THINK NEW MEXICO
A Results-Oriented Think Tank Serving New Mexicans

20TH ANNIVERSARY
1999–2019

YEARS OF RESULTS FOR NEW MEXICANS

2018–2019 ANNUAL REPORT
About the Cover
The cover features images from Think New Mexico’s first two decades, including the photograph “Summer Storm Over the Painted Kiva” by Alex Candelaria Sedillo, which inspired our logo; details of the painting “Seasons of the Acequia” by Jim Vogel, featured on the cover of our 2003 policy report on the Strategic Water Reserve; the cover art by Jeff Drew for our 2011 report, “Rethinking the PRC”; the image from our 2001 report on abolishing the food tax; a photograph of a full-day kindergarten student by Dorie Hagler; and photographs of Leadership Interns and supporters including Fire Captain Cynthia Main, John Espinoza, Stuart Bluestone, Senator Tom Udall, former Attorney General Paul Bardacke, former Judge Tim Garcia, Annie Dear, Sandy Brickner, Liz Cerny-Chipman, Joseph Chipman, Charlene Cerny, M. Carlota Baca, Neel Roy, Julisa Rodriguez, Mitchel Latimer, EmmaLia Mariner, and Elena Purcell.

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.
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 can find the cost and quality of common medical procedures at any hospital in the state

**Image:**
*Summer storm over the Painted Kiva. Photo copyright Alex Candelaria Sedillos westlight@yahoo.com*
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. 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. In 2019, she was appointed to the Federal Reserve Bank of Kansas City’s Denver Branch Board of Directors.

Paul Bardacke served as Attorney General of New Mexico from 1983–1986. He 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. Paul was a member of the National Park System Advisory Board for seven years.

Garrey Carruthers served as Governor of New Mexico from 1987–1990 and as Chancellor of the system and President of New Mexico State University from 2013–2018. In between he served as Dean of the College of Business at NMSU and as President and CEO of Cimarron Health Plan. Garrey was instrumental in establishing the Arrowhead Center for economic development in Las Cruces.
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.

Fred Nathan, Jr. 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:

We launched Think New Mexico two decades ago with the simple idea that a results-oriented think tank that advocates for bipartisan solutions could help to advance New Mexico in some of those national rankings where the state is too often at or near the bottom.

Our timing was not particularly good, as it seems that bipartisan problem-solving has never been more out of style than it is now.

However, by focusing on a single issue each year, a necessity given our small size, we have been able to avoid the partisan warfare long enough to achieve some notable results for the people of New Mexico.

These results are directly attributable to a growing group of New Mexicans spread across the Land of Enchantment who faithfully support our work year after year and who contact their legislators to express their support for our legislative proposals. Their ranks have grown from 52 in 1999, our first year, to 942 this last year. You can find all of their names on pages 24–40 of this report.

The other major factor in our success is that we have been led by some remarkable New Mexicans who lend their wisdom as well as their sterling reputations to Think New Mexico’s board. We refer to them as the “brain trust” of Think New Mexico. This year we are delighted to welcome back former Governor Garrey Carruthers, who went on emeritus status while leading New Mexico State University.

As it has been from the beginning, the core of our work is produced by my phenomenal colleagues, who are my favorite policy wonks in the state.

We look forward to continuing our work to improve the lives of all New Mexicans over the next two decades, especially if bipartisanship should ever come back into style. I encourage you to join us by sending a contribution to Think New Mexico in the enclosed yellow envelope, giving online at www.thinknewmexico.org, or in one of the many ways described on pages 29–38.

Fred Nathan, Jr.  June 1, 2019
Think New Mexico’s biggest victory this year came in the state budget, which included language to maximize the amount of the state’s education dollars that are spent in the classroom, rather than on central administration. This language was based on legislation that Think New Mexico drafted after our research found that, over the past decade, 61 of the state’s 89 school districts grew their central administration faster than their classroom spending. Statewide, spending on school district general and central administration grew more than twice as fast as classroom spending over the last decade. So we drafted a bill (House Bill 77) that would limit the growth of administrative spending and direct more dollars to the classroom. Although we were disappointed that we were unable to pass House Bill 77, due to the powerful opposition of school district administrators, we were gratified that the governor and the legislative finance committees agreed with us that limiting administrative spending is essential to improving education quality. For the first time, this year’s budget directs the Public Education Department to reject the budget of any school district or charter school that spends a disproportionate amount on administration, relative to similarly sized school districts or charter schools. This reform is particularly important in a year like 2019, when education funding increased by about 16%, or $450 million.

---

**The Communicator Perspectives**

March 28, 2019

**NM on the cusp of big changes**

By Tom McDonald

*Gazette Media Services*

...Plus, along with all the extra tax dollars going into education, a more pragmatic approach was also written in, with restrictions on how much money a district can spend on its central office administration. The idea stems from a 2017 study by the nonpartisan think tank Think New Mexico that showed the most successful districts are the ones that invest a greater percentage of their money directly into the classroom. It makes perfect sense, since it’s in the classroom, not at central office, where learning takes place.
Ensure new funds go to classroom

One of the bills we will be keeping an eye on when the 2019 legislative session begins Tuesday is HB 77, which would ensure that the new money that will be allocated for education this session goes to the classroom and not to administration.

A district court judge ruled last year that the state was not adequately funding education for at-risk students. That ruling, along with an infusion of new money this year thanks largely to increased oil and gas production, will almost certainly result in a hefty increase in education spending. But if that spending does not reach the classroom, it will not achieve the results demanded by the courts.

The bill, which originated from the public policy group Think New Mexico and is sponsored by Rep. Bobby Gonzales, a former school district superintendent, would seek to limit future growth of school administrations. Like all school funding bills, this a bit complicated. It would link any increases in administrative spending to either the consumer price index or the state’s total distribution for education, whichever is less. Waivers would be available for districts that rank in the top 10 percent in school performance or where the administrative expenditures are lower than 90 percent of similarly sized districts.

We became more interested in this issue following reporting in 2018 that showed Las Cruces Public Schools was projected to increase administrative salary and benefit costs by $2 million, or 60 percent, in comparison to the year before Greg Ewing took over as superintendent. District officials disputed that number, but after making the adjustments they requested, administrative expenses were still up by $1.9 million.

In a guest column published in the Sun-News in August, Think New Mexico Executive Director Fred Nathan cited a report by the National Center on Education Statistics that showed New Mexico only spends an average of 57 percent of its education dollars on instruction. Another 13 percent goes to student and instructional support. The rest – 30 percent – goes to administration. And it’s getting worse. In the decade between the 2006-07 school year and 2016-17, 61 of the 89 school districts in the state increased spending in the central office at a faster rate than they did in the classroom, according to data from the Legislative Finance Committee.

We are strong believers in local control of our schools, and view any infringement by the state with great suspicion. But as we go into this session, the state is under court order to improve its education system. And, one of the things specifically mentioned by the judge was the need for additional funding on classroom instruction programs.

Written by the Las Cruces Sun-News Editorial Board

| Percent Increases in Categories of NM Public School Spending 2007–2017 |
|-----------------------------|----------------|----------|----------|----------|----------|
|                             | 40%            | 34%      | 30%      | 20%      | 17%      |
| Central Administration      |                |          |          |          | Central Administration |
| Instruction (Teachers)      | 17%            |          |          |          | Instruction (Teachers) |
| Student & Teacher Support   | 16%            |          |          |          | Student & Teacher Support |
| All Other Spending          | 16%            |          |          |          | All Other Spending |
| Principals                  | 4%             |          |          |          | Principals |

Source: New Mexico Legislative Finance Committee
It has been four years since we published our report recommending reforms to New Mexico’s unique and dysfunctional process for funding public works projects. New Mexico is still the only state that divides up its public infrastructure dollars among all 112 legislators and allows them to spend the money in their sole discretion while keeping secret which legislators are sponsoring which projects. This year, each Representative got to disperse about $2.1 million, while Senators had $3.6 million apiece—about $300 million in total. After multiple unsuccessful attempts to pass legislation creating a merit-based process for prioritizing and fully funding projects, this year we tackled just the transparency aspect as a way to deter the worst pork projects. House Bill 262 (sponsored by Representative Matthew McQueen, D-Santa Fe, and Senator Sander Rue, R-Albuquerque) would have required each legislator to disclose how much money they appropriate for each project. The bill passed the House 68-0 and made it through two Senate committees where it has died in past years, but unfortunately did not survive its hearing before the full Senate on the final night of the session. We will continue working to shed some sunlight on how legislators spend public dollars.

Legislature should shed light on capital spending

Could it finally happen? Could New Mexicans in the near future actually know how capital projects are funded by their legislators and governor? Who offered how much from their respective capital outlay buckets for which projects? This has been a well-kept secret for decades, with many key lawmakers resisting efforts to shine a light on this process. But, much as was the case with live webcasting, New Mexico could be on the verge of moving away from this unnecessary secrecy to a more enlightened system.

House Bill 262, a project of Think New Mexico and sponsored by Democratic Reps. Matthew McQueen, Natalie Figueroa and Joy Garratt, would require that, beginning in 2020, the Legislative Council Service publish on the legislative website a “searchable list of capital projects that passed the Legislature and the names of legislators or the governor who allocated a portion of the capital outlay appropriation or bond authorization for each project.” It goes on to require publication of the “amount of the allocation designated by each legislator and the governor.” This would allow constituents to understand which projects their elected representatives selected for funding and how they ordered priorities.

As there was with livestreaming, there has been incredible resistance to this — with the exception of some legislators who voluntarily agreed to make their requests public. Why the resistance? Perhaps because secrecy avoids scrutiny and questions.

Why, for example, did a lawmaker decide to allocate money to a small but perhaps politically expedient “pork” item rather than something that would be a significant investment in the state or in his or her hometown or district? Which of the many requests lawmakers receive did they decide to fund? If all that is secret, you don’t have to do much in the way of explaining your decisions. It’s part of why New Mexico consistently gets terrible grades for its capital outlay system.

But there is progress. HB262 has passed the House unanimously and is awaiting a hearing in Senate Judiciary in the closing hours of the session. It had been slated for consideration Wednesday, but committee time ran out and it didn’t reconvene after a long floor session. The measure already has cleared Senate Rules on a 4-3 vote and there is no reason for delay in Finance as the measure has no real fiscal impact. Moving it to a floor vote would be an important step forward.

Think New Mexico’s executive director, Fred Nathan, is urging action in Senate Finance and a floor vote, no doubt encouraged by both the House passage and Republican caucus statement, as they seem to reflect a growing appetite for transparency — a glimmer of light in a session where there have been too many assaults on open government and the public’s right to know.

New Mexicans who would like to know how their money is being spent no doubt would agree with him.
Fred Nathan and the good people at Think New Mexico are again taking up the cause of exposing how denizens of the Roundhouse spend our tax money. Think New Mexico is a well-respected, non-partisan think tank that works year-round to champion causes for the public.

Senate Bill 144, sponsored by senators Bill Tallman, D-Bernalillo and Sander Rue, R-Bernalillo presented the bill Feb. 8 in the Senate Rules Committee.

New Mexico has the second worst system in the country for funding capital projects. Most states have gone to either a stand alone committee, composed of legislators and citizens, with a mix of engineers, architects and lawyers; or a committee of legislators, representing both sides of the aisle.

New Mexico does it differently. It’s commonly called pork. Organizations from all over the state, large and small, chase their representatives and senators to get a piece of each legislator’s pork allowance.

Money is allotted to elected officials based on overall revenue available. The governor gets a percentage and what is left gets divided between the senate and house. That amount is then divided individually. It’s estimated this year senators will receive $3 million, representatives $2 million.

The list of projects for each legislator is long, with at least $20 million in requests to each senator and representative. This is public information, listed with each legislator.

However, the final list is not public. It’s the public’s money, it should know how it’s spent, and by whom.

Rue accurately described the bill as a baby step toward capital spending transparency.

“This isn’t our money,” he said. “It belongs to the citizens of New Mexico.”

The bill was supported by Think, New Mexico Foundation for Open Government, New Mexico Association of Counties, League of Women Voters and Albuquerque Chamber of Commerce.

No one in the gallery spoke in opposition ...


They both opposed the bill and voiced what every senator and representative is thinking. They don’t want the municipalities, tribes, acequiñas, counties and land grants to know what each other is getting.

“That creates problems for us,” Sanchez said.

Rue had the proper response for both of them.

“Face the music,” Rue said. “Explain what you did (funding). If you can’t you shouldn’t take the money.”

In short: do what you were elected for.

Pirtle addressed another elephant in the room. He wants to get credit for his funded project list. It sounds like he’s in the Roundhouse for self glory, not representing his constituents fairly.

“Who’s going to get the credit for it?” he said referring to projects funded by several legislators. “We’ll work against each other to get equal credit.”

Pirtle made an amendment to remove the parts of the bill which attribute projects to legislators’ names, the meat of the bill. The amendment passed and the bill failed 5-6 because there was nothing of meaning left in it.

A similar bill passed the House unanimously and sits in Senate Rules, awaiting a hearing. We fear it will suffer the same fate unless the likes of Pirtle and Sanchez are brought to their senses.
When Think New Mexico began working to repeal the food tax back in 2001, we never would have guessed that we would still be engaged in this fight nearly two decades later. In 2005, after a three-year campaign by Think New Mexico, the legislature and governor repealed the food tax. This brought New Mexico into line with the 34 other states that do not tax the sale of groceries, including our neighbors in Arizona, Colorado, and Texas. Yet just about every year since 2010, Think New Mexico has had to fight attempts to bring back this regressive tax. This year, three bills were introduced to reimpose the food tax, and we opposed them alongside allies like the AARP, the Conference of Catholic Bishops, New Mexico Voices for Children, and the New Mexico Coalition of Food Banks. Fortunately, none of this year's food tax bills gained any momentum, but we remain vigilant.

RESULTS: New Mexico families have saved $134 million a year thanks to the food tax repeal, for a total savings of $1.88 billion since 2005.
Food tax should remain dead and buried

Bad ideas in New Mexico don’t die. They are resurrected each December in anticipation of another session of the state Legislature.

The worst of the perennial proposals is taxing groceries. It’s back in the form of a trial balloon, one that should be burst with gusto.

Bill Fulginiti, executive director of the New Mexico Municipal League, for years has been lobbying legislators to reinstate the tax on groceries. ...

Fulginiti isn’t a villainous sort. He’s a bureaucrat with blinders.

Everybody has to buy groceries. The municipal league’s idea would harm people with the smallest incomes, those worrying about how they’re going to put food on the table.

I’ve been writing about proposals to tax groceries since my first newspaper job in the 1970s in Colorado. I covered a city where thousands of steelworkers were laid off during the weeks before Christmas. ...

With so many unemployed steelworkers, sales-tax revenue slumped. City administrators wanted to tax groceries to make up the difference.

I still remember the disdain of one City Council member as he heard a pitch to fatten the government treasury at the expense of people without jobs.

“You don’t tax food,” said the councilman, whose name was Isaac Duran. “City Hall doesn’t exist to hurt people.”

The time and place are different, but many who are part of governments in New Mexico still see a tax on groceries as a pipeline of fresh money. ...

Instead of pressing for a tax on groceries, Fulginiti’s municipal league might examine the hundreds of other tax exemptions in New Mexico.

State legislators don’t know which ones help the economy and which bleed it dry because somebody with clout received a tax break.

Railroads, airlines, lottery retailers and even jockeys at racetracks receive exemptions. Yet Fulginiti and others in government want to tax groceries, perhaps because it really is low-hanging fruit.

Fred Nathan and his small staff at the policy organization Think New Mexico are encouraging mayors and city councilors to break from the municipal league by opposing the tax.

And the advocacy group New Mexico Voices for Children is distributing poll results that show overwhelming public opposition to reinstating a tax on groceries.

“New Mexicans believe their leaders should be fighting hunger, not making it worse,” said James Jimenez, executive director of the agency.

This is Christmas Eve, peak time for generosity. When the workweek returns to normal, Fulginiti and his cohorts won’t face any great difficulties. They will still be well-fed.

Not everyone in checkout lines at the grocery is so secure. They can’t afford lobbyists.
Cartoonist Jon Richards illustrated the three-year fight to repeal New Mexico’s food tax.
In 2006, only about 23 cents of every dollar bet on the lottery were reaching the scholarship fund. Thanks to the law Think New Mexico drafted and passed in 2007, the lottery is now required to deliver at least 30% of revenues to scholarships. The scholarship fund has received more money every year since the 30% guarantee was enacted than it did in any year before. Yet because more money for students has meant less money for the gaming corporations that contract with the lottery, bills have been introduced every year for the past five years to repeal the 30% guarantee.

This year, we brought together the leadership of the UNM College Democrats (whose president was a Think New Mexico Leadership Intern) and the UNM College Republicans and they published their first ever joint opinion editorial. We were pleased that the bill sponsor agreed to add multiple protections for students to the bill, including capping the lottery’s operating costs at 15%, sending unclaimed prizes to scholarships, and ensuring that scholarships would receive at least $41 million per year. The bill ran out of time awaiting a hearing of the House, so the 30% guarantee remains in place.

RESULTS: The lottery has delivered an additional $9 million a year to scholarships every year for the past decade, $90 million additional dollars so far.
On January 1, 2018, the first phase of New Mexico’s new health care transparency website came online. This website was developed as a result of legislation Think New Mexico championed in 2015, and it currently includes the average prices paid by Medicaid (which covers about 45% of all New Mexicans) for nine common non-emergency procedures at each of the state’s 44 hospitals. It also includes quality metrics for the hospitals, such as 30-day readmission rates and patient ratings. During the 2019 legislative session, Think New Mexico successfully advocated for $900,000 to create an All-Payer Claims Database, which will collect the data needed to publicize the average prices paid for medical care by New Mexicans who are covered by individual or employer-based insurance policies. This will incentivize hospitals to compete to improve quality and lower costs, and it will allow New Mexicans with high deductibles to shop around for the highest quality, most affordable health care.

RESULTS: The first phase of the health care transparency website is live at nmhealthcarecompare.com and $900,000 has been appropriated to expand it.

Reduce health costs with all-payer claims database

Kristina G. Fisher
Guest columnist

As deductibles and out-of-pocket costs for health care continually increase, New Mexico families face a conundrum: they are expected to shop around for the most affordable non-emergency care, yet they have no way to find out in advance the cost of a medical procedure at different providers.

Fortunately, earlier this year New Mexico took a first step toward making health care prices more transparent with the launch of a website, nmhealthcarecompare.com, where anyone can find the average prices paid by Medicaid for nine common, non-emergency procedures at each of the state’s 44 hospitals. The website, which was created as a result of legislation that Think New Mexico drafted and advocated for, also includes quality metrics for the hospitals, such as 30-day readmission rates and patient ratings.

Now it is time to take the next step: increasing the number of procedures listed on nmhealthcarecompare.com and adding the average prices paid by New Mexicans who are covered by individual or employer-provided insurance policies.

Seventeen other states, including our neighbors in Colorado and Utah, are showing us how it can be done. These states are pulling back the veil on health care prices by creating All-Payer Claims Databases (APCDs), which collect information on the prices paid for health care by all payers and allow those states to provide information about the average costs of care for people with different types of insurance.

Revealing this information on nmhealthcarecompare.com has the potential to yield significant savings for New Mexico families. A 2013 study by researchers at the University of Chicago found that the price of common elective procedures dropped by an average of 7% in states with transparency websites.

New Mexico taxpayers also stand to benefit from an APCD. In California, the health care system for retired state employees saved $5.5 million on knee and hip replacements after a transparency initiative determined that the cost of these procedures varied from $15,000 to $100,000 and the state announced that it would pay no more than the average cost, $30,000. In response, 40 of the higher-priced hospitals reduced their prices by as much as a third.

An APCD would be an excellent investment for a small portion of the additional revenue that New Mexico expects to receive this year due to high oil and gas prices. We hope readers will join us in urging lawmakers and gubernatorial and legislative candidates to support the creation of an All-Payer Claims Database to give all New Mexicans the tools they need to find the best health care for their families.

Kristina G. Fisher is associate director of Think New Mexico. She represents the interests of health care consumers on the New Mexico Health Information System Act Advisory Committee.
During the 2019 legislative session, we successfully advocated for $242,000 for the Strategic Water Reserve, the innovative water management tool that Think New Mexico designed back in 2005 to keep more water in New Mexico’s rivers and allow us to proactively control our own water destiny, rather than letting it be dictated by the federal courts and other states. Since it was created, the Strategic Water Reserve has grown to include over 4,500 acre-feet of water on the Pecos River and just over 1,000 acre-feet in the middle Rio Grande. However, due to tight state budgets, the Strategic Water Reserve had not received funding in several years. This year’s appropriation arrives at an especially urgent time, as the state prepares for the possible consequences of the Texas v. New Mexico lawsuit, which might result in the Supreme Court ordering New Mexico to keep more water in the Lower Rio Grande.

RESULTS: $3.5 million has been spent to acquire over 5,500 acrefeet of water for the Strategic Water Reserve on the Rio Grande and Pecos rivers.

ALBUQUERQUE JOURNAL

Thursday Morning, March 17, 2005

Senate Embraces Water Reserve

By Tania Soussan
Journal Staff Writer

New Mexico could establish a pool of state-owned water rights to help endangered species and to meet water delivery obligations to other states under a measure sent to Gov. Bill Richardson.

The Senate voted unanimously Tuesday to approve the “strategic water reserve” bill.

The proposal would allow the Interstate Stream Commission to lease or purchase water rights from willing sellers, obtain rights to store water and accept donations of water rights. However, the commission would be prohibited from acquiring water rights from acequias.


State Engineer John D’Antonio said the water reserve would help protect New Mexico water users from the threat of the federal government taking water to meet Endangered Species Act requirements.

“The passage of this bill is a big bipartisan victory for New Mexico’s rivers and the communities that depend on them,” said Fred Nathan, executive director of Think New Mexico, a think tank that called for a water reserve in a 2003 report.

“The Strategic Water Reserve will help New Mexico proactively resolve our water conflicts before they become as contentious as the silvery minnow lawsuit or as expensive as the Pecos River settlement,” he said.

The need to provide water for the endangered Rio Grande minnow during the drought sparked fights between environmentalists, farmers, cities and others.

On the Pecos, the state needs about $30 million this year to retire water rights and ensure New Mexico meets its compact delivery obligations to Texas. If that money doesn’t come from other legislative appropriations, the Strategic Water Reserve might be able to help, Stell said.

The bill is supported by business and environmental groups and by rural and urban interests, including the Association of Commerce and Industry, the Sierra Club, the New Mexico Rural Water Association and the New Mexico Municipal League.
In 2011, Think New Mexico identified the core problem plaguing the state’s Public Regulation Commission: it had too much power (a broader jurisdiction than any state regulatory agency in the nation) and too few qualifications for commissioners (who were only required to be at least 18 years old, residents of New Mexico for at least a year, and not convicted felons). The next year, we won passage of three constitutional amendments to: (1) transfer the PRC’s corporate reporting duties to a one-stop shop for business filings at the Secretary of State’s office (profiled below); (2) move insurance regulation out of the PRC to an independent agency that was better shielded from political influence; and (3) increase the qualifications of PRC commissioners. We also won passage of legislation that modernized the PRC’s regulation of taxis, limos, shuttles, and moving companies.

RESULTS: Removing corporate filing from the PRC eliminated a four-month backlog and saved taxpayers $2.7 million a year.

(A lot less of) your state tax dollars at real work

A 97 percent increase in efficiency.
A 71 percent decrease in cost.
Welcome to the new and much-improved New Mexico Corporations Bureau. What a difference a little effective oversight can make.

When the bureau was moved via constitutional amendment from the Public Regulation Commission to the Secretary of State’s Office earlier this year, it was a poster child for bureaucratic bloating and inefficiency. It had a 110-day waiting period to process documents and register corporations. It offered slightly expedited service for a surcharge. It used a Byzantine registration system that stymied would-be business owners and an online system that was perpetually off-line. The public price tag for running things this badly? A whopping $3.8 million a year.

If that didn’t amount to an SOS for someone to get the state open for business, it’s hard to imagine what would. But since July, an SOS of another sort, the Secretary of State’s Business Services Division under the steady hand of administrator Ken Ortiz, has systematically removed the ridiculous government delays and incompetence that put up roadblocks to private-sector economic drivers and job creators. According to a report this month to the Legislative Finance Committee, it now takes an average of three days to process documents and register corporations. The online system has been fully developed and has streamlined operations. Yet the annual budget has been slashed to $1.1 million, putting a lie to the conventional New Mexico wisdom that if we would just spend enough money it would fix everything.

And it begs the question what else could this kind of thinking improve for New Mexicans and how much more money could it save?

In 2019, Think New Mexico helped pass legislation that built on our past reforms. House Bill 407 was a comprehensive update to the election code that included a provision that we drafted requiring candidates for the PRC to specifically list how they meet the qualifications requirements when they file to run for office – rather than just signing a one-sentence statement saying that they are qualified. As a result, voters will have specific information about the qualifications of PRC candidates before they vote next year.
During the 2009 legislative session, Think New Mexico drafted and won passage of a package of reforms designed to make home ownership more affordable by reducing the cost of title insurance for New Mexico families. The reforms opened the title insurance industry to price competition and increased discounts for homeowners who refinance their mortgages. It also included a first in the nation law designed to reduce the cost of title insurance for New Mexico’s tribal nations when they buy land and transfer it to the federal government to be held in trust. In 2012, Think New Mexico learned that many title insurers were failing to provide customers with the full discounts included in our reform law, so we successfully petitioned the Superintendent of Insurance and won an order enforcing the enhanced discounts and allowing homeowners who had overpaid to get refunds.

RESULTS: To date, 7,677 New Mexicans have received discounts on title insurance averaging $143, for a collective savings of just over $1 million.
In 2006, Think New Mexico led the effort to create New Mexico’s first state-sponsored Individual Development Accounts (IDAs) with the enactment of the Family Opportunity Accounts Act. IDAs are matched savings accounts and financial literacy classes where working families can learn how to save for education, homeownership, or starting a small business. Think New Mexico’s legislation included an initial appropriation of $1.5 million. Additional funding was appropriated for the program in subsequent years.

RESULTS: A total of $2.5 million in state funding has been appropriated to support IDAs in New Mexico.

The problem with most government anti-poverty programs is that they provide temporary assistance, which may be sorely needed, but do little to help people in the long term to climb out of poverty and join the ranks of the middle class.

The individual development account program is different. While it provides little in the way of immediate help, it does provide a pathway for people to make permanent changes. The idea behind IDAs is that the government will lend a helping hand, but those receiving the help have to do their share.

That means starting a savings account and attending financial literacy classes where participants learn about things like establishing a household budget and handling credit. Participants then set up interest-bearing bank accounts. For every $1 deposited in the account, the government will add $4, up to $600. They must save at least $10 a month.

The money in that account can’t be squandered on a weekend in Vegas. It has to be used for buying a house, starting or expanding a business or paying for education.

In 2006, the New Mexico Legislature, at the urging of the public-policy group Think New Mexico, passed a bill appropriating $1.5 million to get it rolling.

In pushing for the program, Think New Mexico showed lawmakers how successful they have been in other states. A Ford Foundation study showed that 59 percent of IDA owners are more likely to stay employed. In Illinois, 76 percent of those who completed the financial literacy classes reduced their credit card debt, and 74 percent increased their savings.

In New Mexico, a 2002 study showed that only 25.5 percent of low-income families had interest-bearing bank accounts. The rest had no access to mainstream financial institutions, and were therefore more vulnerable to payday loans and other more predatory types of lending.

The program in New Mexico is just now starting to pay benefits.

Last month, Ivan and Pauline Chacon used the money from their IDA account to purchase their first home on North Mesquite Street, where they are now settling in with daughters Angelina and Clarissa. Both Ivan and Pauline are graduates of the program. And, according to Pauline, they are saving more and thinking about the future.
Think New Mexico’s very first initiative focused on some of the youngest New Mexicans. Because the research is clear that early childhood education profoundly influences a child’s ability to succeed, we aimed to make high-quality full-day kindergarten accessible to every child in New Mexico. When we launched the initiative, only about 14% of five-year-olds in the state had access to full-day classes. The law we drafted and successfully championed in 2000 made full-day classes available in every school district by 2004, bringing New Mexico from the bottom to the top of at least one significant national ranking—access to full-day kindergarten—in only five years. Other states continue to follow New Mexico’s lead.

RESULTS: Since it was fully phased in, 325,000 New Mexico children have had access to full-day kindergarten.
Shannon Fonseca (fall 2018) graduated first in her class from Albuquerque Academy and is now studying Political Science at New York University Abu Dhabi. In 2018, Shannon completed a 6,000-mile bike tour of the United States and Canada.

Josue “Joshua” Gandarilla (summer 2019) is a first-generation college student from Sunland Park who just graduated from New Mexico State University. Josue founded a nonpartisan voter registration and education organization called the NMSU Council of Collegiate Voters.

Rouzi Guo (summer 2019) grew up in Albuquerque and is now a junior at Georgetown majoring in Political Economy. Rouzi has previously interned for New Mexico Ethics Watch and for then-Congresswoman Michelle Lujan Grisham.

Maggie Honeyfield (spring 2020) grew up on a cattle ranch in Raton and graduated from New Mexico Tech. While at college, she founded “Techies Stand Up: Educate, Empower, Advocate” to advocate for better Title IX implementation. She is now earning her J.D. from the Mitchell Hamline School of Law.

Natalie Longmire-Kulis (summer 2019) grew up in Santa Fe and is a sophomore at Stanford University. Natalie served as the head of Santa Fe Teen Court and the Assistance Dogs of the West Youth Board, and she founded the Teen Court Canine Program to provide trained emotional support dogs for teen defendants.

Ceryn Schoel (fall 2019) grew up in Santa Fe and is now a junior at the University of New Mexico. She has lobbied in Washington, D.C. with the Friends Committee on National Legislation and interned with Senator Tom Udall.

Connor Schulz (summer 2019) was raised in Los Alamos and just graduated from New Mexico State University, where he participated in Model U.N. and volunteered as a judge in Speech and Debate tournaments. He has served as a student panelist for NMSU’s Domenici Public Policy Conference.

Lia Stefanovich (spring 2019) grew up in Albuquerque and is now a senior at the University of New Mexico, where she serves as Secretary of the executive board of the UNM College Democrats. Lia volunteered on multiple local campaigns during the 2018 midterm election.
A DECADE OF LEADERSHIP INTERNS

Over 60 students have participated in the Leadership Internship since Think New Mexico launched it in 2008 with the goal of nurturing a new generation of leaders. We mentor our interns in how to develop and enact sound public policy, and we help them network and find career paths in public service here in New Mexico.

We are very proud of the diverse accomplishments of our interns, from serving as a Resident Scholar at the School for American Research to producing stories for National Public Radio. Three of our interns have been selected as Truman Scholars, three have received Fulbright Fellowships, and one is a Marshall Scholar. Here are just a few examples of where our Leadership Interns are now:

Jacob Candelaria (2008) worked as a program evaluator for the New Mexico Legislative Finance Committee and as a policy analyst for New Mexico House Speaker Ben Lujan before running for office himself and becoming one of the youngest state senators elected in New Mexico.

Matt Baca (2012) went on to clerk for the New Mexico Supreme Court and for the past four years has been Senior Counsel at the New Mexico Office of the Attorney General.


Jay Maharath (2016) went on to serve as Program Assistant with the Bureau of Business and Economic Research (BBER) at the University of New Mexico.

Carlie Malone (2012), Julia Downs Cogan (2015), Ellen Rabin (2015), and Noel Martinez (2015) were all hired as fiscal analysts at the New Mexico Legislative Finance Committee, to analyze the fiscal impacts of bills and help develop the state budget.

To learn more about Think New Mexico’s Leadership Internship, read bios of all of our past interns, and find out how to apply, please visit: www.thinknewmexico.org. If you are interested in supporting the internship program, donations can be made to the Udall-Carruthers Leadership Internship endowment, which is profiled on page 38 of this report.
# Statement of Income and Expenditures

## INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Contributions</td>
<td>20,043</td>
</tr>
<tr>
<td>Car Donations</td>
<td>283</td>
</tr>
<tr>
<td>Endowment/Interest Income</td>
<td>8,346</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>284,750</td>
</tr>
<tr>
<td>Individual Contributions</td>
<td>288,505</td>
</tr>
<tr>
<td>Sale of Reports &amp; Online Store Items</td>
<td>852</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$602,779</strong></td>
</tr>
</tbody>
</table>

## EXPENDITURES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit/Accounting</td>
<td>8,882</td>
</tr>
<tr>
<td>Benefits: Health, Dental &amp; Disability Insurance</td>
<td>56,937</td>
</tr>
<tr>
<td>Benefits: Pension Plan &amp; Fees</td>
<td>22,110</td>
</tr>
<tr>
<td>Computer Consulting &amp; Website</td>
<td>2,152</td>
</tr>
<tr>
<td>Contract Services</td>
<td>39</td>
</tr>
<tr>
<td>Depreciation</td>
<td>552</td>
</tr>
<tr>
<td>Donated Real Estate Expenses</td>
<td>13,263</td>
</tr>
<tr>
<td>Educational Outreach</td>
<td>7,500</td>
</tr>
<tr>
<td>Graphic Design</td>
<td>525</td>
</tr>
<tr>
<td>Insurance</td>
<td>2,787</td>
</tr>
<tr>
<td>Internship Pay &amp; Program Expenses</td>
<td>16,826</td>
</tr>
<tr>
<td>Investment Management Fees</td>
<td>1,446</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>0</td>
</tr>
<tr>
<td>Marketing</td>
<td>0</td>
</tr>
<tr>
<td>Online Vendor Processing Fee</td>
<td>2,093</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>24,526</td>
</tr>
<tr>
<td>Postage</td>
<td>6,167</td>
</tr>
<tr>
<td>Printing &amp; Bulk Copying</td>
<td>18,152</td>
</tr>
<tr>
<td>Professional Fundraising</td>
<td>0</td>
</tr>
<tr>
<td>Rent/Utilities Expense</td>
<td>31,452</td>
</tr>
<tr>
<td>Salaries</td>
<td>304,735</td>
</tr>
<tr>
<td>Security/Janitorial</td>
<td>1,493</td>
</tr>
<tr>
<td>Stewardship/Board Expenses</td>
<td>743</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,666</td>
</tr>
<tr>
<td>Telephone &amp; Internet</td>
<td>2,686</td>
</tr>
<tr>
<td>Training/Research/Dues</td>
<td>5,039</td>
</tr>
<tr>
<td>Travel</td>
<td>495</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$532,266</strong></td>
</tr>
</tbody>
</table>

Think New Mexico’s fundraising expense as a percentage of income in 2018 was 6.8%. Think New Mexico’s administrative overhead (“management and general”), as a percentage of income in 2018 was 7.5%.

Note: These financial statements do not include in-kind contributions of services or materials from 2018, which were valued at $10,345. They also do not include unrealized investment appreciation.
### Balance Sheet

#### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>335,100</td>
</tr>
<tr>
<td>External Endowment Funds</td>
<td>104,462</td>
</tr>
<tr>
<td>Udall-Carruthers Endowment</td>
<td>74,029</td>
</tr>
<tr>
<td>Grants Receivable</td>
<td>20,335</td>
</tr>
<tr>
<td>Investments</td>
<td>884,501</td>
</tr>
<tr>
<td>Land held for sale</td>
<td>1,522,734</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>0</td>
</tr>
<tr>
<td>Property and Equipment*</td>
<td>274</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,941,435</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>631</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$631</strong></td>
</tr>
</tbody>
</table>

#### NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td>2,821,020</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>119,784</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$2,940,804</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities and Net Assets</td>
<td><strong>$2,941,435</strong></td>
</tr>
</tbody>
</table>

*Net of Accumulated Depreciation.*

*Source for pages 22–23: Financial Statements for the year ended December 31, 2018 and Think New Mexico’s IRS Form 990 for 2018. Independent auditors: Swain & Grieco, LLC CPA.*

*Image: Alex Candelaria Sedillos
westlight@yahoo.com*
FOUNDATION PARTNERS

Abeles Foundation
Aceves-London Family Fund
Azalea Fund
Barker Welfare Foundation
Bingaman Foundation
Brindle Foundation
Cabin Fund
Candelaria Fund
Caprock Fund of Tides Foundation
Castagnola Family Fund
Chase Foundation
Delle Foundation
Earth & Sky Fund of the
Santa Fe Community Foundation
Eye Associates Gerald & Alice Rubin
Memorial Foundation Fund
Feinberg Foundation
Fleischaker Women’s Legacy Fund
Foster Foundation Inc.
Foundation for Sustainable Living
Frost Foundation
Gale Family Foundation
Garfield Street Foundation
Hanna and Matthew Foundation
John H. Hart Foundation
Peter & Maria De Anda Hay Fund of the
Santa Fe Community Foundation

Hunt Family Foundation
IDM Foundation
Independent Community Foundation, Inc.
Kaufman Fund of Communities of Coastal Georgia Foundation
Klein Foundation
Kate Klein Fund of the Santa Fe Community Foundation
Kuhn Foundation
LEF Foundation
Louise Arnold Maddux Environmental Foundation
McCune Charitable Foundation
Scandia Foundation
Second Anonymous Fund of the Santa Fe Community Foundation
Simon Charitable Foundation
Solis-Cohen Spigel Family Fund
Special Relativity Educational Foundation
Thoma Foundation
Thornburg Foundation
Edith M. Timken Family Foundation
Toan-O’Brien Foundation
Doris Goodwin Walbridge Foundation, Inc.
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.
Stan & Sandra Bies
The Honorable Jeff & The
Honorable Anne Bingaman
John & Marlene Bingaman
George & Jane Bingham
Susan Binneweg Jones &
Owen Jones
David Birnbaum &
Terri Blackman
Billie Blair & Gene Weisfeld
Drs. Kathleen Blake &
Bob Ballance
Sandi Blanton & Billy Brown
Bronnie & Alan Blaugrund
Barbara Blind
Gay Block & Billie Parker
Philip & Elizabeth Block
Tom & Anne Blog
Larry Bloom
Stuart M. Bluestone
Elspeth G. Bobbs
Susan Boe & Stanley Robb
Bruce & Cynthia Bolene
Dr. Gary Bommelaere
Judy Bonnell
John Booker
Bill Bottorf
Candace M. Boulay
Julia B. Bowdich &
John A. Carey
Dr. Jeffrey Bowers
H.L. & LeAnn Bradbury Sr.
James N. Bradbury PhD
Heather & Jason Brady
Brenda Brand
John R. Brandt
David Breecker
Eleanor Brenner
Jane Brickner
Grace Brill & Dan Schwartz
Nancy Brinegar
Felicity Broennan
Oneida Brooks &
Bradley Gummersall
Murray & Cindy Brott
Candace Brower &
Gerald Kiuttu
The Honorable Doug &
Sarah Brown
Eulalie & George Brown
Hamilton Brown &
Martha Worthington
Dr. Michael & Sylvia Brown
Connor Browne &
Christina Price
Frances Browne
David Bruner
Dean Brunton
Ted Buchanan & Sally Corning
Lynne Loucks Buchen
J. & M. Buchholz
Kate Buckley & Steven Dichter
Nancy & Larry Buechley
Chris Bulman
Scott Bunton
Nancy M. Burgas
Earl F. Burkholder
David & Hannah Burling
Caroline Burnett
Dwight Burney &
Gwenn Robinson
Daniel & Amanda Burns
Jay Bush & Peggy Rudberg
Camilla Bustamante
MaryLou Butler
Elliott Byall
Joan Bybee & Ira Jaffe
Helen B. Cahn
Barbara & Charles Calef
The Honorable Chris &
Carol Calvert
Arlene M. Campbell
Elizabeth & Steve Cantrell
Dominic Cappello
James Carey
Geri Carlberg
Robert C. Carlos
Robert C. Carroll &
Leslie Lawner
Constance Carruthers
The Honorable Garrey &
Kathy Carruthers
Courtney & Linnea Carswell
Josh & Cristy Carswell
Pat & Joseph Casadone
Renee Castagnola
June & Tom Catron III
Ronald W. Cavill
Ellen & Andy Celli
Mary Catherine Cerniek
Charlene Cerny &
Joseph Chipman
Elizabeth Cerny-Chipman
David D. Chamberlin
Chambo
Sebastian Chan
Honey & Peter Chapin
Chris & Tina Chavez
Dr. Lance & Kathy Chilton
Thomas & Judith Christopher
Paul & Julie Chynoweth
Alex Cipollone
Tom & Sylvia Claffey
Elizabeth R. Clearwater
Keith & Curtis Clemson
F. T. Cloak, Jr.
Peter Clout
John Clubbe
Camille Coates
Tim & Monica Coder
Robert T. Coffland &
Ellen Moore
George M. Cohen
Saul & Anne-Lise Cohen
Jen Cole & Bill Maguire
Karyn Kluz Cole
Lee Collenberg
Dennis G. Collins
David & Mary Colton
Dinsdale Compton
John Connell
Patricia & Edwin Conway
John &
The Honorable Bekki Cook
Philip S. Cook
James & Susanna Cooper
Mark Corey
Hugo & Karen Cotter
David & Maria Cowley
Benjamin Crane
Godfrey Crane &
Johanna Binneweg
Deena & Travis Crawley
Peggy Creelman
Edward Crocktor &
Ann Lockhart
Judith Crocktor
Margo Cutler
Nancy Dahl
Marty Daly
The Honorable Richard J. Daly
During our first two decades, Think New Mexico’s social investors have come from 132 communities across New Mexico – as well as 40 other states, the District of Columbia, and Saskatchewan, Canada! We have supporters in all but two of New Mexico’s counties, so we’re offering special prizes for our first social investors from De Baca County (population 1,829) and Harding County (population 692).
Think New Mexico

Joa Dattilo & Jane Clayton Oakes
Alice & Houston Davis
Jordan P. Davis
Marcie Davis & Ann Martinez
Lynn Day
Nancy Day
Yolanda Day
Charles De Saillan
Lori De Santis
Annie Dear
William DeBuys
Fran Goodwin DeGraffenreid
Dale & Diane Dekker
Elaine Del Valle
Dolores DeMers
Barbara & Clark DeNevers
Chip & Ann Denneney
Beverly A. Denney
Nancy Desiderio & Michael Sloane
John Dessauer
Ronald & Faye Detry
Fran Dever & Dale Belcher
Dr. Neal & Paula Devitt
Winnie DeVore
Michael E. Dexter
Edward DiBello
Nancy G. Dickenson
Christine & Joe DiGregorio
Mary Ann Dix
Elizabeth Doak & Kathryn Braziel
Robert J. Dodds
Marilyn Doolen
Dr. Cornelius & Susanne Hoffman Dooley
Michael Dougher
David & Deborah Douglas
Joan Drake
Gaylon Duke & Zenia Victor
James H. Duncan, Jr.
Ron & Jill Duncan

Laura Dunham
Cecilia H. Dunne
Bill & Ellen Dupuy
John & Judith Dwyer
Lorna Dyer & Jerry D. Watts
Danny & Marissa Earp
Dr. Olga & R. Philip Eaton
Marie Eaves
Rick Edwards
Richard & Linda Eitzen
John C. Elder
Bobbie Elliott
Gretchen Elsner
Mary, Peter & Alexandra Elson
Don Elwell
Kenneth Emery
Jonathan Endres
Jane Engel
Richard & Pamela Engstrom
Ed & Peggy Epping
Jill & Chris Espeset
Dr. Eve & David Espey
Anthony J. & Asia Esposito
Ellen & David Evans
Paul L. Evans
Eugene & Joan Farnum
Karen Farrell
Dr. Halley Faust
Vincent & Elizabeth Faust
Stephen Feinberg & Susan Foote
Susan Feiner & Peter Whitman
Dr. Rob & Ellyn Feldman
William & Margaret Feldman
Elizabeth Ferguson
Karl Ferguson
Francisco Figueroa
Robert M. Findling
Franklin M. Fine & Leslee Richards
Thomas & Sylvia Fink
Jennice Fishburn
Anne Fishel & Chris Daly
Kristina G. Fisher & Phil Carter
Lisa & Rick Fisher
Sandra & James Fitzpatrick
Kristina Flanagan
Debbie Fleischaker
Harlan Flint
Chris & Jude Ford
Robert & Janet Ford
Jeff & Beverley Fornaciari
Barcy Fox
David & Anne Fox

David Franklin & Christa Coggins
Lisa & George Franzen
Dr. Kathryn Fraser
Rosemarie & Paul Frederickson
Lawrence A. & Mary Fricke
Gary & Noelle Montagu Friedman
Howard & Debra Friedman
J. Roger Friedman
Warren F. Frost
Rita Fuller
Reese & Anne Fullerton
Cindi Fuqua
Stephen G. Gaber
Dr. Jamie L. Gagan
Ed & Maria Gale
Kenneth Gallard
Pauline M. Gallegos

Al & Nancy Galves
Alexander Gancarz & Jonathan Carleton
Patricia Gandert
Betsy Garber
Celina Garcia
F. Chris & Sandy Garcia
Gloria Garcia
Thomas Gardner
Faith Garfield
Peter Gary & Carol Ann Mullaney
Arthur Norman Gaume
Mariana Griswold Geer
Nancy Moore Gehman
Amy & Philip Geier
Nicholas R. Gentry
James & Denise George
Kass Germanas
Walter Gerstle PhD
Rose & Charles F. Gibbs
Dr. Gary Giblin & Sally Malave
Sandra & Van Gilbert
“Monthly Amigos” make automatic monthly donations to Think New Mexico from their banks or credit cards. The Amigos listed below have signed up to make contributions ranging from $5–$300 a month. Their recurring gifts provide Think New Mexico with steady, predictable income throughout the year. Our Amigos never have to remember to mail us 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).

Jan & Rick Adesso  
Omar Ahmed  
Sonya Berg  
Candace Brower & Gerald Kiuttu  
F. T. Cloak Jr.  
Mark Corey  
The Honorable Richard J. Daly  
Dolores DeMers  
Fran Dever & Dale Belcher  
Jane Engel  
Karl Ferguson  
Kristina Flanagan  
David & Anne Fox  

Donna Gomien  
Charles & Jillian Goodmacher  
Rod Guinn  
Steven Hecht & Dori Smith  
Dixie & Michael Jackson  
Mark Johnson  
Diane R. Karp Ph.D.  
Sol Lederman  
Elizabeth Moya  
Charles C. Newman & Tom Appelquist  
Karen Phillips & Kyle Olmon  
Ray Pick  

James & Coreen Plewa  
Kate Rindy  
Shelley Rossbach  
Wayne Savage  
The Honorable Amelia Ellen Shippy  
Joan Sickler & Mike Rosow  
Stephanie Sydoriak  
The Honorable Dr. Alfredo Vigil  
Cheryl Walker  
Lori Webster  
Rachel Winston

CHECK OUT THINK NEW MEXICO’S NEW ONLINE STORE

One of the perks of becoming a Monthly Amigo is a discount at Think New Mexico’s new online store. However, you do not need to be a Monthly Amigo to enjoy the store, where you can purchase all sorts of gear, from Think New Mexico stickers to tote bags, cell phone cases, notebooks, water bottles, mugs, t-shirts, hoodies, and more! For a limited time, we also have items at the store celebrating our 20th anniversary. They make great gifts and Think New Mexico gets 10% of the price of anything you buy. You can find the store at: http://www.thinknewmexico.org/online-store/.

STAY IN TOUCH! Visit Think New Mexico’s website at www.thinknewmexico.org to sign up for our email alerts, and be sure to follow us on Facebook, Twitter, and Instagram!
In Think New Mexico’s early years, the vast majority of our funding came from foundation grants. Today, most of the dollars that fuel our work come from individual contributions.

*Proportions reflect the average of the previous five years, 2005–2009 and 2014–2018

Linda Gillet PhD
Dr. Chandler & Gillian Gilman
Betsy Glenn
Donald & Diane Goldfarb
Philip D. Goldstone
Donna Gomien
Maria Rosella Gonzales & Marijo Baca
Charles & Jillian Goodmacher
Barbara D. Gordon
Dave Gordon
Peter J. Gould & Ann Kuhn
Ann C. Gowdey & Bruce Backus
George Gozigian
Christopher Graeser & Alexandra Ladd
Gerry Graff
Erika Graf-Webster
Cameron Graham
Marcia & Paul Greenbaum
Requa Tolbert Greer & George Greer
Charles & Kathleen Gregory
F. Judith Griego-Ruth & Robert J. Ruth
Gary & Patricia Griffin
Dr. Robert & Margaret Griffith
Thomas D. Grownney
Dr. Lauro Guaderrama
Cheryl Guild
Rod Guinn
Miles & Sylvia Gullingsrud
James M. Gustafson
Capt. Bruce A. Gustin III
Blaine Gutermuth
Rick & Cheryl Haaker
Dudley & Beverly Hafner
Gail Haggard
Ernestine & Melvin Hagman
Kimberly Hallatt
Will Halm
Bud & Valerie Hamilton
Dr. Charles F. & Lois R. Hammer
James Hammerberg
Marta & Jack Handey
Jim Hannan
Margaret & Don Hanson
Patrick Hanson & Cecilia Williams
Nancy Harbert
Michael Harbour & Nancy Rutland
Jasper Hardesty
Patricia Harlow
John & Peggy Harnisch
Barbara Harrelson
James Harrington
Wendell & Harriett Harris
Dick & Ann Harrison
Nick & Terry Harrison
John Hart & Carol Prins
Edgerton R. Haskin
Suzie Havemann
Maria-Ester De Anda Hay
Gary & Linda Hays
Anna Jane Hays
Michael L. Hays
Marilyn S. Hebert
Steven Hecht & Dori Smith

“In these days of shouting and not listening, thanks for all your good work!”

David C. McGuire, Jr., Albuquerque, New Mexico, July 5, 2018
Sigfried & Nina Hecker
Neil E. Heighberger
William Heimbach
Merritt Heffner & April Crosby
Barry Herskovitz & Colleen Carias
Richard Hertz & Doris Meyer
Dr. Phillip A. & Jeri Berger Hertzman
Tom & Consuelo Hester
Deon Hilger & Jerry Delaney
Marianne & Dennis Hill
Robert Himmerich y Valencia PhD & Eva Valencia de Himmerich
Scott Hindman
E. Franklin Hirsch
Robert & Peter Hirsch
Nathan E. Hite
Stephen & Jane Hochberg
Michael Hock
Lynn & Paul Hoffman
Louis & Georgianna Hoffmann
Robert & Evonne Holder
R.R. Hollingsworth
Janice Holt
Bernhard E. Holzapfel
Dee Homans
Helen R. Homans
Susan Homer
Kevin & Diana Honnell
Dr. Richard Honsinger
Elizabeth Hoobler
Sherry F. Hooper
I.B. Hoover
Robert & Elizabeth Fishel Houghteling
The Honorable Douglas J. Howe
Patrick Hubenthal
Dr. Jim & Mary Herrmann Hughes
Martha E. Hughes
Carolyn W. & Clark Hulse
Ann Hume
Michael Hundley
Ted & Georgie Hutton
Charles & Charlene Hyle
Stewart Iskow
Melinda & The Honorable William Itoh
BERRY Ives
Peter B. Ives
Dixie & Michael Jackson
Elaine & Brian Jacobs
Joel Jacobsen & Carla Beauchamp
Dean Jacoby
Eric Sedillo Jeffries
Ann & James Jenkins
Honorable Thomas E. Jennings
Jane Jernigan
Jessica Jerome
Isabel & Sam Jewell
Bill & Denise Johnson
Doug & Ruth Johnson
Mark Johnson
Dr. Michael & Judy Johnson
Drs. Nalo & Jeremy Johnson
Tom Johnson & Dorothy Bracey
Sandia J. Johnston
Curt Jones
John F. Jones
Mark & Lynn Jones
Hervey Juris & Leslie Nathanson
Alice Y. Jurkens
Dr. Norty & Summers Kalishman
Alexis Kaminsky
Kathryn R. Kaminsky & Thomas Singleton
Dr. Charles & Sherrri Karaian
Anne & Karl Karlstrom
Chet & Maryellen Karnas
Dubra Karnes-Padilla
Diane R. Karp PhD
Paul A. & Marianne Kastler
Meriom Kastner
David & Stephanie Kauffman
David Kaufman & Elizabeth Jacobson
Jeannie Kaufmann
Thomas G. Kay
William & Linda Keener
Greta & Thomas Keleher
Tom & Lynda Kellahin
Margaret I. Keller
Travis Kellerman
Fred & Linda Kellermanup
Eslée Kessler
Richard Khanlian & Ann Alexander
Joan Kimball
Barbara Kimbell
Nancy King
Donald & Fay Kirby
Marjorie Kirkel
Tim Kirkpatrick
Mickey & Jeanne Klein
Regina Klein
Richard Klein
Daniel E. Klein & Robbyne Jones
Dr. Edward & Cynthia Kleiner
Judy A. Klinger
Edwardine & Tom Klingner
Phil Klingner
Lucyindia Knudsen
Dr. Herb & Shelley Koffler
Paul W. & Roberta Kolp PhD
Charlotte & Bob Kornstein
Rebecca Koskela
Ruth & Dr. Paul Kovnat
Debra Krikorian

Think New Mexico's Ranking for Best Advocacy Campaign

<table>
<thead>
<tr>
<th>Year</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>60th</td>
</tr>
<tr>
<td>2017</td>
<td>60th</td>
</tr>
<tr>
<td>2016</td>
<td>60th</td>
</tr>
<tr>
<td>2015</td>
<td>58th</td>
</tr>
<tr>
<td>2014</td>
<td>57th</td>
</tr>
<tr>
<td>2013</td>
<td>57th</td>
</tr>
<tr>
<td>2012</td>
<td>70th</td>
</tr>
</tbody>
</table>

Every year, the University of Pennsylvania publishes a report evaluating over 7,800 think tanks worldwide. Think New Mexico is the only state-based think tank ranked in the top 100 in the world.
Linda Krull
Nandini Pillai Kuehn PhD
Patricia Kuhlhoff
Michael & Alice Kuhn
Gayle A. Kuldell
Norman & Ellen Kurnit
Dr. Alice Kahn Ladas
Leslie Lakind
Donald & Jean Lamm
Cornelia Lange
Barbara & Michael Langner
Mary M. Larsen
Reuben Last
Kathy & Tres Latimer
Peter Lattimore
Kevin LaVine & Dennis DeVanney
Dr. Elizabeth Lawrence & Andrew Montgomery
Jeffrey & Karen Lawrence
A. C. Lawson & Lea Bradovich
Tisha Le Rose
Sol Lederman
Dr. Rebecca Lee & Dan Rader
Marcia & Tim Lenihan
Deirdre Lennihan
Barbara Lenssen & Keith Anderson PhD
Michael Leo
Jim & Story Leonard
Roger & Roberta Lerman
Liz & Alan Lerner
Jesse Levin & Shane Plossu
Joyce Levine
Annika Levy
Joy Lewicki
Rev. Dean H. Lewis
The Honorable James B. Lewis
Wood V. Lewis
William & Cymantha Liakos
Constance & Dennis Liddy
Mike & Diane Lilley

Lisa Lincoln & Tom Brimacombe
John & Gerry Lingo
Stephanie & Stuart Lipkowitz
Lucy R. Lipson
Charlotte Lipson
Wayne Lloyd
William Loeb
Ruth Lommel
Doug Longnong
Marcy Loomis
Conchita L. Lopez
Trish Lopez
Drs. Alexander & Karen LoRusso
Laurence E. & Patricia Loucks
Paula Lozar
Martha & John Lubell
Edward Lujan
Dr. Alston C. Lundgren
Peggy Montgomery Lunt & David Lunt
Peter Lupsha & Ursula Hill
Rebecca Lyon
Steve & Meredith Machen
Catherine MacLaren
Richard & Molly Madden
Kathleen Main
Steven G. & Kay A. Maize
Dr. Kathleen Maley & Stephen Smith
Sherry Malone
John Mangimeli
Jim & Dana Pope Manning
Sarah T. Manning
Mark Mansell
James Mansfield & F. Joan Mathien
Dr. Douglas Mapel
Amy Marash
Michael D. Maremont
Susan & Philip Marineau

EmmaLia Mariner
Robert L. Marritz
Jerry Marshak & Signe Bergman
W. H. & Ruth Marshall
Janet & Geoffrey Marshall
Sherry & Jim Martin
Susan L. Martin
Candace Martinez
Liddie Martinez
Morgan Maxwell
Cavill & Sally Maze
Joann Mazzio
Cristina McCandless

Dr. Charles McCanna & Sue Ann Snyder
Laura & Patrick McCarthy
Marnie & Bill McCarthy
Taylor McConnell
Mary Catherine McCulloch
John McDermott
Thomas McNennerney & Diana Elliott
Mike McGear
James McGrath
Jane & David McGuire
Keith McClines & Taryn Vian
Barbara McIntyre
Michael McKay
John McKeen
Steven D. & Tina S. McKee
Bruce McKinney
Jean B. McKinney
Dorothy McKissick & Donald Brannan
Don & Sharon Ettinger McLaughlin
George & Tiia McLaughlin
Blaire McPherson
Saba McWilliams
Dale & Ivan Melada
MAKING THINK NEW MEXICO A LASTING PART OF YOUR LEGACY

We are enormously grateful to the people listed here, who have included Think New Mexico in their wills or designated Think New Mexico as the beneficiary of a retirement account, insurance policy, or other estate gift. Please consider joining them by making a charitable provision in your will for Think New Mexico. It is an investment in New Mexico and its long term future.

Ann Aceves
The Honorable Paul Bardacke
Rob Coffland
The Honorable Glenn* & Patricia Ferguson*
Patricia & Ariel Gutierrez
Ira Jaffe
Sylvia C. Koerber*
Robert & Charlotte Kornstein
Jim Manning
Jan Pylko Mayans
Karen & Philip Milstein
Fred, Jr. & Arlyn Nathan

Peter Ossorio
Howard Rubin
Sari Stein
The Honorable Bill Tallman
The Honorable Laura Warren*

*deceased

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, please visit our website or contact Fred at (505) 992-1315.

LEGACY DONOR PROFILE: SENATOR BILL TALLMAN

Meet Bill Tallman, career public servant and now a state senator from Albuquerque.

Beginning about a half century ago, Bill has been City Manager of a series of progressively larger cities in New York, Connecticut, Ohio, Pennsylvania, and Illinois, where he managed thousands of city employees, implemented cost-saving measures, and built infrastructure. In 2006, he and his wife, Becky, moved to the Land of Enchantment.

In his “retirement” in 2016 at age 75, Bill decided to run for the state senate. He won what political blogger Joe Monahan called “a stunning upset” by defeating an incumbent senator. Bill knocked on 7,000 doors to speak with voters and he wrote about 2,000 personal letters asking for support. At the Roundhouse, Bill personifies the servant leader, routinely working 12-hour days and quietly carrying dozens of bills, as well as staying in constant communication with his constituents. We are honored that when Bill recently revised his will, he included a bequest to Think New Mexico.

“The folks at Think New Mexico succeed by being honest brokers of sound information, solid research and good ideas. They fight the lobbyists who make large political contributions and take legislators out for high-priced meals at fancy restaurants. And they work incredibly hard, as I learned when I teamed up with them to try to make capital outlay spending transparent to taxpayers in New Mexico.”

—Senator Bill Tallman
Michael Melody & Bonnie Binkert
Dan Merians & Elizabeth Bradley
Peter Merscher
Barbara & Donald Meyer
Brent & Dawn Meyer
Guy Miller
Jeanette Boo Miller
Dr. Roger and Ellen Miller
Louise T. Mills
Drs. Robert Milne & Ann DeHart
Charles P. & Edwina H. Milner
Esther & Ralph Milnes
Karen & Philip Milstein
Ann & Robert Mishler
Dr. William & Marsha Mitchell
Richard Moe
Steve & Beth Moise
Dr. Ruth Shore Mondlick
Sylvia Montano
Bonnie Montgomery
The Honorable Brian Moore
Hope Morales
H. T. Morgan & Jerrett Koenigsberg
Shirley E. Morrison
Frank L. Moschiano
Philip W. & Suzanne R. Moss
Kiva & John Moulton
Elizabeth Moya
Terry Mulert
Ann M. Mumford
Brian H. Murphy
Joan Murphy
Philip & Julie Murray
Dane Myers & Melinda King
Daniel D. Myers
David J. Nathan & Rebecca L. Chaplan
Fred & Arlyn Nathans
Gay Nathan
Ruth G. Nathan
Sara Nathan & Joel Kazis
Dr. David Neal & Alice Redmond-Neal
Tim & Carol Neal
Sue & Jim Neidhart
Patricia & Dr. Michael Nelson
Nancy Nesbit
Richard & Sharon Kellum Neuman
Deanne Newman
Louis Newman
Charles C. Newman & Tom Appelquist
Cynthia Nicholson
Patrick & Andrea Nicholson
David Nochumson
Bob Nordstrom
Bruce Norman
David & Audrey Northrop
Sarah Noss
Charles & Martha Novak
Nancy E. Oakes
Katherine Oakley
Kenna O’Connell
Michael J. O’Connell
Dan & Mary John O’Hair
Kathryn O’Keeffe
Dr. Rebecca Okun
Porus & Deenaz Olpadwala
Lynn & Jim Olson
Catherine Oppenheimer
Dylan O’Reilly & Sara Montgomery
Kevin O’Reilly
Linda Osborne
Jean & Peter Ossorio
Dr. Gary & Carol Overturf
George & Elise Packard
Dr. Richard & Jane Padberg
Bill & Claudia Page
Vince Paolletti & Ann Powers
David Pascale
Liz and Larry Pearsall
Roger C. Pearson
Robert C. Peck
Clifford L. Pelton
Carolina Peralta
Jenna Perelman
Jane Perry
Dr. Daniel P. Petersen & Myriam Torres
Michael & Melissa Peterson
Roger Peterson
Evelyn Petschek
Karen Phillips & Kyle Olmon
Ray Pick
The Honorable Sam Pick
The Honorable Lynn Pickard
Dr. Steve Pilon & Theresa Dunn
Gerald E. & Yara Pitchford
Carol & Ray Pittman
Mike & Charlotte Plantz
Russell & Jill Platt
Bryan Pletta
James & Coreen Plewa
Kelly Pope & David Bulfer
Stephen Pope & Maria Higuera
Cara Gordon Potter
Sarah Potter & Tom Melk
The Honorable Dr. Bill & Sally Pratt
David & Patricia Cloud Prescott
Larry & Lauren Prescott
Linda Prince
Dan & Judy Prono
Joseph J. & Lynne Ptacek
Lee F. Purcaro
Kip Purcell & Georgia Will
Michael Purdy
Christopher Purvis
Louisa Putnam
Lisa Quick
Brigid Quinn
Dr. Patrick G. & Stacy S. Quinn
Gerald Quintana
Victoria Rabinowe & Ed Oppenheimer
Juno & Julia Raby
Mary Radnich
Laura Rager
Roberta Cooper Ramo & Dr. Barry Ramo
Melanie & Ed Ranney
Nancy Ranney & David Levi
Nora Ranney
Sandra Rasich
Susan & Harry Read
Roderick Reay
Lois & Bud Redding
Charles & Karen Reeder
Ray A. Reeder
Jill Reichman & Michael Hare
Penny Rembe
Kenneth Resnick
Charles & Loretta Reynolds
Jean Richards
George M. & Sheila Richmond
Richard Riger
David Rigsby
Kate Rindy

Think New Mexico 34
Number of Individual Social Investors Who Support Think New Mexico

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 10</th>
<th>Year 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>52</td>
<td>942</td>
</tr>
</tbody>
</table>

Todd Ringler & Deborah Thompson
Terry Rister
Lidio Rivera
Dr. Margaret E. Roberts
Shelley Roberts & Dewey Moore
Thomas Roberts & Leah Albers
Jacquelyn Robins
Connie Robinson
Homer Robinson & Lisa Zahren
Lindsay Robinson
Kevin & Julie Rochford
Larry & Alice Rodgers
Kimberley & Matt Rodriguez
Lee & Anne Gifford Rogaliner
Elizabeth & James Roghair
Leo M. & Robin Romero
Vicente Romero
Jane Ronca-Washburn
Betty Ann Rose
Evan Rose & Felicia Orth
Stephen & Nancy Rose
Stephen Rose & Barbara Zaring
Doris Rosen
Patricia Rosenberg
Alex & Mary Ross
Walter & Elizabeth Ross
Shelley Rossbach
Eric Rounds
Pam Roy
Charles & Linda Roybal
Howard A. & Matilda Rubin
William & Barbara Rugg
George & Norma Ruptier
The Honorable
Christopher Ruszkowski
Barbara Ruzinsky
Paula Sabloff
Sara Sally Sabo
Christina Salazar
Anne Salzmann & David McDonald
Dr. Patrick J. Samora
John & Marcia Samore
Rhiannon Samuel
Joseph Sanchez
The Satpathi Family
Didier Saumon
Wayne Savage
Anne Sawyer
William & Cheryl Scheer
Mary Schipper & Thomas Trigg
Nancy Schmierbach
Sarah Schneider
Beth & Richard Schnieders
John Schoemer & Maureen McCarthy
Dr. Peter Scholle
Carol & Rich Schrader
George Schrank
Merry Schroeder
Mary E. Schruben
Martin Schultz
Michael Schulz & Marie Maher
Tom Schwab & Pamela Donegan
Nan Schwanfelder
David & Martha Schwartz
Jeff & Verlan Schwehn
Scott Schweighauser & Liz Ellrodt
Victoria Lee Seale
Thomas B. Seamon
Jack & Peggy Seigel
Susan & Richard Seligman
Robert Shankin
Thomas & Rebecca Shankland
Mary W. Shannen
Harry & Payton Shapiro
Loretta J. Sharp
The Honorable Peter Sheehey
E. C. Sheeley PhD
Jay & Katherine Shelton
Honorable Amelia Ellen Shippy
Judith Shotwell
Jane Shreffler
Steve & Kate Geier Shultz
Joan Sickler & Mike Rosow
Herman Siegelaar & Cornelia Bryer
Melinda Silver
Earnestine Simmons
Dr. Janet Simon
Tom & Susan Simons
Walter & Elizabeth Simpson
Ann Singer
Jo Anne H. Singer
The Honorable Sarah M. Singleton
Barbara Sinha
Bill & Amy Simneros
Susan Slade
Donald Smith & Lucy Crane
Dr. Fredrica & Paul Smith
Morgan Smith
The Honorable Peter Smith & Leticia Chambers
Rita Snyder & Jay Hudson
Stephen & Judith Snyder
Anne Young Souders
"I’m a great fan of your organization and I’m so glad you are growing bigger and better all the time. You provide an invaluable service to New Mexico and all its people."

—SUSAN SLADE, SILVER CITY, NEW MEXICO, OCTOBER 22, 2018
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. We partner with the nonprofit CARS, which will come pick up the vehicle, sell it at auction, and forward the proceeds to Think New Mexico.

If you have any questions or would like to donate your vehicle call CARS at 1-877-411-3662 (be sure to tell them that the donation is for Think New Mexico) or visit the “Support” page of our website.

**Vehicle Donors:**
- Elizabeth & Steve Cantrell
- James Cummings
- Lynn Day
- John & Toni Espinoza
- David Kaufman & Elizabeth Jacobson
- Ruth Lommel
- Paul Maher
- Margaret McLean & Bill Moon
- Kelly McMahan
- Fran E. & Frederic S. Nathan, Sr.
- Dr. Paul Vonnahme
- Grace & Glen Whitecotten
- Darrell & April Yonemoto

**DONATE DIRECTLY FROM YOUR RETIREMENT ACCOUNT (IRA/401K)**

If you own an Individual Retirement Account and are over age 70 and a half, you are eligible to receive tax benefits if you transfer up to $100,000 directly from your IRA to Think New Mexico. The transfer will count toward fulfilling your required minimum distribution from your IRA and will not be considered part of your gross income for federal tax purposes.

For more information on donating from your IRA, just give us a call at (505) 992-1315 and we’ll give you all the information you need to make the transfer. Then simply contact the financial services company that serves as your IRA custodian and let them know that you would like to make a Qualified Charitable Distribution to Think New Mexico from your IRA.

**IRA Donors:**
- Helen B. Cahn
- Elizabeth Doak & Kathryn Braziel
- David & Ellen Evans
- James & Denise George
- Marcia & Paul Greenbaum
- Patricia Jahoda
- Ann & James Jenkins
- Dr. Ruth Shore Mondlick
- Margaret Z. Robson
- Herman Siegelaar & Cornelia Bryer
In order to sustain our Leadership Internship program over the long term, Think New Mexico’s board created an endowment fund in honor of Stewart Udall, our founding board Chair, and Garrey Carruthers, who succeeded him in the role.

Stewart Udall served three terms in Congress and was Secretary of the Interior under Presidents Kennedy and 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.

Both Stewart Udall and Garrey Carruthers exemplify a deep dedication to public service and working across the aisle for the public good. This sort of leadership is too rare today, and it is exactly what we hope to cultivate in our interns.

Think New Mexico has raised over $80,000 of our $100,000 goal for the endowment. When it is fully funded, the endowment will support two paid internship positions every year in perpetuity. If you are interested in helping us complete the Udall-Carruthers Leadership Internship endowment, please contact us.
Sydney Weydemeyer
The Honorable Michael & Kyle Wheeler
Charles & Linda White
Dr. Harvey J. White
Robert C. White & Pamela Gravagne
Rollin & Dr. Cheryl Whitman
Michael Wiese & Margaret Hennessey
William H. & Janislee Wiese
William & Dianne Wiley
Ronald Wilkins
Margaret G. Williams
Robert & Elaine Williams
Susan Williams
Chris Wilson
Franklin E. Wilson
John Wilson
Nancy J. & Ronald C. Winger
Mark Winne
Rachel Winston
Gerald Wise & Rebecca Phillips
Ruth E. Wiser
Jane Wishner & Dr. Robert Rosenberg
Bill & Joan Witkin
Judith L. Witten
Barak Wolff & Leah Popp
Carla & Jim Wright
Sheldon & Sharon Wright
Jerold & Joyce Wulf
Peter Wurzburger
The Honorable Hess Yntema & Patricia Contreras Yntema
Glenn Yocum & Emelie Olson
Jane & Daniel Yoхalem
Darrell & April Yonemoto
Julia L. Young
Stephen J. Zamora
Ernest Zapata Jr.
Michael Zeilik
Mary Zemon
Charles & Alice Zlatkoff
Claire Zoeller
Arpad Zolyomi

**Gifts in Memory of:**

**RICHARD BLOCH**
Fred, Jr. & Arlyn Nathan

**BARBARA BUCHEN**
Lynne Loucks Buchen

**THE HONORABLE THOMAS DONNELLY**
Fred, Jr. & Arlyn Nathan

**E. ALDEN DUNHAM**
Laura Dunham

**CARLA FREEMAN**
Fred, Jr. & Arlyn Nathan

**BARBARA E. HOLZAPFEL**
Bernhard E. Holzapfel

**PATRICIA KUHLHOFF**
Fred, Jr. & Arlyn Nathan

**BOB KURTH**
Fred, Jr. & Arlyn Nathan

**TOM G. MARGITTAI**
Fred, Jr. & Arlyn Nathan

**DONALD MEYER**
Fred, Jr. & Arlyn Nathan

**FRAN NATHAN**
Steve & Beth Moise

**FRAN & FRED NATHAN, SR.**
Scott Schweighauser & Liz Ellrodt

**MARILYN & ALBERT PETSCHEK**
Evelyn Petschek

**SIDNEY SINGER**
Elizabeth Allred

**THE HONORABLE DANIEL SISK**
Fred, Jr. & Arlyn Nathan

**DIANA STEIN**
Fred, Jr. & Arlyn Nathan
Sari Stein

**EUGENE THAW**
Fred, Jr. & Arlyn Nathan

**NORMAN THAYER**
Fred, Jr. & Arlyn Nathan

**BETTY L. VORTMAN**
Fred, Jr. & Arlyn Nathan

**Gifts in Honor of:**

**ELIZABETH R. CLEARWATER**
Linda Krull

**MILO CLEARWATER**
Elizabeth Clearwater

**KRISTINA G. FISHER**
Lisa & Rick Fisher

**LIDDIE MARTINEZ**
Camilla Bustamante
Fran Goodwin DeGraffenreid
Rita Fuller
Celina Garcia
Gloria Garcia
Christina Salazar
Joe Sanchez
Nina Valenzuela
Frederico Vigil

**In-Kind Donors:**

Peter Ellzey
Stephen Gaber
Joshua Gonzáles
Arlyn Eve Nathan
Alex Candelaria Sedillos
Jonas Skardis
Geraint Smith
Intuit Quickbooks via TechSoup
BUSINESS & NONPROFIT SUPPORTERS

Academy for the Love of Learning
Accent Fire Safety
ACP Architects
Arrowwood
Avalon Trust
Bank of Albuquerque
Barker Properties
Bellas Artes, Ltd.
Bode's Mercantile, Inc.
Carter Ledyard & Milburn, LLP
CB Fox, Inc.
Cid's Food Market, Inc.
Cliff's Amusement Park
Davenport & Dodds, LLP
Dekker/Perich/Sabatini, Ltd.
Dessauer Building Co.
El Bienstar
El Gancho
Elwell Construction Co.
Embudo Dental Clinic
Harry's Roadhouse
HealthFront
JMJ Management, LLC
Kastler Law Offices, Ltd.
Ken Gallard Photographic
Lloyd & Associates Architects

Loretto Chapel
Los Alamos National Bank
Los Alamos National Laboratory Matching Gifts
McDermott Advisory Services, LLC
Merck Gives Back Employee Giving Program
Miller Stratvert P.A.
Northern New Mexico Gastroenterology Associates
Park Avenue Framing
Passbyte
Pfizer Foundation Matching Gifts Program
Rancheros De Santa Fe
Rex Goes Racing
Six Bar Eight Corporation
Stone Age Climbing Gym
Stone Design Corp
Sue Strebe Real Estate
The Columbus Group, LLC
The Delta, LLC
The Placitas Group
The Range
TLC Plumbing & Utility
Twenty-First Strategies, LLC
Wordswork
**Organization Information**

Think New Mexico began its operations on January 1, 1999. It is a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code. In order to maintain its independence, Think New Mexico does not accept government funding. However, contributions from individuals, businesses, and foundations are welcomed, encouraged, and tax-deductible.

**“Thinking Cap” Photos**

**PAGE 25:** Leadership Intern Martha Hughes, Colombia; Travis Crawley, Albuquerque

**PAGE 28:** Filmmaker John Sayles and Pio Arevalo, New Mexico; Eliza Mariner and Sophie Roberts, Albuquerque

**PAGE 32:** Leadership Intern Phil Wilkinson, Santa Fe; Donald Meyer (1934–2019), Santa Fe; Leadership Intern Shannon Fonseca, mangrove forest, Abu Dhabi

**PAGE 36:** Leadership Interns Marcos Duran, Jay Maharath, and Prasamsa Dhakal, Santa Fe; Anne Beckett, Moeraki Boulders, New Zealand

**Acknowledgments**

We wish to acknowledge the Alamogordo Daily News, the Albuquerque Journal, the Carlsbad Current-Argus, the Guadalupe County Communicator, the Las Cruces Sun-News, the Rio Grande Sun, the Santa Fe New Mexican, the Truth or Consequences Herald, and syndicated columnist Tom McDonald for allowing us to reprint the excerpts of articles and editorials that appear in this annual report. In addition, we wish to thank cartoonist Jon Richards and photographer Alex Candelaria Sedillos (westlight@yahoo.com) for allowing us to reprint the images that appear throughout this annual report. The historical photograph on page 37 was taken by Russell Lee in Chamisal, NM in 1940 and is reprinted by permission of the Library of Congress, Prints and Photographs Division (LC-USF 33-012802-M1). Background images on pages 24–40 are by Kristina G. Fisher, all of them are of places in New Mexico. Permission to reprint does not imply endorsement.
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