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Executive Summary

We conducted a study of the Harris County Public Health Department (HCPH) and Houston Health Department (HHD) in an attempt to: (1) identify the divisions, programs, services, and functions of the two departments; (2) identify potential overlaps in programs/services/functions across the two health departments; (3) discover challenges and barriers that reduce the effectiveness of the two health departments and its divisions; and (4) identify empirical research and best practices that might be considered in the development of recommendations to enhance the functioning of the two health departments.

To this end, we conducted interviews with available division and program directors, service and program heads, public health directors, professionals, and subject matter experts. We also consulted empirical studies and government websites to obtain supplementary information. Our findings suggest various factors that pose challenges and inhibit the effectiveness of various programs and services across the two health departments. These factors include: (1) pandemic-related challenges; (2) difficulties around collaboration between HCPH and HHD; (3) financial and grant-related challenges; (4) political tensions (e.g., competition and health care as a barrier); (5) logistical problems (e.g., technology or access to data); and (6) performance/effectiveness measurement issues.

Some programs and services overlap; however, these often serve different communities. Programs and services with a degree of overlap likely include: (1) Childhood Lead Poisoning Prevention and Lead Abatement Programs, (2) Food Safety Inspections and Permits Services, (3) Food Manager and Food Handler Certification Programs, (4) Pool and Water Inspection Services, (5) Immunization Program, (6) HIV/STD Prevention Program, (7) WIC Program, (8) Diabetes Prevention Programs, (9) Services Promoting Healthy Nutrition, Physical Activity, and Tobacco Cessation, (10) Health Clinics and Family Planning Services, (11) Public Health Preparedness Services, (12) Oral Health and Dental Services, (13) Planning Development Functions, and (14) Administrative and Financial Services. We also found that the two health departments provide several services that are unique to each health department and thus expand beyond their jurisdiction. For example, HHD offers the Area Agency on Aging, which also serves Harris County residents, whereas the HCPH offers Mosquito and Vector Control for both Harris County and the City of Houston.

A major discovery is that: (1) that the public health field has relatively few standard, agreed-upon unit- or organization-level measures defining effectiveness, and (2) clear measures of effectiveness seem to be lacking in both City and County units whose missions are not regulated by grant constraints, accreditation/certification guidelines, or statutory requirements. We respectfully suggest that this is a major impediment to creating evidence-based recommendations for structural changes in the departments. Indeed, we urge caution when pursuing efforts to base recommendations on financial and/or other issues without clearly linked effectiveness data.
Section 1: Introduction and Project Overview

Process and Methodology Overview

To learn about how each division operates and serves the community, we interviewed division and program directors from the Houston Health Department (HHD) and the Harris County Health Department (HCPH). These interviews were conducted in 2020, before some reorganization in both departments.

These interviews provided information about the departments’ processes, functions, programs, and services. Through these interviews, we sought to obtain the following information: (1) programs/services provided; (2) how and where the services are provided; (3) number of full-time and part-time employees; (4) current year’s appropriation; (5) funding sources; (6) intended beneficiaries; (7) eligibility requirements; (8) jurisdiction and service areas covered; (9) number of people served; (10) agencies they report data to; (11) the kind of data reported; (12) suggestions on areas of improvement for their division/program; (13) ways in which beneficiaries find out about the program; (14) partnerships with other programs or organizations; and (15) performance criteria used for each division/program. We were able to interview 18 representatives from Houston Health Department and 18 representatives from the Harris County Health Department. Each interview lasted between 30-60+ minutes. In addition to these interviews, we also interviewed with public health experts and directors from other regions (i.e., Austin, Dallas, Round Rock, and San Antonio) to help us gain a better understanding of how other health departments operate and to identify best practices. See Appendix A for a list of all interviewees.

We supplemented the information obtained from these interviews with information we found online and through various documents received from both health departments. Namely, these included: (1) organizational structure documentation, (2) financial documentation, (3) Department of State Health Services Contracts, (4) grant documentation, (5) dashboard information, (6) annual progress reports, (7) patient data and statistics, and (8) function, program, and services breakdowns. We also referenced the HCPH and HHD websites, which include information on the structures of the two departments, program and services provided, as well as information for beneficiaries. Unfortunately, as did our colleagues in the Commissioner’s Court Analyst’s Office, we discovered that the websites were missing information, and in some instances, were apparently inconsistent with the actual organizational structures. We requested comprehensive lists of programs and services. The HCPH provided a list, but its representative suggested that it may not be complete—an assertion later confirmed. Moreover, sources of information were not always consistent. For example, some of the programs and services listed in this report were included in the PFM report but not identified by other sources.
To achieve a better understanding of best practices within public health, we leveraged empirical articles, previous reports, as well as information we obtained by interviewing directors of other health departments (e.g., Dallas Public Health Department) and other health department subject matter experts. We also referenced the National Association of County and City Health Officials (NACCHO) website as well as other government websites that describe public health departments across the country.
Section 2: Overview of the Two Departments

Harris County Public Health appears to consist of 10 divisions: (1) Environmental Public Health Division; (2) Mosquito and Vector Control; (3) Nutrition and Chronic Disease Prevention; (4) Office of Communications Education, and Engagement; (5) Office of Financial and Support Services; (6) Office of Policy and Planning; (7) Office of Public Health Preparedness Response; (8) Veterinary Public Health; (9) Office of Science, Surveillance, and Technology, and (10) Disease Control and Clinical Prevention. Each division is composed of various programs and services. The services are provided within Harris County and for Harris County residents, however, some services are provided to unincorporated areas (e.g., Pasadena and Montgomery County). Some of these services are also provided to Houston residents. The department has a total budget of approximately $103 million and close to 700 employees. About $29 million comes from the County’s general fund, while $74 million comes from grants. The various divisions, programs, and services receive funding from varying sources that include federally or state-funded grants (e.g., U.S. Department of Housing and Urban Development, U.S. Center for Disease Control and Prevention, self-funding, Texas Department of State Health, U.S. Department of Agriculture). Most programs and services are required to report data on a regular basis to their funding source to ensure appropriate spending of funding.

The City of Houston Health Department appears to consist of eight divisions: (1) Disease Prevention and Control; (2) Division of Environmental Health Bureau; (3) Human Services; (4) Administrative Services; (5) Health Centers and Multiservice Centers; (6) Maternal and Child Health; (7) Health Education and Community Outreach; (8) Population and Public Health Infrastructure. These divisions consist of programs and services. These services are largely provided to Houston residents, however, HHD provides some services to Harris County residents (e.g., immunizations, HIV/STD, Viral Hepatitis Prevention Program). The department has a budget of approximately $92 million and about 1,400 employees. About $58 million comes from the City’s general fund, while $33 million comes from grants. These divisions and programs receive funding from federally and state-funded grants (U.S. Center for Disease Control and Prevention, Community Development Block Grant, Texas Department of State Health Services, U.S. Department of Housing and Urban Development). These funders require City of Houston Health Department to report data relevant to their services.

Each program and service area within both health departments includes a list of eligibility requirements that citizens and organizations have to fulfill to obtain the services. These criteria may include income, household size, insurance status, age range, location of residence, etc. As we discuss later, both departments have issues with what we label as “the criterion problem.”

Some of the divisions, programs, and services assess their performance by examining several quantitative and some qualitative metrics. For example, some performance metrics include number of immunizations administered, number of food establishments that go through a certain program, testing rates, client satisfaction surveys, website traffic, number of cases investigated, etc.
As this report will delineate, the two health departments do not constitute an apples-to-apples comparison. Each department undertakes some functions that are undertaken by a different department at the other entity. (The cost of these other functions is not included in the figures above but will be delineated below.) Indeed, there are various programs and services that overlap in function between Harris County Public Health and The City of Houston Health Department. Some of these include Lead Hazard Control Program, Childhood Lead Poisoning Prevention Program, Immunization Program, HIV/STD Prevention Program, WIC Program, and Oral Health and Dental Program. However, it is important to point out that although these programs serve some of the same functions and provide similar services, they largely provide these services to different populations based on jurisdiction and location of residence. Additionally, these seemingly overlapping services also differ in terms of their funding sources and around how they provide the given services. The different funding sources require measurement of different performance criteria, making it difficult to compare effectiveness levels across the departments and their various units.
Departments, Programs, Services, and Functions

We provide in this section the following data fields: services, service delivery method, staffing, funding, intended beneficiaries, eligibility requirements, number of people served, data reporting, how individuals learn about the program, partnerships, and performance criteria. Unfortunately, we were unable to gather complete data for each program/function.

Harris County Public Health

Disease Control and Clinical Prevention

Has the goal to improve the overall health and well-being of all Harris County residents. Provides a list of clinical and preventive health services at four clinics throughout Harris County. Responds when outbreaks occur within the County.

Services.
Service Delivery Method. Provide services to unincorporated Harris County area.
Staffing. 50 full-time equivalents for the division.
Funding. $3,280,214 for the 2020-2021 fiscal year.
Close to $1.1 million in total from the state and federal government.
Funding comes from general funds, federal, and state funding.
Around $600,000 from federal government and $500,000 from state. A large portion of the funding comes from county because the state does not provide enough to fund the whole program.
The amount has been reduced because now they receive more money from state.

Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria. Every grant requests metrics. For general fund, they request patients, percentage increases. However, it depends on program. They are in the process of developing a division wide platform to track the performance indices in collaboration with budget indices. This is because they are rolling up their performance-based metrics and developing it for each program grant or general fund.

Preventive Health Services

Provide direct preventive services to prevent infectious disease outbreaks and prevent health disparities for chronic conditions. Consist of seven different programs.
Immunizations.
There are three entities: Immunization program, Immunization Grant, and Immunization Mobile Clinics. The one housed within the Disease Control and Clinical Prevention Division is only in relation to education and outreach regarding immunizations. This program does not provide immunizations.
This program was not listed in the list of services we received from HCPH. The list that HCPH sent over was based in the PFM report, and the representative suggested that it may not be complete. We included this program because we obtained information on it during the interviews.

Services. Provide education and outreach for individuals to receive immunizations.
Service Delivery Method. They do not host events outside of Harris County.
Staffing.
Funding. The program receives an immunization grant from DSHS for education and outreach.
Intended Beneficiaries. Low-income children and adults in Harris County.
Eligibility Requirements. Low-income children (enrolled in Medicaid, ones that receive benefits from CHIP) and uninsured adults and children
Number of People Served. 24,149
Data Reporting. They report to the state like the city does. They report educational information to Texas Department of State Health Services. Some education is vaccine specific, some for flu, some for other diseases, etc.
How Individuals Learn About the Program. They partner with individual organizations and establish individual partnerships. They choose the time, location, and services. Use flyers to spread information. Some events are private (elementary school) so they do not advertise them, but they allow the school to advertise it themselves. If the event is open to public they will post at grocery stores, print flyers and hand them out, and social media. They also created a map of all public location events on their website so they can see where the events will be held. They have an outreach team, and they send a team member to every mobile event to advertise for the clinic. The team screens people to make sure they are eligible for the grant.
Part of the flu task force has an education team. They go out and advertise for the clinic, for mobile teams, and show people why it is important to get the flu vaccine.
Partnerships. They have partnerships that they have had for a while (a school in Pasadena wants an event every year around the same time). They also have an outreach manager who contacts precincts to make sure they are reaching every precinct. They also receive emails from employees in other departments or they call them and tell them that they came across someone who wants to get a vaccine and then they reach out to that person.
They partner with religious organizations but not private companies because they usually are not eligible (need to be low income).
Flu is open to everyone, not just low income, but they try to focus it on those who are low income, uninsured, and have Medicaid.
They partner with Harris County Department of Education.
They have partnered with UT Health.
They partner with every precinct community center and various libraries.
**Performance Criteria.** Immunization metrics: They look at the number of patients served in relation to the total number of eligible patients. They have to meet a specific ratio to get funding for each year.

**Community Health Services.**
These services consist of four units. These include Clinical Health & Prevention Unit, Mobile Health Services Unit, Community Health Outreach, and Health & Wellness. Disease Control and Clinical Prevention Division provides preventive health services at two fixed clinical sites in Humble and Pasadena, as well as in a mobile platform. Preventive services include immunizations, family planning, wellness exams, disease screening, and health education and counseling.
The list of programs and services that HCPH sent us included this service and we obtained information on this service during our interviews.

**Services.** The Clinical Health & Prevention Unit serves residents through two clinics, offering preventive family planning screenings, STI screenings and treatment, birth control, education and counseling, immunizations, and referrals to external partners. The Mobile Health Services Unit provides wellness exams, family planning and reproductive health services, immunizations, wellness screenings, and other services through a mobile platform.
The Community Health Outreach Unit functions as the community liaison and as the point of contact to external partners, including community-based partners. The team also creates and maintains relationships with other organizations, to increase referral sources and community education. The unit also branches out and educates the public on the services that the division offers.

**Service Delivery Method.**

**Staffing.**

**Funding.** This service area receives funding from Family Planning, Title X, and Healthy Texas Women.

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

**Health and Wellness Program.**
Consists of clinics and preventive services that offer walk-ins as well as appointments. These clinics provide general services and family planning services.

**Services.** General services include physical exams, immunizations for children and adults, screening for diabetes, high blood pressure and cholesterol management, screening and treatment for sexually transmitted infections (STIs), HIV screening, risk-reduction counseling, and care information, screening for postpartum depression, cervical cancer screening, clinical breast exams, mammography referrals, and nutritional counseling.
Family planning services include contraceptive distribution, contraceptive implantation, pregnancy testing, and distribution of long-acting reversible contraceptives.

**Service Delivery Method.** The clinics are in two locations: Humble and Southeast Clinic. Patients contact the clinic by phone or in person, staff asks the patient what type of services are needed, if the clinic provides the requested services, they ask the patient for the insurance/payer information. After reviewing, if the coverage is active, they schedule an appointment. If coverage is not active, they schedule the patient for an eligibility appointment. After eligibility is confirmed and an appointment is scheduled, the patient signs consent forms, provides a copay if applicable, and the patient sees the clinical staff.

**Staffing.** The program consists of 25 full-time employees and one contract worker.

**Funding.** DSHS provides up to $1,993,234 (25% cost reimbursement, 75% fee-for-service) for family planning.

Healthy Texas Women provides $373,333.

Title X provides $150,000.

Harris County Public Health General Funds cover $50,000.

**Intended Beneficiaries.** Patients who are seeking any of the provided services.

**Eligibility Requirements.** Eligibility and fees are based on income and household size. Eligibility criteria also differ based on the services needed. Those not eligible are referred to another provider.

DSHS Family Planning services criteria: 15 – 64 years old Women and Men, Texas residence, picture ID, proof of income, proof of enrollment in SNAP, WIC, CHIP.

Healthy Texas Women criteria: 15 – 44 years old Women, picture ID, evidence of citizenship, legal immigrant status forms, proof of income, proof of enrollment in SNAP, WIC, CHIP.

**Number of People Served.** DSHS: Family Planning program on average serves 2,500 patients a year.

Healthy Texas Women: Serves an average of 1,200 patients a year.

**Data Reporting.** The program reports data to Department of State Health Services, HTW, and Title X, among others.

It reports monthly patient counts, patients’ demographics, LARCs dispensed, revenue report, expenses report, and outreach report.

**How Individuals Learn About the Program.** Patients learn about these services through referrals from internal and external partners, friends, family, other patients, the website, and outreach campaigns.

**Partnerships.** The program partners with Nutrition and Chronic Disease Prevention Division (including WIC, dental, chronic disease, mental health, and others), LIFE Houston, HIV and Tuberculosis programs, The Rose, VFC/ASN Program, CPAN, Community partners, Harris Health, The Harris Center, and FQHCs.

**Performance Criteria.** The program uses key program indicators developed from grant deliverables and metrics. It measures effectiveness monthly using and EMR system.

The data they use to assess performance include: no-show reports, financial reports, number of encounters, immunizations administered, patient satisfaction surveys, monthly inspections for lab services and medications, quarterly chart reviews, and eligibility appointments.
**Tuberculosis Elimination Program.**
The program offers different services aimed at Tuberculosis prevention and control. These services are provided by a mid-level provider and additional Tuberculosis Program staff to fight against Tuberculosis. The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.

**Services.** The Tuberculosis program uses Directly Observed Therapy (DOT) to treat active cases and household contacts who have a latent infection. DOT is costly. It requires outreach workers to drive up to 17,000 miles a month to deliver and observe medication doses. However, the program also explored a new approach to care that involves video technology called Video Direct Observed Therapy (VDOT). This reduces the stigma of Tuberculosis, allows for easier medication adherence, and reduces costs. Patients who use VDOT send videos of themselves taking the medication for TB every day and they also receive two home visits from a nurse.

**Service Delivery Method.** There is an Antoine site and a Pasadena site. Services are typically provided in brick-and-mortar clinics. The patient is referred from a provider. The patient’s clinical and demographic data is processed by the Tuberculosis case registry department. The patient is interviewed by the nurse case manager and contact investigator. The patient’s family testing is arranged by the contact investigator. The patient and family are seen in the clinic for an exam, chest Xray, labs, and medication initiation. The patient is monitored by a nurse case manager throughout the treatment. Directly observed therapy ensures the patient’s compliance with medication. A trained health care worker monitors the patient for medication side effects and ensures that the patient takes their medication.

**Staffing.** The program consists of 29 full-time employees.

**Funding.** The program’s appropriation for the year is $2,153,453.56.
- Tuberculosis Federal Grant: $482,768.00; Tuberculosis State Grant: $882,382.00; Harris County General Funds: $788,303.56.

**Intended Beneficiaries.** Harris County residents who have Tuberculosis.

**Eligibility Requirements.** Patients are referred based on a test they are administered. Patients live in the unincorporated areas of Harris County, outside the City of Houston Health Department’s jurisdiction. The City of Houston Health department has their own Tuberculosis program for those who reside within the city.

**Number of People Served.** The program provides Directly Observed Preventive Therapy to an average of 163 patients, contacts, and suspects each week.

**Data Reporting.** The tuberculosis case registry department reports the program’s surveillance data to the State of Texas Department of State Health Services and the Centers for Disease Control. The program also provides data to HCPH leadership. They report performance measures to meet grant objectives and surveillance data.

**How Individuals Learn About the Program.** Patients are referred by their medical provider if they have suspected or diagnosed tuberculosis disease or latent tuberculosis infection. Prior to the pandemic, the program conducted targeted testing outreach to high-risk areas for prevention purposes.
**Partnerships.** The Harris County Public Health Tuberculosis program has collaborated with local and national entities. They work with the Refugee Health Screening program, City of Houston Tuberculosis program and most recently they collaborated with the State of Texas Tuberculosis Program to provide video directly observed therapy to one of the regions in the state.

**Performance Criteria.**

**Ryan White Grant Administration Program.**
This is a HIV/AIDS Program that is a federal initiative enacted in 1990 to provide primary medical care and support services to low-income HIV-positive individuals who are underinsured or do not have health insurance. This program also oversees funding for services in the Houston area.
The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.

**Services.** This is a federally funded initiative that provides medical care and support services to low-income, HIV-positive individuals who are uninsured or underinsured. HIV/AIDS providers in the Houston Eligible Metropolitan Area also receive this funding.

**Service Delivery Method.** Since 1992, this program has awarded and administered over $300 million to health and social service agencies in the Houston Eligible Metropolitan Area (EMA). This includes Harris, Fort Bend, Chambers, Liberty, Montgomery, and Waller counties. In 2010, over 10,000 people diagnosed with HIV/AIDS in the Houston EMA received medical and supportive services through Ryan White Part A funding.

**Staffing.**

**Funding.** Ryan White Part A and Minority AIDS Initiative (MAI) grant funding is provided to providers of HIV/AIDS services in the Houston Eligible Metropolitan Area (EMA). Ryan White Grant Administration received $19,750,043 in 2013, in total Part A and MAI funds. Using this funding, the Grants Management Section administers 20 contracts with 9 local service providers.

**Intended Beneficiaries.**

**Eligibility Requirements.** Low-income, HIV-positive individuals who are uninsured or underinsured in the eligible metropolitan area.

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

**HIV/STI Prevention Program.**
Provides free HIV and syphilis testing, education, counseling, and PrEP/PeP services to help prevent the spread of HIV and STIs, focusing on priority and at-risk populations. This encompasses the HIV prevention program, which is funded by the state and the STI program, which is funded by the County.
The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.
Services. Offer HIV/STD prevention counseling, testing, and linkage to care services to eligible patients. They are also still working on launching the STI program. They take the service out to client (123 testing).

Service Delivery Method. They deliver their services through mobile health clinics and at Health and Wellness Clinic locations. They did not have clinics that offer walk-in testing, but they received money to start walk-in testing in 2020. The testing is offered through family planning services. The mobile testing follows the same restrictions that the clinics do. They are also moving to at home testing now because of the pandemic.

Patients come in by scheduling an appointment. Client text Testing123 at 281-967-8387. An outreach Worker responds to text message and assesses their needs. If they request testing, an outreach Worker confirms an appointment. The outreach worker drives to a location provided by the client on their terms. However, if the patient does not request testing, linkage to care, and condom distribution, clients are referred to community partners to meet their need.

The services are provided in Harris County/Montgomery County (does not include the City of Houston).

Staffing. 5 full-time employees.

Funding. HIV prevention has $426,000 budget.

STI – This program is still in development.

The program receives funding from Texas Department of State Health Services.

The program receives funding for free HIV/STD testing, condom distribution, linkage to medical care, and PrEP services.

Intended Beneficiaries. At risk populations for HIV/STD.

Eligibility Requirements. No insurance required.

Testing 123 is used for HIV and Syphilis testing and there are no eligibility requirements.

Number of People Served.

Data Reporting. The program reports data to Texas Department of State Health Services.

The program also reports new cases of infection to the City because the City conducts the investigations and because the City is the regional representative to the state. The city then reports to the state and the state sends it to CDC. The city receives HIV prevention funding and indirect funding from the State for STD prevention.

How Individuals Learn About the Program. The program advertises testing via social media pages (Instagram, Facebook, Twitter) and via community partners: City of Houston, Legacy, Avenue 360, St Hope Foundation, Thomas St, Bee Busy, Texas Southern University, University of Houston. They market to local businesses with Testing123 cards, as well as by attending community events, health fairs, and using billboard campaigns.

Partnerships. They partner with all Disease Control and Clinical Prevention Clinics and programs. This includes other divisions/offices within HCHP such as Nutrition and Chronic Disease Prevention (e.g., WIC), Office of Policy and Planning, and Office of Communications, Education, and Engagement. They also partner with the community through a Community Advisory Board.
Performance Criteria. They developed their Key Program Indicators from grant deliverables and metrics. They measure effectiveness monthly by retrieving data from Evaluation Web and chart reviews. Performance metrics include:

- Monthly Sunday-Funday Testing events in Montrose
- Outreach to MSM in Montrose via Clubs, Bars, Businesses
- Weekly testing at Texas Southern University Student Health Clinic
- Semi Annual and Annual Reports to DSHS
- Testing123 hits weekly
- Test Administered weekly at Club Houston

Refugee Health Screening Program.
The Refugee Health Screening Program has a contract with the U.S. Committee for Refugees and Immigrants to oversee refugee health screening (e.g., examination, immunizations, and infectious disease screening) within Harris County. The Refugee Health Screening Program also works with five resettlement agencies for care coordination. The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.

Services. Physical examinations, screening for Tuberculosis and other infectious diseases, immunizations, basic screening laboratory tests, referrals to primary care providers.

Service Delivery Method.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships. The program collaborates with voluntary resettlement agencies and assists refugees with housing, job training, school enrollment, food, transportation, and applying for Medicaid and Social Security.

Performance Criteria.

Clinical Health & Prevention Unit.

Services.

Service Delivery Method.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

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Mobile Health Services Unit.

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Clinical Quality Management Program

Supports the whole department, not just the Disease Control and Clinical Prevention division, and looks at quality management of programs across the department such as dental, chronic disease, oversees the IRB, employee health. The program is not public facing, their clients are internal. It consists of three areas: Quality Management, Institutional Review Board, and Employee Health. The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews. The list did not include the specific programs listed below. We obtained information on the specific programs and services below from the HCPH website along with additional documentation we received from the health department.

Quality Management.
Ensures that HCPH clinical operations offer high-quality services by proactively identifying any clinical quality issues or trends and implementing corrective actions. Continuously refines quality assurance data collected and analyzed to better track clinical quality measures.

Institutional Review Board.
Supports The Committee for the Protection of Human Subjects (CPHS) which ensures the ethical treatment of human subjects involved in HCPH research studies.

Employee Health.
Ensures the workforce's protection and wellness as they perform their essential job duties.

Revenue Cycle Management Program
Encompasses the clinical financial process, using medical billing software to track patient care, appointments, registration, billing, coding, payment posting, and credentialing, among other functions.
The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

**Environmental Public Health Division**

The Environmental Public Health Division (EPH) addresses public drinking water, food supply, swimming pools, neighborhood nuisance, and occupational safety and the reduction of lead poisoning in homes. Activities include ensuring compliance with State of Texas rules on food safety, water safety, and public drinking water, responding to citizen complaints on food, pools, water supply, lead exposure, and neighborhood nuisance, abating neighborhood nuisance such as abandoned and unsafe buildings by notifying the owner, reducing lead poisoning through screening children, case managing children with lead poisoning, and removing lead-based paint from homes. The division’s budget for the 2020-2021 fiscal year is $2,024,751.

**Lead Abatement and Child Lead Poisoning Investigations**

Provides services aimed to identify and eliminate child lead exposure and lead poisoning.

**Lead Hazard Control Program (Lead-Based Paint Program).**

Provides services for families living in housing that exposes their child to lead to prevent lead poisoning in children.

*Services*. Educate health care professionals and parents about the hazards of lead poisoning and the methods for reducing the sources of lead (e.g., schools, community health fares). The program educates about 2,240 clients a year and conducts 117 outreach events.

Identify and test residences with lead-based paint hazards.

Provide lead hazard reduction and relocation for residents.

Conducted 68 risk assessments and 60 lead abatements in a year. They aim to abate 180 homes within the span of three years. Abatement occurs if a contractor determines that lead levels are too high during the risk assessment of the home.

Set up a risk assessment contractor to conduct a risk assessment if a home was built before 1978, a low-income family is living there, and there is a child below the age of 6 living there. Then, they receive a report on which areas have lead paint. They send that to court to request funding, arrange for relocation of the client, and fix up the home.

Their Healthy Homes program also provides money to fix homes when it is needed (because of pests or rodents, broken windows, etc.) and address other issues in addition to the lead problem. This is aimed to protect children from other health or safety hazards found in the home. The program serves about 40 healthy homes. 120 homes will be qualified for the Healthy Homes funding during the three-year period of this grant. Homes have to first qualify for lead abatement, before qualifying for Healthy Homes.

**Service Delivery Method.** They do not work with homes in Katy or Cypress where most homes are not old or not low income.
Staffing.

Funding. The current year’s appropriation is $3,652,640. The program received a 3.5-year grant. They received $3 million for lead abatement and $6,000 for healthy homes, both are funded by U.S. Department of Housing and Urban Development (HUD). They also received $400,000 for CSD. The program is completely grant funded.

Intended Beneficiaries. Low-income Harris County residents.

Eligibility Requirements. Home must be built before 1978 and privately owned. A child under the age of 6 years old must live or visit the house. Household income of the resident is at or below specific income levels (based on family size and HUD guidelines).

Number of People Served. They serve around 60 homes per year on average. There is a target for 179 homes for 3 years. In the past, they usually exceeded that number. At least 120 of 179 homes are healthy homes.

Data Reporting. They report data to Houston Urban Development and monthly to CDBG.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Childhood Lead Poisoning Prevention Program.

Provide educational outreach to the public on the dangers and prevention of lead poisoning. This program targets schools and pediatric clinics.

Services. Education, outreach, and lead poisoning prevention. Train providers who conduct case coordination and analyze data. Coordinate to ensure patients and families are tested within a certain time, provide nutritional intervention, refer families to nutrition programs, and provide recommendations on retesting to monitor lead level over time.

Provide education to the public on the danger of lead poisoning.

Provide case coordination for children with elevated lead levels.

The program receives data from state to obtain information on children with elevated lead levels. They conduct a home visit and depending on the lead level, if the home qualifies, they request an environmental lead investigation. They also help identify the sources of lead.

Inform health care professionals of recommendations and requirements for lead testing. Case coordination for children with elevated levels of lead.

Service Delivery Method. They provide services to unincorporated Harris County.

Lead testing at two Harris County WIC locations.

Staffing. 5 full-time employees.

Funding. Center for Disease Control is the primary funding source. Received 1.8 million in federal funding to date. The program’s budget for 2019-2020 was $445,000. The funding covers five full-time employees, marketing initiatives, and provider training. CDC will only fund state-level programs starting at the end of 2021. Thus, this is the last year the program will receive CDC funding.

Intended Beneficiaries.

Eligibility Requirements.
**Number of People Served.**

**Data Reporting.** They report data to the state, but only for the lead clinics and not the lead program. The state only reports to CDC for the lead clinics.

**How Individuals Learn About the Program.**

**Partnerships.** They partner with the lead-based paint program, but the houses that need abatement usually do not have children with elevated lead level.

**Performance Criteria.**

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**Built Environment Unit**

The built environment describes buildings, roads, sidewalks, parks, schools, work sites, and homes. It can also encompass services provided to a community, such as public transportation, and water and sanitation. Public health experts work with planners, developers, engineers, and transportation authorities to help design communities in a way that prevents disease and improves health.

The list of programs and services that HCPH sent us included this unit and we obtained information on this unit during our interviews.

**Services.** Increase access to healthy communities and environments. Conduct Health Impact Assessments (HIA) and/or rapid needs assessments to examine and mitigate health risk through policy, planning, and development decisions. Inform and make recommendations to decision-makers about how to improve health through updates and changes to policies. Utilize Geographic Information Systems to map health data and conduct spatial analysis. Engage the community to build local knowledge and support opportunities to facilitate change that promotes health equity. Provide technical assistance to communities and agencies interested in improving the built environment and/or conducting an HIA.

Explore how specific plans, policies and projects impact community and community health. Projects include from health reviews (health effects of something specific), which is data driven and pairs with community feedback.

Focus on environmental issues and are now expanding. They added an Urban Planner, an Environmental Hygienist, and Toxicologist to their team.

**Service Delivery Method.**

**Staffing.**

**Funding.** The Built Environment Program in collaboration with East Aldine and Pasadena received a grant from the Health Impact Project, with funding from the Episcopal Health Foundation. The project aims to examine the impacts of a proposed town center in East Aldine and the City of Pasadena’s proposal to update residential ordinances.

The Safe Crossings Project was organized by the Built Environment Program with funding from the Urban Land Institute (ULI). The project’s goal was to improve pedestrian and bicyclist safety by identifying improvements to streets in East Aldine and Galena Park.

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**
Food, Pool, and Water Supply Protection Program

Handles food and water safety by providing inspections, issuing permits, conducting investigations and testing.
The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.

Drinking Water/Pool/Water Inspections.
The primary goal of the drinking water program is to prevent diseases associated with water. In Harris County, there are approximately 1,200 public drinking water systems, ranging from the City of Houston’s, which is the largest in Texas, to many that are among the state’s smallest. A public water system is defined as one that serves at least 25 people per day, at least sixty days of the year, or has 15 connections.
The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.

Services. Test drinking water. Ensure that those on public water system have their well registered with the state. Ensure proper chlorine level during testing.
Do not provide permits.
Receive complaints about no water. Evaluate the water well, provide information to their client on what they need to do.
Compliance testing – can issue citations and such with respect to violations of state law. Most compliance issues related to water wells are usually easily solved with a citation. Reasons for citation: Don’t have it registered with state, do not have a proper amount of chlorine, the well is not giving water.
Handle pool complaints. There are two types: neighborhood nuisance vs. hotel pool (pool inspection and permitting area is the one who handles that). These are corrected on site.

Service Delivery Method.

Staffing. One full-time employee that goes to the field and does testing.
Funding. Funded by general funds (salary of one individual). One person’s salary, 23.68% for fringe benefits.
General fund pool. They do not have a permit fee, but they have a re-inspection fee.
All money that they generate comes from re-inspection fee.

Intended Beneficiaries.
Eligibility Requirements. Anyone can call and enter a complaint, and they will respond.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.
Food Inspections, Permits, and Temporary Food Permits.
Any business that sells, prepares, serves, or provides food directly to a consumer is a food establishment. By law, a food establishment must have a permit from Harris County Public Health to operate. To obtain this permit from the Environmental Public Health Division (EPH) of Harris County Public Health, an establishment must complete the Plan Review process for their specific food service operation.
The list of programs and services that HCPH sent us included this service and we obtained information on this service during our interviews.

Services. Each investigator is responsible for taking care of any events in their district. Each food service is part of a Food Safety Program. Services include food managing and food handling, food permits and food certification, food inspections and monitoring safety.
They are expected to do 19,400 inspections this year based on risk factor. If they are not cooperating, they have to go through an administrative hearing, suspend their permit, then revoke permit, then get them back on track.
Service Delivery Method. They cover about 9,000 food establishments, about 1,000 of them are mobile food units. Brand new food establishments apply for permit, they fill out a form with details about their establishment. There is an inspection before they open. Everything has to adhere to state and county requirements.
Establishments go into the system and then they do inspections and re-inspections. They may get a citation.
They cover 33 districts right now – there are investigators assigned to each district according to what their job specialties are.
Mobile food units – required to be permitted once a year, they have to go to Pasadena, and pass the Fire Marshal’s inspection before coming here.
Staffing.
Funding. Food establishment fee, fee for food handler administration (unfunded mandate), mobile units – technology fee, preopening fee, expediting fee.
Budget for 2021 is $4.4 million. Last year’s budget was $3.6 million.
Intended Beneficiaries.
Eligibility Requirements. Any food establishment in the area.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Food Management and Food Handler Certification.
Provide food manager and food handler training in person and online.
The list of programs and services that HCPH sent us included this service and we obtained information on this service during our interviews.

Services. Provide certification for food managers and food handlers through a third party. The third-party vendor is called Responsible Training and they provide the certification, so the offered courses are valid across jurisdictions in Texas. They can also host in person classes. They provide free food handler trainings to county offices.
where food is served for precincts. Offer a food manager certification and food handler certification in English and Spanish.

**Service Delivery Method.** Services offered online and in person.

**Staffing.**

**Funding.** They are self-funded. Funding comes from funding sources for the food side which is different from city of Houston in that funds stay within their program. They’re not allowed to be shared outside of program or go to general fund for City of Houston.

**Intended Beneficiaries.** Anyone who needs it within unincorporated Harris County.

**Eligibility Requirements.** No requirements.

**Number of People Served.**

**Data Reporting.** They do not report any data.

**How Individuals Learn About the Program.** Through the website.

**Partnerships.**

**Performance Criteria.**

### Food Safety, Insecurity, and Waste

Handles programs and services that help to reduce food insecurity by obtaining food donations and simultaneously reducing food waste.

### Take Out Hunger Program.

A food donations initiative by Harris County Public Health. The program’s goal is to reduce hunger and food insecurity in Harris County by providing food safety education to food establishments and increase food donation activity safely. The main goal is to fight food waste and insecurity. They seek to prevent good food from being wasted and help food insecurity through connecting with distribution.

The list of programs and services that HCPH sent over included this program and we obtained information on this program during our interviews.

**Services.** Coordinate the donation of excess food to those most in need (connect supply and demand). Work with food establishments that donate food to give them training on food safety – two clients are recipient organizations (food pantries) and their staff – their training focuses on food safety. Train to label, package properly, temperature control. Training occurs on site (at a food pantry) and it is scheduled based on availability and need of the organization.

They are also in the process of developing training for food establishments that donate food and connecting them to pantries or shelters that provide direct food assistance.

This food program talks about the safety issues that are most important in regard to donations (food is well cooked, it is already prepackaged). They look at the restaurant that wants to donate food and explore their historical record to determine if they have had consistent good or bad scores and when they conduct training, they look at which issues to focus on based on their scores (e.g., washing hands, making sure fridge is at appropriate temperature).
They only give recommendations to food establishments but can’t stop them from taking the training even if they had violations. Inspection is not a part of the program. There are Health Inspectors there to conduct inspection and check for up to 47 different types of violations. Their purpose is to make sure none of these are happening.

**Service Delivery Method.** The program started in the Katy area and Northwest, and they do a lot of active recruiting for pantries and donors because the further away a place is, the more probability that temperature regulations for food may not be met. They focus on finding networks close to each other and target other areas based on what they did in those two locations. They operate on the periphery, so they focus on just their jurisdiction and if someone in Houston hears about it and wants to participate, they can take the training, but they do not do active recruiting in the City of Houston. They look at hotspots where there is food insecurity to do active recruitment in those areas.

**Staffing.** The program has one full-time employee.

**Funding.** The program receives $187,692 a year. Internal funding comes through Harris County Public Health Innovations Lab (Powered by Delivery System Incentive Payment program / Medicaid 1115 waiver).

**Intended Beneficiaries.** Local food establishment operators and the residents of Harris County.

**Eligibility Requirements.** Local food establishment operators interested in safe food donation practice.

**Number of People Served.** Primary participants are food establishments. They have 7 total enrolled establishments.

**Data Reporting.** The program reports data through an internal submission to Harris County Public Health Innovations Lab.

**How Individuals Learn About the Program.**

**Partnerships.** One of biggest partners is the Houston Food Bank because they are a parent company over a lot of pantries. They partnered up with the Houston Food Bank to locate the pantries and make sure they are giving the same message. They also collaborated with the Houston Food System Collaborative System that brings food and nutrition activists together and they lead educational sessions. They also partnered with Hunger in Texas which works on federal and state guidance with SNAP and WIC and the school lunch program. They attend their meetings and invite people form schools.

**Performance Criteria.**

**Growing Greatness.**

**Services.**

**Service Delivery Method.**

**Staffing.**

**Funding.**

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**
Neighborhood Nuisance and Abatement Program

HCHP investigates complaints that may violate the Texas Neighborhood Nuisance Abatement Act, a law intended to eliminate public nuisances in unincorporated areas of Texas. The list of programs and services that HCHP sent us included this program and we obtained information on this program during our interviews.

Services. Examples of neighborhood nuisances they address include accumulated rubbish, standing water, conditions that harbor insects and rodents, abandoned swimming pools, high weeds, and dilapidated structures. If there is a complaint, they verify the existence of the complaint, they track down the owner, give them a notice, if a 30-day period passes and no abatement takes place, then they file charges for a class c misdemeanor. Depending on what is going on (rubbish, unsecure structure, unsafe swimming pool, high weeds, trash, etc.), they file Class C criminal charges and a statutory clause. They file charges against the person and have to go to court. Sometimes, they go to trial but usually work out a solution.

Service Delivery Method. They provide the service to unincorporated Harris County.

Staffing.

Funding. General Funds.

Intended Beneficiaries. Anyone who files a complaint within their jurisdiction.

Eligibility Requirements.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.
Performance Criteria. They run reports to find out how far out the complaint is. It can take time to have someone comply. It can last a year or two years or a few weeks. They never close a case until it is complete.

Permit and Inspection of Public Pools.
Provide inspections of pools to ensure the community’s safety.
The list of programs and services that HCPH sent us included this program and we obtained information on this program during our interviews.

Services. Permit and inspection of public pools. Recently they received permission from Commissioners Court to permit any public pools (anything that is not in someone’s backyard). Permit is free, but if there is a big problem, then they reinspect. Each additional re-inspection costs a different amount of money ($200, $350, $500). They cover around 75% of pools, but there is no way to know because there is no public data.

Service Delivery Method.

Staffing. Three full-time employees. One position is strictly pool. Two positions that do part food and part pool.

Funding. 2019/20: funding came from re-inspection fees and general funds. Last FY is $50,000. Previous FY is about $80,000. They are different from the city because they are not making money. There is a huge difference with respect to the money that comes through pool and food programs; it stays in the programs. City of Houston permit fees are high, and they are used anywhere. Special revenue cannot be used anywhere.

Intended Beneficiaries.

Eligibility Requirements. Jurisdictional boundaries – it is on municipality boundaries. Does not cover the City of Houston, only unincorporated areas.

Number of People Served. Last fiscal year’s number of pools inspected and given a permit number of pool systems: around 3,000 facilities in Harris County. They closed about 85% of pools they looked at when they first started inspecting them.

Data Reporting.

How Individuals Learn About the Program. From the website or they can call public health. They also receive a lot of referrals from precincts.

Partnerships.

Performance Criteria.

Mosquito and Vector Control

The Mosquito and Vector Control Division protects the health and well-being of county residents through surveillance, control, education, research, and technology to prevent and control mosquito-borne diseases, including St. Louis encephalitis (SLE) and West Nile Virus (WNV) encephalitis. Activities include monitoring Culex mosquito population, laboratory analysis of mosquito samples, monitoring and testing live and dead birds for SLE and WNV, conducting spraying activities, providing education, training, and information to citizens, schools, and communities, and conducting research.
Services. Inspectors work closely with epidemiologists in the department. Send out mosquito control inspectors. Track 268 operational areas weekly with one type of trap. Place them into categories: West Nile Virus, Dengue, Zika, etc. Test tics. Depending on results of virology tests, they may go out and treat. They use DTI primarily (specific to mosquitoes and flies). They use that to keep the mosquito population down. They try to target their services more on a social vulnerability index to keep everyone on the same playing field. Collect mosquitoes from around the County. Test their insecticides against the population around the County. Conduct alternative mosquito control and research. They conduct a literature review and determine best practices. They also have various support services – admin, front-staff, shop services that work on spray equipment. Use results from CASPERS to target mobile villages, provide services to people that are not mobile. Will go to areas and provide pet vaccinations, food assistance, target in areas all over the City. After tropical storms use repellents, netting, mosquito dunks. Receive and address dead bird reports. Test dead birds.

Service Delivery Method.

Staffing.

Funding. Comes from ELC — Extending Laboratory Capacity. $3,651,848.

Intended Beneficiaries.

Eligibility Requirements. Anyone in the county can call them. They try to make it as accessible as possible. They can take pictures of a site and send it to show the geotag. People can also report dead birds on the website.


Data Reporting.

How Individuals Learn About the Program.

Partnerships. Try to work closely with the city, but that interest ebbs and flows based on what is going on. For example, with Zika, there was a high level of coordination. Now still have reports, but not as many.

Performance Criteria. Adulticide – they do not have a body count. They partner with Texas A&M to see if their work has an effect. Larvicide – see the numbers drop (put in the product, check next day)

Mosquito and Vector Control Education & Outreach.

HCPH Mosquito Control provides free education and outreach services to area school districts, libraries, civic associations, community groups and other Harris County community members.
The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

**Services.** The program provides three types of education programs.

- Skeeter school: educate elementary age students on mosquitoes and their habitats. Empowers students with knowledge to decrease mosquito populations in their community and protect themselves against mosquitoes.
- Wiggle tales: designed for elementary age children and it is available to libraries located in Harris County. A Mosquito Control representative will come to the library and read a short story to children about mosquitoes.

**Community Presentations:** A Mosquito Control representative will speak to a civic association or community group about mosquitoes. They talk about the role of the HCPH Mosquito Control in controlling disease-carrying mosquitoes, provide helpful tips on mosquito development site reduction, and effective personal protective measures against biting mosquitoes.

**Service Delivery Method.**

- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.

**Disease Surveillance.**

- Services.
- Service Delivery Method.
- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.

**Vector Treatment Activities.**

- Services.
- Service Delivery Method.
- Staffing.
- Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Nutrition and Chronic Disease Prevention

The division operates 11 Women, Infants, and Children (WIC) program sites throughout Harris County and oversees programs for healthy lifestyles, including nutrition and physical activity, tobacco prevention and cessation, and behavioral health and school health programs.

Services.
Service Delivery Method. The division covers unincorporated Harris County.
Staffing. Special Project - 6 full-time employees
Early Childhood and Healthy Living Matters – 6 full-time employees
Mental Health - 5 full-time employees
Substance Abuse - 4 full-time employees
They have staff for Overdose Data to Action (OD2A) because that’s the largest grant.
They have a program manager for the overarching grant. On the prevention side, they have a couple of contract positions that include a Program Specialist and a Communications Specialist. A medical director is overseeing that.
On the surveillance and epidemiology side, they have staff funded by the grant. It looks different now because some epidemiology staff resources they had dedicated are activated during their COVID response. They have a Program Analyst and 2 epidemiologists and some of that support is working with the response right now. Those positions are funded by the grant.
They also have additional recent approval from CDC that will allow them to increase staffing at the Sheriff’s office to bring in additional counselors and that will be supported by the grant as well.
Funding. CDC provides funding. $2,118,229 for the 2020-2021 fiscal year.

Intended Beneficiaries.
Eligibility Requirements.
Number of People Served. 901 total product events, including events at schools in 2019.
336,725 total products distributed in 2019.
41 library events in 2019.
Data Reporting.
How Individuals Learn About the Program.
Partnerships. Jails, UT-Austin, and Houston Health Department
Performance Criteria.
Their services are either state, federally, or generally funded. They had data sources that were driven by the grants or general funds, but they were not tracking them. They are going to track them now.
Their metrics include number of referrals, number of completions, on number of visits for WIC services. They are keeping track of all the data now within the Harris County Health Data Warehouse that is located within the Office of Science Surveillance and Technology.

**Women Infants and Children (WIC)**

WIC is a federally funded public health nutrition program administered through the Texas Department of State Health Services. The program provides support to a specific population: pregnant women or women who are breastfeeding or have recently had a baby, infants, and children up to the age of five. The program provides age-appropriate, nutritious foods for infants, children and women. The program aims to assist Women, Infants and Children up to age 5.

The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

**Services.** Operate 10 WIC programs. Handle appointments & WIC forms, provide breastfeeding resources, help mothers meet with a WIC Registered Dietitian, provide online WIC Classes, Nutrition education, provide referrals to health and social service programs.

**Service Delivery Method.** Some WIC sites are located within Houston. There are 2 in Houston and one in Cypress. There is a feature on the website where people put in their zip codes and based on the address they enter, that will direct them to which agency they are referred to (either the City or county ones).

**Staffing.** 73 full-time employees and 32 contractors.

**Funding.** Texas Department of State Health Services – USDA.

U.S. Department of Food and Nutrition Service provide money to HHS and they provide the money to Harris County Public Health, which then goes to the WIC sites. Funding is primarily from federal government. Texas does not supplement the program.

All funding comes directly from USDA which goes to HHSC, which send it to the local departments, and those send it to WIC sites.

**Intended Beneficiaries.** Pregnant women or women who are breastfeeding or have recently had a baby, infants, and children up to the age of five.

**Eligibility Requirements.** Low-income, Texas resident (U.S. citizenship not required) and meet one of the following: they are pregnant, they have had a baby within the past six months, they are breastfeeding, they are the parent/guardian for an infant or child younger than five years old.

**Number of People Served.** They were not able to provide a number because their reporting feature does not allow it. Their reporting systems shows duplicates because they do not have an option to separate out the categories of children and women, even if they belong to one family. They serve around 38,000 people monthly. However, that includes duplicated data (children, women, etc.).

**Data Reporting.** They report data to the state and the state reports it to the USDA How Individuals Learn About the Program.
**Partnerships.** They work with the Nurse-Family Partnership program. It’s the main referral agency for them. Their staff goes into their clinics and refers women.

**Performance Criteria.**

**Chronic Disease Prevention**

Seeks to provide programs and services that reduce the prevalence of chronic disease by promoting a healthy lifestyle. Programs and services target, substance abuse, obesity, diabetes, asthma, mental and behavioral health, and dental.

**Tobacco Cessation.**
A group-based tobacco cessation support program offered to participants who are current tobacco users. This program also aims to provide tobacco and vaping education to youth that empowers them to make healthier choices.

The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

**Services.** Texas Quitline – a program offered by the Texas Department of State Health Services. It offers confidential phone counseling services and resources such as nicotine patches, gums, or lozenges that are free to those who qualify. The trained facilitators from HCPH implement the Texas Quitline program to tobacco users residing in Harris County. Participants go through a brief intervention program: Ask. Advise. Refer. strategies to handle obstacles to assist participants in quitting smoking. Participants are also referred to the Texas Tobacco Quitline where they have a trained counselor (a Quit Coach) reach out to them to form an effective quit plan that works for them.

**Service Delivery Method.**
**Staffing.** 19 full-time employees in the entire chronic disease area, 3 in tobacco cessation.

**Funding.**

**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.**

**Healthy Living Matters.**
A collaboration of multi-sector leaders who promote policies aimed at reducing the number of children experiencing childhood obesity.

**Services.**
**Service Delivery Method.**
**Staffing.** 2 full-time employees.

**Funding.**
Intended Beneficiaries.
Eligibility Requirements. Age 12+, low-income, uninsured or Medicade.
Number of People Served. 1,035 in FY 2019-2020
Data Reporting.
How Individuals Learn About the Program.
Partnerships. Rehab centers and schools
Performance Criteria.

Healthy Aging.
A program that equips older adults (60 years old and above) with the tools they need to age well by staying active, making healthy food choices and staying connected. The program consists of 4 areas: Chronic Disease Self-Management, Fall Prevention Program, Mental Health Counseling and Referrals, and Home Assessment and Modifications.

Services. Fall prevention, chronic disease management, home assessment, and mental health and social service support.
Service Delivery Method.
Staffing. 4 FTE
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served. 218
Data Reporting.
How Individuals Learn About the Program.
Partnerships. Community centers, libraries, independent living facilities, local colleges.
Performance Criteria.

One Breath at a Time.
Child/teen asthma program.

Services. Pediatric asthma self-management education and general asthma education
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries. Ages 6+
Eligibility Requirements.
Number of People Served. 147
Data Reporting.
How Individuals Learn About the Program.
Partnerships. School districts, nursing staff, libraries.
Performance Criteria.

Texas Healthy Communities.
The program seeks to implement infrastructure and policies that help to reduce cardiovascular disease, stroke, or any other chronic disease.
Services. Yearly assessments.
Service Delivery Method.
Staffing. No dedicated FTE.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

School Health Program.
The Centers for Disease Control and Prevention partnered with the Association for Supervision and Curriculum Development (ASCD) to create a framework that addresses the relationship between health and learning. This includes: The Whole School, Whole Community, Whole Child. This program emphasizes a focus on health education, physical education and physical activity, nutrition environment and services, health services, counseling, psychological and social services, social and emotional climate, environment, employee wellness, family engagement, and community involvement. The goal of the program is to increase the capacity and engagement of school districts to impact health issues that affect academic achievement through school health leadership groups and school health advisory council convening.
The list of programs and services that HCHP sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

Services. The School Health Leadership Group meets a few times a year to discuss local public health issues that impact education and academic achievement.
Service Delivery Method. Districts served include: Alief*, Channelview, Crosby, Deer Park, Goose Creek Consolidated, Huffman, Katy, Pasadena, Spring, Tomball, Aldine, Clear Creek, Cypress Fairbanks, Galena Park, Houston*, Humble, Klein, Sheldon, Spring Branch, Waller. The districts that have a * symbol are located within Houston and may be served by the Department of Health and Human Services.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships. Collaborates with Super Smile Savers Program, Mosquito Control Education Program, Community Outreach Programs, Mobile Health Program to offer free immunizations & health screenings for students and staff, Tobacco Cessation, Nutrition and Physical Activity, Woman, Infants and Children (WIC).
Performance Criteria.
Diabetes Prevention Program.
A year-long program for those at risk for prediabetes. It uses the evidence-based CDC-approved curriculum. The program has a 58% success rate for decreasing the onset of Type 2 diabetes for those who complete the program.

Services.
Service Delivery Method.
Staffing. 4 FTE
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Physical Activity Wellness.
A list of group exercise programs that are designed to help manage chronic diseases and promote an active and healthy lifestyle among Harris County community members of all ages and ability levels.

Services. Texercise, General Aerobics and Physical Activity, and Tai Chi
Service Delivery Method.
Staffing. 1 FTE
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served. 69
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Obesity Reduction and Nutrition Education.
A program that provides individuals with evidence-based nutrition curricula taught by registered dietitians, with the aim to encourage healthy habits and promote behavioral change.

Services. CATCH, Cooking Matters, Eat Play Grow
Service Delivery Method.
Staffing. 2 registered dietitians
Funding.
Intended Beneficiaries. Age 3+
Eligibility Requirements.
Number of People Served. 1,343
Early Childhood Program.
A program designed to provide support in planning, developing, coordinating, evaluating, and implementing comprehensive policy, systems, and environmental change strategies related to early childhood to prevent chronic diseases.

Services. Professional development, child licensing support, assist childcare centers in finding funding and supplies and policy development
Service Delivery Method.
Staffing. 4 FTE
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served. 45
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Mobile Market.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Mental and Behavioral Health Programs
This offers programs that focus on increasing access to mental and behavioral health services, including substance use/misuse. It aims to improve identification of needs and develop and mobilize community collaboration to meet those needs. The list of programs and services that HCPH sent us included this program and we obtained a description of this program and its services during our interviews, as well as from the website, and additional documentation.
Mental/Behavioral Health.

**Services.** Built up a team of mental health providers to collaborate with health hubs and qualified health centers and community health clinics and offer mental health services for the community. Provide services to the community through mental health screenings and opportunities to counsel individuals with needs.

**Service Delivery Method.**
**Staffing.** 5 full-time employees.
**Funding.**

**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.**

Substance Abuse Prevention.
A program that seeks to prevent prescription drug misuse and substance abuse.

**Services.**
**Service Delivery Method.**
**Staffing.** 4 full-time employees.
**Funding.**

**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.**

Opioid Prevention Program.
The program is shared between Office of Science Surveillance and Technology, and the Nutrition and Chronic Disease Prevention division. They receive one grant and collaborate on this. The deputy director asked them to focus their efforts on opioids. They have an internal data warehouse where they receive and export data to look at specific areas around the County to identify where there may be hot spots. The Overdose Data to Action grant from the CDC seeks to build a surveillance system that creates community level profiles of substance abuse within the community at multiple levels and explores it through different lenses (e.g., prescription abuse, illicit abuse, mortality, morbidity, etc.). This surveillance system informs regional prevention activities for HCPH.

This program was not listed on the list of services we received from HCPH. The list that HCPH sent over was based in the PFM report, and the representative suggested that it may not be complete. We included this program because we obtained information on it during the interviews.
Services. Their prevention activities focus on: lowering the rate of substance abuse mortality in Harris County by developing cross-sector collaborations; increasing the impact of buprenorphine-waivered physicians by raising awareness, education, and training; increasing the number of individuals with substance use disorders enrolled in clinical or social care and utilizing peer recovery services; promoting prescriber utilization of the Texas Prescription Monitoring Program (PMP); educating first responders and hospital staff on overdose prevention measures; and raising awareness of the stigma surrounding opioid use disorder and prevention options to the general public using county-wide multimedia campaigns. They report success around testing patient inmates in jails coming into their facility. They screen them and offer them treatment while they are there. They have a lot of people come through who are affected by alcohol and opioid use disorders. They also collaborate with The Sheriff’s Office on the PHI Lab Substance Use Response program which includes Medication Assistance Therapy. They have an epidemiology and surveillance group that is creating connections with stakeholders in the community to understand the data trends in Harris County. This is an opportunity to look at the trends within Harris County and target certain areas for prevention and services. They target specific sectors that include medication assistance training delivered to clinicians or prescribers who prescribe therapy for substance use in collaboration with Baylor School of Medicine. They have conducted these trainings for years and are trying to provide more additional training to professionals so that they are able to prescribe. They also treat individuals who want to start the program. They provide resource toolkits on their website, YouTube videos, and billboards. They collaborate with the City of Houston on this. They also did wrap around services for those who struggle with opioid addition.

Service Delivery Method.

Staffing. 4 FTE, may expand to 5.

Funding. The program is funded by CDC through the Opioid Program Overdose Data to Action (OD2A) grant.

Intended Beneficiaries.

Eligibility Requirements. They are required to have a clinical diagnosis of alcohol or substance abuse disorder. For their workshops, they need to be residents of Harris County.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships. The City of Houston Health Department is a subrecipient of this grant, so partner with them. This program allows them to provide services for the entire county including the City of Houston. City of Houston has their own prevention services, but they want to make sure that HCPH's are consistent across entire county.

They have a media team and engage with UT-Austin. UT-Austin created a statewide campaign educating people about the prescription drug monitoring program. Now it is mandatory for prescribers to log on to see if the patient also received that same prescription a day or a week ago. They also partner with jails.
Performance Criteria.

Medication Assistance Therapy.
This program focuses on opioids.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Dental Health and Prevention

Provides dental health and prevention services through four different programs and services. These four programs include Dental Clinical Services at Brick-and-Mortar Clinics in Humble and Pasadena, which primarily provide care for children and prenatal patients; Mobile Community Dental Unit Services provided throughout the community using a Mobile Dental Van; HCPH School Based Services including pop up Mobile Clinics with portable dental equipment and Oral Health Education and Promotion outreach services. This program uses a combination of direct dental services along with oral education and promotion to improve the oral health of Harris County residents across the lifespan.

Dental Clinical Services at Brick-and-Mortar Clinics.
A program that provides preventive, diagnostic, restorative, and surgical dental services for those 21 years or younger.
The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

Services. Provide basic diagnostic, preventive, restorative, and surgical dental services (6 months to 21 years old).
Patient referrals and preventative services for expectant mothers and mothers with children up to 3 months.
Provide educational materials about age-specific oral health information, oral cancer awareness, and tobacco cessation counseling.
Dental hygiene training for dental hygiene professionals.
Dental First Home Providers - Developed for kids with Medicaid between 6 months and 35 months. This visit focuses on prevention guidance, and teaching parents what to do to make sure their child does not develop cavities. As the child gets older, the visit gets paid for every 3 months.
Determine if a child’s teeth are not coming in. In Texas, Medicare does not have dental benefit for adults, it cuts off at 18 or 21. Their program has been able to meet these people and treat the problem in their dental van.

**Service Delivery Method.** The brick-and-mortar clinics are combined with health clinics. Services provided at 2 Harris County Health and Wellness Clinics (Humble Clinic and Southeast Clinic) and 1 mobile dental unit. Their larger clinic is in Humble, and they can see more patients there. They are a CHIP and Medicaid provider, but they provide good prices for those who do not apply for these programs. School-based program and mobile dental are about connecting with community. They work with school districts (smile savers program). The goal is to connect with school nurses. They focus on prevention in addition to their services in the clinic. The school-based program services take portable equipment to schools, and they can do assessments and follow up with their families. This is a funded program through the 1115 waiver.

Community dental services: they have a dental van that captures more adults and goes to a different location every day. It’s their mobile platform. Partnership with Harris County Juvenile Prevention Division – the juvenile detention center has their own dental clinic, but they needed some assistance. They provide dental providers that provide care to children who are in custody. They only serve unincorporated Harris County.

**Staffing.** 7 full-time staff of the 26 who cover the entire dental area.

**Funding.** 770,000 for Medical and Dental Clinic. The year appropriation in 2020 was $616,000. Title V Funding.

Dental services provided at HCHP clinics receive funding from Title V Child Dental Grant.

They receive Title V maternal health grant, and it allows people who are uninsured to receive dental services at no cost or $5 to the family. Also, allows kids who are not citizens to apply for it.

The grant funds they receive are totally used to pay for dental assistants, hygienists, equipment, etc. All programs collaborate but clinic staff are funded by Title V grant and that has strict guidelines about who they can provide services to.

**Intended Beneficiaries.** Children, teens, expecting mothers.

The services are especially beneficial for people who are low income and need dental care because those who are not citizens can receive healthcare but cannot receive dental care.

**Eligibility Requirements.** Medicaid and Children’s Health Insurance Program (CHIP) eligible children and pregnant women.

They are one of the few Title V providers. The eligibility process is established by Title V. If they have CHIP, they have to say this is where they want to go. If income and family size falls within range and they qualify for Title V, then they may have a copay for their child.

If they have Medicaid, they do not qualify for Title V. They also have to be between 6 months and 21 years of age for Title V.

They are eligible if they are uninsured and are a Harris County resident.
For prenatal patients, if they are prenatal and any age and they participate in WIC or supplemental income or they have CHIP, they are eligible for the program.

**Number of People Served.** Approximately 1,000

**Data Reporting.**

**How Individuals Learn About the Program.** They have people who are referred from WIC.

**Partnerships.** They work with WIC. They share information in their clinics to make sure patients know about the WIC program. They partner with WIC sites by going to quarterly meetings and they provide them with posters and material to promote the program. They partner to do referrals.

The Pasadena site combines medical Services and WIC. They share information to make sure patients who are eligible are aware of services and WIC ensures that if there are kids or moms who need services they go to them.

They also partner with Juvenile Centers.

**Performance Criteria.**

Mobile Community Dental Unit Services.

Provide dental services in a van to reach out to different communities.

The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

**Services.** This is a community services program. They operate it using the huge mobile dental van. Provide dental services to underserved communities using two vans. They have a community health worker.

They promote their events and partner with WIC sites or community centers. The community health worker goes out ahead of events to share information with precincts and share it on social media.

Patients can get an appointment if they like, but a typical visit is for screening and urgent care. They also do walk-ins.

They can do X-rays and all services there.

**Service Delivery Method.**

**Staffing.** 10 full-time employees of the 27 who cover the dental area.

**Funding.** $1,100,000

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

School Based Mobile Dental Clinic Services.

Mobile services that reach students in schools.

The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.
Services. This entire program is mobile. They bring everything in to provide services in a school. They bring a van with supplies and set up a pop-up dental clinic in the school. Treatment and preventative care for students (low income especially).

Service Delivery Method. Unincorporated Harris County

Staffing. Some of the 27 full-time employees in the entire dental area provide in these services.

Funding.

Intended Beneficiaries.

Eligibility Requirements.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Harris County Juvenile Probation Division Dental Services.

Provides services to children who are in custody.

Services.

Service Delivery Method.

Staffing. Some of the 27 full-time employees in the entire dental area provide in these services.

Funding.

Intended Beneficiaries.

Eligibility Requirements. Children in custody.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Oral Health Education Promotion and Outreach Services.

A pop-up clinic service along with educational services provided for school nurses. The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

Services. They provide The Super Smile Savers program, which is a pop-up clinic program, and they also provide a Smile Saver Container Program, which is a program where they go to schools, provide education, talk to nurses, and provide them resources. The pop-up clinic is called Smile Savers program (which encompasses the pop-up clinic and the original program). The Smile Saver Container Program is operated by Dental Hygienists, and they do oral health education, nurse meetings, nurse consultations, and they have an oral
health education platform. They want to make sure that entire schools receive oral health education. The hygienists in this program are not focused on services but on connecting with a lot of schools. They provide resources to nurses (e.g., toothbrushes).

One program focuses on consultation and oral health education and another on services. They also provided services to the Juvenile Probation Prevention Center once a week. These services are funded by their own budget to support the kids. If they need to buy additional things for the clinic or for certain procedures that comes out of their budget.

**Service Delivery Method.** Education outreach is a focus on unincorporated Harris County. The Houston Health Department has its own school programming. They do not focus on the City of Houston because the Houston Health Department manages it.

**Staffing.** Some of the 27 full-time employees in the entire dental area provide services for this program.

**Funding.**

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

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**Office of Communications, Education, and Engagement**

The office educates, engages, and empowers the community by providing practical, relevant information for well-informed health decisions. This office supports all divisions of all the departments. They determine what information gets disseminated to the public.

The list of programs and services that HCPH sent us included this program and we obtained a description of this program during our interviews, as well as from the website, and additional documentation.

The list of programs and services that HCPH sent us included this division and we obtained a description of this division during our interviews, as well as from the website, and additional documentation.

**Services.** Provide guidance and assistance across the department in planning, implementation, and evaluation of population-based health education and promotion interventions; partner with community groups and organizations to support community-wide environmental and system-level change strategies that promote health; build capacity of Harris County school districts to plan, implement, evaluate, and advocate for effective coordinated school health programs and policies to promote optimal health outcomes.

**Public Affairs – media relations, social media, interviews.**
Education – review writing from the team, ensure that evidence-based are being implemented in all divisions and services, make sure everything is checked for plain language. Works with communications team to review materials. A lot of divisions have education and outreach employees. Oversee how they engage public and how they ensure success. Engagement – anyone in community can come for services by filling out a form Mobile Health Villages - take their programs out to the community by setting up locations, Participate in conferences: Food Safety Summit; One Health Conference; Healthy Communities Conference. 

**Service Delivery Method.** Creative team produces everything in-house. They create videos, materials, etc. They work to get information into the community. Creation of billboards, PSAs are all completed in-house. 

**Staffing.**

**Funding.** $920,602 for the 2020-2021 fiscal year. 

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.** They look at all the analytics and website. They look at metrics from events they do, measure how many people come to conferences, and count how many people are requesting their services.

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**Office of Financial and Support Services**

This is an enterprise office that focuses on the backend that is involved in business operations of the whole department. The list of programs and services that HCPH sent us included this division and we obtained a description of this division during our interviews, as well as from the website, and additional documentation.

**Financial Services**

Accounting for general fund and other grant funding. This consists of Grants, Payroll/Accounts Payable/Accounts Receivable, and Analytics.

**Services.**

**Service Delivery Method.**

**Staffing.**

**Funding.** $18,888,755 for the 2020-2021 fiscal year. 

**Intended Beneficiaries.**

**Eligibility Requirements.**
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Support Services

All services that allow the entire health department to function.

Operations & Logistics.
Maintains all fiscal infrastructure, logistics and operations support for all locations and provides logistic support for mobile programs (to get supplies to sites, they maintain the mobile unit fleet – provides logistics and physical locations). They are moving into an amazon logistics model that is supported 24 hours a day and proactive to needs as opposed being reactive.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Human Resources.
Regular Onboarding and Recruitment.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Mobile Services.

Services.
Public Health Innovation Lab.
Cultivate new public health ideas and create projects and programs that are not just financially sustainable but also in compliance. 40 years ago, they created a waiver for Medicaid projects.

Office of Policy and Planning
The Office of Policy and Planning provides support to Harris County Public Health (HCPH) staff, stakeholders, and community residents in the areas of assessment, planning, evaluation, and legislative and regulatory relations. Activities include: collecting and reporting on information relevant to public health issues; facilitating comprehensive planning processes with partners to develop broad-based strategic plans or community action plans to promote the public's health; coordinating and conducting comprehensive department-wide outcomes evaluation activities to identify what works and what does not; informing policymakers and stakeholders on legislative and regulatory public health issues at the local, state, and federal level.

Policy and Planning

Cross-Departmental Planning & Capacity Building.

Services.
Service Delivery Method.
Staffing.
Funding. $610,751 for the 2020-2021 fiscal year.

Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Key Stakeholder Engagement & Health Equity.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Government Relations & Policy Development.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

One Health and Global Health.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Office of Public Health Preparedness Response

Develops and implements a comprehensive, department-wide approach to prepare the Harris County community to safely respond to and recover from public health emergencies. It ensures an effective, coordinated response to terrorist attacks, disease outbreaks and weather-related disasters. Responded to Zika, Ebola, H1N1, Hurricane Katrina sheltering. Activities include assessment of community's level of emergency preparedness (CASPER); identifying potential hazards, vulnerabilities, and resources that impact public health preparedness; supporting coordination of preparedness efforts with community partners; providing guidance on technical assistance to businesses and other partners to implement their emergency preparedness plans.

Preparedness, Planning, Response, & Recovery

Develops and implements an approach to allow the Harris County community to effectively respond to or recover from public health emergencies (e.g., terrorist attacks, natural disasters, and disease outbreaks).

Services.
Service Delivery Method.
Staffing.
Funding. $2,378,944
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Veterinary Public Health

The Veterinary Public Health (VPH) division of Harris County Public Health works in partnership with the community to create a safe, healthy, and caring environment for residents and animals within unincorporated Harris County.

Services. Prevent rabies in humans by enforcing vaccination laws; collaborate with TDSHS to investigate and prevent zoonotic infections; enforce Harris County Animal Regulations; shelter lost and abandoned pets; provide adoption services for impounded animals; present animal safety and pet care education; investigate
citizen complaints regarding loose animals; low-cost veterinary services. They have
their own call center, primarily for the shelter and animal service requests.
**Service Delivery Method.** They cover unincorporated Harris County.
**Staffing.** 98 staff members. Smaller staff than Houston.
**Funding.** $4,783,996 for the 2020-2021 fiscal year. Most comes from general budget
but also special revenue fund. Revenue generated goes back to program. Also
receive donation fund from grants and donations.
**Intended Beneficiaries.** Animals within unincorporated Harris County.
**Eligibility Requirements.** Has to be an animal within unincorporated Harris County.
**Number of People Served.** Patient visits: 7,270
New Clients: 1,951 - these numbers will be higher once they hire a new vet and after
the pandemic.
Around 70,000 visitors in shelter in 2020, around 80,000 in 2019.
Total number of calls answered in 2020 132,118.
Took in around 7,000 dogs and 5,000 cats in 2020.
2,759 rabies investigations in 2019.
2,510 cruelty calls answered in 2019.
Served 4,747 patients in 2019 through rabies vaccinations, dog vaccinations, HW
prevention, laboratory, flea control, and microchipping.
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.** They partner with juvenile distention department; they provide dogs
for kids to foster. They backed out since COVID.
Sheriff Deputy that works in the division provides education on animal laws to law
enforcement.
**Performance Criteria.** Live release rate – % of animals that leave alive. It is now 98%
– this is the number 1 metric they use.
Wait times, how long to adopt, number of vaccines, number of patients in clinic,
number of visitors, number of phone calls, and how long it takes to get out to the
call.

**Outreach and Education**

**Schools: Responsible Pet Ownership Education.**

- Services.
- Service Delivery Method.
- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.
Schools: Bite Prevention Education.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Law Enforcement: Animals Regulations/Laws.
Education on animal related laws – often see dogs shot by police officers.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Law Enforcement: Animal Behavior.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Pet Fostering, Rescue Groups, Transports.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

**Animal Sheltering & Pet Wellness Clinical Services**

Animal Husbandry.

- Services.
- Service Delivery Method.
- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.

**Preventive Care.**

Vaccinations, heartworm prevention, parasite treatment and control, diagnostics.

- Services.
- Service Delivery Method.
- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.

**Medical Treatment.**

Provide medical treatment to animals in Harris County.

- Services.
- Service Delivery Method.
Microchipping.
Microchip animals who have not been microchipped before.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Spay/Neuter.
Provides spay and neuter services.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Adoptions.
Offers a safe haven to hundreds of lost, neglected and abandoned animals. They work in partnership with the community to create a secure, healthy, and caring environment for all the animals in their care until they are adopted into loving homes. Every effort is made to find homes for the animals in their facility.

Service Delivery Method. Unincorporated Harris County.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Rehome a Pet.
Helps individuals find another home for their pets.

Services. Team helps individuals select best adopters. Team helps facilitate the adoption process and provides an adoption contract for the two parties.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Wellness Clinic.
They have their own call center and veterinarian that Houston does not have. Work by cases but provide consultation to medical community. Does same thing as City of Houston, just different jurisdiction.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Community Cat Program.
Shelter and neuter return and trap and neuter return services fall under this program – if it meets the criteria to go into the program they let it come back to where it came from and
get its ear notched, so that people know it is part of a community cat program. Last year regulations changed so that they do not have to impound cats that come through and they have a positive outcome.

**Services.**
**Service Delivery Method.**
**Staffing.**
**Funding.**
**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.**

**Find a Lost Pet.**
Helps people find their pets and report pets they have found as well as provides information on microchips.

**Services.**
**Service Delivery Method.**
**Staffing.**
**Funding.**
**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.**

*Animal Enforcement & Zoonotic Disease Investigation*

**License a Pet.**
Allow people to acquire pet licenses.

**Services.**
**Service Delivery Method.**
**Staffing.**
**Funding.**
**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
Performance Criteria.

Enforcement of County Animal Regulations.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Bite Case Investigations.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Rabies Exposure Risk Assessment

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Rescue Animals.
Animal rescue groups work together with the Harris County Pets Resource Center to rescue animals.
The Office of Science, Surveillance, and Technology

The Office of Science, Surveillance and Technology (OSST) enhances Harris County Public Health’s ability to detect problems, conduct research, come up with creative solutions and advance the science of an academic health department. They have the data on infectious disease, mosquitos, etc., they touch everyone in the health department through their data.

**Services.**
**Service Delivery Method.** They provide services within unincorporated Harris County.
**Staffing.**
**Funding.** General funds. They are funded by a state and federal grant. Office of Public Health Preparedness funds around 40% of the epidemiologists within their staff and they receive general funds and a grant (ICDU; Infectious Disease Control Unit Grant). $2,131,111 for the 2020-2021 fiscal year.
**Intended Beneficiaries.** Customers are everyone in public health services internally and externally.
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.** They report data to the state. They have a unified joined dashboard for COVID with the City of Houston.
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.** They look at the time they received a report to the time they reached out to start the investigation until when it closed. They send that data to the state. They want to make sure that the cases are not just sitting on someone’s desk, but that they were initiated and closed out.
They look at timely reporting.
Look at the reports and the numbers within their jurisdiction and the number that they investigate.
Look at number of services they give to providers, the number of health networks. They also look at the number of cases they investigate. If they received 1,200 positive COVID reports, they look at how many were initiated.
Science and Research Unit

This unit allows them to function like an academic health department. They create relationships with academic institutions and have some employees serve as adjunct faculty or have adjunct faculty collaborate with them on projects. For the research component, they want to have a repository of different data sources. They seek to create a health department that looks at articles and journals to better serve their clients. They track the number of abstracts and publications and conferences and presentations.

The list of programs and services that HCPH sent us included this unit and we obtained a description of this unit during our interviews, as well as from the website, and additional documentation.

**Services.** Example of a service they provide: the chemical benzine gets released into a community and someone from the health department comes to this unit and asks about this chemical and what are the health impacts. Different divisions receive knowledge from this unit.

**Service Delivery Method.** They provide services to their health department which largely serves unincorporated Harris County.

**Staffing.**

**Funding.**

**Intended Beneficiaries.** Customers are everyone in public health services internally and externally.

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.** They report data to the state.

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

Surveillance and Epidemiology

Monitor the health of the community. This area is responsible for the health and safety code and communicable diseases and infectious diseases.

The list of programs and services that HCPH sent us included this unit and we obtained a description of this unit during our interviews, as well as from the website, and additional documentation.

**Services.** Look at mandated by code diseases like bacterial meningitis. If it is a specific type they have to act fast because it can be defined as an outbreak.

For West Nile virus they look at mosquitos. They do some data analysis but mainly field work and investigate the cases and educate people, teachers, and stakeholders on how diseases are transmitted. If they see a trend increase, they notify the County judge and put out a message to the public.

They also manage contact tracing operations – they have 300 contact tracers.
Their epidemiologists are in the surveillance and epidemiology unit, but they are also spread out in HIV, Mosquito and Vector control. They have epidemiologists in different areas. Epidemiologists are assigned to the area or region where there is an infection. They contact the person and interview them, verify the jurisdiction. If it is in Houston, it will go to Houston electronically.

**Service Delivery Method.** They serve unincorporated Harris County.

**Staffing.** About 30 people, this includes 13 epidemiologists and 5 technicians.

**Funding.**

**Intended Beneficiaries.** Customers are everyone in public health services internally and externally.

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.** They report data to the state.

**How Individuals Learn About the Program.**

**Partnerships.** They work with Mosquito and Vector Control, food borne illness outbreaks, long term care facilities, and schools.

**Performance Criteria.**

**Technology & Innovation**

Employees implemented the mobile health village and taking public health to the public.

**Services.** They have an RV that is for virtual reality games and gets people to move like swimming or climbing a mountain, they collaborate with libraries and people come in and move around. It’s successful at schools and nursing homes or community centers. They think outside of the box to implement technology and innovation into the way the public health department serves the community.

**Service Delivery Method.** They serve the public health department which largely serves unincorporated Harris County.

**Staffing.**

**Funding.**

**Intended Beneficiaries.** Customers are everyone in public health services internally and externally.

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.** They report data to the state.

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

**Data Warehouse-Business Unit**

This is a repository for all types of data within the health department. They store data from the CDC or other federal entities that have published data from state health department, birth data, and statistics. This area includes the data warehouse, which includes the people
on the backend ingesting data and maintaining it, as well as the front end which has people that analyze the data and visualize the data. The list of programs and services that HCPH sent us included this unit and we obtained a description of this unit during our interviews, as well as from the website, and additional documentation.

**Services.** Store and maintain confidential data. Data analysis and data visualization.

**Service Delivery Method.** They serve the health department which largely covers unincorporated Harris County.

**Staffing.**

**Funding.**

**Intended Beneficiaries.** Customers are everyone in public health services internally and externally.

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.** They report data to the state.

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**
**City of Houston Health Department**

**Disease Prevention and Control**

Provides opportunities for chronic disease prevention and management. Provides education to the community to help reduce the prevalence of chronic diseases (e.g., HIV, STDs, Viral Hepatitis, and TB). Seeks to control the spread of communicable diseases.

**Services.** Epidemiology, TB control and prevention, HIV STD and viral hepatitis prevention.

**Service Delivery Method.**

**Staffing.** 300 employees that includes part-time and full-time employees. Because of COVID they have a much larger number of employees. They increased their number of employees for the entire COVID response team. The epidemiology and contact tracing areas have the largest number of staff, and they also have staff for administration and laboratory. The department created a separate COVID structure outside of the regular divisions responsible for the COVID response. This team includes the Disease Prevention and Control staff, but it is a separate team.

**Funding.** $47 million. This includes federal and state grants. They receive some funds and some 1115 waiver funds. CDC is the largest funder; 80% of their budget comes from federal and state (Texas Department of State Health Services), and they receive 13% from local general funds tax revenue dollars.

**Intended Beneficiaries.** Anyone in Houston.

**Eligibility Requirements.** Most of the reportable conditions are those that are within City of Houston.

**Number of People Served.**

**Data Reporting.** They are grant driven and most grants have performance measures they are required to meet and report. They send the data weekly, monthly, quarterly, or annually. They develop local metrics on key performance measures and case reports that they are required to report to the state.

**How Individuals Learn About the Program.**

**Partnerships.** They have 100s of partnerships depending on the program. They partner locally and with state partners or nationally. They have strong interdepartmental collaboration. They partner with Harris County Public Health.

**Performance Criteria.** They have an internal monitoring structure that reports out monthly about performance expected goals. Those performance metrics are within department leadership and the mayoral administration uses it for decision making. They are required to have performance expectations that are set by the funder. They are also accountable for monitoring the grant required metrics as well reporting them monthly or quarterly.

Most are time- or quantity-based metrics. For example, for HIV they measure how many HIV positive individuals were given medical care within 90 days and for TB they measure whether they have increased the proportion of TB patients that are on a short course regimen treatment.
Epidemiology and Surveillance Bureau.
A lot of case surveillance of reportable conditions to public health. They provide outbreak response. If they notice an outbreak in a disease area, they initiate the response to the outbreak.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

TB Control Bureau.
Prevention and education. Case management program. They go out to homes to provide directly observed therapy. Provide treatment with other physicians through Baylor and University of Texas.

Services. Prevention and education. Directly observed therapy.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Communicable Diseases: HIV/STD, Viral Hepatitis Prevention Program.
The Bureau aims to maximize opportunities to screen for multiple communicable diseases whenever possible. They are responsible for investigating all newly reported cases of HIV, and sexually transmitted diseases in Harris County and City of Houston.

Services. Maximize opportunities to screen for multiple communicable diseases whenever possible.
Monitor HIV, Hepatitis and STD morbidity data to identify population and geographic needs and interventions.
Investigate newly reported cases of HIV, and sexually transmitted diseases.
Inform, educate, and empower communities about HIV, viral Hepatitis and STD health issues.
Mobilize partnerships with key community stakeholders to identify and prevent the spread of HIV, viral Hepatitis and sexually transmitted disease.

Develop HIV, viral Hepatitis and STD prevention policies and plans that support individual and citywide health efforts.

Enforce city, state, and federal laws and regulations regarding HIV and STDs that protect health and ensure safety.

Link individuals to needed HIV, viral Hepatitis and STD prevention, intervention, and treatment services.

Evaluate effectiveness, accessibility, and quality of personal and population-based health services.

Provide HIV surveillance for the whole city and county.

Opt out HIV screening: Everyone who goes through for an ER visit or health appointment and gets blood drawn, automatically gets tested for HIV unless they opt out of it.

Targeted testing: when people explicitly go into a clinic to get tested.

**Service Delivery Method.** The program serves all of Harris County.

Services are offered at the health clinic. Brick-and-mortar clinics are not in unincorporated areas, but outreach testing occurs throughout the entire county, including Houston.

The program has 1 mobile clinic specific for HIV and STD.

The program has 3 health centers that offer HIV and STD services and are considering expanding to CASA which is the 4th center.

**Staffing.** 130 full-time employees.

**Funding.** Approximately $14,000,000 for the year.

Community Development Block Grant (CDBG), U.S. Center for Disease Control and Prevention (CDC), Texas Department of State Health Services (DSHS), U.S. Health Resources and Services Administration (HRSA) HIV/AIDS Bureau (via Harris County Public Health). HRSA funding is for early prevention clinics.

City of Houston is jurisdiction for HHSD, and HIV and STD have traditionally been done by the City Houston Health Department. They receive HIV prevention and prevalence funding from CDC.

**Intended Beneficiaries.** Individuals who require these services in the Harris County area.

**Eligibility Requirements.** Services funded by HRSA are limited to individuals living with HIV in the Houston Eligible Metropolitan Area (EMA) and meet income requirements. Other services do not have eligibility requirements.

HUD dollars that are used for outreach in schools have specific requirements about who can receive the services. They work with housing and development to figure out which schools they can work with depending on socioeconomic status.

**Number of People Served.**

**Data Reporting.** City submits data to the County and the County submits data to DHHS.

**How Individuals Learn About the Program.**

**Partnerships.** They work with Harris County Public Health very closely (especially for screening). They jointly decide on how to allocate the money. They do not operate as a disconnect. They always sought to do things together.
They have services in the county and the city, but they do not have the same services close to each other.
They have meetings where they engage the city and the county on updates, technology, and new research happening in the field.
Internally they work very closely with epidemiology. Externally they work with housing department on the school-based program.
They Partner with the library, housing, county departments, Department of State Health Services, and HOFFPA (housing opportunities for people with AIDS).

**Performance Criteria.** Almost all federal funding they receive comes with requirements. They identify performance indicators that they emphasize including timelines and who is responsible. Locally, as they prioritize the activities, they plan out what they believe to be the performance expectations.

**Public Health Preparedness Bureau.**
They support the natural response in tandem with the city as a whole and with the Mayor’s Office of Emergency Management. This allows them to operate any emergency response (e.g., hurricanes).

- Services.
- Service Delivery Method.
- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.

**Laboratory Services Bureau.**
This is the reference laboratory for 16 surrounding counties, not just Houston and Harris County. This is a regional laboratory for public health.

- Services. Molecular phrenology, genetic sequencing, environmental laboratory services
- Service Delivery Method. All of the southeast Texas 16 surrounding counties.
- Staffing.
- Funding.
- Intended Beneficiaries.
- Eligibility Requirements.
- Number of People Served.
- Data Reporting.
- How Individuals Learn About the Program.
- Partnerships.
- Performance Criteria.
Division of Environmental Health Bureau

The Environmental Health Division consists of the Bureau of Pollution Control and Prevention (BPCP), Bureau of Consumer Health Services (BCHS), and Bureau of Community and Children's Environmental Health (BCCEH).

**Services.** Food inspection, ambulance inspections, swimming pool, special license, waste generators.

**Service Delivery Method.** Go out to restaurants and mobile units to conduct inspections.

Lead abatements – go into homes and take samples.

Air pollution – take samples in the field and have two mobile field laboratories that sit next to a refinery and take samples.

**Staffing.** 220 full-time employees and 20-25 part-time or contract workers.

**Funding.** $6 million

Grants from CDC and HUD.

**Intended Beneficiaries.** Anyone in Houston

**Eligibility Requirements.** No income requirement but the services are for people in the City of Houston.

**Number of People Served.**

**Data Reporting.** They have deliverables for grants.

**How Individuals Learn About the Program.** They have a website for restaurants or birth certificates. Individuals can also call 311. They also receive referrals.

**Partnerships.** They have an agreement with Harris County Pollution Control, and they help them when they need equipment and expertise with explosion and fire.

**Performance Criteria.** The program uses a lot of measures that they maintain in the systems. They have a robust inspection system that collects information on productivity of employees, types of violations, and the parameters they look at for all functions and personnel. They track vehicles and compare reports with where the vehicle went and have things in place to verify. They mostly use quantifiable metrics.

**Consumer Health Services**

Seeks to provide education and enforce the rules and standards in regard to food, water, and swimming pool safety. The area also seeks to prevent foodborne and waterborne illness.

**Food Safety Monitoring.**

Conduct routine inspections and issue permits to food establishments. Ensure that food establishments are following the standards and procedures to ensure food safety.

**Services.** Receive plan reviews, provide approvals, and conduct inspections.

Once they determine that they are in compliance, they approve the plan and then send an inspector to verify they built it the way they say they would build it. They issue a permit on the spot if they built it the right way.

Offer food service certification courses online.
Conduct routine inspections and handle complaints. They conduct inspections based on the risk classification of each facility and based on the number of violations of that facility.

Receive complaints about food establishments and separate them into 4 priority levels. They make sure to get to the highest priority ones within 24 hours.

Provide scores for restaurants (1-5) and if they score 5 (worst score) 3 times, they schedule an informal hearing. If they do not fix the problem after the informal hearing, they give them one more opportunity before revoking the license.

**Service Delivery Method.**

**Staffing.**

**Funding.** Funding comes from permit fees or the fees from the food service manager certification. People have to register their certification with City of Houston, and they have to pay a fee for that.

**Intended Beneficiaries.** Any food establishment.

**Eligibility Requirements.** Any entity that is providing food or beverage and submits plans for their facility to their plan review department which looks at all structural aspects and ensures that they have the equipment to do what they say they need to do.

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**

**Partnerships.** They typically coordinate with HCPH on food borne illness complaints, they receive and send food borne illness complaints to each other.

**Performance Criteria.** They look at average scores of facilities based on risk. If in 2018 they saw that the worst score is 1.78, they want to see a decrease in that score over time. Similarly, for medium risk facilities, they look at the average score and they also look at it broken up into five areas. They look at the average score for each classification over a year and determine what is the average score issued for each classification (high risk may receive a high score of 2.2 and they want to see a decrease in that score). They attempt to decrease the average score within each risk class.

**Charitable Feeding Program.**

Oversee charitable organizations that seek to provide food to the homeless.

**Services.** Coordinate outdoor food service operations for the homeless. Registration of the formal or informal food service organization. Free food handling training to volunteers who prepare their own food for distribution.

**Service Delivery Method.** They cover the City of Houston.

**Staffing.** 2 part-time employees.

**Funding.** No direct funding for this program. Have a partnership with the Beacon, who donates time and space. Only real expense is the handouts.

**Intended Beneficiaries.**

**Eligibility Requirements.** Population served: community-based, charitable organizations and individuals who seek to feed the homeless. Voluntary program for...
those who operate charitable feeding program. Chapter 20 article 5 of Houston Food Ordinance allows this program to operate.

**Number of People Served.** An average of 150-200 a year.

**Data Reporting.** Houston Police Department – provide them with a list
City Council – provide information on how many trainings and individuals

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

**Food Handler and Manager Certification Program.**

Provide a program that allows food handlers and managers to receive a certification.

**Services.** Provide food handler and food manager certifications.
Give out food permits based on criteria that food establishments have to meet.

**Service Delivery Method.** Some in person and some at the food handlers’ site at the establishment following COVID protocol.

**Staffing.**

**Funding.** General funds.

**Intended Beneficiaries.** Anyone who is working within a food establishment.

**Eligibility Requirements.** Generally open, have certified managers and food handlers.

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.** Online.

**Partnerships.**

**Performance Criteria.** Number of individuals certified within a timeframe.
Produce a report with average scores.

**Environmental Microbiology, Inorganic Chemistry, Organic Chemistry, Quality Assurance, and Laboratory Compliance.**

**Services.** Microbiological testing of water, dairy, etc.

**Service Delivery Method.**

**Staffing.** 5 FTE’s, although none dedicated 100%.

**Funding.**

**Intended Beneficiaries.** Consumers of water, milk, etc.

**Eligibility Requirements.** City and unincorporated areas: Whoever pays.

**Number of People Served.**

**Data Reporting.** To TCEQ.

**How Individuals Learn About the Program.** Word of mouth and outreach.

**Partnerships.**

**Performance Criteria.** Accreditation process compliance.

**Bureau of Children’s Environmental Health**

This bureau consists of lead abatement and lead poisoning.
**Lead-Based Paint Hazard Control Program.**
Conduct lead testing and address lead-based paint hazards.

**Services.** Assist lower-income households in identifying, removing, or stabilizing lead-based paint hazards. Provide lead testing. Environmental investigations are conducted in qualified pre-1978 homes. Provide relocation services during construction based on the level of lead-based paint found in the building. When they go into a home that is eligible for lead-based paint program, they also issue a referral for the child to provide them a medical home. They test if the child has an elevated lead level. They provide risk assessment for kids who may have an elevated lead level.

**Service Delivery Method.** Provide services to the City of Houston area.

**Staffing.** 7 full-time employees.

**Funding.** $12,600,000 for the year. U.S. Department of Housing and Urban Development (HUD) CDBG (a federal block grant)

**Intended Beneficiaries.** Low-income Houstonians.


**Number of People Served.** In 2019, approximately 57 houses remediated, and 65 homes inspected (average 5 people per house).

When they had grants for 3 years, they did 325 homes, which averages 100 homes a year.

They do over 100 in terms of outreach between lead-based paint program and childhood lead program.

**Data Reporting.** They report data to HUD. They report race and ethnicity of beneficiaries.

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.**

**Childhood Lead Poisoning Prevention Program.**
Provide educational outreach to health care professionals and families regarding lead poisoning. Coordinate cases for families who have children with lead poisoning.

**Services.** Provides education to health care professionals and parents about the screening guidelines and hazards of lead poisoning. Provides care coordination to children with high blood lead levels. Educates citizens and contractors about lead poisoning and how lead hazards can be removed from neighborhoods. Case coordination for children with elevated levels of lead. Provide educational outreach and educational providers to help the community understand when to screen the kids, who to report to, when to report, and where to report.

If level is above the normal value, then they have to repeat the test at a later time and then do an environmental investigation.
They educate providers. There are state guidelines they have to follow. If lead level is 5-9, then they provide education and an environmental investigation

**Service Delivery Method.**

**Staffing.** 3 full-time employees.

**Funding.** $444,901 for the year.

U.S. Centers for Disease Control and Prevention (CDC) provides the funding.

**Intended Beneficiaries.** Children, parents, health care professionals, and contractors in Houston.

**Eligibility Requirements.** Low-income Houstonians (for lead paint removal).

The program provides follow-up and case coordination for all children with blood lead levels above CDC’s reference value of 5ug/dl.

Children above 10 ug/dL are referred for Environmental lead investigation to lead-based Paint program. If lead is found, and the family qualifies under the lead-based program, they receive remediation.

**Number of People Served.** In 2019 approximately 58,453 children under 6 tested, 609 children with BLL>= 5ug/dL and 97 children with BLL>= 10 qualified for investigation.

**Data Reporting.** The program reports data to CDC and TDSHS.

It is state law that every child screened has to be reported to state of Texas.

**How Individuals Learn About the Program.** They are referred by providers.

They receive all labs from the State of Texas from every child screened. They look at the data and if there is a child with elevated values, then they reach out to the family to identify and remove the source.

**Partnerships.** Schools, school nurses, nonprofits, community agencies, and daycares.

**Performance Criteria.** Providers have to screen. If the child is on Medicaid, the provider has to test them at 1 and 2 years old.

If they see less testing for 2-year-old children, then they educate the providers that it has to be done at 1 and 2 years old.

They do trend analysis to see where there are lower or higher rates of testing.

The number of tests is important, they want to see increased testing rate and decreased elevation level, make sure every child in a targeted zip code is tested, and every child with Medicaid is tested

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**Bureau of Pollution Control and Prevention**

This bureau examines air and water pollution samples.

**Services.**

**Service Delivery Method.**

**Staffing.**

**Funding.**

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.**

**How Individuals Learn About the Program.**
Partnerships.
Performance Criteria.

**Bureau of Vital Statistics**

Keep track of all the birthing certificates.

**Services.**
**Service Delivery Method.**
**Staffing.**
**Funding.**
**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
**Data Reporting.**
**How Individuals Learn About the Program.**
**Partnerships.**
**Performance Criteria.**

### Maternal and Child Health

Promotes good maternal and child health through nutritional support and education with Women, Infants, and Children (WIC). The Healthy Families Houston program educates families and provides assistance to decrease infant mortality.

**Services.**
**Service Delivery Method.**
**Staffing.** 150 employees with a lot of these in WIC. They have some temporary employees in WIC, probably around 15-20 temporary and contract workers due to additional COVID and sanitization work needed. Nurse family partnership have a contract with a Life Coach around stabilization for behavioral or mental health issues for clients.
**Funding.** $15 to $17 million.
WIC receives funding through the FDA through the state. General fund dollars are the source of funding for Healthy Families. State funding is the funding source for Healthy Families and Nurse and Family Partnership. Immunization program receives funding from CDC and state funding. They receive another $5 or 6 million in addition to the $15 to $17 million. However, the immunization program is being moved from this division due to COVID.
**Intended Beneficiaries.** WIC is for individuals who live in Houston. Nurse and Family Partnership Program is for pregnant women and families living in Houston. Healthy Families is for pregnant teens. They are open to accepting parenting youth who work with child protective services in Harris County. Immunization program is responsible for all of Harris County.
**Eligibility Requirements.**
**Number of People Served.**
Data Reporting. They report number of clients, engagements, enrolled participants, face to face encounters, breastfeeding initiation rates, individuals enrolled in a medical home, providers enrolled in program, number of immunizations given in Houston and Harris County, number of providers they did an assessment for, child abuse or partner violence, what % of grant was expended, subcontractors they engage in, for WIC the number of individuals who received a program, initiation and telephonic coaching for breastfeeding support, and outreach education opportunities.

Immunization program reports number of referrals they receive, daycares they assess, how long to close cases, vaccines, doses received by providers and administered, vaccine loss, and vaccine abuse.

How Individuals Learn About the Program.

Partnerships. They partner with home visiting programs, Healthy Texas Women, head start, local foster agencies, municipal courts, local grocery stores, state and federal partners, CDC, county WIC program, children’s hospitals and social service agencies, Air Quality Program, behavioral health group to look at variations in behavioral health, fatherhood initiatives program to support the family, Houston Zoo, museums, public library, Houston Water Division, Medicaid, and academic institutions.

Performance Criteria. Each program has different criteria, but one common criterion is how the client experiences them as a program.

Another part involved whether they are meeting the metrics and guidelines.

For Healthy Families, they look at what is their referral rate versus individuals not engaged in the system.

For Immunizations, they assess whether they are continuing to see more individuals vaccinated.

Examine whether they are ensuring that 90% of parents have a medical home and 100% of children have a medical home. They also look at breastfeeding rates.

Women Infants and Children (WIC).

A program aimed to provide nutrition education, counseling, and support to pregnant women or women who had recently given birth.

Services. Nutrition education, nutrition counseling, breastfeeding support, social referrals. They provide referrals to mothers who do not have a primary care doctor, they also help mothers who need help with rent, domestic violence, child immunizations, etc. and they refer them to where they need to go.

Outreach events. They did about 50 of these last year before the pandemic.

They provide nutrition education services. These include cooking demonstrations and grocery store tours. They sign up clients for a class and meet them at the store.

A nutritionist that starts a tour and teaches them how to read labels and purchase food smartly.

Service Delivery Method. Individuals come to WIC sites. They also have curbside services to drop off WIC card. Individuals can receive breastfeeding education electronically and do the certification over the phone.

There are 16 WIC sites (now only offer curbside services because of COVID).
They do not have any mobile clinics. They have a van that they use for outreach events. They do a lot of outreach events. They go to any kind of health fare event, apartment complexes, and back to school events. Throughout the summer they go through different areas and serve the client there, so those who do not have WIC or have not picked up their benefit can receive services. They only have 6 sites that are free-standing.

**Staffing.** 130 full-time employees, 8 part-time employees.

**Funding.** $11,180,585.00 for the year.
Oct 2019 to Sept 2020 $11.8 million budget.
They receive $12.71 for each person they serve.

Texas Department of State Health Services - USDA provides the funding. This funding goes to HHS, which sends it to the local health departments, and that is distributed to WIC sites.

**Intended Beneficiaries.** Pregnant women or women who are breastfeeding or have recently had a baby, infants, and children up to the age of five.

**Eligibility Requirements.** Low-income for those who are not on Medicaid, SNAP, or TANF. In addition to the income screening, they do a health assessment followed by counseling.

**Number of People Served.** They served 52,000 people from Oct 2019 to Sept 2020 WIC serves about 55,000 monthly.

**Data Reporting.** Report data to USDA and Texas Department of State Health Services.

**How Individuals Learn About the Program.** They have a website where individuals apply for Medicaid, and they can also apply for WIC. They also get referred from friends and doctors.

**Partnerships.**

**Performance Criteria.** They have local audits that are required by the state. They have to do audits two times a year.
They watch breastfeeding rates monthly, how many high-risk clients were referred and how quickly they followed up with them and closed the tickets, customer service is measured monthly. Call center assesses how quickly they respond to calls and the drop-off rate for calls. They assess how many clients show up and how many missed appointments.

**Nurse-Family Partnership Program.**

A home visiting program for first time pregnant women that uses nurses to supervise parents from pregnancy to 2 years.

**Services.** Home visits that include health and wellness screenings.
Help women increase their economic self-sufficiency.
Pregnant women are paired with a registered nurse.
Education and help in developing the mother’s useful skills.
The program lasts from pregnancy until the child turns two.

**Service Delivery Method.** Before it was a service offered at home, but due to COVID they now offer it through zoom or facetime.

**Staffing.**
Funding.

Intended Beneficiaries.

Eligibility Requirements. Low income women who are pregnant with their first child.

Number of People Served. They serve 250 families annually.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

My Brother’s Keeper (1 Milestone).
The program helps children read at an appropriate level by the 3rd grade.

Services. This division covers just one milestone of My Brother’s Keeper. The milestone is to ensure children can read at an appropriate level by grade 3.

Service Delivery Method.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Immunization Program.
The program was initially housed within this division but is now housed within the COVID response area. This transitioned occurred throughout the duration of this study.

Services. Provide immunizations for adults (through Adult Safety Net program) and children at Houston Health Department Centers.

Monitoring of Vaccines for Children (VFC) providers to ensure vaccines are being stored and handled properly.

Work with VFC providers to implement quality improvement strategies that assist with enhancing service delivery to increase vaccination coverage rates.

Monitor and assess immunization compliance among licensed childcare centers, registered childcare homes, and schools.

Build partnerships within community stakeholders to spearhead immunization initiatives to improve vaccination rates.

Educate and train providers on how to successfully consolidate immunization histories into the immunization registry to support the elimination of vaccine preventable diseases.

Provide case management services to Hepatitis B positive pregnant women to prevent the perinatal transmission of Hepatitis B.

Provide awareness and education to community members on the importance of receiving immunizations throughout the course of the lifespan.
Service Delivery Method. Over 4 health centers and over 20 independent areas in Houston and Harris County that provide immunizations.

Staffing. 63 full-time employees. Federal funding for 43 positions. State funding for 20 positions.

Funding. $4,737,778 for the year. Federal covers $3,332,183. State covers $1,405,595. U.S. Centers for Disease Control and Prevention (CDC) provides funding for Houston only and the state provides funding for Harris County. Texas Department of State Health Services provides the state funding.

Intended Beneficiaries. Low-income adults and children in Houston.

Eligibility Requirements. Vaccines for Children program - A child is eligible for the VFC Program if he or she is younger than 19 years of age and is one of the following: Medicaid-eligible, uninsured, underinsured (the child has health insurance, but it does not cover vaccines), American Indian or Alaska Native Adult Safety Net – Anyone who is 19 years of age or older and does not have health insurance is eligible to receive low-cost vaccines under the Adult Safety Net program.

Number of People Served. Over a million doses every year to children. Immunizations cover all of Harris County residents over their lifespan. Each year they seek to touch everyone with the flu shot or when individuals are born.

Data Reporting. They report adult and child data to the CDC and DSHS.

How Individuals Learn About the Program. Partnerships. They partner with Harris County Health Department.

Performance Criteria. Healthy Families Houston.

Home based parenting program to decrease child abuse and maltreatment

Services.
Service Delivery Method. They deliver their services virtually.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements.

Number of People Served. They serve 125 families annually.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Human Services

Promotes the well-being and quality of life for seniors and adolescents. This division includes aging and injury prevention activities that provide individual and population-based
services for Houstonians across the age lifespan. Activities and services provided include adolescent health and youth development and services for seniors.

**Services.** Behavioral and mental health services, services for those 60 and over, activities and programs that promote well-being.

**Service Delivery Method.** They provide services for the City of Houston.

**Staffing.**

**Funding.**

**Intended Beneficiaries.**

**Eligibility Requirements.**

**Number of People Served.**

**Data Reporting.** Report to the State Department, the Health and Human Services Commission, also to ACL (the Administration for Community Living).

Also report data to Department of Housing because the receive funds through the Community Block Grant and the Department of Housing administers those funds. They report the number of clients served and number of meals.

Texas Department of Criminal Justice asks them to report the services provided to formally incarcerated individuals and monitor recidivism for that group and report what recidivism group rate is (rate for individuals who do not return to incarceration).

They also report information from call centers. The program reports number of calls, nature of calls, geographic information by zip code, town, and demographic data like age, ethnicity.

**How Individuals Learn About the Program.** They do a lot of outreach and partner with the community and faith-based organizations. They attend events to market their services. They also find out about the programs through referrals, social media, and word of mouth.

Community members may also find out about those services through multiservice centers throughout City of Houston where they advertise the services.

**Partnerships.** They partner with a lot of departments in Houston (Parks and Recreation, Public Works, Libraries, Housing, and Multiservice Centers). They also partner with United Way and community-based organizations because they do not deliver the services directly.

They contract with service ministries, catholic charities, and the YMCA to deliver the meal services.

**Performance Criteria.**

**Area Agency on Aging.**

Services provided to individuals 60 and older. This program is provided by Harris County Public Health and provides services for both Harris County and the City of Houston.

**Services.** Provide information, referrals, and some services such as RESPIT for caregivers and assistance connection individuals with community resources.

Also oversee the Connection Aging and Disability Resource Center that also provides services for individuals in Harris County living with disabilities or ones that have a child with a disability or older adult or caregiver.
Service Delivery Method. This program covers the City of Houston.

Staffing.

Funding. The Area Agency on Aging is a state funded program. It receives federal funding under Old Americans Act.

Intended Beneficiaries.

Eligibility Requirements. The individual has to be 60 or older and there is a residence requirement – they have to live in Harris County. There is no income requirement. It is mainly based on need and not on income. The only other requirement is that there are certain services like home delivered meals and in-home provider services, which requires a functional requirement and a functional assessment.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Community Re-Entry Network Program.

A program that helps those who were formerly incarcerated re-enter the workplace and their community.

Services. A program for formerly incarcerated individuals. Ensure they come back into communities in a healthy and productive manner. Provide access to healthcare and evidence-based programs (e.g., cognitive programs). Assist individuals with becoming employment ready – services like building resumes, interviewing techniques, etc.

Work through COH to place participants into the city department and they have been successful in placing participants into jobs.

Service Delivery Method. The program serves the City of Houston.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements. There is just a needs assessment.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Client Access Area.

A service for those who do not have health coverage.

Services. Assist individuals who do not have healthcare coverage. Determine eligibility and certify individuals for health coverage – help them access health coverage if not eligible for it through Medicaid, Medicare, or FQHC.

Service Delivery Method. They provide services to the City of Houston.

Staffing.
Behavioral Health Offerings.
Partner with community organizations that offer behavioral health services and ensure the City of Houston has a behavioral health response for community members who are in need of it.

Services. Partner with HPD to ensure there is some sensitivity and behavioral health focus within that department.

Service Delivery Method. The program provides services to the City of Houston.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements. There is just a needs assessment there are no other eligibility requirements.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

Case Management Services.
Provides basic need services to community members.

Services. They assist community members with basic need services, food, paying mortgage or utilities bills, any basic needs the individual presents with. Funding through grants or general funds or partner with community organizations and connect individuals to partners so they can serve them based on what their needs are.

Service Delivery Method. The program serves the City of Houston.

Staffing.

Funding.

Intended Beneficiaries.

Eligibility Requirements. There is just a needs assessment.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.
Administrative Services

Responsible for finance, procurement and contracting and grant analyst, business services, processing payments and accounts payable, facilities, and QA compliance.

Services.
Service Delivery Method.
Staffing. 100 full-time employees and handful of contract employees (most are in finance, and a few are in compliance and accounts payable).
Funding. Grants from CDC and FEMA. 60% of budget comes from grants and 40% from the city.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting. Report data to CDC, FEMA, the Treasure Department because of the pandemic, and State Department of Health Services.
Typically, they report whether they provided services supported by that grant, demographic data, the quality of service, whether met the requirements of the grant, show that they are making the impact they are looking for.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Finance.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Procurement and Contracting and Grant Analysis.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
Business Services.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Processing Payments and Accounts Payable.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Facilities.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

QA Compliance.
Health Centers and Multiservice Centers

Centers that offer dental, medical, and other social and support services (e.g., cooking, parenting classes).

*Dental and Medical Centers*

Provide a list of dental and medical services. The services cover dental, immunizations, family planning, TB services, and geriatric services.

**Services.** Provide both dental and medical services.
STD services - General STD or STI screening or testing and treatment. Also provide longer treatment and maintenance.
Family planning – through Title X service line – will see clients through Title X and through Healthy Texas Women as a funder. Can see patients 13 or up regardless of ability to pay. Can provide comprehensive women’s exam. Also have the ability to see minors without parental consent through Title X.
Immunizations – equipped to take care of children with Medicaid. Can also see those without Medicaid through Texas Vaccination Program. The vaccines are free to them. They also have adult safety net vaccines for adults who are not insured or underinsured. Some vaccines come from the state and are free of charge.
TB services – minimal to no cost to patient.
Dental services – primarily for children but they also see adults through geriatric and through different programs. For children, they’re eligible through Medicaid or CHIP and if child is not eligible, they have an eligibility process where they pay on a scale. They also have Title X funding for pregnant women or after delivery for dental care they need.
Geriatric – through AAA funder. They receive referrals through them and provide services for the senior – dentures or comprehensive work. If anything is out of their scope, they work with a partner and do referrals.

**Service Delivery Method.** There are 4 health centers and they each have dental clinics. The fifth dental clinic is a multiservice center.
They largely serve City of Houston residents, but do not turn people away if they need service.

**Staffing.** Staffing varies because they move employees from clinic to clinic. Generally, have about 20 employees per health center and this includes clinical and administrative employees. There are 4 health centers and a 5th dental center. Most employees are full-time. They have less than 5 part-time employees across all the service centers.

**Funding.** The main funding source includes general funds. They also receive Title X funding and limited funding, and Title V limited funding for dental.

**Intended Beneficiaries.** Any Houstonian in need.

**Eligibility Requirements.** There are some requirements with Title V for dental services for pediatric or prenatal. However, most services require that the patient does not have insurance and falls within a certain income range. The remaining requirements are based on a sliding scale. There are state requirements for Healthy Texas Women for family planning services.

**Number of People Served.** 53,000 individuals covered by clinical and dental per year. Also, through dental they have projects saving smiles program where they cover 90,000 individuals a year.

**Data Reporting.** They report data to state funders. They report volume of encounters, what kind of encounter (outreach or clinical) and what kind of clinical service. Sometimes provide information on men vs women or age group differences.

**How Individuals Learn About the Program.** Word of mouth, they typically use word of mouth and also promote services through social media, outreach services (now are limited due to COVID), the website, and referrals.

**Partnerships.** They partner with the Harris County hospital district to certify the patient for services and benefits. The client can come to them and walk away with benefits because they certify patients quicker.

They partner with HQAC. If they see a client who is coming in for STD or family planning but have a chronic disease, they do a referral for the services they need in house and refer them to HQAC if don’t have a medical home.

**Performance Criteria.** They assess whether they provide quality services to those that need it and do not have any barriers or roadblocks to providing their services. They assess whether the client receives the services they need to become healthier, be better informed, and have everything taken care of.

They use productivity information, utilization information, mock audits, chart reviews, they do Quality Assurance throughout the process to make sure that they are following policies and protocols and if there is an issue, they can identify it quickly and resolve it quickly. This is something they do throughout the year. Client satisfaction surveys, mock audits, observational audits. They look at trends to see if numbers are dropping and determine why there are changes in the trends.

**Bureau of Oral Health Dental Program.**

Provide preventive and restorative dental services to community members.

Service Delivery Method. Program covers residents within the City of Houston.

Staffing.

Funding.

Intended Beneficiaries. City of Houston residents.

Eligibility Requirements. Low income.

Number of People Served.

Data Reporting.

How Individuals Learn About the Program.

Partnerships.

Performance Criteria.

11 Multiservice Centers

Centers that provide a variety of different educational and social services to improve the quality of life of Houston community members.

Services. They do not provide direct services, but partner with internal programs to provide services or outside community organizations and external programs to provide services.

Multiservice centers are where they have a variety of services. Range of services from literacy to cooking to parenting classes to GED and computer classes. They also serve as a hub of basic needs like an HR program to assist clients with food stamps or trying to get insurance.

These are educational and social services but sometimes they also offer medical services. Within health and dental if they identify a social need, they can identify a service linkage assistant and provide a referral to take care of someone’s dental needs and social needs.

Service Delivery Method. All 11 locations for the centers are within Houston. They have these services at meal sites, libraries, WIC sites, and the Mayor’s Office. They also have occupancy agreements with community organizations that designate them space.

A lot of programs have Houstonians as priority but do not turn people away if they need service.

Limitations would be based on funder requirements, but majority of services are open to all.

Staffing. They don’t have a lot of personnel for the 11 centers – 1 community liaison and 1 community engagement specialist.

Funding. Funding depends on the program and the site. Typical funding sources are general funds, Title X limited funding, and Title V limited funding for dental.

Intended Beneficiaries. Any Houstonian in need

Eligibility Requirements. There are some requirements with Title V for dental services for pediatric or prenatal. However, most services require that the patient does not have insurance and falls within a certain income range. The remaining
requirements are based on a sliding scale. There are state requirements for Healthy Texas Women for family planning services.

**Number of People Served.** Multiservice center serves 5,000 to 15,000 people per month.

**Data Reporting.** Report data to their state funders.

Report volume of encounters, what kind of encounter (outreach or clinical) and what kind of clinical.

**How Individuals Learn About the Program.**

**Partnerships.** They have partners with HISC where they have multi-graduate programs.

**Performance Criteria.**

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**Health Education and Community Outreach**

Unit focuses on creating opportunities in Houston for preventing chronic disease, promoting wellness, and educating the community. Multiple health education and promotion programs around chronic disease – obesity, diabetes, and hypertension.

**Services.** Promotion as a health department. They have social media, Facebook, their website, a lot of ways to get the word out.

Also have the physical building and have diabetes centers and multiservice centers across Houston. If they want someone to speak on a topic there are ways to reach them.

**Service Delivery Method.**

**Staffing.** 30 full-time and 4 part-time employees.

**Funding.** They receive $3 million a year.

They receive funding from City of Houston, CDC, CDBG (Community Development Block Grant), and DSHS.

Funding comes from federal, state, local, and private sources.

**Intended Beneficiaries.**

**Eligibility Requirements.** Most programs are open to public, and they focus on the entire city, so they do not need to be in Houston.

Some programs are for seniors and the individual has to be over 60.

For diabetes the individual has to have diabetes or prediabetes and has to be an adult because they do not handle type 1 diabetes that is more common in children as is managed differently. The individual has to have diabetes or be a caregiver to someone who has diabetes.

**Number of People Served.**

**Data Reporting.** Report member data, pounds of produce, number of farmers’ markets events, A1C for the diabetics, blood pressure, weight for monitoring evaluations of their metrics.

**How Individuals Learn About the Program.**

**Partnerships.**

**Performance Criteria.** They use CDC criteria for measurement, they look at all metrics, objectives, and goals and use local data. They have a dashboard for data and report it monthly.
They look at data regarding blood pressure, A1C, reduction in A1C, reduction in blood pressure, BMI, pounds of produce sold from farmer’s market, number of attendees, number of electronic benefit dollars, activities at events, and number of pounds of harvest from the garden.

Office of Chronic Disease Health Education and Wellness.
Provide services related to chronic disease.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

DAWN Center.
Provides health education and behavioral interventions for individuals who have been diagnosed with Type II diabetes or prediabetes.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Health Promotion and Health Education.
Provides vision, dental, and hearing services, mental health counseling, medication assistance, and residential repairs.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Healthier Houston.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Community Nutrition.
Provides services related to farmer’s markets and community gardens. Includes policy and place-based activities that promote tobacco cessation

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Community Garden.
Aims to reduce food insecurity and promote growing food, physical activity, and consumption of fresh produce, fruit, and vegetables.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Farmer’s Markets.
Work across the department and work with local farmers to stand up farmer’s markets all around the City so people can come and get fresh produce at lower cost. Participants can also use EBT or vouchers at their site. Provide a more accessible option than grocery stores and give double for money (e.g., give $40 worth of produce for $20).

Services.
**Service Delivery Method.** Located throughout City of Houston and at health and multiservice centers.

Staffing.
Funding.
**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
Data Reporting.
**How Individuals Learn About the Program.**
Partnerships.
**Performance Criteria.**

COVID Response.
Provide outreach in education and facilitate COVID awareness. Created the Better Together logo. Works on creating messages that promote social distancing, wearing masks, and taking vaccines. Have employees who go door-to-door to provide information on the tests and vaccines to encourage the community to get the vaccine.

Services. Coordinate, manage, and administer testing, contact tracing, vaccines, and create messages and logos to encourage testing and vaccination within the community.

**Service Delivery Method.**
Staffing.
Funding.
**Intended Beneficiaries.**
**Eligibility Requirements.**
**Number of People Served.**
Data Reporting.
**How Individuals Learn About the Program.**
Partnerships.
**Performance Criteria.**

Policy Unit.
Multidisciplinary, multisectoral taskforce that focuses on increasing physical activity, increasing access to healthier foods, and creating a tobacco free environment. Implement changes through policy and programming. The taskforce is made up of multi sector HISD,
homeowners’ groups, health care organizations, community development groups, parks and recreation, planning department, city parks department. They are a unified taskforce and focus on things they can do as a taskforce. Worked on Tobacco 21 to raise the age when individuals can buy tobacco products.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.

Population and Public Health Infrastructure

Coordinate programs with HISD to provide assistance to families with medical access and operate the See to Succeed Vision Program where they provide comprehensive eye exams for school age children.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships. Coordinate on vaccinations and testing with HCPH and dashboard reporting for COVID.
Performance Criteria. Performance management unit is responsible for collecting key performance indicators for units within each department.
We look at appointment show rates, health status indicators and how they meet improvement. A lot of it is operational.

Planning Department.

Conduct research, assist with development of components needed for health accreditation (e.g., community health assessment), oversee development of Houston State of Health, oversee data related to health status indicators, conduct surveys in the department, right planning around vaccination, health statistics management.
Performance Management Unit.

Operational reporting in the department. Oversee the coordination for the 1115 waiver programs, submit reports to the state, track metrics related to 1115 waiver reporting that is required. Revenue Cycle Management Unit conducts a lot of coordination for department-wide activities that involve multiple units in the department. Handle clinical billing and 1115 revenue.

Services.
Service Delivery Method.
Staffing.
Funding.
Intended Beneficiaries.
Eligibility Requirements.
Number of People Served.
Data Reporting.
How Individuals Learn About the Program.
Partnerships.
Performance Criteria.
Section 3: Overlap Assessment

Possible Health Department Overlapping Functions

In the following sections, we describe the various programs and services that might have some degree of overlap between the two health departments. To the extent that information was available to us, we outline the functions, services provided, funding sources, as well as similarities and differences among the programs. However, it is important to point out that although these functions and services of these programs suggest overlaps, the programs are serving different communities, populations, and geographic areas. Hence, a comparison of the functions, services, and programs is not straightforward.

Disease Control and Prevention Services

Both health departments offer services around disease prevention and control; these include services around Tuberculosis, HIV/STD screening and prevention, immunizations, and health clinics. Within the Harris County Public Health Department, the Tuberculosis Elimination Program is housed within the Disease Control and Clinical Prevention division. Similarly, the Tuberculosis Control Bureau is housed within the Disease Prevention and Control division of the City of Houston Health Department. Both of these programs offer services around prevention, control, case management, and treatment. For example, both programs have personnel who provide Directly Observed Therapy to their patients. However, one difference is that HCPH offers virtual Directly Observed Therapy, which was the first program to pilot and implement this program. It allows patients to continue treatment despite inclement weather, hurricanes, or the pandemic. Another difference is that the Harris County program operates full-service Tuberculosis clinics, whereas the City of Houston program does not have a full-time provider who solely provides care to its Tuberculosis patients. That is, the Harris County Public Health program does all aspects of addressing patient needs, but the city does not do that in any of the clinics. The two programs are designed differently and operate differently because the city’s program only handles the non-clinical part.

Immunizations also serve as another source of overlap between the two health departments. Harris County Public Health offers an immunization program within the Disease Control and Clinical Prevention division that is intended for education and outreach. However, the department also distributes immunizations through its Mobile Health Services Unit housed within the Community Health Services program of the Disease Control and Clinical Prevention Division. These immunizations are distributed through mobile units. Moreover, the Health and Wellness program that is also housed within the Disease Control and Clinical Prevention Division also offers immunizations in clinics for children and adults. Likewise, the City of Houston Health Department offers an Immunization program within its Maternal and Child Health Division. However, it is important to note that the program has moved into the COVID response team as a result of the pandemic. The immunization programs within HCPH and HHD provide awareness and education around the importance of vaccinations in addition to providing immunizations for both children and adults. The two programs are also responsible for overseeing the administering of the COVID vaccines. Both
programs also provide their services within their health clinics. However, their funding sources differ, the HHD program receives funding from the CDC, whereas the state (Texas Department of State Health Services) provides funding for the county.

Both health departments also have health clinics that provide clinical, preventive, and family planning services. The Health and Wellness program as well as the Community Health Services program within the Disease Control and Clinical Prevention Division of Harris County Public Health oversee the clinics that provide these services. These clinics offer physical exams, immunizations for children and adults, screening for diabetes, HIV and STI screening, as well as family planning services. Both health departments have brick-and-mortar clinics, and both receive funding through Title X. The HHD program also receives funding through Title V and general funds, whereas HCPH also receives funding through DSHS, Family Planning, and Healthy Texas Women.

**Dental Services**

Both Harris County Public Health and the City of Houston Health Department offer dental services for the community. The Dental Health and Prevention program is within the Nutrition and Chronic Disease Division of Harris County Public Health, whereas the Bureau of Oral Health Dental Program is housed within the Health Centers and Multi-Service Centers Division of the Houston Health Department. Both programs offer comprehensive dental care to adults and children (starting at six months), this includes diagnostic, preventive, and restorative services, education on good oral health, and scheduling for regular dental checkups. Both health departments offer these services at brick-and-mortar clinics. However, HCPH also offers these services using its mobile dental unit. Moreover, the HCPH dental services provide additional programs for children in school through its school-based mobile dental clinic and the Smile Savers program. This allows it to connect with the community and low-income children by reaching them in the school setting. HCPH also offers a Harris County Juvenile Probation Division program to expand services to children who are in custody. Although the City of Houston Health Department and Harris County Public Health provide a lot of the same diagnostic, preventive, restorative, and educational services through their clinics, the county’s health department offers some additional services that the city does not offer.

**Environmental Public Health**

The Harris County and City of Houston health departments also both provide services related to childhood lead poisoning screening and lead abatement. The Lead Hazard Control Program (i.e., Lead-Based Paint Program) and the Childhood Lead Poisoning Prevention Program are housed within the Environmental Public Health Division of Harris County Public Health. Similarly, the Lead-Based Paint Hazard Control Program and the Childhood Lead Poisoning Prevention Program are housed within the Division of Environmental Health Bureau within the City of Houston Health Department. Both the Lead Hazard Control Program within HCPH and the Lead-Based Paint Hazard Control Program within HHD assist lower-income households in identifying, removing, or stabilizing lead-based paint hazards. This involves services such as lead testing, relocation services for the family if lead-based paint is found, and risk assessment for the child. Both programs receive funding from the...
U.S. Department of Housing and Development, and both departments remediate about 60 homes a year. They also both have the same requirements for eligibility because they share the same funding source. Likewise, both the Childhood Lead Poisoning Prevention Program within HCPH and the Childhood Poisoning Prevention Program within HHD serve the same functions and provide similar services. Both of their services include education of parents, providers, and health care professionals on child lead poisoning, case coordination for children with elevated blood lead levels and services for eligible families, environmental lead investigation, and referrals for nutritional interventions. The CDC provides funding for both of these programs and thus, they also have the same requirements for eligibility.

Food safety, inspections, and permits constitute another overlap between the two health departments. The Food Inspections, Permits, and Temporary Food Permits Program is housed within the Food, Pool, and Water Supply Protection area of Harris County Public Health’s Environmental Health Division. This program is comparable to the Food Safety Monitoring Program that is housed within the Consumer Health area of Houston’s Health Department Division of Environmental Health Bureau. Both of these programs receive plan reviews from food establishments, as well as provide approvals, food certification, and conduct inspections and monitoring for food establishments. The funding of both programs relies on food establishment permit fees or the fees from the food service manager or handler certification. Their services are open to anyone interested within the jurisdiction of each program.

Harris County and the City of Houston also both provide services around food manager and handler certification. The Harris County Health Department offers the Food Management and Food Handler Certification Program within the Food, Pool, and Water Supply Protection area of the Environmental Public Health Division. The Houston Health Department offers the Food Handler and Manager Certification Program within the Consumer Health area of the Division of Environmental Health Bureau. Both programs provide food handler and food manager training and certifications and issue food permits based on criteria that food establishments have to meet. They provide these certifications in person or online. Funding for Harris County’s program differs from the city’s funding because it is self-funded from fee revenue that stays with the program. This is different from the City of Houston’s program because funds stay within the county’s program and not allowed to be shared outside of program or to the general fund. The program within the City of Houston’s Health Department uses general funds as a source of funding. There is also a difference between the Houston program and the Harris County program in terms of certified managers. The city offers its own version of the course and has a third party that offers a version as well, but if an individual takes the course outside of the City of Houston location, then city inspectors will only accept COH certificates. However, the city has a reciprocity program, so if an establishment receives a permit from the county, then it can pay a fee for the city to validate it and provide a city certificate.

Pool and water inspections are also functions that overlap between the two health departments. Drinking water/pool water inspections are housed within the Food, Pool, and Water Supply unit of Harris County’s Environmental Public Health Division. The Houston Health Department also offers Swimming Pool, Commercial Pool, and Residential Pool Inspections within the Consumer Health area of Houston’s Division of Environmental Health
Both health departments test drinking water, ensure proper chlorine levels, investigate water- or pool-related complaints, conduct compliance testing, and evaluate water wells. Funding sources is an issue—general fund vs. revenue from permits, etc.

The Take Out Hunger Program within Harris County Public Health and the Charitable Feeding Program within Houston’s Health Department may constitute another overlap. Both programs aim to oversee food donations to those in need. However, their services differ in that the city’s program works directly with volunteers who prepare food for distribution during outdoor events that the Charitable Feeding Program coordinates. The county’s Take Out Hunger Program seeks to encourage food donation from food establishments. The program provides food safety education to food establishments and conducts inspections to ensure that the food establishment follows all protocols for food safety before donating.

**Women’s and Children’s Health**

The Harris County Public Health Department as well as the City of Houston Health Department both offer a Women, Infants, and Children (WIC) program. Both WIC programs are federally funded public health nutrition programs that are administered through the Texas Department of State Health Services. Teams on nutrition and WIC collaborate closely with city counterparts because it is a state-run program. From entity to entity, it will be similar because of state oversight. Both programs provide nutrition education, breastfeeding support and resources, meetings with a WIC Dietitian, and referrals to health and social service programs. The programs have the same eligibility requirements and serve low income, pregnant women or women who are breastfeeding or have recently had a baby, infants, and children up to the age of five. Both programs are funded by the Texas Department of State Health Services/US Department of Agriculture. Notably, Harris County’s program has two WIC sites within the City of Houston. There are no significant differences between the two programs. Their main distinctions are geographic.

**Nutrition and Chronic Disease Prevention**

Both health departments share a similar funding source for the chronic disease side, Texas Healthy Communities, which allows them to focus on chronic disease efforts across the community every year. Those specific chronic priorities change for recipients for those awards. However, there may be similarities in how they implement those programs because the programs are funded by the same grant.

Both health departments offer services for individuals with diabetes. Harris County Public Health offers the Diabetes Prevention Program within the Chronic Disease Prevention unit of the Nutrition and Chronic Disease Prevention Division. Similarly, the City of Houston Health Department offers the Diabetes Awareness and Wellness Network (DAWN) Center within the Health Education and Community Outreach Division. Both departments’ programs offer education and behavioral interventions for those who are prediabetic or are at risk for diabetes. However, the DAWN center largely works with those who have been
diagnosed with prediabetes and diabetes, whereas the county’s program focuses on prevention.

The two health departments also offer services that promote healthy nutrition, physical activity, and tobacco cessation. Harris County Public Health offers Healthy Living Matters. This is a program that has the goal to reduce the number of children who experience childhood obesity. It is housed within the Chronic Disease Prevention area within the Nutrition and Chronic Disease Division. HCPH also offers the Physical Activity Wellness Program which is also housed within the Chronic Disease Prevention area in the Nutrition and Chronic Disease Division. The program is aimed to promote a healthy and active lifestyle among individuals living in Harris County. The Ways to Enhance Children’s Activity and Nutrition is also a program that is located in this unit, and it is an educational program that encourages parents, teachers, and children to increase their physical activity and improve their nutrition. The Tobacco Cessation program is housed in the same division and area of the County’s health department. The program encourages tobacco cessation through group-based intervention. These programs are similar in function to some of the programs that the City of Houston Health Department offers. Specifically, the City’s health department offers the Community Nutrition Program within the Health Education and Community Outreach Division. The program offers services related to the promotion of farmer’s markets, as well as includes policies that encourage tobacco cessation. The city’s Community Garden Program, which is also a part of the same division, promotes physical activity and the consumption of fresh fruit and vegetables. The Farmer’s Markets Program that is also housed in the Health Education and Community Outreach Division of the city’s health department helps set up farmer’s markets and encourages individuals to purchase food from these markets. The Policy Unit within the same division is composed of a taskforce that aims to increase physical activity, promote access to healthier food, and create a tobacco free environment. Although the outlined programs and services do not offer the same services, they seek to reach the same goals through different means. That is, all these programs mentioned from the Harris County and City of Houston health departments seek to improve the community’s physical activity, promote better nutrition, and reduce the use of tobacco.

There is possibly an overlap in behavioral health offerings. Whereas we obtained information on Harris County in terms of its substance abuse services, we are only aware that it has a behavioral health program within the Human Services division.

Public Health Preparedness

Harris County Public Health includes the Office of Public Health Preparedness Response. The office is in charge of preparing the County to respond to and recover from public health emergencies, such as natural disasters, terrorist attacks, and disease outbreaks. As part of its functions, the office assesses potential risks, identifies hazards and resources, and coordinates efforts to implement emergency preparedness plans. Similarly, the Houston Health Department also has a Public Health Preparedness Bureau, which is within the Disease Prevention and Control Division. This bureau’s functions also consist of preparing for and responding to public health emergencies, such as disease outbreaks or natural disasters.
Planning and Administration

The Harris County Public Health Department includes the Office of Policy and Planning. This office is similar in function to the Planning Department Service within the Population and Public Health Infrastructure Division of the City of Houston’s Health Department. Both offices are responsible for coordinating evaluations and assessments to identify what is working well within the departments, collecting and reporting statistics and information relevant to their health departments and public health issues, and facilitating strategic planning to promote the community’s health.

Harris County Public Health includes the Office of Financial Support Services, whereas the City of Houston Health Department includes the Administrative Services Division. These two areas of both health departments provide financial and support services for the departments. These areas allow the departments to keep track of and maintain their grants and funding, manage payroll and human resources functions, manage their facilities, as well as provide logistics support. Efforts to reach economies of scale might focus on these functions.

Possible Other-Agency Overlapping Functions

In addition to the overlaps in services across the two health departments, there are also programs, services, and functions provided by one health department that another department (outside of public health) provides for the other jurisdiction. These services may also constitute an overlap between the health department and a function of another agency unit outside of public health.

There are some functions, programs, and services that the city’s health department offers, which may be offered by a county office or department outside of public health. The Bureau of Vital Statistics within the city’s Division of Environmental Health Bureau manages and issues birth and death certificates. The county’s health department does not cover this function; however, it is likely that another department or office is responsible. The city’s health department offers the Bureau of Pollution Control and Prevention within its Division of Environmental Health Bureau. This bureau examines and tests samples from the air and water. The city’s health department does not offer this service. However, the Harris County Pollution Control Services Department handles this function. The city’s health department also offer 11 multiservice centers. These provide educational and social services to improve the community’s quality of life. Some services provided include computer classes, cooking classes, GED prep, and assistance with social services, insurance, and food stamps. The county’s health department does not offer multiservice centers within its health department services. However, the County’s Commissioners offer various community centers that offer activities, programs, and services comparable to the city’s multiservice centers.

There are also some functions, programs, and services that the county offers, which may be offered by an office or department that covers the city but is outside of public health. The county’s health department offers the Veterinary Public Health Division. This division covers
animal-related services, such as microchipping, pet adoptions, spay/neuter, rehoming pets, animal medical services, pet licensing, immunizations, and rabies exposure assessments. The city’s health department does not include a veterinary division and it does not offer any services relating to animals or pets. However, these services are provided by Administrative and Regulatory Affairs, after they were moved out of the public health domain. Thus, the city still offers these services, but by a different department outside of public health. The county’s health department also offers the Neighborhood Nuisance and Abatement Program within its Environmental Public Health Division. The program is aimed to address high weeds, abandoned swimming pools, and dilapidated structures. The city’s health department does not include this program in its health department. The city’s health department covers issues related to swimming pools, water safety, and permitting. However, other issues that fall under the area of neighborhood nuisance and complaints may be covered by another department within the city.

**Programs, Services, and Functions Unique to One Health Department**

There are some services that the county health department provides for all of Harris County and the City of Houston. For example, the county’s Disease Control and Clinical Prevention Division offers the Ryan White Grant Administration Program. This program is a federal initiative that provides primary medical care to those who are low income and HIV positive. The program covers 6 counties, these include Harris, Fort Bend, Chambers, Liberty, Montgomery, and Waller. The program also covers the City of Houston. The county’s health department also offers the Mosquito and Vector Control Division. The division works to protect the health residents through surveillance, control, education, research, and technology that prevent and control mosquito-borne diseases. The city does not provide these services; thus, the County provides these services for the entire Harris County, including the City of Houston. In addition, the county’s health department offers the Refugee Health Screening Program under the Preventive Health Services area of the Disease Control and Clinical Prevention Division. The program aims to provide immunizations, medical examinations, and laboratory testing for refugees. The program covers the entire Harris County area, including the City of Houston.

The City of Houston’s Health Department also offers a unique service that the county’s health department does not cover. The city’s health department has a Laboratory Services Bureau to test specimens within its Disease Prevention and Control Division. This laboratory does not just cover Houston, it covers 16 surrounding counties, including Harris County. Thus, the county’s health department sends its specimens to the city’s lab for processing.
Section 4: Issues, Concerns, and Opportunities Discovered

Broad Concerns and Issues Affecting the Two Health Departments

Challenges in Measuring Effectiveness

“The criterion problem” remains a challenge for many organizations. The issue is two-fold: (1) what to measure (i.e., what constitutes effectiveness or success), and (2) how to measure it. Whereas the former is largely a political/leadership issue reflecting both stakeholder and statutory requirements, the latter involves psychometric issues. Surprising discoveries were: (1) that the public health field has relatively few standard, agreed-upon unit- or organization-level measures, and (2) clear measures of effectiveness seem to be lacking in both City and County units whose missions are not regulated by grant constraints, accreditation/certification guidelines, or statutory requirements. Hence, some units simply count what can be easily counted (e.g., number of outreach pamphlets disseminated and number of shots administered) or do not make efforts to assess the performance or effectiveness at the unit level or above. As a consequence, making effectiveness-based comparisons at the unit level or above are unlikely to be well-positioned for rigor in many of the public health units in city-, county-, regional-, and state-level health departments. Part of the issue is turnover among political leaders, which apparently has yielded inconsistency in outcome priorities. Still, this is a major impediment to creating evidence-based recommendations for structural changes in the departments. Indeed, basing recommendations on financial and/or other issues without clearly linked effectiveness data is likely inconsistent with best practice.

Harris County Public Health has been transitioning to performance-based budgeting. As that the public health field has relatively few standard, agreed-upon standards/measures (i.e., benchmarks), this is likely a challenging process. The department overall has been measuring effectiveness by assessing the extent to which it has met qualifying criteria for its grants; some of these criteria have been based on quantifiable patient outcomes. The department developed 149 distinct performance measures and is working to consolidate them. Efforts to promote the creation of effectiveness criteria across both departments are likely to have utility.
Appendix A: Methodology

List of Interviewees.

Houston Health Department

Stephen Williams – Director, City of Houston Health Department
Illy Jaffer – Director, Federal Grant Relations
Solly Diaz – Assistant Director, Health Centers and Multi-Service Centers
Decrecia Limbrick – Assistant Director, Maternal and Child Health Services
Judy Harris – Deputy Director, Population and Public Health Infrastructure
Valerie Bergeron – Assistant Director, Administrative Services
Patrick Key – Assistant Director, Environmental Public Health
Deborah Moore – Assistant Director, Human Services
Marlene McNeese – Director, Chronic Disease Prevention
Risha Sydney – Previous Deputy Health Director, Current COVID Operational Response Consultant
Foreman-Hays – Assistant Director, Community Outreach
Beau Mitts – Bureau Chief, HIV/STD and Viral Hepatitis Prevention
Omar Salgado – Bureau Chief, Immunization Bureau
Kaavya Domakonda – Administrative Manager, Childhood Lead Poisoning Prevention
Christopher Sparks – Chief Sanitarian, Bureau of Consumer Health Services
Zahra Koopaei – Director, WIC
Roger Sealy – Environmental Microbiology, Inorganic Chemistry, Organic Chemistry, Quality Assurance, and Laboratory Compliance
Kirstin Short – Bureau Chief, Epidemiology Service Investigation Program

Harris County Public Health

Gwen Sims – Deputy Director, Harris County Public Health
Umair Shah – Prior Executive Director, Harris County Public Health
Sherry Onyiego – Division Director, Nutrition and Chronic Disease Prevention
Michael Schaffer – Director, Environmental Public Health
Michael White – Director, Veterinary Public Health
Chris Fredregill – Director, Mosquito and Vector Control
Michael Ha – Director, Disease Control and Clinical Prevention
Michael MacClendon – Director, Office of Public Health Preparedness
Elizabeth Perez – Director, Office of Communication, Education, and Engagement
Wendie Veloz – Director, Office of Policy and Planning
Dana Beckham – Director, Office of Science, Surveillance, and Technology
Will Hudson – Director, Office of Financial and Support Services
Michael Brannon – Division Administrator, Disease Control and Clinical Prevention
Beatrice Best – Supervisor Lead Grant Program, Childhood Lead Prevention Program
Katie Newsome – Diabetes Prevention Program Coordinator, Immunizations Program
Jill Ten Haiken – Clinic Site Operations Manager, Immunizations Program
Jolene Norbert-Harrell – Director, WIC
Kila Johnson – Director, Dental Programs
Radhika Kudchadkar – Manager, PHI Lab, Take out Hunger Program

**Other Interviewees**

Richard Danko – Director of Curriculum Development, School of Public Health, Texas A&M
Cathy Troisi – UTSPH
Rocaille Roberts – former HCPH executive team member
Phil Huang – Director, Dallas County Health and Human Services
Derrick Neal – Director, Williamson County and Cities Health District
Brian Castrucci – President and Chief Executive Officer, Beaumont Foundation
Appendix B: List of HCPH Departments, Programs, and Services

<table>
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<th>Departments, Programs, and Services</th>
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<td>Food, Pool, and Water Supply Protection Program</td>
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<td>Drinking Water/Pool/Water Inspections</td>
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<td>Food Inspections, Permits, and Temporary Food Permits</td>
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<td>Take Out Hunger Program</td>
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<td>Growing Greatness</td>
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EPH’s CDC Environmental Health Specialists Network

Neighborhood Nuisance and Abatement Program

Permit and Inspection of Public Pools

**Mosquito and Vector Control**

- Mosquito and Vector Control Education and Outreach
- Disease Surveillance
- Vector Treatment Activities

**Nutrition and Chronic Disease Prevention**

- Women, Infants, and Children
- Chronic Disease Prevention
  - Tobacco Cessation
  - Healthy Living Matters
  - Area Agency on Aging
  - Healthy Aging
  - One Breath at a Time
- Texas Healthy Communities
- School Health Program
- Diabetes Prevention Program
- Physical Activity Wellness
- Obesity Reduction and Nutrition Education
- Ways to Enhance Children’s Activity and Nutrition
- Early Childhood Program
- Mobile Market

**Mental/Behavioral Health**

- Substance Abuse Prevention
- Opioid Prevention Program
- Medication Assistance Therapy

**Dental Health and Prevention**

- Dental Clinical Services at Brick-and-Mortar Clinics
- Mobile Community Dental Unit Services
- School Based Mobile Dental Clinic Services
- Harris County Juvenile Probation Division Dental Services
- Oral Health Education Promotion and Outreach Services
Office of Communications, Education, and Engagement

Office of Financial and Support Services
  Financial Services
  Support Services
    Operations and Logistics
    Human Resources
    Mobile Services
    Special Projects Group
    Public Health Innovation Lab

Office of Policy and Planning
  Policy and Planning
    Cross-Departmental Planning and Capacity Building
    Key Stakeholder Engagement and Health Equity
    Government Relations and Policy Development
    One Health and Global Health

Office of Public Health Preparedness Response
  Preparedness, Planning, Response, and Recovery

Veterinary Public Health
  Outreach and Education
    Schools: Responsible Pet Ownership Education
    Schools: Bite Prevention Education
    Law Enforcement: Animals Regulations/Laws
    Law Enforcement: Animal Behavior
    Pet Fostering, Rescue Groups, Transports
  Animal Sheltering & Pet Wellness Clinical Services
    Animal Husbandry
    Preventive Care
    Medical Treatment
    Microchipping
    Spay/Neuter
    Adoptions
    Rehome a Pet
    Wellness Clinic
Community Cat Program
Find a Lost Pet
Animal Enforcement & Zoonotic Disease Investigation
License a Pet
Enforcement of County Animal Regulations
Bite Case Investigations
Rabies Exposure Risk Assessment
Rescue Animals

The Office of Science, Surveillance, and Technology
Science and Research Unit
Surveillance and Epidemiology
Technology and Innovation
Data Warehouse-Business Unit
Appendix C: List of HHD Departments, Programs, and Services

Departments, Programs, and Services

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<th>City of Houston Health Department</th>
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Administrative Services

  Finance
  Procurement and Contracting and Grant Analysis
  Business Services
  Processing Payments and Accounts Payable
  Facilities
  QA Compliance

Health Centers and Multiservice Centers

  Dental and Medical Centers
    Bureau of Oral Health Dental Program
  11 Multiservice Centers

Health Education and Community Outreach

  Office of Chronic Disease Health Education and Wellness
  DAWN Center
  Health Promotion and Health Education
  Healthier Houston
  Community Nutrition
  Community Garden
  Farmer’s Markets
  COVID Response
  Policy Unit

Population and Public Health Infrastructure

  Planning Department
  Performance Management Unit
Appendix D: City of Houston Health Department Job Classifications

City of Houston Health Department Job Classification

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DEPUTY REGISTRAR-VITAL STATISTICS  1
DIRECTOR OF PUBLIC HEALTH  1
DIVISION MANAGER  7
DIVISION MANAGER (EXECUTIVE LEVEL)  11
ENVIRONMENTAL INVESTIGATOR I  8
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ENVIRONMENTAL INVESTIGATOR III  32
ENVIRONMENTAL INVESTIGATOR IV  9
ENVIRONMENTAL INVESTIGATOR V  3
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EPIDEMIOLOGIST GENERALIST  5
EPIDEMIOLOGIST SUPERVISOR  7
EVENT COORDINATOR  1
EXECUTIVE STAFF ANALYST (EXECUTIVE LEVEL)  2
FINANCIAL ANALYST III  3
FINANCIAL ANALYST IV  8
FIXED ASSET MANAGER  1
FIXED ASSET SPECIALIST  1
GARDENER  1
GRADUATE ENGINEER  1
HEALTH PLANNING CHIEF  1
HEALTH PROGRAM SPECIALIST  2
HUMAN SERVICE PROGRAM COORDINATOR  1
HUMAN SERVICE PROGRAM MANAGER  9
INSPECTOR  1
INVENTORY MANAGEMENT CLERK  8
IT MANAGER - APPLICATIONS  1
IT PROFESSIONAL - APPLICATIONS  1
IT PROFESSIONAL - BUSINESS ANALYSIS  1
IT PROJECT MANAGER  2
IT SPECIALIST - BUSINESS ANALYSIS  1
IT SPECIALIST - CLIENT SUPPORT  1
LABORATORY MANAGER  2
LABORATORY SUPERVISOR  8
LABORATORY TECHNICIAN  5
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LACTATION TECHNICIAN  1
LICENSED VOCATIONAL NURSE  15
MANAGEMENT ANALYST II  6
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## Appendix F: Harris County Health Department Facilities List

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Facility Name</th>
<th>Approximate Square Footage</th>
<th>Leased or County</th>
<th>Public Health Division/Office/Section</th>
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<tbody>
<tr>
<td>Annex 83 (formerly RTC)</td>
<td>HCPH Main Administration Office</td>
<td>50,000</td>
<td>County Owned</td>
<td>HCPH Executive; Policy and Planning (OPP); Communication, Education and Engagement (OCEE); Financial and Support Services (OFSS); Public Health Preparedness and Response (OPHPR); Disease Control and Clinical Prevention (DCCP); Science, Surveillance and Technology (OSST), Ryan White Grant Administration (RWGA), Operations Central Supply</td>
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<tr>
<td>Harwin Plaza</td>
<td>HCPH Harwin Administration Office</td>
<td>13,000</td>
<td>Leased</td>
<td>Health Impact Teams (HIT); Public Health Initiative Labs (PHI Labs); Nutrition and Chronic Disease Prevention (NCDP)</td>
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<tr>
<td>Harwin Plaza</td>
<td>Refugee Outreach Center (ROC)</td>
<td>5,000</td>
<td>Leased</td>
<td>Refugee Services</td>
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<td>Annex 37</td>
<td>Harris County Animal Shelter</td>
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<td>County Owned</td>
<td>Veterinary Public Health (VPH)</td>
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<td>Clinical Health Prevention (CHP); Dental Health Prevention (DHP)</td>
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