About the Cover

The cover image was created by Santa Fe artist William Rotsaert (www.williamrotsaert.com, rotsaert@newmexico.com) for New Mexico MainStreet. This program, which is housed in the state Economic Development Department, serves 47 historic and traditional commercial districts across the state. New Mexico MainStreet is licensed and accredited by the National Main Street Center. It works as a public-private partnership in which a nonprofit and municipality work together to set economic development priority projects and raise funds to implement them. Since Think New Mexico’s latest project focuses on economic development, we were delighted that MainStreet allowed us to use the image. Applications for new MainStreet communities will be accepted in late summer 2014. More information at: www.nmmainstreet.org.

About Think New Mexico

Think New Mexico is a results-oriented think tank whose mission is to improve the quality of life for all New Mexicans, especially those who lack a strong voice in the political process. We fulfill this mission by educating the public, the media, and policymakers about some of the most serious challenges facing New Mexico and by developing and advocating for effective, comprehensive, sustainable solutions to overcome those challenges.

Our approach is to perform and publish sound, nonpartisan, independent research. Unlike many think tanks, Think New Mexico does not subscribe to any particular ideology. Instead, because New Mexico is at or near the bottom of so many national rankings, our focus is on promoting workable solutions.

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Think New Mexico’s Results

As a results-oriented think tank serving New Mexicans, Think New Mexico measures its success based on changes in law or policy we help to achieve and that improve the quality of life in New Mexico.

Our results include:

- Making full-day kindergarten accessible to every child in New Mexico
- Repealing the state’s regressive tax on food and successfully defeating efforts to reimpose it
- Developing a Strategic Water Reserve to protect and restore New Mexico’s rivers
- Establishing New Mexico’s first state-supported Individual Development Accounts to alleviate the state’s persistent poverty
- Redirecting millions of dollars a year out of the state lottery’s excessive operating costs and into full-tuition college scholarships
- Reforming title insurance to lower closing costs for homebuyers and homeowners who refinance their mortgages
- Winning passage of three constitutional amendments to:
  - increase the qualifications of Public Regulation Commission (PRC) commissioners,
  - transfer insurance regulation from the PRC to a separate department that is insulated from political interference, and
  - consolidate the PRC’s corporate reporting unit with the business services division of the Secretary of State’s Office
- Modernizing the state’s regulation of taxis, limos, shuttles, and moving companies to promote job creation, small business formation, and lower prices for consumers, and
- Creating a one-stop online portal for all business fees and filings
Consistent with our nonpartisan approach, Think New Mexico’s board is composed of Democrats, Independents, and Republicans. They are statesmen and stateswomen who have no agenda other than to see New Mexico succeed. They are also the brain trust of this think tank.

**Clara Apodaca**, a native of Las Cruces, was First Lady of New Mexico from 1975–1978. She served as New Mexico’s Secretary of Cultural Affairs under Governors Toney Anaya and Garrey Carruthers and as senior advisor to the U.S. Department of the Treasury. Clara is the former President and CEO of the National Hispanic Cultural Center Foundation.

**Paul Bardacke** served as Attorney General of New Mexico from 1983–1986. Paul is a Fellow in the American College of Trial Lawyers, and he currently handles complex commercial litigation and mediation with the firm of Sutin, Thayer, and Browne. In 2009, Paul was appointed by U.S. Interior Secretary Ken Salazar to serve on the National Park System Advisory Board.

**David Buchholtz** has advised more than a dozen Governors and Cabinet Secretaries of Economic Development on fiscal matters. He has served as Chairman of the Association of Commerce and Industry and was appointed to the Spaceport Authority Board of Directors by Governor Martinez. David is Of Counsel to the Rodey law firm.

**Garrey Carruthers** served as Governor of New Mexico from 1987–1990 and in 2013 became President of New Mexico State University, where he had previously served as Dean of the College of Business. Garrey was formerly President and CEO of Cimarron Health Plan and he serves on the board of the Arrowhead economic development center in Las Cruces.
LaDonna Harris is Chair of the Board and Founder of Americans for Indian Opportunity. She is also a founder of the National Women’s Political Caucus. LaDonna was a leader in the effort to return the Taos Blue Lake to Taos Pueblo. She is an enrolled member of the Comanche Nation.

Edward Lujan is the former CEO of Manuel Lujan Agencies, the largest privately owned insurance agency in New Mexico. Ed is a former Chairman of the National Hispanic Cultural Center of New Mexico, the Republican Party of New Mexico, and the New Mexico Economic Development Commission.

Brian Moore is a small businessman from Clayton, where he and his wife Linda own Clayton Ranch Market. Brian was a member of the New Mexico House of Representatives from 2001-2008, where he served on the Legislative Finance Committee. From 2010-2012, Brian worked as Deputy Chief of Staff and Washington, D.C. Director for Governor Martinez.

Fred Nathan founded Think New Mexico and is its Executive Director. Fred served as Special Counsel to New Mexico Attorney General Tom Udall from 1991-1998. In that capacity, he was the architect of several successful legislative initiatives and was in charge of New Mexico’s lawsuit against the tobacco industry, which resulted in a $1.25 billion settlement for the state.

Roberta Cooper Ramo is the first woman elected President of the American Bar Association and the American Law Institute. Roberta has served on the State Board of Finance and was President of the University of New Mexico Board of Regents. In 2011, she was inducted into the American Academy of Arts and Sciences. Roberta is a shareholder in the Modrall law firm.
**Dear New Mexican:**

This year’s annual report celebrates Think New Mexico’s 15th anniversary and presents an opportunity to reflect on how we got here and how we have managed to stick around this long. Now that I better understand the challenges of starting and operating a nonprofit, part of me is slightly astonished (and, of course, grateful) that we are still here.

Certainly one of the biggest factors in Think New Mexico’s ability to endure is the intense partisanship that continues to paralyze our governments at both the state and federal levels, and which creates an opportunity for those offering genuine solutions. Think New Mexico’s results-oriented mission and bipartisan approach remain the same and are, perhaps, even more uncommon and urgent than when we began our work a decade and half ago.

As a consequence, we seem to have found an audience with the growing number of New Mexicans who are more interested in good ideas and real results than in partisan battles that leave us alienated, distracted from what matters, and at the bottom of so many national rankings. Our results are outlined in the timeline on the facing page and detailed throughout this report.

Another key factor is the quality of our board and staff. This past year has brought both continuity and change. Lynne Buchen retired after more than a dozen years of outstanding service and, sadly, Jason Espinoza left to become Vice President for Government Affairs at the Association of Commerce and Industry. Meanwhile Jennifer Halbert is a great addition to the team as our new Business Manager and Kristina Fisher marks her 12th year as our superb Associate Director.

Finally, Think New Mexico would not have lasted for 15 years without the moral and financial support of so many New Mexicans, who this past year numbered 1,135 from 108 communities across the state (and beyond). I hope you will join them by sending a contribution in the enclosed envelope or by visiting Think New Mexico’s website at www.thinknewmexico.org to learn about other ways in which you can become involved. With your help, we look forward to what we can accomplish together over the next 15 years.

*Fred Nathan*  
May 31, 2014

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**Think New Mexico’s Staff**

**Kristina G. Fisher**  
Associate Director

**Jennifer Halbert**  
Business Manager

**Fred Nathan**  
Executive Director
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>January 1, 1999: Think New Mexico begins operations.</td>
</tr>
<tr>
<td>2000</td>
<td>Think New Mexico’s legislation making full-day kindergarten accessible to every child in the state is signed into law.</td>
</tr>
<tr>
<td>2004</td>
<td>After a three-year fight, Think New Mexico’s legislation to repeal the state’s food tax is enacted, making groceries tax-free for the first time since 1933.</td>
</tr>
<tr>
<td>2005</td>
<td>Think New Mexico’s legislation to create a Strategic Water Reserve designed to protect and restore the state’s rivers is enacted.</td>
</tr>
<tr>
<td>2006</td>
<td>Think New Mexico’s legislation establishing the first state-supported Individual Development Accounts is signed into law.</td>
</tr>
<tr>
<td>2007</td>
<td>Think New Mexico’s lottery reform legislation is signed into law, resulting in an additional $9 million being sent to the scholarship fund annually.</td>
</tr>
<tr>
<td>2009</td>
<td>Think New Mexico’s title insurance reform legislation is enacted to lower closing costs for New Mexico homebuyers and homeowners who refinance.</td>
</tr>
<tr>
<td>2010</td>
<td>Governor Richardson line-item vetoes the reimposition of the food tax, thanks in part to receiving 15,000 emails from Think New Mexico supporters.</td>
</tr>
<tr>
<td>2012</td>
<td>New Mexico voters approve all three of Think New Mexico’s constitutional amendments to reform the Public Regulation Commission (PRC).</td>
</tr>
<tr>
<td>2013</td>
<td>Four bills to implement the PRC reform constitutional amendments and modernize the PRC’s transportation regulations are signed into law.</td>
</tr>
<tr>
<td>2014</td>
<td>Think New Mexico launches an initiative to address the jobs crisis and wins passage of a bill creating a one-stop online portal for business fees and filings.</td>
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Policy group thinks change

Editor's note: This is part of a series of occasional columns on groups attempting to shape public policy in New Mexico.

Think New Mexico, which describes itself as "a results-oriented think tank," is among the state's most successful organizations in impacting public policy. The Santa Fe-based organization also is among the most transparent when it comes to its donors.

The group, which publishes research and lobbies lawmakers and other statewide policymakers, was a major force behind the expansion of full-day kindergarten, elimination of the gross receipts tax on most food items, reducing New Mexico Lottery administrative expenses and reform of the state Public Regulation Commission.

The founder and executive director of the group is Fred Nathan, who served as special counsel in the 1990s to then-state Attorney General Tom Udall (now U.S. senator). The group's board of directors, who aren't compensated for their service, is a who's who of New Mexico movers and shakers from across the political spectrum.

Directors include former state Attorney General Paul Bardach, New Mexico State University President and former Gov. Garrey Carruthers, American Indian activist LaDonna Harris, former American Bar Association President Roberta Cooper Ramo and insurance executive Edward Lujan, former chairman of the state Republican Party and the National Hispanic Cultural Center in Albuquerque.

Nathan says the No. 1 reason that Think New Mexico has been successful is the stature and expertise of its board.

"In this hyperpartisan era, we stand out," he says. "In the political process, credibility is everything."

Think New Mexico is a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code.

Unlike many 501(c)(3) groups operating in the political arena in New Mexico, the group discloses its donors, publishing them in its annual reports.

Contributors can request anonymity, but few do, Nathan says.

So, why the transparency when it comes to supporters?

"It's a privilege to get tax exempt contributions," he says, adding that Think New Mexico is also proud of the caliber of its donors, which it calls "social investors."

Like the group's board of directors, the hundreds of individuals, businesses and foundations that provide financial support to Think New Mexico are politically diverse. There is also geographical diversity; in its 2012-13 annual report, the group reported donations from more than 900 individuals in 104 communities across New Mexico.

Think New Mexico says its mission is "to improve the quality of life for all New Mexicans, especially those who lack a strong voice in the political process."

"We fulfill this mission by educating the public, the media and policymakers about some of the most serious challenges facing New Mexico and by developing and advocating for effective, comprehensive, sustainable solutions to overcome those challenges."

Think New Mexico produces one major policy report each year, then focuses on getting the report's recommendations implemented by government policymakers.

"We do a full-court press," Nathan says. "A lot of think tanks want to solve all the world's problems. We want to do it one at a time."

He says Think New Mexico tries not to duplicate the work of other groups and pursues policy changes that are big enough to make a difference but small enough to be achievable.

Although the group has had successes, it also has had failures. Among those proposals to limit the size of schools to fewer than 450 students and to ban political contributions from lobbyists and government contractors.

Nathan says Think New Mexico hasn't given up on those proposals.

Last year, the organization had revenues of about $411,000 and expenses of nearly $448,000, most of that in employee costs. It ended the year with $2.5 million in assets.

To learn more about Think New Mexico, go to www.thinknewmexico.org.
The board, staff, and volunteers of Think New Mexico offer our profound thanks to Lynne Loucks Buchen for her 13 years of dedicated service. Lynne retired in early 2013 to spend more time with her daughters and grandchildren, her (very purple) garden, and her many friends in Los Alamos, Santa Fe, and all across New Mexico.

At Think New Mexico, Lynne served as Chief Financial Officer, Human Resources Department, Procurement Department, Volunteer Manager, Bookkeeper, and Art Director, among her many roles.

When Lynne first came to Think New Mexico in 2001, the organization was barely two years old. Lynne set to work creating an accounting system, building a database to keep track of our growing list of supporters, developing personnel policies, setting up health insurance and retirement plans for employees, and doing the many other things that were needed to professionalize our tiny think tank.

Lynne was extraordinarily diligent in tracking our revenues and expenditures, and she was constantly on the lookout for innovative ways to cut costs, making sure that Think New Mexico reused or recycled everything we could.

In addition to maintaining a comprehensive donor database, Lynne also came to know many of our social investors personally, and she always remembered how they first came to Think New Mexico and the important life events that they had shared with us. Lynne’s personal touch has helped us build strong connections with Think New Mexico’s “family,” which now numbers over 1,000 supporters.

Lynne’s final mission at Think New Mexico was recruiting a worthy successor, and we are delighted to introduce Jennifer Halbert as Think New Mexico’s new Business Manager. Jennifer brings to the organization a deep love of Santa Fe and a passion for public service, as well as many years of experience in business management and administration in a variety of settings. She is excited to be joining the small but dynamic Think New Mexico team and looks forward to getting to know more of our friends and social investors in the coming months and years.
THE YEAR IN REVIEW

PRC REFORMS IMPLEMENTED

Last year, we reported on the successful enactment of Think New Mexico’s legislative package to streamline and professionalize the state’s troubled Public Regulation Commission (PRC). In 2012, the legislature placed our three proposed amendments on the general election ballot: one to enhance the educational and professional qualifications of PRC commissioners, another to transfer insurance regulation from the PRC to an independent agency that is more insulated from politics, and a third to consolidate the PRC’s corporate reporting unit with the Business Services Division of the Secretary of State’s Offices. The voters approved all three amendments, with the one to enhance commissioner qualifications receiving more votes in favor than any constitutional amendment in the state’s history. In 2013, Think New Mexico drafted and won passage of four more PRC bills: three to implement the constitutional amendments, and a fourth to modernize the PRC’s regulation of taxis, limos, shuttles, and moving companies to increase competition and lower prices for consumers.
Our PRC reforms are already yielding positive dividends. The independent Office of the Superintendent of Insurance is receiving good early reviews (as can be seen in the column on the previous page), and the Secretary of State’s office has reduced the wait time for business registrations from four months to less than four days—while saving taxpayer dollars. The election later this year will provide the first test of the new qualifications for PRC commissioners, and the regulations to implement Think New Mexico’s motor transportation reform are currently in development, so we hope to have more good news about the implementation of PRC reform in the coming months.
In 2013, Think New Mexico launched a new initiative to address the state’s urgent jobs crisis, which has left more than 137,000 New Mexicans unemployed or underemployed. Think New Mexico proposed three policy reforms designed to: (1) attract new entrepreneurs to the state, (2) reduce administrative burdens on small businesses and start-ups, and (3) establish a post-performance incentive for existing businesses that expand operations in the state or new companies that relocate here—but only after new jobs and new state revenues have been created. To implement these recommendations, Think New Mexico developed Senate Bills 8, 9, and 10, which were introduced by an all-star cast of bipartisan sponsors, led by Senate President Pro Tem Mary Kay Papen (D-Las Cruces). While Senate Bills 8 (to attract entrepreneurial STEM students) and 10 (to create a post-performance incentive) passed both of their Senate committee assignments unanimously, they were never brought up for a vote of the full Senate. However, Senate Bill 9 (reducing administrative burdens with a one-stop online portal for business fees and filings) made it through both the Senate and House on unanimous votes and was signed into law by the Governor. We plan to bring back the other two proposals next year.
One-stop online portal to aid small business
Bill should help entrepreneurs navigate government red tape

By Steve Terrell
The New Mexican

Businesses in New Mexico should have an easier time navigating government red tape, say supporters of a bill signed into law Thursday by Gov. Susana Martinez.

Senate Bill 9, sponsored by Senate President Pro Tem Mary Kay Papen, D-Las Cruces, will create a one-stop online portal for New Mexico businesses. The idea for the bill was part of an economic development package pushed by Think New Mexico, a Santa Fe think tank.

“Creating this new online portal will make it easier for business owners and entrepreneurs to start and maintain their businesses,” Martinez said in a statement. “Easing the burden on small businesses is a key part of our continuing efforts to diversify our economy, compete for jobs, attract new companies, and help small businesses grow.”

Fred Nathan, founder and executive director of Think New Mexico, said in an email, “We believe that the one-stop business portal will improve the climate for new businesses and small businesses in New Mexico. The portal builds on the successful consolidation of the [Public Regulation Commission]’s corporate reporting unit with the Secretary of State’s business services division, a reform that reduced the wait time for business registrations from four months to under four days.”

Under SB 9, the state will create a website where businesses can file all the forms and fees required by various state agencies. In the past, businesses often would have to visit several agencies before getting all their licenses and completing all the forms required by the state.

The Governor’s Office said Thursday that the state Department of Information Technology already had begun to work with the Economic Development Department, Taxation and Revenue Department and the Department of Workforce Solutions to start planning for the new portal.

Nathan said during the session that 18 other states have some kind of online business portals.

While this bill passed without a dissenting vote in both the state Senate and the House of Representatives, other Think New Mexico proposals stalled in the Legislature.

One was SB 80, which would have encouraged businesses to relocate or expand their operations here with a post-performance incentive that would be paid only after new jobs have been created.

The other, SB 8, would have offered in-state tuition to international students majoring in science, technology, engineering, math or business at state universities.

Nathan said he will push for these bills next year. He noted that each of them passed two Senate committees with unanimous votes but never got a vote on the Senate floor.

Governor Susana Martinez signs Senate Bill 9 into law in Las Cruces, NM on March 6, 2014.
Photo by Sharon Jones
Commentary

New Mexico needs new ideas for job growth

By Fred Nathan
Executive Director, Think New Mexico

Prompted by a large decline in federal spending, New Mexicans are now engaged in a healthy and useful dialogue about how best to diversify our economy.

Think New Mexico would like to offer two ideas that we believe could propel private sector job growth in our state — and that gubernatorial and legislative candidates from both parties should be able to embrace.

Both ideas were advanced in Think New Mexico’s 2013 policy report, Addressing the Jobs Crisis.

The first would establish a post-performance incentive that would reward companies only after they create high-paying jobs or make major capital investments.

It is designed to encourage existing business to expand in New Mexico and new businesses to relocate to the state.

Six years ago, Utah, which now ranks second in the nation for job growth, became the first state to move to an economic development strategy based on post-performance incentives.

Utah’s post-performance incentive has led to the creation of 25,546 high-paying jobs from blue chip companies like Boeing, eBay, and Proctor and Gamble.

That is in addition to $5.16 billion in new capital investment and $1.62 billion in new state revenues since the incentive was established in 2008. (Several weeks ago Idaho became the second state to enact this sort of post-performance incentive.)

Think New Mexico drafted a bipartisan post-performance incentive bill (SB 10), modeled after Utah but tailored to New Mexico. The bill was introduced in the last session by Senate President Mary Kay Papen and Senator Sue Befort and it offered businesses a rebate of 30% of the new tax revenue produced when they relocate to or expand operations in New Mexico.

The incentive would be available only after new jobs and new tax revenues have been created.

SB 10 passed two Senate committees unanimously before dying on the Senate floor without a hearing.

SB 10 would have been an effective tool to attract companies like Tesla.

The second proposal is designed to expand New Mexico’s entrepreneurial talent pool, which is what will ultimately drive job growth over the long term.

Entrepreneurs come disproportionately from two groups: those who work in the STEM fields (science technology, engineering and math) and immigrants, who are generally accustomed to taking risk and sometimes have to create their own businesses to find work.

Combining these two groups would create a powerful engine of entrepreneurship.

That is what exists in Silicon Valley, where an enormous number of companies have been started by foreign-born entrepreneurs in the STEM fields.

Think of Russian-born Sergey Brin at Google and Hungarian-born Andy Grove at Intel, for example.

To generate more start-ups and jobs, New Mexico needs to attract more international STEM students to our public universities.

We currently have very few of those students, in part because of the relatively high cost of out-of-state tuition. (Our in-state tuition remains a big bargain.)

In 1990, faced with a declining state population, North Dakota started offering in-state tuition to international (and out-of-state) students.

After graduating, many of these students stayed in North Dakota and started companies, particularly in the information technology, computer science, medical and defense industries, according to a 2011 Wall Street Journal article.

Considering the many amenities and excellent quality of life New Mexico has to offer, we are in an even better position than North Dakota to attract and retain international students.

Think New Mexico developed SB 8, sponsored by Senate President Papen and Senator Gay Kernan, in the last session to allow New Mexico’s public universities to offer in-state tuition to international STEM students and to enhance their STEM programs for local students.

SB 8, like SB 10, passed two committees unanimously before dying on the Senate floor without a hearing.

As a small state, like North Dakota and Utah, New Mexico needs an innovative economic development strategy.

Both SB 8 and SB 10 should be part of that strategy, and we plan to bring back these bills in the 2015 session.

You can learn more by visiting Think New Mexico’s website at: www.thinknewmexico.org.
Since Think New Mexico successfully championed the repeal of the food tax in 2004 (after a three-year fight), there have been three serious attempts to reimpose it. In 2010 the Senate passed a “tortilla tax” that would have been imposed on certain foods, but the bill died in the House. The budget the Legislature approved later that year included a reimposition of the local portion of the food tax, which Governor Richardson line-item vetoed after over 15,000 New Mexicans used our website to voice their opposition to the food tax. Most recently, in the final hours of the 2013 session, the Senate Finance Committee quietly passed a complex bill that included the reimposition of the local food tax. After Think New Mexico raised the alarm, the food tax reimposition was removed. Yet the fight continues: a few months ago, the New Mexico Municipal League publicly announced that it plans to bring legislation to reimpose the local food tax during next year’s session. While most of the 338 exemptions and loopholes in New Mexico’s tax code benefit narrow special interests who can hire high-powered lobbyists to defend them, the tax-free sale of groceries benefits all New Mexico families, and Think New Mexico serves as a public interest advocate dedicated to defending it.
In 2009, Think New Mexico successfully championed a law that increased the discounts for title insurance policies purchased by homeowners who refinance their homes. However, we later learned that many homeowners were not receiving the full discounts they were due, simply because the state’s insurance regulations had not been updated to match the statute. So Think New Mexico petitioned the Superintendent of Insurance to update the regulations and close this loophole—and ensure that companies provide refunds to homeowners who had overpaid for their title policies. Finally, after a two-year effort, in May 2014 the Superintendent issued revised regulations that will ensure every homeowner receives the full discount on title insurance when they refinance their mortgages.

Title Insurance Discounts Expanded for Homeowners Who Refinance Mortgages

The Superintendent of Insurance has signed an order expanding enhanced title insurance discounts to every homeowner who refinances a mortgage in New Mexico. The discounts were advocated for by Think New Mexico, the independent statewide think tank that successfully championed a reform to the state’s title insurance laws in 2009. The enhanced discounts are scheduled to take effect July 1.

Title insurance, which is required by banks before they will approve or refinance a mortgage, is one of the largest elements of a homebuyer’s upfront closing costs.

Before 2009, the prices homeowners paid for title insurance when they refinanced their mortgages were set by regulation by the Insurance Division. A policy purchased with a mortgage refinancing received a discount because the homeowner had already purchased a title insurance policy for the property when he or she originally bought it.

In 2009, Think New Mexico led a successful effort to enact a law that increased the discount rates for title policies purchased with mortgage refinancings. The new discounts are at least 60 percent less than the full policy price for a homeowner refinancing 0-3 years after buying (or previously refinancing) the home; at least 50 percent after 3-5 years; at least 40 percent after 5-10 years; and at least 20 percent after 10-20 years.

However, even after enactment of the 2009 law, in thousands of cases title companies failed to provide consumers with the more generous statutory discounts, instead providing only the lower regulatory discounts.

The discounts can make a substantial difference for a New Mexico family refinancing their home. For example, if a family purchases a $200,000 home, the title insurance will cost them approximately $1,300. If the homeowner decides to refinance the house nine years later, the title insurance will cost $1,040 under the older regulatory discount schedule (a 20 percent discount), versus $520 under the newer statutory one (a 40 percent discount).

In order to ensure that all New Mexicans received the full discounts, in 2012 Think New Mexico petitioned the Insurance Division to amend the title insurance regulations so that the regulatory discount rates for policies purchased with mortgage refinancings would match the statutory rates. The proposal ultimately resulted in the order from the Superintendent updating the regulatory discount rates for title insurance so that they now match the more generous ones form the 2009 law.

“This is a victory for every New Mexico family who refinances their home, as they will now receive the highest possible discount on title insurance,” said Kristina Fisher, Associate Director of Think New Mexico.
Think New Mexico first proposed the creation of a Strategic Water Reserve in its 2003 policy report, *Rio Vivo!* The idea was to establish a pool of publicly held water rights to keep New Mexico’s rivers flowing and prevent lawsuits by helping the state meet the needs of river-dependent endangered species and fulfill its water delivery obligations to other states. With the help of a diverse coalition including agricultural, municipal, and environmental stakeholders, Think New Mexico won passage of legislation creating the Strategic Water Reserve in 2005. The Reserve acquired water rights along the Rio Grande and Pecos rivers, but its funding unfortunately ended during the economic crisis of 2008. This year, for the first time in seven years, we are pleased to report that the Strategic Water Reserve received $2 million to purchase water for habitat restoration projects statewide.

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**STRATEGIC WATER RESERVE ENHANCED**

Think New Mexico

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*SILVER CITY DAILY PRESS*

*SILVER CITY DAILY PRESS—Friday, May 2, 2014*

**Strategic Water Reserve receives $2 million for purchasing water rights**

In its annual report to the New Mexico Legislature, the Interstate Stream Commission reported that the Strategic Water Reserve had received $2 million to be used for “purchasing water rights to maintain in-channel and off-channel habitats for habitat restoration projects statewide,” according to a news release.

The appropriation was included in the Severance Tax Bond Projects Bill, House Bill 55.

The Strategic Water Reserve, established in 2005, is a pool of publicly held water rights managed by the Interstate Stream Commission, according to a news release. It is designed to prevent lawsuits by helping the state meet the needs of river-dependent endangered species and fulfill its water delivery obligations to other states.

The Strategic Water Reserve was based on a 2003 policy report by Think New Mexico, which also drafted and advocated for passage of legislation to create the reserve, the release stated. That legislation was supported by key stakeholders from the agricultural, municipal and environmental communities, and it passed by votes of 58-9 in the House and 40-0 in the Senate.

Since the creation of the Strategic Water Reserve, the ISC has spent about $3.3 million to purchase and lease water rights in the Middle Rio Grande and Pecos River, as well as seeking rights in the Canadian River Basin, according to the release.

The reserve received appropriations from the Legislature and the governor in 2005-07, but funding was cut off following the economic crisis in 2008, the release stated. This lack of funding has hampered the ability of the reserve to take advantage of opportunities to acquire water rights that could help New Mexico protect its long-term water supply.

“This appropriation is an important step toward ensuring that the Strategic Water Reserve is the effective water management tool it was designed to be,” Kristina Fisher, associate director of Think New Mexico, said. “It will enable the Interstate Stream Commission to act proactively to prevent crises on New Mexico’s rivers over endangered species or interstate compacts.”

The ISC will report on how the new funds have been used in next year’s evaluation of the Strategic Water Reserve.
In early 2014, Think New Mexico was honored to be included as one of the top think tanks in the world in the University of Pennsylvania’s seventh annual Global Go To Think Tank Index Report. Think New Mexico was the only state-level think tank to make the ranking, among a distinguished list of national and international organizations such as the Pew Research Center and the Brookings Institution. We believe that this recognition is due in part to the ongoing political paralysis at the federal level, which has led many people to shift their focus and attention to state-level public policy reform.
Tiffany Cox, a senior in the Honors College at New Mexico State University who lives in Artesia, is dedicated to improving services for vulnerable children in New Mexico, and has worked with the Chase Foundation and Senator Tom Udall; Maya Durvasula, who completed Albuquerque Academy in six semesters with a 4.4 GPA, founded an organization to combat human trafficking and prostitution in New Mexico, and is headed to Duke University on a prestigious Robertson Scholarship; Shane Gilbert, an Albuquerque Academy graduate majoring in Political Science and History at Davidson College who has previously interned with Emerge New Mexico, Senator Martin Heinrich, and Congresswoman Michelle Lujan Grisham; and Rylee Stenberg, who grew up in Las Cruces and Tucumcari, NM and is majoring in Government, Law & Society at New Mexico State University, where she is a student Senator and President of the NMSU chapter of the National Society of Collegiate Scholars.

All four of this summer’s interns are deeply committed to social change and to serving their fellow New Mexicans, and we are looking forward to introducing them to policymakers and working with them on Think New Mexico policy initiatives.

L-R: Tiffany Cox, Maya Durvasula, Shane Gilbert, & Rylee Stenberg.
**Statement of Income and Expenditures**

**INCOME**

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<td>Investment Income &amp; Sale of Reports</td>
<td>20,048</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$489,909</td>
</tr>
</tbody>
</table>

**EXPENDITURES**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit/Accounting</td>
<td>6,376</td>
</tr>
<tr>
<td>Benefits-Health, Dental &amp; Disability Insurance</td>
<td>47,451</td>
</tr>
<tr>
<td>Benefits-Pension Plan &amp; Fees</td>
<td>24,040</td>
</tr>
<tr>
<td>Computer Consulting &amp; Website</td>
<td>813</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,228</td>
</tr>
<tr>
<td>Donated Real Estate Expenses</td>
<td>12,370</td>
</tr>
<tr>
<td>Educational Outreach</td>
<td>3,175</td>
</tr>
<tr>
<td>Graphic Design</td>
<td>In-kind</td>
</tr>
<tr>
<td>Insurance</td>
<td>2,969</td>
</tr>
<tr>
<td>Internship Pay</td>
<td>9,859</td>
</tr>
<tr>
<td>Investment Management Fees</td>
<td>1,342</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>0</td>
</tr>
<tr>
<td>Marketing</td>
<td>239</td>
</tr>
<tr>
<td>Online Vendor Processing Fee</td>
<td>1,497</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>21,407</td>
</tr>
<tr>
<td>Postage</td>
<td>15,496</td>
</tr>
<tr>
<td>Printing &amp; Bulk Copying</td>
<td>34,593</td>
</tr>
<tr>
<td>Professional Fundraising</td>
<td>0</td>
</tr>
<tr>
<td>Rent/Utilities Expense</td>
<td>17,824</td>
</tr>
<tr>
<td>Salaries</td>
<td>268,469</td>
</tr>
<tr>
<td>Security/Janitorial</td>
<td>1,089</td>
</tr>
<tr>
<td>Stewardship/Board Expenses</td>
<td>153</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,015</td>
</tr>
<tr>
<td>Telephone &amp; Internet</td>
<td>2,751</td>
</tr>
<tr>
<td>Training/Research/Dues</td>
<td>2,153</td>
</tr>
<tr>
<td>Travel</td>
<td>364</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$477,673</td>
</tr>
</tbody>
</table>

Think New Mexico’s fundraising expense as a percentage of cash income in 2013 was 7.6%. Think New Mexico’s administrative overhead expense (“management and general”) as a percentage of cash income in 2013 was 8.3%.

Note: These financial statements do not include in-kind contributions of services or materials from 2013, which were valued at $11,237 and $6,432 respectively. They also do not include unrealized investment appreciation.
### Financial Summary
Year Ended Dec. 31, 2013

#### Balance Sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>266,103</td>
</tr>
<tr>
<td>Endowment Funds</td>
<td>118,121</td>
</tr>
<tr>
<td>Grants Receivable</td>
<td>11,400</td>
</tr>
<tr>
<td>Investments</td>
<td>709,239</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>3,000</td>
</tr>
<tr>
<td>Property and Equipment*</td>
<td>1,526,654</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,634,517</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>10,800</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>6,438</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$17,238</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>2,521,705</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>95,574</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$2,617,279</strong></td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**  
**$2,634,517**

*Net of Accumulated Depreciation.

Source for pages 18–19: Financial Statements for the year ended December 31, 2013 and Think New Mexico’s IRS Form 990 for 2013. Independent auditors: Bishop and Loggains, LLC CPA.
FOUNDATION PARTNERS
(JANUARY 1, 2013 — MAY 15, 2014)

The Abeles Foundation
Azalea Foundation
Barker Welfare Foundation
Beverly Foundation
Bolene Charitable Trust
Brindle Foundation
Caprock Fund of the Tides Foundation
Barbara S. &
Benjamin M. Cardozo Foundation
Sidney & Sadie Cohen Foundation
James N. Cost Foundation
Equis Fund of the
New Mexico Community Foundation
Feinberg Foundation
Foster Foundation
Frost Foundation
Furth Family Foundation
The Goldstone Fund
Peter Hay Public Service Fund of the
Santa Fe Community Foundation
Kate Klein Fund of the
Santa Fe Community Foundation
Michael & Alice Kuhn Foundation
LEF Foundation
Livingry Foundation

Lumina Foundation for Education
Matching Gift Program
Maddux Environmental Foundation
McCune Charitable Foundation
Marlene Nathan Meyerson
Family Foundation
Noble Foundation
Robson Foundation
Daniel Ronel, MD Fund for Humanity of
the Santa Fe Community Foundation
SB Foundation
Sage Fund/Bienvenu Family of the
Santa Fe Community Foundation
Santa Fe Community Foundation
Scandia Foundation
Schlenker Block Fund
Simon Charitable Foundation
Solis-Cohen Spigel Family Fund
The Sulica Fund
Thornburg Charitable Foundation
Edith M. Timken Family Foundation
Toan-O'Brien Foundation
Hanna & Matthew Usdan Foundation
Doris Goodwin Walbridge Foundation, Inc.
Witkin Family Fund

Photo by Geraint Smith

Think New Mexico
**What's a “Social Investor?”** We call our contributors “social investors” because we believe that nonprofits should be evaluated based on the social return they produce each year. For example, because Think New Mexico’s 1999 income was $109,499, the $135 million appropriated annually for full-day kindergarten means that our investors continue to receive social dividends of approximately $1,230 for every $1 invested in Think New Mexico’s initial full-day kindergarten project.

*Featured on these pages are Think New Mexico social investors and friends wearing their Think New Mexico “thinking caps” around the world. Their names and locations are listed on the back inside cover.*
Think New Mexico’s social investors come from one hundred and eight communities across New Mexico.

Susanna De Falla
Charles De Saillan
Joseph Dear
William DeBuys
Laura Deikel
Jared & Lisa DeJong
Dale Dekker
Elaine Del Valle
Dolores DeMers
Nancy Desiderio & Michael Sloane
John Dessauer
Paula & Dr. Neal Devitt

Steven Dichter & Kate Buckley
Nancy G. Dickenson
Christine & Joe DiGregorio
Christin Galloway Dobbeck
Robert J. Dodds, III
The Honorable Thomas & Paula Sass Donnelly
Dr. Cornelius & Susanne Hoffman Dooley
David & Deborah Douglas
Charles & Kathleen Conners Dowdy
Andrew & Hope DuBois

Kiva Duckworth-Moulton
Edward & Marilou Duderstadt
Willis & Dorothy Duff
Gaylon Duke & Zenia Victor
Brooke Dulaney
Jim & Sylvia DuLaney
George T. Duncan
James H. Duncan, Jr.
James H. Duncan, Sr.
Ron & Jill Duncan
Cecilia H. Dunne
Bill & Ellen Dupuy
John & Judie Dwyer
Lorna Dyer & Jerry Watts
Lauren Earles
Elbert E. Earnest
Danny & Marissa Earp
John & Laurie Egbert
The Honorable Pauline &
  The Honorable Mel Eisenstadt
Richard & Linda Etzen
Richard Ellenberg
Bobbie Elliott
Mary & Peter Elson
Bill & Marion Elson
Ken Emery
Peter H. Emery
John E. Emry
Jane Engel
Richard & Pamela Engstrom
Edward Epping
Winn Erdman
Jason & Brittany Espinoza
John & Toni Espinoza
Anthony & Asia Esposito
Emma Jane (E. J.) Evangelos
Paul Evans
Mary Lou Falion
Karen Farrell
Timothy Farrell & Kristina Alley
Dr. Halley S. & Ruth Anne Faust
Vincent & Elizabeth Faust
Dr. Paul Feil
Stephen Feinberg &
  Susan Foothe
Lee Feitelson
Dr. Rob & Elyn Feldman
William & Margaret Feldman

Maria Fellin
Beth Ferguson
Karl Ferguson
Peter & Sandy Fessenden
Robert M. Findling
Jennice Fishburn
Kristina G. Fisher & Phil Carter
Lisa & Rick Fisher
Melissa & Timothy Fisher
Rebecca Pott Fitton
Sandra & Jim Fitzpatrick
F. Harlan & Christine Flint
Steven J. Flint
Richard & Pamela Fogel
Gayle D. Fogelson
Mary Helen Follingstad
Richard & Caroll Follingstad
Sandra & Jim Follingstad
Lucy G. Foma
Robert & Janet Ford
David & Anne Fox
David Franklin &
  Christa Coggins
Dr. Kathryn Fraser
Rosemarie Frederickson
Carla Freeman
Lisa Freeman
Susan Freeman McGee
Roberts & Jennifer French
Lawrence A. & Mary Fricke
Gary Friedman &
  Noelle Montagu Friedman
Howard & Debra Friedman
Jerald & Maxine Friedman
Anne Adler Friess
Stephanie Fuchs
Reese & Anne Fullerton

Cindi Fuqua
John & Hope Furth
Nancy Futran
Stephen G. Gaber
Helen C. Gabriel
Edward & Maria Gale
Kelly Gallagher
Susan Gallaher
Kenneth Gallard
Al & Nancy Galves
Alexander Gancarz &
  Jonathan Carleton
Betsy Garber
F. Chris & Sandy Garcia
Mary & Ernest Garcia
Carole A. Gardner
Jennifer Gardner
Thomas Gardner
Faith Garfield
Kelly Gatlin
Arthur Norman Gaume
Ronald Gedrim & Lisa Jacobs
Nancy Moore Gehman
Amy & Philip Geier
Mark Gelber
Nicholas R. Gentry
James & Denise George
Egle & Kas Germanas
Howard Gershon &
  Charleen Cook
Connie J. Gerth
Dr. Charles & Rose Gibbs
Sandra & Van Gilbert
Linda Gillet
Dr. Chandler & Gillian Gilman
Michael & Kathleen Gleason
Betsy Glenn
Maria Globus &
  Scott Altenbach
Zoe Godshalk
Barbara B. Goeddecke
Joel Goldblatt
Diane & Donald Goldfarb
Roger Goldhamer
Lynn Marchand Goldstein &
  George Goldstein

“I appreciate your focus, research, and relentless efforts to work on important issues that serve the citizens of New Mexico.” Pam Roy, Santa Fe, New Mexico
A LEGACY OF PUBLIC SERVICE: LAURA JEAN WARREN

Originally from Kalamazoo, MI, Laura Jean Warren first came to New Mexico in the 1970’s to teach fifth grade in Alamogordo. In 1976, she co-founded the Corrales Inn Restaurant & Bed and Breakfast, and she went on to serve as Mayor of Corrales. Laura moved to Santa Fe in 1995, where she dedicated many hours to working with HIV patients and teaching English as a second language.

We deeply admire Laura’s generous spirit and her passion for community service, and we are honored that she chose to make Think New Mexico’s work a lasting part of her legacy by including a bequest to Think New Mexico in her will. If you are interested in learning more about how to make a legacy gift to Think New Mexico, please contact us at (505) 992-1315.

Photo shows Laura (in the white blouse in the back of the truck) campaigning for Adlai Stevenson in the 1950’s.

Philip D. Goldstone
Susan T. Goldstone
Maria Rosella Gonzales
Charles & Jill Goodmacher
Gail D. Goodman
Ari & Tammy Kubatek Gordon
MacDonnell Gordon
George Gozgian
Christopher Graeser
Mari Grana
Drs. Dwight Grant & Mary Yoder
Marian H. Graves
Elizabeth Greenlee
Requa Tolbert Greer & George Greer
Judith Griego-Ruth & Robert J. Ruth
Gary & Patricia Griffin
Dr. Robert & Margaret Griffith
Anne M. Grillet & Richard L. Schiek
Roderick Groves
Thomas Crowney
Dr. Lauro & Jacqueline Guaderrama
Sharon Guerrero
Ray & Angela Gulick
James M. Gustafson
Capt. Bruce A. Gustin, III
Elizabeth Gutierrez & Richard Schoegler
Patricia & Ariel Gutierrez
Dudley & Beverly Hafner
Dan Haft
Jennifer Halbert
Marianne Hale
Linda Hall
Dr. Charles F. & Lois R. Hammer
James Hammerberg
David G. Hanna
Kristin V. Hansen
Margaret & Don Hanson
Nancy Harbert
Jasper Hardesty
Bill & Linda Hardy
Francis & Patricia Harlow
Jim Harrington
LaDonna Harris
Mary & Richard Harris
Wendell & Harriett Harris
Richard L. & Anna M. Harrison
Ted & Linda Spackman Harrison
John Hart & Carol Prins
Suzie Havemann
María-Ester De Anda Hay
Anna Jane Hays
Gary Hays
Michael L. Hays
Rob Hays & Lucy Jelinek
Marilyn S. Hebert
William Heimbach
The Honorable Karen Heldmeyer
Merritt Helfferich & April Crosby
Barry Herskowitz & Colleen Carias
Susan Herter
Richard Hertz & Doris Meyer
Dr. Phillip A. & Jeri Berger Hertzman
Pat Hester & Gene Tatum
Tom & Consuelo Hester
Donna Higdon
Marianne & Dennis Hill
Robert C. Hill
Marie E. Hillerman
Robert B. Hilley
Robert de Himmerich y Valencia & Eva Valencia
Dr. Elizabeth Hinds
E. Franklin Hirsch
Roberta & Peter Hirsch
Adelma & Tom Hnasko
Stephen & Jane Hochberg
Wendy Hoffman
Louis & Georgianna Hoffmann
Robert C. & Evonne M. Holder
David & Elizabeth Holland
VEHICLE DONATIONS KEEP THINK NEW MEXICO RUNNING!

Think New Mexico’s first car donation came from long-time supporters Drs. Glenn and Grace Whitecotten, who called us up four years ago and asked about donating their 2002 Toyota Camry. So Think New Mexico partnered with the Center for Car Donations to accept their generous gift, as well as any future vehicle donations. The Center for Car Donations picked up the car, sold it at auction, and sent the proceeds to Think New Mexico—and Glenn and Grace received a tax deduction for the amount the car sold for.

During our 2013 online fundraiser, we were honored that Glenn and Grace became our first supporters to donate a second car! Their 2005 Buick LeSabre helped us successfully meet an ambitious challenge grant.

If you are interested in donating your vehicle to Think New Mexico, we encourage you to call us at (505) 992-1315 or fill out the donation form on the Support page of our website: www.thinknewmexico.org.

“We donated our car to Think New Mexico because the staff has good ideas of what would be beneficial for the citizens of New Mexico. The programs they have proposed have been creative and effective. Their record of success shepherding proposals through the legislature has been excellent. We encourage others to actively support Think New Mexico’s efforts.”

John & Mitzi Holmes
Bernhard & Barbara Holzapfel
Kevin & Diana Honnell
Elizabeth Hoobler
Sherry F. Hooper
Edward A. Horvat
Hilde Howden
The Honorable Douglas J. Howe
Jeffrey Howell
Mary Amelia & Philip Howell
Valerie J. Hubbard
Patrick Hubenthal
Robert & Billie Hudgins
The Honorable Herbert H. Hughes
Mary Hermann Hughes
Carolyn & Clark Hulse
Ann Hume
Julia Hunkins
Ted & Georgie Hutton
Charles & Charlene Hyle
Tova Indritz
David & Kay Ingalls
Claudia B. Isaac
Elaine & Brian Jacobs
Philip & JoAnne Jager
Pat Jahoda
Eric Sedillo Jeffries
Richard & Lydia Zepeda Jennings
The Honorable
Thomas E. Jennings
Clayton Jernigan & Robbi Woltring
Thomas & Carlyn Jervis
Sam & Isabel Jewell
Bill & Denise Johnson
Mariel Margery Johnson
Dr. Michael & Judy Johnson
Nalo & Jeremy Johnson
Robert A. Johnson
Curt Jones
John F. Jones
Mark & Lynn Jones
Yale & Barbara Jones
Hervey Juris & Leslie Nathanson
Alice Y. Jurkens
Jeffrey & Maurine Kahn
Norty & Summers Kalishman
Beth Kalma
Kathryn Kaminsky & Thomas Singleton
Dubra Karnes-Padilla
Diane R. Karp
Meriom Kastner
Gary & Susan Katz
David Kaufman & Elizabeth Jacobson
Thomas D. & Leeann P. Kay
E. Donald & Janet Kaye
Tom & Lynda Kellahan
Margaret I. Keller
William E. Keller
Karyn Kluz Kellerman
Fridolf & Linda Kellerup
James & Catherine Kelly
Susan H. Kelly
John C. Kent
Dr. George H. Keyes
Richard Khanlian & Ann Alexander
Dr. Robert Khanlian
Barbara J. Kieffer
Jennifer & Tripp Killin
Joan Kimball
Donald & Fay Kirby
Tim Kirkpatrick
Regina Klein
Richard Klein & Claire Zoeller
Stephen & Renee Klein
“Think New Mexico has accomplished so many wonderful things for our state.” Linda Roybal, Los Ranchos de Albuquerque, New Mexico
Think New Mexico's Individual Social Investors 1999–2013

- Stormy Ralstin & Brian Desind
- Roberta Cooper Ramo & Dr. Barry Ramo
- Lee Rand & Joohee Shin
- Douglass Rankin & William Ruggles
- Melanie & Ed Ranney
- Nancy Ranney & The Honorable David Levi
- Sandra Rasich
- The Honorable Gary Don Reagan
- Lois & Bud Redding
- Damon Reed
- Charles & Karen Reeder
- Ray A. Reeder
- Jill Reichman & Michael Hare
- Kathleen & Dr. Robert Reidy
- Penny Taylor Rembe
- John D. Ressler
- Charles & Loretta Reynolds
- Elizabeth A. Rice
- Jean Richards
- Jonathan Richards & Claudia Jessup
- George M. Richmond
- Dr. Margaret E. Roberts
- Shelley Roberts & Dewey Moore
- Thomas N. Roberts & Leah L. Albers
- Steven & Betsy Robeson
- Connie & Steve Robinson
- Homer Robinson & Lisa Zahren
- Margaret Z. Robson
- Kevin & Julie Rochford
- Larry & Alice Rodgers
- Dr. Gerald & Kathleen Rodriguez
- Lee & Anne Gifford Rogaliner
- Drs. Alan L. Rogers & Jamie L. Gagan
- Joel W. & Norma Rohwer
- Leo & Robin Romero
- Theresa & Adam Ronan
- Jane Ronca-Washburn
- Betsy Ronel
- Rona & Richard Roob
- Betty Ann Roze
- Jo Marie & Maurice Rose
- Stephen & Nancy Rose
- Stuart A. & Miriam V. Rose
- Doris Rosen
- Patricia J. Rosenberg
- Susan Rosenthal
- Alex & Mary Ross
- Walter & Elizabeth Ross
- Charles A. & Alejandra Roth, II
- Walter Rothschild
- Fred M. Rowe
- Eric & Carrie Rowland
- Pam Roy & Mark Winn
- Charles & Linda Roybal
- Deborah & Sheldon Rubin
- Howard & Matilda Rubin
- William & Barbara Rugg
- Bruce Runyan
- George & Norma Ruptier
- Nancy Rutland & Michael Harbour
- Sally Sabo
- Ramona Sakiestewa
- Anne Salzmenn & David McDonald
- Dr. Patrick J. Samora
- John & Marcia Samore
- Frank & Lena Samperi
- Joan & Arthur Sarnoff
- Dr. Fen & JoAnn Sartorius
- Didier Saumon
- Jerry E. & Janice Saxton
- William & Cheryl Scheer
- Lynn Schibeci
- Rick & Beth Schnieders
- Aleathia M. Scholer
- Carol & Rich Schrader
- Merry Schroeder
- Mary E. Schruben
- Beatrice & M.C. Schultz
- Michael Schulz & Marie Maher
- Thomas Schwab & Pamela Donegan
- Nan Schwanfelder
- Adam Schwartz
- Martha & David Schwartz
- Scott Schweighauser & Liz Ellrodt
- Victoria Seale
- Susan Selbin
- Harry & Payton Shapiro
- Dr. Raphael Shapiro & Angelina Vera
- Loretta J. Sharp
- Mary Shaw
- Diana Shea
Allan Shedlin  
E.C. Sheeley  
Edith C. Sheets  
Russ Shinn  
Kurt & Merri Shipley  
The Honorable  
Amelia Ellen Shippy  
Judith Shotwell  
Jane Shreffler  
Herman Siegelaar & Cornelia Bryer  
Caroline Silby  
Abe & Marian Silver  
Earnestine Simmons  
Maggie Simms  
David J. & Ann Simon  
Dr. Janet Simon  
Steve & Kate Simon  
Dave & Gale Simonson  
Walt & Beth Simpson  
Jo Anne H. Singer  
Leslie Endean Singh  
The Honorable Sarah M. Singleton  
The Honorable Daniel A. Sisk  
Bill & Amy Sisneros  
Susan Slade  
Michael Sloane  
Bruce A. Smith  
David & Jordan Smith  
Donald Smith & Lucy Crane  
Dr. Fredrica & Paul Smith  
G. J. & Gail H. Smith  
Malcolm & Betty Smith  
Morgan Smith  
Philip M. Smith  
Rita Snyder & Jay Hudson  
Vera Snyder  
Curtis Solloh  
Diane Sparago  
Larry K. Sparks  
Jacob Spigel  
Dr. James Spigel & Dinorah Gutierrez  
Joseph Spinden  
Emil Spiro  
Robert Spitz  
Julia & David Stafford  
Dr. Stanley & Marilyn Stark  
Susan Steffy  
Sari & Diana G. Stein  
Sharon Stewart  
Susan & Cary Stickney  
Barbara Stoddard  
Jan Stone  
Suzanne Stone  
Milton Strauss  
Susan Strebe  
Hanna Sullivan  
Anne Summers  
Michael & Esther Sutin  
Ralph J. Sutton  
Duffy & Jean Ann Swan  
Dr. G.V. & Susan Swan  
Judy Swayne  
Bill Swift  
Doug & Jane Swift  
Stephanie Sydoriak  
Susan & Larry Tackman  
William G. Tallman  
J. Tambourine  
Penelope Tarasuk & Kate Rindy  
Kathleen A. Tari  
Janet Rodney Tarn  
Nathaniel Tarn  
Ronald E. Tarson  
Ben & Stephanie Taxy  
Gail Taylor  
Kathleen K. & George Taylor  
Fred & Ann Teitelbaum  
Jim Templeton  
Nancy & Stephen Tenbrink  
Arnold & Lorlee Tenenbaum  
Buheesa Terry  
Corliss Thalley  
Nina Thayer  
Norman & Martha Thayer  
Carroll Thomas & George Baker  
George & Patricia Thomas  
H. Tom Thomas  
Mary Thomas  
Gayle Thompson  
Janis Thompson  
Joe & Lois Thompson  
Garrett Thornburg & Catherine Oppenheimer  
Jennifer Thorne-Lehman  
Marty Timken  
Barrett Toan & Polly O’Brien  
Robert Torch  
Martha C. Trainer  
Robert B. Trapp  
Dr. Michael Treitler  
Carol Tucker Trelease  
John W. Tritz  
Lynn, Craig & Rachel Trojahn  
Art & Bonnie Trujillo  
MaryLou Trujillo  
The Honorable Tom Udall & Jill Cooper  
E.H. & Helen Uhlenhuth  
Andrew Ungerleider & Gay Dillingham  
Jeane Ungerleider & William Stone  
Maria Laverde Urrutia  
Adam & Andrea Usdan  
Hannah & Matthew Usdan  
Mary W. Utton  
Bernard & Josephine Van der Hoeven  
Owen & Kathy Van Essen  
Deborah & Hubert Van Hecke  
Margaret Veneklasen  
Joan Vernick  
Alfredo Vigil  
Drs. Debbie Vigil & Michael Whiting  
Dave & Liz Vlaming  
Wendy Volkmann  
Betty L. Vortman  
Alan Wagman  
Helen Wagner  
Judith Wagner  
Mary Wahl  
Stanley J. Walligora, Jr.  
Jennifer J. Walker  
Karen Walker  
Michael Walker  
Susan Walker & Sandra Hamilton  
Edward A. Walpin  
The Estate of Laura J. Warren  
Harold & Margaret Waters  
Alan Webber & Frances Diemoz  
Dick Weber  
Dr. William P. Weber  
Lori Webster  
Claire & Dr. Steven Weiner  
Greg Weirs  
Ann Wells  
Kappy Wells  
H. Nicole & James A. Werkmeister  
Mollie West  
Bruce Weydemeyer & Charlotte J Kinney  
Sydney Weydemeyer  
Charlotte T. Whaley  
The Honorable Mike & Kyle Wheeler  

Photo by Kristina G. Fisher
“The list of Think New Mexico’s results continues to grow! Thank you for your wonderful positive work, and thank you for continuing to defeat efforts to reimpose the food tax. It makes a real difference to working families in northern New Mexico.” CONSTANCE LIDDY, ABQUIU, NEW MEXICO

Charles & Linda White
Linda White
Lance & Diane White
Philip White
Robert C. White & Pamela Gravagne
Drs. Grace & Glenn Whitecotten
Rollin & Dr. Cheryl Whitman
William Wible
Dr. William H. Wiese
Michael Wiese & Margaret Hennessey
Bettys V. Wilde
Maurice Wildin
Jane & Paul Wilken
Dr. Darryl & Susan Williams
George L. Williams
Robert & Elaine Williams
Thomas & Margaret Williams
Jan Wimerly
Nancy & Ron Winger
Don Winkelmann
Rachel Winston
Nancy Meem Wirth
Gerald Wise
Herman Wisenteiner
Ruth E. Wiser
Jane Wishner & Dr. Robert Rosenberg
Joan & Bill Witkin
Barak Wolff & Leah Popp
Richard Woodruff
Joe R. & Sara Wright

Jerold & Joyce Wulf
Katy Yanda & Chris Norris
Susan Yanda
The Honorable Hessel Yntema & Patricia Contreras Yntema
Glenn Yocum & Emelie Olson
Jane & Daniel Yohalem
Julia L. Young
Michael Zeilik
Mary Zemon
Drs. Kezhuang Zhao & Yan Yang
Adele E. Zimmermann
Charles & Alice Zlatkoff
Michael Zownir

Gifts in Memory of:

SUSAN GAVAHAN AUSTIN
Victor Lee Austin
David Buchholtz & Bridget Gavahan

JERRY BUCHEN
Paul Bardacke & Lisa Enfield
Elizabeth Hinds, MD
Shelley Roberts & Dewey Moore
Arlyn & Fred Nathan
Claire & Dr. Steven Weiner

JERRY, JOHN & SARAH BUCHEN
Barbara Buchen
Lynne Loucks Buchen

JERRY BUCHEN & STEVE STODDARD
Barbara Stoddard

MARY LOU COOK
Lorna Dyer & Jerry D. Watts

MABEL CULPEPPER
H.T. Morgan & Jerrett Koenigsberg

LINDA GAUME
Arthur Norman Gaume
KEITH A. KELLUM
Dick & Sharon Kellum Neuman
DONALD MORSMAN
Mrs. Joan H. Vernick
JEAN SPIGEL
Jacob Spigel
LAURA WARREN
Jennifer Halbert
Ann Alexander & Richard Khanlian
Robert & Carol Kurth
EDWARD WESTCOTT
Donna Higdon

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Organization Information
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“Thinking Cap” Photos
PAGE 21: Arik Burakovsky, Butchart Gardens, Vancouver Island, British Columbia; 2013 Leadership Interns Alexi Horowitz, Josh Espinoza, & Katie Valentine at the Think New Mexico office


PAGE 27: Jebb Norton, South Africa; Martha Hughes, Madagascar

PAGE 28: Lloyd Abrams, Galisteo, NM; Jose Straus, Guadalupe Mountains National Park, Texas; Jenny Parks, Akumal, Mexico

PAGE 31: San Miguel County Commission Chairman Nicolas Leger, Pendaries Golf Course, Las Vegas, NM

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NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS.

Margaret Mead