

THINK NEW MEXICO



A Results-Oriented Think Tank Serving New Mexicans



2017–2018

ANNUAL REPORT

About the Cover

The cover features the photo "Revelation: Tres Piedras" by Jim Caffrey. Jim is a nature and landscape photographer from Jemez Springs, New Mexico. He travels the southwest in search of images to fulfill his vision. When he's not behind the camera, Jim leads photo tours in the badlands of New Mexico and teaches Beginning and Advanced Digital Photography classes at the University of New Mexico's Los Alamos campus. Visit www.jimcaffreyimages.com to see more of his work.

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

IMAGE:

Summer storm over the Painted Kiva. Photo copyright Alex Candelaria Sedillos.

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. Jackie was a founding board member of Accion and has served on the boards of the Albuquerque Hispano Chamber of Commerce, the New Mexico Family Business Alliance, and WESST. In 2017, she was appointed to the Federal Reserve Bank of Kansas City's Economic Advisory Council.



Paul Bardacke served as Attorney General of New Mexico from 1983–1986. He is a Fellow in the American College of Trial Lawyers, and he currently handles complex commercial litigation and mediation with the firm of Bardacke Allison in Santa Fe. Paul was a member of the National Park System Advisory Board for seven years.



Garrey Carruthers, *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.



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.



Board members meeting with Think New Mexico Leadership Interns, 2017.

THINK NEW MEXICO: AT THE EDGE OF INSIDE

Dear New Mexican:

Over the 19 years of its existence, Think New Mexico has been described in contradictory ways. Some view us as political insiders. Others see us as political outsiders.

The truth is likely somewhere in between, “at the edge of inside.”

This phrase originated with a Franciscan priest from Albuquerque, Richard Rohr, who uses the term to describe how organizational change happens and his own relationship with his church. Recently Rohr’s teachings were popularized by national columnist David Brooks, who adapted them to the political sphere.

According to Rohr and Brooks, people and organizations at the edge of inside often make for the “strongest reformers” because they are not tied to the status quo, like too many insiders, nor unable to access the levers of change, like most outsiders.

In addition, because people and organizations at the edge of inside are neither fully inside nor fully outside, they have a different vantage point. As a result, I would add that those at the edge of inside are more likely to identify and work toward solutions that transcend divisions created by those whose primary concern is about who is in or out of power, and who think only in terms of “us” and “them.”

Think New Mexico’s past solutions are highlighted on the first page of this report. In the pages that follow this letter, we provide more information on our ongoing work, such as our most recent campaign to shift more of the state’s education spending out of central administration and down to the classroom, and our effort to transform the state’s haphazard method of funding public infrastructure into a transparent and merit-based system.

We hope that you will join us at the edge of inside and consider sending in a contribution in the enclosed yellow envelope, giving online at www.thinknewmexico.org, or supporting Think New Mexico in one of the many ways listed on the back inside cover of this report.

Fred Nathan Jr.

Fred Nathan, Jr.

June 1, 2018



*Fred Nathan, Executive Director
Kristina G. Fisher, Associate Director
and Othiamba Umi, Field Director
in front of Think New Mexico’s
(world) headquarters at 1227 Paseo
de Peralta in Santa Fe, New
Mexico. Photo by Stephen Lang.*

Think New Mexico Welcomes New Business Manager Susan Martin



In November 2017, Susan L. Martin joined Think New Mexico as our new Business Manager. A graduate of the College of Santa Fe, Susan has extensive business management experience in both the nonprofit and for-profit sector, from a 14-year stint at the Santa Fe Opera to her most recent position at the start-up Deep Web Technologies. In her free time, Susan volunteers with the International Folk Art Market and serves as the Majordomo of the Amy Hetegar Community Garden in Casa Solana. We are delighted to welcome her to the Think New Mexico family.

The Communicator **PERSPECTIVES**

January 18, 2018

NM might someday move forward

By Tom McDonald

It's easy to talk about how backward New Mexico is. I'm not sure if out-of-staters do it, but we New Mexicans sure like to talk our state down. You know you do. I do too.

But we're not as backward as we might think. We're more diverse, culturally and ethnically, than most states in the Union, which makes us a lot more tolerant of differences. At least it seems that way to me, a Southern transplant who has seen enough homogeneity to know *that* is what makes a place backward.

We New Mexicans even have our own think tanks, my favorite being Think New Mexico.

It's a nonpartisan think tank (as if you can actually be a bona fide think tank

with partisan leanings). The fact that Democrats and Republicans alike have objected to, and embraced, Think New Mexico's ideas and proposals over the years is evidence this group rises above party politics — sort of.

I say that because Think does more than create studies and write reports on its findings. It also proposes specific legislation and lobbies lawmakers and the governor's office for its passage. Fred Nathan, founder and executive director, has been pushing pragmatic solutions for years — and he and his team will be back at it during this year's legislative session.

This year, Think is proposing a big shift of tax dollars from school administration to school principals and the class-

rooms they oversee — a \$100 million move that would place more money where it should be: in classroom instruction.

It's a lofty proposal, perhaps too much for a 30-day session — although, the session is intended to be budget focused and this is definitely a budgetary matter. But with this being a highly charged election year, and a lame-duck year for Gov. Susana Martinez, I'm not optimistic. I seldom am these days when it comes to substantive bills in the New Mexico Legislature ... but there I go, running down our state like everybody else does.

But back to my favorite think tank. Over the years, Think New Mexico has published 16 policy reports and had some heady accomplishments along the way.

The group has had a real impact on New Mexicans' lives in the areas of education, taxes, water and a lot more. Credit Think New Mexico for its role in getting the sales tax removed from food purchases; getting full-day kindergarten in place across the entire state and more money into pre-K programs; keeping students' lottery scholarships solvent; making it easier to do business in and with the state; and more.

* * *

Tom McDonald is editor of the New Mexico Community News Exchange and owns The Guadalupe County Communicator in Santa Rosa. He can be reached at tmcdonald@gazette mediaservices.com.

THE YEAR IN REVIEW

MOVING DOLLARS FROM ADMINISTRATION TO THE CLASSROOM

In 2017, Think New Mexico launched a new initiative to maximize the amount of the state's education budget that is spent in the classroom, rather than in central administrative offices. After spending several months studying the state's highest-performing school districts, we found that they tend to spend a higher proportion of their budgets in the classroom. If New Mexico were able to shift just 4% of its \$2.7 billion state education budget from administration to the classroom, it would free up more than \$100 million to help New Mexico's students succeed. Think New Mexico drafted legislation to incentivize school districts and charter schools to shift more of their dollars to the classroom. Our bill was introduced by a bipartisan team of legislative sponsors, and teachers from across the state testified in support of it. Unfortunately, we were unable to overcome the inertia of the status quo and move the bill forward this session. However, we built a solid foundation for our reforms, and we expect to make progress on them throughout 2018.



Cartoon by John Trever for the Albuquerque Journal, October 15, 2017. Reprinted by permission.

Texico example worth following for state schools

Activists, local education bureaucrats and teacher unions have been fully on board with the mantra that we just don't spend enough taxpayer dollars on K-12 education in New Mexico.

This is in spite of that fact that when it comes to per-student spending, New Mexico tends to be closer to the middle of the pack — in stark comparison to our achievement rankings and graduation rates that are consistently closer to bottom of the barrel.

And it goes far beyond debate. Unable to convince legislators to increase our \$2.7 billion education budget, some school officials and advocates have turned to the judicial system. A state District judge in Santa Fe has yet to rule after a recent trial in which plaintiffs argued public school funding in New Mexico is so low it violates the state Constitution.

One of the plaintiffs' witnesses was Santa Fe Schools Superintendent/former Public Education Secretary Veronica Garcia, who testified "the size of the pie is the issue."

So is the size of the pieces.

Enter Think New Mexico, a widely respected bipartisan think tank, and its groundbreaking new report on how we spend our education dollars and how we could spend them more effectively.

Bottom line: We spend far too much money on administrative costs and way too little on classroom instruction. How little? Just 57 cents of every dollar New Mexico spends on K-12 schools goes to instruction. The rest goes to a variety of expenses ranging from administrative travel to take-home cars to public relations, and lobbyists and other expenses that don't directly impact students.

"New Mexico has limited resources, and we must make sure that the dollars we are currently appropriating for education are spent as effectively as possible," Think New Mexico's report says.

This isn't a new argument. Gov. Susana Martinez and some lawmakers have long argued our education system spends too much on administration and too little on classrooms.

But Think New Mexico is to some extent above the everyday political fray.

The organization's study found that some districts do, indeed, channel more to classrooms and less to bureaucrats. If Albuquerque Public Schools was as efficient in that regard as Hobbs, it would mean an additional \$29 million for APS classrooms.

The report cites tiny Texico Public Schools in eastern New Mexico for its low administrative costs, 95 percent graduation rate, and the fact it ranked seventh in the state for reading proficiency and ninth for math proficiency — despite a median family income in the district that's more than \$10,000 a year below the state average.

Yes, it is true that the size of the pie matters. But as Texico and others prove, it matters as much or more how that pie is parceled out.

Think New Mexico is planning to push for legislation requiring districts to spend a minimum amount on classrooms, with a sliding scale taking district size into account.

As Think New Mexico's executive director Fred Nathan points out, if New Mexico could shift just 4 percent of its education budget from administration to the classroom, it would make more than 100 million additional dollars available for proven education reforms — from K-3 Plus to pre-kindergarten to better pay for teachers and principals.

If New Mexico lawmakers can muster the political will to make this happen, the state's taxpayers, and more importantly its kids, will be much better off.

— Albuquerque Journal

House Bill 180 would put money back in classrooms

Fred Nathan
Guest columnist

Growing evidence suggests that increasing funding for education can improve student outcomes if the money is targeted to the classroom, rather than to administration.

Two good illustrations are Texico, a district of 560 students in eastern New Mexico, and Gadsden, a district of 13,478 students south of Las Cruces. Both districts were highlighted in a recent report by the nonpartisan think tank Think New Mexico, which noted that they consistently achieve strong student performance, even while educating a high percentage of students from low-income families. Both districts also spend a relatively high percentage of their budgets in the classroom.

Likewise, researchers at the nonpartisan Southwest Educational Development Laboratory studied 1,500 school districts in Arkansas, Louisiana, Texas and New Mexico, and concluded that “student achievement is linked to spending patterns, and money matters when spent on instruction.” The study found that, in general, high-performing school districts spend a larger percentage of their budgets on instruction and a lower percentage on general administration than lower-performing districts. They also tend to employ fewer administrators.

According to the National Center for Education Statistics, New Mexico spends an average of 57 percent of its education dollars on instruction. Another 13 percent goes to student and instructional support, which directly benefits students, but the remaining 30 percent of the education budget is spent on administrative costs. We can do better at getting dollars to the classroom. That is precisely what House Bill 180 does. It sets ambitious but achievable targets for districts and charters to maximize spending in the classroom. The targets are voluntary, but the bill provides an incentive by allowing districts and charters that meet classroom spending targets to keep their cash reserves (even in times of shortage like 2017,

when cash reserves were raided by the state).

HB 180 broadly defines “classroom spending” to include not only instruction, but also instructional support (e.g., librarians), student support (e.g., counselors, nurses), and principals, since the research suggests that investment in these areas has a positive impact on student achievement.

HB 180 helps districts and charters reach classroom spending targets by eliminating unnecessary reporting burdens. Every year, districts and charters must submit at least 140 reports to the Public Education Department (PED). That requires thousands of staff hours annually.

A better approach would be to eliminate those reports and move to an advanced data collection system. In 2011, Nevada implemented an advanced data collection system that reduced burdens on districts by allowing them to automatically upload the information they collect about things like student attendance, performance and demographics to the state.

HB 180 directs New Mexico’s PED to implement a system like Nevada’s. Based on a 2017 report commissioned by the Thornburg Foundation, an advanced data collection system would save New Mexico school districts more than \$46.5 million annually. Because the PED is already piloting an advanced data collection project, it is already in the budget and can be fully implemented at no additional cost to state taxpayers.

HB 180 was introduced by a bipartisan team of sponsors, including the chair of the House Appropriations and Finance Committee, Patty Lundstrom, D-Gallup; and the ranking Republican on that committee, Rep. Larry Larrañaga, R-Albuquerque; as well as multiple educators: representatives Bobby Gonzales, D-Taos, a former superintendent; George Dodge, D-Santa Rosa, a retired teacher and principal; Tim Lewis, R-Albuquerque, a teacher; and Dennis Roch, R-Logan, a superintendent; and Jim Smith, R-Sandia Park, a teacher, among others.



Will Rogers once said, “I don’t make jokes. I just watch the government and report the facts.” Bills to reimpose the food tax have been introduced every year for the past five years. During the 2018 session, Think New Mexico discovered a new food tax buried in House Bill 198, a 159-page bill deceptively titled “Tax Code Cleanup.” We testified against it and helped to kill it in its first committee. Meanwhile, Senate Bill 129 proposed to tax all groceries except for meat, flour tortillas, and items eligible for WIC, the Women, Infants, and Children supplemental nutrition program. WIC is designed for the very specific purpose of addressing malnutrition in pregnant women, breastfeeding women, infants, and children under the age of five. As a result, WIC excludes many healthy foods, such as nuts (because infants can choke on nuts), dried fruit, certain types of milk, and locally produced items like chile powder, goat cheese, and New Mexico pecans and pistachios. With the help of a diverse coalition of allies, we were able to kill SB 129 in its first committee. Think New Mexico will continue to speak on behalf of New Mexico families who need access to affordable and nutritious food.

ALBUQUERQUE JOURNAL

SATURDAY, FEBRUARY 3, 2018

‘Unhealthy’ food tax legislation derailed

Opposition group calls bill an ‘Orwellian mess’

BY DAN BOYD
JOURNAL CAPITOL BUREAU

SANTA FE — A bill seeking to reimpose New Mexico’s food tax but only on unhealthy items — and excluding flour tortillas — was derailed Friday in a Senate committee after running into broad opposition.

Representatives of the New Mexico Chile Association, the state’s Roman Catholic church and other advocacy groups were among those who spoke against the measure, with some saying it could hurt low-income families. Not one outside group or individual testified in support.

Fred Nathan, executive director of the Santa Fe-based nonprofit Think New Mexico, which proposed and lobbied for the 2004 repeal of New Mexico’s food tax, said the bill would be an “Orwellian mess” for grocery stores to administer.

“The tax would not be limited to

unhealthy foods,” he said, claiming that nuts would be among the items subject to gross receipts tax under the proposed bill.

However, Sen. Cliff Pirtle, R-Roswell, the measure’s sponsor, said the legislation would address high rates of obesity, among other health issues.

“When we think of food, I don’t think many of us think of things ... that are high-caloried and high in sugar,” Pirtle said during Friday’s hearing of the Senate Corporations and Transportation Committee.

The panel ultimately voted 4-2 to table the legislation, Senate Bill 129. It’s unlikely to resurface during the 30-day session, which ends Feb. 15.

Sen. Clemente “Meme” Sanchez, D-Grants, the panel’s chairman, expressed opposition to the idea behind the bill.

“I just have a problem with telling people what to do — I’m a little bit of a Libertarian when it comes to that,” Sanchez said.

The food tax has a volatile history in New Mexico.

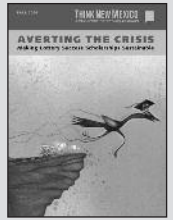
A 2010 proposal to impose city and county gross receipts taxes on most food items — approved by the Democratic-controlled Legislature in the midst of a state budget crunch — was dubbed a “tortilla tax” by opponents and ultimately vetoed by then-Gov. Bill Richardson.

The measure debated Friday would rely on federal food guidelines for pregnant women and young children to determine which items should be taxed. It would also add flour tortillas and meat, poultry and fish to the list of nontaxable food items.

In addition, the bill would compel a state agency to request a first-of-its-kind federal waiver to limit the use of food stamp benefits to those same designated food items. About 460,000 New Mexicans receive such benefits under the Supplemental Nutrition Assistance Program.

A legislative analysis of the bill estimated it would generate more than \$80 million in revenue for the state general fund in the coming fiscal year.

For the fourth year in a row, Think New Mexico worked to defeat legislation repealing the law guaranteeing that at least 30% of lottery revenues must go to scholarships. We led the fight to enact the 30% guarantee back in 2007, and since then it has resulted in an additional \$9 million a year for scholarships. This year, something unexpected happened – with the help of bipartisan legislative allies, we were able to transform the bill from one that benefitted special interests to one that put students first by placing three pro-student amendments onto the legislation. Unfortunately we were not able to pass the improved bill in the final days of the session, but it gives us a great starting point for next year.



SANTA FE NEW MEXICAN

Monday, February 5, 2018

Students deserve lottery's support

Milan Simonich
Ringside Seat

...
When legislators legalized a lottery in 1996, they decided that revenue supplied by gamblers would fund scholarships at state colleges and universities.

And, since 2008, the Legislature has required that 30 percent of the gross revenue from lottery ticket sales go to scholarships.

It was a smart move.

Money paid to vendors doing business with the lottery dropped from \$74 million in 2006 to \$2.3 million within a few years.

That meant another \$5 million annually became available for students rather than for companies that had received no-bid contracts.

The scholarship fund received more than \$40 million annually from the lottery every year from 2008 to 2016.

Revenue declined last year, to \$37.8 million. But that was still more money than any year before the requirement of 30 percent of gross revenue being dedicated to scholarships.

The law works. It helps students attend college without accumulating

crushing debt.

For the last four years, though, the lottery staff and lobbyists for lottery vendors have claimed, against all logic, that New Mexico must change this formula. ...

Lobbyists pressing to eliminate the 30 percent funding requirement include Pat Rogers, a former Republican national committeeman. He represents Scientific Games.

Lobbying the other side of the political aisle is Vanessa Alarid, wife of state Rep. Antonio "Moe" Maestas, D-Albuquerque. Her client is International Gaming Technologies.

Fred Nathan, executive director of the policy organization Think New Mexico, is again fighting the vendors and their agents.

"Powerful, highly paid lobbyists are not looking out for students," said Nathan, whose organization is the strongest voice at the Capitol against the lottery staff's plan.

...

Who won, who lost in this year's session

By Andrew Oxford
and Steve Terrell

Friday, February 16, 2018

Winners

College students: The New Mexico Lottery's staff and various legislators wanted to rewrite state law to eliminate the requirement that 30 percent of gross revenue from the lottery go for college scholarships.

Lottery employees and their lobbyists said the proposed change, combined with more prizes, would someday funnel even more money to the scholarship fund. Opponents of the measure countered that students would be short-changed for years and maybe forever.

House members heavily amended the bill to guarantee students at least \$40 million a year for scholarships. That bill died, but the 30 percent requirement for scholarships remains intact — a good outcome for students trying to get a degree without accumulating debt from loans.

Think New Mexico: The Santa Fe-based policy organization fought the lottery staff's proposal all through the session. Kristina G. Fisher, associate director of Think New Mexico, demonstrated encyclopedic knowledge of lottery revenues and distributions.

Put Students First in Lottery Bill

By Kristina G. Fisher

For the fourth consecutive year, the New Mexico Lottery is pushing legislation to repeal the guarantee that at least 30 percent of lottery revenues must go to college scholarships.

This fight goes back more than a decade. Prior to 2007, the Lottery was not required to deliver any amount to the scholarship fund. The Lottery had to pay out at least 50 percent of revenues as 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, during its first decade, only about 23 cents of every dollar bet on the Lottery reached the scholarship fund. Another 55 cents was used for prizes, and 22 cents went into overhead and administrative costs, almost as much as reached the scholarship fund.

Fortunately, in 2007, the legislature enacted the 30 percent guarantee to scholarships, based on a proposal by Think New Mexico.

The 30 percent guarantee has been a resounding success: the Lottery has delivered more money to the scholarship fund every year since the 30 percent guarantee was enacted than it did in any year before. The scholarship fund received an average of an additional nearly \$9 million a year. Meanwhile, the lottery's operating costs fell to 14 to 16 percent.

The students' gain was a loss for the multinational gaming corporations that contract with the lottery to print Scratchier tickets and run multistate games like Powerball. Their contracts were significantly reduced when the 30 percent guarantee was enacted. For example, one contract decreased by about \$5 million a year, money that went directly to scholarships.

So it is not surprising that these lottery vendors have hired at least five powerful lobbyists to try to roll back the 30 percent guarantee so that they can negotiate more lucrative contracts. In each of the past three years, the bills pushed by these lobbyists have failed to pass the legislature.

However, something different happened with this year's bill, House Bill 147, which like its predecessors was introduced by the Lottery and its vendors to repeal the 30 percent guarantee.

The afternoon of Feb. 10, House Bill 147 was re-written on the House floor so that it puts the interests of students first. Thanks to leadership

from legislators across the political spectrum, three pro-student amendments were added to the bill on strong bipartisan votes.

First, Rep. Jason Harper (R-Rio Rancho) passed an amendment capping the Lottery's annual operating costs at 15 percent. This amendment makes sure that the lottery won't go back to spending 22 percent on administrative costs and vendor contracts.

Then, Rep. Matthew McQueen (D-Santa Fe) passed an amendment to make sure that students will continue to receive at least \$40 million a year. The scholarship fund has received at least \$40 million a year in nine of the last ten years, thanks to the 30 percent guarantee.

Finally, Rep. Alonzo Baldonado (R-Los Lunas) passed an amendment requiring that unclaimed prize money must go to the scholarship fund in addition to the \$40 million floor. (Unclaimed prizes average \$1 to 3 million a year.)

It was very telling that the Lottery opposed all three amendments as "unfriendly" even though the Lottery claims to be acting in the best interests of students.

Thanks to these amendments, students will receive at least \$40 million a year for scholarships, plus \$1 to 3 million in unclaimed prizes, and if the Lottery ever fails to deliver that amount, the 30% guarantee automatically returns. In addition, Lottery operating costs are capped at the current level so that any growth in the Lottery will go to students, not gaming companies.

Since House Bill 147 now puts the interests of students first, we are encouraging the Senate to pass the bill in its amended form.

However, it appears that the Lottery and its vendors are lobbying the Senate to strip out the House amendments that protect students.

The New Mexico Lottery's statutory mandate is to "provide the maximum amount of revenues" for scholarships at the state's public universities. You can help make sure the Lottery stays true to this core purpose by visiting www.thinknewmexico.org and urging your legislators and the governor to pass House Bill 147 with all three pro-student amendments intact.

Kristina G. Fisher is Associate Director of Think New Mexico, an independent, statewide, results-oriented think tank serving New Mexicans.

MAKING HEALTH CARE MORE TRANSPARENT & AFFORDABLE

On January 1, 2018, the first phase of New Mexico's new health care transparency website came online. The website (nmhealthcarecompare.com) was developed thanks to legislation Think New Mexico drafted and championed in -, and it currently includes the average prices paid by Medicaid for nine common non-emergency procedures at each of the state's 44 hospitals. It also includes quality metrics, such as readmission rates and patient ratings. We are now advocating for the next phase: expanding the number of procedures listed on the website and creating an All-Payer Claims Database so that the site can include the average prices paid by New Mexicans with individual or employer insurance policies. This will allow New Mexicans with high deductibles to shop around for the highest quality, most affordable health care.



State debuts new health care transparency website

BY CHRISTOPHER ORTIZ

How much can you expect to pay for a colonoscopy in New Mexico? Or a mammogram?

A new state website aims to shine a light on health care costs in New Mexico.

The New Mexico Department of Health launched nmhealthcarecompare.com, allowing New Mexicans to compare costs of procedures at the state's 44 hospitals. At launch, the site only shows the average price paid by Medicaid for nine non-emergency procedures.

The site will soon grow to include an increased number of procedures and payment information for New Mexicans covered by individual or employer insurance policies, as well as Medicare and Medicaid, officials said. The site includes hospital metrics such as 30-day readmission rates and patient ratings.

New Mexico has the highest rate of Medicaid-covered births in the country, at 72 percent of births in the state, according to a report by the Albuquerque Journal. The state average for a natural birth paid by Medicaid is \$2,664 while the state average cost for a Medicaid-covered cesarean birth is \$5,670.

Health care costs are a big issue not only for patients seeking care, but also for employers who provide

health care coverage for workers. At large companies, employers will pay about \$10,000 for health care coverage in 2018 per employee, according to a study by the National Business Group on Health as reported on by CNBC.

The health care transparency website is the result of legislation passed in 2015, based on the recommendations from a report from Think New Mexico, which describes itself as a nonpartisan, independent research group.

"The launch of the health care transparency website is an important first step toward giving New Mexicans the tools they need to shop around for the highest quality, most affordable health care, which is especially urgent in this era of rising deductibles," said Fred Nathan, executive director of Think New Mexico, in a statement.

"We look forward to continuing to work collaboratively with the Department of Health and other stakeholders to expand this website to include the average prices paid by New Mexicans who are covered by individual or employer-based health insurance."

Think New Mexico noted that 19 other states, including neighboring Colorado, Arizona and Utah, have similar health care transparency sites.

In a release, Think New Mexico cited research by the University of Chicago that found that states with transparency websites saw the price of common, elective medical procedures drop by an average of 7 percent as a result of price competition.

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Think New Mexico continues its work to reform the state's dysfunctional system for funding public infrastructure. New Mexico is the only state that divides up its infrastructure funding among all 112 legislators, allowing each lawmaker to spend a portion of the money in their sole discretion. This haphazard process has meant that hundreds of millions of dollars have been appropriated for projects that were not shovel ready, were not well thought out, or were not fully funded. Now that money is sitting on the sidelines instead of being put to work creating jobs. During the 2019 session, Think New Mexico will be working to make the state's infrastructure funding process more transparent and merit-based.

ALBUQUERQUE JOURNAL

FEBRUARY 25, 2018

Dinosaur robot, Roundhouse art are infrastructure?

— D'Val Westphal

This year's capital outlay bill, House Bill 306, has some requests that stretch the definition of public infrastructure. Among them:

- Page 14, \$259,500 to “purchase a robotic dinosaur” and construct an exhibit around it at the New Mexico Museum of Natural History and Science.

It raises the questions: Why the museum is turning to taxpayers, who need roads and water systems, instead of its foundation and donors? How is a robotic dinosaur infrastructure? And will it last the life of the bonds paying for it?

- Page 117, \$50,000 for a bust of Manuel A. Chaves to be installed in the Roundhouse.

Oil and gas prices are up, and art is important, but in what world does a bust of anyone — including a Union soldier who fought at Glorieta Pass and could incite controversy because he was renowned as an Indian fighter, if it's that Manuel A. Chaves — equal infrastructure?

- Page 24, \$106,300 for Albuquerque Public Schools Police Department vehicles.

Again, vehicles are not infrastructure, and most “company” vehicles, especially police vehicles, are driven hard and don't last the 10 years the bonds financing them will.

In addition, many HB 306 projects lack transparency in showing who, exactly, is requesting them. Twenty-five Albuquerque lawmakers, from both sides of the aisle, put the robotic dino on their lists.

...

It's unclear which lawmaker will actually be paying for the dinosaur out of their capital outlay allotment. At best, they might be splitting the \$259,000 25 ways; at worst, they are ensuring there's no way to know who really sponsored the request.

Fred Nathan, founder and executive director of the Santa Fe think tank Think New Mexico, has advocated for capital outlay reform for years and made it a signature issue in 2016. He says, “Next year, we are planning to make a strong push for capital outlay transparency, to help Sen. Sander Rue, R-Albuquerque, pass the bill he has been trying to pass for the last three years to require legislators to disclose the specific projects they fund. It is hard to justify a system where projects are secretly sponsored and no one has to take responsibility for funding them.”

Gov. Susana Martinez has until March 7 to line-item veto capital outlay requests.

It has been nearly a decade since Think New Mexico released its report on the benefits of smaller schools, and the need for them has only grown more urgent. As the state looks to invest in making our schools safer and more successful, Think New Mexico will continue to champion smaller schools as an important part of the solution.



Smaller schools will reduce violence

MY VIEW FRED NATHAN

New Mexico lawmakers included \$40 million for improving school safety in this year's state budget, to pay for security features like metal detectors, surveillance cameras and bulletproof windows.

Lawmakers should also consider what they might do about a surprising and often overlooked factor in school shootings: They are disproportionately concentrated in large schools.

In 2017, researchers at Vassar College published an analysis of the mass school shootings that had occurred between 1995 and 2014. They discovered that schools where mass shootings occurred had significantly higher student enrollments than the average in their states.

These findings are consistent with two decades of research by the U.S. Department of Education. Between 1998 and 2017, the department issued a series of studies on violence in schools, and found that serious violent crimes — including attacks with weapons — occur far more frequently at schools enrolling more than 1,000 students than smaller schools. In fact, the department identified large school size as one of only five characteristics that increased the likelihood of a serious violent incident occurring.

In the 2016-17 school year, nearly two-thirds of New Mexico ninth-graders entered high schools with populations larger than 1,000 students.

According to the U.S. Department of Education, 35 percent of schools enrolling more than 1,000 students experience serious violent crimes. This is more than twice the percentage of schools enrolling 300 to 999 students that experience similar incidents — and five times

higher than the percentage of schools enrolling fewer than 300 students, only 7 percent of which experience serious violent crimes.

While our state government plans to spend \$40 million in the next year on school security measures, likely concentrated in the largest schools with the highest risk of violence, every year for the past two decades, New Mexico has spent \$65 million to \$250 million on school construction projects through the Public Schools Facilities Authority (PSFA).

Unfortunately, millions of those dollars have gone to build schools that are too large to be safe. Over the past decade, schools enrolling more than 1,000 students have been built in communities ranging from Gallup to Deming to Las Cruces, and many districts have consolidated small elementary schools into larger facilities enrolling 700-800 students. Albuquerque's two newest high schools, built with PSFA funding, have student populations of 2,172 and 2,572.

It is important to note that the research does not say that violence will never happen in small schools, nor that it is inevitable at large ones. However, the evidence is clear that school shootings and violence are more likely to occur in larger schools.

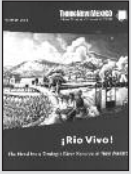
One reason is that students at large schools are significantly more likely to experience feelings of alienation and isolation than students at smaller schools. Because perpetrators of school shootings often report feelings of social isolation and exclusion, the Vassar researchers propose that "large, impersonal school settings may create a unique and dangerously toxic environment" for individuals with a tendency toward violence.

Several years ago, Think New Mexico interviewed America Enriquez, who dropped out of her 1,500-plus student high school in Albuquerque but went on to earn her high school diploma after being accepted to a charter school that enrolls fewer than 300 students. One reason America stopped showing up at her large high school was that, "There were police officers with guns, but even though there was lots of security, you didn't feel safe."

At her smaller school there were no armed guards, but America felt safe because she knew and was known by all her fellow students and teachers.

Not only are large schools more likely to incubate violence, they also tend to provide worse learning environments. Decades of research have found that smaller schools tend to have higher graduation rates, higher student achievement and higher levels of satisfaction among students, parents, principals and teachers. Smaller schools also can dramatically improve the performance of low-income children, which helps to narrow the persistent achievement gap.

As the Legislature looks at making systemic changes to keep our students safer, lawmakers should include reforms that encourage school districts to build smaller, rather than larger, schools. Think New Mexico has advocated for legislation to incentivize districts to build smaller schools, and we plan to bring that proposal back for consideration during next year's legislative session. To learn more about this effort and ask your legislators and the candidates for governor to support it, visit www.thinknewmexico.org.



Drought has returned to New Mexico, and with it, the need to ramp up the use of a water management tool Think New Mexico developed over a decade ago: the Strategic Water Reserve. This pool of public water rights can help prevent lawsuits over our rivers, but it has been hampered by inadequate funding, a situation we are working to fix.

LAS CRUCES SUN-NEWS

MAY 13, 2018

Strategic Water Reserve is a tool for these dry times

Kristina G. Fisher
Guest columnist

This spring, every part of New Mexico is suffering from drought, much of it extreme. Over 120 miles of the Rio Grande are projected to dry before the summer ends, leaving fish populations high and dry. Meanwhile, the Supreme Court recently held hearings in a lawsuit Texas filed claiming that New Mexico has used more than our share of the water in the lower Rio Grande.

To effectively address this mounting water crisis, New Mexico must increase its use of a powerful water management tool, the Strategic Water Reserve.

The Strategic Water Reserve was created in 2005 and consists of a pool of publicly held water rights, acquired by lease, purchase and donation. This water remains in New Mexico's rivers to help protect endangered species and fulfill our water delivery obligations to other states.

When the law creating the Strategic Water Reserve was passed, the need for this tool was clear. Environmentalists, farmers, and cities were battling in court over how much water had to be left in the Rio Grande for the endangered silvery minnow.

These lawsuits put federal courts, rather than local water managers, in the position of deciding how New Mexico's scarce water supplies would be distributed – and which users would be cut off when there wasn't enough to go around. Meanwhile, New Mexico was still paying a high price for violating one of the state's interstate river compacts, which require us to deliver a certain amount of water to downstream states.

In the 1970s, Texas sued New Mexico for failing to deliver enough water from the Pecos River. The Supreme Court ruled in favor of Texas, and New Mexico was forced to pay \$14 million – and then spend around

\$100 million buying water rights to make sure it wouldn't violate the compact in the future.

Texas is once again suing New Mexico, this time over the lower Rio Grande. New Mexico taxpayers have already spent about \$15 million fighting the lawsuit. The cost if the state loses could be astronomical.

The Strategic Water Reserve was designed to allow New Mexico to proactively resolve conflicts over interstate river compacts and endangered species, rather than having to pay for expensive fixes after the fact.

Since its creation, over 4,500 acre-feet of water on the Pecos River and just over 1,000 acre-feet in the middle Rio Grande have been placed into the Reserve.

The Reserve has received an average of less than half a million dollars per year, which has prevented it from acquiring enough water rights to make a decisive difference in situations like the one we now face on the lower Rio Grande. Even worse, the Strategic Water Reserve's fund has twice been emptied out to meet other financial needs of the state, forcing water managers to cut off negotiations to acquire water rights in critical stretches of the middle Rio Grande. The Reserve's fund is currently sitting empty.

When it comes to New Mexico's water, we can adequately fund the Strategic Water Reserve, or we can wait until after the crisis hits and pay a much higher price in dollars and disruption.

During the next legislative session, Think New Mexico will be advocating for sustained funding for the Strategic Water Reserve so that our state can make the most of this water management tool and resolve water conflicts before they become crises. To learn more about this effort and ask your legislators and the candidates for governor to support it, visit www.thinknewmexico.org.

Kristina G. Fisher is associate director of Think New Mexico, a results-oriented think tank serving New Mexicans.



Mitchel Latimer



EmmaLia Mariner



Elena Purcell



Julisa Rodriguez



Neel Roy

2018 LEADERSHIP INTERSHIP PROGRAM

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 students who have been selected as 2018 Leadership Interns.

Mitchel Latimer grew up in Roswell, where he earned the rank of Eagle Scout. A member of the National Honor Society, Mitchel is now a senior studying Political Science and Economics at the University of Denver. He previously interned for Congressman Steve Pearce.

EmmaLia Mariner was raised in Albuquerque and is a senior studying Politics and Law and Society at Oberlin College. She has worked on multiple political campaigns and interned with the Public Defender's and District Attorney's offices in Albuquerque. EmmaLia plans to pursue a career in criminal justice reform.

Elena Purcell is an Albuquerque native and a senior at Wellesley, where she is majoring in Economics and Spanish and serving as head writer for Wellesley College Television. Elena has previously interned at the New Mexico Center for Law and Poverty and Senator Martin Heinrich's office.

Julisa Rodriguez is a junior majoring in Political Science and International Studies at the University of New Mexico. She previously served as a policy intern with the National Education Association (NEA-NM), and was elected President of the UNM College Democrats.

Neel Roy grew up in Albuquerque and is now a senior at Texas Tech University, where he has captained the Mock Trial Team and created a youth outreach program assisting children in underserved schools. Equally interested in medicine and law, Neel hopes to pursue a career in health care policy reform.

In addition, Santa Fe Prep seniors **Benton Lehman** and **Joseph Murray** volunteered with Think New Mexico for their internship and community service projects during the 2017–2018 school year.

To learn more about Think New Mexico's Leadership Internship, read bios of past interns, and find out how to apply, please visit: www.thinknewmexico.org.

**SUPPORT THE UDALL-CARRUTHERS
LEADERSHIP INTERNSHIP ENDOWMENT**

In order to sustain our Leadership Internship program over the long term, Think New Mexico's board has launched 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 Kennedy and Johnson. He chaired Think New Mexico's board from its founding in 1999 until his passing in 2010.

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

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

Of the students who have interned with us since we launched the program in 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. One former intern produced a widely acclaimed documentary on preventing child abuse and neglect in New Mexico, another serves in the New Mexico Attorney General's Office, and three of our former interns have served as budget and policy analysts with the Legislative Finance Committee. One became the youngest person 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 every year in perpetuity. (Interns receive the Santa Fe Living Wage, currently \$11.40 per hour.)

As of this writing, Think New Mexico has raised more than three-quarters of our goal, and we are aiming to complete the funding of the internship endowment by the end of this year. If you are interested in helping us complete the Udall-Carruthers Leadership Internship endowment, please contact us.



*2017 Leadership Interns:
Phil Wilkinson, Joli McSherry,
Shea Fallick, Abel Romero,
and Peyton Lawrenz.*

Statement of Income and Expenditures

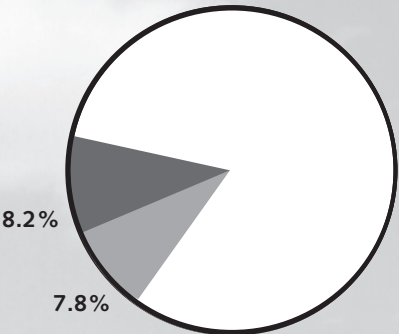
INCOME

Business Contributions	19,670
Car Donations	194
Endowment/Interest Income	7,151
Foundation Grants	242,500
Individual Contributions	317,974
Sale of Reports & Online Store Items	372
Total Income	\$587,861

EXPENDITURES

Audit/Accounting	9,201
Benefits: Health, Dental & Disability Insurance	50,890
Benefits: Pension Plan & Fees	29,838
Computer Consulting & Website	3,349
Contract Services	9,678
Depreciation	633
Donated Real Estate Expenses	13,090
Educational Outreach	7,517
Graphic Design	1,489
Insurance	2,931
Internship Pay	12,188
Investment Management Fees	1,466
Legal Fees	0
Marketing	4,080
Online Vendor Processing Fee	1,914
Payroll Taxes	25,302
Postage	16,509
Printing & Bulk Copying	37,734
Professional Fundraising	0
Rent/Utilities Expense	31,694
Salaries	298,522
Security/Janitorial	1,318
Stewardship/Board Expenses	445
Supplies	1,907
Telephone & Internet	2,632
Training/Research/Dues	4,909
Travel	270
Total Expenses	\$569,506

Administrative & Fundraising Expenses as a Percentage of Income: 2017



Think New Mexico's fundraising expense as a percentage of income in 2017 was 8.2%. Think New Mexico's administrative overhead expense ("management and general") as a percentage of income in 2017 was 7.8%.

NOTE: These financial statements do not include in-kind contributions of services or materials from 2017, which were valued at \$12,896. They also do not include unrealized investment appreciation.



FINANCIAL SUMMARY
Year Ended Dec. 31, 2017

Balance Sheet

ASSETS

Cash and Cash Equivalents	359,823
Endowment Funds	116,761
Grants Receivable	58,226
Investments	940,170
Land held for sale	1,522,734
Prepaid Expenses	0
Property and Equipment*	826
<hr/>	
Total Assets	\$2,998,540

LIABILITIES

Accounts Payable	6,746
Accrued Expenses	0
<hr/>	
Total Liabilities	\$6,746

NET ASSETS

Without donor restrictions	2,869,449
With donor restrictions	122,345
<hr/>	
Total Net Assets	\$2,991,794
<hr/>	
Total Liabilities	
and Net Assets	\$2,998,540

** Net of Accumulated Depreciation.*

Source for pages 18–19: Financial Statements for the year ended December 31, 2017 and Think New Mexico’s IRS Form 990 for 2017. Independent auditors: Swain & Grieco, LLC CPA.

IMAGE: *Bob Harper*

FOUNDATION PARTNERS

(JANUARY 1, 2017—MAY 31, 2018)

Abeles Foundation

Aceves-London Family Fund

Atlantic Philanthropies

Azalea Fund

Barker Welfare Foundation

Bingaman Foundation

Brindle Foundation

Cabin Fund

Candelaria Fund

Caprock Fund of Tides Foundation

Castagnola Family Fund

Center for Educational Initiatives

Chase Foundation

James N. Cost Foundation

Delle Foundation

Earth & Sky Fund of the

Santa Fe Community Foundation

Eye Associates/Gerald & Alice Rubin

Memorial Foundation Fund

Feinberg Foundation

Foster Foundation

Frost Foundation

Furth Family Foundation

Gale Family Foundation

Garfield Street Foundation

Hanna and Matthew Foundation

Peter & Maria De Anda Hay Fund of the

Santa Fe Community Foundation

Hunt Family Foundation

IDM Foundation

Independent Community Foundation, Inc.

Kaufmann Fund of Communities of

Coastal Georgia Foundation

Kuhn Foundation

LANL Foundation

LEF Foundation

Life Center Foundation

Louise Arnold Maddux

Environmental Foundation

McCune Charitable Foundation

Merck Gives Back Employee Giving Program

Pfizer Foundation Matching Gifts Program

Santa Fe Community Foundation

Scandia Foundation

Simon Charitable Foundation

Solis-Cohen Spigel Family Fund

Thoma Foundation

Thornburg Foundation

Edith M. Timken Family Foundation

Toan-O'Brien Foundation

Doris Goodwin Walbridge Foundation, Inc.

Franklin E. Wilson Foundation

Individual Social Investors (JANUARY 1, 2017—MAY 31, 2018)

Anonymous (13)
Kathy & Rick Abeles
Paul Abrams
Ann N. Aceves
Richard M. & Kay R. Adam
Joel Adelstone
Jan & Rick Adesso
Abigail Adler
Anstiss Bowser Agnew
Dr. Mercedes M. Agogino
Omar Ahmed
John B. Aidun & Joan M. Harris
Pamela Saunders Albin
Anne Albrink
Drs. Joe Alcorn &
 Sylvia Wittels
Susanna Alde
Johnnie R. Aldrich
Christian L. Alexander
Catherine A. Allen
Kristina Alley & Timothy Farrell



Elizabeth Allred
Linda & Carl Alongi
Arthur Alpert
Tim & Lucia Amsden
Rudolfo Anaya
Angela Anderson &
 David Hughes
Charles & Cheryl Anderson

Jean Anderson
Judy Anderson
Keith Anderson &
 Barbara Lenssen
Kristina E. Anderson
Maggie & Christian Andersson
John F. Andrews & Jan Denton
Clara Apodaca
Lynne E. Arany
Amber Archer
Laurie Archer & John Catron
Patricia & Richard Arens
Kenneth &
 Karyl Ann Armbruster
Robert G. &
 Sara Clark Armstrong
Roberta Armstrong &
 Al Webster
Scott & Barbara Armstrong
Sheryl Arndt-Mwangi
Meleah Artley
Gary & Kathy Ashkin
Michael Aster & Bobbi Lurie
Ralph Atenasio
Peggy & David Ater
Drs. Boudinot &
 Louise Abel Atterbury
Victor Lee Austin
Cecilia Baca
Jacqueline Baca
M. Carlota Baca
Drs. Sally Bachofer &
 Margaret Vining
Robert "Cid" & Betty Backer
Richard & Susan Bagby
Drs. Rebecca & Brant Bair
Russell D. Baker
Carl & Penny Baldwin
Carol & John Balkcom
Tina L. Bandick
Keith Banks



Leslie & Rutgers Barclay
The Honorable Paul Bardacke &
 Lisa Enfield
Laurie & Thomas Barrow
Dan Barsotti
Jane E. Bates
Ann & Steve Baumgarn
John O. Baxter
Richard & Kathy Beal
Mary Beavis
Richard & Sue Bechtold
Anne E. Beckett
Noel & Frances Behne
Rachel Belash
Letty Belin
Lisa Bemis
Fred Bender
Joann Benenati
Bill & Mary Catherine Bennett
Don & Judith Bennett
Mary Ann Bennett
Reed & Melinda Benson
Sonya Berg
Julia Bergen
Diane Alongi Berger
Lucinda & Robert Berglund
Budd Berkman
Karen & Stephen Bershad
George & Joyce Berzins
Bruce R Besser

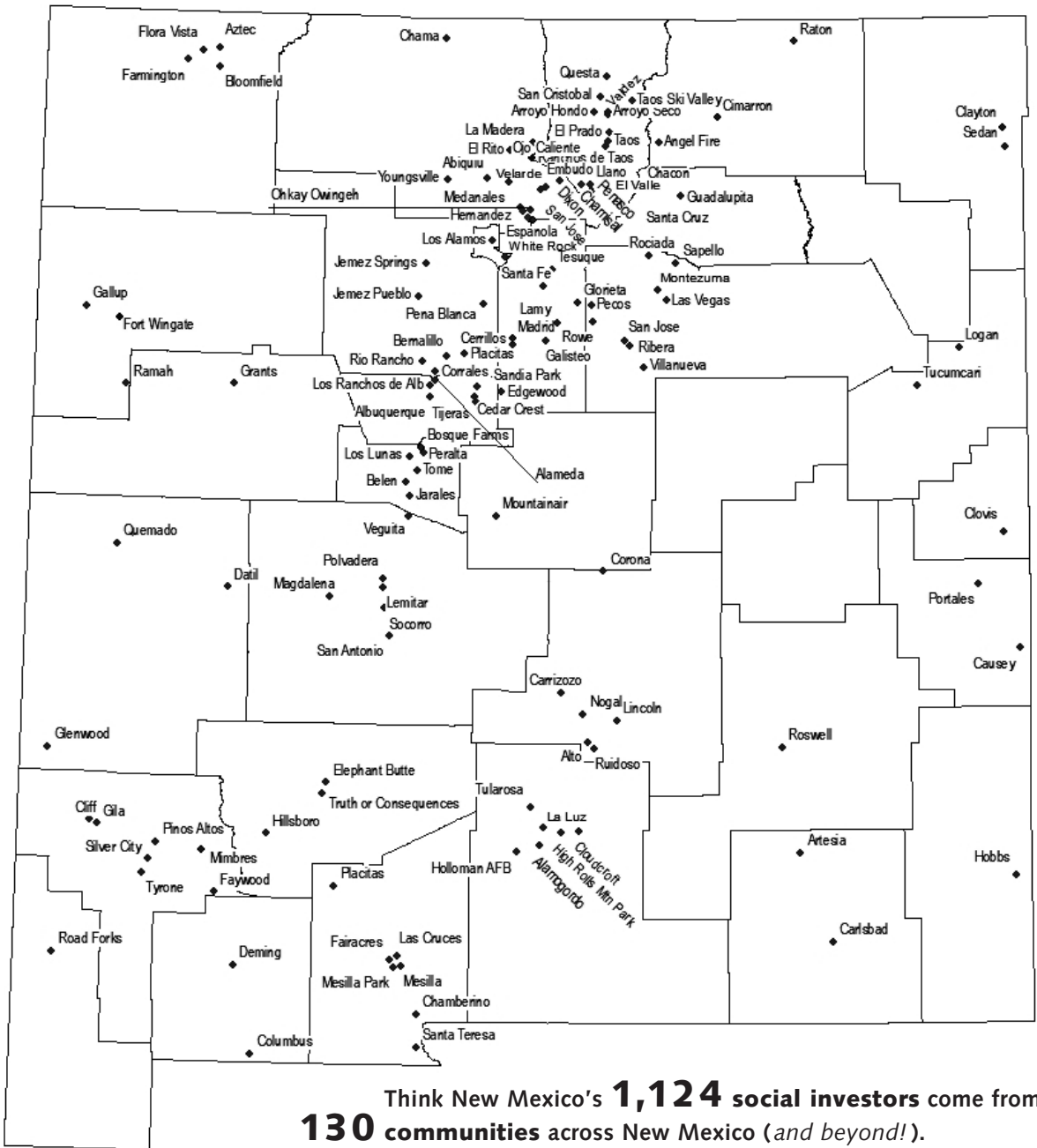
What's a "Social Investor?" We call our contributors "social investors" because we believe that nonprofits should be evaluated based on the social return they produce each year. For example, because Think New Mexico's 1999 income was \$109,499, the \$135 million appropriated annually for full-day kindergarten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

Karen & Steven Berkowitz
Jerome & Susan Bernstein
Charles G. Berry
Carly Besser
Dr. Lynn Bickley
Yetta H. Bidegain
John & Sarah Bienvenu
Stan & Sandra Bies
John & Marlene Bingaman
Susan Binneweg Jones &
Owen Jones
Kay Bird
David Birnbaum &
Terri Blackman
Billie Blair & Gene Weisfeld
Drs. Kathleen Blake &
Bob Ballance
Sandi Blanton & Billy Brown
Bronnie & Alan Blaugrund
Barbara Blind
Philip & Elizabeth Block
Gay Block & Billie Parker
Stuart M. Bluestone
Elspeth G. Bobbs
Susan Boe & Stanley Robb
Bruce & Cynthia Bolene
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Brent Bonwell & Sally Wright
John M. & Chaia Ross Booker
Angela Bordegaray
Bill Bottorf
Candace M. Boulay
Julia B. Bowdich
Dr. Jeffrey Bowers
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LeAnn & Brad Bradbury
Donna & Robert Bradley
Heather & Jason Brady
Brenda & Stuart Brand
David Breecker
Liz Bremner & Karen Crow
Eleanor Brenner
Jane Brickner
Grace Brill & Dan Schwartz
Nancy Brinegar
Felicity Broennan
Oneida Brooks &
Bradley Gummersall
Murray & Cindy Brott
Candace Brower & Gerald Kiuttu

Chris Brown
The Honorable Doug &
Sarah Brown
Eulalie & George Brown
Hamilton Brown &
Martha Worthington
Michael & Sylvia Brown
Connor Browne &
Christina Price
David Bruner
Ted Buchanan & Sally Corning
Lynne Loucks Buchen
David P. Buchholtz &
Bridget Gavahan
J. & M. Buchholz
Kate Buckley & Steven Dichter
Nancy & Larry Buechley
Van & Colette C. Bullock
Scott Bunton
Nancy M. Burgas
Dr. Kathleen Burke
David & Hannah Burling
Caroline Burnett
Dwight Burney &
Gwenn Robinson
Daniel & Amanda Burns
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Jay Bush & Peggy Rudberg
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Carol Calvert
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David & Shelly Campbell
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Josh & Cristy Carswell
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Renee Castagnola

June & Tom Catron III
Michael Celuzza
Mary Catherine Cernicek
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Joseph Chipman
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Almea Matanock
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Dr. Lance & Kathy Chilton
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Tom & Sylvia Claffey
Drs. Douglas &
Carla Bloedel Clark
Elizabeth R. Clearwater
Marc Cleaver
Keith & Curt Clemson
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Peter Clout
John Clubbe
Tristan Clum
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Robert Coffland & Ellen Moore
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Joseph & Ronnie Cohen
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Garth Colasurdo
Karyn Kluz Cole
Jen Cole & Bill Maguire
David & Mary Colton
Carol Condie
Patricia & Edwin Conway
Douglas Conwell
John &
The Honorable Bekki Cook
Philip S. Cook
Richard & Deborah Cook
Julia Boaz Cooper
Dr. Richard K. Cooper
Mark Corey
Hugo & Karen Cotter
David & Maria Cowley
Benjamin Crane
Godfrey Crane &
Johanna Binneweg
Jean Crawford



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 Margaret Crim
 Edward Crocker & Ann Lockhart
 Judith Crocker
 Margo Cutler
 Nancy Dahl
 Marty Daly
 The Honorable Richard J. Daly
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 Jordan P. Davis
 Marcie Davis
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Nancy Day
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 Scott Schweighauser
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 Richard & Pamela Engstrom
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 Anthony J. & Asia Esposito
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Karen Farrell
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 Vincent & Elizabeth Faust
 Paul Feil
 Stephen Feinberg & Susan Foote
 William & Ariana Feinberg
 Susan Feiner & Peter Whitman
 Dr. Rob & Ellyn Feldman
 William & Margaret Feldman
 Elizabeth Ferguson
 Karl Ferguson
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 Eliot Fisher & Erica Gionfriddo
 Kristina G. Fisher & Phil Carter
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 Pauline M. Gallegos
 Gene Gallegos & Felice Gonzales
 Al & Nancy Galves
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 Jonathan Carleton
 Betsy Garber
 F. Chris & Sandy Garcia



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 Arthur Norman Gaume
 Lew Geer
 Nancy Moore Gehman
 Amy & Philip Geier
 Nicholas R. Gentry
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 Wendy & Neal Gerstein
 Rose & Charles F. Gibbs
 Gary GIBLIN & Sally Malave
 Loretta and Joseph Giglia
 Sandra & Van Gilbert
 Shane Gilbert
 Linda Gillet
 Emily Gillette
 Dr. Chandler & Gillian Gilman
 Jonathan & Marjorie Glass
 Betsy Glenn
 Maria Globus &
 J. Scott Altenbach
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If you’d like to become a Monthly Amigo, you can easily sign up to make a recurring donation on the “Support” page of our website (your donation will be processed through PayPal, and you can change the amount of your donation or cancel it at any time).

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IMAGE: Kristina G. Fisher

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Ranking for Best
Advocacy Campaign**

Year	
2017	60th
2016	60th
2015	58th
2014	57th
2013	57th
2012	70th

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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.

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“If this [letter to the editor by your intern Raffaele Moore] is the kind of critical thinking you cultivate at Think New Mexico, then clearly we have not been supporting you enough. Please forgive our oversight.”

JEAN & RICH VANCAMP, SANTA FE, NEW MEXICO, MAY 30, 2017

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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: Tom Udall, giving a speech at the U.S. Capitol;
Dan O'Hair with daughter Erica and granddaughter Fiona
in Lexington, Kentucky

PAGE 24: Mary Ray Cate at Dinosaur National Monument, Colorado;
Cliff Loucks in Chamisal, New Mexico;
Leadership Intern Peyton Lawrenz in Santa Fe, NM

PAGE 28: Brigid, Patrick, & Danny Quinn at Torres del Paine
National Park in Chile;
Joseph Murray in Santa Fe, New Mexico

PAGE 29: Peter Ellzey in Las Vegas, Nevada

PAGE 31: Elizajane & Gion Davis in Northampton, Massachusetts

Acknowledgments

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THAT A SMALL GROUP
OF THOUGHTFUL,
COMMITTED
CITIZENS
CAN CHANGE
THE WORLD.
INDEED, IT IS
THE ONLY THING THAT
EVER HAS.

Margaret Mead