

**2014–2015  
Annual Report**

**THINK NEW MEXICO**

A Results-Oriented Think Tank Serving New Mexicans



**THE HEALTH CARE  
TRANSPARENCY VICTORY**

## About the Cover

Cover photo © Candy Brenton, candybrenton@icloud.com. Award-winning photographer Candy Brenton developed a love for photography at an early age while growing up in Alaska. A resident of Santa Fe for nearly three decades, she enjoys exploring and photographing the varied landscapes and fascinating beauty of New Mexico and the greater Southwest. Candy's images have appeared in various publications. This photo shows the Jemez Mountains near Española, New Mexico.

## 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.

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. Contributions from individuals, businesses, and foundations are welcomed, encouraged, and tax-deductible.

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# THINK NEW MEXICO

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## Think New Mexico's Results

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

Our results include:

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

IMAGE LEFT:  
*Summer storm over the  
Painted Kiva. Photo copyright  
Alex Candelaria Sedillos.*

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.



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



**Paul Bardacke** served as Attorney General of New Mexico from 1983–1986. Paul is a Fellow in the American College of Trial Lawyers, and he currently handles complex commercial litigation and mediation with the firm of 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 also a former Chairman of the Republican Party of New Mexico, the New Mexico Economic Development Commission, and the National Hispanic Cultural Center of New Mexico, where he is now Chair Emeritus.



**Liddie Martinez** is a native of Española whose family has lived in northern New Mexico since the 1600s. She is Community and Economic Development Director for Day and Zimmerman, a major contractor with Los Alamos National Laboratory and also farms the Rancho Faisan. Liddie has served as board chair of the Los Alamos National Laboratory Foundation.



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



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



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

**Dear New Mexican:**

The fact that New Mexico now has a divided legislature, with Republicans controlling the House and Democrats continuing to control the Senate, places a premium on bipartisan problem-solving. Fortunately, bipartisan problem-solving is embedded in Think New Mexico's DNA. It was a critical element of our success this year in enacting legislation that will establish a user-friendly public website where New Mexicans will be able to find price and quality data for common medical procedures at any of New Mexico's 44 hospitals.

The health care transparency legislation was one of only 158 bills signed into law this year, the fewest since 1949. The bill made it into this group in part because Think New Mexico has the freedom to pursue good ideas regardless of party and special interest agendas and the commitment to working with elected officials across the political spectrum. We also benefit from our reputation as independent, honest brokers representing the interests of every day New Mexicans.

That reputation begins with our board. Think New Mexico expanded this brain trust recently with the addition of Jacqueline Baca from Albuquerque, Liddie Martinez of Española (profiled on page 17), and Brian Moore from Clayton. Like the rest of the board, all three share deep New Mexico roots and a belief that we are at our best in New Mexico when we work together.

In addition, this year Kristina, Jennifer, and I were delighted to welcome to our staff a talented new Field Director, Othiamba Umi, who is profiled on the facing page.

As you can see, Think New Mexico's staff is small. It has never included a development director. Our administrative and fundraising expenses were 9.7% of our income last year. We were able to operate this efficiently because more than 1,000 New Mexicans donated nearly \$247,000 last year, a record for Think New Mexico. We hope that we have earned your support again this year, and that you will send in a contribution in the enclosed yellow envelope or at [www.thinknewmexico.org](http://www.thinknewmexico.org).

**Think New Mexico's  
STAFF**



**Kristina G. Fisher**  
Associate Director



**Jennifer Halbert**  
Business Manager



**Fred Nathan**  
Executive Director



**Othiamba Umi**  
Field Director

*Fred Nathan*

Fred Nathan

May 31, 2015

## Staff Profile: Othiamba Umi



Othiamba Umi, Think New Mexico's Field Director, was born in Albuquerque and grew up in Hobbs and Santa Fe, New Mexico. He attended Santa Fe Preparatory School while living in the village of Los Cerrillos, New Mexico, and went on to earn dual bachelor degrees in Spanish and Psychology, cum laude, at the University of New Mexico.

As Field Director, Othiamba coordinates Think New Mexico's grassroots organizing and coalition-building efforts. This involves advocating with state policymakers, reaching out to communities across the state, conducting public policy research, and working closely with stakeholders and civic groups to build support for Think New Mexico's statewide policy reform initiatives. Othiamba is also responsible for managing Think New Mexico's social media presence, including growing the organization's Twitter feed into one of the most followed in the state.

While at UNM, Othiamba co-founded P.A.C.E. (Planning and Awareness for College Education), an on-campus organization that traveled to rural New Mexico communities to encourage high school juniors and seniors to apply for college. The group provided information, resources and advice about the application process to students who were often the first in their families to attend college.

Othiamba also worked at KUNM 89.9 FM as a production assistant and youth mentor for the station's Youth Radio Project.

At the University of New Mexico School of Law, Othiamba was elected president of the Student Bar Association and graduated with Dean's honors. Before joining Think New Mexico, Othiamba was an Assistant Trial Attorney with the New Mexico District Attorney's Office.

"I am delighted to be a part of Think New Mexico because it gives me the opportunity to do meaningful work that makes New Mexico a better state," says Othiamba.

In his free time, Othiamba enjoys reading, playing soccer, and making music in a variety of forms: music production, DJ'ing special events and playing bass guitar with his father's reggae/soul band.

Last year, Think New Mexico launched a new initiative designed to make health care more affordable by making the prices and quality of common medical procedures at the state's hospitals transparent on a user-friendly public website. After we released a report making the case for our health care transparency proposal, eleven newspapers from across the state published supportive editorials. During the 2015 legislative session, Think New Mexico recruited Senator Jerry Ortiz y Pino (D-Albuquerque and Chair of the Senate Public Affairs Committee) and Senator Sander Rue (R-Albuquerque and the sponsor of the state's Sunshine Portal) to sponsor a bill to create our proposed health care transparency website.



## Portales NEWS-TRIBUNE

Sunday Oct. 26 2014 *Serving the High Plains and Ruth Sherrard*

# Think New Mexico can fix health care

There are two things in particular that I like about Think New Mexico: It's nonpartisan and it's pragmatic.

Both are reasons why this homegrown think tank is so effective. From getting the sales tax lifted off food to making full-day kindergarten accessible to all New Mexico children, whenever this 15-year-old group tackles an issue, things start to happen.

And now, Think New Mexico is taking on health care, not with some politically motivated agenda to repeal or reinforce Obamacare, but with some well-researched recommendations that are actually do-able — even during these divisive times in which we live.

According to our New Mexican thinkers, one way to address the skyrocketing cost of health care is to create a state website that has cost and quality-of-care data about the state's hospitals — including some information that's not currently available to the public — so people can compare providers for the best value before deciding on where to go for treatment.



Tom McDonald  
State  
columnist

To do all this requires some changes in state law, and Think New Mexico has figured that out too — and you can bet they'll be poised and ready for the upcoming legislative session.

You can read all about it in Think New Mexico's latest publication, *Making Health Care More Affordable*, released earlier this month.

It's no secret that health care costs are increasing at a far greater rate than inflation — has been for years now, even before the Affordable Care Act — but there are still more than a quarter million New Mexicans without health insurance, while others are having to pay higher deductibles. For a lot of people seeking health services, out-of-pocket expenses are way up these days.

But good luck doing any comparison shopping for your health care. Contractual “gag clauses” between hospitals and insurance companies often keep charges hidden, so if you're in need of, say, an angioplasty, you can't necessarily find out how much it will cost you until after the fact, when you're back home and recovering.

Plus, each hospital charges different amounts for its medical services — with rates contained in its “chargemaster” list. It's sort of like the hospital's “asking price” for its services, where negotiations for your final

charges actually begin.

Those chargemaster rates can be very different from one hospital to another. Think New Mexico's report includes a chart listing six common health conditions, from pneumonia to joint replacements, and what specific hospitals around the state charge. The differences, based on 2012 data, are stark.

Treating septicemia (blood poisoning), for example, cost \$19,556 at Holy Cross Hospital in Taos, while only 75 miles down the road, at Alta Vista Regional Hospital in Las Vegas, it cost a jaw-dropping \$72,346.

Now, remember that everybody gets to negotiate, to try to get their hospital bills below the hospital's chargemaster rates. But it's the biggest insurance companies that have the strongest bargaining power.

Think New Mexico's report points this out as “price discrimination” — and that's exactly what it is.

If anybody can get this done, it's Think New Mexico.

**Tom McDonald is editor of the New Mexico Community News Exchange.**

## NM's health consumers deserve price/quality info

It is troubling that in New Mexico, consumers can get more information on the ingredients in and cost of their lunch than the track record and price of their medical care.

All it takes is a mouse click on the nutritional information tab to see what's in your salad, sandwich or burger, and the prices are on the menu. Your angioplasty, asthma treatment or joint replacement, not so much.

Even more disturbing, unlike the guy eating in the booth next to you, the patient recovering in the room next door to you could have had the exact same procedure by the same medical team but has been charged tens of thousands of dollars less, or more, depending on which insurance or policy or government program covers the procedures. And neither of you will ever be the wiser.

The transparency is much better in 14 other states, where websites give consumers the ability to compare quality and prices of health care. It's a decade-old concept that started with Maine in 2003 and made its way to Holy Cross Hospital in Taos earlier this year.

Think New Mexico, a Santa Fe-based independent think tank, is proposing the Land of Enchantment join Arizona, California, Colorado, Florida, Illinois, Maine, Maryland, Massachusetts, Nevada, New Hampshire, Ohio, Utah, Vermont and West Virginia in providing the public with data on the quality of care and cost of procedures at its hospitals. Its pitch to the 2015 state Legislature gives specific examples which show that when quality and cost information are made available and when all payers save for indigent patients are charged the same price, overall costs are contained as patients and providers make smarter choices, going for the best outcomes rather than the priciest care.

Politicians and providers appear open to the idea — a spokesman for Gov. Susana Martinez says the “consumer-friendly health care Web portal is an interesting concept for further discussion” and the chief strategy officer of Presbyterian Healthcare Services says “there is a lot of willingness in the provider community to work with proponents of more transparency to figure out how we would do it and what would be useful to patients.”

This discussion should take place in 2015, as an expanding Medicaid takes a larger and larger portion of the state budget, as rural hospitals struggle to stay open and retiree health plans face insolvency, as employees and employers struggle to find coverage they can actually afford under the Affordable Care Act, and as sick New Mexicans put off going to the doctor because they don't know what it will cost.

Thursday, November 13, 2014

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# Public Should Be Able To Shop for Healthcare

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Think New Mexico is routinely described as a bi-partisan progressive think tank. We like to think of that organization as the New Mexico House of Representatives, Senate and governor, without the politics, self-serving agenda, lack of intestinal fortitude and endless supply of hot air.

In short, Think New Mexico does every year, exactly what the legislative process should be doing: addressing New Mexico's problems and coming up with solutions.

This year Think is trying to lower health care costs by getting legislation passed that would allow users (rate-payers) to "shop" for their health care. Not their insurance, that's already proven a losing game. We're talking about shopping for your actual care.

Hospitals don't want to be the highest in the price range when consumers look up a procedure's cost online. That makes sense and the nice thing about hospitals is that they don't like each other. Competition is fierce.

Imagine buying a car without knowing the price and all the options. Why can't we do that with a colonoscopy?

Think New Mexico Executive Director Fred Nathan quotes Princeton University economist Uwe Reinhardt who compared the opaque pricing of health care to shopping in a department store blindfolded and months later receiving an incomprehensible statement that states, "pay this amount."

We have some recent experience at this and are baffled that hospitals can send you a one page bill for tens of thousands of dollars, with no explanation.

Health care providers may squawk but this is a rather simple fix. It requires hospitals, clinics and doctors to post prices, probably a simple update of a web site, and maintain it.

The question remains whether cash and lobbyists representing health care providers will beat Nathan and his group. This is a case of common sense being beaten back by special interests.

Contact your representative and senator and tell them you would like to be able to shop for your health care procedures.

## Bill would ease search for medical procedures, prices

BY STATE SENS. GERALD ORTIZ Y PINO AND SANDER RUE

**H**ealth care pricing has been likened to shopping blindfolded in a department store, and then months later receiving an indecipherable statement with a framed box at the bottom that says: Pay this amount.

Indeed, here in New Mexico it is easier to find information about the price and quality of a toaster than of a common medical procedure. Because information about price and quality is essential to almost every market transaction, this lack of transparency means that health care is more expensive than it would otherwise be.

The high cost of health care has devastating consequences. Over 62 percent of personal bankruptcies in the U.S. are attributable to illness and health care debt, up from 8 percent in 1981. Many of these medical debtors are middle-class homeowners, and more than three-quarters of them have health insurance.

Health care costs are also a heavy burden on state taxpayers, with over 27 percent of New Mexico's annual budget going to health care. As health care spending outpaces the growth of the rest of the economy, it threatens to crowd out spending on other priorities like education.

How did we get to this point? A century ago, patients paid directly for their health care and knew exactly what it cost. Since then, the rise of private health insurance, Medicare and Medicaid disconnected patients from the cost of their care.

That situation is predicted to change with the recent trend toward higher deductibles and growing out-of-pocket costs. For example, Bronze health insurance plans under the Affordable Care Act have average deductibles of more than \$5,000 for an individual and nearly \$11,000 for a family.

Economists believe that these higher out-of-pocket costs will cause patients to be more sensitive to prices, which will help contain overall costs. However, this ignores a crucial detail: The lack of transparency makes it impossible for patients to comparison shop for the highest-quality, most-affordable care.

That is why we came together to co-sponsor Senate Bill 474, which would create a user-friendly

website where New Mexicans can find the price and quality of the most common medical procedures. (There has since been a Senate Judiciary Committee substitute for Senate Bills 323 and 474.)

This idea is based on a recent policy report by the independent, nonpartisan think tank Think New Mexico. A total of 14 states, including our neighbors of Arizona, Colorado and Utah, have already established similar websites. Another five states are working to create them.

These websites are making a difference. A 2013 study by University of Chicago researchers found the price of common elective procedures dropped by an average of 7 percent in states with transparency websites. For example, hip transplants averaged \$2,800 less in states that had the websites.

In California, the health care system for state employees saved \$5.5 million on knee and hip replacements after a transparency initiative revealed that the cost of these procedures varied from \$15,000 to \$100,000 and the state announced that it would pay no more than the average cost, \$30,000.

Making quality data, such as rates of avoidable errors and readmissions, transparent is just as important as price. As the old saying goes, "what gets measured gets done," and when quality data is transparent, health care providers will compete to improve their performance.

For example, when Pennsylvania began publishing hospital-acquired infection rates in 2006, the statewide infection rate fell by 7.8 percent within a year. This not only improved the quality of care and saved many lives, but it also lowered costs since the average cost of hospitalization was \$53,915 when an infection occurred, and only \$8,311 when it did not.

A health care price and quality transparency website in New Mexico will similarly save both lives and dollars by making healthcare more patient-centered and harness the benefits of price competition.

We encourage you to join this effort by contacting your legislators and Governor Martinez and urging them to support this legislation.

As the session began, Think New Mexico's health care transparency bill was competing with a weaker version of the legislation. Fortunately, thanks to the 2,227 emails New Mexicans sent to their legislators and the governor, along with a steady drumbeat of media coverage of the issue, we were able to reach a compromise that combined the two bills and included the health care transparency website and prices for medical procedures (which had not been included in the weaker bill). This compromise bill passed both the Senate and House unanimously and the Governor signed it into law on April 9, 2015. Over the coming months, we will remain involved in the implementation to ensure that the website is as useful as possible for everyday New Mexicans.

Thursday, March 5, 2015

# THE SANTA FE NEW MEXICAN

## Compromise bill on hospital price shopping advances

Senate measure would  
create Web resource by  
2018

By Patrick Malone  
The New Mexican

A compromise struck Wednesday between New Mexico's hospitals and a consumer-oriented think tank advanced legislation that would create a website where patients can compare the prices of medical procedures and the quality of services at health care facilities throughout the state.

The Senate Judiciary Committee unanimously approved its substitute for Senate Bills 323 and 474 with a do-pass recommendation. The legislation now moves to the full Senate for a vote.

The accord reached Wednesday calls for the state to add a section to its online Sunshine Portal no later than Jan. 1, 2018, that includes hospital cost data and quality-of-care statistics, including infection rates, readmission rates and adverse health events that occur during hospitalization. The bill also would create a committee to work out details about the website and its contents.

One sponsor of the substitute bill said the bipartisan bargain reached Wednesday bodes well for the likelihood that the measure will pass both the Senate, which Democrats control, and the House, where Republicans are in the majority.

"I think we're going to have something that the House can wrap its arms around now," said Sen. Gerald Ortiz y Pino, D-Albuquerque.

Sens. Sander Rue and Mark Moores, both Albuquerque Republicans, also are carrying the legislation.

The New Mexico Hospital Association and the New Mexico Department of Health had been at odds with the

Santa Fe-based nonprofit Think New Mexico over details in two competing pieces of legislation addressing hospital transparency. Think New Mexico advocated creating a website where consumers could comparison-shop for medical services by 2017. The hospital association and the Health Department were willing to collect data from an existing aggregate database and break it down for individual hospitals, but they sought to delay releasing it publicly.

The hospital association was concerned that parsing out price data that include all of the variables, such as insurance coverage, would create burdensome work for the institutions.

An analysis of hospital price data from the federal Centers for Medicare and Medicaid Services by *The New Mexican* last year showed wide disparities in prices from one hospital to the next for the same diagnoses or procedures. For instance, someone without insurance could expect to be billed \$31,453 for a hip replacement at Gerald Champion Regional Medical Center in Alamogordo and \$86,803 for the same procedure at Carlsbad Medical Center.

Hospitals and the Health Department were satisfied by the compromise because it would rely on the existing department database for the statistics and push back the rollout date to 2018, said Jeff Dye, chief executive officer of the New Mexico Hospital Association.

"This is a big bipartisan victory for patients and doctors," said Fred Nathan, executive director of Think New Mexico.

by Tom McDonald

## *Thoughts on the past session*

Perhaps the best thing to come out of this session had nothing to do with political divisions. In the closing days of the session, both the Senate and House unanimously passed bipartisan legislation to bring transparency to health care pricing and quality-of-care data at the state's hospitals.

As of this writing, Senate bills 323 and 474, which make hospital prices and quality-of-care indicators accessible to the public online, now await the governor's signature.

Assuming the governor signs this legislation — and she'd be crazy not to — it's another accomplishment for Think New

Mexico, which is making it's mark on state history by maintaining a focus on obtainable solutions to the state's problems.

Of course, the biggest beneficiary of this legislation is New Mexico's citizenry. We need and deserve the ability to shop around for the best and most affordable health care in the state, and soon we'll have that ability.

That might just make the 2015 session worthwhile after all.

*Tom McDonald is editor of the New Mexico Community News Exchange and owner-manager of Gazette Media Services.*

# ALBUQUERQUE JOURNAL

SATURDAY, APRIL 11, 2015

## Gov. signs measures related to business

### Health-cost portal among new laws

BY ROSALIE RAYBURN  
JOURNAL STAFF WRITER

Gov. Susana Martinez signed several business-related bills on Friday, the deadline she faced for action on bills passed by the Legislature earlier this year.

The governor signed legislation requiring the state Health Department by January 2017 to post hospital-specific cost and quality-of care-informa-

tion on an easily searchable website that consumers can access free of charge.

Mike Donnelly, health advocacy director for AARP New Mexico, said information on hospital pricing and health outcomes would help members decide where to go for care.

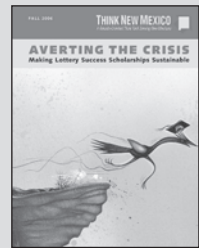
"About a third of our membership is below Medicare eligibility age, and they are trying to make prudent decisions on health care on quality terms and cost differentials," Donnelly said.

The legislation was a committee substitute for SB 323, sponsored by Sen. Mark Moores, R-Albuquerque, and SB 474, sponsored by Sen. Jerry Ortiz y Pino, D-Albuquerque, and Sen. Sander Rue, R-Albuquerque.

A legislative impact report for SB474 estimated the cost of creating the website to access the information at around \$200,000. The money could come from a \$1.9 million federal grant the health department recently received.

## ATTEMPT TO REPEAL LOTTERY REFORM DEFEATED

In 2007, Think New Mexico won passage of a law requiring that a minimum of 30% of state lottery revenues had to be dedicated to scholarships. Prior to that, scholarships had received an average of only 23.8% of lottery revenues, and the percentage was shrinking. As a result of this reform, the scholarship fund has received an additional \$9 million a year. However, the additional dollars going to scholarships came largely at the expense of the lottery's outside vendors. For example, the lottery's largest contract was re-bid after the 30% requirement took effect, and the percentage of revenues going to the vendor fell from 8.5% to 1.5%, sending an additional \$5 million a year to scholarships. In 2015, the lottery vendors and retailers hired seven well-connected lobbyists to repeal the 30% minimum. (Deceptively, this provision was buried inside a "Trojan Horse" bill that appeared to be about allowing people to purchase lottery tickets with debit cards.) After a tough battle through three committee hearings and a close Senate vote, we were able to stop the bill in the session's final hours.



July 14, 2014

# Don't gamble with fund

Every time someone purchases a lottery ticket, a minimum of 30 cents of every dollar they spend goes into a scholarship fund for New Mexico high school graduates.

It has been like that for six years, thanks to a mandate approved by state lawmakers. But New Mexico's top lottery official is now pushing for state lawmakers to cut the 30 percent minimum it is required to set aside, contending that removing that mandate would enable the lottery to offer bigger prizes on its instant-win scratchers. David Barden, the lottery's CEO, told the Albuquerque Journal he believes that bigger payouts will attract more players and thereby increase sales.

Frankly, we're not convinced that the change would result in more money for Legislative Lottery Scholarships, and given the financial challenges that the scholarship fund has been having in meeting its obligations, we worry that this proposal could make the situation even worse.

In our view, this is a gamble that state lawmakers would be smart to avoid.

And we're not alone on that view.

Fred Nathan, the executive director of Think New Mexico, notes that California did away with its minimum set aside, and the result has been that its lottery beneficiaries have received a smaller piece of the revenue pie. In 2010, lottery beneficiaries received 34 percent of lottery revenues; by 2013, that share had dropped to 28 percent.

Nathan argues that the biggest winners if lawmakers decrease the 30 percent minimum will be vendors and lottery administrators who stand to make more in bonuses if lottery sales increase.

Barden emphasizes that the change could actually result in more money for education.

Unfortunately, there are no guarantees that decreasing the 30 percent set-aside requirement will result in increased revenues for education. The opposite could easily happen, and then lawmakers will have to scramble to come up with more money to plug an even bigger gap than what we have today.

That feels a little like gambling your rent money to come up with money for your car payment. And that simply isn't a prudent move.

## Plan would gamble with N.M. college fund

**R**esponsible parents would never gamble with their child's college savings account. Yet that is precisely what the New Mexico Lottery is proposing to do with the Lottery Scholarship, which serves as the college fund for many New Mexico students from low and middle income families.

The Lottery is attempting to pass Senate Bill 355, which would eliminate the requirement that a minimum of 30 percent of lottery revenues be dedicated to the scholarship fund. This requirement was enacted in 2007, based on a proposal by Think New Mexico.



**Kristina  
Fisher**

*Commentary*

Prior to that time, there was no minimum percentage that the lottery had to deliver to the scholarship fund. The lottery was required to dedicate

at least 50 percent of revenues to prizes, but once that requirement was met, the Lottery paid its operating costs and sent whatever was left over to the scholarship fund.

As a result, scholarships received an average of only 23.76 percent of lottery revenues a year from 1997-2007.

Fortunately, the legislature enacted the 30 percent requirement, and it has resulted in an additional \$9 million a year going to the scholarship fund.

Despite this track record of success, the Lottery has brought Senate Bill 355 to repeal the 30 percent minimum and replace it with a requirement that, in future years, the Lottery deliver no less than the amount it delivers in 2015.

The Lottery claims that reallocating some percentage of revenues away from scholarships and toward prizes will result in an increase in lottery ticket sales, which will increase total revenues by enough that the scholarship fund will receive more dollars even as its percentage of revenues decreases.

However, the problem is that the Lottery's proposal would effectively cap the dollars going to scholarships at the current level. After all, Lottery management would have no incentive to deliver one cent more to scholarships than they delivered in 2015, no matter how much

revenue the lottery brings in.

It his testimony in favor of Senate Bill 355 before the Senate Corporations Committee, the Lottery CEO stated that one of the Lottery's contracts with an outside vendor is coming up for renewal, and the new contract will likely award the vendor about \$4-6 million more than the current contract.

Lottery math is a zero sum game. Every dollar that goes to the vendors — multinational gaming companies — is a dollar that is not going to scholarships.

When the 30 percent requirement was enacted in 2007, the Lottery was forced to re-bid its biggest contract and reduce the percentage of lottery revenues going to the vendor from 8.5 percent to 1.8 percent, saving \$35 million over the life of the contract.

The most fundamental problem with Senate Bill 355 is that the students are being asked to bear all the risk. Lottery vendors, retailers, and the CEO himself are compensated based on the total revenues raised by the lottery, not the dollars being sent to scholarships.

So if this gamble increases total revenues but fails to deliver more money to students, the vendors, retailers, and the CEO all still come out ahead. Only the students lose.

We believe that if the lottery wishes to increase the dollars available for prizes, it should do so by lowering its relatively high operating costs, not going after the scholarship fund.

The New Mexico Lottery's statutory mandate is to "provide the maximum amount of revenues" for scholarships at the state's public universities. Retaining the requirement that a minimum of 30 percent of lottery revenues be dedicated to college scholarships is essential to keeping the Lottery true to its purpose.

That is why student governments at the University of New Mexico, New Mexico Tech, and Highlands University, among others, have approved resolutions opposing any legislation that would repeal the 30 percent requirement.

We hope you will stand with them and urge legislators to act in the best interests of students, not lottery vendors.

Please visit [www.thinknewmexico.org](http://www.thinknewmexico.org) and ask your legislators and the governor to vote no on Senate Bill 355 and prevent the Lottery from gambling with the college fund of New Mexico's students.

**Kristina Fisher** is the associate director of Think New Mexico.

# Legislature moves two Lottery bills

**By Marielle Dent**

Two bills that could affect UNM's lottery scholarship recipients are making headway in the state Legislature.

Senate Bill 286, which would send forfeited lottery prizes to the scholarship fund, will advance to the Senate after the Senate Finance Committee approved the bill. And Senate Bill 355, approved with a 25-16 vote, would allow debit cards to be used to purchase lottery tickets. Supporters of SB 355 said it could increase lottery ticket sales and lead to larger prize amounts, which would in turn boost funding to the scholarship in the long run.

However, the bill would also eliminate the requirement that at least 30 percent of lottery revenue be dedicated to the scholarship fund.

The 30 percent stipulation originally arose from a proposal made by Think New Mexico, a Santa Fe-based think tank, and resulted in an additional \$9 million per year going toward the fund, said Kristina Fisher, the organization's associate director.

The bill will advance to the House of Representatives before going to the Governor's desk.

"If it does work out, it's only going to be for the benefit of the Lottery (Scholarship)," New Mexico Sen. Bill Payne (R-Bernalillo county) said in an interview with the Albuquerque Journal. "I think we certainly need to

give it a try, because we've got nothing to lose at this point in the game."

The bill contains a last-minute provision requiring that the minimum amount given to the scholarship fund must always be equal to the total amount given in 2015. The provision was meant to appease critics of the removal of the 30 percent minimum, but opponents of the bill said there is now no incentive for lottery management to ever give anything more than that amount.

"There is no incentive for the lottery to deliver one penny more than that 2015 amount," Fisher said. "So even if the lottery grows and more people buy tickets and the revenues go up, there's no incentive for anyone to give the students another dollar. We think the lottery scholarship will get frozen at the 2015 amount going forward."

Almost 70 percent of students at research universities across the state received aid from the Lottery Scholarship during the 2012-13 year, according to an Associated Students of UNM resolution.

"(The New Mexico Coalition for Equity and Justice) is opposed to this bill along with numerous students across the state," said Virginia Necochea, a UNM graduate student and member of the Coalition. "It leaves everything in limbo. I don't see it as beneficial to students."

Lottery CEO David Barden said that one of the Lottery's contracts

with an out-of-state vendor is coming up for renewal, and that the new contract will increase costs to the Lottery from \$4 million to about \$6 million.

The out-of-state companies contracted with the Lottery usually do printing and advertising and run some of the games, Fisher said.

Fisher said that instead of increasing the size of their contracts, the Lottery should be spending that money on students.

"We see the lottery as a zero-sum game: Every dollar that's going to these out-of-state vendors is not going into scholarships," she said.

Before the bill becomes law, it still must be voted on in the House of Representatives and approved by Governor Martinez. Fisher said she hopes the House will listen to the concerns of the people most affected by the bill: the students.

"The Representatives and the Governor need to hear from students saying we need that 30 percent to make sure students are actually going to benefit from the lottery, and that the lottery is fulfilling its purpose of maximizing dollars to scholarships," Fisher said. "One of our concerns is that students' voices are not being heard in the Roundhouse right now, and so anything they can do would be hugely helpful."

House Memorial 93, a directive that approves a study into the feasibility of year-round lottery scholarships, was approved by the House Education Committee. Support came from institutions that said such an increase would speed up time to graduation, according to UNM.

For the third time in five years, proponents of the food tax attempted to reimpose this regressive tax and struck out again. Think New Mexico led successful efforts to prevent the reimposition of the food tax in 2010 and 2013. This year, Senate Bill 274 was introduced and passed its first Senate committee in a vote held without a public hearing. However, that was as far as it got, thanks in part to the avalanche of emails legislators received from their constituents (via Think New Mexico's website) asking them to oppose the bill.



## *Re-imposing the food tax in New Mexico doesn't add up*

**By Fred Nathan**  
*Guest column*

The best state sales tax systems (or gross receipts tax, or GRT, as it is called in New Mexico) are broad, low, and don't tax necessities, such as food.

If tax systems are broad and low, that means that the tax burden is shared widely by different products and services and doesn't fall too heavily on any one sector. Meanwhile most states avoid taxing necessities so that citizens who live paycheck to paycheck are not forced to choose between paying the rent and putting food on the table.

Unfortunately, New Mexico's gross receipts tax is neither broad nor low. At last count, there were 338 exemptions for everything from boxing matches to all-terrain vehicles, and these breaks significantly narrow the tax base. The GRT also averages more than 7.25 percent across New Mexico, which is relatively high.

The one area where New Mexico's GRT gets it right is the fact that, since 2005, New Mexico no longer taxes food or medical services. This was an important reform, since the food tax not only fell on a necessity, it fell hardest on those who could least afford it.

Unfortunately, the New Mexico Municipal League and Eunice Mayor Jonnie "Matt" White are proposing to fix the one thing about New Mexico's GRT that is not broken, the fact that we no longer tax food.

New Mexico was the second state to tax food in 1933, during the heart of the Great Depression. (Mississippi was the first.)

It was enacted as a "temporary" and "emergency" tax but it hung around for more than seven decades and more than tripled in most places in the state during that period.

When it was finally repealed, the Legislature enacted a "hold harmless" provision to compensate cities for their lost share of the food tax. However in 2013, the Legislature voted to phase out the hold harmless payments over a 17-year period and gave cities the ability to raise their (non-food) taxes by three-eighths of 1 percent.

Although Mayor White clearly has concerns about this change, he never explains why the solution isn't simply to restore the hold harmless payments rather than reimposing the food tax.

Instead, Mayor White claims that the repeal of the food tax "did not help the disadvantaged" because he implies that they purchase all their groceries with food stamps. That is simply not true.

Mayor White relies on the common misperception that food stamps cover the full cost of a low-income family's food needs. Actually, the purpose of the Supplemental Nutrition Assistance Program (SNAP), 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 per meal. That is why the federal food stamp 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 re-

sult, 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.

In addition, about 33 percent of families who qualify for food stamps are not enrolled. 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. Mayor White also neglects to explain why it makes sense to tax seniors on fixed incomes and working, middle class New Mexicans on their purchases of fruits, vegetables and baby food.

New Mexico is now one of 34 states that do not tax food. It is concerning that the Municipal League believes that New Mexico should instead pattern itself after Mississippi and Alabama, two of the states that continue to tax food.

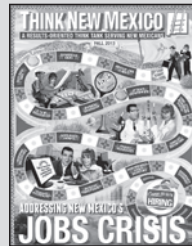
Thankfully, not every mayor and city councilor agrees with Mayor White and the Municipal League. Albuquerque Mayor Richard Berry is losing \$2.2 million of hold harmless payments and has a \$14 million shortfall to close but he is not seeking to tax food or anything else.

Likewise, Democratic Mayor Javier Gonzales of Santa Fe and Republican Mayor Dennis Kintigh of Roswell have also broken ranks with the Municipal League over the food tax.

Please visit [thinknewmexico.org](http://thinknewmexico.org) to learn more and ask your mayor, city councilors and legislators to oppose the reimposition of the food tax.

## PROGRESS TOWARD ADDRESSING THE STATE'S JOBS CRISIS

In the 2014 session, Think New Mexico successfully championed the enactment of legislation to create an efficient, one-stop online portal for all business fees and filings with state agencies. This year, the business portal received a \$400,000 appropriation, which will help insure a successful implementation of this effort to make the state friendlier to small businesses and start-ups. We also brought back a second piece of our jobs package, which would have allowed the state's public universities to charge in-state tuition to international and out-of-state STEM (science, technology, engineering, and math) students. These students would increase New Mexico's pool of potential entrepreneurs. Unfortunately, for the second year in a row this bill ran out of time awaiting a vote of the full Senate. However, we were encouraged that House Bill 481 passed two House committees and one Senate committee on unanimous votes, as well as the House by a vote of 61-4. We plan to bring it back in 2016.



ALBUQUERQUE  
BUSINESS FIRST

March 13, 2015

### House OKs bill to offer in-state tuition to out-of-state STEM students

**By Mike English**

A bill that would give in-state tuition to international and out-of-state students majoring in STEM, health or business at New Mexico's public universities sailed through the House this week.

House Bill 481, sponsored by Reps. Nora Espinoza (R-Roswell) and Christine Trujillo (D-Albuquerque), was passed by the House in a 61-4 vote. It now goes before the Senate.

The bill seeks to increase the pool of entrepreneurs in New Mexico by offering the tuition incentive. To receive the in-state tuition, the students must have a strong academic record and express an interest in starting a business in New Mexico.

Studies show that students majoring in STEM (science, technology, engineering,

math), health, or business tend to be highly entrepreneurial, and higher-level STEM classes at New Mexico's universities tend to have empty seats and capacity for more students.

According to a news release from Think New Mexico, a think tank based in Santa Fe, the state of North Dakota began offering in-state tuition to international students a decade ago and the number of international students has grown to 5 percent of undergraduates (compared to 2.2% in New Mexico), and many of those students are staying in the state and starting businesses.

"This bill would help New Mexico's universities fill empty seats with talented STEM students and attract future job creators to New Mexico," Think New Mexico Executive Director Fred Nathan said in the release.

## Board Profile: Liddie Martinez



Liddie Martinez is an expert at working across the aisle to get things done. It is not unusual for her to be advocating for her community with the staff of a Republican governor in Santa Fe and a Democratic congressman in Washington, D.C. on the same day.

Growing up in Española, where her family has lived since the 1600s, Liddie was keenly aware of the need to develop new educational and economic opportunities to improve the lives of those in her community.

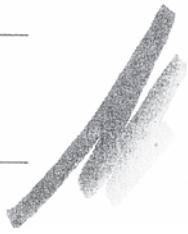
So it is no surprise that Liddie currently serves as Director of the Community and Economic Development Division of Day and Zimmerman, a major contractor with Los Alamos National Laboratory. She also founded a document management business, which at one time employed about 50 people in Española.

Liddie has helped make college possible for many northern New Mexico students. She founded a scholarship program for local high school graduates and has helped raise millions of dollars for scholarships through the Los Alamos National Laboratory Foundation. Liddie also serves as Treasurer of the Executive Board of the Northern New Mexico College Foundation.

Among her many leadership positions, Liddie has served as Chair of the board of the Los Alamos National Laboratory Foundation, President of Leadership New Mexico, and a member of the Camino Real International Executive Committee, as well as Co-Chair representing New Mexico on the National Business Advisory Council.

Somehow, Liddie also finds time to farm the 3-acre Rancho Faisan, where she grows vegetables and dahlias, raises chickens, and harvests organic eggs.

“I enjoy serving on the board of Think New Mexico because the issues we work on help create opportunities for New Mexicans in communities across the state,” Liddie says. “I especially appreciate the organization’s bipartisan approach, which serves the state so well.”

Hidalgo County  
**HERALD**

## Think New Mexico again recognized among top think tanks

For the third year in a row, Think New Mexico has been recognized as one of the top think tanks in the world by the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania's International Relations Program. The recognition came in TTCSP's eighth annual "Global Go To Think Tank Index Report," which TTCSP describes as "the gold standard for think tanks around the world."

Think New Mexico increased its ranking to 56th in the world (up from 57th in 2013 and 70th in 2012) in the Special Achievement category of "Best Advocacy Campaign." It was the only state-level think tank to make the ranking, among a distinguished list of national and international organizations including Amnesty International, the Pew Research Center, and the Brookings Institution (which was again ranked as the top think tank in the world).

The Global Go To Think Tank Index Report is based on an international survey of over 1,500 peer institutions and experts including scholars, journalists, and policymakers. More than 6,600 think tanks in 152

countries were considered and ranked in a variety of categories based on criteria including the reputation of their staff among scholars, analysts, and media; the quality and quantity of their publications; their ability to bridge the gap between policymakers and the public; and their impact on society.

"In the world filled with tweets and sound bites that are often superficial and politically charged, it is critical to know where to turn for sound policy proposals that address the complex policy issues that policymakers and the public face," said TTCSP Director James McGann. "This Index is designed to help identify and recognize the leading centers of excellence in public policy research around the world."

The annual Global Go To Think Tank Index Report provides a comprehensive ranking of the world's top think tanks. This year's report was released on January 22, 2015. The full report can be accessed on TTCSP's website at: [http://repository.upenn.edu/cgi/viewcontent.cgi?article=1008&context=think\\_tanks](http://repository.upenn.edu/cgi/viewcontent.cgi?article=1008&context=think_tanks)

*Our thanks to the generous sponsors who make the paid Leadership Internship program possible, including Rob Coffland, Steven J. Dayton, and the Michael and Alice Kuhn Foundation. Please contact us if you are interested in information about sponsoring a Leadership Intern.*

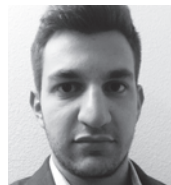
Top row L-R: Seth Barany, Laura Breen, Naftali Burakovsky, Julia Downs.

Bottom row L-R: Noel Martinez, Ellen Rabin, Michael Sedillo.

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)

## 2015 LEADERSHIP INTERNS

Our Leadership Internship program seeks to retain a new generation of potential leaders in New Mexico by teaching them how they can make a difference here in their home state. This year, we are excited to be hosting seven exceptional interns:



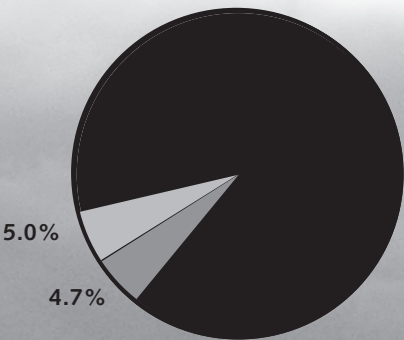
- **Seth Barany** is a Las Cruces native who is majoring in Economics and Psychology at the University of New Mexico, where he serves on the Mock Trial team and the Associated Students of UNM Student Court.
- **Laura Breen** is a Santa Fean studying International Relations and Media Studies at Pomona College who previously served as a research fellow at the James Martin Center for Nonproliferation Studies in Monterey, CA.
- **Naftali Burakovsky** grew up in Los Alamos and wrote for the *Los Alamos Daily Post* and *Los Alamos Monitor* before heading to the University of California San Diego, where he is majoring in Economics, Mathematics, and Political Science.
- **Julia Downs** is an Albuquerque native majoring in Government at New Mexico State University who has served on the NMSU Model U.N. team.
- **Noel Martinez** is a graduate student in Economics at NMSU who grew up in Las Cruces and has interned with former Congressman Harry Teague and the New Mexico Aging & Long Term Services Department.
- **Ellen Rabin** is from Los Alamos and is earning a BA/MA in Political Science and Humanities at the University of Chicago, where she received a Hertog Political Studies Fellowship.
- **Michael Sedillo**, who has deep family roots in New Mexico, has worked on political campaigns from Texas to California to New York, and is earning his Masters in Public Administration from Columbia University.

Statement of Income and Expenditures

|  |           |
|--|-----------|
| INCOME                                 |           |
| Businesses                             | 16,950    |
| Car Donations                          | 3,560     |
| Foundation Grants                      | 214,933   |
| Individuals                            | 247,179   |
| Investment/Endowment Income            | 17,775    |
| Miscellaneous Income & Sale of Reports | 441       |
| Total Income                           | \$500,838 |

|  |           |
|--|-----------|
| EXPENDITURES                                   |           |
| Audit/Accounting                               | 7,188     |
| Benefits-Health, Dental & Disability Insurance | 40,181    |
| Benefits-Pension Plan & Fees                   | 17,678    |
| Computer Consulting & Website                  | 2,751     |
| Contract Services                              | 2,745     |
| Depreciation                                   | 2,081     |
| Donated Real Estate Expenses                   | 12,127    |
| Educational Outreach                           | 3,420     |
| Graphic Design                                 | 1,388     |
| Insurance                                      | 2,089     |
| Internship Pay                                 | 12,916    |
| Investment Management Fees                     | 1,693     |
| Legal Fees                                     | 16        |
| Marketing                                      | 6,124     |
| Online Vendor Processing Fee                   | 2,752     |
| Payroll Taxes                                  | 20,591    |
| Postage  | 14,813    |
| Printing & Bulk Copying                        | 36,012    |
| Professional Fundraising                       | 0         |
| Rent/Utilities Expense                         | 37,813    |
| Salaries                                       | 255,844   |
| Security/Janitorial                            | 1,092     |
| Stewardship/Board Expenses                     | 553       |
| Supplies                                       | 2,024     |
| Telephone & Internet                           | 3,489     |
| Training/Research/Dues                         | 2,856     |
| Travel   | 245       |
| Total Expenses                                 | \$490,481 |

Administrative & Fundraising Expenses as a Percentage of Cash Income: 2014



Think New Mexico’s fundraising expense as a percentage of cash income in 2014 was 5.0%.

Think New Mexico’s administrative overhead expense (“management and general”) as a percentage of cash income in 2014 was 4.7%.

*Note: These financial statements do not include in-kind contributions of services or materials from 2014, which were valued at \$6,700 and \$7,153 respectively. They also do not include unrealized investment appreciation.*



**FINANCIAL SUMMARY**  
**Year Ended Dec. 31, 2014**

**Balance Sheet**

| <b>ASSETS</b>                       |              |
|-------------------------------------|--------------|
| Cash and Cash Equivalents           | 269,603      |
| Endowment Funds                     | 116,409      |
| Grants Receivable                   | 28,312       |
| Investments                         | 744,453      |
| Prepaid Expenses                    | 0            |
| Property and Equipment*             | 1,525,243    |
| Total Assets                        | \$ 2,684,020 |
| <b>LIABILITIES</b>                  |              |
| Accounts Payable                    | 9,772        |
| Accrued Expenses                    | 6,415        |
| Total Liabilities                   | \$ 16,187    |
| <b>NET ASSETS</b>                   |              |
| Unrestricted                        | 2,605,000    |
| Temporarily Restricted              | 62,833       |
| Total Net Assets                    | \$ 2,667,833 |
| Total Liabilities<br>and Net Assets | \$ 2,684,020 |

*\*Net of Accumulated Depreciation.*

*Source for pages 20 - 21: Financial Statements for the year ended December 31, 2014 and Think New Mexico's IRS Form 990 for 2014. Independent auditors: Swain & Grieco, LLC CPA.*

## **FOUNDATION PARTNERS**

( JANUARY 1, 2014 — MAY 1, 2015 )

**The Abeles Foundation**

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**Family Foundation**

**The Nash Foundation**

**Edward John Noble Foundation**

**PNM Resources Foundation**

**Sage Fund/Bienvenu Family of the**

**Santa Fe Community Foundation**

**SB Foundation**

**Scandia Foundation**

**Schlenker Block Fund**

**The Sulica Fund**

**Thornburg Charitable Foundation**

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**Doris Goodwin Walbridge Foundation**

**Wells Fargo Foundation**

**The Franklin E. Wilson**

**Charitable Foundation**

**Witkin Family Fund**

**Individual Social Investors** (JANUARY 1, 2014—MAY 1, 2015)

\*Social investors with an asterisk by their names have contributed every year for the past four years.

Anonymous (18)  
Thomas & Carol Aageson\*  
Kathy & Rick Abeles\*  
Paul Abrams\*  
Ann N. Aceves\*  
Carolyn Acree  
Richard M. & Kay R. Adam\*  
Joel Adelstone  
Jan & Rick Adesso\*  
Abigail Adler\*  
Michael Agar\*  
Lewis Agnew\*  
Dr. Mercedes M. Agogino\*  
Omar Ahmed\*  
John B. Aidun &  
Joan M. Harris\*  
Pamela Saunders Albin\*  
Anne Albrink  
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\*  
Roger & Judit Alvernaz  
Rudolfo Anaya

Leif Ancker &  
Susan Weir Ancker  
Jean Anderson  
Keith Anderson &  
Barbara Lenssen\*  
Kristina E. Anderson  
Robert B. & Susan Anderson\*  
Elizabeth Andrews &  
Karen Sturnick  
John F. Andrews & Jan Denton  
Mark Anthony  
Clara Apodaca\*  
Jarratt Applewhite\*  
Lynne E. Arany  
Amber Archer\*  
Laurie Archer & John Catron  
Patricia & Richard Arens\*  
Kenneth &  
Karyl Ann Armbruster  
Michael Armstrong\*  
Roberta Armstrong &  
Al Webster  
Sheryl Arndt-Mwangi  
Mr. Leslie & Barbara Arnold\*  
F. Marion & Dr. Jane Asche  
Michael Aster & Bobbi Lurie\*  
Drs. Boudinot &  
Louise Abel Atterbury\*  
Victor Lee Austin  
James L. Babcock  
Jacqueline Baca  
M. Carlota Baca\*  
Cecilia Baca  
Drs. Sally Bachofer &  
Margaret Vining  
Robert "Cid" & Betty Backer\*  
Rebecca & Brant Bair  
Russell D. Baker



Carl & Penny Baldwin  
Carol & John Balkcom\*  
Ronni & Jeff Ballowe  
Tina L. Bandick\*  
Keith Banks  
Leslie & Rutgers Barclay  
The Honorable Paul Bardacke &  
Lisa Enfield\*  
Suzanne M. Barker  
Sheila Barnes  
Thomas & Laurie Barrow\*  
Dan Barsotti  
Patrick & Sarah Bauman  
Ann & Steve Baumgarn  
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Francoise Becker  
Anne E. Beckett\*  
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Rachel Belash\*  
Michael Beltran  
Lisa Bemis\*  
Emily Rembe Benak &  
Mark Benak  
Fred Bender  
Jo Ann Benenati  
Bill & Mary Catherine Bennett  
Don & Judith Bennett\*  
Reed & Melinda Benson\*

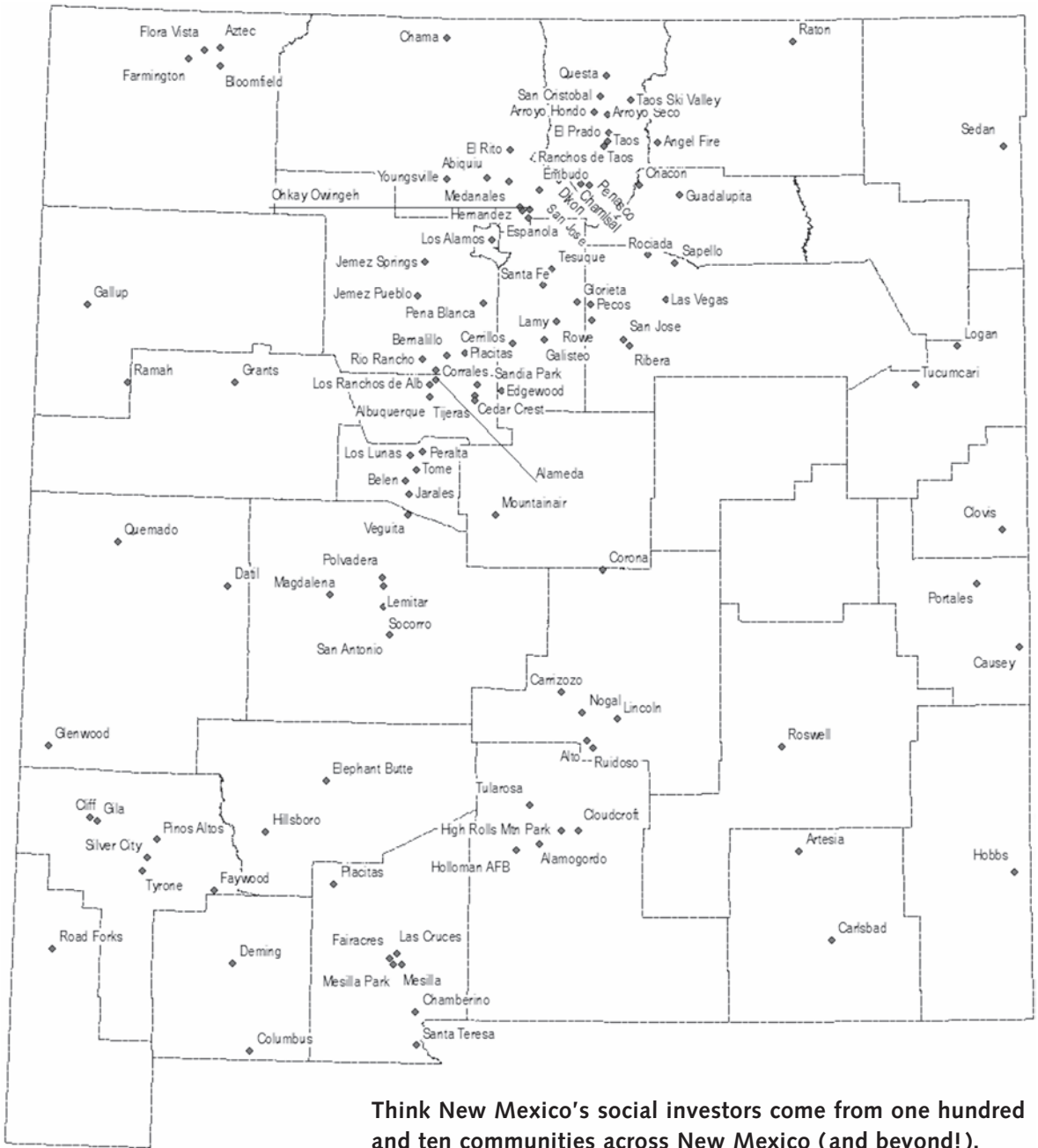
**What's a "Social Investor?"** We call our contributors "social investors" because we believe that nonprofits should be evaluated based on the social return they produce each year. For example, because Think New Mexico's 1999 income was \$109,499, the \$135 million appropriated annually for full-day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

Sonya Berg  
Diane Alongi Berger\*  
Robert & Lucinda Berglund\*  
Lee & Sandy Berry\*  
George & Joyce Berzins\*  
Bruce R. Besser\*  
Dr. Lynn Bickley  
Yetta H. Bidegain  
John & Sarah Bienvenu\*  
Reed & Rosalind Bell Bienvenu  
The Honorable Jeff &  
Honorable Anne Bingaman  
John Bingaman  
George & Janie Bingham\*  
Susan Binneweg Jones &  
Owen Jones  
Billie Blair & Gene Weisfeld  
Drs. Kathleen Blake &  
Bob Ballance\*  
Bronnie & Alan Blaugrund\*  
Priscilla M. Blea\*  
James F. Bleakley, Jr.  
Marilyn Blessie  
Barbara Blind\*  
Gay Block\*  
Philip & Elizabeth Block\*  
Tom & Anne Blog\*  
Stuart M. Bluestone  
Elspeth G. Bobbs  
George & Sibilla Boerigter  
Deborah Boldt\*  
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Donna & Robert Bradley  
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Hamilton Brown &  
Martha Worthington\*  
Polly Brown  
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Christine Jepson  
Ted Buchanan & Sally Corning\*  
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Kate Buckley & Steven Dichter\*  
George P. & Elizabeth Bunch  
Nancy M. Burgas  
David & Hannah Burling\*  
Olga S. "Bonnie" Burn  
Anne W. & Jack Burton  
Marylou Butler\*  
Joan Bybee  
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The Honorable Chris &  
Carol Calvert\*  
Barbara Canfield  
Elizabeth & Steve Cantrell\*  
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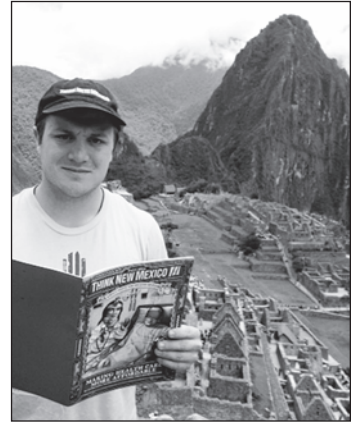
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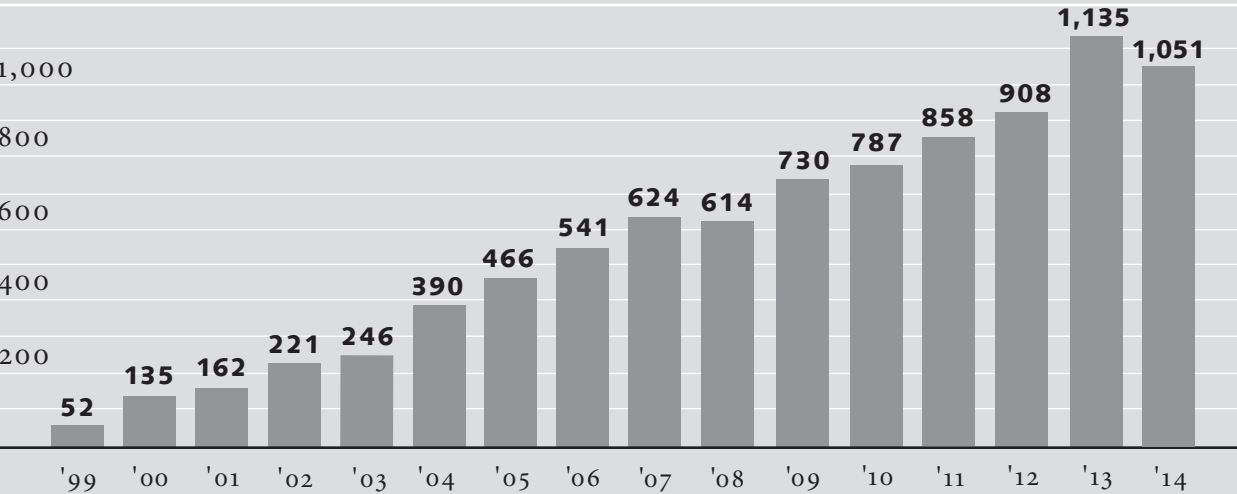
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