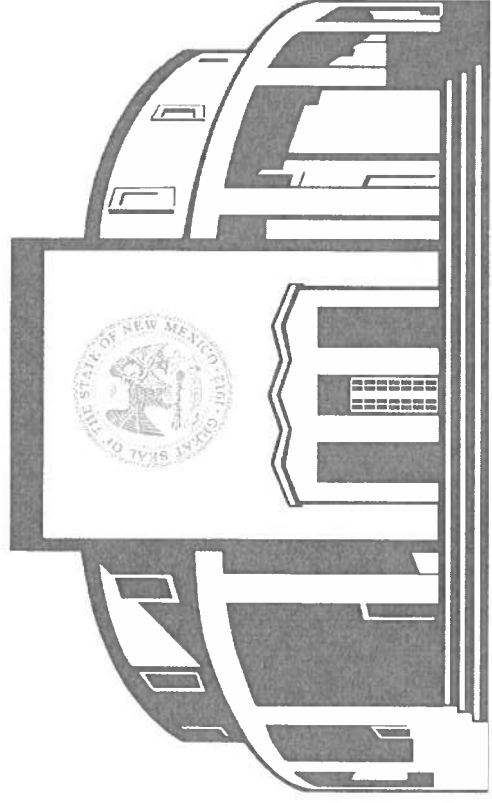




NEW MEXICO
LEGISLATIVE
FINANCE
COMMITTEE

Business Unit: 11200
APPROPRIATION REQUEST
FISCAL YEAR 2028

Agency Name: Legislative Finance Committee

Business Unit: 11200

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the arithmetic accuracy of all numeric information has been verified.



Charles Sallee, Director



Representative Nathan Small, Chair



Kelly Klundt, Administrative Services Manager/CFO

325 Don Gaspar Suite 101
Santa Fe, NM 87501

505-986-4600

Note: Appropriation Requests for agencies headed by a board or commission must be approved by the board or commission by official action and signed by the chairperson. Appropriation Requests for agencies must be signed by the director or secretary. Appropriation Requests not properly signed will be returned.

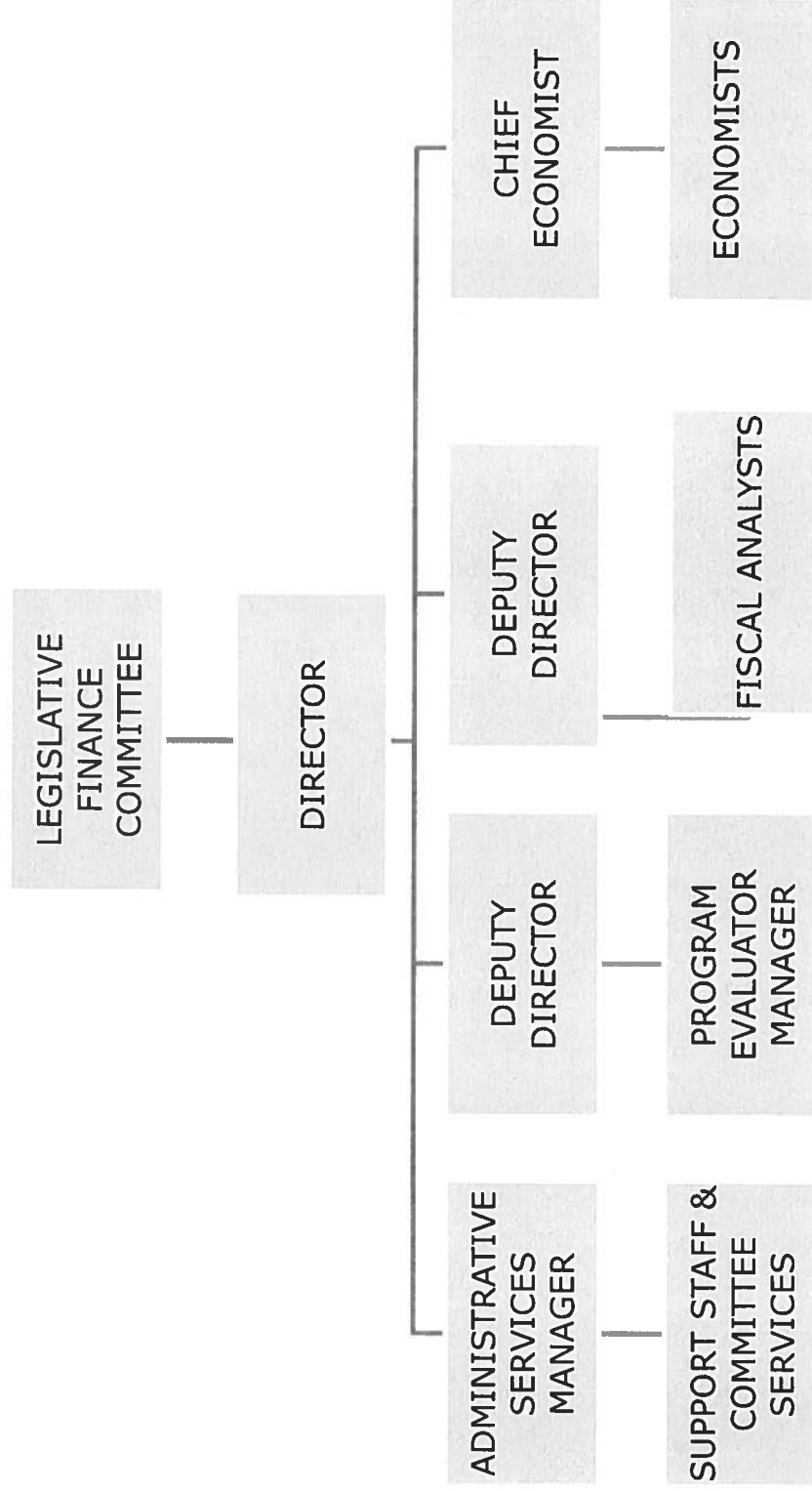
Agency Name: Legislative Finance Committee

Program Name: Legislative Finance Committee

Business Unit: 11200

Program Code: P100

**APPROPRIATION REQUEST
ORGANIZATION CHART
FORM S-2**



☐ Check Box if this form is a revision

Revision no:

Revision Date:

Page

S-8 Financial Summary

(Dollars in Thousands)

BU PCode Department
11200 P100 000000

		2025-26 Opbud	2025-26 Actuals	2026-27 Opbud	2027-28 PCF Proj	Base	FY 2028 Agency Request		Total
							Expansion		
REVENUE									
111	General Fund Transfers	7,685.0	7,460.7	8,014.0	0.0	8,167.9	0.0	0.0	8,167.9
112	Other Transfers	0.0	357.3	0.0	0.0	0.0	0.0	0.0	0.0
REVENUE, TRANSFERS		7,685.0	7,818.0	8,014.0	0.0	8,167.9	0.0	0.0	8,167.9
REVENUE		7,685.0	7,818.0	8,014.0	0.0	8,167.9	0.0	0.0	8,167.9
EXPENSE									
200	Personal services and employee benefits	6,749.4	6,476.2	7,043.4	7,435.8	7,103.4	0.0	0.0	7,103.4
300	Contractual services	386.0	240.7	386.0	0.0	386.0	0.0	0.0	386.0
400	Other	549.6	452.6	584.6	0.0	678.5	0.0	0.0	678.5
EXPENDITURES		7,685.0	7,169.5	8,014.0	7,435.85	8,167.9	0.0	0.0	8,167.9
EXPENSE		7,685.0	7,169.5	8,014.0	7,435.85	8,167.9	0.0	0.0	8,167.9
FTE POSITIONS									
810	Permanent	46.00	44.00	46.00	52.00	46.00	0.00	0.00	46.00
830	Temporary	1.25	0.00	1.25	0.00	1.25	0.00	0.00	1.25
FTEs		47.25	44.00	47.25	52.00	47.25	0.00	0.00	47.25
FTE POSITIONS		47.25	44.00	47.25	52.00	47.25	0.00	0.00	47.25

S-9 Account Code Revenue/Expenditure Summary
(Dollars in Thousands)BU PCode Department
11200 0000 0000000000

	2025-26 Opbud	2025-26 Actuals	2026-27 Opbud	2027-28 PCF Proj	FY 2028 Agency Request		
					Base	Expansion	Total
499105 General Fd. Appropriation	7,685.0	7,460.7	8,014.0	0.0	8,167.9	0.0	8,167.9
111 General Fund Transfers	7,685.0	7,460.7	8,014.0	0.0	8,167.9	0.0	8,167.9
451909 Federal Contract - Interagency	0.0	0.0	0.0	0.0	0.0	0.0	0.0
499905 Other Financing Sources	0.0	357.3	0.0	0.0	0.0	0.0	0.0
112 Other Transfers	0.0	357.3	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	7,685.0	7,818.0	8,014.0	0	8,167.9	0.0	8,167.9
520100 Exempt Perm Positions P/T&F/T	4,950.0	4,620.2	5,099.8	5,296.4	5,099.8	0.0	5,099.8
520500 Temporary Positions FT & P/T	17.7	12.1	17.7	0.0	11.2	0.0	11.2
520600 Paid Unused Sick Leave	8.0	8.1	8.0	0.0	8.0	0.0	8.0
520700 Overtime & Other Premium Pay	2.0	0.7	2.0	0.0	2.0	0.0	2.0
520800 Annl & Comp Paid At Separation	36.9	46.1	36.9	0.0	36.9	0.0	36.9
521100 Group Insurance Premium	354.5	448.9	487.5	631.1	547.5	0.0	547.5
521200 Retirement Contributions	909.2	888.9	909.2	1,067.3	909.2	0.0	909.2
521300 F I C A	364.8	347.0	364.8	327.1	364.8	0.0	364.8
521400 Workers' Comp Assessment Fee	0.4	0.4	0.4	0.0	0.4	0.0	0.4
521410 GSD Work Comp Insur Premium	3.3	3.3	3.4	0.0	3.1	0.0	3.1
521600 Employee Liability Ins Premium	8.1	8.0	19.2	0.0	26.0	0.0	26.0
521700 RHC Act Contributions	94.5	92.4	94.5	114.0	94.5	0.0	94.5
200 Personal services and employee benef	6,749.4	6,476.2	7,043.4	7,435.8	7,103.4	0.0	7,103.4
535200 Professional Services	376.5	232.8	375.1	0.0	375.1	0.0	375.1
535400 Audit Services	9.5	8.0	10.9	0.0	10.9	0.0	10.9
300 Contractual services	386.0	240.7	386.0	0.0	386.0	0.0	386.0
542001 Legis Voting Mbr PerDiem&Mile	236.0	154.6	236.0	0.0	236.0	0.0	236.0
542100 Employee I/S Mileage & Fares	30.0	37.7	40.0	0.0	40.0	0.0	40.0
542200 Employee I/S Meals & Lodging	40.6	41.5	40.6	0.0	41.1	0.0	41.1
542800 State Transp Pool Charges	1.3	0.9	1.3	0.0	1.3	0.0	1.3
543200 Maint - Furn, Fixt, Equipment	9.5	0.0	9.5	0.0	9.5	0.0	9.5
543500 Maint - Supplies	0.1	0.2	0.1	0.0	0.1	0.0	0.1
543830 IT HW/SW Agreements	21.0	12.0	21.0	0.0	114.9	0.0	114.9
544000 Supply Inventory IT	1.0	14.7	6.0	0.0	6.0	0.0	6.0
544100 Supplies-Office Supplies	4.8	5.9	4.8	0.0	4.8	0.0	4.8
544900 Supplies-Inventory Exempt	5.0	6.2	15.0	0.0	15.0	0.0	15.0
545710 DOIT HCM Assessment Fees	16.1	16.5	17.8	0.0	17.3	0.0	17.3

S-9 Account Code Revenue/Expenditure Summary
(Dollars in Thousands)BU PCode Department
11200 0000 00000000000

		2025-26	2025-26	2026-27	2027-28	FY 2028 Agency Request		
		Opbud	Actuals	Opbud	PCF Proj	Base	Expansion	Total
545900	Printing & Photo Services	26.0	24.0	26.0	0.0	26.0	0.0	26.0
546100	Postage & Mail Services	2.1	0.0	2.1	0.0	2.1	0.0	2.1
546400	Rent Of Land & Buildings	1.0	0.0	1.0	0.0	1.0	0.0	1.0
546500	Rent Of Equipment	21.6	13.3	19.9	0.0	19.9	0.0	19.9
546600	Communications	3.0	2.3	3.0	0.0	3.0	0.0	3.0
546700	Subscriptions/Dues/License Fee	12.8	22.0	22.8	0.0	22.8	0.0	22.8
546800	Employee Training & Education	76.0	54.1	76.0	0.0	76.0	0.0	76.0
546900	Advertising	0.5	0.0	0.5	0.0	0.5	0.0	0.5
547900	Miscellaneous Expense	1.8	3.3	1.8	0.0	1.8	0.0	1.8
549600	Employee O/S Mileage & Fares	20.9	17.9	20.9	0.0	20.9	0.0	20.9
549700	Employee O/S Meals & Lodging	18.5	25.6	18.5	0.0	18.5	0.0	18.5
400	Other	549.6	452.6	584.6	0.0	678.5	0.0	678.5
TOTAL EXPENSE		7,685.0	7,169.5	8,014.0	7,435.85	8,167.9	0.0	8,167.9
810	Permanent	46.00	44.00	46.00	52.00	46.00	0.00	46.00
810	Permanent	46.00	44.00	46.00	52.00	46.00	0.00	46.00
830	Temporary	1.25	0.00	1.25	0.00	1.25	0.00	1.25
830	Temporary	1.25	0.00	1.25	0.00	1.25	0.00	1.25
TOTAL FTE POSITIONS		47.25	44.00	47.25	52.00	47.25	0.00	47.25

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

BusUnit	Line Item	2025-26 Actuals	2026-27 Opbud	Request		Recommendation	
				Base	Expansion	Base	Expansion
11200	Legislative Finance Committee	4,620.22	5,099.8	5,099.8	0	0	0
	520100 Exempt Perm Positions P/T&F/T						
	520500 Temporary Positions F/T & P/T	12.14	17.7	11.2	0	0	0
	520600 Paid Unused Sick Leave	8.07	8	8	0	0	0
	520700 Overtime & Other Premium Pay	0.7	2	2	0	0	0
	520800 Annl & Comp Paid At Separation	46.13	36.9	36.9	0	0	0
	521100 Group Insurance Premium	448.94	487.5	547.5	0	0	0
	521200 Retirement Contributions	888.92	909.2	909.2	0	0	0
	521300 F I C A	346.98	364.8	364.8	0	0	0
	521400 Workers' Comp Assessment Fee	0.45	0.4	0.4	0	0	0
	521410 GSD Work Comp Insur Premium	3.26	3.4	3.1	0	0	0
	521600 Employee Liability Ins Premium	7.97	19.2	26	0	0	0
	521700 RHC Act Contributions	92.4	94.5	94.5	0	0	0
	535200 Professional Services	232.77	375.1	375.1	0	0	0
	535400 Audit Services	7.96	10.9	10.9	0	0	0
	542001 Legis Voting Mbr PerDiem&Mile	154.55	236	236	0	0	0
	542100 Employee I/S Mileage & Fares	37.66	40	40	0	0	0
	542200 Employee I/S Meals & Lodging	41.54	40.6	41.1	0	0	0
	542800 State Transp Pool Charges	0.88	1.3	1.3	0	0	0
	543200 Maint - Furn, Fixt, Equipment	0	9.5	9.5	0	0	0
	543500 Maint - Supplies	0.23	0.1	0.1	0	0	0
	543830 IT HW/SW Agreements	11.97	21	114.9	0	0	0
	544000 Supply Inventory IT	14.73	6	6	0	0	0
	544100 Supplies-Office Supplies	5.91	4.8	4.8	0	0	0
	544900 Supplies-Inventory Exempt	6.19	15	15	0	0	0
	545710 DOIT HCM Assessment Fees	16.54	17.8	17.3	0	0	0
	545900 Printing & Photo Services	24.02	26	26	0	0	0
	546100 Postage & Mail Services	0	2.1	2.1	0	0	0
	546400 Rent Of Land & Buildings	0	1	1	0	0	0
	546500 Rent Of Equipment	13.32	19.9	19.9	0	0	0
	546600 Communications	2.26	3	3	0	0	0
	546700 Subscriptions/Dues/License Fee	21.97	22.8	22.8	0	0	0
	546800 Employee Training & Education	54.12	76	76	0	0	0

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

546900	Advertising	0	0.5	0	0.5	0	0	0	0.0
547900	Miscellaneous Expense	3.26	1.8	0	1.8	0	0	0	0.0
549600	Employee O/S Mileage & Fares	17.85	20.9	0	20.9	0	0	0	0.0
549700	Employee O/S Meals & Lodging	25.56	18.5	0	18.5	0	0	0	0.0
Subtotal for:	11200 P100-R Legislative Finance Committee	7,169.48	8,014	8,167.9	0	0	0	0	0.0
11200		7,169.48	8,014	8,167.9	0	0	0	0	0.0

Totals by Line Item

BusUnit	Line Item	2025-26 Actuals	2026-27 Opbud	Request		Recommendation		Opbud
				Base	Expansion	Base	Expansion	
11200	520100 Exempt Perm Positions P/T&F/T	4,620.22	5,099.8	5,099.8	0	0	0	0.0
	520500 Temporary Positions F/T & P/T	12.14	17.7	11.2	0	0	0	0.0
	520600 Paid Unused Sick Leave	8.07	8	8	0	0	0	0.0
	520700 Overtime & Other Premium Pay	0.7	2	2	0	0	0	0.0
	520800 Annl & Comp Paid At Separation	46.13	36.9	36.9	0	0	0	0.0
	521100 Group Insurance Premium	448.94	487.5	547.5	0	0	0	0.0
	521200 Retirement Contributions	888.92	909.2	909.2	0	0	0	0.0
	521300 F I C A	346.98	364.8	364.8	0	0	0	0.0
	521400 Workers' Comp Assessment Fee	0.45	0.4	0.4	0	0	0	0.0
	521410 GSD Work Comp Insur Premium	3.26	3.4	3.1	0	0	0	0.0
	521600 Employee Liability Ins Premium	7.97	19.2	26	0	0	0	0.0
	521700 RHC Act Contributions	92.4	94.5	94.5	0	0	0	0.0
	535200 Professional Services	232.77	375.1	375.1	0	0	0	0.0
	535400 Audit Services	7.96	10.9	10.9	0	0	0	0.0
	542001 Legis Voting Mbr PerDiem&Mile	154.55	236	236	0	0	0	0.0
	542100 Employee I/S Mileage & Fares	37.66	40	40	0	0	0	0.0
	542200 Employee I/S Meals & Lodging	41.54	40.6	41.1	0	0	0	0.0
	542800 State Transp Pool Charges	0.88	1.3	1.3	0	0	0	0.0
	543200 Maint - Furn, Fixt, Equipment	0	9.5	9.5	0	0	0	0.0

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

543500	Maint - Supplies	0.23	0.1	0	0	0	0.0
543830	IT HW/SW Agreements	11.97	21	114.9	0	0	0.0
544000	Supply Inventory IT	14.73	6	6	0	0	0.0
544100	Supplies-Office Supplies	5.91	4.8	4.8	0	0	0.0
544900	Supplies-Inventory Exempt	6.19	15	15	0	0	0.0
545710	DOIT HCM Assessment Fees	16.54	17.8	17.3	0	0	0.0
545900	Printing & Photo Services	24.02	26	26	0	0	0.0
546100	Postage & Mail Services	0	2.1	2.1	0	0	0.0
546400	Rent Of Land & Buildings	0	1	1	0	0	0.0
546500	Rent Of Equipment	13.32	19.9	19.9	0	0	0.0
546600	Communications	2.26	3	3	0	0	0.0
546700	Subscriptions/Dues/License Fee	21.97	22.8	22.8	0	0	0.0
546800	Employee Training & Education	54.12	76	76	0	0	0.0
546900	Advertising	0	0.5	0.5	0	0	0.0
547900	Miscellaneous Expense	3.26	1.8	1.8	0	0	0.0
549600	Employee O/S Mileage & Fares	17.85	20.9	20.9	0	0	0.0
549700	Employee O/S Meals & Lodging	25.56	18.5	18.5	0	0	0.0
Grand Total		7,169.48	8,014	8,167.9	0	0	0.0

P-1 Program Overview

Program Description:

As the budget drafting agency for the Legislature, the finance committee and its staff are key to all legislative action. The thousand-page, three-volume annual budget recommendation reflects a year of research and analysis and is the starting point for budget deliberations among legislators and with executive agencies. In addition to the annual report and a comprehensive post-session review, agency staff drafted committee-sponsored legislation and produced close to 1,000 fiscal impact reports on essentially all legislation introduced during the 30-day 2026 session.

Major Issues and Accomplishments:

The Legislative Finance Committee staff remains among the most important resources in the state for original research on an extensive array of topics. Staff analysis on crime rates and other public safety issues, child protective services, Medicaid, early childhood services, public schools and higher education, transportation, infrastructure, and natural resources and the environment is an essential resource for legislators and broadly informs the public discussion. In FY24, budget staff produced dozens of hearing briefs and other documents for committee hearings, and the Program Evaluation Unit produced deeply researched, systematic evaluations and other reports on the results of state government spending and activity. Staff also created a citizens' guide to budget development, numerous newsletters, and finance fact sheets for the general public.

LFC economists continue to serve as leaders in the development of analysis and the revenue forecasts critical to the creation of the state budget and other fiscal decisions. LFC economists have been essential to efforts to extend the life of the slowing revenue boom by creating vehicles for setting aside surplus revenues to build interest-generating endowments that will produce income in the future. In addition to monitoring revenue generation and the health of investment funds, the unit produced a mid- to long-term revenue outlook, analyzed tax reforms, assisted in tax reform legislation, and drafted committee-endorsed legislation.

The agency has continued to improve the Legislating for Results framework by refining the LegisStat approach through which agencies and the committee collaborate on a specific performance issue, approaches for addressing key performance challenges. LegisStat reviews contributed to increased attention to effective use of dollars in the early childhood home visiting program, repeat child maltreatment, the role of effective teachers in public education, transportation infrastructure investment, and strategic planning for economic development.

In addition, LFC continues to work on transparency through the addition of data dashboards and other improvements to the website and additional and consistent posting of materials on the website.

Overview of Request:

The LFC budget request for FY28 represents a 1.9 percent increase over the FY27 operating budget. This includes a \$153.9 thousand general fund increase to cover economic software licensing previously funded with nonrecurring revenue, as well as \$60 thousand for employee benefit increases.

Programmatic Changes:

Base Budget Justification:

The requested increase includes a \$153.9 thousand general fund increase to cover economic software licensing previously funded with nonrecurring revenue, as well as \$60 thousand for employee benefit increases.

REV EXP COMPARISON

(Dollars in Thousands)

11200 - Legislative Finance Committee

P100 - Legislative Finance Committee

	General Fund	Other Funds	Other Transfers	Federal Funds	Total
SOURCES Totals	8,167.9	0.0	0.0	0.0	8,167.9
Personal services and employee benefits	7,103.4	0.0	0.0	0.0	7,103.4
Contractual services	386.0	0.0	0.0	0.0	386
Other	678.5	0.0	0.0	0.0	678.5
USES Total:	8,167.9	0.0	0.0	0.0	8,167.9
Net:	0.0	0.0	0.0	0.0	0.0

Legislative Finance Committee
BU PCode Department
11200 P100 000000

State of New Mexico
F4/F5 Summary
(Dollars in Thousands)

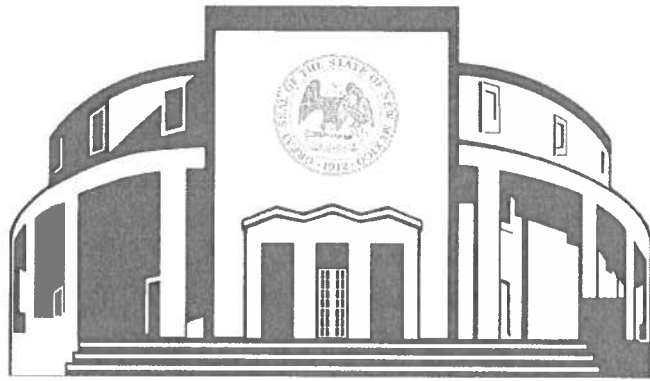
	2025-26 Actuals	2026-27 Opbud	FY 2028 Agency Request				Total
			GF	OSF	ISF/IAT	FF	
520100 Exempt Perm Positions P/T&F/T	4,620.2	5,099.8	5,099.8	0.0	0.0	0.0	5,099.8
520500 Temporary Positions F/T & P/T	12.1	17.7	11.2	0.0	0.0	0.0	11.2
520600 Paid Unused Sick Leave	8.1	8.0	8.0	0.0	0.0	0.0	8.0
520700 Overtime & Other Premium Pay	0.7	2.0	2.0	0.0	0.0	0.0	2.0
520800 Annl & Comp Paid At Separation	46.1	36.9	36.9	0.0	0.0	0.0	36.9
521100 Group Insurance Premium	448.9	487.5	547.5	0.0	0.0	0.0	547.5
521200 Retirement Contributions	888.9	909.2	909.2	0.0	0.0	0.0	909.2
521300 F I C A	347.0	364.8	364.8	0.0	0.0	0.0	364.8
521400 Workers' Comp Assessment Fee	0.4	0.4	0.4	0.0	0.0	0.0	0.4
521410 GSD Work Comp Insur Premium	3.3	3.4	3.1	0.0	0.0	0.0	3.1
521600 Employee Liability Ins Premium	8.0	19.2	26.0	0.0	0.0	0.0	26.0
521700 RHC Act Contributions	92.4	94.5	94.5	0.0	0.0	0.0	94.5
200 Personal services and employee benef	6,476.2	7,043.4	7,103.4	0.0	0.0	0.0	7,103.4
535200 Professional Services	232.8	375.1	375.1	0.0	0.0	0.0	375.1
535400 Audit Services	8.0	10.9	10.9	0.0	0.0	0.0	10.9
300 Contractual services	240.7	386.0	386.0	0.0	0.0	0.0	386.0
542001 Legis Voting Mbr PerDiem&Mile	154.6	236.0	236.0	0.0	0.0	0.0	236.0
542100 Employee I/S Mileage & Fares	37.7	40.0	40.0	0.0	0.0	0.0	40.0
542200 Employee I/S Meals & Lodging	41.5	40.6	41.1	0.0	0.0	0.0	41.1
542800 State Transp Pool Charges	0.9	1.3	1.3	0.0	0.0	0.0	1.3
543200 Maint - Furn, Fixt, Equipment	0.0	9.5	9.5	0.0	0.0	0.0	9.5
543500 Maint - Supplies	0.2	0.1	0.1	0.0	0.0	0.0	0.1
543830 IT HW/SW Agreements	12.0	21.0	114.9	0.0	0.0	0.0	114.9
544000 Supply Inventory IT	14.7	6.0	6.0	0.0	0.0	0.0	6.0
544100 Supplies-Office Supplies	5.9	4.8	4.8	0.0	0.0	0.0	4.8
544900 Supplies-Inventory Exempt	6.2	15.0	15.0	0.0	0.0	0.0	15.0
545710 DOIT HCM Assessment Fees	16.5	17.8	17.3	0.0	0.0	0.0	17.3
545900 Printing & Photo Services	24.0	26.0	26.0	0.0	0.0	0.0	26.0
546100 Postage & Mail Services	0.0	2.1	2.1	0.0	0.0	0.0	2.1
546400 Rent Of Land & Buildings	0.0	1.0	1.0	0.0	0.0	0.0	1.0
546500 Rent Of Equipment	13.3	19.9	19.9	0.0	0.0	0.0	19.9
546600 Communications	2.3	3.0	3.0	0.0	0.0	0.0	3.0
546700 Subscriptions/Dues/License Fee	22.0	22.8	22.8	0.0	0.0	0.0	22.8

Legislative Finance Committee
BU PCode Department
11200 P100 000000

State of New Mexico

F4/F5 Summary
(Dollars in Thousands)

		2025-26 Actuals	2026-27 Opbud	GF	FY 2028 Agency Request				Total
					OSF	ISF/IAT	FF		
546800	Employee Training & Education	54.1	76.0	76.0	0.0	0.0	0.0	0.0	76.0
546900	Advertising	0.0	0.5	0.5	0.0	0.0	0.0	0.0	0.5
547900	Miscellaneous Expense	3.3	1.8	1.8	0.0	0.0	0.0	0.0	1.8
549600	Employee O/S Mileage & Fares	17.9	20.9	20.9	0.0	0.0	0.0	0.0	20.9
549700	Employee O/S Meals & Lodging	25.6	18.5	18.5	0.0	0.0	0.0	0.0	18.5
400	Other	452.6	584.6	678.5	0.0	0.0	0.0	0.0	678.5
TOTAL EXPENSE		7,169.5	8,014.0	8,167.9	0.0	0.0	0.0	0.0	8,167.9



NEW MEXICO
LEGISLATIVE
FINANCE
COMMITTEE

STRATEGIC PLAN

**UPDATED FOR
FISCAL YEAR 2025
THROUGH
FISCAL YEAR 2028**

LFC Strategic Plan

INTRODUCTION

The Legislative Finance Committee (LFC) was first established as the fiscal and management arm of the New Mexico Legislature in 1957. Since its inception, the committee's role in the state budget process has grown as the complexity and size of the budget has increased. In 1991, LFC assumed responsibility for the performance audit program, previously part of the Office of the State Auditor.

LFC is composed of eight members of the Senate and eight members of the House of Representatives. Political parties are represented in proportion to membership in each chamber of the Legislature. The chairs of the House Appropriations and Finance Committee, the House Taxation and Revenue Committee, and the Senate Finance Committee are automatic members by law; the remaining LFC members are appointed by the legislative leadership.

New Mexico is unusual in that both the governor and an agency of the Legislature (LFC) propose comprehensive state budgets to the full Legislature. Only 10 other legislatures in the nation have some degree of "joint responsibility" with the executive for budget development, and only one of these states also conducts program evaluations as part of its budget office's main duties.

VISION STATEMENT

To be recognized nationally as a leader in fiscal and public policy analysis that is innovative and fiscally responsible.

MISSION STATEMENT

The purpose of the Legislative Finance Committee is to provide the Legislature with objective fiscal and public policy analysis, recommendations, and oversight of state agencies to improve performance and ensure accountability through effective allocation of resources for the benefit of all New Mexicans.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

As a service-based organization, LFC's credibility depends on quality, timeliness, and fairness. These essential elements can be expressed as our values in conducting our work for the Legislature and public.

In setting goals to achieve the LFC mission, staff of LFC met to discuss agency strengths, weaknesses, opportunities, and threats (SWOT). This SWOT brainstorming session yielded characteristics and ideas that can be grouped in broader themes to develop and achieve goals and objectives. In general, our most important strength is our staff, and our most significant challenge is access to information.

Staff identified strengths and weaknesses as internal to the organization and opportunities and threats as external.

INTERNAL STRENGTHS

The ability to achieve our mission depends heavily on the effectiveness of the staff. With less staff turnover, institutional knowledge and expertise are developed. Professional staff and expertise can better serve legislators and, ultimately, the public.

- Staff credibility, professionalism, expertise, and diversity;
- Teamwork and staff communication;
- Adequate office equipment and supplies;
- Service to legislators;
- Management, committee, and bipartisan legislative support;
- External communication through publications, reports, interactive dashboards, and website.

INTERNAL WEAKNESSES

Our greatest strength can be our most obvious vulnerability. Staff turnover—a result of recruitment of staff to senior positions in the administration—impacts institutional knowledge of agencies and issues. The allocation of staff time to priority budget areas will always be a challenge given the diverse and numerous issues before the Legislature.

- Staff retention,
- Allocation of staff time to priority budget areas.

EXTERNAL OPPORTUNITIES

Our greatest opportunity remains the ability to shape responsible fiscal policy through budget recommendations, ongoing program evaluations, and fiscal and economic policy analysis. To bolster that strength, LFC has opportunities to engage individuals, develop new partnerships, and use new data sources.

- Shape responsible fiscal policy;
- Influence long-term planning and policy development;

- Partner with constitutionally created agencies of government, e.g. State Auditor, Attorney General;
- Improve coordination of legislative agencies;
- Increase use of performance information;
- Identify, evaluate, and use best practices of other states;
- Enhance individual engagement;
- Expand trainings for information in external IT systems, including SHARE;
- Coordinate with outside research organizations .

EXTERNAL THREATS

Timely and limited access to information is the most significant threat to staff's ability to serve the Legislature with strong, effective analysis. For example, the inability of the LFC staff to obtain critical information creates serious challenges in staff efforts to assess the full costs and benefits of state appropriations and agency performance. With revenue volatility a threat, it presents a challenge to the production of a fiscally responsible budget.

- Revenue volatility,
- Accuracy of revenue estimate,
- Court-driven appropriations,
- Limited access to information from agencies,
- Limited revenue streams.

GOALS AND OBJECTIVES

- GOAL 1. Provide annually a fiscally sound state budget recommendation that reflects committee priorities and addresses state needs:
- To reduce errors in revenue, estimate, and understand risks in economic forecasting;
 - To fund state government operational budgets to support effective services to New Mexicans;
 - To facilitate an effective capital outlay funding recommendation to address current and future statewide needs;
 - To use performance and other data to assess the need for changes in funding during the formulation of budget recommendations;
 - To enhance communication on budget needs through a process of budget development, deliberation, and dispensing of information.
- GOAL 2. Facilitate well-informed policy decisions through objective analysis:
- To identify and report significant policy issues through public hearings and publications;
 - To provide high-quality support to the Legislature through informative hearings, bill analysis, and resource materials;
 - To recommend improvements in state operations and financing through program evaluation reports and legislation sponsored by LFC;
 - To provide information to legislators, as requested, in a timely manner.
- GOAL 3. Provide oversight of state agencies to ensure effective use of appropriations:
- To provide timely and informative program evaluations to verify the quality of services and effective expenditure of budgets by state agencies;
 - To monitor capital outlay projects, regularly monitor SHARE, review budget adjustment requests, review contracts, and assess performance measure data to ensure the timely and effective expenditure of state funds;
 - To provide oversight through high-quality reports, hearings, and briefs.
- GOAL 4. Maintain an effective, high-quality staff and work environment that results in minimal turnover:
- To provide training and capacity development to develop creative and innovative staff;
 - To provide competitive compensation and a professional work environment;
 - To provide quality information technology resources;
 - To develop flexible work schedules that meet diverse employee needs.
- GOAL 5. Improve follow-up on program evaluation implementation.
- To determine if expected outcomes are attained,
 - To ensure recommendations are implemented.

PERFORMANCE MEASURES

GOAL 1: Annually provide a fiscally sound state budget recommendation that reflects committee priorities and addresses state needs.

Output Measure: Percent of general fund reserve levels in the Legislative Finance Committee budget recommendation

FY22 Actual = 49.3%

FY23 Actual = 48%

FY24 Actual = 33%

FY25 Actual = 31.1%

FY26 Prelim = 31.6%

FY27 Target = 30.0%

FY27 Prelim = 32.3%

Outcome Measure: Eighteen-month general fund revenue forecast variance from actual revenues

FY21 Actual = 2.7%

FY22 Actual = 20.7%

FY23 Actual = 29.6%

FY24 Actual = 9.4%

FY25 Target = 5%

FY25 Prelim = 4.4%

Outcome Measure: Adequacy of base operating budgets for state agencies

(% = Total supplemental appropriations divided by total current year operating budgets.)

FY20 Actual = 0.4%

FY21 Actual = 0.4%

FY22 Actual = 0.4%

FY23 Actual = <0.5%

FY24 Actual = <0.5%

FY25 Actual = <0.5%

FY26 Actual = <0.5%

GOAL 2: Facilitate well-informed policy decisions through objective analysis.

Output Measure: Percent of fiscal impact reports completed (not including memorials)

Target = 92%

FY22 Actual = 77%

FY23 Actual = 90%

FY24 Actual = 90%

FY25 Actual = 96%

FY26 Actual = 79%

*Beginning in 2017, FIRs on memorials recognizing individuals are not prioritized for completion.

GOAL 3: Provide oversight of state agencies to ensure effective use of appropriations.

Outcome Measure: Percent of capital outlay projects over \$1 million on schedule

FY21 Actual = 62%

FY22 Actual = 57%

FY23 Actual = 55%

FY24 Actual = 50%

FY25 Actual = 51 %

FY26 Target = 60%

Explanatory Measure: Amount of cost savings identified in program evaluation recommendations in the past five years
FY22-26 Target = \$260 million, FY27 Target = \$300 million

FY22 Actual = \$1.3 billion

FY23 Actual = \$1.8 billion

FY24 Actual = \$3.2 billion

FY25 Actual = \$2.6 billion

FY26 Actual = \$2.6 billion

FY27 Target = \$300 million

GOAL 4: Maintain an effective, high-quality staff and work environment that results in minimal turnover.

Outcome Measure: Annual turnover rate of committee staff
Target = 15%

FY22 Actual = 17%

FY23 Actual = 6%

FY24 Actual = 20%

FY25 Actual = 13%

FY26 Actual =

FY27 Target =

Explanatory Measure: Percent of professional staff with graduate-level education

FY21-25 Target = 82%, FY26 Target = 75%

FY21 Actual = 81%

FY22 Actual = 83%

FY24 Actual = 83%

FY25 Actual = 73%

FY26 Actual =

FY27 Target =

Explanatory Measure: Percent of work products jointly authored by evaluators and analysts.

Target = 90%

FY23 Actual = 95%

FY24 Actual = 98%

FY25 Actual = 98%
FY26 Actual = 98%
FY27 Target = 90%

PRIOR-YEAR ACCOMPLISHMENTS

- Collaborated with executive agencies and community representatives to substantially expand access to cradle-to-career programs, including childcare, home visits, prekindergarten, extended learning time in schools, financial aid for higher education, and workforce training.
- Introduced a set of new tools for the Legislature and the public, including data dashboards for healthcare cost drivers, revenue and economic indicators, education impacts on state prosperity, and many other topics.
- Collaborated with the Department of Finance and Administration to implement agency training and oversight of Government Results and Opportunity pilot projects.
- Examined behavioral and physical health provider access and expanded investments in Medicaid provider rates.
- Expanded investments for child welfare, including resources to fill hundreds of existing and new social worker positions and funding for evidence-based programs to modernize the system.
- Expanded investments in evidence-based programs in behavioral health, child welfare, and early childhood initiatives.
- Improved compensation for public education and state government workers to keep salaries competitive and help with recruitment and retention of quality public servants.
- Guided legislators through statewide capital outlay recommendations mostly developed by Legislature.
- Prioritized nonrecurring spending to major investments in transportation, law enforcement, housing economic development, healthcare, water and natural resources, and higher education.
- Worked collaboratively with legislators and the executive to formulate a balanced budget for 2026 regular session.
- Prepared timely fiscal impact reports through staff analysis.
- Focused LFC evaluation unit reports on timely topics, including juvenile justice, felony crime, SNAP administration, disengaged youth, and the New Mexico Health Exchange, housing supports, state facility utilization, education, and child welfare.
- Initiated Performance Academy in collaboration with Department of Finance and Administration and jointly administered the GRO evaluation process.

- Refined LegisStat hearing format to improve accountability and program efficiency and target appropriations to programs that work.
- Funded universal childcare and a major expansion of the University of New Mexico Medical School.
- Created higher education major projects fund and continued to build the water project fund, lottery tuition fund, behavioral health trust fund.
- Increased supports for medical school students and other healthcare professionals.
- Reformed the capital outlay process, establishing limits on reauthorizations and piecemeal appropriations.
- Collaborated with the Department of Finance and Administration on improving the integrity of performance measures.

STAFF RECOGNITION

Awards and Fellowships:

- NCSL Staff Achievement Award, Kelly Klundt
- Results for America What Works State Evidence Champion Award, Sarah Dinces
- NLPES Excellence in Research Methods-*Policy Spotlight: Felony Arrests and Outcomes*, Stephanie Joyce and John Valdez
- NASHP Rising Star Award, Allegra Hernandez
- NLPES Certificate for Impact for Evaluation 2026- *Improving Workforce Participation*, Sarah Rovang and Allegra Hernandez
- NLPES Certificate of Impact for Evaluation 2025-*State Funded Water Projects*, Clayton Lobaugh and Rhea Serna
- Results for America 2026 Platinum Award, Invest in What Works Standards of Excellence
- Results for America 2025 Silver Award, Invest in What Works Standards of Excellence
- 2026 NCSL Legislative Staff Management Institute- Scott Sanchez
- 2025 NCSL Legislative Staff Management Institute – Jennifer Faubion
- 2026 Harvard Kennedy School Senior Executives in State and Local Government – Cally Carswell

External Speeches and Testimony:

- Presentation to Interim Committees – Charles Sallee, Jon Courtney, Kelly Klundt, Rachel Garcia, Brendon Gray, Sunny Liu, Carlie Malone, Eric Chenier, Cally Carswell, Austin Davidson, Julisa Rodriguez, Joseph Simon, Ismael Torres, Jennifer Faubion, Allegra Hernandez, Harry Rommell, Emily Hilla, Ruby Ann Esquibel, Matt Goodlaw, John Valdez, Clayton Lobaugh, Sarah Rovang, Ryan Tolman, Elizabeth Dodson, Danielle Ceballos, Drew Weaver, Sarah Dinces, Helen Gaussoin
- NM Tax Research Institute – Charles Sallee
- Council of University Presidents and Two-Year Colleges Associations, legislative preview and annual and quarterly meeting – Charles Sallee
- Albuquerque Chamber of Commerce – Charles Sallee
- Leadership New Mexico – Charles Sallee
- NM School Boards Association – Charles Sallee
- NM Superintendents Association – Charles Sallee
- Santa Fe Women’s Club – Charles Sallee
- NM Association of Counties – Charles Sallee
- Washington DC, Budget Office – Charles Sallee
- NASBO – Charles Sallee
- NCSL National Association of Legislative Fiscal Offices – Charles Sallee

**Leadership
Positions Held:**

- New Mexico Early Childhood Prenatal-3 Steering Committee– Kelly Klundt
- Legislative Early Childhood Caucus – Kelly Klundt
- NCSL Opioid Policy Fellowship-Kelly Klundt
- NLPES- Rachel Garcia, Sarah Dinces, Drew Weaver, John Valdez, Stephanie Joyce, Sarah Rovang
- Society of Cost Benefit Analysis- Brendon Gray and Drew Weaver
- New Mexico Evaluation Society- Sarah Rovang
- Thornburg Foundation- Sarah Rovang
- UNM School of Public Administration- Rachel Garcia
- New Mexico Association of School Business Officials Spring Budget Workshop – Sunny Liu
- Education Partnership of the Permian Basin – Charles Sallee, Sunny Liu
- Indian Education Advisory Council – Charles Sallee, Sunny Liu
- New Mexico Public School Capital Outlay Council – Charles Sallee
- National Legislative Program Evaluation Society Executive Committee –Board Member, Sarah Dinces
- University of New Mexico Master of Public Policy Community Advisory Board - Member, Jon Courtney
- National Conference of State Legislatures Criminal Justice Standing Committee – Jon Courtney
- Legislative Education Staff Network Steering Committee Chair – Sunny Liu
- Higher Education Capital Outlay Committee – Cally Carswell

Memberships:

- National Conference of State Legislatures
 - Budget and Revenue Committee
 - Law and Criminal Justice and Public Safety
 - Legislative Staff Coordinating Committee
 - Information and Communication
 - Doula Symposium
 - Health and Human Services
- National Association of Legislative Fiscal Officers
- National Legislative Program Evaluation Society
- Legislative Education Staff Network
- Education Commission of the States
- Western States Legislative Fiscal Officers Association
- American Society for Public Administration
- Association of Government Accountants
- Government Finance Officers Association
- Institute of Internal Auditors
- Institute of Internal Controls
- Association of Education Finance and Policy
- New Mexico Higher Education Formula Technical Committee

- New Mexico Home Visiting Collaborative
- American Evaluation Association
- New Mexico Evaluators
- State and Local Tax Working Group