

2009–2010
Annual Report

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



FOOD TAX DEFEATED *Again*



About the Cover

The cover features a photograph of Dixon's apple orchard at harvest time. Dixon's, located in Peña Blanca, New Mexico, close to Cochiti, is a New Mexico institution. It was founded by Fred and Faye Dixon in 1943, and is currently run by their granddaughter, Becky, and her husband, Jim. The photo was taken by Mark Kane, a Santa Fe-based photographer who has had many museum and gallery shows and whose work has been published extensively. More of his photos can be seen at markkane.net. The inside cover photo was taken by Elizabeth Field and depicts tomatoes for sale at the Santa Fe Farmer's Market.

Acknowledgments

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Vegetables at the Santa Fe Farmer's Market. Photo by Elizabeth Field.

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 problems facing New Mexico and by developing and advocating for effective, comprehensive, sustainable solutions to those problems.

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.

Consistent with our nonpartisan approach, Think New Mexico's board is composed of Democrats, Independents, and Republicans. They are statesmen and stateswomen, who have no agenda other than to see New Mexico succeed. They are also our brain trust.

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 state government funding. However, contributions from individuals, businesses, and foundations are welcomed, encouraged and tax-deductible.

Results

As a results-oriented think tank, Think New Mexico measures its success based on changes in law we help to achieve. 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
- creating 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

Think New Mexico's Board of Directors

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 President and CEO of the National Hispanic Cultural Center Foundation.



Edward Archuleta, a 13th generation New Mexican, is a consultant and activist on issues including responsible land-use planning, growth management, and sustainable development. Edward previously served as the top assistant to former New Mexico Secretary of State Stephanie Gonzales.



Paul Bardacke served as Attorney General of New Mexico from 1983–1986. Paul was Chairman of Bill Richardson’s successful gubernatorial campaigns. He is a Fellow in the American College of Trial Lawyers. Paul currently handles complex commercial litigation and mediation with the firm of Sutin, Thayer and Browne.



David Buchholtz has advised more than a dozen Governors and Cabinet Secretaries of Economic Development on fiscal matters. David has served as Chairman of the Association of Commerce and Industry. He is the senior member of the New Mexico office of Brownstein Hyatt Farber Schreck.



Garrey Carruthers served as Governor of New Mexico from 1987–1990. Garrey is Dean of New Mexico State University’s College of Business and was formerly President and CEO of Cimarron Health Plan. He serves on the board of Arrowhead, an economic development center in Las Cruces, as well as on the boards of many other corporate and public organizations.



Dr. F. Chris Garcia is a former President of the University of New Mexico and is currently a Distinguished Professor Emeritus of Political Science. He is the co-author of, among other books, *Hispanics and the U.S. Political System* and *Governing New Mexico*. In 2003, Dr. Garcia received the Governor’s Distinguished Public Service Award.





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.



Susan Herter served as Chief of Staff to Vice President Nelson Rockefeller and was appointed to the President's Commission on White House Fellows by Presidents Carter and Reagan. Susan was a founding board member of Common Cause, the North American Institute, and the New Mexico Community Foundation, where she also served as president.



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



Fred Nathan founded Think New Mexico and is its Executive Director. Fred served as Special Counsel to New Mexico Attorney General Tom Udall. In that capacity, he was the architect of several successful legislative initiatives and was in charge of New Mexico's \$1.25 billion lawsuit against the tobacco industry.



Roberta Cooper Ramo is the first woman elected President of the American Bar Association and the American Law Institute. Roberta served on the State Board of Finance and is a former President of the Board of Regents of the University of New Mexico. She is a shareholder in the Modrall law firm and serves on many national boards.



Stewart Udall (1920–2010) served as Secretary of the Interior under Presidents Kennedy and Johnson. Prior to that, Stewart served three terms in Congress. He was the author of *The Quiet Crisis* (1963) that tells the story of humankind's stewardship over the planet's resources, and *To the Inland Empire: Coronado and Our Spanish Legacy* (1987) which celebrates Hispanic contributions to our history.

Dear New Mexican:

This annual report is the first to feature Think New Mexico's new logo, an ascending kiva ladder within the geographic boundaries of the Land of Enchantment.

The logo is meant to capture the spirit of moving the state upwards by increasing social mobility. This theme runs throughout much of Think New Mexico's work, such as our lottery reform initiative, which is making a college education more affordable, and our title insurance reform campaign, which is lowering closing costs for homebuyers and homeowners who refinance their mortgages.

Another effort like this was Think New Mexico's successful three-year campaign to repeal the tax on food, which falls heaviest on working low and middle-class New Mexicans. The food tax was finally abolished in 2004, but the recession and some special interest politics threatened to reimpose the food tax in various forms this year, including the infamous "tortilla tax." At times, it felt like we were engaged in an extended game of "whack-a-mole," in which every time we killed this pesky, regressive tax, it reemerged from another direction, as we discuss later in this report.

This upcoming year we will be continuing our effort to increase New Mexico's 54% high school graduation rate through our smaller schools project. Likewise, we will bring back our legislation to ban political contributions by lobbyists and government contractors, which passed the House but ran out of time in the Senate in the 2010 session.

These efforts will be led by Think New Mexico's hard-working staff (pictured at right) which was strengthened this year by the hiring of a talented new Field Director, Jason Espinoza. Jason's profile can be found on page 17 of this report.

As you can see, Think New Mexico's staff is small. It has never included a director of development nor have we ever held a fund-raising event. Instead we count on everyday New Mexicans like you who read this Annual Report and believe in what we do to send in a contribution in the enclosed yellow envelope.

Fred Nathan

Fred Nathan

May 28, 2010



Think New Mexico's Staff



Lynne Loucks Buchen
Business Manager



Jason Espinoza
Field Director



Kristina G. Fisher
Associate Director



Fred Nathan
Executive Director



Stewart Udall with Governor Bill Richardson at the signing of the food tax repeal legislation in 2004. Photo by Don Usner.

In Memoriam: Stewart Udall 1920–2010

Think New Mexico has received a number of letters since Stewart passed away on the first day of spring. Fittingly, the letters came from the powerful and the powerless, as Stewart moved easily between both groups.

We received a letter from Morgan Maxwell Jr., who wrote about how Stewart and his brother, Morris, then students at the University of Arizona, invited Morgan, a fellow student, to sit with them for lunch at the student union. It might not sound like a big deal, but since Morgan is black, and the year was 1947, it was a very big deal. It resulted in the desegregation of the school's dining facilities.

Another letter arrived from United States Senator Jeffrey Merkley of Oregon, a colleague of Stewart's son, New Mexico Senator Tom Udall. In 2008, Merkley defeated the incumbent Senator Gordon Smith, whose mother, Jessica Udall Smith, was Stewart's first cousin.

Udall family members, Democrats and Republicans, have held high political office in a half dozen Western states. Stewart used to proudly joke about this by exhorting others to "vote for the Udall nearest you." (Generally speaking, that remains very good advice, although IRS rules prohibit Think New Mexico from endorsing specific political candidates.)

Stewart was Think New Mexico's first and only Chairman of the Board. I visited Stewart back in 1998 when I was considering creating Think New Mexico but was not altogether confident about the prospects for a state-based results-oriented think tank and needed advice. Stewart listened carefully to my plan without saying anything. When I was done presenting it, Stewart leaned over and said, "Sounds good, Freddy. I'll be Chairman of the Board, if you think it will help."

Without that seal of approval, it is doubtful there would be a Think New Mexico today. And we could not have had a better Chairman, as Stewart embodied so many qualities we value at Think New Mexico: a stout skepticism of the conventional wisdom, an optimism born of the New Frontier, and old-fashioned Western perseverance.

F. N.

DEFEATING THE REIMPOSITION OF THE FOOD TAX

Six years ago, Think New Mexico successfully championed the repeal of the food tax. When the Greater Albuquerque Chamber of Commerce proposed reimposing it in the 2010 legislative session, Think New Mexico launched an all-out campaign to defeat it. Nevertheless, the Senate passed a bizarre bill that would have taxed certain foods (the “tortilla tax”), which we helped defeat in the House. Shortly thereafter, the Legislature reconvened in a special session to pass a budget, which included a reimposition of the food tax. Before the ink was dry on the bill, we had delivered Governor Richardson a legal analysis explaining why he had the authority to line-item veto the tax. We then generated 7,605 emails and letters through our website to the Governor, who made reference to Think New Mexico’s “political machine” and the overwhelming public response when he vetoed the food tax on March 24, 2010, with Think New Mexico’s staff in attendance.



LAS CRUCES SUN-NEWS

December 7, 2009

Tax junk food, not fruits, vegetables and baby food

By Fred Nathan
and Allen Sanchez

For the Sun-News

The Greater Albuquerque Chamber of Commerce (GACC) recently proposed that New Mexico reimpose the tax on food. If the GACC wants to raise taxes, a wiser strategy would be a targeted tax on junk food, rather than making necessities like fruits, vegetables and baby food more expensive for New Mexico families.

In 1958, 41 states taxed food. Since then, however, the states have moved steadily toward exempting food from tax. By the time New Mexico repealed its food tax, only seven states still fully taxed the sale of groceries.

Today, that number has dwindled to only two: Alabama and Mississippi.

The trend toward repealing the tax on food has been accelerated in part by the recognition that the food tax is a weak foundation on which to base essential government services. This is because food tax revenue grows so much more slowly than state and local government spending.

In the decade before the repeal,

for example, revenue from the food tax grew at only a 1.7 percent annual rate, according to the Taxation and Revenue Department, while state and local government spending grew at a rate of about 5 percent during the same period.

The GACC argues that reimposing the food tax would not harm the poor because they receive food stamps. However, although the food-stamp program has been around for nearly half a century, only 62 percent of eligible New Mexico families with children actually receive food stamps, according to an October 2008 study by the New Mexico Voices for Children.

Moreover, the food-stamp benefit formula is based on the expectation that families will pay a portion of their food budget with income other than food stamps. The average monthly benefit per person in New Mexico is approximately \$93, or about \$3 per day. Thus, even the 62 percent of eligible New Mexicans who receive food stamps continue to pay for many of their groceries and would therefore still be hit hard by a food tax.

Food stamps provide no relief to struggling middle-class families. In the midst of the greatest economic

downturn in seven decades, it is wrong to increase taxes on working middle-income families who are living paycheck to paycheck. Reimposing the food tax would cost the average family of four approximately \$250 annually.

The money that would be spent on a new food tax is money that these families would otherwise be able to spend on other goods and services. In this sense, reimposing the food tax would function as a sort of anti-stimulus, draining dollars out of the economy.

While a food tax does nothing but harm, a junk food tax would do some good. It would, for instance, help combat New Mexico’s growing obesity crisis, which would reduce health-care expenses over the long term.

The food tax is a regressive, anti-family tax on necessities, while a tax on junk food makes sense for a state struggling with an obesity epidemic.

Fred Nathan is executive director of Think New Mexico. Allen Sanchez is executive director of the New Mexico Conference of Catholic Bishops, an organization that serves as the spiritual leaders of more than 600,000 New Mexicans.

THE SANTA FE NEW MEXICAN

TUESDAY, DECEMBER 22, 2009

Gubernatorial hopefuls shun food tax idea

By Steve Terrell The New Mexican

All five candidates for governor — four Republicans and one Democrat — oppose the idea of New Mexico reinstating the gross-receipts tax on groceries, although at least one of the Republican contenders has reservations about keeping the tax off food.

The state in 2004 quit taxing most food products. However, as the state's financial crisis deepens, the Albuquerque Chamber of Commerce and others have raised the possibility of reviving the tax.

Think New Mexico, a Santa Fe think tank that pushed for the food tax repeal in the state Legislature, on Monday began releasing names of candidates, officials and organizations — one per hour on its Facebook page and Twitter feed — who also oppose bringing back the food tax.

"This is an opportunity for any New Mexican to watch the Albuquerque Chamber of Commerce's campaign to re-impose the food tax be defeated in real time," Think New Mexico director Fred Nathan said Monday.

Among those named Monday were Republican gubernatorial candidates Allen Webb, Doug Turner and Susana Martinez.

Lt. Gov. Diane Denish, the only Democrat currently running for governor, earlier this month came out strongly against returning the food tax. "When families are pinching and scraping to get by, taxing the basics like milk and bread is just not right," Denish said in a news release.

Advocates of keeping the food-tax repeal argue that such a tax hurts lower-income people who spend a

larger percentage of their income on groceries.

Other food-tax opponents listed Monday by Think New Mexico include Brian Colón, a Democratic candidate for lieutenant governor, the group New Mexico Voices for Children, the New Mexico Farmer's Market Association and the Rio Grande Sun newspaper.

"Tomorrow we are looking to lead off with Democratic candidates for lieutenant governor and move into legislators who are opposed to the re-imposition of the food tax," said Jason Espinoza, Think New Mexico's field director. The list of legislators will take several days to post, he said.



Think New Mexico's Field Director Jason Espinoza delivers printouts of thousands of emails to the Governor's office. Photo by Teresa Davis.

From **Santa Fe New Mexican** article "Legislators Grapple Over Tax Hikes," March 3, 2010:

Think New Mexico, a Santa Fe based think-tank that pushed through the repeal of gross receipts tax on food in 2004, delivered to the Governor's Office printouts of more than 500 e-mails from people opposed to raising taxes on food.

"Please do not impose a tax on food," one Santa Fe woman wrote. "I can barely pay my utilities, especially propane to heat my house and gas for my car. If I pay a tax on food, then I won't be able to pay for clothes; which are already taxed — so the state

will lose the money on that sale, and other items that I won't be able to afford any more."

An Albuquerque woman wrote, "My husband and I have been out of work for a number of months, being in our later fifties we don't know when things will change. We don't get unemployment or have savings. We live on a very small fixed income ... Food costs are already one of our biggest expenses. Please do not add to our burden and thousands of other Americans in the same circumstance."

March 24, 2010

Veto the Food Tax

By Fred Nathan

Many New Mexicans are asking whether Gov. Bill Richardson will line-item veto the re-imposition of the local portion of the food tax that was passed during the recent special session.

However, once they learn the story behind the food tax's passage, New Mexicans are more likely to ask instead: "Why wouldn't Gov. Richardson veto the food tax?"

First, a little recent history. In 2004, Gov. Richardson, delivering on a campaign promise made in his 2002 election, boldly pushed a repeal of the food tax through the legislature with the critical help of Speaker Ben Lujan and many others.

At the time, Gov. Richardson pointed out: "the gross receipts tax on the food that goes on the plates of New Mexico families is an unconscionable reach into the pockets of New Mexico breadwinners."

Indeed, this was an important victory for working low and middle-income families in New Mexico, who had been paying this regressive, anti-family tax since 1933 when it was enacted as a "temporary" and "emergency" statute.

So it was not surprising that Gov. Richardson, in his State of the State address to the Legislature at the beginning of the regular session this January, made it clear that he would not support re-imposing the food tax: "We cannot ask working New Mexicans to pay more for groceries when too many are struggling to make ends meet."

This was a sensible position to take at a time when tens of thousands of New Mexicans

are newly jobless, and many more are living paycheck to paycheck.

Nevertheless, about three weeks later, some in the New Mexico Senate concocted and passed the infamous "tortilla tax" by a vote of 23-19. This tax actually went well beyond tortillas to hit food staples, including rice, canned soup, spaghetti, nuts, honey, eggs, potatoes and yogurt. Thankfully, a House committee killed it, 9-0.

In between the regular session and the special session, Gov. Richardson worked hard to forge a compromise that would address the budget deficit. He said that while he was still opposed to the food tax, he was open to signing a junk food tax on sugary soft drinks and candy. This tax would generate approximately \$22.4 million annually while helping to lower New Mexico's soaring obesity and diabetes rates, and reduce health care costs for these illnesses.

In the special session, rather than accept the governor's reasonable offer to tax junk food, some in the Legislature chose instead to tax fruits, vegetables and baby food, among other things. The food tax is included in the tax package that now sits on the governor's desk, awaiting his signature or a line-item veto.

Gov. Richardson has many good reasons to line-item veto the food tax. First, re-imposing a \$68 million food tax will serve as an anti-stimulus, draining dollars out of New Mexico's fragile economy and harming local businesses. The money that families will be forced to spend on the food tax is money that they would

otherwise be able to spend on other goods and services.

Second, for the same reason, the food tax will not close the budget deficit or avert the need for another special session. Revenue estimates for the food tax—and the budget itself—are too optimistic because they assume that New Mexico consumers will not change their buying patterns even though they will have less discretionary income thanks to the food tax. In the real world, less spending on non-food goods and services means lower gross receipts tax collections, something that is not accounted for in the estimates.

Third, there are far better alternatives for balancing New Mexico's budget. The Legislature could reduce state spending without cutting vital public services, as some fear. For example, a bipartisan task force created by Gov. Richardson and headed by former Gov. Garrey Carruthers recently recommended merging some state departments, and eliminating a number of inactive boards and commissions.

Similarly, if the goal of this tax package is to "spread the pain" as broadly as possible, why was the liquor lobby spared from any increase in taxes on alcohol, which unlike fruits, vegetables and baby food, is a luxury?

We can do better than taxing food. Gov. Richardson has said that he "hates the food tax." So do the vast majority of New Mexicans, but only Gov. Richardson can veto it. Now is his opportunity to cement his legacy and keep New Mexicans' food tax-free.

NM governor vetoes \$68 million food-tax bill

From the Deming Headlight, March 25, 2010

THE FIGHT FOR SMALLER SCHOOLS



Over the past year, Think New Mexico has continued its efforts to improve New Mexico's graduation rate and student performance by increasing access to smaller schools—defined as fewer than 900 students for high schools or 400 students for elementary and middle schools. Our legislation to incentivize smaller schools passed the state Senate by a vote of 28–11 in 2009 before running out of time in the House. Momentum for these reforms continued to grow as the latest graduation statistics were released last year. We are working hard to counter the pervasive myth that smaller schools cost more to construct and operate, and we are optimistic that we can get this important reform enacted next year.

THE SANTA FE NEW MEXICAN

Tuesday, August 11, 2009

William W. Waters,
Editorial Page Editor

Robert Dean,
Managing Editor

Smaller schools best for stopping dropouts

Amid the latest hubbub over high-school dropouts, a reminder New Mexico legislators and educators shouldn't need: More than two decades' worth of research has made it resoundingly clear that a key to keeping kids in school is having schools worth staying in.

Super-sized high schools are notorious for alienation and violence. Graduation rates are higher where student bodies aren't bloated.

This isn't just theory: In Cincinnati, a series of smaller schools have replaced the big "factory schools" that were contributing to the decline of that fine Ohio River city. The graduation rate there has soared from 51 percent to 79 percent — and those schools are serving the same neighborhoods and populations as the big schools they replaced.

In New Mexico, 12 of 16 high schools rated "best" by *U.S. News & World Report* have student bodies under 900. The bigger four, it turns out, cater to wealthy populations.

But what about cost? Isn't bigger better? If we cram 3,000 kids into one big campus, isn't there an economy of size?

Nope. When schools get too unwieldy, they take enormous numbers of administrative staff. And because the factory schools tend to be out on the edges of cities, transportation costs go up. Smaller schools can be part of the laudable urban-infill planning process — and kids can walk to class.

Oh, and security: The big schools, sadly enough, demand security forces. The smaller ones don't.

As for differences in construction costs, it turns out there's no discernible difference in school sizes; what's more important is the choice of architect and builder.

Those were among the many excellent points put forth by Think New Mexico, the results-oriented think tank, to the New Mexico Legislature during this year's session. The group was advancing a bill by which money would be funneled to high schools designed for no more than 900 students. That number is an optimum — beyond which education levels tend to take a dive, campuses become gang-ridden and too few youngsters get a chance at extracurricular activities.

Think's bill, in the wake of the most recent reports on educational quality — and students voting with their feet — looks even better now than it did then. It passed the Senate, 28-11, during the last session, but the House of Representatives ran out of time for it. The measure is well worth re-introducing. Proponent Sens. Cynthia Nava, D-Las Cruces, and Sue Wilson Belfort, R-Sandia Park, should stir up some early interest from like-minded representatives.

Gov. Bill Richardson, newly reinvigorated to take on the dropout problem, should see the smaller-school proposal as the effective tool that it is — and give it a leading spot on the wish list that'll be part of his state-of-the-state address in January. In the meantime, he should lose no opportunity to buttonhole senators and representatives about its merits.

ALBUQUERQUE JOURNAL

January 10, 2010

Smaller Schools Make Fiscal, Education Sense

BY PAUL GESSING

President, Rio Grande Foundation

The 2010 legislative session is right around the corner and, while solving New Mexico's difficult budget problems — hopefully without raising taxes — will likely be the Legislature's primary task, reforming K-12 education demands attention as well. First and foremost, those who have supported higher taxes for education will need to understand that the economy simply can't handle it.

However, there are reforms that can be enacted at no additional cost to taxpayers that will address the serious shortcomings in a system that is failing too many children. Last year, the respected "Diplomas Count" report found that only 34 percent of New Mexico kids graduated in four years, although the state reports a slightly higher number. The bottom line is that New Mexico's K-12 education system is in need of serious reform.

One important reform is to shrink the size of the schools our children attend. Although it is unusual for us here at the Rio Grande Foundation to agree with Think New Mexico, there is one point on which they are right: Smaller schools make economic as well as educational sense.

The conventional wisdom is that the bigger you build a school, the less expensive it is per student.

Yet the data do not support that assumption. An analysis of the construction costs of all new schools built in New Mexico since 2003 (the year the New Mexico Public School Facilities Authority began systematically collecting this data) shows that school construction cost per student has no consistent correlation with school size.

In other words, it costs no more per student to build a

school for 500 students than it does to build a school for 2,500.

The data shows that most schools built recently in New Mexico cost \$20,000 to \$50,000 per student to construct. The most expensive schools have tended to be the very largest or the very smallest schools, with the less expensive schools ranging from about 300 to 600 students.

This analysis demonstrates that both large and small schools can be built very expensively or very inexpensively. One 482-student school in Gadsden cost only \$25,975 per student, while a 2,200-student school in Albuquerque cost \$47,705 per student.

The numbers on school construction cost have been vetted by a team of graduate students at UNM's Anderson School of Business. Their statistical analysis found, with 95 percent certainty, that there is no correlation between a school's size and the cost per student to construct it. They concluded that, contrary to the conventional wisdom, larger schools are not always less expensive to construct — indeed, they are just as likely to be more expensive on a per-student basis.

In addition to costing no more to construct, smaller schools cost less to operate than larger schools. The research demonstrates that schools larger than about 900 students incur higher costs in administration (because they require more levels of bureaucracy to run them), transportation (because they must transport students from far beyond the immediate neighborhood), and security (because the number of violent incidents per student goes up sharply as school size increases).

Building smaller schools will not (and we would not support if it did) require an extra penny

in new spending. Instead, legislation to be introduced in 2010 would amend the existing Public School Capital Outlay Fund so that the school construction dollars New Mexico spends every year are spent more wisely on smaller schools.

The best news about smaller schools is that they represent a "choice" mechanism. Smaller schools mean more options for children and parents. Thus, it is no surprise that smaller schools have been correlated with both higher academic performance and a reduction in criminal behavior in the schools as well.

The benefits of educational choice are why the Rio Grande Foundation has and continues to support education tax credits, which would allow individuals and businesses to take a credit against their New Mexico taxes and donate that money to a scholarship organization that would help the state's poor children by giving them choices as to where they want to go to school. This can be done without hurting the existing government-run schools.

More money has not been the solution for New Mexico's education woes in the past, and money alone — even if we had it right now — will not solve the problems in the near future. It's time for the Legislature to get creative by embracing education tax credits and smaller schools.

Paul Gessing is the President of New Mexico's Rio Grande Foundation. The Rio Grande Foundation is an independent, non-partisan, tax-exempt research and educational organization dedicated to promoting prosperity for New Mexico based on principles of limited government, economic freedom and individual responsibility.

We found an unlikely ally in our fight for small schools: the Rio Grande Foundation, a libertarian think tank that supports smaller schools because they make both economic and educational sense. In January, their executive director authored the opinion editorial on the previous page in support of our reforms.

In addition, this spring Think New Mexico applied our research on small schools to fight the Santa Fe school board's efforts to close and consolidate three small neighborhood schools serving predominantly economically disadvantaged students. We presented a detailed alternative proposal to the school board making the case for keeping small neighborhood schools open and instead shrinking the district's largest elementary schools so that every child has the opportunity to learn in a small school.

SANTA FE/NORTH WEDNESDAY, APRIL 21, 2010

■ EDITORIAL ■

School Board Has Big Job Ahead

Tomorrow is drop-dead day for the Santa Fe school board: Board members must finally decide what to eliminate from the school district budget in order to meet a nearly \$7 million-plus shortfall in next year's budget.

A month ago, we suggested the board should start with cuts that didn't affect in-the-classroom education. Some of those possibilities are still on the table — a couple of administrative positions may get the ax; there has been talk of slight reductions in salaries, with the biggest cuts aimed at administrative or non-teaching pay; talk too of eliminating educational "frills" like art and music or eliminating middle-school sports.

More drastically, and unfortunately more effectively from a strictly cost-saving point of view, the board has been talking about increasing class sizes across the board, closing some small schools and consolidating others and trying to rent out the consequently vacant schools to increase district income.

These changes make little sense as educational policy. Critics note that the small schools slated for closing or consolidation are some of the district's best. Proponents point to the inescapable fact that these same schools serve mainly the city's more affluent areas, while young students in the less-well-off reaches of the city's south side are crammed into overcrowded elementaries with student bodies of three or four times the size of those smaller and better schools.

The result is nothing short of a Solomonic dilemma: It surely makes no sense for the board to consolidate or close the district's most effective schools. It just as certainly makes no sense to keep them open at the expense of the district's less advantaged students, who could benefit significantly both from relief from overcrowding and from access to the better schools, which are not in their neighborhoods.

Think New Mexico, a home-grown think tank that has been studying education, among other issues, for at least a decade, may have presented the 11th-hour solution: Redistribute the district's entire student body to relieve pressure on the most crowded schools while bringing the smaller schools up to capacity enrollment.

That sounds a lot like redistricting, something school administrators and the board have been talking about for several years without much in the way of serious action. It would also increase access for all city students — including the less privileged — to what are acknowledged to be the district's top-performing elementary schools.

That's socially responsible, sensible from an education policy point of view and doesn't involve massive dislocation of students that the consolidation and closure plan currently before the board would entail.

Think New Mexico also has a couple of other good ideas: furloughs for central-office administrative personnel and cuts to overtime and contractual services, where Santa Fe spends significantly more than other school districts.

In our view, these belt-tightening measures are no-brainers. Net savings to the district would be significant: \$3.2 million — almost half the total the board has to save to balance the budget.

Another good idea from Think New Mexico: laying off "double dipper" — retired school employees who earn a pension, then are rehired and paid a salary, too. One caveat on this one: The Albuquerque schools have run into legal questions on the same issue, as well as questions about whether or not the savings would really be as great as originally estimated. Santa Fe board members should keep a close watch on this issue and follow through with layoffs if the legal issues are resolved and savings estimates remain significant.

We don't envy board members the task before them. But if it's any consolation, they're not alone in having to find solutions to difficult problems — school boards all over the state, not to mention city and county governments, state agencies and the Legislature, are engaged in the same agonizing process in response to the economic downturn.

NEW ETHICS REFORM INITIATIVE LAUNCHED

In 2009, Think New Mexico launched a new initiative designed to increase public trust in government by banning contributions from lobbyists and special interests. Our proposal was endorsed by every living former governor of New Mexico and received supportive editorials from newspapers across the state. The legislation we drafted to implement our reforms passed the House by a vote of 46–24 during the 2010 session, but unfortunately ran out of time awaiting a hearing in the Senate. We plan to bring the bill back in next year's legislative session.



THE SANTA FE
NEW MEXICAN
Sunday, October 25, 2010
William W. Waters,
Editorial Page Editor
Robert Doan,
Managing Editor

Lawmakers, strike blow for your reputations

Corruption and campaign finance stroll hand in hand across America — but by the time they get to New Mexico, they're arm in arm: In our state, politicians convicted of bribery, or run out of office over conflicts of interest become downright plaintive about punishments most of us consider too light, whining to all who'll listen: darn it, it's how things are done here ...

As we're reminded in the introduction to the latest proposal from Think New Mexico, that high-achieving public-policy research institution, crookedness was so rampant here in the 19th century that hardly anyone in Washington wanted to make us a state once we'd become U.S. territory. Corruption being an equal-opportunity ailment, the concern wasn't so much about Santa Anna's former subjects as the gabocho carpetbaggers ushered into Santa Fe by Manifest Destiny.

During the 98 years of statehood reluctantly granted, bribery remains big business. But a certain form of it has evolved — and, to our shame, it's legal: Campaign contributions, with *quid pro quo* to be collected from our state's taxpayers by way of the winning candidate.

Pay to play. Pay for play. Pay big bucks into the right person's war chest, and become a player when state contracts are handed out. So what if you're not as qualified as your fellow bidders are? So what if your bid amounts to a rip-off? So what if you can't even be counted on to provide the goods or services you said you would? Your contributions to this legislator or that executive are qualification enough. As for taxpayers too often left in the lurch, well, tough ...

Ya basta — and if that has a homonymous sound, it isn't just coincidental: Enough, say the bipartisan boardmembers of Think, the embarrassment, and the thievery, have got to stop.

The group figures these scandalous times aren't to be confronted namby-pamby fashion: Instead of the usual dollar limits and bows to the rights of ricos to purchase

the politician of their choice, there's got to be a law against lobbyists and contractors making any campaign contributions — especially the "bundled" kind that circumvent dollar limits and sweep politicians off their feet.

What? Outlaw lobbyist contributions? Why that's heresy! It's unfair. It's unconstitutional!

It may be heretical — but what's unfair is today's preferential treatment of special interests. As for this idea's constitutionality, it's been tested, and passed: The U.S. Supreme Court, even as it recognized campaign contributions as a form of speech protected by the First Amendment, held that limits are constitutional where they serve the governmental interest in preventing corruption or the appearance of corruption.

Since then, a federal judge upholding Connecticut's ban on contributions by lobbyists or their families said that state's legislature "had a constitutional, sufficiently important interest in combating actual and perceived corruption by eliminating contributions from individuals with the means and motive to exercise undue influence over elected officials." In other words, the state was crying for honesty.

That same judge struck down Connecticut's public-financing law — and Think New Mexico isn't going that direction. Instead, the group is asking Gov. Bill Richardson and the New Mexico Legislature to turn lobbyists, contractors and special interests seeking major government subsidies or tax breaks into non-payers, thus limited players. It would apply to state and local politicians as well.

Cynics would give such a bill the proverbial snowball's chance — and ordinarily, we'd agree. But considering some of the more recent cases of corruption, senators or representatives rejecting it would be highly suspect; and when the next session ends, they'll all be up for re-election.

So maybe they can be shamed into the kind of no-nonsense reform New Mexico needs ...



Coalition in Support of Banning Contributions from Lobbyists and Special Interests

FORMER GOVERNORS

Toney Anaya
Jerry Apodaca
David Cargo
Garrey Carruthers
Gary Johnson

BUSINESS & LABOR

American Federation of State,
County & Municipal Employees (AFSCME)
Greater Albuquerque Chamber of Commerce

CIVIC & OTHER ORGANIZATIONS

AARP
American Association of University Women (AAUW)
Common Cause New Mexico
Democracy for New Mexico
Democratic Party of Santa Fe County
League of Women Voters New Mexico
New Mexico Conference of Catholic Bishops
Voting Matters

EDITORIAL ENDORSEMENTS

Carlsbad Current-Argus
Deming Headlight
Las Cruces Sun-News
Rio Grande Sun
Ruidoso News
Santa Fe New Mexican
Truth or Consequences Herald

Future President Theodore Roosevelt at the first Rough Riders Reunion, Las Vegas, New Mexico 1899. Photo courtesy Palace of the Governors Photo Archives (NMHM-DCA), #014292.

February 17, 2010

House OKs campaign contribution bill

By Susan Montoya Bryan

SANTA FE — Lobbyists, state contractors and prospective contractors couldn't make campaign contributions to candidates and political parties under a measure passed Tuesday by the House that aims to end pay-to-play corruption in New Mexico.

Lawmakers debated the bill for almost four hours over two days before voting 46-24 to

Associated Press

approve the measure and send it to the Senate.

Rep. Jose Campos, D-Santa Rosa, said the measure would stop potential pay-to-play corruption in which contributions influence government decisions and the awarding of state contracts, and ensure that contracts are awarded based on merit.

"It will begin to change the

culture and restore public trust in government," Campos said.

An independent group, Think New Mexico, issued a report last year advocating the contribution ban to help restore public trust in government after a series of corruption scandals, including the convictions of two former state treasurers and a former state Senate leader.

2010 LEADERSHIP INTERNS SELECTED

Think New Mexico is more than just a think tank with a solid track record of results. We are also a leadership development organization that works to retain a new generation of potential leaders in New Mexico by showing some of New Mexico's best students how they can make a difference here in their home state.

Think New Mexico has selected four interns for summer 2010: **Arik Burakovsky**, a Los Alamos native studying political science and journalism at the University of California San Diego; **Gregory Gonzales**, a Taos native chosen as the Outstanding Senior in the New Mexico State University College of Arts and Sciences; **Emma Hamilton**, a Santa Fean majoring in government in the Honors College at New Mexico State University; and **Sydney Weydemeyer**, a Santa Fe native studying sustainable food and agriculture at Carleton College.

In addition, Think New Mexico hosted two excellent interns during the fall and spring semesters of the past year: **Liz Cerny-Chipman**, who graduated from Pomona College and is headed to Oregon State University for a PhD in ecology, and **Teresa Davis**, who graduated from the University of Chicago and will soon start in the political science PhD program at Princeton University. The interns are actively supervised by Associate Director Kristina Fisher, who manages Think New Mexico's Leadership Internship program.

2009–2010 Interns



(clockwise from top left)
Arik Burakovsky
Liz Cerny-Chipman
Gregory Gonzales
Sydney Weydemeyer
Emma Hamilton
Teresa Davis



July 22–28, 2009

Think New Mexico

Best Small Group of Thoughtful,
 Committed Citizens that
 Can Change New Mexico

Are you glad New Mexico's kids have access to full-day kindergarten? Stoked that Gov. Bill Richardson recently signed into law a bill that slashes title insurance costs? Grateful we've got a state Strategic River Reserve of water rights to ensure our streams and rivers continue to flow? Pumped that the state lottery decided maintaining scholarships is more important than its cushy level of operating and administrative expenses?

Even if you don't give a damn about any of those things, I bet you're pretty happy that you no longer have to pay tax on food, right?

But have you ever called up Think New Mexico and said "thank you"? I didn't think so.

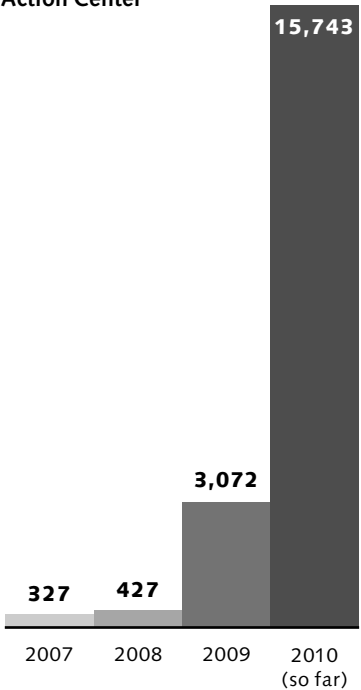
It was the "results-oriented" nonprofit think tank that initiated and lobbied for all of the above and that continues to crank out in-depth, independent studies and nonpartisan reports on how to address many of our most pressing problems.

In 2009, its 10th anniversary year, Think New Mexico is addressing drop-out rates and educational budgeting through a plan for smaller, more efficient public schools. Next time you notice a piece of groundbreaking policy or legislation with a social justice bent, take a closer look: Odds are good Think New Mexico got it off the ground. *(Zane Fischer)*



Think New Mexico's Associate Director Kristina Fisher (right) works with interns Emma Hamilton (left) and Teresa Davis. The internship program is supported in part by the Peter Hay Public Service Fund. Photo by Jason Espinoza.

Number of Emails Sent to Policy-makers through Think New Mexico's Action Center



GRASSROOTS PARTICIPATION SKYROCKETS

In 2009–2010, a record-breaking number of New Mexicans used Think New Mexico’s Action Center (on our website at: www.thinknewmexico.org) to contact their legislators, the governor, and other policymakers. Over 15,700 emails were sent through our website on issues like the food tax and smaller schools in the past few months, reaching every single New Mexico legislator.

Think New Mexico has also launched Facebook and Twitter pages to rapidly inform our friends and supporters about the latest developments on our issues and to involve even more New Mexicans in the political process. The number of people following our posts has grown dramatically, expanding from zero to over 1,100 New Mexicans in the first six months. We encourage you to become a part of this active social network by signing up through our website at www.thinknewmexico.org. While you’re there, you can also sign up to receive our periodic action alert emails, which already reach more than 35,000 New Mexicans.

NEW WAYS TO SUPPORT THINK NEW MEXICO

If you like what you read in this annual report and you’re interested in supporting Think New Mexico, there are more ways than ever to get involved—learn more by visiting the “Support” page on Think New Mexico’s website at www.thinknewmexico.org or calling us at 505.992.1315. Ways to give include:

- Mailing in a check in the enclosed yellow envelope
- Visiting our website and using your credit card to donate online
- Donating a car, truck, or other vehicle—our partners at the Center for Car Donations will come pick up your vehicle, sell it, and forward the proceeds to us.
- Shopping for hats, shirts, water bottles, or other accessories at Think New Mexico’s online store, where we receive 10–15% of the proceeds of every sale.
- Contributing to Think New Mexico’s endowment funds at the Albuquerque Community Foundation, the New Mexico Community Foundation, the Santa Fe Community Foundation, and the Taos Community Foundation, established to help ensure that Think New Mexico’s mission will be sustained in perpetuity.

Board Profile: Clara Apodaca

When Clara Apodaca became First Lady of New Mexico in 1975, she was disappointed to find that the capitol building of a state with such a rich artistic and cultural heritage lacked even a single piece of artwork on the walls.

Clara’s first official act after the inauguration was to establish the Governor’s Art Gallery and organize the largest exhibition of Georgia O’Keefe’s works at that time in an event that was closely supervised by the artist herself. Clara went on to transform the blank walls of the Capitol into a showcase for the prints, paintings, photographs, and sculptures of artists from across New Mexico. We at Think New Mexico particularly appreciate Clara’s efforts, as they have made our journeys to the Roundhouse to advocate for policy issues more like visits to an art museum.

In addition, Clara organized “brown bag” lunch-hour concerts in the Roundhouse Rotunda, with music ranging from jazz to opera to bluegrass to flamenco.

Clara’s efforts to promote New Mexico’s arts and culture did not end with the Roundhouse. She was instrumental in elevating the status of the Office of Cultural Affairs from an agency to a full department, and she was appointed the Secretary of Cultural Affairs by Governors Toney Anaya and Garrey Carruthers.

Clara was born and raised in Las Cruces, New Mexico and studied elementary education at New Mexico State University. After marrying Jerry Apodaca, she managed a series of small businesses while raising five children. (Clara is now the proud grandmother of ten grandchildren.) She went on to manage her husband’s successful campaigns for state Senator and then Governor.

More recently, Clara served at the federal level as senior advisor to the U.S. Department of the Treasury, among other positions. She was appointed to the D.C. Commission on the Arts and Humanities and the White House Millennium Commission. In 2006, Clara was delighted to return to New Mexico to take the helm of the National Hispanic Cultural Center Foundation as President and CEO.

“I really enjoy being a part of Think New Mexico, which is doing so much to raise the stature of our state and make New Mexico an even better place to live and raise a family,” she says.



Staff Profile: Jason Alexander Espinoza



A National Hispanic Scholar, Jason grew up in the Taylor Ranch neighborhood of Albuquerque, the third of four children in his family. He attended Albuquerque Academy and went on to graduate *Summa Cum Laude* from Arizona State University on a full scholarship with bachelor's degrees in political science and history.

After graduating from college, Jason was involved in youth and community development in northern New Mexico before joining Think New Mexico.

As Field Director, Jason is responsible for Think New Mexico's statewide grassroots organizing. Since he joined the organization in September 2009, Jason has built Think New Mexico's Facebook and Twitter followings into some of the largest in the state. He also ran a targeted email campaign that generated over 15,700 emails from New Mexicans to state legislators and Governor Richardson in support of Think New Mexico's policy initiatives between January and April 2010.

Jason also helps recruit organizations to partner with Think New Mexico on our policy initiatives and assists in advocating for Think New Mexico's initiatives with the legislature and governor. He is currently implementing a field plan designed to expand Think New Mexico's presence into every community in the state.

"When I was in college, I always wanted to return home and dedicate my career to improving life for all New Mexicans," Jason said. "I am humbled and privileged to be part of the Think New Mexico family that serves New Mexicans in such a significant way."

In his spare time, Jason is a member of several advisory boards in Albuquerque and Santa Fe, including Earth Care, Reel Fathers, and the Sandia Laboratory Federal Credit Union Young Adult advisory board.

Jason lives in Albuquerque with his fiancé, Brittany, and their two dogs. Jason has been engaged to Brittany since 2007 and the couple plans to finally marry this coming summer. Jason's mother, Antoinette, is an elementary school substitute teacher for Albuquerque Public Schools, and his father, Juan, is a Senior Member of the Technical Staff at Sandia National Laboratories.

Statement of Income and Expenditures

INCOME	
Businesses	16,076
Foundation Grants	482,050
Individuals	141,534
Interest & Miscellaneous Income and realized loss on sale of securities	(19,848)
Total Income	\$ 619,812

EXPENDITURES	
Audit/Accounting	5,587
Benefits-Health, Dental & Disability Insurance	50,848
Benefits -Pension Plan & Fees	34,009
Computer Consulting, Internet, Website	2,612
Contract Services, Internship	6,592
Depreciation	2,031
Educational Outreach	2,500
Graphic Design	918
Insurance	4,478
Investment Management Fees	1,061
Legal Fees	0
Marketing	7,926
Miscellaneous	(4)
Payroll Taxes	13,475
Postage	19,549
Printing & Bulk Copying	43,160
Professional Fundraising	0
Rent/Utilities Expense	20,101
Research	133
Salaries	192,950
Security/Janitorial	396
Stewardship/ Board Expenses	331
Supplies	2,179
Telephone	3,600
Training/Subscriptions/Dues	1,695
Travel	154
Total Expenses	\$416,281

Note: These financial statements do not include in-kind contributions of services or materials from 2009, which were valued at \$13,355 and \$5,897 respectively. They also do not include 2009 unrealized investment appreciation of \$66,825.

Think New Mexico's fundraising expense as a percentage of income in 2009 was 4.9%. Think New Mexico's administrative overhead ("management and general"), as a percentage of income in 2009 was 5.9%.

Administration & Fundraising as a Percentage of Income: 2009





FINANCIAL SUMMARY
Year Ended Dec. 31, 2009

Balance Sheet

ASSETS

Cash and Cash Equivalents	559,046
Endowment Funds	101,533
Grants Receivable	34,126
Investments	320,037
Prepaid Expenses	2,925
Property and Equipment, Net of Accumulated Depreciation	3,242
Total Assets	\$ 1,020,909

LIABILITIES

Accounts Payable	0
Accrued Expenses	3,006
Total Liabilities	\$ 3,006

NET ASSETS

Unrestricted	822,872
Temporarily Restricted	195,031
Total Net Assets	\$ 1,017,903
Total Liabilities and Net Assets	\$ 1,020,909

*Source for pages 18–19: Financial State-
ments for the year ended December 31, 2009
and Think New Mexico’s IRS Form 990 for
2009. Independent auditors: Bishop and
Loggains, LLC CPA.*

*Fruits and vegetables at the Santa Fe
Farmer’s Market. Photo by Elizabeth Field.*



FOUNDATION PARTNERS

(JANUARY 1, 2009 — MAY 1, 2010)

The Abeles Foundation

**The Arcadia Fund of the New Mexico
Community Foundation**

The Azalea Foundation

Bolene Charitable Trust

Brindle Foundation

Sidney & Sadie Cohen Foundation

Cudd Foundation

Delle Foundation

Feinberg Foundation, Inc.

The Foster Foundation, Inc.

Furth Family Foundation

Evelyn & Walter Haas Jr. Fund

**Peter Hay Public Service Fund of the
Santa Fe Community Foundation**

**Infinite Possibilities Gift Fund of the
Santa Fe Community Foundation**

W. K. Kellogg Foundation

LEF Foundation

**The Livingry Fund of the
Tides Foundation**

Los Alamos National

Laboratory Foundation

McCune Charitable Foundation

Messengers of Healing Winds Foundation

Marlene Nathan Meyerson

Family Foundation

Nash Foundation

Roy R. & Marie S. Neuberger Foundation

New Society Fund

Oppenheimer Brothers Foundation

**Para Los Ninos Fund of the
Albuquerque Community Foundation**

Proteus Foundation

Sage Fund of the

Santa Fe Community Foundation

Santa Fe Community Foundation

SB Foundation

Scandia Foundation

Ronald M. Simon Family Foundation

The Solis-Cohen Spigel Family Foundation

The James H. Stone Foundation

Thornburg Charitable Foundation

Edith M. Timken Family Foundation

Doris Goodwin Walbridge Foundation, Inc.

Wallace Genetic Foundation

Witkin Family Fund

*Fruits and vegetables for sale at the Santa Fe
Farmer's Market. Photo by Elizabeth Field.*

Individual Social Investors (JANUARY 1, 2009 — MAY 1, 2010)

Anonymous (23)	The Honorable Paul Bardacke & Lisa Enfield	Stuart Bluestone
Erik Aaboe	Laughlin & Rene Barker	Elspeth G. Bobbs
Thomas & Carol Ageson	Thomas & Laurie Barrow	Deborah Boldt
Rick & Kathy Abeles	Maggie & Charlie Batsel	Bruce & Cynthia Bolene
Ann N. Aceves	Ann & Steve Baumgarn	Robert T. Booms
Richard Adam	Bill Beagen	Candace Boulay
Abigail Adler & Paul F. Abrams	John Becker	David & Dr. Erin Bouquin
Lewis Agnew	Stephen Becket & Wendy Brunish	Dr. Jeffrey Bowers
Mercedes M. Agogino	Anne E. Beckett	James Bradbury
Rosemary & Enrique Aguilar	Rachel Belash	Leann & Brad Bradbury
John B. Aidun & Joan M. Harris	Letty Belin & Doyne Farmer	Bob Bradley
Pamela & David Albin	Lisa & F. Gregg Bemis Jr.	Helen & Richard Brandt
Joseph Alcorn & Sylvia Wittels	Katharine B. Benham	Jane & Sandy Brickner
Johnnie R. Aldrich	Don & Judith Bennett	Grace Brill & Dan Schwartz
Ed Aldworth	Mary Catherine & Bill Bennett	Peter Brill
Judith & Bill Alger	Reed & Melinda Benson	Emilie Brill-Duisberg
R. L. Algermissen	Robin Benson	Oneida Brooks & Bradley Gummersall
Catherine A. Allen	Diane Alongi Berger	Murray & Cindy Brott
Charmay Allred	Robert & Lucinda Berglund	Hamilton Brown & Martha Worthington
Linda & Carl Alongi	Susan & Lee Berk	Dr. Harold & Norma Brown
Tim & Lucia Amsden	R. Thomas & Paulette Berner	Polly Brown
Chilton & Judy Anderson	Daniel T. Berrigan	Bruce Brubaker
Keith Anderson & Barbara Lenssen	Karen & Stephen Bershad	Cornelia Bryer & Herman Siegelaar
Clara Apodaca	George & Joyce Berzins	Ted Buchanan & Sally Corning
Amber Archer	Bruce R. Besser	John & Barbara Buchen
Laurie Archer & John Catron	Marylou & Bob Best	Lynne & Jerry Buchen
Michael Armstrong	Yetta H. Bidegain	David Buchholtz & Bridget Gavahan
Meleah Artley	Paul & Ellen Biderman	Chris & Diane Buethe
Michael Aster & Bobbi Lurie	John & Sarah Bienvenu	David & Hannah Burling
Drs. Boudinot & Louise Abel Atterbury	Dr. Kathleen Blake & Bob Ballance	Jane B. Cadwallader
Susan & Victor Austin	Bronnie & Alan Blaugrund	Helen B. Cahn
M. Carlota Baca	Katherine Blauvelt	Barbara Calef
Robert Backer	James F. Bleakley, Jr.	The Honorable Chris & Carol Calvert
David & Bonnie Baldwin	Gay S. Block & Rabbi Malka Drucker	David & Shelly Campbell
Carol & John Balkcom	Philip & Elizabeth Block	Jacob Candelaria
Ronni & Jeff Ballowe	Tom & Anne Blog	
Tina L. Bandick		
Keith Banks		

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, every \$1 invested in Think New Mexico's efforts to defeat the food tax over the last year yielded social dividends of over \$163, since our budget was \$419,104 and the food tax would have cost New Mexico families \$68 million.

“Thank you for your endless perseverance in the name of all New Mexicans. Your hard work is appreciated, not only by me, but by all New Mexicans.” *Vida Trujillo, Socorro*

Robert Carlos
Joe Carrier
The Honorable
 Garrey Carruthers
Courtney & Linnea Carswell
Ann & Mark Carter
Philip Carter
Ralph L. Casebolt
Roy D. Caton
June & Tom Catron
Charlene Cerny
Elizabeth Cerny-Chipman
Thomas & Lynn Chambers
Honey & Peter Chapin
Chris & Tina Chavez
Kathryn G. Chester
Dr. Lance & Kathy Chilton
Hyonmyong & Jiseon Cho
Sylvia & Thomas Claffey
Elizabeth R. Clearwater
Frederick & Elizabeth Clem
Keith & Curt Clemson
F. T. Cloak
John Clubb
Camille Coates
Gloria & Jim Coe
Wayne Coe
Mona & Conrad Coffield
Robert Coffland &
 Mary Hunt Kahlenberg
Christa Coggins &
 David Franklin
George M. Cohen
Elizabeth Sarnoff Cohen
Herb Cohen
Saul & Ann-Lise Cohen
Madelin Coit
Evelyn Cole
David & Mary Colton
John Connell
Russell C. Conrow
Q. & Philip S. Cook
James R. Cost
Kathy Costa & Mary Grathwol
Hugo & Karen Cotter

Floyd E. & Linda Cotton
Godfrey Crane &
 Johanna Binneweg
Jean Craven
Peggy Creelman
April Crosby & Merritt Helfferich
Patrick & Cheri Cunningham
David & Susan Curtis
Marty Daly & Rob Eaton
Richard Daly
Dr. & Mrs. Glen W. Davidson
Alice & Houston Davis
Dave Davis
Jordan P. Davis
Margo Davis
Lynn Day
Maria De Anda Hay
Mary & Charles DeBare
William deBuys
Charles De Saillan
Nancy Desiderio &
 Michael Sloane
Phillip Desmarteau
John Dessauer
Ronald Detry
Paula & Dr. Neal Devitt
Winnie DeVore
K. Dexter
Nancy G. Dickenson
The Honorable Thomas C. &
 Paula Sass Donnelly
Cornelius &
 Susanne Hoffman Dooley
David & Deborah Douglas
Melissa McDonald &
 Nate Downey
William & Nancy Dubey
Carol Ducaj
Brooke Dulaney
Jim & Sylvia DuLaney
Cameron & Susan Duncan
James H. Duncan, Jr.
James H. Duncan, Sr.
Ron & Jill Duncan
Stephen & Dale Dunn

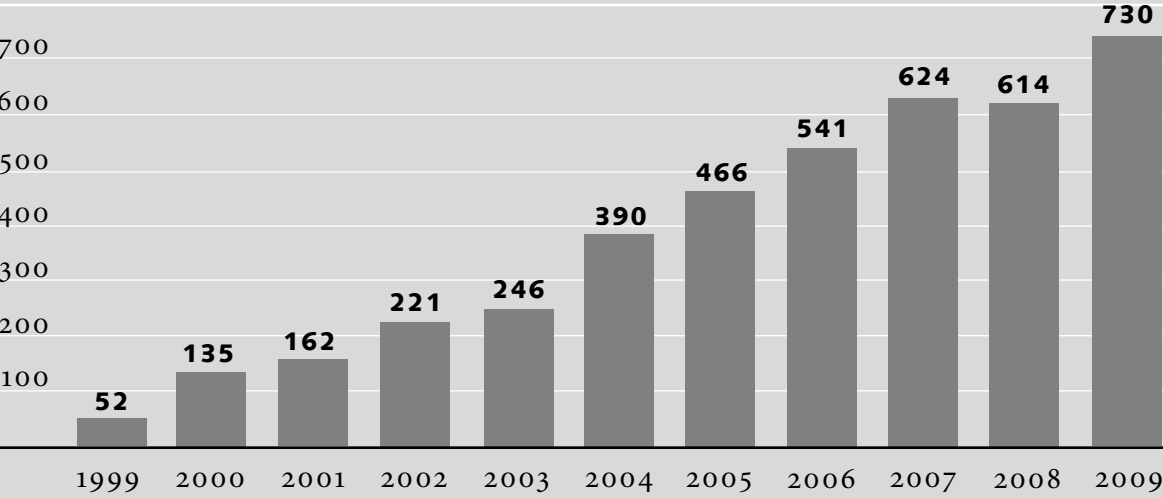
Cecilia H. Dunne
Bill & Ellen Dupuy
John & Judie Dwyer
Lorna Dyer & Jerry D. Watts
Lauren Earles
Elbert E. Earnest
Danny & Marissa Earp
Richard & Virginia Ellenberg
Bobbie Elliot
Liz Ellrodt &
 Scott Schweighauser
Bill & Marion Elson
John E. & Marshia A. Emry
Richard Engstrom
Michael Erickson
Emma Jane (E. J.) Evangelos
Dr. Edward & Sally Evans
Paul Evans
Gail Factor
Karen Farrell
Halley S. & Ruth Ann Faust
Dr. Rob & Ellen Feldman
William & Margaret Feldman
Maria Fellin
Beth Ferguson
Peter & Sandy Fessenden
Drs. Peggie Ann Findlay &
 Steven E. Bush
Drs. Don & Leah Fineberg
James W. Fishel
Kristina G. Fisher
Lisa & Rick Fisher
Rebecca Pott Fitton
Sandy & Jim Fitzpatrick
Barbara Fix
Robert J. Floran
Raymond Flores
Pamela & Richard Fogel
Gayle D. Fogelson
Susan Foote & Stephen Feinberg
David V. Fox
Tannis Fox & Galen Buller
Dr. Kathryn Fraser
Roberts & Jennifer French
Patricia M. Freund

Dave Gordon
 MacDonnell Gordon
 Ruth & Sandy Gottesman
 Rita Grant
 Marian H. Graves
 George Greer & Requa Tolbert
 Dr. Robert & Margaret Griffith
 Mary & Barnett Guerrant
 Miles & Sylvia Gullingsrud
 James M. Gustafson
 Capt. Bruce Gustin
 Elizabeth Gutierrez &
 Richard Schoegler
 Dan Haft
 Marianne Hale
 Linda Hall
 Charles F. Hammer
 James Hammerberg
 Grey Handy & Dianne DeLayo
 Margaret & Don Hanson
 Bill & Linda Hardy
 Frank & Patricia Harlow
 Jim Harrington
 LaDonna Harris
 Mary & Richard Harris
 Wendell & Harriett Harris
 Anna & Richard L. Harrison
 John Hart & Carol Prins
 Anna Jane Hays
 Gary Hays
 Michael L. Hays
 Dick Heath
 Lyn S. Hebert
 Karen Heldmeyer
 Emilie Heller-Rhys & John Heller
 Barry Herskowitz &
 Colleen Carias
 Susan Herter
 Richard Hertz & Doris Meyer
 Dr. Phillip A. &
 Jeri B. Hertzman
 Pat Hester & Gene Tatum
 Tom & Consuelo Hester
 Donna Higdon
 Marianne & Dennis Hill
 Eileen Grevey Hillson &
 Dr. David C. Hillson
 David A. & Lucia Hilton
 Elizabeth Hinds
 Sara Hiner
 E. Franklin Hirsch
 Stephen & Jane Hochberg

Sandra Hoffacker
 Louis & Georgianna Hoffmann
 Robert C. & Evonne M. Holder
 David & Elizabeth Holland
 Diana Honnell
 Elberta Honstein
 Elizabeth Hoobler
 Jeffrey Howell & Bill Press
 Valerie Hubbard
 Patrick Hubenthal
 Julia Hunkins
 David K. Ingalls
 Billye Irion
 Elaine & Brian Jacobs
 Joel Jacobsen &
 Carla Beauchamp
 Eric Sedillo Jeffries
 Jessica Jerome
 Thomas & Carlyn Jervis
 Isabel & Sam Jewell
 Bill & Denise Johnson
 Hadley & Madeleine Johnson
 Leith Johnson
 Mariel Margery Johnson
 Nalo & Jeremy Johnson
 Sandia J. Johnston
 John F. Jones
 Mark & Lynn Jones
 Hervey Juris &
 Leslie Nathanson
 John & Alice Jurkens
 Mr. & Mrs. Jeffrey Kahn
 Julia Kalmus & Abe Lillard
 Diane R. Karp
 Paul A. & Marianne Kastler
 David Kaufman &
 Elizabeth Jacobson
 Janet & E. Donald Kaye
 Bruce Keith PC
 Tom & Lynda Kellahin
 Margaret I. Keller
 William E. Keller
 Karyn Kellerman
 Fridolf & Linda Kellerup
 Bill Kellie
 Robert Khanlian
 Barbara J. Kieffer
 Joan Kimball
 Donald & Fay Kirby
 Regina Klein
 Rich Klein
 Stephen & Renee Klein

Paul W. Kolp
 Charlotte & Robert Kornstein
 Albert J. Koston
 Ruth & Dr. Paul Kovnat
 N. H. & Pat Krikorian
 Pat Kuhlhoff
 Michael & Alice Kuhn
 Gayle A. Kuldell
 Carol & Robert Kurth
 Alice K. Ladas
 Robert & Ginger Lagasse
 Craig Lamb
 Donald & Jean Lamm
 Mary M. Larsen
 A. C. Lawson & Lea Bradovich
 Flora L. & Jim Lee
 Deirdre Lennihan
 Roger & Roberta Lerman
 Liz & Alan Lerner
 Jim & Marnie Leverett
 Leo & Annika Levy
 Joy Lewicki
 Dean H. Lewis
 Frank Lewis
 The Honorable James B. Lewis
 Wood V. Lewis
 Constance & Dennis Liddy
 Judith Lieb
 Betty Lilienthal
 Mike & Diane Lilley
 Gerry & John Lingo
 Stephanie & Stuart Lipkowitz
 Charlotte Lipson
 William Loeb
 Carol J. Logan
 Ruth Lommel
 Conchita L. Lopez
 Ramon & Nance Lopez y Familia
 Stanley R. Lopez
 Paula Lozar
 Martha & John Lubell
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