serology/Immunology	*1 2 3 4 5 NA*
Toxicology	*1 2 3 4 5 NA*
Virology	*1 2 3 4 5 NA*

Please check the box that best describes your business.

Small animal, exclusively
Food Animal, exclusively
Equine exclusively
Mixed practice

Optional Information:

Name:
Phone Number:
E-mail address:
Would you like us to contact you: Yes No
Comments:

“Compact with Texans”

by the

Texas Veterinary Medical Diagnostic Laboratory

Prepared by
A.K. Eugster
March 7, 2000

Services offered:

The Texas Veterinary Medical Diagnostic Laboratories (TVMDL) provide a service to the animal industries of Texas in the form of diagnostic laboratory tests on specimens from live or dead animals, permitting prompt diagnosis so that sick animals may be treated, preventative measures established and epizootics prevented. In addition, the laboratories facilitate commerce of livestock by providing tests required for international, intrastate or interstate shipment of animals. The laboratories also identify disease outbreaks and issue appropriate warnings. Research to improve existing or development of new diagnostic tests, as well as studying new or unusual diseases, are ongoing. The College Station laboratory performs the necessary tests to detect illegal drugs in horses and dogs racing in events where pari-mutuel wagering occurs, as well as in animals entering certain livestock shows.

Customer Service

The client is king at TVMDL. It is our goal to provide the most up-to-date and most complete diagnostic test menu to the animal industries via the veterinary profession. We strive to keep the in-lab turn around time as short as possible, currently at 4.3 days. TVMDL receives approximately 1,950 business related telephone calls per week and handles these promptly and efficiently. (TVMDL does not have any recordings or voice mail during regular working hours). We have 800-type telephone numbers. Our clients/customers receive their information on submitted diagnostic cases either via telephone, fax, e-mail or regular mail – the client can choose from these options.

Complaint Handling

Complaints received via phone, e-mail, or mail are immediately given to the CEO (Executive Director) or, in his absence, the two Associate Agency Directors. One of these three individuals will contact the complainant the same day, mostly via phone. The attitude to always give the customer the benefit of the doubt prevails at TVMDL.

Contact Information

TVMDL Internet Address: wwwtvmdl.tamu.edu

Customer Service Representative: Dr. Lelve G. Gayle, Associate Agency Director,
(979) 845-3414 (Lgayle@tvmdl.tamu.edu)

College Station

Texas Veterinary Medical Diagnostic Laboratory
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Fax: 979-845-1794
(Courier address: 1 Sippel Road,
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Center

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