



# Los Alamos County Health Council Community Health Action Center (CHAC) Working Group

Presentation to LA County Health Council 8/7/25

# Introduction

## County Council Strategic Leadership Plan's Strategic Goals:

### Quality of Life

Quality of life is a reflection of general well-being and the degree to which community members are healthy, comfortable, welcomed, included, and able to enjoy the activities of daily living.

### Health, Wellbeing, and Social Services

Improve access to behavioral, mental, and physical health and social services and amenities to address identified issues and promote wellbeing in the region.



# Introduction (Continued)

## **Social Services Division:**

The **Social Services Division (SSD)** which is within the Community Services Department, oversees a spectrum of programs and services centered around supporting the Los Alamos community's health and well-being. Through case coordination and outreach, they help persons that may be experiencing hardships navigate the often-complex procedures to receive aid. SSD also manages contracts with partnering agencies throughout the region who provide a range of programming and services for individuals, youth, families, and seniors throughout the community.

## **County Health Council:**

In 2019, the State of New Mexico established 33 health councils and 10 tribal councils (through the passing of **HB 137**), which have legislative funding appropriated to them each year for carrying out a set of deliverables that includes education and outreach through the community on a variety of health-related topics, as well as the requirement for a Comprehensive Health Plan.

The 15-member **Los Alamos County Health Council (LACHC)** is tasked with developing recommendations to the Los Alamos County Council concerning needs, services, projects and programs that can affect community health, comprehensive health planning, and the coordination of resources. It serves as an advisory board to County Council and Social Services Division. There is a County Councilor that is assigned to the LACHC each year as a liaison.

# LAC Social Services Division

## Health Care Assistance Program (HCAP)

Evaluate Needs, Programs, & Funding

Benefits/ Services for Eligible Residents, Inmates, Indigent Burial

County Supported Medicaid Safety Net Care Pool

I.H.S. System  
Los Alamos Family Council Therapists  
Las Clinicas del Norte  
PMS  
Darrin's Place  
La Familia Dental  
Nambe Pharmacy

## Community Providers

Support Community Safety Net Services

Family Strengths Network

LA Cares

Los Alamos Public Schools

Las Cumbres Community Services

The Family Y (Teen Center)  
1 County Facility

LARSO (Senior Centers)  
2 County Facilities

JJAB

Los Alamos Family Council  
(Youth Activity Centers)  
2 County Facilities

CYFD Grant

Capital Outlay

Vehicle Leases

Health Commons Clinic  
1 Leased Facility

Open Beds

Las Clinicas Del Norte

NM DOH

## Case Coordination and Community Outreach

Establish Systems, Best Practices, Data Collection, and Referrals

- \*Access to Basic Needs Support (food, housing, utilities) and Related Benefits for Eligible Residents;
- \*Coordination with Community Case Workers;
- \*Housing services;
- \*Referrals as needed

## Health Council

Advise County Council and Advocate for Community Health Needs

Annual NMDOH Funding and Deliverables Work Plan

LAC Council Work Plan

Comprehensive Health Plan

CHAC Working Group

## Special Projects

Develop based on data and trends

Mobile Homelessness Program

Opioid Response and Outreach

Regional Housing Collaborations

Special events; Community Conversations; & Trainings and Outreach

Summary: 5 FTE & 1 PT (open), 34+ Contracts, 6 Facilities, 1 B&C







# Background

Many studies have been done both internally and by consulting firms, dating back as far as 2012, to identify gaps between behavioral/mental and physical health care needs and services that are available within the county.

In December 2024, the County Council approved the Los Alamos County Comprehensive Health Plan (CHP), which is based upon the widely accepted Social Determinants of Health (SDOH).

- This 2024 CHP combines short term actions already being implemented with multiple rounds of data gathering from 2022-24.
- The CHP summarizes all feedback and data (including results of a community-wide Health Care Survey) into one synthesized document, complete with an Action Plan to guide the next 3-5 years of health care-related programming and resource development to improve health outcomes, accessibility and quality of care in Los Alamos County.
- The CHP includes recommendations for increased functions to be incorporated into the Social Services Division's work, the work of the County Health Council, and additional collaborations with other Los Alamos County departments, as well as other governmental bodies and organizations throughout the county and region.

## Background (Continued)

The Community Health Action Center would provide the infrastructure to implement many of the approved short and long-term CHP action items in a co-located and sufficiently sized facility.

For fiscal years 2026 and moving forward, the County Government recognizes the need for a Community Health Action Center. It is now in our county capital improvements budget (Integrated Capital Improvement Plan--ICIP), and ranked as third in priorities:

Year	Rank	Project Title	Funded to date	2027	2028	2029	2030	2031	Total Project Cost	Amount Not Yet Funded
2027	1	Housing Infrastructure - Roadway and Utilities (affordable housing)	5,000,000	12,000,000					17,000,000	12,000,000
2027	2	Emergency Operations Center (Fire Station 3 Addition)	5,000,000	2,000,000					7,000,000	2,000,000
2027	3	Social Services Community Action Center	950,000	2,000,000	8,000,000				10,950,000	10,000,000
2028	4	EA-4 Electric Power Line Replacement	300,000	7,500,000					7,800,000	7,500,000
2027	5	White Rock Town Center & Longview Dr Improvements	1,900,000	2,500,000	6,000,000				10,400,000	8,500,000

## Background (Continued)

### **Community Health Action Center Working Group:**

In January 2025, in concert with the Social Services Division Manager, the Los Alamos County Health Council Chair responded to the need for a **working group to define requirements for a Community Health Action Center (CHAC)**. A multi-disciplinary **Community Health Action Center Working Group** was formed in early March 2025 in accordance with the LA County Boards & Commissions Manual.

**[The Chair of the B&C may create a new working group or may staff an existing working group by requesting that less than a quorum of the B&C's members, and as appropriate, community members and other advisors or experts participate when advice on a subject or range of subjects is needed to gather information and make recommendations to the B&C.]**

Agendas were set. The working group met every other week in March, April, and May. Individual interviews were conducted and site visits to relevant facilities were made in June and July. Social services clients were surveyed and their feedback was incorporated.

Members of the Working Group Include:

Lisa Hampton, Chair, LA County Health Council  
Jyl DeHaven, Vice Chair, LA County Health Council  
Tylerr Jones, LA County Health Council Member  
Heather Muck, LA County Health Council Member  
Lyn Haval, Director, LA Cares  
David Izraelevitz, Los Alamos Community Foundation Board Member  
George Marsden, Operations Director, Family YMCA

# Objectives

The Working Group defined the Vision and Charter:

Working Group Vision *“Establish a network that provides guidance, connections, and access to necessary services, in order to promote a healthier community.”*

Working Group Charter *“The charter for the Community Health Action Center Working Group is to provide a report to the Health Council with recommendations that create a roadmap to health and wellbeing. We will identify what a Community Health Action Center should look like, who the stakeholders would be, and what services would be provided.”*



# Objectives (Continued)

## The Working Group Charter Includes:

Establishing a diverse Working Group with many facets of the community represented and subject matter experts included

Eliciting input from representative groups, county government, members of the public, and other stakeholders

Conducting a community assessment to determine what the public feels is needed (perhaps through a survey and/or public input sessions)

Gathering and summarizing this information and preparing recommendations in the form of a presentation to the County Health Council and subsequently the County Council

## The Working Group Charter Does Not Include:

Identifying what square footage would be needed

Identifying what vacant property could be used

Determining how many buildings might be needed

Estimating costs or soliciting funding

Defining whether this is a “make or buy” decision—i.e. the center should be housed in an existing building(s) or a new building(s) should be constructed

Developing an implementation plan with scope, schedule, costs, and milestones

Working on blueprints for the facility. These are the roles of SSD and PWD.

Addressing homelessness, affordable housing, or supporting housing needs

Solving local or regional transportation issues

# Process

After establishing the working group, setting meetings, and defining the Vision and Charter, the remainder of the time has been devoted to Identifying Stakeholders, Gathering Requirements, Summarizing Results, Documenting Recommendations, Preparing a Report, and Presenting Recommendations to the Health Council.

## IDENTIFIED STAKEHOLDERS

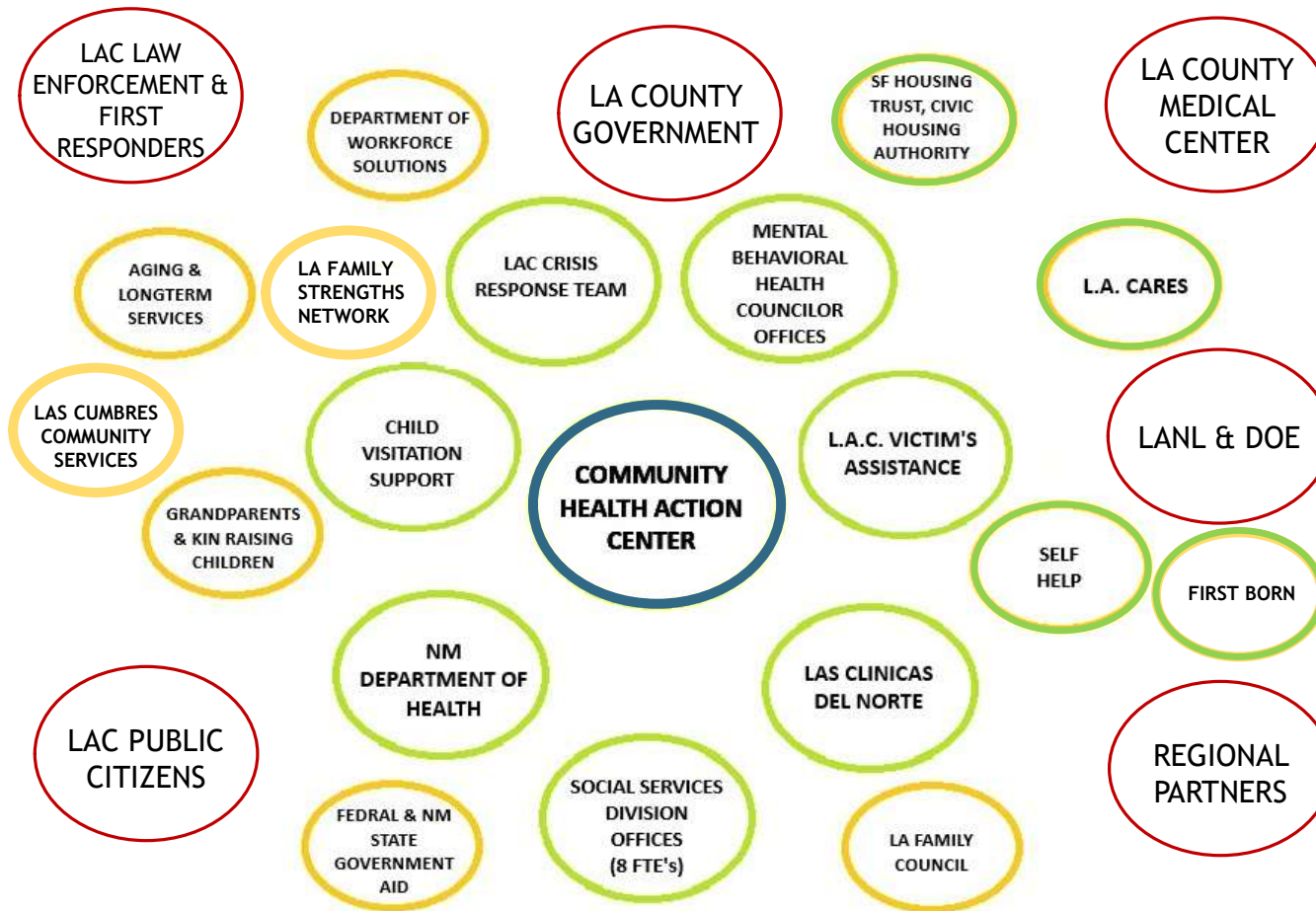
A stakeholder is defined as any individual, group, or organization that has an interest in the project's outcome, potentially being affected by its success or failure, and therefore has a reason to be involved and influence its development. Poor planning has been one of the consistent causes of failure. Often this means the project management team did not engage stakeholders in the planning and therefore didn't understand the scope of the project.

The working group spent several meetings brainstorming who the major and minor stakeholders would be—those who would be directly impacted (positively or negatively) by the establishment of a Community Health Action Center, and those on the periphery. They may or may not be actual occupants of the center. The group was able to come to consensus on the list of pertinent stakeholders.



# Process (Continued)

## SOME STAKEHOLDERS



- Major Stakeholders of the CHAC
- Minor Stakeholders of the CHAC
- Other Important Stakeholders of the CHAC

# Process (Continued)

## RESEARCHED EXISTING COMMUNITY HEALTH CENTERS, CLINICS, NON-PROFITS

Researched and/or visited existing community health centers and other providers in the county, state, and region, interviewing directors and staff. Some of these facilities are:

Los Alamos—

Social Services offices <https://www.losalamosnm.us/Government/Staff-Directory-and-Departments/Community-Services/Social-Services>

LA Cares <https://www.lacaresnm.org/>

Las Clinicas del Norte Los Alamos <https://www.lcdn.org/>

DOH Public Health Clinic Los Alamos <https://www.nmhealth.org/location/public/>

Espanola—

McCurdy Ministries <https://www.mccurdy.org/>

Casita de Comida <https://thefooddepot.org/casita-de-comida/>

Arizona—

Glendale System of Care in Glendale <https://systemofcarecenter.gesd40.org/>

Cholla Health Center in Scottsdale <https://noahhelps.org/health-center-locations/cholla/>

# Process (Continued)

Researched existing community health centers and other providers throughout the country. Some of these facilities are:

California—

Tracy Community Connections Center <https://tracyccc.org/blog/the-role-of-community-hubs-in-coordinating-social-services/>

Other Cities—

Health Care Access Now (Cincinnati, OH)

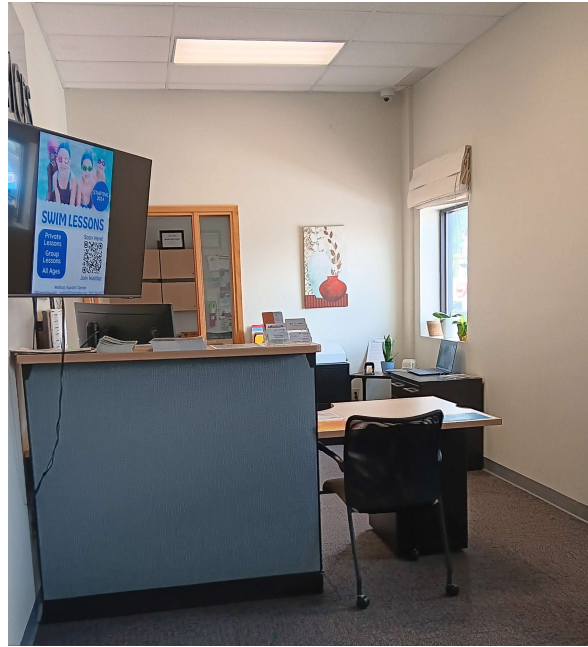
<https://healthcareaccessnow.org/services/>

Connect Allegheny (Allegheny, PA) <https://connect.alleghenycounty.us/all-topics/>

Community Action and Human Services (Miami Dade County, FL)

[https://www.miamidade.gov/global/service.page?Mduid\\_service=ser1542309305236810](https://www.miamidade.gov/global/service.page?Mduid_service=ser1542309305236810)

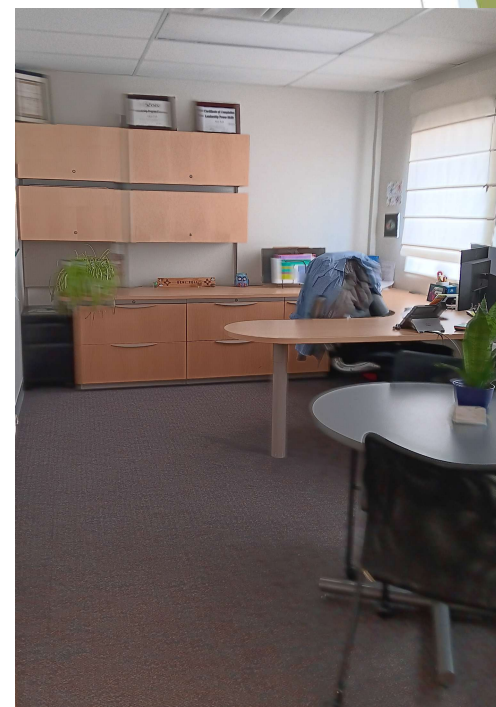
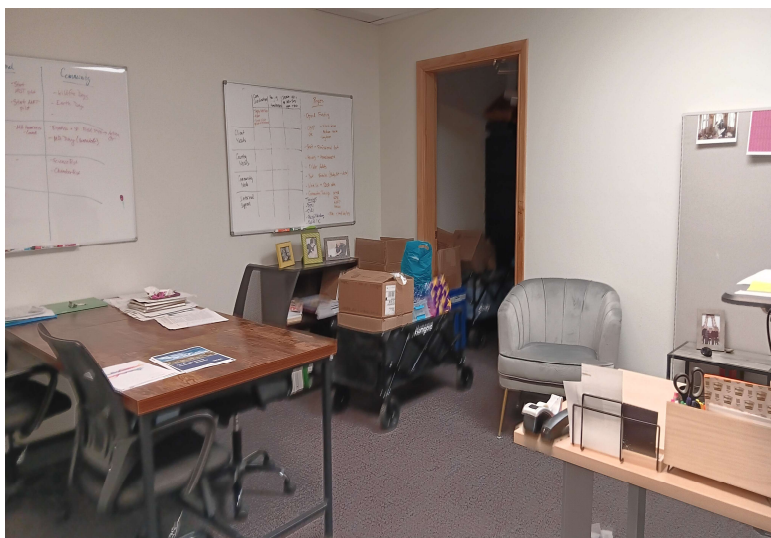
# Site Visit to Social Services Division Offices



8/1/2025



# Site Visit to Social Services Division Offices



8/1/2025



# Site Visit to Social Services Division Offices





# Site Visit to LA Cares

Currently operating out of Bethlehem Evangelical Lutheran Church's activity Rooms and kitchen. Non-perishables are stored at the LA Teen Center and transported monthly for distribution. Perishables are received from Food Depot and purchased locally. LA Cares has to set up and tear down each month for prep and distribution. Limited provisions for emergency food bags.





# Site Visit to Las Clinicas Del Norte and DOH Public Health Clinic in Los Alamos

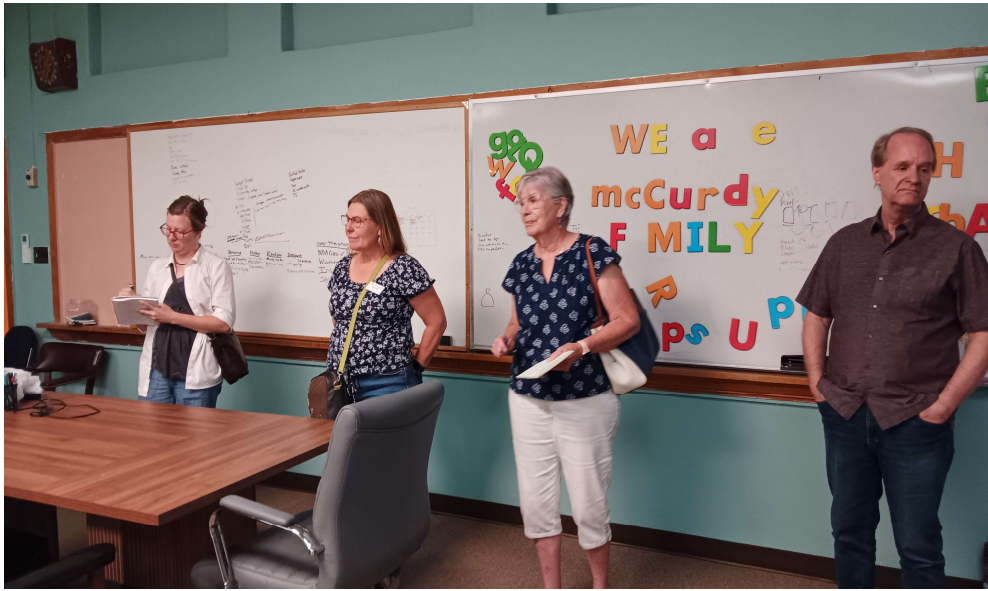
Current Floor Plan for Shared Health Clinics across from LA High School



- Las Clinicas Del Norte
- DOH Public Health Clinic
- Shared Space

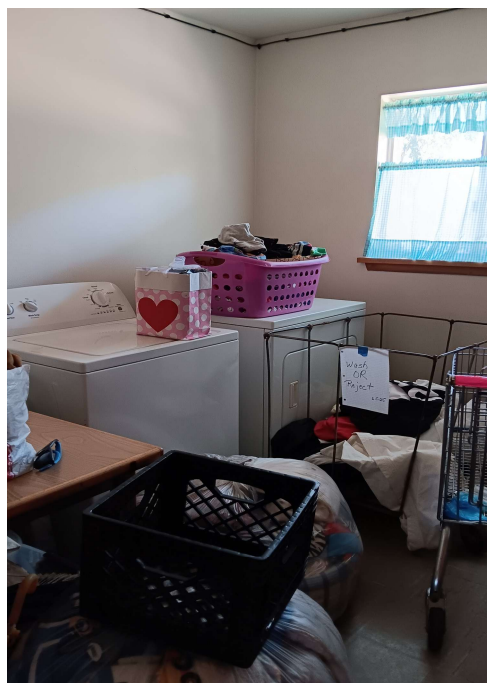


# Site Visit to McCurdy Ministries in Espanola





# Site Visit to McCurdy Ministries in Espanola





# Site Visit to Casita de Comida in Espanola



8/1/2025

22



# Site Visit to Casita de Comida in Espanola



# Process

## IDENTIFIED AND RANKED POTENTIAL OCCUPANTS

Identified, categorized, and ranked all related government, private, and non-profit organizations that would contribute to the services provided at the Health Action Center and require physical or adjacent physical space. Also identified which organizations and services should be co-located to best serve the clients.

**Identified providers** by utilizing resources such as:

BabyNet's New Parent Guide of Health Providers, Santa Fe Connect Health and Wellbeing Resource Directory, National List of Registered Non-Profits of Los Alamos County, Social Services Division chart (as shown in slide 4)

**Categorized organizations based upon type of provider:**

Alternative Medicine, Medical and Dental Services, Local/State/Federal Government, Non-Profit, Foundation, Support Group, Hot Lines

**Further categorized according to Social Determinants of Health:**

Basic Needs, Behavioral Health and Substance Abuse, Education, Family Support Services, Health and Health Care, Dental and Vision Care, Disabilities and Rehabilitation Services, Employment and Income, Legal Services, Personal and Public Safety, and Wellness and Recreation

**Ranked providers as primary, secondary, tertiary** as they relate to their physical space needs and degree of interface with Social Services

# Process (Continued)

<i><b>Organization</b></i>	<i><b>Services</b></i>	<i><b>Ranking</b></i>	<i><b>Sponsor</b></i>	<i><b>Category</b></i>	<i><b>Physical Space Needs</b></i>
Los Alamos County Social Services Division	(Medicaid, SNAP, WIC, Housing, Food, Utilities, Arranging Transportation, Counseling Referrals)	P	LOCAL GOVERNMENT	Basic Needs	Daily/Permanent
Los Alamos County Victims Assistant	(Assistance to Victims of Crime and Abuse)	P	STATE GOVERNMENT	Basic Needs	Daily/Permanent
LA Cares	(Food, Utilities, Rent Assistance)	P	NON-PROFIT	Basic Needs	Daily/Permanent
LARSO Social Worker	(Medicare, Aging and Long-Term Services)	P	US GOVERNMENT	Basic Needs	Daily/Permanent
Self Help, Inc.	(Utilities, Rent, Gas, Moving, Housing Deposits, and Other Emergency Assistance)	P	NON-PROFIT	Basic Needs	Daily/Permanent
Las Cumbres Community Services (Group Home)	(Child and Adult Community Services)	S	NON-PROFIT	Basic Needs	Daily/Permanent
Las Clinicas del Norte	(Physical Health Care)	P	MEDICAL AND DENTAL SERVICES	Health and Health Care	Daily/Permanent
NM Department of Health	(Physical Health Care)	P	STATE GOVERNMENT	Health and Health Care	Daily/Permanent
Veterans' Affairs Services	(Counseling, Referrals, Behavioral Health Support)	S	US GOVERNMENT	Behavioral Health Substance Abuse	Monthly/Shared
NM Department of Workforce Solutions	(Job Assistance, ID's)	S	STATE GOVERNMENT	Employment and Income	Monthly/Shared
Court Appointed Special Advocates for Minors	(Counseling and Legal Assistance)	S	STATE GOVERNMENT	Legal Services	Monthly/Shared
Santa Fe Housing Trust	(Home Equity Loans)	P	NON-PROFIT	Basic Needs	Weekly/Shared
Santa Fe County Civic Housing Authority	(Section 8 Housing)	P	US GOVERNMENT	Basic Needs	Weekly/Shared
First Born Program of Los Alamos	(Parenting Support)	S	NON-PROFIT	Family Support Services	Weekly/Shared
Los Alamos Family Council	(Behavioral Health Counseling)	S	NON-PROFIT	Family Support Services	Weekly/Shared
Los Alamos Family Strengths Network	(Family Resource Center)	S	NON-PROFIT	Family Support Services	Weekly/Shared
Grandparents and Kin Raising Grandchildren	(Parenting Support)	S	NON-PROFIT	Family Support Services	Weekly/Shared



# Process (Continued)

## COLLABORATED AND ELICITED INPUT

The Working Group elicited input (local, regional, and statewide) from representative groups, county government, members of the public, and other stakeholders. This community assessment allowed for gathering and summarizing information and preparing the recommendations that are shown in the remainder of the slides.

### Actions Included:

Participating in FY26 and 27 LA County Strategic Planning, which includes Quality of Life Goals (as shown in slide 2)

Collaborating with other local and regional entities Los Alamos Community Foundation; LA Cares; Self Help; Interfaith Coalition On Homelessness; McCurdy Ministries; Food Depot (Casita de Comida); Los Alamos County Management and Staff including Community Services Department, Social Services Division, Project Managers in Public Works Department to get input

Attending Alliance of Health Councils' Community Collaborative Forum in May in Albuquerque

Attending Think NM's briefing on results of health bills proposed during 2025 State Legislative Session and the impact to the public

Participating in 1<sup>st</sup> Judicial District's Sequential Intercept Model (SIM) Mapping workshop for LA County to help improve court and sentencing outcomes for individuals with behavior health and addiction problems

Eliciting public input for Health Center services via client interviews and actual case studies

# Recommendations

## **FIRST LEVEL/STRUCTURE:**

### **Shared Space**

Shared Reception and Lobby Area with Front Desk including:

1. Lockers for Emergency Supplies ((Like Mesa Library—could be outside)
2. Possibly a “Public Health Vending Machine” with emergency first aid kits, Narcan, Fentanyl Strips, hygiene kits, gun locks, etc.
3. Information Wall or Electronic Dashboard with all Available Providers (Resource Directory/Rack Cards)
4. Comfortable Space for People to Sit (Such as a “Third Space” with Sofas, Tables & Chairs, and Outlets)

4 Small Meeting/Counseling Rooms with connectivity (may be reserved for drop-in’s or recurring visiting services or used for family visitations)

2 Conference Rooms or 1 Conference Room with Accordion-Type Dividers for Training and/or Support Group Meetings

6 Computer Kiosks/Soundproof Booths with Desk Space and PCs (to connect to vital online agencies and services, apply for benefits, make appointments, get information, charge ankle bracelets for parolees)

Bathrooms per code for clients (potentially with shower and locker facilities for homeless clients)

Parking for Staff and Clients for all Structures in Compliance with Code (TBD)

# Recommendations (Continued)

## SECOND LEVEL/STRUCTURE:

### Family Resource Center (FRC)

Family Resource Center would be an Intergenerational Space that might involve an organization like Family Strengths Network, First Born, or Las Cumbres co-locating

Carpeted Play Area with Toys and Observation Window/Mirror

4 Single Offices with Doors for Self Help Organization

2 Single Offices with Doors for Santa Fe Housing Related Services in Los Alamos

Storage Space for Basic Needs such as Diapers, Baby Formula, Toiletries, Towels, Blankets, Emergency Clothing

Small Laundry Room with 2 Washing Machines and Dryers and a Large Table for Folding Clothes

Bathrooms per code for clients (with baby diaper changing tables in all)

Parking for Staff and Clients for all Structures in Compliance with Code (TBD)



# Recommendations (Continued)

## **THIRD LEVEL/STRUCTURE:**

### **Social Services Division**

10 Single Offices with Doors for SSD Staff (includes 2 “drop-in/as-needed” offices for community-services related staff, 1 Office for Domestic Violence-Related Services) (bookshelves and toys for clients’ children)

Social Services Director’s Office with Area to Meet with Staff

4 Small Meeting/Counseling Rooms with connectivity (may be reserved for drop-in’s or recurring visiting services or used for family visitations)

Room for Crisis Response Team with communications capability (Law Enforcement, First Responders, Social Workers)

Supply/Storage Room for SSD

Bathrooms per code for employees

Parking for Staff and Clients for all Structures in Compliance with Code (TBD)

# Recommendations (Continued)

## **SEPARATE BUT ADJOINING STRUCTURE (WITH COVERED WALKWAY)**

### **Shared County Staff**

Breakroom/Kitchenette with Refrigerator, Microwave, Sink, Dishwasher and Tables for all Employees

Outdoor Covered Patio adjacent to Breakroom with Picnic Tables (TBD)

Kitchen with Large Industrial Refrigerators and Freezers, Electric/Convection Stove and Oven, Microwave, Industrial-Grade Sinks and Dishwasher, Pantry and Storage Cabinets, Countertops with Prep Surfaces

### **LA Cares Specific**

2 Single Office with Doors

Inventory Storage Room with Shelves

Distribution Preparation Area for Sorting and Packing + Receiving Donations

Storefront (Grocery) with Shelves/Refrigeration-- Area for Clients to Receive Food Distribution

Separate Entrance for LA Cares Clients Food Distribution

### **EXTERIOR:**

Loading Area Double Doors or Backup Dock and Ramp (This is necessary for LA Cares and Other Organizations to Receive Supplies/Food for Distribution from SYSCO, Food Depot, etc.)

Parking for Customers of LA Cares Food Distribution (TBD) and Parking for Staff and Clients (TBD)

# Recommendations (Continued)

## HEALTH CLINICS (MAY BE IN A SEPARATE, BUT PROXIMATE FACILITY)

### INTERIOR:

#### Shared Space

Shared Reception and Lobby Area with Front Desk

Bathrooms per code for staff

Bathrooms per code for clients

Conference Room

#### Las Clinicas del Norte

3 Exam Rooms

1 Single Office with Doors (Nursing Staff)

Lab Room

Storage

Pixus/Medications Room

#### DOH Public Health Office

3 Exam Rooms (2 Single Office with Doors (Nursing Staff & Mental Health Counselor)

Medical Records

Lab Room

Storage

Pixus/Medications Room

Separate Intake Area for Victims of Domestic/Sexual Abuse or Undergoing a Mental Health Crisis--Could be at the Hospital

### EXTERIOR:

Parking for staff and clients

Parking for Temporary Mobile Units: Blood Drives, Veterans Affairs, Mammograms, Mobile Health Unit, Falls Prevention Trailer (TBD) (Co-located with the Health Clinics)

Possible Safe Parking Area for Unhoused Clients



# Conclusion

Research and findings of the Working Group support the need for a large, co-located, well-designed, multi-service Community Health Action Center that allows for:

- a comfortable, welcoming, lobby with access to a resource directory and plugs
- ample office space for SSD and non-profits
- conference rooms for large meetings and training
- private computer kiosks
- private meeting rooms for counseling and drop-in services
- space for a Crisis Response Team with full communication capabilities
- a family resource center to serve intergenerational needs
- shower and laundry facilities for unhoused clients with lockers
- supply room for emergency stores including blankets and diapers
- a full industrial kitchen and food prep and distribution spaces
- Breakroom/kitchenette with covered outdoor space for staff
- proximate space for community health clinics

It will also require sufficient staff and customer parking, loading, and pad space for mobile units and other parking.



# Next Steps

Next steps/follow on to the Working Group's efforts include:

1. Gain approval of recommendations by the County Health Council (August 2025)
2. Submit recommendations and backup documentation to County–Community Services Department, Social Services Division, Public Works Department (August 2025)
3. Public Works to solicit architect via a Request for Proposal (RFP) and Select Site (August to December 2025)
4. Present recommendations to County Council if needed (October 2025)
5. Serve on a Steering Committee as the project moves forward (TBD)
6. Attend and provide information at any County Public Input Sessions (TBD)

# Questions/Comments???

For more, information please feel free to contact:



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