

# THINK NEW MEXICO

A Results-Oriented Think Tank Serving New Mexicans



# 2016–2017 ANNUAL REPORT

## About the Cover

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



## About Think New Mexico

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

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

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## Think New Mexico's Results

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

Our results include:

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

IMAGE:

*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 help New Mexico succeed. They are also the brain trust of this think tank.

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



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



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



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



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







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



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



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



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



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



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

**Dear New Mexican:**

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

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

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

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

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

*Fred Nathan*

**Fred Nathan**

June 15, 2017



*Fred Nathan, Executive Director; Jennifer Halbert, Business Manager; Kristina G. Fisher, Associate Director; Othiamba Umi, Field Director. Photo by Stephen Lang.*

Once again this year, Think New Mexico had a full agenda during the legislative session. We worked to pass two bills, which would have delivered more lottery dollars to scholarships and created jobs by reforming the way New Mexico funds public infrastructure projects. Meanwhile, we fought repeated efforts to reimpose a regressive food tax and, for the third year in a row, defeated legislation to roll back the requirement that the lottery deliver at least 30% of revenues to scholarships. We tell the stories of these efforts in the following pages.

ALBUQUERQUE JOURNAL | WEDNESDAY, MARCH 15, 2017

EDITORIALS

Critical bills need action as end of '17 session nears

With the state Legislature scheduled to end its 60-day session at noon Saturday, the focus is on whether the governor and lawmakers can work out a budget deal for the upcoming fiscal year. But several other key bills need attention before the clock winds down.

Those that should be passed:

**CAPITAL OUTLAY:** Senate Bill 262 would finally fix the state's extremely inefficient capital outlay system, which splits millions of dollars from severance tax bonds equally among the governor and Senate and House members. Consequently, few big projects — like roads and water systems — ever get done. The bipartisan bill would set up a committee to prioritize capital projects statewide and recommend them to the Legislature for funding. It's a great anti-pork bill that invests in New Mexico's infrastructure.

Those that should die:

**LOTTERY SCHOLARSHIP FUNDING:** The demand for lottery scholarships continues to outstrip the state lottery's ability to fund them fully. The scholarships could fall to around 60 percent of tuition if the downward trend in lottery revenues continues. Piecemeal attempts to keep the scholarship solvent, like tapping alcohol excise taxes, aren't sustainable. But removing the requirement that at least 30 percent of the lottery's gross revenues go to the scholarship fund — SB 192, which lottery officials keep lobbying for by saying they could actually generate more revenue without the benchmark — is a gamble that should not go forward without a guarantee the money won't end up in administrative or vendor pockets.

As it happens every legislative session, the end is near with lots of work to be done — good bills to pass, OK bills to improve, bad bills to kill or ignore. New Mexicans are depending on their elected lawmakers to work together to make that happen.

SANTA FE NEW MEXICAN

Sunday, March 19, 2017

...winners of 2017 session

By Steve Terrell  
The New Mexican

**Think New Mexico:** This Santa Fe-based think tank can be considered a winner mainly because of what didn't happen this year. Senate Bill 192 would have repealed a law — which Think New Mexico pushed for several years ago — that requires the state lottery to relinquish 30 percent of its revenues for a college scholarship fund. The lottery staff and lottery vendors backed the repeal. The lottery said it eventually could raise more money for the scholarship program if it could first pour more money into prizes and promotions to boost ticket sales. The bill died on the last day of the session. In addition, Think New Mexico was ready to fight any attempt to bring back taxes on food. Such a provision was in a House tax reform bill, but the House removed the provision before approving the measure.



## FOOD TAX FIGHT CONTINUES

It has been over a decade since Think New Mexico led a successful campaign to bring our state in line with the vast majority of states that do not tax food. Unfortunately, every time the state faces a budget crunch, it seems like the food tax is back on the table. During the regular 2017 session, six separate bills to reimpose the food tax were introduced. The most serious of these was House Bill 412, a comprehensive “tax reform” bill that included the food tax. We successfully made the case that a food tax has no place in tax reform legislation, and the House removed that provision before sending the bill to the Senate (where the bill died). The possibility of reimposing the food tax was raised again during the special session in May. While it fortunately was not included in any of the legislation considered then, we doubt that this is the last we have seen of the food tax, and we will remain vigilant against any attempts to reimpose it.



### SANTA FE NEW MEXICAN

Thursday, May 11, 2017

## Martinez open to restoring food tax as part of reform

By Steve Terrell and Andrew Oxford  
The New Mexican

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

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

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

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

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

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

was rejected during the regular session by Democrats and Republicans in the Senate.” ...

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

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

That coalition includes the New Mexico Conference of Catholic Bishops. Executive director Allen Sanchez said it would be unfair to raise a tax that would fall hardest on the poor after successive administrations have cut taxes for businesses. “The Church would see that as a shift in burden from the rich to the middle class and the poor,” he said.



# Tax tobacco and alcohol, not food and medicine

By Fred Nathan, Think New Mexico

New Mexico's gross receipts or sales tax system is a mess. It is undermined by 383 loopholes, exemptions and deductions for a grab bag of things ranging from fuel for space vehicles to professional boxing matches.

It would be a good idea to close these and dozens of other loopholes and to use the resulting revenue to reduce overall tax rates.

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

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

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

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

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

The "tax reform" proposal being discussed would also tax prescription medications like those that lower blood pressure and treat chronic illnesses like diabetes. Illinois is currently the only state in the nation that

taxes the sale of prescription medicines, according to the Federation of Tax Administrators.

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

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

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

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

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

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

To learn more and contact your legislators and the governor, please visit [thinknewmexico.org](http://thinknewmexico.org).

## FIXING THE WAY NEW MEXICO FUNDS INFRASTRUCTURE

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



## New Mexico In Depth

March 15, 2017

### Infrastructure spending reform bill moves to Senate floor with little time to lose

BY SANDRA FISH

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

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

...

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

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

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

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

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

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

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

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

## Dispatch New Mexico by Tom McDonald

# Could this be the year for capital reform?

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

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

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

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

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

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

He's talking about the Legisla-

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

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

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

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

creation we can get."

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

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

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

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

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

*Tom McDonald is founder and editor of the New Mexico Community News Exchange. He may be reached at [tomcdonald@gazettamediaservices.com](mailto:tomcdonald@gazettamediaservices.com).*



# Capital outlay reform lets NM finally invest in itself

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

Senate Bill 262, sponsored by Sen. Joseph Cervantes, D-Las Cruces, and Rep. Kelly Farjado, R-Belen, is a sensible bill that would end decades of wasted spending on pork barrel projects.

Currently, millions of dollars from severance tax bonds is split evenly among the governor, Senate members and House members. That means 113 people get a slice of the pie to spend on "infrastructure," though all too often that definition is stretched to ridiculous lengths. Because no single legislator is able to fully fund a large project, such as expanding a water system or rebuilding an interchange, he or she often appropriates a portion of the funding in hopes of eventually finishing it with future funding. Even worse, a lawmaker sometimes spends the money on small projects that earn brownie points with constituents instead of trying to address more important projects that would have had a positive and lasting impact on the whole community.

And because there's no system in place to prioritize infrastructure projects or to ensure critical projects are ready to begin as soon as they are funded, a lot of money goes unspent, and for years. The result in 2017 is \$969.9 million appropriated to various projects — but never actually used to do anything. That is inefficiency with a capital I.

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

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

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

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

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

Although governors since Bruce King have tried to reform the state's capital outlay system, many lawmakers consider bringing home the capital outlay pork an investment in their own political futures. It is beyond time for the state to invest in constituents' long-term needs instead. The dismantling of the current system of patronage — which neither produces jobs nor ensures a healthy infrastructure that helps attract new business — is long overdue. The Senate, House and governor should make 2017 the year New Mexico started truly investing in itself.



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

ALBUQUERQUE JOURNAL

SATURDAY, AUGUST 27, 2016

# NM Lottery sees highest revenue ever

*\$46.3M paid into the scholarship fund is good news for students*

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BY CHARLES D. BRUNT  
JOURNAL STAFF WRITER

Frenzied ticket sales prompted by January's record \$1.6 billion Powerball jackpot, coupled with a modest increase in instant-win scratch-off tickets, helped the New Mexico Lottery post its highest revenues ever last fiscal year. That in turn helped its contribution to the state's troubled lottery scholarship fund.

"We are excited to announce a return of \$46.3 million — approximately \$5.2 million more than last year's return

— to the Legislative Lottery Scholarship fund for fiscal year 2016," lottery CEO David Barden said in a news release.

Net sales for the fiscal year, which ended June 30, were \$154.3 million — a 12.6 percent increase over 2015's \$137 million. . . .

While the \$46.3 million payment to the foundering scholarship program is good news for students, the fund's solvency has long been in question.

"The lottery delivered \$46 million to scholarships thanks to a 2007 law that requires them to send at least 30 percent of all lottery revenues to the scholarship fund," said Fred Nathan, founder and executive director of the independent think tank Think New Mexico. "What the lottery press release doesn't say is that the

lottery has tried to repeal this accountability measure for the past two years. If the lottery had succeeded last year, they would have had to send only \$41 million to scholarships — \$5 million less than under current law."

During the last legislative session, a lottery-backed bill sought to eliminate the 30 percent requirement, saying it hamstrung efforts to boost revenues. State lawmakers amended the bill, retaining the 30 percent requirement and setting the minimum annual amount that must go to scholarships at \$41 million. . . .

Since its inception in 1996, the state lottery has contributed \$700.9 million to education and more than 100,000 students have received lottery scholarships.



## In games of chance, promises don't mean very much

**R**onald Reagan was president when I bought my first and last lottery ticket. There had to be better ways to squander a dollar than trying for a lottery jackpot, since the odds against a player are in the millions.

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

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



**Milan  
Simonich**  
Ringside Seat

Salzwedel said.

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

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

If the lottery is free to spend as it pleases to entice more gamblers, Salzwedel said, it eventually will raise addi-

tional money for college scholarships. How much more?

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

But, he said, his hope is that the change would add \$11 million to \$18 million to the scholarship program in three to five years.

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

In fiscal year 2016, the New Mexico Lottery had gross revenues of \$154.4 million, a record. Thirty percent, or \$46.3 million, went to college scholarships, another record. And revenues for the first two quarters of this fiscal year were even better than in 2016.

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

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

The lottery staff has a formidable opponent at the Capitol in

Fred Nathan, executive director of Think New Mexico.

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

And those vendors are well-represented at the Capitol.

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

One of these lobbyists is Pat Rogers, representing Scientific Games. He is a former Republican national committeeman and an ally of Gov. Susana Martinez.

Mickey Barnett, another former national committeeman of the Republican Party, and Dan Najjar are the lobbyists for Intralot Inc. State records show that Georgia-based Intralot donated \$50,000 last September to the political committee Advance New Mexico Now, which is run by Martinez's adviser.

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

With their win in the Senate, the lobbyists and the lottery staff can now shift their attention to the House of Representatives. Nathan will fight them every inch of the way.



# ALBUQUERQUE JOURNAL

FRIDAY, MAY 26, 2017

## EDITORIALS

### '18 session time for lottery bosses to put up or shut up

Once again, the state Higher Education Department is warning that scholarships funded by the state lottery — which for years paid 100 percent of the tuition for students attending state colleges and universities, but now pays only 90 percent — could fall to covering 70 percent or less of tuition by next fall.

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

Here's the concern: Between the lottery's inception in 1996 and July 2007, it contributed an average of 23.4 percent of its gross revenues to scholarships, while spending nearly that much on administrative and operating costs. After the independent think tank Think New Mexico released a report in 2006 critical of the lottery's low contribution to the scholarship fund, the Legislature mandated that, beginning July 1, 2007, the lottery had to contribute at least 27 percent of its gross revenues to scholarships. That mandatory contribution rose to a minimum of 30 percent beginning Jan. 1, 2009. The lottery has made that benchmark ever since.

But there are new problems. With lottery proceeds this year projected to be about \$9 million less than last year's, it's clear that gambling revenues in our poor state might have hit a saturation point. Legislators have known since 2009 that demand for the scholarships has been outstripping the state lottery's ability to pay for them but have yet to come up with a permanent fix. Instead, lawmakers have tried Band-Aid approaches such as supplementing the scholarship fund with liquor excise tax revenues.

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

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

So here's a suggestion for lawmakers in the 2018 session:

Require that Barden's contract, which ties his bonuses to revenues, ticket sales and operational savings, be changed so those bonuses are linked to the amount of money going into the scholarship fund. (Barden's base pay and possible incentives added up to close to \$175,000 in 2015.)

Consider legislation to remove the 30 percent benchmark but require that contributions to the scholarship fund increase by an average of at least 6 percent annually over the next three years. Even with the benchmark, the lottery scholarship fund increased an average of 3.3 percent annually between 2012 and 2016, so roughly doubling it without the benchmark seems plausible.

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

In other words, let the people responsible for running the lottery take the same gamble they've been asking everyone else to take since 2009. It's time lottery officials put their money where their mouths are.

In 2015, Think New Mexico won passage of legislation to create a health care transparency website where New Mexicans will be able to shop around for the most affordable, highest quality health care. The website will post costs and quality metrics for common medical procedures at the state's 44 hospitals. Think New Mexico's Associate Director Kristina Fisher is now serving on the Stakeholder Advisory Committee that is working with the Department of Health to get the website online by the end of this year.



ALBUQUERQUE  
BUSINESS FIRST

AUGUST 8, 2016

**Here's why it's so hard to figure out the cost of health services**

BY MARISSA HIGDON

Health care costs keep going up, but, even more frustrating for employers and health care providers, there's seemingly no way to track them.

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

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

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

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

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

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

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

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

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

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

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

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

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



Think New Mexico has been advocating for smaller schools since 2008, based on the evidence showing that smaller schools tend to have higher student achievement and graduation rates, as well as higher levels of satisfaction among students, parents, principals, and teachers. Last year, we joined a group of parents and concerned community members who successfully opposed the closure of Velarde Elementary, which has been nationally recognized for excellence. This spring, we weighed in against a misguided proposal to close two small schools in Santa Fe, both of which serve predominantly low-income students – the children who benefit most from smaller schools.

## ALBUQUERQUE JOURNAL

JOURNAL NORTH | WEEK OF APRIL 28-MAY 4, 2017

# Closing SF's small schools repeats past mistakes

BY FRED NATHAN

**A**t meetings stretching on for hours, anguished parents beg school board members not to close their neighborhood schools. They explain that the savings from closing the schools are uncertain and that the costs imposed on students will be huge.

This was Santa Fe in the spring of 2010, when the school board voted to close Alvord, Kaune and Larragoite elementary schools.

Seven years later, here we are again. The Santa Fe superintendent and school board have announced a rushed timetable to vote on whether to close E.J. Martinez and Francis X. Nava elementary schools, with a final decision coming May 2.

The justification for closing the schools is to help reduce a shortfall in the district's \$100 million-plus budget. State funding has been cut by \$63,000 for the coming year and increasing costs for items like employee health insurance mean that the district needs to find about \$1.78 million for the coming year.

In its initial reporting of that shortfall, however, the school district inflated the number to over \$9 million, based on unfounded speculation about possible future actions that the state might take.

The \$1.78 million number is based on the actual budget passed by the Legislature and signed into law by the

governor. The inflated numbers seemed like an attempt to scare and stampede the community and the board into making the unpopular and unwise decision to close schools.

But this time around, the board has the example of what happened in 2010 and hopefully they will learn from that experience and make a better decision.

Students suffered when Alvord, Kaune and Larragoite were closed. For example, the percentage of students who were proficient in reading in the fifth grade at those three schools ranged from 52.4 percent to 70 percent in the year before they were closed. In the subsequent years, reading proficiency for the fifth grade at the much larger school where those students were consolidated has ranged between 25 percent and 41.5 percent, a substantial decline.

Think New Mexico has been studying the issue of school size since 2008, when we published a report detailing the many advantages of smaller schools. The research shows that students from disadvantaged backgrounds demonstrate greater student achievement and perform significantly better in smaller schools.

Alvord, Kaune and Larragoite served a population in which 77 percent of the students were eligible for free and reduced-cost lunch. At E.J. Martinez and Nava elementary

schools, those numbers are 68.5 percent and 100 percent, respectively.

Based on the research, the optimal size for an elementary or middle school is 400 or fewer students. If E.J. Martinez and Nava are closed, 12 of the district's 18 elementary and K-8 schools will be larger than this, some of them twice as large. Cramming more students into oversized, overcrowded schools raises questions about whether the school district will be failing to meet its constitutional requirement of providing an adequate education to all of its students.

Rather than undermining the learning environment for Santa Fe's students, we hope the board will take a hard look at other alternatives for cost savings. How much is the district currently spending on outside contractors, employee overtime, public relations and lobbyists? How many central office administrators staff the district and what are they paid?

Board members would be wise to listen to their predecessor, Frank Montaño, who was a member of the 2010 school board that voted to close Alvord, Kaune and Larragoite elementary schools. He testified at last Tuesday's board meeting that he regretted his decision, telling the board: "I hope you don't make the same mistake I made."





Shea Fallick



Peyton Lawrenz



Joli McSherry



Abel Romero



Phil Wilkinson

## 2017 LEADERSHIP INTERNS

Think New Mexico's Leadership Internship program aims to retain a new generation of potential leaders in New Mexico by training them how to develop and enact sound public policy and showing them how they can make a difference here in their home state. We are proud to announce the five remarkable students who have been selected as 2017 Leadership Interns.

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

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

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

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

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

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

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

**UDALL-CARRUTHERS LEADERSHIP INTERNSHIP ENDOWMENT**

Think New Mexico’s board is launching an endowment fund in honor of Stewart Udall, our founding board Chair, and Garrey Carruthers, our Chair Emeritus.

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

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

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

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

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

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



The Honorable Stewart L. Udall



The Honorable Garrey Carruthers



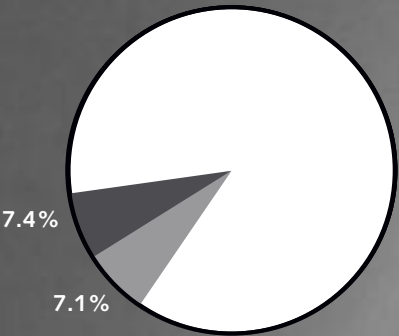
*Think New Mexico’s 2016 Leadership Interns meeting with Governor Martinez in her office (L-R: Governor Martinez, Brigid Quinn, Prasamsa Dhakal, Jay Maharath)*

Statement of Income and Expenditures

INCOME	
Business Contributions	15,878
Car Donations	0
Endowment Income	5,475
Foundation Grants	212,425
Individual Contributions	324,784
Sale of Reports & Online Store Items	268
Total Income	\$558,830

EXPENDITURES	
Audit/Accounting	9,206
Benefits: Health, Dental & Disability Insurance	44,153
Benefits: Pension Plan & Fees	22,293
Computer Consulting & Website	4,070
Contract Services	2,051
Depreciation	1,109
Donated Real Estate Expenses	13,014
Educational Outreach	7,517
Graphic Design	1,033
Insurance	3,406
Internship Pay	12,354
Investment Management Fees	1,473
Legal Fees	0
Marketing	0
Online Vendor Processing Fee	2,045
Payroll Taxes	21,548
Postage	8,625
Printing & Bulk Copying	19,080
Professional Fundraising	0
Rent/Utilities Expense	34,448
Salaries	287,311
Security/Janitorial	1,172
Stewardship/Board Expenses	205
Supplies	2,137
Telephone & Internet	2,371
Training/Research/Dues	4,241
Travel	135
Total Expenses	\$504,997

Administrative & Fundraising Expenses as a Percentage of Cash Income: 2016



Think New Mexico's fundraising expense as a percentage of cash income in 2016 was 7.4%.

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

NOTE:  
These financial statements do not include unrealized investment appreciation.





IMAGE: Geraint Smith

**FINANCIAL SUMMARY**  
**Year Ended Dec. 31, 2016**

**Balance Sheet**

<b>ASSETS</b>	
Cash and Cash Equivalents	344,618
Endowment Funds	109,118
Grants Receivable	19,633
Investments	794,540
Prepaid Expenses	2,120
Property and Equipment*	1,524,223
<hr/>	
Total Assets	\$ 2,794,252
<hr/>	
<b>LIABILITIES</b>	
Accounts Payable	7,041
Accrued Expenses	7,707
<hr/>	
Total Liabilities	\$ 14,748
<hr/>	
<b>NET ASSETS</b>	
Unrestricted	2,665,664
Temporarily Restricted	113,840
<hr/>	
Total Net Assets	\$ 2,779,504
<hr/>	
Total Liabilities and Net Assets	\$ 2,794,252

\* Net of Accumulated Depreciation.

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

## FOUNDATION PARTNERS

(JANUARY 1, 2016—MAY 31, 2017)

Abeles Foundation

Aceves London Family Fund

ALH Foundation

Avalon Trust

AWC Family Foundation

Barker Welfare Foundation

Bolene Charitable Trust

Brindle Foundation

Candelaria Fund

Caprock Fund of Tides Foundation

Castagnola Family Fund

Celli Foundation

Chase Foundation

Cohen Foundation

Kaufmann Fund of Communities of Coastal

Georgia Foundation

Con Alma Health Foundation

James N. Cost Foundation

Delle Foundation

Eye Associates/Gerald & Alice Rubin

Memorial Foundation Fund

Feinberg Foundation

Foster Foundation

Frost Foundation

Furth Family Foundation

Gale Family Foundation

Garfield Street Foundation

Hunt Family Foundation

IDM Foundation

Independent Community Foundation, Inc

Kate Klein Fund of the Santa Fe

Community Foundation

Kuhn Foundation

LANL Foundation

LEF Foundation

Life Center Foundation

Los Alamos National Lab Foundation

Louise Arnold Maddux

Environmental Foundation

Merck Foundation

Marlene Nathan Meyerson Family Foundation

Santa Fe Community Foundation

SB Foundation

Scandia Foundation

Simon Charitable Foundation

Thoma Foundation

Thornburg Foundation

Edith M. Timken Family Foundation

Toan-O'Brien Foundation

Usdan Foundation

Doris Goodwin Walbridge Foundation

Franklin E. Wilson Foundation

**Individual Social Investors** (JANUARY 1, 2016 – MAY 31, 2017)

Anonymous (8)  
Kathy & Rick Abeles  
Paul Abrams  
Rebecca Abrams &  
Nathan Benn  
Ann N. Aceves  
Carolyn Acree  
Richard M. & Kay R. Adam  
Joel Adelstone  
Jan & Rick Adesso  
Abigail Adler  
Lewis Agnew  
Dr. Mercedes M. Agogino  
John B. Aidun &  
Joan M. Harris  
Pamela Saunders Albin  
Anne Albrink  
Johnnie R. Aldrich  
Christian L. Alexander  
Mark & Martha Alexander  
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Elizabeth Allred  
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Tim & Lucia Amsden

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Jean Anderson  
Judy Anderson  
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Barbara Lenssen  
Kristina E. Anderson  
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Mark Anthony  
Clara Apodaca  
Joyce Appleby  
Jarratt Applewhite  
Lynne E. Arany  
Amber Archer  
Patricia & Richard Arens  
Kenneth &  
Karyl Ann Armbruster  
Roberta Armstrong &  
Al Webster  
Scott & Barbara Armstrong  
Sheryl Arndt-Mwangi  
Meleah Artley  
Michael Aster & Bobbi Lurie  
Ralph Atenasio  
Peggy & David Ater  
Drs. Boudinot &  
Louise Abel Atterbury  
Victor Lee Austin  
Gary Axen  
Jacqueline Baca  
M. Carlota Baca  
Drs. Sally Bachofer &  
Margaret Vining  
Robert "Cid" & Betty Backer  
Drs. Rebecca & Brant Bair  
Russell D. Baker  
Carl & Penny Baldwin  
Carol & John Balkcom  
Ronni & Jeff Ballowe  
Tina L. Bandick  
Keith Banks



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The Honorable Paul Bardacke &  
Lisa Enfield  
Mary Ann Barragan  
Thomas & Laurie Barrow  
Dan Barsotti  
John & Nolana Bassett  
Bill Beagen  
Richard & Sue Bechtold  
Francoise Becker  
Dr. John Becker  
Steve Becker  
Anne E. Beckett  
Rachel Belash  
Letty Belin  
Michael Beltran  
Lisa Bemis  
Emily Rembe Benak &  
Mark Benak  
Fred Bender  
Joann Benenati  
Raphael & Karen Benjamin  
Bill & Mary Catherine Bennett  
Don & Judith Bennett  
Reed & Melinda Benson  
Sonya Berg

**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.*

Diane Alongi Berger  
Robert & Lucinda Berglund  
Budd Berkman  
Karen & Steven Berkowitz  
Karen & Stephen Bershad  
George & Joyce Berzins  
Bruce R. Besser  
Dr. Lynn Bickley  
Yetta H. Bidegain  
Paul & Ellen Biderman  
John & Sarah Bienvenu  
Reed & Rosalind Bell Bienvenu  
Stan & Sandra Bies  
The Honorable Anne &  
Honorable Jeff Bingaman  
George & Jane Bingham  
John & Marlene Bingaman  
Susan Binneweg Jones &  
Owen Jones  
Amanda Bissell &  
John Paul Bradley  
Billie Blair & Gene Weisfeld  
Drs. Kathleen Blake &  
Bob Ballance  
Bronnie & Alan Blaugrund  
Priscilla M. Blea  
Marilyn Blessie  
Barbara Blind  
Richard L. & Nancy Bloch  
Gay Block  
Philip & Elizabeth Block  
Tom & Anne Blog  
Stuart M. Bluestone  
Elspeth G. Bobbs  
George & Sibilla Boerigter  
Bruce & Cynthia Bolene  
Dr. Gary Bommelaere  
Dan L. & Karen Borovina  
Bill Bottorf  
Candace M. Boulay  
Raydene Boulton  
Dr. Jeffrey Bowers  
Marilyn L. Bowman  
James N. Bradbury  
LeAnn & Brad Bradbury  
Donna & Robert Bradley  
Elaine A. Bradshaw &  
Patrick Talou  
Brenda & Stuart Brand  
Helen & Richard Brandt  
John R. Brandt  
David Breecker

Liz Bremner & Karen Crow  
Eleanor Brenner  
Jane Brickner  
Grace Brill & Dan Schwartz  
Nancy Brinegar  
Felicity Broennan  
Robert Brokate  
Oneida Brooks &  
Bradley Gummersall  
Murray & Cindy Brott  
Candace Brower & Gerald Kiuttu  
Chris Brown  
Edward R. Brown  
Eulalie & George Brown  
Hamilton Brown &  
Martha Worthington  
Michael & Sylvia Brown  
The Honorable Doug &  
Sarah Brown  
Harry Browne &  
Christine Jepson  
David Bruner  
Ted Buchanan & Sally Corning  
Lynne Loucks Buchen  
David Buchholtz &  
Bridget Gavahan  
Kate Buckley & Steven Dichter  
Nancy & Larry Buechley  
Nancy M. Burgas  
David & Hannah Burling  
Caroline Burnett  
Daniel & Amanda Burns  
Anne W. & Jack Burton  
Jay Bush & Peggy Radberg  
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Carol Calvert  
Arlene M. Campbell  
Carol Campbell  
Charles P. Campbell  
Susan & Christopher Campbell  
Elizabeth & Steve Cantrell  
Eleanor Caponigro  
Geraldine A. Carlberg  
Andrea & Rick Carlton  
Robert C. Carroll &  
Leslie Lawner  
The Honorable Garrey &  
Kathy Carruthers

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





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

- |                              |                       |                            |
|------------------------------|-----------------------|----------------------------|
| Benjamin Crane               | Marty Daly            | Annie Dear                 |
| Godfrey Crane &              | Richard J. Daly       | William DeBuys             |
| Johanna Binneweg             | Dr. Glen W. & Shirlee | Dale Dekker & Diane Shafer |
| Deena & Travis Crawley       | Davidson              | Elaine Del Valle           |
| Dianne Cress & Jon McCorkell | Alice & Houston Davis | Dolores DeMers             |
| Margaret Crim                | Jordan P. Davis       | Beverly A. Denney          |
| Edward Crocker & Ann         | Lynn Day              | George Descamps            |
| Lockhart                     | Nancy Day             | Nancy Desiderio &          |
| Judith Crocker               | Steven J. Dayton      | Michael Sloane             |
| Margo Cutler                 | Mary & Chuck De Bare  | John Dessauer              |
| Mary Loring Daggett          | Charles De Saillan    | Dr. Neal & Paula Devitt    |
| Nancy Dahl                   | Lori De Santis        | Winnie DeVore              |



Kay Dexter  
Edward DiBello  
Nancy G. Dickenson  
Robert H. Dickson  
Christine & Joe DiGregorio  
Mary Ann Dix  
Robert J. Dodds  
Dr. Cornelius &  
    Susanne Hoffman Dooley  
David & Deborah Douglas  
Kiva Duckworth-Moulton  
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Has your old car or truck reached the end of the road? Whether it's running or not, your car, truck, RV, boat, or other vehicle can make a positive difference in the lives of New Mexicans if you donate it to Think New Mexico! Think New Mexico partners with the Center for Car Donations to accept your generous gift. They will come pick up the vehicle, sell it at auction, and forward the proceeds to Think New Mexico.

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

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

## **"Thinking Cap" Photos**

PAGE 21: Ivan Melada with his grandson in Albuquerque;  
Billie Blair & Gene Weisfeld, Patagonia

PAGE 24: Rick Fisher, Columbia River Gorge; Donnovan the dinosaur,  
Santa Fe; Joli McSherry, Santa Fe

PAGE 27: Raffaele Moore, Santa Fe; Fire Captain Cynthia Main, in  
front of her fire truck in Terrell, Texas

PAGE 28: Erica Gionfriddo & Eliot Fisher, rafting the Rio Grande;  
Shea Fallick, Santa Fe; George Duncan, Royal Botanic  
Gardens, Sri Lanka

PAGE 31: Sienna Gilbert & Lilian Leyba, Santa Fe

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**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**