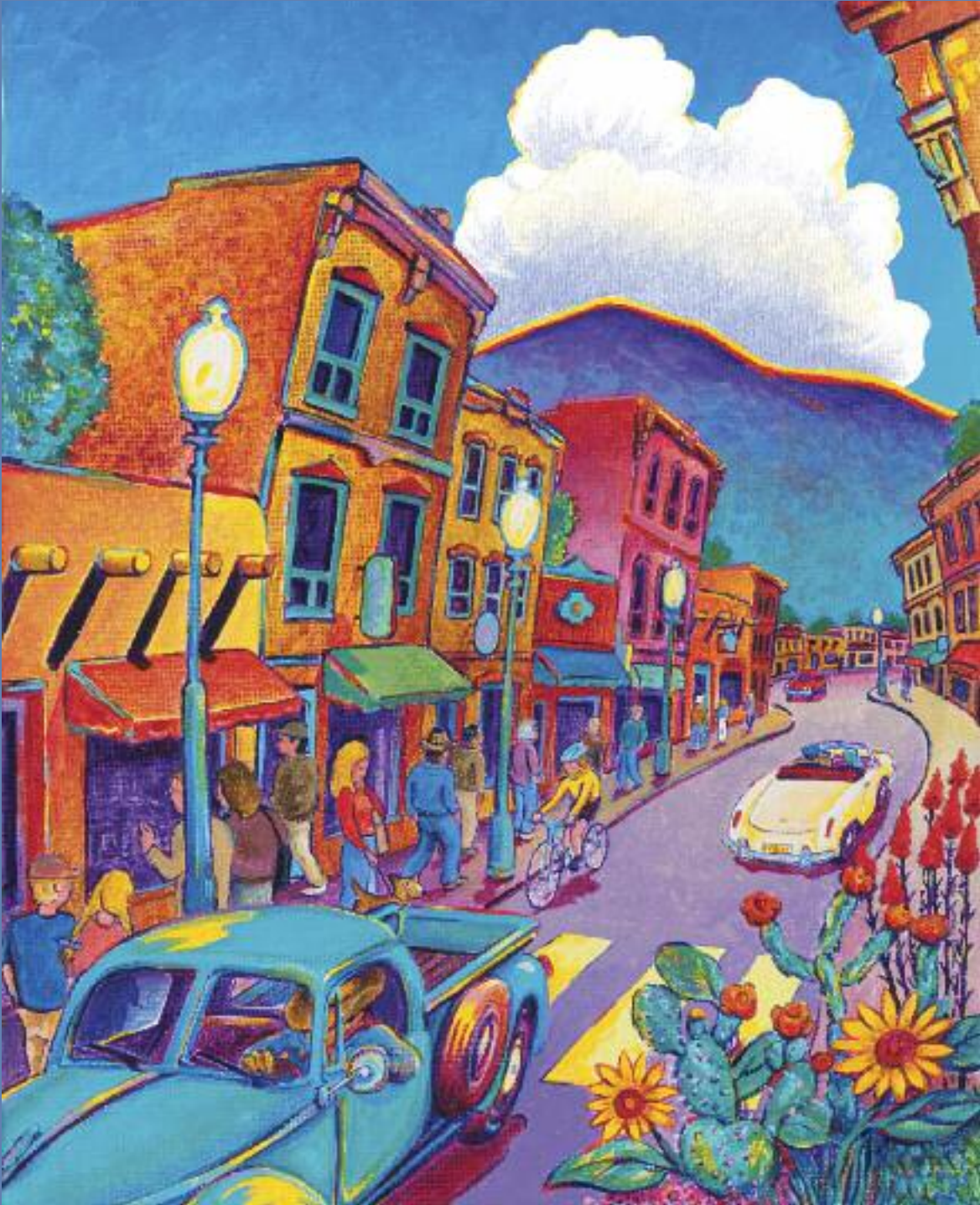


**2013–2014  
Annual Report**

**THINK NEW MEXICO**

A Results-Oriented Think Tank Serving New Mexicans



**THINK NEW MEXICO'S  
15TH ANNIVERSARY**

## About the Cover

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

## About Think New Mexico

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

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

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## Think New Mexico's Results

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

Our results include:

- Making full-day kindergarten accessible to every child in New Mexico
- Repealing the state's regressive tax on food and successfully defeating efforts to reimpose it
- Developing a Strategic Water Reserve to protect and restore New Mexico's rivers
- Establishing New Mexico's first state-supported Individual Development Accounts to alleviate the state's persistent poverty
- Redirecting millions of dollars a year out of the state lottery's excessive operating costs and into full-tuition college scholarships
- Reforming title insurance to lower closing costs for homebuyers and homeowners who refinance their mortgages
- Winning passage of three constitutional amendments to:
  - increase the qualifications of Public Regulation Commission (PRC) commissioners,
  - transfer insurance regulation from the PRC to a separate department that is insulated from political interference, and
  - consolidate the PRC's corporate reporting unit with the business services division of the Secretary of State's Office
- Modernizing the state's regulation of taxis, limos, shuttles, and moving companies to promote job creation, small business formation, and lower prices for consumers, and
- Creating a one-stop online portal for all business fees and filings

# Think New Mexico’s Board of Directors

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

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



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



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



**Garrey Carruthers** served as Governor of New Mexico from 1987–1990 and in 2013 became President of New Mexico State University, where he had previously served as Dean of the College of Business. Garrey was formerly President and CEO of Cimarron Health Plan and he serves on the board of the Arrowhead economic development center in Las Cruces.





**LaDonna Harris** is Chair of the Board and Founder of Americans for Indian Opportunity. She is also a founder of the National Women's Political Caucus. LaDonna was a leader in the effort to return the Taos Blue Lake to Taos Pueblo. She is an enrolled member of the Comanche Nation.



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



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



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



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

**Dear New Mexican:**

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

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

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

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

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

**Think New Mexico's Staff**



**Kristina G. Fisher**  
Associate Director



**Jennifer Halbert**  
Business Manager



**Fred Nathan**  
Executive Director

*Fred Nathan*

**Fred Nathan**

May 31, 2014

## HIGHLIGHTS OF THINK NEW MEXICO'S FIRST 15 YEARS

1999



January 1, 1999: Think New Mexico begins operations.

2000

Think New Mexico's legislation making full-day kindergarten accessible to every child in the state is signed into law.



2004



After a three-year fight, Think New Mexico's legislation to repeal the state's food tax is enacted, making groceries tax-free for the first time since 1933.

2005

Think New Mexico's legislation to create a Strategic Water Reserve designed to protect and restore the state's rivers is enacted.



2006



Think New Mexico's legislation establishing the first state-supported Individual Development Accounts is signed into law.

2007

Think New Mexico's lottery reform legislation is signed into law, resulting in an additional \$9 million being sent to the scholarship fund annually.



2009



Think New Mexico's title insurance reform legislation is enacted to lower closing costs for New Mexico homebuyers and homeowners who refinance.

2010

Governor Richardson line-item vetoes the reimposition of the food tax, thanks in part to receiving 15,000 emails from Think New Mexico supporters.



2012



New Mexico voters approve all three of Think New Mexico's constitutional amendments to reform the Public Regulation Commission (PRC).

2013

Four bills to implement the PRC reform constitutional amendments and modernize the PRC's transportation regulations are signed into law.



2014



Think New Mexico launches an initiative to address the jobs crisis and wins passage of a bill creating a one-stop online portal for business fees and filings.

# ALBUQUERQUE JOURNAL

SATURDAY MORNING, JULY 6, 2013

## Policy group thinks change

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

**T**hink New Mexico, which describes itself as "a results-oriented think tank," is among the state's most successful organizations in impacting public policy.

The Santa Fe-based organization also is among the most transparent when it comes to its donors.

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

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

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

Nathan says the No. 1 reason that Think New



Thomas J. Cole

Mexico has been successful is the stature and expertise of its board.

"In this hyperpartisan era, we stand out," he says.

"In the political process, credibility is everything."

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

Unlike many 501(c)(3) groups operating in the political arena in New Mexico, the group discloses its donors, publishing them in its annual reports. Contributors can request anonymity, but few do, Nathan says.

So, why the transparency when it comes to supporters?

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

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

Think New Mexico says its mission is "to improve the quality of life for all

New Mexicans, especially those who lack a strong voice in the political process."

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

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

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

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

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

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

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

To learn more about Think New Mexico, go to [www.thinknewmexico.org](http://www.thinknewmexico.org).

## Thanks and Farewell to Lynne Loucks Buchen



*Lynne Loucks Buchen and Kristina G. Fisher getting the word out about Think New Mexico at the Santa Fe Farmer's Market, October 2011.*

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

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

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

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

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

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



*New Think New Mexico Business Manager Jennifer Halbert.*

PRC REFORMS IMPLEMENTED

Last year, we reported on the successful enactment of Think New Mexico's legislative package to streamline and professionalize the state's troubled Public Regulation Commission (PRC). In 2012, the legislature placed our three proposed amendments on the general election ballot: one to enhance the educational and professional qualifications of PRC commissioners, another to transfer insurance regulation from the PRC to an independent agency that is more insulated from politics, and a third to consolidate the PRC's corporate reporting unit with the Business Services Division of the Secretary of State's Offices. The voters approved all three amendments, with the one to enhance commissioner qualifications receiving more votes in favor than any constitutional amendment in the state's history. In 2013, Think New Mexico drafted and won passage of four more PRC bills: three to implement the constitutional amendments, and a fourth to modernize the PRC's regulation of taxis, limos, shuttles, and moving companies to increase competition and lower prices for consumers.





# ARTESIA DAILY PRESS

VOLUME 95 — NUMBER 249 © 2013 MAY 8, 2013 Published Sunday, Tuesday Through Friday PRCO: Daily \$3c — Sunday \$1.00 WEDNESDAY

## Can N.M. create a politically independent agency?

By Merilee Dannemann

An important piece of your life is about to be determined by a brand new state committee that has received very little attention so far.

The Insurance Nominating Committee was created by legislation to appoint the Superintendent of Insurance, who will head a department which, as of July 1, will no longer be a division of the Public Regulation Commission.

Hallelujah!

Every one of us, every which way you look, is a captive customer of the insurance industry, and therefore of regulations written and decisions made by this department. Let's hope this committee gives us an honorable and committed superintendent, as free of political influence as it's possible to be in our system.

The change was partly the brainchild of an influential

think tank called Think New Mexico, which now writes on its website that the office "balances the interests of insurance businesses and consumers and insulates insurance regulation from political interference."

Is it possible to use the political system to create an office that will be free of politics? In New Mexico? The legislation attempts to do that. Four members of the nine-member committee are appointed by the governor, four by the Legislative Council (the political parties must be balanced), and the ninth by agreement of the eight. Half of the eight appointees must be from the insurance industry, and the other half must represent consumers.

The Governor's Office and the Legislative Council recently announced their appointments to the panel. Now the work starts.

New Mexico needs an insurance superintendent who un-

derstands the industry but is not in its pocket. We need a superintendent who will go after bad guys, no matter which side of the system they're on — insurance companies, agents, adjusters, lawyers, and — yes — consumers and who knows how to split the difference in approving rates and setting regulatory policies — reasonable for the insurance companies, fair and understandable for consumers.

This is not an unrealistic ideal; though the details are specific to this industry, it's the level of excellence New Mexicans have the right to expect of every department head.

*(EDITOR'S NOTE: Merilee Dannemann is a writer and public policy analyst whose career has included work as a journalist and two decades in New Mexico state government.)*

Our PRC reforms are already yielding positive dividends. The independent Office of the Superintendent of Insurance is receiving good early reviews (as can be seen in the column on the previous page), and the Secretary of State's office has reduced the wait time for business registrations from four months to less than four days—while saving taxpayer dollars. The election later this year will provide the first test of the new qualifications for PRC commissioners, and the regulations to implement Think New Mexico's motor transportation reforms are currently in development, so we hope to have more good news about the implementation of PRC reform in the coming months.

## ALBUQUERQUE JOURNAL

Tuesday, December 31, 2013

### (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 bloat 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.

It's a job well done by Secretary of State Dianna Duran, who was savvy enough to put Ortiz — who cut wait times at Motor Vehicle Division field offices and established a call-back system at Workforce Solutions — in charge of restoring credibility to the bureau.

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

## NEW INITIATIVE LAUNCHED TO ADDRESS STATE'S JOBS CRISIS

In 2013, Think New Mexico launched a new initiative to address the state's urgent jobs crisis, which has left more than 137,000 New Mexicans unemployed or underemployed. Think New Mexico proposed three policy reforms designed to: (1) attract new entrepreneurs to the state, (2) reduce administrative burdens on small businesses and start-ups, and (3) establish a post-performance incentive for existing businesses that expand operations in the state or new companies that relocate here—but only after new jobs and new state revenues have been created. To implement these recommendations, Think New Mexico developed Senate Bills 8, 9, and 10, which were introduced by an all-star cast of bipartisan sponsors, led by Senate President Pro Tem Mary Kay Papen (D-Las Cruces). While Senate Bills 8 (to attract entrepreneurial STEM students) and 10 (to create a post-performance incentive) passed both of their Senate committee assignments unanimously, they were never brought up for a vote of the full Senate. However, Senate Bill 9 (reducing administrative burdens with a one-stop online portal for business fees and filings) made it through both the Senate and House on unanimous votes and was signed into law by the Governor. We plan to bring back the other two proposals next year.



## SANTA FE ♣ NEW MEXICAN

Wednesday, February 19, 2014

# In final hours, set priorities

**W**ith just a day and a half remaining in the 2014 legislative session, the big job remaining is to pass a budget and to avoid having to return for a special session. That's job one.

Of course, legislators will be trying to push other bills to the finish line. They should concentrate on legislation to improve New Mexico's economy. A trio of bills backed by Think New Mexico, the same group that successfully championed full-day kindergarten and reformed the Public Regulation Commission, should be in the mix in the final hours.

The one that is furthest along — through the Senate and now in the House — is Senate Bill 9, which would create an online business portal providing a one-stop shop to file required forms and pay fees. The online stop would speed up paperwork and simplify the process, making it easier to do business in New Mexico. Eighteen states already are doing this, and New Mexico should join in. A companion bill, SB 8, attempts to increase entrepreneurship in New Mexico by attracting more international students to the state's colleges and universities. How? By offering in-state

tuition to students studying science, technology, engineering, math or business. The model is North Dakota, which began offering in-state tuition to many international students a decade ago. Today, 5 percent of undergraduates in North Dakota come from outside the United States, compared to 2.2 percent in New Mexico. Many of those students graduate and start businesses. Just as important is research that shows U.S. students who mingle with international students improve language skills and cultural understanding.

Of the three, we believe SB 10 has the most potential to impact the state's ability to attract new businesses. The legislation would rebate 30 percent of new taxes created by a business expansion or relocation. The catch? The rebates come only after new jobs are created. There's none of these multimillion dollar tax credits or incentives, only to see a company fold without actually hiring New Mexicans. This post-performance incentive has been active in Utah since 2008 and is credited with creation of more than 25,000 jobs there. It's a no-brainer for the state that continues to lag the rest of the country in creating jobs.

## One-stop online portal to aid small business

### Bill should help entrepreneurs navigate government red tape

By Steve Terrell  
The New Mexican

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

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

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

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

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

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

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

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

One was SB 10, which would have encouraged businesses to relocate or expand their operations here with a post-performance incentive that would be paid only after new jobs have been created.

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

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



Governor Susana Martinez signs Senate Bill 9 into law in Las Cruces, NM on March 6, 2014.

Photo by Sharon Jones

# CARLSBAD CURRENT-ARGUS

Thursday, April 17, 2014 7:05 AM CARLSBAD CURRENT-ARGUS THE FREE COMMUNITY PAPER

currentargus.com

## Commentary

### *New Mexico needs new ideas for job growth*

**By Fred Nathan**

*Executive Director, Think New Mexico*

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

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

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

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

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

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

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

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

Think New Mexico drafted a bipartisan post-performance in-

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

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

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

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

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

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

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

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

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

To generate more start-ups and jobs, New Mexico needs to attract more international

STEM students to our public universities.

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

In 1999, faced with a declining state population, North Dakota started offering in-state tuition to international (and out-of-state) students.

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

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

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

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

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

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

You can learn more by visiting Think New Mexico's website at: [www.thinknewmexico.org](http://www.thinknewmexico.org).

Since Think New Mexico successfully championed the repeal of the food tax in 2004 (after a three-year fight), there have been three serious attempts to reimpose it. In 2010 the Senate passed a “tortilla tax” that would have been imposed on certain foods, but the bill died in the House. The budget the Legislature approved later that year included a reimposition of the local portion of the food tax, which Governor Richardson line-item vetoed after over 15,000 New Mexicans used our website to voice their opposition to the food tax. Most recently, in the final hours of the 2013 session, the Senate Finance Committee quietly passed a complex bill that included the reimposition of the local food tax. After Think New Mexico raised the alarm, the food tax reimposition was removed. Yet the fight continues: a few months ago, the New Mexico Municipal League publicly announced that it plans to bring legislation to reimpose the local food tax during next year’s session. While most of the 338 exemptions and loopholes in New Mexico’s tax code benefit narrow special interests who can hire high-powered lobbyists to defend them, the tax-free sale of groceries benefits all New Mexico families, and Think New Mexico serves as a public interest advocate dedicated to defending it.

ALBUQUERQUE JOURNAL

WEDNESDAY, DECEMBER 4, 2013

Food tax is a step backward

Reimposing tax would put lower-income NM families back in 'food or rent' cycle

By SEN. JACOB CANDELAHA  
*Democrat, Albuquerque*  
AND FRED NATHAN  
*Executive Director, Think New Mexico*

At a time of year when our awareness is heightened of the many needy New Mexico families struggling to put food on their tables, it was disheartening to read the op-ed by Dick Minzner and Brian McDonald calling for the reimposition of the food tax. Their primary argument is that poor families would not pay the food tax because groceries purchased with food stamps are not taxed. This argument relies on the common misperception that food stamps are intended to cover the full cost of a family's food needs. Actually, the purpose of the Supplemental Nutrition Assistance Program, formerly known as the Food Stamp Program, is to supplement a family's food budget, not replace it. The average New Mexican using food stamps receives about \$4.09 a day, or about \$1.36 a meal, according to a recent analysis by the Legislative Finance Committee. That is why the federal food stamp benefit formula assumes that families will spend an additional 30 percent of their net income on food in order to afford an adequate diet. As a result, every family receiving food stamps still pays for a large portion of their groceries out of pocket and they benefit from the Legislature's decision to repeal the food tax nearly a decade ago. In addition, about 85 percent of families who qualify for food stamps are not

enrolled, according to the state Human Services Department. They constitute more than 130,000 low-income New Mexicans, including tens of thousands of children, who would be paying tax on all of their groceries if the food tax were reimposed. Moreover, many working low-income New Mexicans earn too much to qualify for food stamps, even though they live paycheck to paycheck and struggle to feed their families. For example, a single mother with one child who makes over \$20,172 does not qualify for food stamps. The food tax repeal continues to provide significant relief to all of these working low- and middle-income New Mexico families. Minzner and McDonald suggest that low-income families could be related the tax they pay on food using the Low Income Comprehensive Tax Rebate ("LICTR"), which is received when they file their income taxes. The problem with this is that, while every family must buy food, many New Mexicans who do not earn enough to owe taxes do not file income tax forms and therefore would not receive the rebate. Of those who do file, many are persuaded to take "refund anticipation loans" from their tax preparers with annual interest rates that can be as high as 500 percent, according to New Mexico Voices for Children. By contrast, the food tax deduction effectively allows New Mexicans to receive an instant tax rebate every time they buy groceries without having to file a tax form or

pay someone an exorbitant amount to do so on their behalf. Finally, Minzner and McDonald argue that "the great majority of the tax relief" from the food tax repeal goes to higher-income households. While higher-income families may spend more on food in absolute dollars, there are many more lower-income families in New Mexico and they spend a much higher percentage of their household budgets on food. According to an analysis by former Taxation and Revenue economist Kelly O'Donnell, a family earning less than \$15,000 a year spends over 16 percent of its income on food, while a family earning over \$50,000 a year spends less than 6 percent on food. The food tax is the definition of a regressive tax in which the burden falls most heavily on those who are least able to afford it. New Mexico's gross receipts tax contains about 338 loopholes and exemptions, and the food tax deduction is one of only a few that benefit working families rather than narrow special interests. The food tax repeal represents real progress and means that fewer low-income families must choose between paying the rent and putting food on the table. Minzner and McDonald's proposal would take New Mexico backward and put us once again in the company of Mississippi and Alabama, the only states that continue to fully tax the sale of food.

In 2009, Think New Mexico successfully championed a law that increased the discounts for title insurance policies purchased by homeowners who refinance their homes. However, we later learned that many homeowners were not receiving the full discounts they were due, simply because the state's insurance regulations had not been updated to match the statute. So Think New Mexico petitioned the Superintendent of Insurance to update the regulations and close this loophole—and ensure that companies provide refunds to homeowners who had overpaid for their title policies. Finally, after a two-year effort, in May 2014 the Superintendent issued revised regulations that will ensure every homeowner receives the full discount on title insurance when they refinance their mortgages.



May 28, 2014

**Title Insurance Discounts Expanded for Homeowners Who Refinance Mortgages**

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

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

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

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

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

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

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

"This is a victory for every New Mexico family who refinances their home, as they will now receive the highest possible discount on title insurance," said Kristina Fisher, Associate Director of Think New Mexico.

Think New Mexico first proposed the creation of a Strategic Water Reserve in its 2003 policy report, *Rio Vivo!* The idea was to establish a pool of publicly held water rights to keep New Mexico's rivers flowing and prevent lawsuits by helping the state meet the needs of river-dependent endangered species and fulfill its water delivery obligations to other states. With the help of a diverse coalition including agricultural, municipal, and environmental stakeholders, Think New Mexico won passage of legislation creating the Strategic Water Reserve in 2005. The Reserve acquired water rights along the Rio Grande and Pecos rivers, but its funding unfortunately ended during the economic crisis of 2008. This year, for the first time in seven years, we are pleased to report that the Strategic Water Reserve received \$2 million to purchase water for habitat restoration projects statewide.



SILVER CITY DAILY PRESS—Friday, May 2, 2014

## Strategic Water Reserve receives \$2 million for purchasing water rights

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

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

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

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

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

The reserve received appropriations from the Legislature and the governor in 2005-07, but

funding was cut off following the economic crisis in 2008, the release stated. This lack of funding has hampered the ability of the reserve to take advantage of opportunities to acquire water rights that could help New Mexico protect its long-term water supply.

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

The ISC will report on how the new funds have been used in next year's evaluation of the Strategic Water Reserve.

In early 2014, Think New Mexico was honored to be included as one of the top think tanks in the world in the University of Pennsylvania's seventh annual *Global Go To Think Tank Index Report*. Think New Mexico was the only state-level think tank to make the ranking, among a distinguished list of national and international organizations such as the Pew Research Center and the Brookings Institution. We believe that this recognition is due in part to the ongoing political paralysis at the federal level, which has led many people to shift their focus and attention to state-level public policy reform.



Rio Grande SUN Thursday, March 6, 2014

# 'Think' Recognized

Commentary by  
R. Braiden Trapp

**T**hink New Mexico, a nonpartisan, results-oriented think tank headquartered in Santa Fe moved up in ranking on The Global Go To Think Tank Index Report. The Report is published by The Think Tanks and Civil Societies Program at the University of Pennsylvania's International Relations Program.

Think New Mexico moved from 70th in 2012 to 57th in 2013.

The index report ranks the world's top think tanks in a number of categories, a press release states. The rankings are based on an international survey of over 1,950 scholars, journalists and policy makers. More than 6,500 think tanks in 152 countries were considered.

Think New Mexico was ranked 57th in the world in Special Achievement category of "Best Advocacy Campaign." It was the only state-level think tank to make the ranking.

Think New Mexico is best known for winning passage of landmark legislation, making full-day kindergarten accessible to every child in New Mexico and repealing the state's regressive food tax.

"New Mexico is so often overlooked that we are delighted (and a little surprised) to have made such a prestigious international list of think tanks," said Fred Nathan, Executive Director of Think New Mexico.

## *The Leadership*

*Internship program is supported in part by generous gifts from the Michael & Alice Kuhn Foundation, the Peter Hay Public Service Fund of the Santa Fe Community Foundation and the Simon Charitable Foundation. Please contact us if you are interested in information about sponsoring a Leadership Intern.*

To learn more about Think New Mexico's Leadership Internship, read bios of past interns, or find out how to apply, please visit: [www.thinknewmexico.org](http://www.thinknewmexico.org)

Right: 2013 Think New Mexico Leadership Interns meet with Governor Susana Martinez (L-R): Martha Hughes, Katie Valentine, future intern Aviva Nathan, Gov. Martinez, & Alexi Horowitz.

Photo by Jason Espinoza

## 2014 LEADERSHIP INTERNS

Along with our work to improve New Mexico's public policies, Think New Mexico is also a leadership development organization that works to retain a new generation of potential leaders in New Mexico by helping them discover how they can make a difference here in their home state. This year's interns are:



L-R: Tiffany Cox, Maya Durvasula, Shane Gilbert, & Rylee Stenberg.

- **Tiffany Cox**, a senior in the Honors College at New Mexico State University who lives in Artesia, is dedicated to improving services for vulnerable children in New Mexico, and has worked with the Chase Foundation and Senator Tom Udall;
- **Maya Durvasula**, who completed Albuquerque Academy in six semesters with a 4.4 GPA, founded an organization to combat human trafficking and prostitution in New Mexico, and is headed to Duke University on a prestigious Robertson Scholarship;
- **Shane Gilbert**, an Albuquerque Academy graduate majoring in Political Science and History at Davidson College who has previously interned with Emerge New Mexico, Senator Martin Heinrich, and Congresswoman Michelle Lujan Grisham; and
- **Rylee Stenberg**, who grew up in Las Cruces and Tucumcari, NM and is majoring in Government, Law & Society at New Mexico State University, where she is a student Senator and President of the NMSU chapter of the National Society of Collegiate Scholars.

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

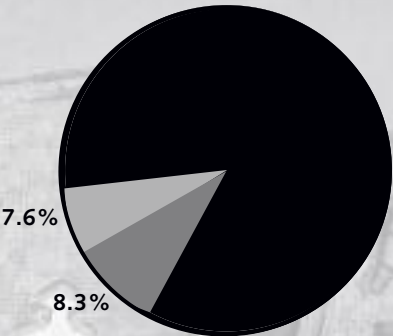


Statement of Income and Expenditures

INCOME	
Businesses	22,561
Car Donations	3,563
Foundation Grants	225,874
Individuals	217,863
Investment Income & Sale of Reports	20,048
Total Income	\$489,909

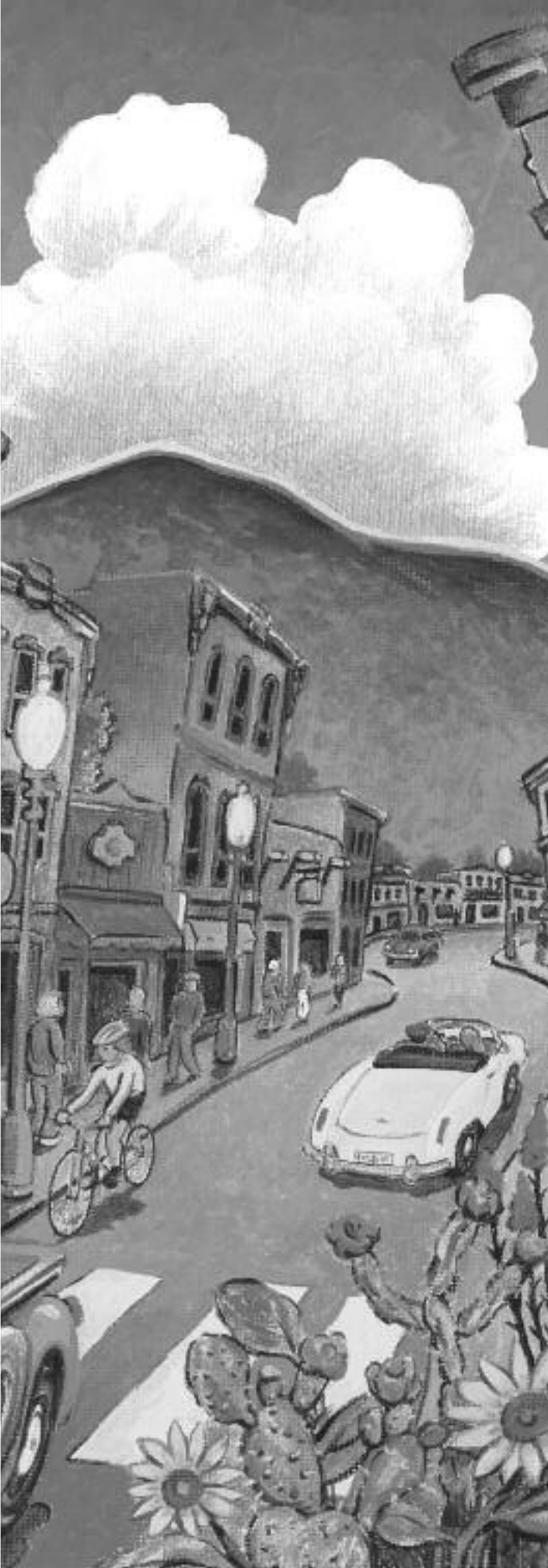
EXPENDITURES	
Audit/Accounting	6,376
Benefits-Health, Dental & Disability Insurance	47,451
Benefits-Pension Plan & Fees	24,040
Computer Consulting & Website	813
Depreciation	2,228
Donated Real Estate Expenses	12,370
Educational Outreach	3,175
Graphic Design	In-kind
Insurance	2,969
Internship Pay	9,859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

Administrative & Fundraising Expenses as a Percentage of Cash Income: 2013



Think New Mexico's fund-raising expense as a percentage of cash income in 2013 was 7.6%. Think New Mexico's administrative overhead expense ("management and general") as a percentage of cash income in 2013 was 8.3%.

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



**FINANCIAL SUMMARY**  
**Year Ended Dec. 31, 2013**

**Balance Sheet**

**ASSETS**

Cash and Cash Equivalents	266,103
Endowment Funds	118,121
Grants Receivable	11,400
Investments	709,239
Prepaid Expenses	3,000
Property and Equipment*	1,526,654
Total Assets	\$2,634,517

**LIABILITIES**

Accounts Payable	10,800
Accrued Expenses	6,438
Total Liabilities	\$17,238

**NET ASSETS**

Unrestricted	2,521,705
Temporarily Restricted	95,574
Total Net Assets	\$2,617,279
Total Liabilities and Net Assets	\$2,634,517

*\*Net of Accumulated Depreciation.*

*Source for pages 18–19: Financial State-  
ments for the year ended December 31,  
2013 and Think New Mexico’s IRS Form  
990 for 2013. Independent auditors: Bishop  
and Loggains, LLC CPA.*

## **FOUNDATION PARTNERS**

(JANUARY 1, 2013 — MAY 15, 2014)

**The Abeles Foundation**

**Azalea Foundation**

**Barker Welfare Foundation**

**Beverly Foundation**

**Bolene Charitable Trust**

**Brindle Foundation**

**Caprock Fund of the Tides Foundation**

**Barbara S. &**

**Benjamin M. Cardozo Foundation**

**Sidney & Sadie Cohen Foundation**

**James N. Cost Foundation**

**Equis Fund of the**

**New Mexico Community Foundation**

**Feinberg Foundation**

**Foster Foundation**

**Frost Foundation**

**Furth Family Foundation**

**The Goldstone Fund**

**Peter Hay Public Service Fund of the**

**Santa Fe Community Foundation**

**Kate Klein Fund of the**

**Santa Fe Community Foundation**

**Michael & Alice Kuhn Foundation**

**LEF Foundation**

**Livingry Foundation**

**Lumina Foundation for Education**

**Matching Gift Program**

**Maddux Environmental Foundation**

**McCune Charitable Foundation**

**Marlene Nathan Meyerson**

**Family Foundation**

**Noble Foundation**

**Robson Foundation**

**Daniel Ronel, MD Fund for Humanity of  
the Santa Fe Community Foundation**

**SB Foundation**

**Sage Fund/Bienvenu Family of the**

**Santa Fe Community Foundation**

**Santa Fe Community Foundation**

**Scandia Foundation**

**Schlenker Block Fund**

**Simon Charitable Foundation**

**Solis-Cohen Spigel Family Fund**

**The Sulica Fund**

**Thornburg Charitable Foundation**

**Edith M. Timken Family Foundation**

**Toan-O'Brien Foundation**

**Hanna & Matthew Usdan Foundation**

**Doris Goodwin Walbridge Foundation, Inc.**

**Witkin Family Fund**

**Individual Social Investors** (JANUARY 1, 2013 — MAY 15, 2014)

Anonymous (15)  
Thomas & Carol Ageson  
Kathy & Rick Abeles  
Paul Abrams  
Ann N. Aceves  
Carolyn Acree  
Richard M. & Kay R. Adam  
Joel Adelstone  
Jan & Rick Adesso  
Abigail Adler  
Michael Agar  
Anstiss Bowser Agnew  
Lewis Agnew  
Mercedes M. Agogino  
Omar Ahmed  
John B. Aidun &  
Joan M. Harris  
Lynda Aiman-Smith  
David Albin  
Pamela Saunders Albin



Johnnie R. Aldrich  
Edward & Marcia Aldworth  
Christian L. Alexander  
Mark & Martha Alexander  
Judith & Bill Alger  
Catherine A. Allen  
Elizabeth Allred & Sid Singer  
Linda & Carl Alongi  
Arthur Alpert

Tim & Lucia Amsden  
Chilton & Judy Anderson  
Jean Anderson  
Keith Anderson &  
Barbara Lenssen  
Kirsten J. Anderson  
Robert B. Anderson  
John F. Andrews  
Patrizia Antonicelli  
Clara Apodaca  
Jarratt Applewhite  
Amber Archer  
Patricia & Richard Arens  
Kenneth &  
Karyl Ann Armbruster  
Michael Armstrong  
Sheryl Arndt-Mwangi  
Mr. Leslie & Barbara Arnold  
Meleah Artley  
Michael Aster & Bobbi Lurie  
Drs. Boudinot &  
Louise Abel Atterbury  
Victor Lee Austin  
Gary Axen  
M. Carlota Baca  
Drs. Sally Bachofer &  
Margaret Vining  
Robert & Betty Backer  
Richard J. Bagby  
Rebecca & Brant Bair  
Joan Brooks Baker &  
Margeaux Klein  
Robert A. Baker  
Russell D. Baker  
Carol & John Balkcom  
Ronni & Jeff Ballowe  
Tina L. Bandick  
Keith Banks  
The Honorable Paul Bardacke &  
Lisa Enfield



Rene Barker  
Suzanne M. Barker  
Sheila Barnes  
Thomas & Laurie Barrow  
Charlie & Maggie Batsel  
Patrick & Sarah Bauman  
Ann & Steve Baumgarn  
Carol & John Baumgartel  
Bill Beagen  
Richard & Kathy Beal  
Susan Beaver  
Richard & Sue Bechtold  
Francoise Becker  
Dr. John D. Becker  
Anne E. Beckett  
Rachel Belash  
Letty Belin  
Lisa Bemis  
Emily Rembe Benak &  
Mark Benak  
Fred Bender  
Bertram Benedick  
Jo Ann Benenati  
Raphael & Karen Benjamin  
Bill & Mary Catherine Bennett  
Don & Judith Bennett  
Reed & Melinda Benson  
Diane Alongi Berger  
Robert & Lucinda Berglund  
Lee & Sandy Berry

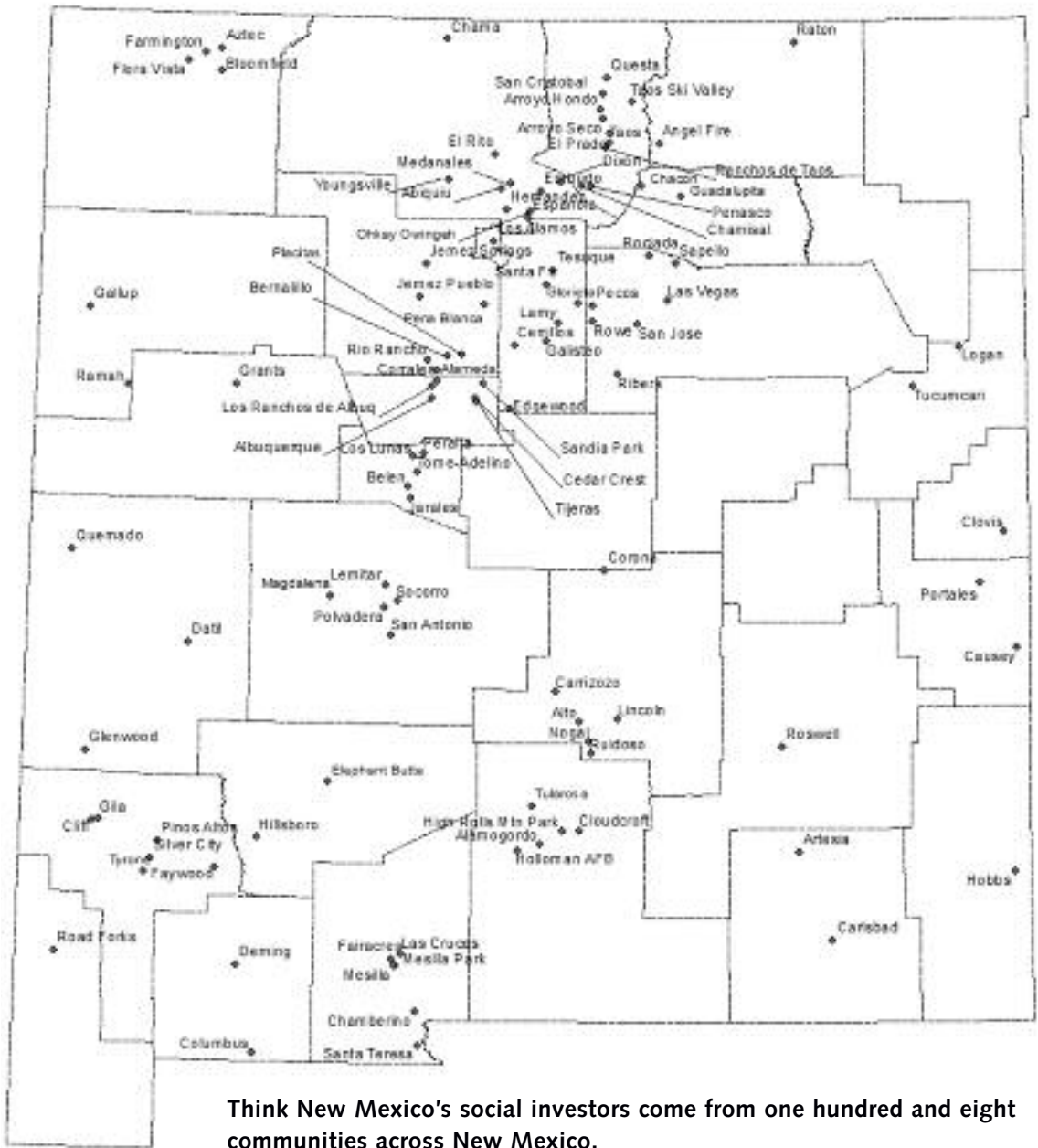
**What's a "Social Investor?"** We call our contributors "social investors" because we believe that nonprofits should be evaluated based on the social return they produce each year. For example, because Think New Mexico's 1999 income was \$109,499, the \$135 million appropriated annually for full-day 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.*

George & Joyce Berzins  
Bruce R. Besser  
Bob & Marylou Best  
Dr. Lynn Bickley  
Yetta H. Bidegain  
John & Sarah Bienvenu  
Reed & Rosalind Bell Bienvenu  
Stan & Sandra Bies  
The Honorable Jeff &  
The Honorable Anne Bingaman  
John F. Bingaman  
George & Janie Bingham  
Susan Binneweg Jones &  
Owen Jones  
Billie Blair & Gene Weisfeld  
Dr. Kathleen Blake &  
Bob Ballance  
Bronnie & Alan Blaugrund  
Priscilla M. Blea  
James F. Bleakley, Jr.  
Barbara Blind  
Gay Block  
Philip & Elizabeth Block  
Tom & Anne Blog  
Stuart M. Bluestone  
Elspeth G. Bobbs  
George & Sibilla Boerigter  
Deborah Boldt  
Bruce & Cynthia Bolene  
Gary Bommelaere  
Laura Bonar & Gene Grant  
Judith Bonnell  
Eric Bottomly  
Bill Bottorf  
Candace Boulay  
Reber Boulton  
David & Dr. Erin Bouquin  
Dr. Jeffrey Bowers  
James Bradbury  
LeAnn & Brad Bradbury  
Donna & Robert Bradley  
Brenda & Stuart Brand  
James & Claire Brandenburg  
Helen & Richard Brandt  
David Breecker  
Elizabeth Bremner &  
Karen Crow  
Eleanor Brenner  
Jane & Sandy Brickner  
Grace Brill & Dan Schwartz  
Nancy Brinegar  
Felicity Broennan  
Robert Brokate

Jan Brooks  
Oneida Brooks &  
Bradley Gummersall  
Murray & Cindy Brott  
Eulalie Brown  
Hamilton Brown &  
Martha Worthington  
Polly Brown  
Sarah & Doug Brown  
Frances Browne  
Harry Browne &  
Christine Jepson  
Bruce Brubaker  
Ted Buchanan & Sally Corning  
John & Barbara Buchen  
Lynne Loucks Buchen  
David Buchholtz &  
Bridget Gavahan  
Nancy & Larry Buechley  
Judith Buffalo  
David & Hannah Burling  
Anne W. & Jack Burton  
Dr. Karin Butler  
Marylou Butler  
Brian Byrnes  
Helen B. Cahn  
Barbara Calef  
Lois Callaghan  
The Honorable Chris &  
Carol Calvert  
Arlene M. Campbell  
Charles P. Campbell  
Susan & Christopher Campbell  
Elizabeth & Steve Cantrell  
Dominic Cappello  
Barbara S. Cardozo  
Ellen Cardozo Sonsino  
Enid Cardozo &  
Dr. Edward Laman  
Robert Carlos  
Robert Carroll & Leslie Lawner  
The Honorable Garrey Carruthers  
Kent Carruthers  
Ann & Mark Carter  
Ralph L. Casebolt  
Kim & Rich Casford  
Renee Castagnola  
Julia Catron  
June & Tom Catron  
Mary Catherine Cernicek  
Charlene Cerny &  
Joseph Chipman  
David D. Chamberlin

Katherin & David Chase  
Julie & Matthew Chase-Daniel  
Chris & Tina Chavez  
Dr. Lance & Kathy Chilton  
Thomas & Judith Christopher  
Lucca Eliason Cirolia  
Michael R. Cisneros  
Tom & Sylvia Claffey  
Erika K. Clausen  
Keith & Curtis Clemson  
F. T. Cloak  
Peter Clout  
John Clubbe  
Mary & Bill Clyde  
Camille Coates  
Tim & Monica Coder  
Robert Coffland  
George M. Cohen  
Herb Cohen  
Saul & Ann-Lise Cohen  
Bennett & Barbara Cohn  
Madelin Coit  
Evelyn Cole  
Jen Cole & Bill Maguire  
David & Mary Colton  
John Connell  
Q & Philip S. Cook  
Susan Cooper  
Chris Coppin  
Janie Corinne  
David W. Cost, Jr.  
James Cost  
David Cowley  
Benjamin Crane  
Godfrey Crane &  
Johanna Binneweg  
Peggy Creelman  
Edward Crocker &  
Ann Lockhart  
Patrick & Cheri Cunningham  
Nancy Dahl  
Richard J. Daly  
Marty Daly & Rob Eaton  
Don Davenport  
Bill S. Davidson  
Alice & Houston Davis  
Jordan P. Davis  
Margo Horton Davis  
Joe & Nancy Day  
Lynn Day  
Stephen Day  
Yolanda Day  
Mary & Charles De Bare



**Think New Mexico’s social investors come from one hundred and eight communities across New Mexico.**

- |   |   |  |
|---|---|--|
| <p>Susanna De Falla<br/>         Charles De Saillan<br/>         Joseph Dear<br/>         William DeBuys<br/>         Laura Deikel<br/>         Jared &amp; Lisa DeJong<br/>         Dale Dekker<br/>         Elaine Del Valle<br/>         Dolores DeMers<br/>         Nancy Desiderio &amp;<br/>             Michael Sloane<br/>         John Dessauer<br/>         Paula &amp; Dr. Neal Devitt</p> | <p>Steven Dichter &amp; Kate Buckley<br/>         Nancy G. Dickenson<br/>         Christine &amp; Joe DiGregorio<br/>         Christin Galloway Dobbeck<br/>         Robert J. Dodds, III<br/>         The Honorable Thomas &amp;<br/>             Paula Sass Donnelly<br/>         Dr. Cornelius &amp;<br/>             Susanne Hoffman Dooley<br/>         David &amp; Deborah Douglas<br/>         Charles &amp;<br/>             Kathleen Conners Dowdy<br/>         Andrew &amp; Hope DuBois</p> | <p>Kiva Duckworth-Moulton<br/>         Edward &amp; Marilou Duderstadt<br/>         Willis &amp; Dorothy Duff<br/>         Gaylon Duke &amp; Zenia Victor<br/>         Brooke Dulaney<br/>         Jim &amp; Sylvia DuLaney<br/>         George T. Duncan<br/>         James H. Duncan, Jr.<br/>         James H. Duncan, Sr.<br/>         Ron &amp; Jill Duncan<br/>         Cecilia H. Dunne<br/>         Bill &amp; Ellen Dupuy<br/>         John &amp; Judie Dwyer</p> |
|---|---|--|



Lorna Dyer & Jerry Watts  
Lauren Earles  
Elbert E. Earnest  
Danny & Marissa Earp  
John & Laurie Egbert  
The Honorable Pauline &  
The Honorable Mel Eisenstadt  
Richard & Linda Eitzen  
Richard Ellenberg  
Bobbie Elliott  
Mary & Peter Elson  
Bill & Marion Elson  
Ken Emery  
Peter H. Emery  
John E. Emry  
Jane Engel  
Richard & Pamela Engstrom  
Edward Epping  
Winn Erdman  
Jason & Brittany Espinoza  
John & Toni Espinoza  
Anthony & Asia Esposito  
Emma Jane (E. J.) Evangelos  
Paul Evans  
Mary Lou Falion  
Karen Farrell  
Timothy Farrell & Kristina Alley  
Dr. Halley S. & Ruth Anne Faust  
Vincent & Elizabeth Faust  
Dr. Paul Feil  
Stephen Feinberg &  
Susan Foote  
Lee Feitelson  
Dr. Rob & Ellyn Feldman  
William & Margaret Feldman

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



Cindi Fuqua  
John & Hope Furth  
Nancy Futran  
Stephen G. Gaber  
Helen C. Gabriel  
Edward & Maria Gale  
Kelly Gallagher  
Susan Gallahe  
Kenneth Gallard  
Al & Nancy Galves  
Alexander Gancarz &  
Jonathan Carleton  
Betsy Garber  
F. Chris & Sandy Garcia  
Mary & Ernest Garcia  
Carole A. Gardner  
Jennifer Gardner  
Thomas Gardner  
Faith Garfield  
Kelly Gatlin  
Arthur Norman Gaume  
Ronald Gedrim & Lisa Jacobs  
Nancy Moore Gehman  
Amy & Philip Geier  
Mark Gelber  
Nicholas R. Gentry  
James & Denise George  
Egle & Kas Germanas  
Howard Gershon &  
Charleen Cook  
Connie J. Gerth  
Dr. Charles & Rose Gibbs  
Sandra & Van Gilbert  
Linda Gillet  
Dr. Chandler & Gillian Gilman  
Michael & Kathleen Gleason  
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*"I appreciate your focus, research, and relentless efforts to work on important issues that serve the citizens of New Mexico."* PAM ROY, Santa Fe, New Mexico

**A LEGACY OF PUBLIC SERVICE: LAURA JEAN WARREN**

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

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



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

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**VEHICLE DONATIONS KEEP THINK NEW MEXICO RUNNING!**

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

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

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



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

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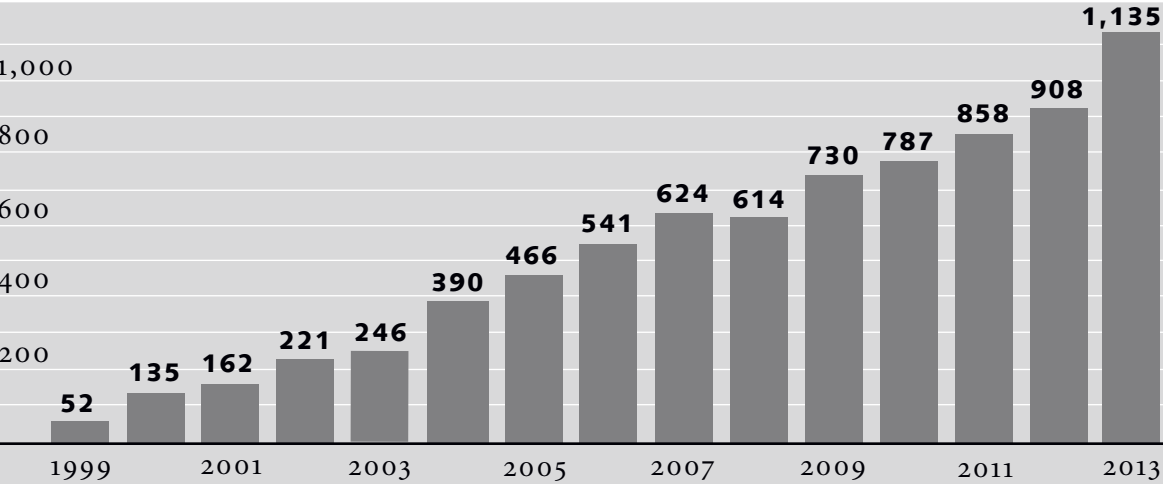
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Rancheros de Santa Fe, Inc.  
Rio Grande Sun / Sun Co., Inc.  
Santa Fe Improv  
Synerprises, LLC  
Veneklasen Property Management  
Karen Walker Real Estate  
George L. Williams, LLC  
Wordsworke  
Zephyr Enterprises

## **Join Us!**

We hope you'll consider joining the hundreds of New Mexicans listed on the previous pages by becoming a supporter of Think New Mexico. There are many ways to do so, including mailing a check in the enclosed yellow envelope, donating online, becoming a monthly contributor, donating a vehicle, and including a bequest to Think New Mexico in your estate planning. Visit our website to learn more about these and other ways to support Think New Mexico.

## **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 21: Arik Burakovsky, Butchart Gardens, Vancouver Island, British Columbia; 2013 Leadership Interns Alexi Horowitz, Josh Espinoza, & Katie Valentine at the Think New Mexico office

PAGE 24: Kristina G. Fisher, crossing the Strait of Georgia, British Columbia; Lisa & Rick Fisher, London, England

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

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

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

## **Acknowledgments**

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

Margaret Mead