About the Cover

The cover images show details of the Halagueno Arts Park mural “Dream of a Sunday,” painted by artist Noel Marquez, an Artesia native currently living in Lake Arthur, NM. Noel is a 2008 recipient of the Governor’s Award for Excellence in the Arts. The mural was commissioned by Carlsbad MainStreet and is located on the Carlsbad Library Annex, a City of Carlsbad building within the Carlsbad MainStreet district. For more information about the work of Carlsbad MainStreet, please visit: www.carlsbadmainstreet.org. Photos of the mural were taken by Michael Niemeier, Carlsbad, NM.

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
- Creating a one-stop online portal for all business fees and filings
- Establishing a user-friendly health care transparency website where New Mexicans will soon be able to find the cost and quality of common medical procedures at any hospital in the state.
Think New Mexico’s Board of Directors

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 help 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.

Jacqueline Baca has been President of Bueno Foods since 1986. She helps teach a class about family businesses at the University of New Mexico, where she received her MBA. Jackie was a founding board member of Accion and has served on the boards of the Albuquerque Hispano Chamber of Commerce, the New Mexico Family Business Alliance, and WESST.

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 Bardacke Allison in Santa Fe. 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, Chair Emeritus, 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 Center for economic development 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 also a former Chairman of the Republican Party of New Mexico, the New Mexico Economic Development Commission, and the National Hispanic Cultural Center of New Mexico, where he is now Chair Emeritus.

Liddie Martinez is a native of Española whose family has lived in northern New Mexico since the 1600s. She is the Market President-Los Alamos for Los Alamos National Bank and also farms the Rancho Faisan. Liddie has previously served as Executive Director of the Regional Development Corporation and board chair of the Los Alamos National Laboratory Foundation.

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 Sperling law firm.
Dear New Mexican:

A minor earthquake shook the small world of public policy think tanks last August when a front page article in the *New York Times* documented how defense contractors have cumulatively donated at least $77 million since 2010 to two dozen prominent think tanks to create a more favorable policy climate for their interests in Washington D.C.

In one instance, General Atomics, Boeing, and Lockheed Martin, manufacturers of drones, wanted the Obama administration to change its policy to allow for drone sales to other countries. One of the think tanks, the Center for Strategic and International Studies, issued a report and hosted a conference at its headquarters for top officials from the Air Force, Marine Corps, and Navy, during which it emphasized the need to ease export limits on drones. About a year later, the State Department announced a clarification of its rules and allowed General Atomics to sell unarmed Predator drones to the United Arab Emirates.

Historically, think tanks have provided value in policy debates by being honest brokers of information to policymakers, the media, and the public. So this report by the *Times* was very disturbing to many of us.

From its inception in 1999, the results Think New Mexico has been able to achieve have been built on our independence. That is why Think New Mexico’s board adopted a “Policy on Independence of Research,” which states, in part: “Think New Mexico will not engage in any ‘fee for service’ research or advocacy. No grant or contribution may be accepted if it comes with any conditions requiring Think New Mexico to research a particular subject or to reach any particular conclusion.” We also voluntarily disclose our donors every year in our annual reports, like this one (see pages 20–32) and on our website. Sunshine truly is the best disinfectant.

Your unwavering and generous donations allow us to maintain our independence and work on behalf of the public, rather than special interests. Please consider making a contribution in the enclosed envelope or giving online at www.thinknewmexico.org.

Fred Nathan
June 15, 2017

Fred Nathan, Executive Director; Jennifer Halbert, Business Manager; Kristina G. Fisher, Associate Director; Othiamba Umi, Field Director. Photo by Stephen Lang.
Once again this year, Think New Mexico had a full agenda during the legislative session. We worked to pass two bills, which would have delivered more lottery dollars to scholarships and created jobs by reforming the way New Mexico funds public infrastructure projects. Meanwhile, we fought repeated efforts to reimpose a regressive food tax and, for the third year in a row, defeated legislation to roll back the requirement that the lottery deliver at least 30% of revenues to scholarships. We tell the stories of these efforts in the following pages.
It has been over a decade since Think New Mexico led a successful campaign to bring our state in line with the vast majority of states that do not tax food. Unfortunately, every time the state faces a budget crunch, it seems like the food tax is back on the table. During the regular 2017 session, six separate bills to reimpose the food tax were introduced. The most serious of these was House Bill 412, a comprehensive “tax reform” bill that included the food tax. We successfully made the case that a food tax has no place in tax reform legislation, and the House removed that provision before sending the bill to the Senate (where the bill died). The possibility of reimposing the food tax was raised again during the special session in May. While it fortunately was not included in any of the legislation considered then, we doubt that this is the last we have seen of the food tax, and we will remain vigilant against any attempts to reimpose it.

FOOD TAX FIGHT CONTINUES

Martinez open to restoring food tax as part of reform

ALBUQUERQUE — Gov. Susana Martinez, who in the past vehemently opposed restoring a tax on groceries, told reporters Wednesday she would consider the idea if it is part of a comprehensive package of tax reforms.

Martinez spoke to reporters following a speech at the Economic Forum of Albuquerque at the Hotel Albuquerque in which she talked about the upcoming special session of the New Mexico Legislature, scheduled for May 24.

“I would not support increasing the taxes on food if it’s a standalone piece,” the two-term Republican said. “It has to be something that is going to be considered in a very broad tax reform that broadens that base, lowers the gross receipts tax for all the consumers [and] takes care of that business-to-business pyramiding.”

Martinez called on lawmakers to consider just such an approach when she set the agenda for a special session that became necessary to resolve a standoff between the governor and Democratic leaders in the Legislature over the state budget.

But both supporters and opponents of taxing groceries, interviewed earlier this week, said they doubt if bringing back the tax on groceries has any chance of passing the Legislature.

Opposition to the idea of grabbing more revenue at the supermarket checkout line was noted last week by Senate Majority Leader Peter Wirth, D-Santa Fe. “In addition to bringing in no new revenue, the bill Gov. Martinez continues to push would add a new tax on schools, nonprofits, doctors and as originally introduced would re-impose a tax on food,” he said in a statement Friday. “That proposal was rejected during the regular session by Democrats and Republicans in the Senate.”

Meanwhile, House Speaker Brian Egolf, D-Santa Fe, on Monday said bluntly, “The food tax will not pass the House.”

“We’re not expecting it,” said Fred Nathan, executive director of Think New Mexico, a think tank that led the fight to stop taxing groceries in 2004. “The governor in the past has been opposed and hasn’t left much wiggle room. But if a proposal does come up, we’ll fight it.

We’ve got a coalition [against taxing food] that’s pretty broad and pretty deep.”

That coalition includes the New Mexico Conference of Catholic Bishops, Executive director Allen Sanchez said it would be unfair to raise a tax that would fall hardest on the poor after successive administrations have cut taxes for businesses. “The Church would see that as a shift in burden from the rich to the middle class and the poor,” he said.
New Mexico’s gross receipts or sales tax system is a mess. It is undermined by 383 loopholes, exemptions and deductions for a grab bag of things ranging from fuel for space vehicles to professional boxing matches. It would be a good idea to close these and dozens of other loopholes and to use the resulting revenue to reduce overall tax rates.

Yet the governor and some legislators want to go beyond closing these special-interest loopholes and reimpose the tax on food. Unlike other exemptions, the food tax exemption benefits hundreds of thousands of low- and middle-income New Mexico families. As a consequence, the food tax exemption enjoys wide public support. It is one of the few areas of our tax code that is not broken.

Simply put, reimposing the tax on food does not belong in a tax reform package.

However, the food tax has once again been put back on the table as the Legislature prepares to convene in a special session to resolve issues over the state’s budget. The food tax exemption is worth tens of millions of dollars, which makes it an appealing target for politicians any time there is a budget crunch. Moreover, unlike the exemptions, deductions and credits that benefit narrow special interests, the food tax exemption does not have professional lobbyists defending it.

One of the core purposes of tax reform is to make New Mexico’s tax system less idiosyncratic and more like the tax structures of other states. Taxing food would take New Mexico in a very different direction from the vast majority of states.

Two-thirds of other states (34) do not impose a sales tax on groceries. This includes our neighbors: Arizona, Colorado and Texas. Before New Mexico repealed its tax on food in 2004, many residents of Las Cruces would drive to El Paso for their weekly grocery shopping — and while they were there, they would shop at other stores in the mall, eat at a restaurant, see a movie, and then return with their wallets empty.

The “tax reform” proposal being discussed would also tax prescription medications like those that lower blood pressure and treat chronic illnesses like diabetes. Illinois is currently the only state in the nation that taxes the sale of prescription medicines, according to the Federation of Tax Administrators.

What if instead of taxing necessities like baby food, fruits, vegetables and prescription medicines, we taxed alcohol, tobacco and e-cigarettes somewhat more heavily?

All taxes have collateral negative consequences, but taxes on alcohol and tobacco actually yield social benefits. Numerous studies have found that higher taxes help discourage young people from smoking and drinking because they have less discretionary income and are more sensitive to price increases.

In addition, the taxes on alcohol and tobacco do not generate sufficient revenue to compensate the state for the heavy costs of these products, from health care costs to law enforcement expenses.

According to the U.S. Centers for Disease Control and Prevention, New Mexico experiences more alcohol-related deaths per capita than any other state in the nation, including deaths from things like DWI and cirrhosis of the liver. Yet, New Mexico’s excise tax rate on hard liquor is only the 22nd-highest in the country. Meanwhile, a loophole in the tax code has meant that e-cigarettes have escaped being taxed in the tobacco excise act, so they are taxed much more lightly than any other tobacco product.

Further, taxes on alcohol and tobacco are the only taxes that the public supports. According to a January 2017 poll by Research & Polling, 66 percent of New Mexicans support increasing taxes on alcohol and tobacco, with only 19 percent opposed and 14 percent neutral. Naturally, unlike food, alcohol and tobacco are protected by teams of high-powered lobbyists. It is time for the governor and the Legislature to come together and put the public interest ahead of what the special-interest lobbyists are telling them to do.

As the Legislature convenes for a special session, we hope that legislators and the governor will listen to their constituents who prefer increasing taxes on harmful luxuries like alcohol and tobacco rather than imposing new taxes on necessities like food and medicine.

To learn more and contact your legislators and the governor, please visit thinknewmexico.org.
In 2015, Think New Mexico launched a new initiative to reform the state’s dysfunctional system for funding public infrastructure. New Mexico is the only state that divides up its infrastructure dollars among all 112 legislators, allowing each lawmaker to spend a portion of the money in their sole discretion. Because there is no prioritization or planning, many projects are not shovel-ready or are severely underfunded. As a result, $969.9 million is sitting idle on the sidelines. Our bipartisan legislation to address these problems was one of the only bills in the 2017 session to gain the support of both business and labor. Senate Bill 262 passed two Senate Committees, the full Senate by a vote of 29–10, and the House Appropriations and Finance Committee unanimously. It reached the House Floor with about 18 hours left in the session, but unfortunately was not brought up for a vote before adjournment. The fact that our reform legislation went from not being able to get out of a single committee last year to being one step away from the governor’s desk this year shows the growing appetite for reform. As the legislature and governor continue to battle over whether to raise taxes or cut spending, we believe it is essential to also consider a third approach: enacting reforms that will directly create jobs and grow the economy.

A measure intended to reform infrastructure spending is headed to the Senate floor after Senate Finance Committee approval Tuesday.

But there is limited time to get the measure through the full Legislature to the governor’s desk by the end of the 2017 session at noon on Saturday.

Although Finance Committee members had plenty of questions for sponsor Sen. Joseph Cervantes, D-Las Cruces, none of them opposed the bill.

Cervantes said lawmakers need to take a more coordinated approach to capital outlay spending using severance tax bonds, because so much money ends up unspent.

Part of the problem is a system that has allowed individual lawmakers to fund projects they individually select. Often the projects aren’t ready for construction, are underfunded or weren’t even requested by local entities.

“We can continue to bemoan the problem or we can begin to tackle it,” Cervantes said.

Steve Kopelman, executive director of New Mexico Association of Counties, said county managers want a clearer, fairer way to apply for and get state infrastructure funding.

The original bill was backed by independent think tank Think New Mexico, as well as a variety of business and labor groups.

But it’s unclear if the amended bill will actually take decision making out of lawmakers hands.

“The substitute bill creates a solid foundation on which further capital outlay reforms can be built,” said Kristina Fisher, associate director of Think New Mexico. "It sets the stage for a more transparent review of infrastructure projects and better planning of projects on the front end, which will help move money off the sidelines and create jobs.”
Dispatch New Mexico  by Tom McDonald

Could this be the year for capital reform?

Buried inside nearly a thousand proposals introduced so far this legislative session is a measure that could dramatically reshape how New Mexico spends its money and takes care of its infrastructure.

If passed, Senate Bill 262 would water down politics and beef up the process by which shovel-ready public works projects get funded. It would bring significant reforms to how the New Mexico distributes its capital funds for the upkeep of roads and bridges, water and other infrastructure projects, and in the construction of public facilities, including new schools, all over the state.

We’re talking big money here — $969.6 million as of this year, according to the bill’s fiscal impact report.

If passed and signed into law, SB 262 will create a Public Works Legislative Interim Committee, with nine members appointed from the House and nine others from the Senate. Requests for capital funding would be considered based on need and merit, and the committee would create a list of recommended projects for funding, in keeping with a four-year capital improvement plan that will also be developed.

The process would be a dramatic improvement to New Mexico’s current system of funding capital projects. What the state uses now is inefficient, ineffective and politically tainted.

“Imagine how chaotic and impractical it would be to build the state budget by divvying up the available dollars among all 112 legislators and asking them to individually pick what they want to fund, with minimal coordination,” Fred Nathan, executive director of Think New Mexico, said in an email last week. “Yet that is how we currently spend our infrastructure dollars.”

He’s talking about the Legislature’s annual “Christmas Tree Bill,” so called because there’s something in it from everyone. Lawmakers submit their funding proposals based on constituent requests, then they huddle behind closed doors and decide which projects to fund, and how much to fund them. The process is secretive and skewed in favor of the most entrenched lawmakers, with the actual merit of the projects taking a backseat to pork-barrel politics.

“The process is secretive and skewed in favor of the more entrenched lawmakers, with the actual merit of the projects taking a backseat to pork-barrel politics.”

Think New Mexico, a nonpartisan think tank with a record of legislative successes, has been working for a couple of years now to get a bill passed that would fix this dysfunctional process. Last year, House Bill 307 fell short, but this year, Nathan says, the “climate for capital outlay reform” has improved.

“There is widespread acknowledgement by legislators across the state that the current system is broken beyond repair, and New Mexico simply cannot afford to have $969.6 million sitting on the sidelines at a time when we need all the job creation we can get.”

And the fact that other bills have cropped up this session to fix one or more aspects of the capital outlay system shows “the growing appetite for reform,” Nathan said.

SB 262 appears to be gathering some bipartisan support. Sen. Joseph Cervantes, a Democrat out of Las Cruces, introduced the legislation and Rep. Kelly Fajardo, a Republican from Belen, signed on as its House sponsor. Co-sponsors include Sens. Carlos Cisneros, John Sapien and Bill Tallman, all Democrats.

Meanwhile, Gov. Susana Martinez has called for reforms to the capital outlay system for two consecutive sessions now. In her State of the State address in January, she appealed to lawmakers for “greater transparency and efficiency to the capital outlay process.” SB 262 would do exactly that.

As of this writing, the bill is awaiting consideration by the Senate Rules Committee, but don’t expect it to languish there for long. Cervantes is pushing the bill not only as a reform measure but also as a job creator, since it would free up cash and start funneling a lot of money into construction projects around the state.

This could be a defining bill for this legislative session — a comprehensive reform measure that, if passed, will permanently change the way we fund, improve and maintain our infrastructure in New Mexico. It remains to be seen, however, whether lawmakers will place the merit of such reforms over their own political agendas and experiences.

Tom McDonald is founder and editor of the New Mexico Community News Exchange. He can be reached at mcdonald@guestmediaservices.com.
Capital outlay reform lets NM finally invest in itself

A bipartisan bill that would reform this state’s extremely inefficient capital outlay system — which should pay for pressing public works projects like roads and water systems, but too often buys wrestling mats, water fountains for dogs, band instruments and even zoo animals — deserves the Legislature’s utmost attention.


Currently, millions of dollars from severance tax bonds is split evenly among the governor, Senate members and House members. That means 113 people get a slice of the pie to spend on “infrastructure,” though not all too often that definition is stretched to ridiculous lengths. Because no single legislator is able to fully fund a large project, such as expanding a water system or rebuilding an interchange, he or she often appropriates a portion of the funding in hopes of eventually finishing it with future funding.

Even worse, a lawmaker sometimes spends the money on small projects that earn brownie points with constituents instead of trying to address more important projects that would have had a positive and lasting impact on the whole community.

And because there’s no system in place to prioritize infrastructure projects or to ensure critical projects are ready to begin as soon as they are funded, a lot of money goes unspent, and for years. The result in 2017 is $863.9 million appropriated to various projects — but never actually used to do anything. That is inefficiency with a capital I.

SB 262 would create an 18-member interim committee of the Legislature that would hold public hearings to evaluate proposed infrastructure projects during the summer and fall before the legislative session begins.

Nine of the members would be appointed by the speaker of the House, and the other nine would be appointed by the Senate’s Committees’ Committee. Both panels would be required to have the same proportional representation from each major political party as exists in each chamber.

The committee would evaluate projects for their potential to address urgent public health and safety needs, create jobs and leverage other dollars to expand the infrastructure pie. The committee would give careful consideration to the greatest needs of the state in any given year.

That’s similar to how the state’s annual budget process works and would bring needed transparency to an important legislative process.

While the current system of divvying up infrastructure dollars to each chamber and the governor is popular with lobbyists and politicians, it means the nation’s fifth-largest state builds things — or doesn’t! — based on pure political wants instead of prioritized constituent needs. That’s unconscionable, especially in a poor state like New Mexico and especially during the current fiscal crisis. And New Mexico is the only state with such an unjustifiable and unaccountable capital outlay system.

Although governors since Bruce King have tried to reform the state’s capital outlay system, many lawmakers consider bringing home the capital outlay pork an investment in their own political futures. It is beyond time for the state to invest in constituents’ long-term needs instead. The dismantling of the current system of patronage — which neither produces jobs nor ensures a healthy infrastructure that helps attract new business — is long overdue.

The Senate, House and governor should make 2017 the year New Mexico started truly investing in itself.
During the 2017 session, Think New Mexico successfully fought off a third attempt to raid the lottery scholarship fund. Similar to bills introduced in 2015 and 2016, this year’s Senate Bill 192 proposed to repeal the law requiring the lottery to deliver at least 30% of revenues to scholarships. Think New Mexico successfully won passage of this reform in 2007. Many have asked us what is behind the relentless push to roll back a reform that has successfully delivered an additional $9 million a year to students (including record returns last year). The answer is that the New Mexico Lottery contracts out most of its operations to three multinational gaming vendors that run lotteries all over the world: Intralot, International Gaming Technologies, and Scientific Games. Requiring the lottery to deliver at least 30% of revenues to students delivered more money to students but cut into the profit margins of these corporations. So they hired teams of well-connected lobbyists to work to undo our reform. This year, along with fighting to keep the 30% for scholarships, Think New Mexico also worked to pass a bill that would have delivered more money to scholarships (including the $2–3 million a year in unclaimed prizes that currently goes back into the prize pool). Our bill passed the House with only a single dissenting vote, but unfortunately did not make it through the Senate.
Ronald Reagan was president when I bought my first and last lottery ticket. There had to be better ways to squander a dollar than trying for a lottery jackpot, since the odds against a player are in the millions.

Now I hear debates everyday about the New Mexico Lottery. Under state law, it has to provide 30 percent of its revenues for college scholarships. Dan Salzwedel, chairman of the lottery board, said this system is strangle ticket sales.

"We're going to continue to drop off with this outdated business model because (operational) expenses are going up," Salzwedel said.

The lottery's management team is in lockstep with lobbyists for lottery vendors in trying to revamp how the numbers game operates. Opposing them are certain legislators of both parties and the public policy organization Think New Mexico.

Salzwedel and the lobbyists for vendors are backing a controversial bill by state Sen. John Arthur Smith, D-Deming. It would eliminate the 30 percent funding requirement for college scholarships and allow the lottery to pour more money into prizes and promotions for its games of chance.

If the lottery is free to spend as it pleases to entice more gamblers, Salzwedel said, it eventually will raise additional money for college scholarships. How much more?

"We can't answer that," Salzwedel said.

But, he said, his hope is that the change would add $1 million to $8 million to the scholarship program in three to five years.

A review of lottery ticket sales made me skeptical of Salzwedel's claim that business is hurting.

In fiscal year 2016, the New Mexico Lottery had gross revenues of $315.4 million, a record. Thirty percent, or $46.3 million, went to college scholarships, another record. And revenues for the first two quarters of this fiscal year were even better than in 2016.

Salzwedel said revenue rose because of sales of national Powerball tickets when jackpots soared, something that happens only occasionally.

Yet, since 2008, when New Mexico legislators first required the lottery to turn over 30 percent of its gross revenues for scholarships, the amount going to the college fund has exceeded $40 million every year. Think about that. A system that the lottery says is broken has supplied at least $40 million annually for scholarships, helping students receive college degrees and enter the workforce with little or no debt on loans. …

The lottery staff has a formidable opponent at the Capitol in Fred Nathan, executive director of Think New Mexico.

"The only people bearing the risk of this scheme are the students," Nathan said. "Revenue for the vendors would go up with the change."

And those vendors are well-represented at the Capitol.

"The biggest proponents of the bill, as always, are the lobbyists for the three multinational gaming corporations that contract with the lottery," Nathan said.

One of these lobbyists is Pat Rogers, representing Scientific Games. He is a former Republican national committeeman and an ally of Gov. Susana Martinez. Mickey Barnett, another former national committeeman of the Republican party, and Dan Najjar are the lobbyists for Intralot Inc. State records show that Georgia-based Intralot donated $50,000 last September to the political committee Advance New Mexico Now, which is run by Martinez's adviser.

The other lobbyist is Vanessa Alarid, who's married to state Rep. Antonio "Moe" Maestas, D-Albuquerque. She represents International Gaming Technologies.

With their win in the Senate, the lobbyists and the lottery staff can now shift their attention to the House of Representatives. Nathan will fight them every inch of the way.
Once again, the state Higher Education Department is warning that scholarships funded by the state lottery — which for years paid 100 percent of the tuition for students attending state colleges and universities, but now pays only 90 percent — could fall to covering 70 percent or less of tuition by next fall.

And once again, lottery officials are claiming that the only way they can boost sales and put more money into the scholarship fund is to remove the requirement that at least 30 percent of lottery revenues go to scholarships. That’s been the refrain for years from lottery CEO David Barden, who claims removing the 30 percent benchmark will let the lottery increase prizes, which will boost sales, which will pump more money into the scholarship fund. Dan Salzwedel, the lottery board chairman, has joined Barden’s chorus.

Here’s the concern: Between the lottery’s inception in 1996 and July 2007, it contributed an average of 23.4 percent of its gross revenues to scholarships, while spending nearly that much on administrative and operating costs. After the independent think tank Think New Mexico released a report in 2006 critical of the lottery’s low contribution to the scholarship fund, the Legislature mandated that, beginning July 1, 2007, the lottery had to contribute at least 37 percent of its gross revenues to scholarships. That mandatory contribution rose to a minimum of 30 percent beginning Jan. 1, 2009. The lottery has made that benchmark ever since.

But there are new problems. With lottery proceeds this year projected to be about $9 million less than last year’s, it’s clear that gambling revenues in our poor state might have hit a saturation point. Legislators have known since 2008 that demand for the scholarships has been outstripping the state lottery’s ability to pay for them but have yet to come up with a permanent fix. Instead, lawmakers have tried Band-Aid approaches such as supplementing the scholarship fund with liquor excise tax revenues.

Meanwhile, the students for whom the lottery was ostensibly set up are getting less — and this fall maybe get even less than that — of their tuition costs covered.

More than 109,000 students have used lottery scholarships. Discussions about raising the academic requirements for students to receive lottery scholarships, which the Journal has supported, have been non-starters. The Journal has also consistently supported the retention of the 30 percent benchmark because of what has happened here and in other states when it’s not there. High administrative costs and lucrative deals for lottery vendors. But watching students receive less and less from the lottery doesn’t honor the program’s intent, either.

So here’s a suggestion for lawmakers in the 2018 session: Require that Barden’s contract, which ties his bonuses to revenues, ticket sales and operational savings, be changed so those bonuses are linked to the amount of money going into the scholarship fund. (Barden’s base pay and possible incentives added up to close to $750,000 in 2015.)

Consider legislation to remove the 30 percent benchmark but require that contributions to the scholarship fund increase by an average of at least 6 percent annually over the next three years. Even with the benchmark, the lottery scholarship fund increased an average of 3.5 percent annually between 2012 and 2016, so roughly doubling it without the benchmark seems plausible.

If, after three years the lottery can’t hit that number, reinstate the 30 percent benchmark and require Barden, his executive staff, and all seven members of the governor-appointed Lottery Authority board tender their resignations without the possibility of reappointment.

In other words, let the people responsible for running the lottery take the same gamble they’ve been asking everyone else to take since 2008. It’s time lottery officials put their money where their mouths are.
Health care costs keep going up, but, even more frustrating for employers and health care providers, there’s seemingly no way to track them.

“It’s impossible to know upfront what you’re paying for,” said Kristina Fisher, associate director of Think New Mexico, a nonprofit think tank. “Transparency in the industry can help with cost containment.”

When a patient goes to a hospital, he or she can’t find out the exact cost of a procedure until after the fact. It’s near impossible to compare prices and find the best deal, Fisher says, when there’s no consumer information.

Fisher says a bill passed in 2015 that can change all of that, and it’s getting closer to becoming a reality. The law requires that the state run a health care transparency website that lists the prices, and outcomes, of different surgeries and treatments at different hospitals.

“The idea is that people will be intelligent health consumers,” she said. “We’ll put the prices on the web for anybody to see.”

Right now, a special committee is working through a set of guidelines and rules to set up the site, and has become more complicated than you might think.

The state has always collected data from hospitals, but the only cost it collected was what hospitals charge for procedures. The problem is, Fisher says, the charge is often negotiated down by insurance providers, so what hospitals charge is almost never what patients actually pay.

In order to have a working website that accurately reflects actual patient costs of a procedure, she says, they have to find another way to track costs.

In most states that have an online portal, she says, it works as a payer claims database, which means every health insurance provider submits their payer claims to the state, and the website will show average prices to give consumers an idea of how much they might be paying.

Another concern when it comes to health care price tracking is the question of what actually counts in the cost of a procedure. When you get a surgery done, for example, you’re paying for the labor put in by the surgeon, nurses and anesthesiologists, you’re also paying for the medical supplies used, and you’re probably paying for the costs of x-rays and MRI’s used to diagnose the problem in the first place, to name a few.

Fisher says the committee must decide how it’s going to collect price information and what counts towards the price of each procedure ... [but] the end result will be worth the work put in.

“When you put these cost numbers out there, the high ones tend to go down,” she says. “We think there’s real potential for positive competition to bring prices down and increase quality.”

According to the 2016 Price Transparency Report created by the Health Care Incentives Improvement Institute, a woman could pay $600 more out of pocket for delivering a baby at a high-priced hospital compared to delivering somewhere that charges an average price. Nationally, the cost differences between the cheapest and most expensive hospitals, when it comes to delivery costs, is over $5,000.

New Mexico’s portal, by law, must be up and running by Jan. 1, 2018, but Fisher says she hopes to see at least some transparency elements available online before the deadline.

Think New Mexico
Think New Mexico has been advocating for smaller schools since 2008, based on the evidence showing that smaller schools tend to have higher student achievement and graduation rates, as well as higher levels of satisfaction among students, parents, principals, and teachers. Last year, we joined a group of parents and concerned community members who successfully opposed the closure of Velarde Elementary, which has been nationally recognized for excellence. This spring, we weighed in against a misguided proposal to close two small schools in Santa Fe, both of which serve predominantly low-income students – the children who benefit most from smaller schools.
Think New Mexico’s Leadership Internship program aims to retain a new generation of potential leaders in New Mexico by training them how to develop and enact sound public policy and showing them how they can make a difference here in their home state. We are proud to announce the five remarkable students who have been selected as 2017 Leadership Interns.

**Shea Fallick** is an Albuquerque native who is now a senior studying Math and Economics at Emory University. Shea previously interned for Senator Tom Udall and served on Albuquerque Mayor Richard Berry’s inaugural Youth Advisory Council.

**Peyton Lawrenz** grew up in Santa Fe and is now a junior majoring in Politics at Princeton. She is passionate about combating inequality in educational opportunities, and she currently volunteers as an ESL teacher for recent immigrants.

**Joli McSherry** was raised in Deming, and she is now a senior majoring in Government and History at New Mexico State University. Joli serves as President of the Model United Nations team and Vice President of the NMSU College of Arts and Sciences Council.

**Abel Romero** grew up in rural Valencia County. He is now a junior majoring in Political Science and American Studies at Williams College. Abel has volunteered with the Valencia Community Action Network and canvassed for a candidate for his state legislative district.

**Phil Wilkinson** was raised in Albuquerque and graduated from Yale with a degree in History and Global Affairs. Phil served as a Latino Vote Intern on a presidential campaign last year and is headed to Cambridge University to earn a Masters degree in American Political History.

Finally, Albuquerque Academy senior **Raffaele Moore** volunteered with Think New Mexico for his Senior Internship Project in May 2017 before heading to Brown University.

To learn more about Think New Mexico’s Leadership Internship, read bios of past interns, or find out how to apply, please visit: www.thinknewmexico.org
Think New Mexico’s board is launching an endowment fund in honor of Stewart Udall, our founding board Chair, and Garrey Carruthers, our Chair Emeritus.

Stewart Udall served three terms in Congress and was Secretary of the Interior under Presidents John F. Kennedy and Lyndon B. Johnson. He chaired Think New Mexico’s board from its founding in 1999 until his passing in 2010.

Garrey Carruthers was also a founding board member of Think New Mexico, and he chaired our board from 2010–2015. He grew up in Aztec, NM, earned his PhD from New Mexico State University, received a White House Fellowship, and served as Governor of New Mexico from 1986–1990. Garrey is currently serving as President of his alma mater, NMSU.

Both Udall and Carruthers exemplify Think New Mexico’s values: a deep dedication to public service and a willingness to work across the aisle for the public good. This sort of leadership is badly needed in our current times, and it is exactly what we hope to cultivate in our interns.

Of the students who have interned with us since 2008, three have earned Truman Scholarships, three have received Fulbright Fellowships, and one has received a Marshall Scholarship. Alumni of our Leadership Internship program are already making positive impacts on New Mexico. Former intern Diane Alongi Berger produced a widely acclaimed documentary on preventing child abuse and neglect in New Mexico, and Emma Hamilton and Tiffany Cox went on to work for Senator Udall’s Las Cruces district office. Carlie Malone and Julia Downs were hired as budget and policy analysts with the Legislative Finance Committee. Jacob Candelaria became one of the youngest individuals ever elected to the New Mexico state Senate.

Our goal with the Carruthers-Udall Internship Endowment is to raise $100,000, which would support two internship positions in perpetuity. (Interns receive the Santa Fe Living Wage, currently $11.09 per hour, and their total stipends are just over $2,500.)

As of this writing, Think New Mexico has raised about two-thirds of our goal. If you are interested in helping us complete the Udall-Carruthers Leadership Internship Endowment, please contact us.
## Statement of Income and Expenditures

### INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<td>Car Donations</td>
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<tr>
<td>Endowment Income</td>
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<tr>
<td>Foundation Grants</td>
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<tr>
<td>Individual Contributions</td>
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<tr>
<td>Sale of Reports &amp; Online Store Items</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>$558,830</strong></td>
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### EXPENDITURES

<table>
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<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Benefits: Health, Dental &amp; Disability Insurance</td>
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<tr>
<td>Benefits: Pension Plan &amp; Fees</td>
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<tr>
<td>Computer Consulting &amp; Website</td>
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<td>Contract Services</td>
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<td>Depreciation</td>
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<td>13,014</td>
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<td>Graphic Design</td>
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<td>Travel</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$504,997</strong></td>
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Think New Mexico’s fundraising expense as a percentage of cash income in 2016 was 7.4%.

Think New Mexico’s administrative overhead expense (“management and general”) as a percentage of cash income in 2016 was 7.1%.

**Note:** These financial statements do not include unrealized investment appreciation.
FINANCIAL SUMMARY  
Year Ended Dec. 31, 2016

Balance Sheet

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<tr>
<th>ASSETS</th>
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<td>Cash and Cash Equivalents</td>
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<td>Endowment Funds</td>
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<td>Grants Receivable</td>
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<td>Investments</td>
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<td>Prepaid Expenses</td>
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<tr>
<td>Property and Equipment*</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,794,252</strong></td>
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</table>

<table>
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<th>LIABILITIES</th>
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<td>Accounts Payable</td>
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<td>Accrued Expenses</td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>$14,748</strong></td>
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<table>
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<th>NET ASSETS</th>
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<td>Unrestricted</td>
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<td>Temporarily Restricted</td>
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<td><strong>Total Net Assets</strong></td>
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</table>

**Total Liabilities and Net Assets**  
$2,794,252

* Net of Accumulated Depreciation.

Source for pages 18 – 19: Financial Statements for the year ended December 31, 2016 and Think New Mexico’s IRS Form 990 for 2016. Independent auditors: Swain & Grieco, LLC CPA.
FOUNDATION PARTNERS

(A JANUARY 1, 2016—May 31, 2017)

Abeles Foundation
Aceves London Family Fund
ALH Foundation
Avalon Trust
AWC Family Foundation
Barker Welfare Foundation
Bolene Charitable Trust
Brindle Foundation
Candelaria Fund
Caprock Fund of Tides Foundation
Castagnola Family Fund
Celli Foundation
Chase Foundation
Cohen Foundation
Kaufmann Fund of Communities of Coastal Georgia Foundation
Con Alma Health Foundation
James N. Cost Foundation
Delle Foundation
Eye Associates/Gerald & Alice Rubin Memorial Foundation Fund
Feinberg Foundation
Foster Foundation
Frost Foundation
Furth Family Foundation
Gale Family Foundation
Garfield Street Foundation
Hunt Family Foundation
IDM Foundation
Independent Community Foundation, Inc
Kate Klein Fund of the Santa Fe Community Foundation
Kuhn Foundation
LANL Foundation
LEF Foundation
Life Center Foundation
Los Alamos National Lab Foundation
Louise Arnold Maddux Environmental Foundation
Merck Foundation
Marlene Nathan Meyerson Family Foundation
Santa Fe Community Foundation
SB Foundation
Scandia Foundation
Simon Charitable Foundation
Thoma Foundation
Thornburg Foundation
Edith M. Timken Family Foundation
Toan-O’Brien Foundation
Usdan Foundation
Doris Goodwin Walbridge Foundation
Franklin E. Wilson Foundation

IMAGE: Geraint Smith

Think New Mexico 20
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.
Liz Bremner & Karen Crow
Eleanor Brenner
Jane Brickner
Grace Brill & Dan Schwartz
Nancy Brinegar
Felicity Broennan
Robert Brokate
Oneida Brooks &
Bradley Gummersall
Murray & Cindy Brott
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Martha Worthington
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The Honorable Doug &
Sarah Brown
Harry Browne &
Christine Jepson
David Bruner
Ted Buchanan & Sally Corning
Lynne Loucks Buchen
David Buchholtz &
Bridget Gavahan
Kate Buckley & Steven Dichter
Nancy & Larry Buechley
Nancy M. Burgas
David & Hannah Burling
Caroline Burnett
Daniel & Amanda Burns
Anne W. & Jack Burton
Jay Bush & Peggy Radberg
Dr. William Buss
Phillip & Jenny Butz
Joan Bybee & Ira Jaffe
Helen B. Cahn
Barbara & Charles Calef
The Honorable Chris &
Carol Calvert
Arlene M. Campbell
Carol Campbell
Charles P. Campbell
Susan & Christopher Campbell
Elizabeth & Steve Cantrell
Eleanor Caponigro
Geraldine A. Carlberg
Andrea & Rick Carlton
Robert C. Carroll &
Leslie Lawner
The Honorable Garrey &
Kathy Carruthers

Kent Carruthers
Courtney & Linnea Carswell
Josh & Cristy Carswell
Ann & Mark Carter
Adele Caruthers
Pat & Joe Casadone
Kim & Richard Casford
June & Tom Catron
Ellen & Andrew Celi
Michael Celuzza
Mary Catherine Cernicek
Charlene Cerny &
Joseph Chipman
Nat Chakeres &
Almea Matanock
David D. Chamberlin
Honey & Peter Chapin
Julie & Matthew Chase-Daniel
Chris & Tina Chavez
Dr. Lance & Kathy Chilton
Thomas & Judith Christopher
Tom & Sylvia Claffey
Drs. Douglas &
Carla Bloedel Clark
Elizabeth R. Clearwater
Marc Cleaver
Bil Clement
Keith & Curt Clemson
F.T. Cloak
Peter Clout
John Clubbe
Martha Cluett
Camille Coates
Tim & Monica Coder
Robert Coffland & Ellen Moore
George M. Cohen
Joseph & Ronnie Cohen
Saul & Ann-Lise Cohen
Madelin Coit
Jen Cole
Karyn Kluz Cole & Bill Maguire
Dennis N. Collins
David & Mary Colton
Carol Condie
Thomas Conley
John Connell
Patricia & Edwin Conway
Douglas Conwell
Dr. John Counts
David & Maria Cowley
Margaret Jaramillo Cox
Tiffany Cox

Think New Mexico 22
Think New Mexico’s social investors come from 121 communities across New Mexico (and beyond!).

Benjamin Crane
Godfrey Crane & Johanna Binneweg
Deena & Travis Crawley
Dianne Cress & Jon McCorkell
Margaret Crim
Edward Crocker & Ann
Lockhart
Judith Crocker
Margo Cutler
Mary Loring Daggett
Nancy Dahl

Marty Daly
Richard J. Daly
Dr. Glen W. & Shirlee Davidson
Alice & Houston Davis
Jordan P. Davis
Lynn Day
Nancy Day
Steven J. Dayton
Mary & Chuck De Bare
Charles De Saillan
Lori De Santis

Annie Dear
William DeBuys
Dale Dekker & Diane Shafer
Elaine Del Valle
Dolores DeMers
Beverly A. Denney
George Descamps
Nancy Desiderio & Michael Sloane
John Dessauer
Dr. Neal & Paula Devitt
Winnie DeVore
MAKING THINK NEW MEXICO A LASTING PART OF YOUR LEGACY

One of the best ways to sustain Think New Mexico’s work over the long term is to include our organization in your estate plans. We are honored by the generosity of the following friends and supporters, who let us know that they have included Think New Mexico in their wills or designated Think New Mexico as the beneficiary of a retirement or other account (those listed in italics are deceased):

Ann Aceves
Kirsten Anderson
Paul Bardacke
Rob Coffland
Ambassador Glenn Ferguson
& Patricia Ferguson
Ira Jaffe
Sylvia C. Koerber
Robert
& Charlotte Kornstein
Jim Manning
Jan Pylko Mayans
Dr. Karen Milstein
& Dr. Philip Milstein
Fred & Arlyn Nathan
Peter Ossssorio
Howard Rubin
The Honorable Bill Tallman
The Honorable
Laura Warren

We also wish to extend our sincere thanks to several anonymous donors who have made provisions for legacy gifts to Think New Mexico. For more information on making a legacy gift, contact us at (505) 992-1315.

Maria Globus &
J. Scott Altenbach
Donald & Diane Goldfarb
Roger Goldhamer
Philip D. Goldstone
Donna Gomien
Robert Gontram
Maria Rosella Gonzales &
Marijo Baca
Nina Gonzales
Richard & Anne Gonzales
Charles & Jillian Goodmacher
Lynn Goodwin
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Gary L. Gordon &
Terri A. Giron-Gordon
MacDonnell Gordon
George Gozgian
Erika Graf-Webster
Gerry Graff
Cameron Graham
Nathaniel Graham
Richard Graham &
Sandra Lauderdale Graham
Mari Grana
Dr. Dwight Grant &
Dr. Mary Yoder
Marcia & Paul Greenbaum
Julianne Greenspan
Requa Tolbert Greer &
George Greer
F. Judith Griego-Ruth &
Robert J. Ruth
Gary & Patricia Griffin
Robert & Margaret Griffith
Anne M. Grillet &
Richard L. Schiek
Roderick Groves
Thomas D. Growney
Lauro Guaderrama
Oksana Guba
Sharon Guerrero
Miles & Sylvia Gullingsrud
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Capt. Bruce A. Gustin, III
Blaine Gutermuth
Elizabeth Gutierrez &
Richard Schoegler
Patricia & Ariel Gutierrez
Rick & Cheryl Haaker
Dudley & Beverly Hafner
Gail Haggard
Jennifer Halbert
Jan Hamilton
James Hammerberg
Marta & Jack Handey
David G. Hanna
Jim Hannan
Margaret & Don Hanson
Patrick Hanson &
Cecilia Williams
Nancy Harbert
Michael Harbour &
Nancy Rutland
Patricia Harlow
John & Peggy Harnisch
Amanda Harper
James Harrington
LaDonna Harris
Mary & Richard Harris
Wendell & Harriett Harris
Dick & Ann Harrison
Nick & Terry Harrison
Ted Harrison &
Linda Spackman-Harrison
John Hart & Carol Prins
Suzie Havemann
Dr. John Hawley
Maria-Ester De Anda Hay
Anna Jane Hays
Gary & Linda Hays
Michael L. Hays
Lyn S. Hebert
William Heimbach

IMAGE: Kristina G. Fisher
We are grateful to our “monthly amigos” who have chosen to make automatic monthly donations to Think New Mexico from their banks or credit cards. The supporters listed here have signed up to make contributions ranging from $5 to $300 a month. These recurring gifts provide Think New Mexico with a steady, predictable income throughout the year, and our Amigos never have to remember to write a check!

If you’d like to become a Monthly Amigo, you can easily sign up to make a recurring donation on the “Support” page of our website (your donation will be processed through PayPal, and you can change the amount of your donation or cancel it at any time).

MANY THANKS TO OUR MONTHLY AMIGOS!

5 Star Burgers
Kristina Anderson
Karyl Ann &
Kenneth Armbruster
Leslie & Rutgers Barclay
Don & Judith Bennett
Sonya Berg
Charles P. Campbell
Frank T. Cloak, Jr.
Richard J. Daly
Dolores DeMers
Nancy Desiderio &
Michael Sloane

Jane Engel
Nancy Futran
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Nick & Terry Harrison
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Marianne & Dennis Hill
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Mildred Hillstrom
Robert Himmerich y Valencia
Scott Hindman
Dr. Elizabeth Hinds
E. Franklin Hirsch
Roberta & Peter Hirsch

Nathan E. Hite
Stephen & Jane Hochberg
Louis & Georgianna Hoffmann
Rebecca Hoggarth
Robert & Evonne Holder
David & Elizabeth Holland
R.R. Hollingsworth
John & Mitzi Holmes
Bernhard E. &
Barbara E. Holzapfel
Helen R. Homans
Kevin & Diana Honnell
Dr. Richard & Marian Honsinger
Elizabeth Hoobler
Sherry F. Hooper
Robert &
Elizabeth Fishel Houghteling
Hildegarde Howden

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Jeffrey Howell & Bill Press
Patrick Hubenthal
Honorable Herbert H. Hughes
Martha E. Hughes
Mary Hermann Hughes
Carolyn W. & Clark Hulse
Ann Hume
Michael Hundley
Julia Hunkins
Ted & Georgie Hutton
Charles & Charlene Hyle
David Ingalls
Peter B. Ives
The Honorable Peter N. Ives
Dixie & Michael Jackson
Elaine & Brian Jacobs
Michael Jacobs

“Many thanks for your admirable, awe-inspiring, and far-sighted efforts on behalf of all New Mexicans! I deeply admire Think New Mexico’s thoughtful approach and dedication to improving the lives of all of us in this state.” KEVIN LAVINE, SILVER CITY, NEW MEXICO
Mike McGonagle & Wendy Dunaway
Jane & David McGuire
Keith McIntee & Taryn Vian
Michael McKay
Steven D. & Tina S. McKee
Bruce McKinney
Jean B. McKinney
Dorothy McKissick & Donald Brannan
Annmarie McLaughlin
George & Tiia McLaughlin
Kelly McMahan
Blaire McPherson
Saba McWilliams
Jason Mechenbier
David Mehlman
Dale & Ivan Melada
Michael Melody & Bonnie Binkert
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Margaret N. Merrell
Katharine E. Merrill
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Donald & Barbara Meyer
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Dr. Ruth Shore Mondlick
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Ann Morgan
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Shirley E. Morrison
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Frank L. Moschiano
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Philip W. & Suzanne R. Moss
Elizabeth Moya

Virginia Mudd & Clifford Burke
Eileen Mulvihill
Brian H. Murphy
Joan Murphy
Kim Murphy
Philip & Julie Murray
Dane Myers & Melinda King
Daniel D. Myers
Juliet Myers
David J. Nathan & Rebecca L Chaplan
Frances E. Nathan
Fred & Arlyn Nathan
Ruth G. Nathan
Sara Nathan & Joel Kazis
David Neal & Alice Redmond-Neal
Sue & Jim Neidhart
Morgan Nelson
Nancy Nesbit
Lupe V. Neudecker
Richard & Sharon Kellum Neuman
Deanne Newman
Charles C. Newman & Tom Appelquist
William Niendorff
David Nochumson

Think New Mexico  28
YOUR OLD CAR OR TRUCK CAN KEEP THINK NEW MEXICO RUNNING!

Has your old car or truck reached the end of the road? Whether it’s running or not, your car, truck, RV, boat, or other vehicle can make a positive difference in the lives of New Mexicans if you donate it to Think New Mexico! Think New Mexico partners with the Center for Car Donations to accept your generous gift. They will come pick up the vehicle, sell it at auction, and forward the proceeds to Think New Mexico.

If you have any questions, or are interested in donating your vehicle, please call the Center for Car Donations at 1-877-411-3662 (be sure to tell them that the donation is for Think New Mexico) or visit the “Support” page of Think New Mexico’s website: www.thinknewmexico.org.

Bob Nordstrum
Phyllis B. Norman
David & Audrey Northrop
Sarah Noss
Dan & Mary John O’Hair
Kathryn O’Keeffe
Rachel O’Keeffe & Steven Bohlin
The Honorable Susan & Timothy O’Leary
Elizabeth & Hugh Alan O’Neall
Dylan O’Reilly
Jane Clayton Oakes & Joa Dattilo
Nancy E. Oakes
Katherine Oakley & Doug Edgar
Rebecca Okun
Robert Oldakowski & Luis Mendoza
Porus & Deenaz Olpadwala
Christophe Olson
Lynn & Jim Olson
David & Diane Oram
Linda Osborne
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James R. Pace
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Dr. Adam & Rachel Paley
Gayle Palshook
Vince Paoletti & Ann Powers
Mary Jane Parks & Don Moseley
Jenny Parks & Grove Burnett
Larry & Elizabeth Pearsall
Robert C. Peck
Robert A. Pelak
Clifford L. Pelton
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Dr. Daniel P. Petersen & Myriam Torres
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Dr. Steve Pilon & Theresa Dunn
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“Thinking Cap” Photos
PAGE 21: Ivan Melada with his grandson in Albuquerque; Billie Blair & Gene Weisfeld, Patagonia
PAGE 24: Rick Fisher, Columbia River Gorge; Donnovan the dinosaur, Santa Fe; Joli McSherry, Santa Fe
PAGE 27: Raffaele Moore, Santa Fe; Fire Captain Cynthia Main, in front of her fire truck in Terrell, Texas
PAGE 28: Erica Gionfriddo & Eliot Fisher, rafting the Rio Grande; Shea Fallick, Santa Fe; George Duncan, Royal Botanic Gardens, Sri Lanka
PAGE 31: Sienna Gilbert & Lilian Leyba, Santa Fe

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