

LFC 2019 STAFF INTERIM WORK PLANS
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**2019 INTERIM WORK PLAN SUMMARY
Public Schools and Higher Education**

Public Schools and Higher Education: Sunny Liu & Mark Valenzuela

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: <i>K-5 Plus and Extended Learning Time Programs (ELTP)</i>. Funding formula changes enacted by House Bill 5/Senate Bill 1 provided significant extended learning opportunities for students and heightened accountability for school spending; however, schools note administrative issues with initial implementation.</p> <ul style="list-style-type: none"> • Goal: Study implementation of K-5 Plus and ELTP and forecast program demand for FY21 • Goal: Identify legislative or Public Education Department (PED)-administrative solutions to increase participation in extended learning and incentivize evidence-based practices • Goal: Monitor funding formula components and forecast changes in unit value and total program units for FY21 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • School district dashboards • Performance measures • Volumes 1, 2, and 3 • Activity reports • Potential LFC-sponsored legislation 	<p>Better student outcomes in:</p> <ul style="list-style-type: none"> • Reading and math achievement • Graduation and college remediation rates • Equitable achievement for student subgroups • Safety, health, and wellbeing <p>Improved educator quality from:</p> <ul style="list-style-type: none"> • Additional professional learning time • Higher compensation 	Liu	July 2019
1	<p>Issue: <i>Student Enrollment</i>. Declining enrollment at colleges and universities has resulted in substantial tuition revenue losses for institutions. Nationally, competition to attract the higher aptitude students results in a “brain drain” of young minds in New Mexico.</p> <ul style="list-style-type: none"> • Objective: Study the initiatives in place, if any, at colleges and universities to recruit New Mexico students. • Goal: determine the level and depth of reporting on student enrollment. • Goal: identify the root cause for declining freshman and transfer populations at HEIs. • Goal: Compare to best practices at institutions who have experienced enrollment growth. 	<ul style="list-style-type: none"> • Policy brief and possible LFC hearing topic • Improved performance reporting • LFC Newsletter item and possible general press articles • Informal items for activity reports 	<p>Increased freshman enrollment with deliberate focus on ensuring best and brightest attend New Mexico schools:</p> <ul style="list-style-type: none"> • Legislative revisions to funding formula to incent recruitment of top talent • Consistent reporting by colleges and universities on enrollment; • Better data tracking by HEIs of high school graduates • Enrollment management strategic plans at each of the HEIs 	Valenzuela, Liu	August 2019
2	<p>Issue: <i>Accountability Systems</i>. Recent executive orders request PED to move away from the PARCC test for student assessment and teacher evaluations. PED is changing how school, teacher, and student performance is measured, which</p>	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Quarterly report card 	<p>School, teacher, and student improvement from:</p> <ul style="list-style-type: none"> • Comparable data 	Liu	December 2019

	<p>will change how the state holds schools accountable for student outcomes.</p> <ul style="list-style-type: none"> • Goal: Identify differences between PED’s current and new school grading, teacher evaluation, and standardized assessment systems. • Goal: Evaluate policy and fiscal impacts (e.g. Every Student Succeeds Act plans) of changes to accountability systems 	<ul style="list-style-type: none"> • School district dashboards • Performance measures • Activity reports • Volume 1 	<ul style="list-style-type: none"> • Meaningful feedback • Timely information <p>Stronger state and local accountability for results</p>		
2	<p>Issue: <i>HEI Performance and Student Outcomes</i>. HEIs lag regional and national peers, despite increased funding per student FTE. Meanwhile, the state funds several specific programs to assist students stay in college and complete within the expected standard time.</p> <ul style="list-style-type: none"> • Objective: evaluate retention and graduation rates for demographic groups. • Goal: Complete a cost benefit analysis for student retention programs. • Goal: Compare to best practices at institutions. • Goal: Understand the impact of student services and minority programs on progressing students. 	<ul style="list-style-type: none"> • Policy brief and possible LFC hearing topic • Improved performance reporting • LFC Newsletter item and possible general press articles • Informal items for activity reports 	<p>Improved funding formula recommendation and RPSP recommendation</p> <ul style="list-style-type: none"> • Possible changes to funding formula • New performance measures 	Valenzuela	July 2019
3	<p>Issue: <i>Teacher Workforce</i>. House Bill 2 provided substantial salary increases for teachers. However, declining participation and completion rates in educator preparation programs and compensation increases in other states will impact teacher recruitment and retention rates.</p> <ul style="list-style-type: none"> • Goal: Investigate how teacher compensation increases have been implemented and evaluate statewide retention, recruitment, transfer, and vacancy rates • Goal: Evaluate trends in candidates of educator preparation programs (e.g. endorsement types, completion rates) • Goal: Evaluate efficacy of recruitment and preparation models (e.g. grow-your-own, teacher residency) • Goal: Monitor teacher placement in hard-to-staff subjects and areas and track class loads and waivers • Goal: Monitor use of teacher loan repayment fund 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • School district dashboards • Performance measures • Volumes 1 and 2 • Potential LFC-sponsored legislation 	<p>Stronger teacher workforce from:</p> <ul style="list-style-type: none"> • Competitive compensation with other states and professions • Best practices in preparation programs • Improved recruitment and retention in hard-to-staff subjects and geographic areas • Effective teacher career advancement policies • Adequately-prepared and equitably-placed teachers 	Liu, Valenzuela	Ongoing

4	<p>Issue: <i>NM Healthcare Workforce</i>. School of Medicine pipeline and impact on providing primary care doctors to serve New Mexico, and particularly, rural hospitals.</p> <ul style="list-style-type: none"> • Collaborate with HSD, UNM Health Sciences Center, Burrell, DOH and others regarding expanding graduate medical education opportunities in primary care in rural areas. • Goal: Expand Medicaid-funded primary care and other healthcare residencies in rural New Mexico. • Goal; Define the funding mechanisms to fund primary care residencies. 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Volume 1, 2, 3 information and data • Improved performance reporting for UNM HSC 	<p>Stronger understanding of the funded initiatives for increasing the supply of healthcare workforce.</p>	<p>Valenzuela, Esquibel, Chenier</p>	<p>September 2019</p>
4	<p>Issue: <i>Bilingual and Multicultural Education</i>. The final court order in the Yazzie and Martinez education sufficiency case found the state was not meeting the needs of English learners (EL) nor meeting requirements of the Indian Education Act (IEA), Hispanic Education Act (HEA), and Bilingual Multicultural Education Act (BMEAC).</p> <ul style="list-style-type: none"> • Goal: Evaluate PED compliance with IEA, HEA, and BMEAC provisions and performance of ELs • Goal: Monitor instructional material purchases for culturally- and linguistically-responsive content • Goal: Evaluate efficacy of PED- and school-led training on culturally- and linguistically-responsive instruction • Goal: Evaluate bilingual and multicultural education program funding, capacity, and performance 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Site visits • School district dashboards • Potential program evaluation 	<p>Better student outcomes in:</p> <ul style="list-style-type: none"> • Language development and acquisition • Linguistic and cultural competence • Academic, social, and health indicators <p>Improved educator quality from:</p> <ul style="list-style-type: none"> • Additional professional learning • Stronger pedagogical practice • Efficient matriculation 	<p>Liu, Valenzuela</p>	<p>October 2019</p>

5	<p>Issue: <i>Framework for Data Collection and Reporting</i>. Colleges and universities report performance data infrequently, and often, at inopportune times for appropriators. Across the sector, the information is inconsistent.</p> <ul style="list-style-type: none"> • Goal: Robust, informative performance reporting for colleges and universities published routinely. • Goal: Establish set of principles for all colleges and universities: <ul style="list-style-type: none"> ○ All students counted ○ All faculty counted and assessed ○ Data is current, simple to understand ○ Data is consistent and accurate 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Quarterly reports • HEI dashboards • Model framework with data methodology for colleges and universities 	<p>Better understanding of 100 percent of student outcomes:</p> <ul style="list-style-type: none"> • Student retention rates benchmarked against regional and national peers • Reporting on the achievement gap for underrepresented communities • Time-to-completion and graduation rates • Student debt levels after graduation compared to economic earning opportunities 	Valenzuela, Fischer	June 2019
5	<p>Issue: <i>Public School Operational Efficiency</i>. The declining school-age population and movement of students to charter schools and urban areas will impact small, rural schools. As these areas lose membership, schools must adjust operations and reduce capacity. Accurately adjusting appropriation levels will ensure programs are adequately funded but efficiently resized.</p> <ul style="list-style-type: none"> • Goal: Determine appropriate inflation-adjusted program cost levels and model statutory minimum requirements for school programming and operation • Goal: Monitor funding formula changes (e.g. teacher cost index, size adjustment, and rural population factors) • Goal: Identify scale inefficiencies and areas for administrative or operational consolidation 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • School district dashboards • Performance measures • Volumes 1 and 2 • Potential LFC-sponsored legislation 	<p>Better government from:</p> <ul style="list-style-type: none"> • Efficient spending • Sufficient education funding levels 	Liu, Iglesias, Torres	October 2019
6	<p>Issue: <i>Early Childhood</i>. Senate Bill 22 established the Early Childhood Education and Care Department (ECECD) to consolidate early childhood programs. Scaling these programs remains a challenge, despite positive results, and state-funded expansions may crowd out federal funding for similar programs.</p> <ul style="list-style-type: none"> • Goal: Monitor early childhood program outcomes and identify capacity and demand for programs statewide • Goal: Monitor consolidation and transition of early childhood programs into ECECD • Goal: Follow application process and identify areas for improving participation and program oversight 	<ul style="list-style-type: none"> • Early Childhood Accountability Report • School district dashboards • Volumes 1, 2 and 3 	<p>Better child outcomes in:</p> <ul style="list-style-type: none"> • Academic and social achievement • Equitable achievement for student subgroups • Safety, health, and wellbeing <p>Improved oversight from:</p> <ul style="list-style-type: none"> • Coordinated programming • Efficient use of state and federal funding 	Kludt, Liu, Chenier, Esquibel, Rabin	August 2019

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: <i>Litigation</i>. Court rulings on public school sufficiency and capital outlay adequacy will continue to impact school funding decisions if left unaddressed.</p> <ul style="list-style-type: none"> • Goal: Monitor court actions • Goal: Identify necessary remedies or potential settlements 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Volumes 1 and 2 • Activity reports 	<p>Better government from:</p> <ul style="list-style-type: none"> • Lower legal costs • Substantial reforms 	Liu, Rabin	Ongoing
1	<p>Issue: <i>Enterprise Resource Planning (ERP) Systems at HED and HEIs</i>. Several recent initiatives have surfaced about the inability for collaboration among colleges and universities, which may be limited by the different ERP systems used by HEIs.</p> <ul style="list-style-type: none"> • Goal: Inventory the ERP systems at HEIs and the core modules. • Goal: Assess the investment into the systems from a capital and ongoing cost, staffing costs. • Goal: Identify areas for collaboration and possible use of newer systems to capture statewide data on performance and workload. 	<ul style="list-style-type: none"> • Policy brief • Possible funding recommendation • Informal items for activity reports 	<p>Better understanding of the cost of ERP systems statewide</p> <ul style="list-style-type: none"> • Capital cost for new shared system • Efficiencies and costs saved from shared system 	Valenzuela, Fresquez	Ongoing
2	<p>Issue: <i>Impact Aid and School Capital Funding</i>. Impact Aid school districts contend that operational Impact Aid payments should not be credited in the state equalization guarantee distribution to account for their inability to raise local capital outlay revenue, which would help them maintain their capital assets and build facilities above statewide adequacy standards.</p> <ul style="list-style-type: none"> • Goal: Identify strategies to address the concerns of Impact Aid districts regarding capital funding while maintaining equitable operational and capital funding statewide • Goal: Monitor distribution of Senate Bill 280 appropriations for Impact Aid school districts • Goal: Monitor state and local match changes from the new public school capital outlay funding formula 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Site visits • School district dashboards • Activity reports • Potential LFC-sponsored legislation 	<p>Equitable distribution of operational and capital outlay funding</p>	Liu, Rabin	December 2019

6	Issue: Strategic plan to develop new campuses at Northern NM College and NMSU – Mexico.	LFC Hearing Brief	Improved understanding of the strategic planning for universities.	Valenzuela	August 2019
3	Issue: <i>Charter School Facilities and Space Utilization</i> . Charter schools lack a practical funding mechanism for facilities, and are often forced to rely on leased space or taking on debt at high interest rates. In addition, the mechanics of facility financing (such as using charter school foundations to purchase facilities) are complex and vulnerable to fraud. Many traditional public schools have seen declining enrollment and currently occupy facilities far larger than needed for their current student body <ul style="list-style-type: none"> • Goal: Develop facility funding options for charter schools to limit state risk and provide cost-effective financing • Goal: Identify alternative uses for unused public school facility space, including site-sharing with charter schools 	<ul style="list-style-type: none"> • Policy brief and potential PSCOC hearing topic • Potential PSCOOTF-sponsored legislation 	Better government from: <ul style="list-style-type: none"> • Improved equity in public school facility funding • Lower expenses from charter school leases 	Liu, Rabin	December 2019
4	Issue: <i>Adult Education</i> . Provisions of House Bill 5/Senate Bill 1 and House Bill 2 shift funding and responsibility for adult students in K-12 to the higher education system. Senate Bill 391 creates a new high school diploma alternative, which will give adults more options to pursue a high school degree. <ul style="list-style-type: none"> • Goal: Monitor adult education outcomes and enrollment trends to identify effective options for degree attainment 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic 	Better student outcomes in: <ul style="list-style-type: none"> • High school degree attainment • Higher graduation and lower dropout rates • Long-term socioeconomic indicators 	Liu, Valenzuela	September 2019
5	Issue: <i>Community Schools</i> . House Bill 589 established new requirements for community school initiatives and House Bill 2 includes additional funding for community schools. Community school models provide wraparound and engagement services that may improve student outcomes. <ul style="list-style-type: none"> • Goal: Monitor appropriations used for community school initiatives and evaluate efficacy of programming 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Potential evaluation 	Better student outcomes in: <ul style="list-style-type: none"> • Safety, health, and wellbeing • Attendance and engagement • Parental involvement 	Liu, Rabin	December 2019
6	Issue: <i>Career and Technical Education (CTE)</i> . House Bill 2 included funding to pilot CTE programs, which can improve student career readiness. <ul style="list-style-type: none"> • Goal: Monitor appropriations used for CTE initiatives and evaluate efficacy of programming • Goal: Identify CTE partnerships between schools, higher education institutions, and the business community to develop and coordinate student career pathways 	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic • Volume 1 	Better student outcomes in: <ul style="list-style-type: none"> • Career readiness • Higher graduation and lower dropout rates • Lower remediation rates 	Liu, Valenzuela, Klundt, Martinez	October 2019
7	Issue: <i>Transportation and Instructional Materials</i> . Some school districts contend that transportation funding is insufficient while	<ul style="list-style-type: none"> • Policy brief and potential LFC hearing topic 	Better government from:	Liu	November 2019

	<p>others receive more funding than necessary. Additionally, House Bill 2 moves instructional material funding from a categorical appropriation to the state equalization guarantee distribution, reducing oversight of instructional materials but offering increased flexibility on purchasing.</p> <ul style="list-style-type: none"> • Goal: Study trends in the transportation distribution formula and identify factors causing allocation and expenditure variance between rural and urban districts • Goal: Monitor instructional material spending and cash balance levels and identify types of materials purchased 	<ul style="list-style-type: none"> • Potential evaluation • Volumes 1 and 2 • Potential LFC-sponsored legislation 	<ul style="list-style-type: none"> • Efficient transportation and instructional materials appropriations • Flexibility to purchase culturally- and linguistically-responsive instructional materials 		
6	<p>Issue: Strategic plan to develop new campuses at Northern NM College and NMSU – Mexico.</p>	LFC Hearing Brief	Improved understanding of the strategic planning for universities.	Valenzuela	August 2019
7	<p>Issue: <i>Dual Credit, Advanced Placement and College Remediation</i>. Several programs are in place to encourage and assist high school students transition to college efficiently. The value of these programs is not clear.</p> <ul style="list-style-type: none"> • Goal: Update the LFC publications on the value of these programs. • Goal: Interview academic officers at high schools, adult basic education programs, and colleges to understand their perceived value and effectiveness of these programs. 	<ul style="list-style-type: none"> • Policy brief • Revised formula funding measures on dual credit or related mission programs • AGA performance measures • Volumes 1 and 2 	<p>Better accountability:</p> <ul style="list-style-type: none"> • RPSPs • College academic departments 	Valenzuela, Liu	Ongoing
8	<p>Attend Legislative Education Study Committee, Public School Capital Outlay Council, Public School Capital Outlay Oversight Task Force, Colleges of Education Deans and Directors, Public Education Commission, Legislative Education Staff Network, and Education Commission of the States meetings</p>	<ul style="list-style-type: none"> • Activity reports 	Improved public education budget and policy recommendations	Liu, Valenzuela, Rabin	Ongoing

2019 INTERIM WORK PLAN SUMMARY

Health and Human Services: Eric Chenier, Ruby Ann Esquibel, Kelly Klundt

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: With a waiting list of 5,000 that can take as long as 13 and one-half years before an individual starts receiving services, FY20 appropriation increases for people with developmental disabilities (DD) were unprecedented and included enough funding to fill 330 slots in the Medicaid waivers for people with developmental disabilities \$1.5 million with language to create a new supports waiver for people on the waiting list, and funding for average cost increases. Unknowns include wait list population, data needs, whether the state could repurpose Medicaid community benefit funding to fund the new supports waiver, whether clients will be removed from the wait list if they are added to the supports waiver (if so will some clients be required to remain on the wait list when a client's needs are not met by the supports waiver), what are the qualifying criteria, what services will be provided, how will the department determine which services to provide for the greatest return on investment, and how will the department determine the appropriate levels of services for individual clients. Additionally, there will likely be an FY20 surplus because of a slow client budget ramp-up period.</p> <p>Goal: Implement highly effective supports waiver and alleviate effects of long wait list, continue working towards improving the evaluation system to determine appropriate service levels on the DD waiver to reduce average costs, and speed up the individual budget allocation process for new enrollees.</p>	<p>Output: Oversee and provide input on new supports waiver design and implementation, make recommendations to improve and speed up the allocation process, adopt or improve system to determine appropriate service levels.</p> <p>Conduct interim legislative hearings.</p>	<p>Outcome: Reduce the DD waiver waiting list to manageable levels, reduce average costs to the state, and improve outcomes for people waiting for services.</p>	Chenier, DOH	Ongoing

2	<p>Issue: The state enacted legislation to create the Early Childhood Care and Education Department (ECED) consolidating most early childhood programs from various departments into one. Given the importance of early childhood programs a smooth transition is required.</p> <p>Goal: Ensure the ECED standup is planned well, timelines are met, and there is no disruption of services.</p>	<p>Output: Provide support and input into planning the ECED transition including developing a timeline with milestones and identifying responsible parties.</p> <p>Hold interim legislative hearings.</p>	<p>Outcome: Successful consolidation of early childhood programs with improved outcomes for children.</p>	<p>Chenier, Klundt, Liu, Esquibel</p>	<p>6/30/2020</p>
3	<p>Issue: Because of high rates of reincarceration and substance misuse, the state enacted several measures including appropriating \$2.5 million to reduce county reincarceration and homelessness rates, House Bill 43 to improve county jail reentry services, House Bill 342 requires the Behavioral Health Services Division to evaluate and provide more services to incarcerated individuals, and Senate Bill 128 making the behavioral health capital fund less restrictive. However, much work remains such as improving access to services, improving behavioral healthcare workforce, and proving services within the neediest populations.</p> <p>Goal: Improve access to behavioral health services for incarcerated and homeless individuals.</p>	<p>Output: Work with New Mexico Healthcare Workforce Committee, DOH, and HSD and develop recommendations for interventions to improve access to care for substance misuse, and recommend policy options to limit access to alcohol.</p>	<p>Outcome: Reduce incarceration and reincarceration rates and reduce substance misuse deaths.</p> <p>Track progress implementing House Bill 43 and House Bill 342, including leveraging federal matching funds, how local governments receive the funding, and the effectiveness of the program and services.</p>	<p>Chenier, Esquibel, Edwards, Klundt. HSD Medicaid and BHSD, Corrections, DOH</p>	<p>Ongoing</p>
4	<p>Issue: The state's early childhood program funding continues to grow significantly. Monitoring of program growth and policy development needs to remain a legislative priority, to ensure high quality services (childcare Focus), improve coordination, and to avoid duplication of federal Head Start and prekindergarten.</p> <p>Objective: Provide policy options to improve system continuity including monitoring of quality standards and underserved populations such as infants, continued monitoring or quality improvement, early prevention services, and</p>	<p>Output: Continued monitoring of the implementation of quality improvements.</p> <p>Identify latest national policy trends regarding early childhood care and education system building.</p> <p>Policy discussions; legislative hearings.</p> <p>Monitor prekindergarten expansion, childcare assistance funding, and</p>	<p>Outcome: Improved budget recommendation and performance measures.</p> <p>LFC hearings on early education and care</p>	<p>Klundt, CYFD</p>	<p>December 2019</p>

	<p>collaboration with federally funded Head Start programs.</p> <p>Goal: Monitor quality of early care and education programs continue to improve and receive evidence-based services.</p>	<p>implementation of Medicaid funded home visiting pilot.</p>			
5	<p>Issue: While the number of uninsured residents in New Mexico has decreased, they continue to experience increases in healthcare premiums, high deductibles and out-of-pocket expenses, and increased pharmaceutical costs.</p> <p>Objective: HM92 tasked the LFC to work with contractors and consultants to conduct a fiscal analysis of the Health Security Act as provided for in HB295 and SB279.</p> <p>Goal: HB548 and SB536 appropriated \$389 thousand to the LFC in FY19 and FY20 to undertake a fiscal analysis of the Health Security plan.</p>	<p>Output: In collaboration with contractors, the Office of Superintendent of Insurance, Human Services Department, Department of Health, health insurance exchange, health insurers, and other state agencies and commission will work with LFC to complete a fiscal analysis of the Health Security plan.</p> <p>Collaborate with HSD regarding Medicaid Buy-In plan analyses.</p>	<p>Outcome: LFC staff will collect data to conduct a fiscal analysis of the Health Security plan in coordination with the Human Services Department and other agencies to prevent duplication of effort.</p> <p>LFC will reports the results of its analysis to the Legislative Health and Human Services Committee no later than July 31, 2021, per HM92, or sooner if possible.</p> <p>Collaborate with HSD regarding options to leverage federal matching funds.</p>	<p>Esquibel, Felmley, Chenier, HSD, other agencies, contractors, consultants</p>	<p>Ongoing, up to July 31, 2021.</p>
6	<p>Issue: FY19 is the first year for implementing Medicaid Centennial Care 2.0, implementing 3 new contracts with Medicaid MCOs, and implementing Medicaid funding for new behavioral health inpatient, outpatient, and community services.</p> <p>Objective: Monitor sufficient access to quality care is available for Medicaid members.</p> <p>Goal: Provide cost effective, quality healthcare services under the Medicaid program.</p>	<p>Output: Attend Medicaid Advisory Committee meetings.</p> <p>Medicaid projections.</p>	<p>Outcome: LFC hearings on the status of the Medicaid program's funding and performance outcomes.</p> <p>Recommendations for FY21 budget.</p> <p>Collaborate with HSD on status of the Medicaid program.</p> <p>Present to, and collaborate with, the Legislative Health and Human Services Committee on Medicaid funding and performance outcomes.</p>	<p>Esquibel, Felmley, HSD, LFC, LHHS</p>	<p>December 2019</p>

7	<p>Issue: Maintaining a sufficient healthcare workforce is a major challenge in New Mexico.</p> <p>Objective: Collaborate with HSD, UNM Health Sciences Center, Burrell, DOH and others regarding expanding graduate medical education opportunities in primary care in rural areas.</p> <p>Goal: Expand Medicaid-funded primary care and other healthcare residencies in rural New Mexico.</p>	<p>Output: Attend monthly Health Care Workforce Committee meetings at UNM Health Sciences Center.</p> <p>Collaborate with HSD regarding implementation of Medicaid-funding to support expanding graduate medical education positions in family medicine and psychiatry programs and start new residencies, especially in rural settings.</p>	<p>Outcome: HSD, UNM, DOH recommendations for FY21 budget.</p> <p>Policy discussions.</p> <p>Legislative hearings.</p> <p>Medicaid regulatory changes.</p> <p>Coordinate nurse workforce issues.</p>	<p>Esquibel, Chenier, Valenzuela, Felmley</p>	<p>Ongoing</p>
8	<p>Issue: House Bill 6 applies GRT or GGRT to nonprofit and government hospitals and is projected to generate \$34 million which Medicaid will match with federal funds and return to hospitals for services to Medicaid members.</p> <p>Objective: Ensure access to healthcare services through enhanced rates to qualifying hospitals and healthcare providers.</p> <p>Goal: Maintain access to quality healthcare across the state, and ensure adequacy, equity, and cost effectiveness of rates among healthcare providers.</p>	<p>Output: Collaborate with HSD regarding implementation of HB6.</p> <p>Implement changes in the Medicaid program to increase reimbursement rates paid to hospitals and healthcare providers in Medicaid managed care and fee-for-services programs including increased inpatient and outpatient rates paid to hospitals, and may include targeted rate increases for rural, behavioral health, specialty hospitals, as well as other healthcare providers.</p>	<p>Outcome: Maintain access to quality hospital coverage across the state.</p> <p>HSD shall ensure the approved increases are paid by the Medicaid managed care organizations (MCOs) to hospitals.</p> <p>Reduce uncompensated healthcare and have a commensurate impact to reduce commercial health insurance premiums.</p>	<p>Esquibel, Felmley, HSD, Hospital Association</p>	<p>Ongoing</p>
9	<p>Issue: Several program service offerings in DOH's Facilities and Public Health Programs are out of date or outmoded either because they are not evidence based or because of Medicaid expansion. Additionally, many services in the Facilities will now be covered by Medicaid which may cause competition for DOH.</p> <p>Goal: Provide high quality safety net health services that are not already provided by Medicaid or the private sector.</p>	<p>Output: Collaborate with DOH to inventory service offerings and best practices to make program changes recommendations.</p>	<p>Outcome: Improve the state's health by ensuring the services DOH is providing are evidence based and that DOH continues to provide high quality safety-net services that are not duplicated by Medicaid or the private sector.</p>	<p>Chenier, Esquibel, DOH, and HSD</p>	<p>Ongoing</p>
10	<p>Issue: Reports and substantiations of child maltreatment and continue to rise resulting in significant pressure on the state child welfare system. New federal law makes available</p>	<p>Output: Continue monitoring child welfare caseloads and turnover rates.</p> <p>Policy discussions.</p>	<p>Outcome: Improved budget recommendation and performance measures.</p>	<p>Klundert, CYFD</p>	<p>December 2019</p>

	<p>entitlement funding for evidence based prevention and early intervention programs.</p> <p>Objective: Support resources and policy for the state child welfare system and prevention and early intervention services..</p>	Reporting on child welfare data.	<p>Activity Reports.</p> <p>Legislative hearings.</p>		
11	<p>Issue: Health and human services agencies performance measures' effectiveness have declined over the past several years.</p> <p>Objective: Ensure funding is resulting in improved outcomes for New Mexicans.</p> <p>Goal: Enhance health and human services agencies' performance measures.</p>	Output: Collaborate with DOH, ALTSD, CYFD and HSD to add improved performance measures to budgets and quarterly reports.	<p>Outcome: Improved performance measures in DOH, ALTSD, CYFD, and HSD FY21 budget recommendations.</p> <p>HSD report quarterly on Medicaid HEDIS measures including EPSDT, prenatal visits, and well child visits. Add effective performance measures within the Income Support and Child Support Enforcement Divisions. Increase evidence-based performance measures for the Behavioral Health Collaborative.</p>	Klundt, Chenier, Esquibel, Felmley	December 2019
12	<p>Issue: Monitor capital outlay needs and issues for CYFD, WSD, HSD, and DOH.</p> <p>Goal: Continued monitoring of efforts to replace CPS offices.</p>	<p>Output: Monitor CYFD and WSD capital outlay requests.</p> <p>Monitor implementation of child wellness center.</p> <p>Consider options for un-used juvenile justice facilities</p>	<p>Outcome: Recommendations for FY21 budget.</p> <p>Policy discussions</p> <p>Legislative hearings.</p>	Klundt	Ongoing

SECONDARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Review Medicaid projection methodology with HSD regarding data, enrollment projections, and MCO and provider rate assumptions.</p> <p>Objective: Gain understanding of HSD projection methodology and its role in HSD's Medicaid budget development.</p> <p>Goal: Provide cost effective, quality healthcare services under the Medicaid program.</p>	<p>Output: Attend monthly meetings with HSD leadership.</p>	<p>Outcome: Inform recommendation for FY21 budget.</p> <p>Collaborate with HSD on status of the Medicaid program.</p>	<p>Esquibel, Felmley, Chenier, HSD, LFC</p>	<p>Ongoing</p>
2	<p>Issue: The Workforce Solutions Department (WSD) administers workforce development programs through WIOA. Currently, WSD is implementing WIOA, however collaboration of state workforce boards needs further study to possibly reduce duplication of administration.</p> <p>Objective: Best practices and national trends in implementing WIOA.</p>	<p>Output: Review of workforce boards to identify implementation needs for WIOA.</p> <p>Activity Reports on WIOA and WSD UI system.</p>	<p>Result: Improved performance measures and FY21 funding.</p>	<p>Klundt, WSD</p>	<p>December 2019</p>
3	<p>Issue: The board of beWellnm, New Mexico's health insurance exchange (NMHIX) created through the Affordable Care Act, is slowing down or possibly reversing the former decision to migrate to a state-based IT platform costing over \$40 million, with over 75 percent of the exchange's operating costs borne by Medicaid.</p> <p>Objective: Limit Medicaid spending if other viable options exist for NMHIX.</p>	<p>Output: Attend NMHIX monthly meetings.</p> <p>Collect data and other information regarding insured lives under NMHIX and that migrate between the exchange and Medicaid.</p>	<p>Outcome: Collaborate with HSD, NMHIX, OSI, NMMIP and others regarding most cost effective methods to insure New Mexicans.</p>	<p>Esquibel, Felmley, Chenier, HSD, NMHIX, OSI</p>	<p>Ongoing</p>

	Goal: Provide health insurance coverage for New Mexicans.				
4	<p>Issue: Pharmaceutical costs continue to rise and increase premiums for Medicaid, Corrections, and the Interagency Benefits Advisory Council members (i.e., state employees, local government employees, APS, NMPSIA, RHCA).</p> <p>Objective: Cost effective pharmaceutical purchasing for state entities.</p> <p>Goal: Implement innovative group pharmaceutical purchasing.</p>	Output: Attend new Interagency Pharmaceutical Purchasing Council meetings.	<p>Outcome: Implement and leverage group purchasing of pharmaceutical benefits.</p> <p>Explore innovative models of pharmaceutical purchasing and pharmacy benefits management.</p> <p>Deliver cost effective pharmacy benefits for New Mexicans.</p>	Esquibel, Felmley, Jorgensen, Edwards	Ongoing
5	<p>Issue: Minimum wage will increase wages for frontline healthcare workers, including many contractors and subcontractors under the Medicaid program.</p> <p>Objective: Recruit and retain frontline healthcare workers.</p> <p>Goal: Provide quality services to Medicaid members.</p>	Output: Monitor implementation of minimum wage for Medicaid contractors and subcontractors.	Outcome: Policy discussions: Recommendations for FY21 budget.	Esquibel, Felmley, Chenier, Klundt.	Ongoing
6	<p>Issue: The state appropriated \$400 thousand to the Aging and Long-Term Services Department for emergency advancements. The appropriation is a response to slow reimbursement times.</p> <p>Goal: Improve Aging Network fund allocations and alleviate need for emergency advancements</p>	Output: Monitor emergency advancements and gain an understanding of the need. Work with department to clear logjams. Evaluate reimbursement rates.	Outcome: Ensure no adults go hungry, particularly because of wait lists or untimely reimbursements.	Chenier, ALTSD	Ongoing

2019 INTERIM WORK PLAN SUMMARY

Economic Development: Jacqueline Martinez

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: The Economic Development Department has received significant Local Economic Development Act and JTIP funding, and historically, reporting of such expenditures is often minimal.</p> <p>Goal: Ensure accurate reporting with greater detail, evaluate relationship between JTIP & LEDA awards and job creation levels. Evaluate claw-backs, contracts, and cost per job.</p>	<p>Activity report items, possible memo to LFC director</p> <p>Possible Hearing</p>	<p>Track and report JTIP & LEDA expenditures, review recent contracts for claw-back provisions.</p> <p>Results: Ensure the process is transparent and clawback provisions protect taxpayer funds, determine the correlation between LEDA funds, JTIP awards and job creation and determine cost efficiency.</p>	Martinez	August 2019
2	<p>Issue: Library funding is needed on a recurring basis to help maintain facilities, supplies, etc.</p> <p>Goal: Discuss creation of Library Development Fund to support annual expenses such as materials, broadband, and bricks and mortar.</p>	<p>Activity report items, possible memo to LFC director</p> <p>Possible Hearing</p>	<p>Attend meetings with all vital participants, evaluate needs and assess timeline.</p>	Martinez	August 2019
3	<p>Issue: Regulatory advisory staff expertise and oversight of the financial operations at the Public Regulation Commission (PRC) is a concern. PRC received additional funding to hire critical staff in FY19 and FY20.</p> <p>Goal: Ensure PRC is adequately staffed and training current employees.</p>	<p>Work with PRC to determine adequate staffing levels, staff training, and job qualifications.</p> <p>Activity report items, informed budget recommendation.</p>	<p>Review personnel concerns with PRC and State Personnel Staff.</p> <p>Review how PRC has used recommendations from staffing report contracted by LCS.</p>	Martinez	October 2019 and ongoing
4	<p>Issue: The Cultural Affairs Department has Museums and historic sites with substantial deferred maintenance. DCA has received funding for capital projects that continue to have increased costs.</p> <p>Goal: Ensure accurate reporting and feasibility studies are being done at the Department and that progress is maintained.</p>	<p>Budget recommendation, activity report items. Quarterly reporting.</p> <p>Possible hearing.</p>	<p>Work with the Department of Cultural Affairs to continue to improve transparency of capital costs and potential extended use of historic sites. For example, educational programs, community farming etc.</p>	Martinez	October 2019 and ongoing

5	<p>Issue: Office of Superintendent of Insurance has seen a high amount of turnover.</p> <p>Goal: With the Superintendent in his last year more transparency is needed on current staffing and programs before the transition to a new Superintendent takes place in January 2020.</p>	Activity report items, possible memo to LFC director	Work with OSI staff for regular program updates, specifically Insurance Policy Program, and Enforcement Division.	Martinez	October 2019 and ongoing
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SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Many Economic Development entities are solely focusing on their own initiatives.</p> <p>Goal: Create Statewide Economic Development Plan involving all key players. For example, Economic Development Department, Higher Education Department, Workforce Solutions Department, Tourism Department, Cultural Affairs, Spaceport America. Also invite participation from local governments, federal labs, tribes, and Border Industrial Association.</p>	<p>Activity report items, possible memo to LFC director</p> <p>Possible Hearing</p>	<p>Meet with all key players, organize workshop to produce state-wide strategic plan.</p>	Martinez	September 2019
2	<p>Issue: Department of Cultural Affairs received \$1 million in broadband funding and have an ongoing pilot project for broadband in rural libraries.</p> <p>Goal: Ensure that coordination is taking place between all key players for broadband initiatives.</p>	<p>Activity report items, possible memo to LFC director</p> <p>Possible Hearing</p>	<p>Attend workshops with DoIT, DCA, PED, and NMFA to track progress.</p>	Martinez	August 2019
3	<p>Issue: The tourism industry has expanded significantly.</p> <p>Goal: Review data to determine current rate of expansion, compare with neighboring states and U.S. The Tourism Department received substantial additional funding for advertising in FY20. How will this be measured in the upcoming fiscal year.</p>	<p>Budget recommendation, activity report items</p> <p>Possible hearing with bullets or brief</p>	<p>Determine future funding needs for tourism advertising</p>	Martinez	Interim

4	<p>Issue: Spaceport Authority received extended authority for use of \$10 million in FY20 for a new hangar.</p> <p>Goal: Ensure that Spaceport America is continuing to reach out to new clients as a backup plan to continue to increase revenue regardless of if Virgin Galactic has inaugural flight in FY20. Encourage Spaceport America to be involved in statewide Economic Development Plan.</p>	<p>Budget recommendation, activity report items</p> <p>Possible hearing with bullets or brief</p>	<p>Meet with Spaceport Authority periodically. Determine future funding needs.</p>	Martinez	October 2019
5	<p>Issue: Transfer of premium tax collection along with the FTE from the OSI to the TRD will become effective Jan 1, 2020.</p> <p>Goal: Ensure both agencies are working together to test software and transition smoothly.</p>	<p>Activity report items, budget recommendations.</p>	<p>Meet with OSI, TRD staff periodically for updates. Determine if both agencies are sufficiently staffed.</p>	Martinez	Interim
6	<p>Issue: The Cultural Affairs Department has received additional funding to mitigate a shortfall in personal services and employee benefits</p> <p>Goal: Ensure the agency can continue its core function within its operating budget and does not over hire.</p>	<p>Budget recommendation, activity report items</p>	<p>Determine if existing operations and facilities are viable; update the sources and uses spreadsheet to show all revenues and expenditures related to museums and historic sites</p>	Martinez	October 2019 and ongoing
7	<p>Issue: Public Regulation Commission is responsible for distributing fire protection fund grants to local governments and in turn does not get substantial data on what the grants are being used for.</p> <p>Goal: Accountability of Fire Marshal Distributions</p>	<p>Budget recommendation, activity report items</p> <p>Possible hearing with bullets or brief</p>	<p>Meet with PRC staff quarterly to received updates.</p>	Martinez	October 2019 and ongoing

2019 INTERIM WORK PLAN SUMMARY

Public Safety: Ellen Rabin

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Because of high rates of reincarceration and substance misuse, the state enacted several measures including appropriating \$2.5 million to reduce county reincarceration and homelessness rates, House Bill 43 to improve county jail reentry services, House Bill 342 requires the Behavioral Health Services Division to evaluate and provide more services to incarcerated individuals, and Senate Bill 128 making the behavioral health capital fund less restrictive. However, much work remains such as improving access to services, improving behavioral healthcare workforce, and proving services within the neediest populations.</p> <p>Goal: Improve access to behavioral health services for incarcerated and homeless individuals.</p>	<p>Work with New Mexico Healthcare Workforce Committee, DOH, and HSD and develop recommendations for interventions to improve access to care for substance misuse, and recommend policy options to limit access to alcohol.</p>	<p>Reduce incarceration and reincarceration rates and reduce substance misuse deaths.</p> <p>Track progress implementing House Bill 43 and House Bill 342, including leveraging federal matching funds, how local governments receive the funding, and the effectiveness of the program and services.</p>	<p>Chenier, Esquibel, Rabin, Klundt. HSD Medicaid and BHSD, Corrections, DOH</p>	Ongoing
2	<p>Issue: Following a year of criminal justice reform work from stakeholders in the system, the legislature has enacted significant changes and investments into improving outcomes but with no mechanism for evaluating its success.</p> <p>Goal: Monitor and support implementation of reforms around the state by determining best practices and future needs.</p>	<p>Site visits, hearing topic, activity report, budget recommendation.</p>	<p>Improved FY21 budget recommendation and performance measures.</p>	<p>Rabin, judiciary analyst, various agencies</p>	September 2019
3	<p>Issue: The process of appropriating funds to the Corrections Department relies on assumptions and does not focus on budget drivers.</p> <p>Goal: Research similar state's tools for developing corrections budgets and create a budget development tool.</p>	<p>Create an easily understandable template encompassing the department's major cost drivers, including population size, healthcare, and staff overtime to help disaggregate the agency's budget needs.</p>	<p>Improved FY21 budget recommendation.</p>	<p>Rabin</p>	September 2019

		Brief, activity reports, budget narrative, recommendations to LFC.			
4	<p>Issue: The state cannot afford the capital or operational costs associated with inefficient and run down prisons that do not meet current security level needs. Significant savings could be realized by taking old prisons offline.</p> <p>Goal: Assess the viability of current facilities and the feasibility of a new facility or housing units with better access to qualified staffing and resources.</p>	<p>Committee hearing, brief, activity reports, budget narrative, meetings with stakeholders.</p> <p>Engage in the master planning process with the Corrections Department, the Department of Finance and Administration, the General Services Department, and other stakeholders to help ensure best outcomes.</p> <p>Work with capital outlay analysts to develop cost-benefit analyses of different facility and housing options.</p>	Reduced incarceration costs, reprioritization of funding towards recidivism reduction.	Rabin, Capital Outlay analysts	Ongoing
5	<p>Issue: The Corrections Department's three-year recidivism rate has been at or near 50 percent for the last decade.</p> <p>Goal: Continue increased investment in evidence-based programming and other methods to reduce recidivism, including sanctioned parole violation models (such as the 2019 session's House Bill 564, which was vetoed by the Governor).</p>	Committee hearing, brief, activity reports, budget narrative, meetings with stakeholders.	Reduced incarceration costs, reprioritization of funding towards recidivism reduction.	Rabin	Ongoing

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: The Department of Public Safety has routinely met most performance measure targets in the last two fiscal years, including important public safety initiatives like drunk driving arrests and strategic traffic enforcement. However, many of the department's performance targets are set too low and should be revised to better reflect the department's capacity and goals. Additionally, measures may need to be revisited to more accurately capture the activities of the department.</p> <p>Goal: Work with DFA and DPS to create more meaningful and challenging performance measures.</p>	Activity reports, budget narrative, budget recommendation.	More meaningful performance measure data enables more responsive budgeting.	Rabin	July 2019
2	<p>Issue: The Crime Victims Reparation Commission budget doubled between FY18 and FY19. Additionally, \$350 thousand in recurring funds from junior appropriations bills was earmarked in 2019 for sexual assault services, victims of human trafficking, and to study prevalence of sexual assault among disabled people.</p> <p>Goal: Monitor Crime Victims Reparation Commission's use of expanded budget for sexual assault services programs, providers, and reparation payments. Collect data on amount of funding each provider receives and how many clients served by each provider. Monitor reparation payments made to victims in SHARE.</p>	Activity reports, budget narrative, budget recommendation. List of providers, the amount of funding each provider receives, and number of persons served by each provider.	Improved FY21 budget recommendation and accountability. Ensure appropriate use of funds.	Rabin	Ongoing
3	<p>Issue: Humanitarian and security needs at the southern border prompted legislative support in 2019. Funds were appropriated for emergency broadcast and radio systems as well as public health response.</p>	Site visits, hearing topic, activity report, budget recommendation.	Improved FY21 budget recommendation, performance measures, and public health and safety.	Rabin	September 2019

	<p>Goal: Determine future needs at the southern border, including better emergency communication, radio systems, and opportunities for cross-agency collaboration. Research availability of federal support for infrastructure and personnel needs at the border.</p>				
4	<p>Issue: The Corrections Department struggles to track inmate risk assessments, education, programming, medical records, and behavioral records and needs a system to enable proper security placement, better evidence-based treatment placement, and more on-time releases, relieving pressure on the general fund.</p> <p>Goal: Monitor implementation of NMCD's \$9.6 million Offender Management IT System (OMS). Work with Department of Health, who was appropriated \$4 million in 2019 House Bill 2 for an electronic health records system and the Corrections Department to evaluate feasibility of establishing a joint EHR.</p>	<p>Activity report, program evaluation (parking lot).</p>	<p>Better tracking of program completion, risks and needs, use of solitary confinement, recidivism, and other key metrics.</p>	<p>Rabin / Fresquez</p>	<p>Ongoing</p>
5	<p>Issue: Need exists for comprehensive criminal records for use by law enforcement and the judicial branch. A centralized clearinghouse would allow the merger of data from multiple criminal justice databases and will be used by the courts and law enforcement to access comprehensive information on criminal suspects and defendants.</p> <p>Goal: Monitor the continued implementation of the criminal justice clearinghouse at DPS and ensure courts and law enforcement agencies statewide have proper access. Assess how the clearinghouse could fit in to the framework for Sentencing Commission's database project as defined by 2019 House Bill 267.</p>	<p>Activity report and budget recommendation.</p>	<p>Comprehensive and easily accessible criminal information statewide.</p>	<p>Rabin / Fresquez/ judicial analyst</p>	<p>Ongoing</p>
6	<p>Issue: Many federal grants addressing the needs of incarcerated persons, including access to substance use services, behavioral health needs, and recidivism reduction practices, are available</p>	<p>Work with New Mexico Healthcare Workforce Committee, DOH, and HSD and develop recommendations for interventions to improve access</p>	<p>Reduce incarceration and reincarceration rates and reduce substance misuse deaths.</p>	<p>Rabin / health and human services analysts</p>	<p>Ongoing</p>

	<p>and being awarded to New Mexico.</p> <p>Goal: Monitor the availability and awarding of these grants to best serve the incarcerated population in New Mexico, including leveraging federal matching funds.</p>	<p>to care for substance misuse, and recommend policy options to limit access to alcohol.</p>	<p>Track progress implementing House Bill 43 and House Bill 342, including leveraging federal matching funds, how local governments receive the funding, and the effectiveness of the program and services.</p>		
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2019 INTERIM WORK PLAN SUMMARY

Transportation, Pensions and Benefits: Connor Jorgensen

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issues: Funding for state roads has eroded as tax revenues remained flat and construction prices increased. The Department of Transportation notes road conditions are deteriorating across the state and that the cost of making repairs increase significantly as roads deteriorate.</p> <p>The Legislature appropriated additional non-recurring funding for local roads, but this funding has gone unspent due to fund restrictions. In response, a new fund was created to give DOT greater discretion in approving local projects for funding.</p> <p>The Legislature appropriated an additional \$400 million in non-recurring funding and \$50 million in recurring revenue starting in FY20 for road construction statewide.</p> <p>Objective: Determine how the additional non-recurring funding will be spent and projects prioritized and the long-term plan for improving road conditions with the additional recurring revenue.</p>	<p>Report on the selection criteria for funding both state and local road projects.</p> <p>Develop a timeline for expenditure of funding appropriated with milestones to track progress in completing high priority projects.</p> <p>Assess the impact of the additional non-recurring funding on construction costs in New Mexico.</p>	<p>Activity reports</p> <p>Interim policy brief</p> <p>Attend State Transportation Commission meetings</p> <p>Policy considerations for Volume I, oversight issues for Volume II, and charts/graphs for Volume III</p>	Jorgensen	Ongoing
2	<p>Issues: Despite a smaller state workforce, square footage per FTE is not declining and agencies have not moved out of costly leased space into available state-owned space. Although most new office leases are meeting space standards, some lease renewals are not because of refusal by some agencies to consider options.</p> <p>GSD received \$31 million in capital outlay appropriations for FY20 including \$22.5 million for sustainable energy initiatives, \$500 thousand for planning, \$3 million for demolition of facilities, and \$5 million for facility improvements statewide.</p> <p>Objectives: Monitor spending to determine what types of projects will be eligible to receive additional capital outlay funding and preserve and protect state-owned</p>	<p>Report on condition of facilities and monitor efforts to enforce agency responsibilities as they relate to use, care and upkeep of the space they occupy.</p> <p>Report on project management and confirm change orders are reasonable, kept at a minimum, and vendors are held accountable for work performed.</p> <p>Identify uses and leases that no longer meet program needs or are in excess of recommended space use standards.</p>	<p>Work with analysts to identify costly leases and inefficient use of state-owned space to reduce operational costs for agencies</p> <p>Ensure CBRF and GSD capital project expenditures are reasonable</p> <p>Report buildings and systems that have failed prematurely from delaying routine maintenance</p> <p>Oversight Issues for Volume II Charts/graphs for Volume III</p>	<p>Jorgensen</p> <p>LFC capital outlay analyst, analysts, and evaluators</p> <p>GSD staff</p>	Ongoing

	buildings and property and reduce operational costs for agencies.				
3	<p>Issues: State vacancy rates remain high and there is little sign that younger workers see state employment as a long-term career. Additionally, state salaries are behind the broader labor market, limiting interest in state jobs.</p> <p>Benefits make up a large share of total compensation but do not seem to be increasing employee retention though the cost of these benefits reduces funding available for salary increases.</p> <p>Given the lack of salary structure adjustment over the past 10 years, it is likely that salaries for certain jobs are further behind market rates than others. However, it is difficult to tell which positions are in the most need of salary increases as this information was not made available by SPO.</p> <p>Objective: Determine adequacy of state salaries and benchmark the components of the New Mexico compensation package to other states and industries to determine competitiveness.</p>	<p>Monitor state hiring and turnover for executive branch agencies.</p> <p>Evaluate the compensation and benefits packages offered by non-state employers to determine which jobs are furthest behind the market.</p> <p>Evaluate personnel data to determine where there may be a shortage of qualified applicants leading to high vacancy rates.</p>	<p>Activity reports</p> <p>Interim policy brief (August)</p> <p>Attend monthly SPO board meetings</p> <p>Monthly headcount report</p> <p>Policy considerations for Volume I, oversight issues for Volume II, and charts/graphs for Volume III</p>	Jorgensen	Ongoing
4	<p>Issues: Neither PERA nor ERB are sufficiently funded and are at risk of becoming more severely underfunded or insolvent should investment conditions worsen. Pension reforms of 2013 did not fix the funding problems because investment return assumptions were too high, contributions for some plans not adequate to cover the promises made, and compounded COLA's were awarded despite low inflation and lack of funding.</p> <p>During the 2019 legislative session, a pension reform proposal for ERB was passed. PERA submitted a proposal which failed to pass. Both PERA and ERB received a 0.25 percent employer contribution increase. Despite the actions taken, additional changes must be made, particularly to the PERA state employee plan.</p> <p>Objective: Continue working with PERA staff to reach consensus on reform legislation and ensure pension funds</p>	<p>Attend monthly board meetings and report efforts to improve board governance and system sustainability.</p> <p>Report efforts to reduce fees and maximize returns through manager selection and asset allocation.</p> <p>Report on changes to the unfunded liability.</p> <p>Evaluate changes proposed by consultants and the board from information obtained from biennial experience studies, annual actuarial valuations and peer group comparisons.</p>	<p>Attend ERB stakeholder meetings</p> <p>Attend monthly audit/budget and investment subcommittees and board meetings</p> <p>Attend pension task force meetings</p> <p>Attend interim Investments and Pensions Oversight Committee</p> <p>Activity reports including changes to compensation approaches to boost returns and impact to funds</p> <p>Interim policy brief (August)</p> <p>Policy considerations for Volume I, governance discussion for Volume</p>	<p>Jorgensen</p> <p>LFC economist</p> <p>PERA staff</p> <p>ERB staff</p> <p>IPOC staff</p>	Ongoing

	are well managed to ensure intergenerational equity among taxpayers.		II, and charts/graphs for Volume III		
5	<p>Issues: Employer costs for employee health benefits from the Interagency Benefits Advisory Committee or “IBAC” (GSD, NMPSIA, APS) continue to increase at rates state revenues and public school funding cannot support. Recognizing this trend, the Legislature passed SB131, the interagency pharmacy purchasing council to recommend ways to lower pharmaceutical costs.</p> <p>NMRHCA is challenged with developing a long-term solution to funding its program without increasing costs for the state while at the same time maintaining the affordability of the program for plan participants.</p> <p>Objectives: ensure the group health plans are well managed and help members stay healthy and cope with chronic disease to lessen employer costs for the state. For NMRHCA, evaluate the effect of the benefit on recruitment and the impact of providing subsidized health care for pre-Medicare retirees on the state’s pension system.</p>	<p>Support for plan designs that integrate medical and behavioral health benefits, reduce out-of-network provider use and costs, and encourage evidence-based medical-management protocols.</p> <p>Evaluate contribution schemes and to what extent asking employees to pick up a greater portion of dependent coverage would reduce plan costs</p> <p>Support cost sharing arrangements that do not exceed growth in industry averages and per member costs that stay at or below industry averages</p> <p>Evaluate benefits and/or disadvantages of investing in wellness initiatives and/or consolidating group health plans under GSD or a new authority</p>	<p>Activity reports</p> <p>Interim policy brief (August)</p> <p>Attend monthly NMPSIA risk subcommittee and board meetings</p> <p>Attend monthly NMRHCA board meetings</p> <p>Attend monthly IBAC meetings</p> <p>Policy considerations for Volume I, oversight issues for Volume II, and charts/graphs for Volume III</p>	<p>Jorgensen</p> <p>Evaluators</p> <p>IBAC staff</p> <p>IBAC consultants</p> <p>LESC staff</p>	Ongoing

6	<p>Issues: The GSD and NMPSIA risk funds have sufficient funding to cover most projected losses, despite large transfers to the general fund in recent years for solvency.</p> <p>NMPSIA has been subject to increasingly large jury verdicts in sexual molestation cases in recent years. In part from school personnel allowing staff to transfer to other schools that had questionable or inappropriate behavior.</p> <p>Since wages and attorney fees continue to accrue under a whistleblower claim, there is no incentive to resolve these claims sooner. Shortening the time, it takes to get these claims resolved would reduce costs for the state.</p> <p>NMPSIA has added a sub-pool for higher-education institutions. This will reduce participation in GSD’s risk pool and could result in increased rates for state agencies.</p> <p>Objectives: Ensure programs are identifying and addressing potential risks to the best of their abilities, adjusting premiums for “bad actors” to minimize the cost impact on the rest of the pool, and ensuring fair and reasonable compensation for victims of wrongful acts.</p>	<p>Evaluate risk rate development and impact of premiums on employers</p> <p>Monitor changes in self-insured retention amounts, excess premiums, reserve requirements and fund balances</p> <p>Review broker/consultant reports to identify and report on loss trends</p> <p>Monitor the extent schools and state agencies are in compliance with loss control/prevention recommendations</p> <p>Consider cost of and effectiveness of outsourcing attorney and adjustor services and third-party administration</p>	<p>Identify/propose legislation that could improve transparency and/or reduce exposure to wrongful acts</p> <p>Attend GSD loss prevention/dispute resolution stakeholder meetings</p> <p>Attend monthly NMPSIA risk subcommittee and board meetings</p> <p>Activity reports</p> <p>Interim hearing brief (August)</p> <p>Administrative issues for Volume II Charts/graphs for Volume III</p>	<p>Jorgensen LFC staff LESC staff GSD staff NMPSIA staff NMPSIA consultants</p>	Ongoing
7	<p>Issues: the state spends \$5 billion to \$6 billion each year for goods and services and not all spending is fair and transparent and in accordance with the Procurement Code.</p> <p>Chapter 153 (Senate Bill 88) transferred the approval of professional services contracts from DFA to GSD. Consolidating more procurement functions provides an opportunity for better oversight, but will require GSD to integrate the functions of the contracts review bureau into its existing operation.</p> <p>Objectives: support efforts to ensure the state receives best value for contracts, limits the use of non-competitive procurements, and validate appropriate use of non-competitive emergency and sole source procurement contracts.</p>	<p>Identify practices that do not always support the most competitive option.</p> <p>Monitor and report questionable sole source and emergency procurements, violations and contract extensions.</p> <p>Evaluate transfer of DFA’s contracts review bureau to GSD</p>	<p>Ensure fair and equitable state procurement practices within a business-friendly environment</p> <p>Support for the most competitive option - sole source and emergency procurement options used sparingly</p> <p>Promote diversity with support for emerging, disadvantaged businesses</p> <p>Activity reports</p>	<p>Jorgensen LFC staff Evaluators GSD staff</p>	Ongoing

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	Monitor effectiveness of other enterprise services: <ul style="list-style-type: none"> • State fleet operations • Aircraft services • Surplus property sales • State printing and graphic services 	Identify policies and practices that may negatively impact operations Monitor operating expense ratios from fleet/plane operations, surplus property sales and state printing activities	Successful delivery of high-quality, responsive services from GSD	Jorgensen GSD staff	Ongoing
2	Additional meetings to attend: <ol style="list-style-type: none"> 1. Commission of Public Records 2. Public Employee Labor Relations Board 	Ongoing updates	Better program understanding and more informed budget recommendations Activity reports	Jorgensen	Ongoing

2019 INTERIM WORK PLAN SUMMARY

Natural Resources: Caitlyn Wan

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Remediation of the Carlsbad brine well is underway. A memorandum of understanding approved at the April meeting of the Carlsbad Brine Well Remediation Authority gave EMNRD the power to issue contracts and purchase property as needed.</p> <p>Goal: Monitor progress towards completing remediation.</p>	Track and report on EMNRD’s progress and include updates on quarterly report cards. Activity report items and Volume 1 discussion.	Increase accountability and information regarding progress of brine well remediation.	Wan	Ongoing
2	<p>Issue: Water rights adjudication continues to be slow and OSE’s performance measures do not adequately capture the progress and pace of this work. High vacancy rates in the Litigation and Adjudication Program may be one factor slowing the process.</p> <p>In a suit pending in the U.S. Supreme Court, Texas alleges New Mexico is unlawfully diverting water between Elephant Butte Reservoir and the New Mexico-Texas state line, thereby interfering with Texas’ allocation of water under the Rio Grande Compact. Last year, the Supreme Court ruled that the United States could also pursue claims in the case. If Texas and the U.S. prevail in this action, New Mexico could be liable for monetary damages and water delivery requirements, and pumping in the Elephant Butte Irrigation District could be curtailed.</p> <p>Goal: Increase productivity in adjudications. Monitor developments in Texas v. New Mexico which may adversely affect the NM economy.</p>	<p>Monitor vacancy rate and recruitment efforts. Revise and/or add performance measures that capture the productivity and efficiency of the adjudication process. Report on progress in quarterly report cards.</p> <p>A report that tracks use of special appropriations to date and analyzes resource requirements going forward. Discussion in Volume 1.</p>	More informative performance reporting, leading to a more informed, data-driven budget recommendation.	Wan	Ongoing

3	<p>Issue: The Legislature increased appropriations to plug abandoned oil and gas wells from \$2.05 million in FY19 to \$4.65 million in FY20, also reducing the use of the oil reclamation fund for personnel costs. In FY18, EMNRD plugged 41 wells at a cost of \$1.6 million. The target for FY20 is to plug 50 wells.</p> <p>Goal: Monitor plugging activity and ensure adequate steps are taken to address environmental concerns of unplugged wells on state lands. Monitor budget adjustment requests that transfer funds appropriated for well plugging to other purposes, and ensure the appropriate use of the oil reclamation fund for its intended purpose.</p>	Provide updates on the status of well plugging efforts and report quarterly.	Keep LFC informed of progress in reclamation of abandoned wells.	Wan	Ongoing
4	<p>Issue: The Gila River Diversion project is currently 18 months behind schedule. A draft environmental impact statement (EIS) was expected in early 2019, but has not yet been published. The U.S. Bureau of Reclamation, which provides the federal funds for the project and is one of the entities preparing the EIS, has notified the CAP Entity board that the Secretary of the Interior will likely not have sufficient information to issue a Record of Decision for additional construction funding by the December 31, 2019, deadline. This may lead to a loss of \$30 million in additional construction funds. Additionally, the Governor vetoed \$1.6 million in capital outlay funding that had been appropriated for this project.</p> <p>Goal: Monitor developments and communications between the CAP Entity and the Bureau of Reclamation. Attend ISC meetings and review ISC's AWSA work plan, budget, and timeline. Monitor the review process, including costs to the state for diversion and other projects.</p>	Review and report on EIS when it is released. Provide updates on any developments regarding federal funding. Clarify ISC's plans for AWSA funding if it will not be used for the Gila River Diversion project. Activity report items to inform legislators of ISC activity.	Keep LFC informed of ISC's progress on selecting uses for AWSA funding. Informed policy and budget recommendations.	Wan	Ongoing

5	<p>Issue: The State Parks Program has a vacancy rate over 27 percent, which may be contributing to the program's reduced revenue as entry fees become unenforceable. NM state parks also have a flat day use fee for vehicle entry to all parks, while other surrounding states vary fees by park or charging more on weekends and/or holidays.</p> <p>Goal: Monitor vacancy rate and any plans to change the State Parks day use fee structure.</p>	<p>Track and report on vacancy rate. Analyze fiscal impact of any proposed changes to the state park fee structure and provide updates in activity reports.</p>	<p>Keep LFC informed of any proposals to change state park fee structures and the potential fiscal impact. More informed policy and budget recommendations.</p>	Wan	Ongoing
6	<p>Issue: From FY15 to FY19, the game protection fund was partly used to support state parks. For FY20, the Governor vetoed the transfer of \$500 thousand from the game protection fund to the State Parks Program, placing a burden on state parks to find alternate sources to support operations.</p> <p>The Legislature filed a lawsuit to stop the transfer of the Mesilla Valley Bosque State Park to the Game and Fish Department.</p> <p>Goal: Monitor EMNRD budget adjustment requests related to state park maintenance to determine what funds are being used in place of the transfer from the game protection fund.</p> <p>Monitor developments in the Mesilla Valley Bosque property lawsuit.</p>	<p>Activity report items.</p>	<p>Keep LFC informed on EMNRD's ability to find alternate funding sources to replace the usual game protection fund transfer to state parks.</p>	Wan	Ongoing

7	<p>Issue: Performance measures for the New Mexico Environment Department focus heavily on administrative performance (e.g. number of inspections conducted, percent of regulated entities in compliance with regulations) rather than public health and safety. Quarterly reports do not supplement performance data with qualitative information about the meaning of each measure or which agency goals each measure supports.</p> <p>Goal: Work with NMED and executive staff to develop measures that better reflect public health and safety, and to improve performance reporting to convey the meaning and relevance of the data presented.</p>	Performance measures that focus on public health and safety rather than administrative processes. Quarterly reports that show data trends and progress towards goals and objectives.	Additional information regarding agency performance and areas in need of improvement, leading to a more informed, data-driven budget recommendation.	Wan	Ongoing
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SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Joint Project	Finish Date
1	Goal: Attend board and commission meetings (Game Commission, Interstate Stream Commission, etc.) as well as Water and Natural Resource Committee meetings in the interim.	Activity report items to inform legislators of board and commission activities.	Informed policy and budget recommendations.	Wan	Ongoing
2	Issue/Goal: A new state water plan was scheduled for release in December 2018 but is not yet complete due to climate-related challenges in finalizing regional water plans. Monitor progress towards completion and publication of the plan.	Review and report on the state water plan once it is complete.	Informed policy and budget recommendations.	Wan	Ongoing
3	Issue/Goal: Monitor progress in implementing a replacement for the ONGARD IT system for the State Land Office.	Regularly receive status and oversight reports from SLO.	Provide additional oversight and accountability for state funds; inform legislators of project progress.	Wan	Ongoing
4	Issue/Goal: Monitor implementation and activity of Volkswagen settlement funds.	Attend and report on VW settlement team meetings. Determine when next round of applications will start and report on process.	Provide oversight and accountability for state funds; inform legislators of project progress.	Wan	Ongoing

2019 INTERIM WORK PLAN SUMMARY

Capital Outlay: Jonas Armstrong and Theresa Edwards

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Capital projects can encounter a number of issues that slow down progress which can be more quickly recognized and addressed through regular tracking and reporting.</p> <p>Goal: Continue \$1 million and greater quarterly reporting to assess progress and or obstacles for capital funding and quarterly reporting of local projects funded between \$300,000 to less than \$1 million, including water, colonias, tribal infrastructure and aging projects. Review of select projects in the quarterly report.</p>	<p>Develop reports, and assist entities in resolving obstacles delaying project completion; prepare briefs and report results to LFC. Produce and develop reports by county and fiscal agent of local projects within the specified dollar range.</p> <p>Redesign report to reduce time to generate. Perform more site visits, including local projects, to gauge the success and value of capital projects and include highlights in the quarterly reports.</p>	<p>Additional time for site visits and data analysis/presentation; project oversight resulting in quantifiable accountability, reporting, and timely expenditure of funds for state-owned and local projects; effective oversight reporting progress of local projects to LFC, legislators, local entities, and the public.</p>	<p>Armstrong, Edwards, Hoffmeister, analysts</p>	<p>Quarterly (April, July, October, and January)</p>
2	<p>Issue: There is no formal process for introducing capital outlay legislation each session. Generally, an LFC member introduces a bill to fund state agency needs based on recommendations from LFC staff and local projects are added later.</p> <p>Goal: Develop framework of critical funding needs for state-owned facilities and other capital outlay requests for consideration by LFC and the 2020 Legislature.</p>	<p>Determine priorities by reviewing status of current project funding and progress, infrastructure capital improvement plans, and 2020 requests; perform site visits; and attend HED, executive and FMD interim capital hearings.</p>	<p>Develop legislation for effective funding recommendations based on FCI and critical state-asset needs for LFC and legislative review.</p> <p>Identify and report expected future needs (not necessarily requests) based on site visits and communication with agency staff.</p>	<p>Armstrong, Edwards, and analysts</p>	<p>December 2019</p>
3	<p>Issue: Some entities do not spend down capital appropriations as quickly as initially proposed, leaving large outstanding balances and a number of projects with slow progress.</p> <p>Goal: Strengthen the link between the status of prior appropriations and project readiness and recommendations for funding for the 2019 legislative session.</p>	<p>Review and consider current project status and project readiness when producing a framework for critical funding needs.</p>	<p>Funding recommendation that accounts for outstanding funds, an entity’s capacity to implement additional projects, and project readiness.</p> <p>Proposed criteria for project evaluation (particularly shovel-readiness) based on best practices.</p>	<p>Armstrong, Edwards</p>	<p>October 2019</p>

4	<p>Issue: Senate Bill 280 included large appropriations granting agencies broad discretion to direct funds for green energy improvements (\$20 million), cybersecurity (\$6 million), and impact aid school districts (\$34 million).</p> <p>Goal: Report on processes to distribute these funds as they are developed and provide oversight of funding decisions.</p>	Activity report items and include updates on these appropriations in quarterly reporting.	Oversight and accountability of significant investments in areas that were prioritized by the new administration but not vetted through the infrastructure capital improvement plan (ICIP) process.	Armstrong, Edwards, analysts	Ongoing
5	<p>Issue: As of December 2019, there was \$71.5 million outstanding from earmarked severance tax bond proceeds for water, tribal, and colonias infrastructure projects. About \$50 million was earmarked for these programs during the 2019 session. Members have noted a lack of clarity on which projects may be eligible for funding.</p> <p>Goal: Monitor earmarked capital outlay (WTB, Colonias, TIF) application reviews and awards. Clarify project eligibility, especially TIF and “wellness centers.”</p>	Attend board and oversight committee hearings and provide updates to LFC.	Informed recommendations and accountability for earmark programs.	Armstrong, Edwards	Ongoing
6	<p>Issue: Many local projects encounter issues that delay progress. Individual legislators can communicate with local entities and help to address these issues and advance projects.</p> <p>Goal: Continue to update and distribute capital reports by sponsor, as authorized, for state funded projects to assist members in advancing outstanding funds. Identify and address bottlenecks for local projects.</p>	Develop reports and continue collaboration with Department of Finance & Administration (Capital Outlay Bureau), Council of Governments, Municipal League and Association of Counties to assist legislators and grantees with moving delayed projects.	<p>Ensure accountability of funds allocated in previous years and provide legislators with status reports.</p> <p>Partner with legislators, grantees, and state agencies to encourage expeditious implementation and expenditure of funds for capital projects.</p> <p>Highlight common causes of delays in activity reports, quarterly reports, and possibly a brief.</p>	Armstrong, Edwards	Ongoing

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Increasing materials and labor costs have significantly impacted the cost state agency and local capital improvement projects. Additional demand from the state's major investment in facilities and infrastructure will likely further increase costs.</p> <p>Goal: Monitor construction costs and provide better guidance on projected costs.</p>	Activity report items, highlights in quarterly reporting.	Funding recommendation that accounts for actual and potential increased costs.	Armstrong, Edwards	December 2019
2	<p>Issue: In preparing evaluations and budget recommendations, LFC staff often requires information on the status of capital projects.</p> <p>Goal: Coordinate with and provide information to program evaluators and analysts to ensure the effectiveness of agency capital project accountability.</p>	Generate reports as needed by analysts/evaluators and legislators.	Ensure the effective use of state resources to optimize the balance of state-owned and leased space given current resources, legislative and executive priorities, and agency needs for space utilization.	Armstrong, Edwards, analysts, evaluators	Ongoing
3	<p>Issue: Legislators, constituents, and the media often have questions regarding capital outlay projects and funding.</p> <p>Goal: Respond to requests for information timely and accurately.</p>	Generate reports as needed by legislators, constituents, and members of the media.	Informed discussion by legislators and the public of the status of individual capital projects and outstanding funding.	Armstrong, Edwards	Ongoing
4	<p>Issue: Significant portions of the state lack broadband connectivity, including the physical infrastructure necessary to support broadband.</p> <p>Goal: Work with state agencies to support rural broadband expansion.</p>	Monitor Department of Information Technology (DoIT) broadband capital funding and broadband support programming; monitor Department of Cultural Affairs and DoIT library broadband efforts; hold LFC hearing regarding broadband issues and funding.	Increased legislator awareness of broadband connectivity issues and increased agency communication and outreach to affected communities.	Armstrong, Edwards, Martinez, Fresquez	September 2019
5	<p>Issue: LFC staff has not participated in the Aging and Long-Term Services Department's (ALTSD) senior center capital outlay application review, and some legislators have raised concerns about the</p>	Attend project review meetings and provide updates to LFC.	Ensure the legislative perspective is considered during the review process. Provide legislators with ALTSD recommendation with more notice than has been done in the past.	Armstrong, Edwards	June 2019

	<p>process and the geographic concentration of project applications and awards.</p> <p>Goal: Report on ALTSD’s senior center capital outlay reviews and recommendations. Provide legislative perspective to the department throughout this process.</p>				
6	<p>Issue: The state cannot afford the capital or operational costs associated with inefficient and run down prisons that do not meet current security level needs. Significant savings could be realized by taking old prisons offline.</p> <p>Goal: Assess the viability of current facilities and the feasibility of a new facility or housing units with better access to qualified staffing and resources.</p>	<p>Committee hearing, brief, activity reports, budget narrative, meetings with stakeholders.</p> <p>Engage in the master planning process with the Corrections Department, the Department of Finance and Administration, the General Services Department, and other stakeholders to help ensure best outcomes.</p> <p>Work with capital outlay analysts to develop cost-benefit analyses of different facility and housing options.</p>	Reduced incarceration costs, reprioritization of funding towards recidivism reduction.	Rabin, capital outlay analysts	Ongoing
7	<p>Issue: Schools receiving federal Impact Aid have expressed serious concern over the state credit of 75 percent of Impact Aid in the statewide equalization guarantee, especially in relation to their ability to complete capital projects. Other concerns remain regarding the current public school capital outlay funding system, and the <i>Zuni</i> lawsuit is ongoing with a trial date set for May 2019.</p> <p>Goal: Identify strategies to address the concerns of Impact Aid districts regarding capital funding while maintaining an equitable system statewide.</p>	Attend relevant meetings and conduct site visits at Impact Aid and non-Impact Aid districts, meet with stakeholders to discuss specific concerns and strategies; conduct site visits to at least 20 school districts in communities with a range of property tax bases, including Impact Aid and non-Impact Aid districts; develop potential committee sponsored legislation to address equity issues in public school capital outlay funding, including Impact Aid	More equitable system for funding public school capital outlay statewide	Public education analysts, Rabin, capital outlay analysts	December 2019
8	<p>Issue: The desire for “community schools” that provide services for families and the public is challenged by concerns regarding school safety and security. In addition, the public school capital outlay funding system is not currently</p>	Whitepaper or brief detailing best practices and proposed funding strategies.	Increased family and community services at schools while maintain student privacy, safety, and security.	Public education analysts, Rabin, capital outlay analysts	December 2019

	<p>Goal: Identify best practices regarding community school design that maintain secure facilities. Identify the aspects of community school design that may be useful to include in the statewide public school facility adequacy standards and/or identify other, compatible funding streams that could be combined with public school capital outlay funding to develop community schools.</p>				
9	<p>Issues: Charter schools lack a practical funding mechanism for facilities, and are often forced to rely on leased space or taking on debt at high interest rates. In addition, the mechanics of facility financing (such as using charter school foundations to purchase facilities) are complex and vulnerable to corruption. Many traditional public schools have seen declining enrollment and currently occupy facilities far larger than needed for their current student body.</p> <p>Goal: Develop a funding system for charter schools that limits state risk while providing a more stable source of facility funding for charters. Identify alternative uses for unused traditional public school facility space, including facility/site-sharing with charter schools.</p>	<p>Meet with charter school advocates and Public School Facilities Authority staff; conduct site visits to charter school facilities and under-used traditional public school facilities, propose changes to the Public School Capital Outlay Council's lease assistance and capital funding programs to better serve charter schools and encourage facility sharing; potential legislation to encourage facility sharing and address concerns regarding facility ownership</p>	<p>Improved equity in facilities between charter and non-charter schools; decreased state expenses for charter school leases.</p>	<p>Public education analysts, Rabin, capital outlay analysts</p>	<p>December 2019</p>

2019 INTERIM WORK PLAN SUMMARY

Courts and Justice: Amanda Dick-Peddie

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: Meaningful performance measures and targets are lacking amongst the courts and district attorneys. The legislature needs a way to determine the workloads of all justice partners, measure the system’s efficiency, and monitor criminal justice trends around the state. Further exacerbating the misunderstanding of the justice system is the executive’s removal and veto of meaningful measures.</p> <p>Goal: Improve performance measures for the judiciary, district attorneys and public defenders. Collect data from various justice and public safety agencies to compare New Mexico’s criminal justice performance with national benchmarks.</p>	<p>Request information from the New Mexico Sentencing Commission, DAs, PDD, courts, jails and prisons; research national benchmarks for police referrals, DA screening and filing, pleas, trails, and convictions.</p> <p>Data could include: felony charges per thousand citizens, percent of police referrals that are filed by DAs, conviction rates, pretrial detention motions, rate of successful release on recognizance, etc.</p>	Hearing brief, budget recommendation, expansion of quarterly reports, improved HB 2 measures, enhanced data	Dick-Peddie	July 2019
2	<p>Drug courts are largely successful nationwide, and there are various ways to fund them, including leveraging Medicaid or federal grants. Given an increase in funding in FY20, the New Mexico drug courts as well as other specialty courts will be pressed to ensure cost-effectiveness and good outcomes.</p> <p>Goal: Evaluate the impact of increased funding, encourage best practices, and review drug court billing models for cost-effectiveness and improved outcomes.</p>	Site visits to every district, hearing topic, activity report, budget recommendation.	Hearing brief, budget recommendation, expansion of quarterly reports, improved HB 2 measures, enhanced data	Dick-Peddie, Esquibel, AOC	September 2019
3	<p>Issue: The Unified Priorities process for the district attorneys was successful in helping legislators benchmark needs around the state, but faces headwinds in continuing implementation.</p> <p>Goal: Improve the Unified Priorities process and resulting requests to the legislature.</p>	Activity reports, budget recommendations.	Optimization of district attorney funding distribution, hearing brief.	Dick-Peddie, AODA, District Attorneys	August 2019

4	<p>Issue: Data-based decision making in the criminal justice system is improving and has the potential to reduce crime, recidivism, and spending. Integral to the data-based system is the criminal case management system operated by the Administrative Office of the District Attorneys. The Legislature has no way to invest in this resource directly, given current budget practices.</p> <p>Goal: Ensure that resources appropriated for the purpose of critical information technology infrastructure is appropriately spent.</p>	Site visits, activity report, budget recommendation.	Administrative Office of the District Attorneys to separate information technology.	Dick-Peddie, AODA, DFA	July 2019
5	<p>Issue: Improved reporting from the Public Defender Department has demonstrated strengths and weaknesses in indigent defense. Contract attorneys lag far behind the in-house public defenders.</p> <p>Goal: Determine the most cost effective and equal access to justice solutions for providing indigent defense in New Mexico.</p>	Review PDD standards of indigence. Evaluate alternatives for providing indigent defense in rural NM and determine which is most efficient and desirable.	Hearing brief, activity report, budget recommendation, potential legislation	Dick-Peddie, PDD	September 2019
6	<p>Issue: Following a year of criminal justice reform work from stakeholders in the system, the legislature has enacted significant changes and investments into improving outcomes but with no mechanism for evaluating its success.</p> <p>Goal: Monitor and support implementation of reforms around the state by determining best practices and future needs.</p>	Site visits, hearing topic, activity report, budget recommendation.	Site visits, hearing topic, activity report, budget recommendation.	Dick-Peddie, Rogers, various agencies	September 2019

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: New Mexico lags in national rankings in Medicaid fraud recovery despite high number of claims, most notably in the recent audit of behavioral health providers.</p> <p>Goal: Identify areas for improvement in fraud prosecutions to ensure allegations of waste, fraud, and abuse in the Medicaid system are properly investigated and prosecuted.</p>	<p>Organize meeting with agency staff to discuss audit compliance and enforcement efforts; updates on Medicaid fraud prosecutions; determine what actions should be taken to limit Medicaid fraud in New Mexico; activity reports</p>	<p>Better understanding of the Medicaid enforcement system.</p>	<p>Dick-Peddie, Ruby Ann, Evaluators</p>	<p>September 2019</p>
2	<p>Issue: The Texas v. New Mexico lawsuit has entered the next stage of litigation after two failed motions argued by the state despite New Mexico's disproportionately higher funding in the lawsuit.</p> <p>Goal: Monitor and review current litigation activities and identify policies and funding strategies that maximize potential lawsuit outcomes for the state.</p>	<p>Hearing topic, activity report, budget recommendation.</p> <p>Work with appropriate agencies to ensure policies are in place to implement recent reforms successfully.</p>	<p>Provide the Legislature with actual cost estimates and more transparency in the litigation.</p> <p>Better understanding of interstate water deliveries.</p>	<p>Dick-Peddie, Jorgenson</p>	<p>September 2019</p>
3	<p>Issue: Language in the appropriation for the Public Defender Department (PDD) allows for the use of hourly rates to compensate contract counsel in the most serious cases for a maximum of \$1.5 million.</p>	<p>Report on other rate structures within state government as compared to the rate structure and costs suggested by PDD. Recommend language for 2019 HB2.</p>	<p>Provide Legislature with actual cost estimates and more transparency in the creation of PDD hourly rate structure.</p>	<p>Dick-Peddie, PDD, AODA</p>	<p>September 2019</p>
4	<p>Judiciary: Attend Justice Coordinating Council meetings, Chief Judges Council meetings, Judiciary Budget Committee meetings, and Drug Court Advisory Committee meetings.</p>	<p>Travel memos, activity reports</p>	<p>Improved communication between the legislative and judicial branches regarding legislative intent, judiciary status, progress, problems, and goals.</p>	<p>Dick-Peddie</p>	<p>Ongoing</p>
5	<p>PDD: attend commission meetings and training events.</p>	<p>Travel, memos, activity reports, budget recommendation</p>	<p>Learn more about the relationship between PDC and PDD in order to have better budget and policy</p>	<p>Dick-Peddie</p>	<p>Ongoing</p>
6	<p>DAs: attend meetings and training events</p>	<p>Travel, memos, activity reports, budget recommendation</p>	<p>Better understand budget needs for recommendations.</p>	<p>Dick-Peddie</p>	<p>Ongoing</p>
7	<p>Justice system: Attend various Criminal Justice Coordinating Council meetings around the state</p>	<p>Travel memos, activity reports, measurement of success for coordinating councils</p>	<p>Develop an understanding of cooperation of justice partners across the state</p>	<p>Dick-Peddie</p>	<p>September 2019</p>

2019 INTERIM WORK PLAN SUMMARY

Department of Information Technology (DoIT): Brenda Fresquez

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: There are concerns several IT projects funded through capital outlay were not fully vetted, with some overlap with on-going initiatives at DoIT. Laws 2019, Chapter 271 appropriated \$37 million to DoIT for eight IT capital outlay projects.</p> <p>In addition, several large, costly and risky information technology (IT) projects underway, were granted additional funding in the General Appropriation Act.</p> <p>Goals/Objectives: Monitor and report on the status of ongoing and new IT projects.</p>	<p>Program evaluations on DoIT's Cybersecurity project, and the Corrections Department's replacement of its Offender Management System, included in the Program Evaluation Work Plan;</p> <p>Monthly Project Certification Committee participation;</p> <p>Quarterly IT report cards;</p> <p>Attend and report to Science, Technology and Telecommunication Committee during the interim;</p> <p>Activity reports.</p>	<p>Keep legislators and stakeholders informed of key decisions regarding IT systems;</p> <p>Identify/propose language in the General Appropriations Act that could improve IT oversight;</p> <p>Recommendations to improve efficiency and accountability;</p> <p>Informed IT funding recommendations.</p>	Fresquez, Analysts	Ongoing; Hearing.
2	<p>Issue: Laws 2018 appropriated funding \$1 million to DoIT for a statewide cybersecurity assessment and to identify and implement security-related tools for compliance monitoring and cybersecurity risk management. In November 2018, the Project Certification Committee approved \$80 thousand the initiation phase. While DoIT has contracted for a cybersecurity subject matter expert, the status of the project is unknown. Further, Laws 2019, Chapter 271 appropriated \$6 million to implement an enterprise cybersecurity operation center system.</p> <p>Goals/Objectives: Determine the status of DoIT's cybersecurity assessment, and the status of the State's IT security posture.</p>	<p>Program Evaluation Report on DoIT's cybersecurity project and the status of the State's IT security posture;</p> <p>Monthly Project Certification Committee participation;</p> <p>Quarterly IT report cards;</p> <p>Attend and report to Science, Technology and Telecommunication Committee during the interim;</p> <p>Activity reports;</p> <p>Volume I Policy brief.</p>	<p>Keep legislators and stakeholders informed on key decisions and status of the state's cybersecurity posture.</p> <p>Informed IT budget recommendations.</p>	Fresquez	Ongoing Hearing

3	<p>Issue: DoIT's 2014 Statewide Strategic Broadband Plan for availability has yet to be updated, and existing efforts to improve access may be duplicative or poorly leveraged.</p> <p>Laws 2019, Chapter 271, appropriated capital outlay funding of \$10 million to DoIT for broadband expansion, including assessments and contracts, in rural areas statewide. DoIT will likely have broad discretion on how it will use the funding. In addition, Laws 2019 appropriated \$1 million for the library broadband infrastructure fund to DoIT for library broadband expansion and improvements statewide, contingent on a memorandum of understanding with the Department of Cultural Affairs (DCA) for the use of funds.</p> <p>Goals/Objectives: Determine the progress of DoIT's statutory requirement to develop a statewide broadband network plan. Monitor the agency's broadband initiatives.</p>	<p>Report on status of the DoIT's development of a statewide plan, monitor spending, and progress on DoIT broadband initiatives;</p> <p>Attend pertinent broadband meetings at DoIT, PSFA, DCA and other appropriate entities;</p> <p>Report on status of the library broadband infrastructure;</p> <p>Activity reports;</p> <p>Attend and report to Science, Technology and Telecommunication Committee during the interim;</p> <p>Policy brief.</p>	<p>Update for legislators and stakeholders on key decisions and accomplishments regarding broadband access.</p> <p>Informed IT budget recommendations.</p>	Fresquez, Armstrong, Edwards, and Martinez	Ongoing Hearing
4	<p>Issue: DoIT initiated the Statewide Infrastructure Replacement and Enhancement (SWIRE) project in FY15, with funding of \$14.2 million, \$12.4 million has been expended to implement infrastructure for public safety communications statewide to improve communication equipment affecting all emergency responders. The project continues, with remaining concerns that there is overlap and redundancy with DoIT's current P25 digital statewide public safety radio system upgrade project, with \$10 million funded in Laws 2018 and Laws 2019 appropriated an additional \$10 million to DoIT for the project without a documented detail plan.</p> <p>Goals/Objectives: Determine the status of the radio projects and if there is coordination between DoIT, DPS and law enforcement in Bernalillo County and APD. Monitor the progress of the detailed plan and implementation timeline.</p>	<p>Status report on DoIT's SWIRE and P25 radio system upgrade projects;</p> <p>Monthly Project Certification Committee participation;</p> <p>Quarterly IT report cards;</p> <p>Activity reports;</p> <p>Volume I Policy brief.</p>	<p>Update for legislators and stakeholders on key decisions and accomplishments regarding the deployment of public safety radio communications.</p> <p>Informed budget recommendations.</p>	Fresquez, Rabin	Ongoing Hearing

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: DoIT establishes rates for providing IT services to state agencies, having impact on agency budgets. DoIT recently modified its rate-setting and cost allocation process and concerns remain because rate-setting is it not always substantiated by a documented process and not transparent. DoIT budget requests typically overestimate the amount of revenue the enterprise rates will generate. Also, in the past DoIT has exceeded full cost recovery for some services.</p> <p>Goals/Objectives: Ensure DoIT provides IT services and infrastructure for state agencies at appropriate rates and promote transparency and accountability of the state investment in agency's IT systems.</p>	<p>Analysis of rate-setting process;</p> <p>Evaluate rates and impact on agency budgets;</p> <p>Participation in IT rate committee meeting;</p> <p>Attend DoIT planning meeting for the C2 process; review agency IT requests; participate in state agency presentations;</p> <p>Preparation for development of IT recommendations for FY21.</p>	<p>Improved accountability and transparency in the IT rate setting process;</p> <p>Propose legislation for improving the state's IT governance structure;</p> <p>Informed budget recommendations.</p>	Fresquez	Ongoing
2	<p>Issue: Historically the E-911 fund has a cash balance over \$11 million. Revenues funding E-911 services have declined 14 percent between FY11 and FY18.</p> <p>DFA's FY18 Financial Audit reported the E-911 fund balance increased due to a reduction in staff and the inability to complete E-911 system upgrades. The authorized staffing level for the E-911 program includes 4 FTE and since 2017, three of the four positions have been vacant. Through a joint powers agreement with DFA, DoIT has managed the E-911 program since January 2018.</p> <p>Goals/Objectives: Follow-up on the status of the E-911 program and system upgrades.</p>	<p>Monitor revenues and report on cash balances;</p> <p>Follow-up on implementation plan for the E-911 Program Update evaluation;</p> <p>Activity reports.</p>	<p>Keep legislators and stakeholders informed on the status of the E-911 program.</p> <p>Improved accountability in use of the E-911 fund.</p> <p>Informed budget recommendations.</p>	Fresquez, LFC General Government Analyst	Ongoing

3	<p>Issue: Laws 2019 appropriated \$4 million to continue the implementation of an enterprise budgeting system for Department of Finance and Administration (DFA), state agencies, and LFC. The appropriation is contingent on the LFC and DFA entering into a joint power agreement (JPA) for cooperating and cost sharing in the joint design, development and acquisition and implementation of the new budget system.</p> <p>Goals/Objectives: Monitor the status of the request for proposals, and progress of the project to ensure business and technical requirements meet stakeholder needs.</p>	<p>JPA with DFA; Coordination with DFA; Participation in project steering committee and working group; Project status reports; Activity reports.</p>	<p>Keep legislators and stakeholders informed on key decisions and the status of implementation.</p> <p>A centralized budget system that provides improved and timely functionality, streamlined processes and increased efficiencies.</p>	<p>Sallee, Leger, Fresquez</p>	<p>Ongoing</p>
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2019 INTERIM WORK PLAN SUMMARY

General Government: Alison Nichols

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: TRD faces challenges in carrying out effective tax administration operations. Challenges include changes to Gentax, other shifts in technology that will impact personnel requirements, effective monitoring and tracking of tax protest liabilities, and effective implementation and monitoring of distributions to local governments.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Assess effectiveness of current operations and identify current or potential challenges. • Identify areas for improvement or greater transparency. • Monitor and report on agency implementation of Gentax and tax protest resolution process. 	<ul style="list-style-type: none"> • Activity reports • Reporting to Director/Deputy Director • Potential brief 	<ul style="list-style-type: none"> • Improved controls and efficiency within TRD • Improved FY21 budget recommendation and performance measures 	Nichols	Ongoing
2	<p>Issue: The state does not receive any revenues through tribal gaming compacts from gaming machines classified as Class II (defined as non-electronic bingo and similar games). However, the state does not have an accurate count of the Class II machines, and some machines may be erroneously classified as Class II.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Develop an accurate count of Class II and III machines in tribal casinos, and potential revenue loss from misclassified Class II machines. • Identify any potential violations of gaming compacts, and 	<ul style="list-style-type: none"> • Brief • Presentation at LFC hearing 	<ul style="list-style-type: none"> • Improved revenue collection from gaming compacts • Possible revisions to gaming compacts 	Nichols	July 2019

	<p>potential ways to amend compacts.</p> <ul style="list-style-type: none"> • Understand how gaming industry trends will affect state revenues. 				
3	<p>Issue: New Mexico has a high rate of horse fatalities on racetracks, driven in part by lack of regulation of medication.</p> <p>Goal:</p> <ul style="list-style-type: none"> • Monitor and report on efforts to address high fatality rates. • Identify possible areas for enhanced oversight or compliance. 	<ul style="list-style-type: none"> • Brief • Presentation at LFC hearing 	<ul style="list-style-type: none"> • Lower rate of horse fatalities on racetracks • Improved racetrack compliance with state and national laws and standards 	Nichols	July 2019
4	<p>Issue: The New Mexico Racing Commission will award a sixth and final racino license. The award process has been delayed due to claims that a feasibility study was flawed.</p> <p>Goal: Monitor and report on the license awards process.</p>	<ul style="list-style-type: none"> • Brief • Presentation at LFC hearing 	<ul style="list-style-type: none"> • Fair and efficient process to award final racino license 	Nichols	July 2019

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Issue: The Legislature has established an independent ethics commission to investigate claims of ethical violations. The commission’s operating procedures have not yet been well defined.</p> <p>Goal: Monitor and report on the establishment and activities of the ethics commission.</p>	<ul style="list-style-type: none"> • Activity reports • Reporting to Director/Deputy Director 	<ul style="list-style-type: none"> • Effective first-year operations of the ethics commission 	Nichols	Ongoing
2	<p>Issue: DFA does not have a robust process for oversight of capital outlay funds to local governments.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Understand and assess DFA’s oversight of local government capital outlay funding. • Monitor and report on how local governments are spending capital outlay funds. 	<ul style="list-style-type: none"> • Activity reports • Reporting to Director/Deputy Director 	<ul style="list-style-type: none"> • Enhanced oversight of capital outlay funds • Efficient and effective spending of local capital outlay funds 	Nichols	Ongoing
3	<p>Issue: There is a lack of oversight on how LDWI funds are spent and the impacts of programs.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Monitor and review how LDWI funds are spent. • Assess outcomes of LDWI 	<ul style="list-style-type: none"> • Activity reports • Reporting to Director/Deputy Director • Possible budget recommendation 	<ul style="list-style-type: none"> • Improved oversight of LDWI spending • Improved LDWI program outcomes • Improved FY21 budget recommendation 	Nichols	Ongoing

2019 INTERIM WORK PLAN SUMMARY

LFC Economists: Dawn Iglesias, Ismael Torres

PRIMARY ISSUES					
Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	<p>Work with TRD to ensure continuity in tax revenue reporting, particularly given system changes affecting personal income tax reporting. Work with DFA to optimize general fund report to increase level of detail while maintaining consistency with historical data. As TRD takes over the management of insurance premium tax revenues, work with TRD on reporting outputs for this revenue source.</p> <p>Improve accuracy of existing revenue forecasting models. Revise GRT effective tax rate calculations and improve forecasting of revenue impacts from significant changes in the oil and gas industry. Update databases used for fiscal impact reports and revenue forecasting models.</p>	Improved LFC revenue models and tracking	Reduced forecasting error, improved confidence in revenue forecasts and fiscal impact report estimates, improved oil and gas impact forecasting for gross receipts and income taxes	LFC economists, TRD economists, DFA economists	Interim
2	<p>Chapter 270 of the 2019 session (HB 6) implemented several significant tax changes, including an additional income tax bracket, combined reporting for corporate income taxes, expansion of the GRT base to certain hospitals and online sellers, and addition of local GRT increments to online sales and compensating tax.</p> <ol style="list-style-type: none"> 1. Update forecasting models to reflect changes in hospital and internet taxation and changes to the compensating tax. 2. Work with TRD to research the impacts of a new tax bracket for high income earners, compare the effects in revenue stability of adding a new top rate versus a more progressive rate structure that also widens existing brackets. 3. Numerous questions arose during debate of HB6 on the effects of combined reporting. Research how other states have implemented combined reporting requires, other studies conducted on the impact to businesses and states' revenues, and difficulties surrounding analysis of this policy. 	<p>Memo comparing PIT rate changes to a more gradual rate structure; possible hearing</p> <p>Memo summarizing research on combined reporting</p> <p>Updated revenue forecasting models</p>	Informed legislators, staff, and public	LFC economists, TRD economists, DFA economists, other experts	Interim
3	<p>Chapter 114 of the 2019 session (SB 437) phased in an increase to the state's minimum wage to \$12/hour by 2022, and significant interest remains in the effects of state minimum wage increases. Research and analyze the impacts of increased minimum wages on state agencies, state revenues, and the state economy. Provide comparisons to other states. Work to incorporate effects of minimum wage increases in forecasting models for PIT, CIT, and GRT.</p>	Memo, improvements to forecasting models	Informed legislators, staff, and public	LFC economists, TRD economists, DFA economists, other experts	Interim

4	Chapter 87 of the 2019 session (SB 2) significantly expanded the film tax credit and required additional reporting from the industry and state agencies. Work with TRD and EDD to determine what information is to be collected from the film industry and what information is to be publicly reported to increase accountability and oversight of the program. Use additional reporting to research the cost and timing of the credit and the response of the film industry to changes in the credit.	Possible memo based on additional reported data, estimates of fiscal impacts	Informed legislators, staff, and public	LFC economists, EDD economists, TRD economists, economic developers	Interim
5	Research structures for fiscal stability in an environment with extraordinary revenue growth, rising uncertainty, and strong variability.	Possible memo, suggestions for committee-sponsored legislation	Steps to improve state fiscal stability	LFC economists, other state economists and policy experts	Interim
6	Research capacity for capital outlay spending and economic impacts of nearly \$1 billion in new infrastructure spending over next two years, including potential labor constraints and rising construction costs.	Possible memo	Informed legislators, staff, and public	LFC economists, DOT economists, and capital outlay analysts	Interim

SECONDARY ISSUES

Rank	Issues/Goals & Objectives	Output	Outcome/Results	Responsibility	Finish Date
1	Numerous tax credits are available within the tax code. Some apply to one or both income taxes, GRT, or other taxes. Some are refundable while others only affect tax liability with varying carry forward allowances. Create a repository of all tax credits and their applicability.	Spreadsheet of all tax credits	Resource for LFC and other state economists to improve revenue tracking and fiscal impact reports	LFC economists	Interim
2	The LFC economist manual needs continual refreshing to improve instructional guides. Update resource library, improve summaries essential economist functions and procedures, and update instructional guides for existing forecast models.	An updated LFC economist manual A centralized repository of LFC forecasting models	An improved resource library and guidance for current future economists	LFC economists	Interim
3	Work with budget analyst for the Economic Development Department on improving performance measures	Performance measures	Improved oversight of EDD	LFC economists, EDD analyst	Interim
4	Continuing education in advanced modeling techniques, statistical analysis, and national tax policy trends through online education courses and industry conferences.	Activity report items	Improve revenue forecast results	LFC economists	Interim
5	Recreational cannabis legalization was announced as a potential issue for the governor's call for the 2020 legislative session, and a bill to this effect passed the House in the 2019 session. Proposals have been introduced for taxation of private market sales and for sale through state-owned stores. Research potential methods of taxation and tax rates imposed by other states, and estimate potential revenues. Work with TRD and DFA on revenue estimates and tax policy analysis.	Possible memo, forecast models for FIR analysis	Informed legislators, staff, and public	LFC economists, TRD economists, DFA economists, other experts	Interim
6	LFC produces Finance Facts topics are periodically updated. Proposed updated topics include general fund reserves and oil and natural gas revenue. LFC's website includes an extensive document titled "The Fiscal Structure of New Mexico" that was last updated for FY02. Update the fiscal structure document to reflect the current fiscal year.	Production of updated finance facts & update fiscal overview	Informed legislators, staff, and public	LFC economists	Interim