

FY27 Appropriation Request Checklist

Agency Name: Martin Luther King Jr. Commission

Business Unit: 60500

Reports to Include in PDF Submission

Form #	Title	
<input checked="" type="checkbox"/>	Cvr Ltr	Cover Letter <i>Agency Level</i>
<input checked="" type="checkbox"/>	S-1	Certification <i>Agency Level</i>
<input checked="" type="checkbox"/>	S-2	Organizational Chart <i>Agency/Program Level</i>
<input checked="" type="checkbox"/>	S-8	Financial Summary (BFM) <i>Agency/Program Level</i>
<input checked="" type="checkbox"/>	S-9	Account Code Revenue / Expenditure Report <i>Agency/Program Level</i>
<input checked="" type="checkbox"/>	S-10	Fund Balance Projection <i>Fund Level</i>
<input checked="" type="checkbox"/>	S-13	Detail of Rate Line Items (see instructions) <i>Agency Level</i>
<input checked="" type="checkbox"/>	P-1	Program Narrative <i>Program Level</i>
<input type="checkbox"/>	R-2	Transfer Report <i>Agency Level</i>
<input type="checkbox"/>	REV/EXP	Revenue-Expenditure Comparison Report <i>Agency/Program Level</i>
<input type="checkbox"/>	FFRW	Detail of Federal Funds Revenue Worksheet <i>Agency/Program Level</i>
<input type="checkbox"/>	EB-1	Expansion Justifications <i>Program Level</i>
<input type="checkbox"/>	EB-2	Expansion Fiscal Summary <i>Program Level</i>
<input type="checkbox"/>	EB-3	Expansion Line Item Detail <i>Program Level</i>
<input type="checkbox"/>	LFR	Legislating for Results Expansion Tool <i>Program Level</i>
<input checked="" type="checkbox"/>	E4	Pcode Detail <i>Program Level</i>
<input checked="" type="checkbox"/>	E5	Contract by Pcode <i>Program Level</i>
<input type="checkbox"/>	SAR	Special Appropriation Request Report <i>Agency Level</i>
<input checked="" type="checkbox"/>	APR	Annual Performance Report <i>Program Level</i>
<input checked="" type="checkbox"/>	Table 2	Table 2 Performance Measure Summary <i>Program Level</i>
<input checked="" type="checkbox"/>	SP	Strategic Plan <i>Agency Level</i>
<input type="checkbox"/>	ITP	Information Technology Plan <i>Agency Level</i>
<input type="checkbox"/>	C-1	Base Operating Budget <i>Agency Level</i>
<input type="checkbox"/>	C-2	IT Request Plan <i>Agency Level</i>
<input type="checkbox"/>	Perf Audit	Update to LFC Performance Audits (within last 2 years) <i>Agency Level</i>

Documents to Attach in BFM (PDF Optional)

	Documents to Attach in BFM (PDF Optional)	Where to Attach
<input checked="" type="checkbox"/>	Board Cert Board or Commission Budget Certification	<i>Form 9900</i>
<input checked="" type="checkbox"/>	E-6B Leased Passenger-Related Vehicles	<i>Form 3300/4300</i>



State of New Mexico
MARTIN LUTHER KING, JR. STATE COMMISSION
 310 San Pedro Rd. NE Suite 210
 Albuquerque, NM 87108



Michelle Lujan-Grisham
 Governor
 Howie Morales
 Lieutenant Governor

Dannelle M. Kirven, M.B.A.
 Executive Director

9/2/2025

To:

Wayne Propst
 Budget Secretary
 Department of Finance and Administration
 407 Galisteo Street
 Battan Memorial Building, Suite 190
 Santa Fe, New Mexico 87501

Charles Sallee, Director
 Legislative Finance Committee
 325 don Gaspar, Suite 101
 Santa Fe, New Mexico 87501

From: Dannelle Kirven, Executive Director
 Dr. Martin Luther King, Jr. Commission
 310 San Pedro Dr. NE Suite 210
 Albuquerque, New Mexico 87108

Subject: FY27 Appropriation Request – New Mexico Martin Luther King Jr. State Commission

Greetings Secretary Propst and Director Sallee,

I am pleased to submit the Fiscal Year 2027 Appropriation Request for the New Mexico Martin Luther King Jr. State Commission. After extensive strategic planning and careful review of our operational needs, the Commission respectfully requests a 15% increase in our base funding, totaling approximately \$90,210 above our current FY26 budget. This investment is essential to fully realize the Commission’s vision and to ensure sustainable impact across New Mexico.

Our current funding levels constrain the Commission’s ability to expand staffing, outreach, and programming to meet the needs of all 33 counties. With only two full-time employees, we are challenged to deliver comprehensive statewide services, including the Dr. Martin Luther King Jr. Holiday Commemorations, youth programs, regional stakeholder engagement, and the annual Youth Leadership Conference.

The proposed increase is strategically allocated across all three critical budget categories, each receiving a 15% increase to support targeted growth:

COMMISSIONERS

- ◆ Little V. West, Esq., Chair ◆ Constance Williams, LCSW, Vice Chair ◆ Ahdohny Routheni, Secretary
- ◆ Laura Montoya, State Treasurer ◆ Maggie Toulouse Oliver, Secretary of State ◆ Judge Tammi M. Lambert
- ◆ Pat O’Connell, Chair of Public Regulation Commission ◆ Dr. Hazel Mella, Department of Workforce Solutions ◆ Dr. Brandi Stone ◆ Joseph Dabney III
- ◆ Carrie Traub ◆ Anthony Umi ◆ Oscar Robinson

- Personal Services & Benefits (200 category): +15%
To provide merit-based salary adjustments that strengthen staff retention, as well as to explore an additional full-time position or internship. Expanding personnel capacity is vital to reduce burnout, improve service delivery, and sustain program growth in alignment with Goal 3: Operational Efficiency and Infrastructure of our strategic plan.
- Contractual Services (300 category): +15%
To continue engaging specialized expertise in marketing, communications, professional development, and program evaluation. These professional partnerships expand our public engagement, enhance program quality, and enable us to meet strategic objectives without prematurely increasing permanent staffing costs.
- Other Operating Costs (400 category): +15%
To fund expanded travel, lodging, community outreach events, materials, advertising, and technology needed to maintain a visible and accessible statewide presence. This increase supports rotating conference locations, youth leadership initiatives, and community engagement activities outlined in Goals 1 and 2 of our strategic plan.

This request is not merely an increase in dollars, it is a strategic investment that will enable the Commission to transition from maintaining minimal operations to becoming a fully capable, effective statewide agency. This support is essential to the Commission’s ability to retain experienced personnel, expand essential programs, increase visibility and collaboration across the state and make substantial progress toward the justice, equity, and leadership development as envisioned in our strategic plan.

Thank you for your consideration and ongoing support of the Commission’s mission to uplift the legacy and vision of Dr. Martin Luther King Jr. across New Mexico.

Sincerely,

Dannelle Kirven

Dannelle M. Kirven

Executive Director

dannelle.kirven@mlkjrc.nm.gov

310 San Pedro Dr. NE STE. 210

COMMISSIONERS

- ◆ Little V. West, Esq., Chair ◆ Constance Williams, LCSW, Vice Chair ◆ Ahdohny Routheni, Secretary
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 ◆ Carrie Traub ◆ Anthony Umi ◆ Oscar Robinson

**APPROPRIATION REQUEST
CERTIFICATION
FORM S-1**

Agency Name: Martin Luther King, Jr. Commission

Business Unit: 60500

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.

Dannelle Kirven

Dannelle Kirven, Executive Director



Little V. West, Board Chair

Dannelle Kirven

Dannelle Kirven, Executive Director

310 San Pedro Dr. NE
Ste. 210

505-221-9016

dannelle.kirven@mlkjrc.nm.gov

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. Operating Budgets of other agencies must be signed by the director or secretary. Appropriation Requests not properly signed will be returned.

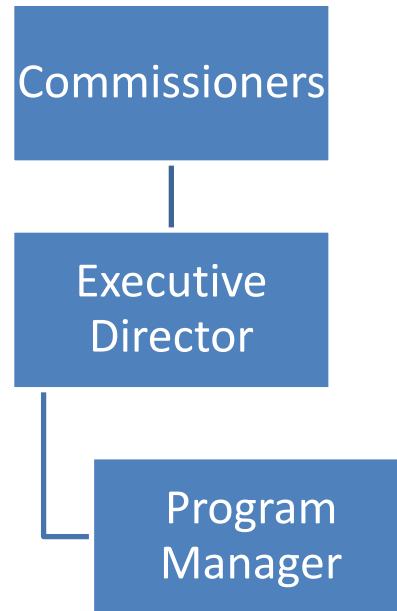
Agency Name: Martin Luther King Jr. Commission

Program Name: Martin Luther King Jr. Commission

Business Unit: 60500

Program Code: P694

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



Check Box if this form is a revision

Revision no:

Revision Date: 6/30/2011

Page

S-8 Financial Summary by Fund Level

BU Fund
60500 06000

(Dollars in Thousands)

	2024-25 Opbud	2024-25 Actuals	2025-26 Opbud	2026-27 PCF Proj	Base	----- FY 2027 Agency Request -----		Total
						Expansion		
REVENUE								
111 General Fund Transfers	390.6	386.7	597.6	0.0	687.8	0.0		687.8
112 Other Transfers	0.0	3.9	0.0	0.0	0.0	0.0		0.0
REVENUE, TRANSFERS	390.6	390.6	597.6	0	687.8	0.0		687.8
REVENUE	390.6	390.6	597.6	0	687.8	0.0		687.8
EXPENSE								
200 Personal services and employee benefits	227.5	194.8	254.3	263.5	293.0	0.0		293.0
300 Contractual services	46.2	23.2	141.5	0.0	162.7	0.0		162.7
400 Other	116.9	143.6	201.8	0.0	232.1	0.0		232.1
EXPENDITURES	390.6	361.6	597.6	263.45	687.8	0.0		687.8
EXPENSE	390.6	361.6	597.6	263.45	687.8	0.0		687.8
FTE POSITIONS								
810 Permanent	2.00	0.00	2.00	2.00	2.00	0.00		2.00
FTEs	2.00	0.00	2.00	2.00	2.00	0.00		2.00
FTE POSITIONS	2.00	0.00	2.00	2.00	2.00	0.00		2.00

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

BusUnit	Line Item	2024-25	2025-26	Request		Recommendation		Opbud		
		Actuals	Opbud	Base	Expansion	Base	Expansion			
60500	P694-R Martin Luther King, Jr. Commis	520100	Exempt Perm Positions P/T&F/T	108.33	95	280.4	0	0	0	0.0
		520300	Classified Perm Positions F/T	12.61	62.6	0	0	0	0	0.0
		520700	Overtime & Other Premium Pay	0.16	0	0	0	0	0	0.0
		520800	Annl & Comp Paid At Separation	15.37	0	0	0	0	0	0.0
		521100	Group Insurance Premium	7.17	16.7	0	0	0	0	0.0
		521200	Retirement Contributions	23.27	31.1	0	0	0	0	0.0
		521300	F I C A	10.01	14.2	0	0	0	0	0.0
		521400	Workers' Comp Assessment Fee	0.21	23.5	0	0	0	0	0.0
		521410	GSD Work Comp Insur Premium	0	0.2	0	0	0	0	0.0
		521600	Employee Liability Ins Premium	15.25	6.6	12.6	0	0	0	0.0
		521700	RHC Act Contributions	2.42	4.4	0	0	0	0	0.0
		535200	Professional Services	6.9	114.2	147.1	0	0	0	0.0
		535300	Other Services	3.57	14.1	0	0	0	0	0.0
		535400	Audit Services	9.04	9.9	15.6	0	0	0	0.0
		535600	IT Services	3.66	3.3	0	0	0	0	0.0
		542100	Employee I/S Mileage & Fares	0.57	2	0	0	0	0	0.0
		542200	Employee I/S Meals & Lodging	0.35	2	5.5	0	0	0	0.0
		542300	Brd & Comm Mbr Meals & Lodgin	0.1	0	0	0	0	0	0.0
		542310	Brd & Comm Mbr Mileage & Fares	0.35	0	0	0	0	0	0.0
		542500	Transp - Fuel & Oil	0	0.3	0	0	0	0	0.0
		542600	Transp - Parts & Supplies	0	0.1	0	0	0	0	0.0
		542700	Transp - Transp Insurance	0	0.4	0	0	0	0	0.0
		542800	State Transp Pool Charges	0	12.5	9	0	0	0	0.0
		543830	IT HW/SW Agreements	0.23	0	0	0	0	0	0.0
		544000	Supply Inventory IT	0.37	0	0	0	0	0	0.0
		544100	Supplies-Office Supplies	1.84	4.2	0	0	0	0	0.0
		544800	Supplies-Education&Recreation	2.76	0	0	0	0	0	0.0
		544900	Supplies-Inventory Exempt	5.1	0	0	0	0	0	0.0
		545600	Reporting & Recording	1.05	0	0	0	0	0	0.0
		545700	ISD Services	5.36	3.7	0	0	0	0	0.0
		545710	DOIT HCM Assessment Fees	0.66	0.7	0	0	0	0	0.0
		545900	Printing & Photo Services	2.07	4.2	0	0	0	0	0.0

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

	546100	Postage & Mail Services	0	4	0	0	0	0	0.0
	546400	Rent Of Land & Buildings	16.72	14.8	0	0	0	0	0.0
	546500	Rent Of Equipment	11.07	10	0	0	0	0	0.0
	546610	DOIT Telecommunications	10.03	10.5	0	0	0	0	0.0
	546700	Subscriptions/Dues/License Fee	0	33.2	0	0	0	0	0.0
	546800	Employee Training & Education	0.03	0	0	0	0	0	0.0
	546900	Advertising	27.74	5.9	0	0	0	0	0.0
	547900	Miscellaneous Expense	56.89	93.3	217.6	0	0	0	0.0
	547999	Request to Pay Prior Year	0.28	0	0	0	0	0	0.0
Subtotal for:	60500	P694-R Martin Luther King, Jr. Commis	361.55	597.6	687.8	0	0	0	0.0
60500			361.55	597.6	687.8	0	0	0	0.0

Totals by Line Item

BusUnit	Line Item	2024-25	2025-26	Request		Recommendation		Opbud
		Actuals	Opbud	Base	Expansion	Base	Expansion	
60500	520100 Exempt Perm Positions P/T&F/T	108.33	95	280.4	0	0	0	0.0
	520300 Classified Perm Positions F/T	12.61	62.6	0	0	0	0	0.0
	520700 Overtime & Other Premium Pay	0.16	0	0	0	0	0	0.0
	520800 Annl & Comp Paid At Separation	15.37	0	0	0	0	0	0.0
	521100 Group Insurance Premium	7.17	16.7	0	0	0	0	0.0
	521200 Retirement Contributions	23.27	31.1	0	0	0	0	0.0
	521300 F I C A	10.01	14.2	0	0	0	0	0.0
	521400 Workers' Comp Assessment Fee	0.21	23.5	0	0	0	0	0.0
	521410 GSD Work Comp Insur Premium	0	0.2	0	0	0	0	0.0
	521600 Employee Liability Ins Premium	15.25	6.6	12.6	0	0	0	0.0
	521700 RHC Act Contributions	2.42	4.4	0	0	0	0	0.0
	535200 Professional Services	6.9	114.2	147.1	0	0	0	0.0
	535300 Other Services	3.57	14.1	0	0	0	0	0.0
	535400 Audit Services	9.04	9.9	15.6	0	0	0	0.0
	535600 IT Services	3.66	3.3	0	0	0	0	0.0

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

542100	Employee I/S Mileage & Fares	0.57	2	0	0	0	0	0.0
542200	Employee I/S Meals & Lodging	0.35	2	5.5	0	0	0	0.0
542300	Brd & Comm Mbr Meals & Lodging	0.1	0	0	0	0	0	0.0
542310	Brd & Comm Mbr Mileage & Fares	0.35	0	0	0	0	0	0.0
542500	Transp - Fuel & Oil	0	0.3	0	0	0	0	0.0
542600	Transp - Parts & Supplies	0	0.1	0	0	0	0	0.0
542700	Transp - Transp Insurance	0	0.4	0	0	0	0	0.0
542800	State Transp Pool Charges	0	12.5	9	0	0	0	0.0
543830	IT HW/SW Agreements	0.23	0	0	0	0	0	0.0
544000	Supply Inventory IT	0.37	0	0	0	0	0	0.0
544100	Supplies-Office Supplies	1.84	4.2	0	0	0	0	0.0
544800	Supplies-Education&Recreation	2.76	0	0	0	0	0	0.0
544900	Supplies-Inventory Exempt	5.1	0	0	0	0	0	0.0
545600	Reporting & Recording	1.05	0	0	0	0	0	0.0
545700	ISD Services	5.36	3.7	0	0	0	0	0.0
545710	DOIT HCM Assessment Fees	0.66	0.7	0	0	0	0	0.0
545900	Printing & Photo Services	2.07	4.2	0	0	0	0	0.0
546100	Postage & Mail Services	0	4	0	0	0	0	0.0
546400	Rent Of Land & Buildings	16.72	14.8	0	0	0	0	0.0
546500	Rent Of Equipment	11.07	10	0	0	0	0	0.0
546610	DOIT Telecommunications	10.03	10.5	0	0	0	0	0.0
546700	Subscriptions/Dues/License Fee	0	33.2	0	0	0	0	0.0
546800	Employee Training & Education	0.03	0	0	0	0	0	0.0
546900	Advertising	27.74	5.9	0	0	0	0	0.0
547900	Miscellaneous Expense	56.89	93.3	217.6	0	0	0	0.0
547999	Request to Pay Prior Year	0.28	0	0	0	0	0	0.0
Grand Total		361.55	597.6	687.8	0	0	0	0.0

State of New Mexico

S-13 Line Items by Business Unit Expenditures

(Dollars in Thousands)

BU PCode Department
60500 0000 0000000000

S-9 Account Code Revenue/Expenditure Summary
(Dollars in Thousands)

		2024-25	2024-25	2025-26	2026-27	----- FY 2027 Agency Request -----		
		Opbud	Actuals	Opbud	PCF Proj	Base	Expansion	Total
499105	General Fd. Appropriation	390.6	386.7	597.6	0.0	687.8	0.0	687.8
111	General Fund Transfers	390.6	386.7	597.6	0.0	687.8	0.0	687.8
499905	Other Financing Sources	0.0	3.9	0.0	0.0	0.0	0.0	0.0
112	Other Transfers	0.0	3.9	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE		390.6	390.6	597.6	0	687.8	0.0	687.8
520100	Exempt Perm Positions P/T&F/T	169.9	108.3	95.0	195.2	280.4	0.0	280.4
520300	Classified Perm Positions F/T	0.0	12.6	62.6	0.0	0.0	0.0	0.0
520700	Overtime & Other Premium Pay	0.0	0.2	0.0	0.0	0.0	0.0	0.0
520800	Annl & Comp Paid At Separation	0.0	15.4	0.0	0.0	0.0	0.0	0.0
521100	Group Insurance Premium	11.6	7.2	16.7	14.4	0.0	0.0	0.0
521200	Retirement Contributions	17.4	23.3	31.1	37.4	0.0	0.0	0.0
521300	F I C A	9.8	10.0	14.2	12.1	0.0	0.0	0.0
521400	Workers' Comp Assessment Fee	0.0	0.2	23.5	0.0	0.0	0.0	0.0
521410	GSD Work Comp Insur Premium	1.2	0.0	0.2	0.0	0.0	0.0	0.0
521600	Employee Liability Ins Premium	15.0	15.2	6.6	0.0	12.6	0.0	12.6
521700	RHC Act Contributions	2.6	2.4	4.4	4.4	0.0	0.0	0.0
200	Personal services and employee benef	227.5	194.8	254.3	263.5	293.0	0.0	293.0
535200	Professional Services	19.9	6.9	114.2	0.0	147.1	0.0	147.1
535300	Other Services	14.1	3.6	14.1	0.0	0.0	0.0	0.0
535400	Audit Services	8.9	9.0	9.9	0.0	15.6	0.0	15.6
535600	IT Services	3.3	3.7	3.3	0.0	0.0	0.0	0.0
300	Contractual services	46.2	23.2	141.5	0.0	162.7	0.0	162.7
542100	Employee I/S Mileage & Fares	2.0	0.6	2.0	0.0	0.0	0.0	0.0
542200	Employee I/S Meals & Lodging	2.0	0.4	2.0	0.0	5.5	0.0	5.5
542300	Brd & Comm Mbr Meals & Lodging	0.0	0.1	0.0	0.0	0.0	0.0	0.0
542310	Brd & Comm Mbr Mileage & Fares	0.0	0.4	0.0	0.0	0.0	0.0	0.0
542500	Transp - Fuel & Oil	0.0	0.0	0.3	0.0	0.0	0.0	0.0
542600	Transp - Parts & Supplies	0.0	0.0	0.1	0.0	0.0	0.0	0.0
542700	Transp - Transp Insurance	0.0	0.0	0.4	0.0	0.0	0.0	0.0
542800	State Transp Pool Charges	2.0	0.0	12.5	0.0	9.0	0.0	9.0
542900	Transp - Other Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0
543830	IT HW/SW Agreements	0.0	0.2	0.0	0.0	0.0	0.0	0.0
544000	Supply Inventory IT	1.0	0.4	0.0	0.0	0.0	0.0	0.0

BU PCode Department
60500 0000 0000000000

S-9 Account Code Revenue/Expenditure Summary
(Dollars in Thousands)

	2024-25 Opbud	2024-25 Actuals	2025-26 Opbud	2026-27 PCF Proj	----- FY 2027 Agency Request -----		
					Base	Expansion	Total
544100 Supplies-Office Supplies	4.2	1.8	4.2	0.0	0.0	0.0	0.0
544800 Supplies-Education&Recreation	0.0	2.8	0.0	0.0	0.0	0.0	0.0
544900 Supplies-Inventory Exempt	0.0	5.1	0.0	0.0	0.0	0.0	0.0
545600 Reporting & Recording	0.0	1.1	0.0	0.0	0.0	0.0	0.0
545700 ISD Services	4.8	5.4	3.7	0.0	0.0	0.0	0.0
545710 DOIT HCM Assessment Fees	0.7	0.7	0.7	0.0	0.0	0.0	0.0
545900 Printing & Photo Services	4.2	2.1	4.2	0.0	0.0	0.0	0.0
546100 Postage & Mail Services	4.0	0.0	4.0	0.0	0.0	0.0	0.0
546400 Rent Of Land & Buildings	10.9	16.7	14.8	0.0	0.0	0.0	0.0
546500 Rent Of Equipment	10.0	11.1	10.0	0.0	0.0	0.0	0.0
546610 DOIT Telecommunications	10.6	10.0	10.5	0.0	0.0	0.0	0.0
546700 Subscriptions/Dues/License Fee	0.0	0.0	33.2	0.0	0.0	0.0	0.0
546800 Employee Training & Education	0.0	0.0	0.0	0.0	0.0	0.0	0.0
546900 Advertising	5.4	27.7	5.9	0.0	0.0	0.0	0.0
547900 Miscellaneous Expense	55.1	56.9	93.3	0.0	217.6	0.0	217.6
547999 Request to Pay Prior Year	0.0	0.3	0.0	0.0	0.0	0.0	0.0
400 Other	116.9	143.6	201.8	0.0	232.1	0.0	232.1
TOTAL EXPENSE	390.6	361.6	597.6	263.45	687.8	0.0	687.8
810 Permanent	2.00	0.00	2.00	2.00	2.00	0.00	2.00
810 Permanent	2.00	0.00	2.00	2.00	2.00	0.00	2.00
TOTAL FTE POSITIONS	2.00	0.00	2.00	2.00	2.00	0.00	2.00

REV EXP COMPARISON

(Dollars in Thousands)

60500 - Martin Luther King, Jr. Commission

P694 - Martin Luther King, Jr. Commission

	General Fund	Other Funds	Other Transfers	Federal Funds	Total
SOURCES Totals	687.8	0.0	0.0	0.0	687.8
Personal services and employee benefits	293.0	0.0	0.0	0.0	293
Contractual services	162.7	0.0	0.0	0.0	162.7
Other	232.1	0.0	0.0	0.0	232.1
USES Total:	687.8	0.0	0.0	0.0	687.8
Net:	0.0	0.0	0.0	0.0	0.0

Program Description:

The mission of the Martin Luther King Jr. Commission is to advance Dr. Martin Luther King Jr.'s legacy of human rights, equality, nonviolence, social change, unity and interconnectedness by engaging the people of New Mexico through remembrance, celebration, and purposeful action.

The Commission's vision is to build a connected network of community organizations driven by collaboration, coordination, and cooperation to advance Dr. King's principles. By forming partnerships with those committed to social justice, fostering alliances with groups aligning with his values, and investing in initiatives that enhance community engagement, The Commission aims to expand the reach and impact of his legacy.

Major Issues and Accomplishments:

In 2025, the New Mexico Martin Luther King Jr. State Commission advanced its mission of remembrance, celebration, and action by deepening community engagement, strengthening organizational capacity, and expanding statewide programming. Guided by the principles of Dr. King, nonviolence, equity, and civic responsibility, the Commission has prioritized accountability, transparency, and compliance as the foundation for its work.

The year marked a significant transition in leadership with the appointment of Dannelle M. Kirven, M.B.A., as Executive Director following a transparent statewide search process. Since assuming her role on April 14, 2025, Ms. Kirven has implemented fiscal accountability measures, strengthened operational efficiency, and renewed strategic partnerships.

Programming expanded across New Mexico, with direct support provided to communities in Albuquerque, Rio Rancho, Farmington, Grants, Gallup, Clovis, Portales, Las Cruces, and Hobbs. Events such as the MLK Dream Weekend brought together partners including the Albuquerque Black Chamber of Commerce, the New Mexico Office of African American Affairs, Albuquerque Public Schools, and numerous faith-based organizations to honor Dr. King's enduring legacy.

Youth development remained a central focus. The relaunch of the Youth Leadership Conference under the theme "Mapping the Dream: Finding Your Blueprint" convened young leaders for two days of mentorship, civic engagement, and leadership training. This flagship program underscored the Commission's commitment to equipping the next generation with the tools to lead meaningful change.

Further, the establishment of a Volunteer Community Strategic Planning Committee and the development of a statewide Strategic Planning Survey positioned the Commission to align its future programming with community-identified needs. To promote transparency, the Commission has continued to share meeting recordings, program updates, and annual reports through its website and YouTube channel.

The Commission's progress has not been without challenges. Leadership transitions required interim measures to maintain organizational stability, and although prior audit findings have been resolved, sustaining public trust remains an ongoing priority. Demand for statewide programming continues to exceed current staff capacity, placing strain on limited resources. Additionally, rising public concern regarding civil rights and equity highlights the need for responsive programming and increased community outreach.

Despite these challenges, the Commission delivered strong programmatic outcomes in 2025. Feedback from partners and participants confirms that Commission events and initiatives reached more residents, particularly in rural communities often underserved by state programming. Collaboration with civic groups, nonprofits, and government agencies broadened program impact and reinforced Dr. King's legacy of unity through collective action.

Governance improvements also marked a high point. A full-day training session for staff and commissioners, featuring sessions with the ACLU and the New Mexico Department of Justice, enhanced ethical stewardship and reinforced a culture of compliance and effective leadership. Together, these developments demonstrate measurable

gains in both community impact and institutional strength.

The Commission has deployed appropriated funds strategically to maximize community impact while ensuring fiscal accountability. Investments supported flagship programs, capacity-building, and statewide partnerships with civic, cultural, and educational organizations. Additionally, resources were directed to governance training and program coordination to strengthen infrastructure. The Commission remains committed to transparent reporting and efficient use of funds to sustain operations and public trust.

Looking forward, the Commission will implement its multi-year Strategic Action Plan informed by the statewide Strategic Planning Survey and upcoming Statewide Community Meeting. Program expansion will include civil rights teach-ins, designed to draw lessons from the Civil Rights Movement and apply them to current challenges. Youth-focused programming, including leadership training and mentorship opportunities, will remain a priority, ensuring continuity in cultivating future leaders. The Commission also anticipates expanding collaborative partnerships to increase cultural and civic programming in both urban and rural areas.

The Commission currently operates with limited FTE capacity, led by the Executive Director and supported by Commissioners and volunteers. While this lean structure has enabled efficiency, expanding statewide impact will require additional staff or contracted support to sustain program growth, meet compliance standards, and respond to community demand. Planning for gradual capacity-building is underway as part of long-term sustainability efforts.

The New Mexico Martin Luther King Jr. Commission concludes 2025 with renewed stability, strong community partnerships, and expanded statewide programming. With leadership transitions complete, compliance strengthened, and transparency restored, the Commission is positioned for long-term growth. By investing in youth, fostering collaboration, and uplifting communities through remembrance, celebration, and action, the Commission remains a vital advocate for justice, equality, and nonviolent change in New Mexico.

Overview of Request:

The New Mexico Martin Luther King Jr. Commission submits its FY27 General Fund request in alignment with the Strategic Action Plan adopted August 8, 2025. The request is designed to strengthen organizational capacity, expand statewide program delivery, and ensure operational efficiency while advancing Dr. King's philosophy of nonviolence, justice, and civic engagement.

The FY27 request is based on a 15% increase across three expenditure categories (200, 300, and 400) to address workforce stability, specialized vendor engagement, and expanded statewide programming. These increases are tied to documented needs, staffing analysis, and projected program growth:

Category 200 (Personal Services and Employee Benefits) – \$38,715

Derived from a 15% adjustment applied to current personnel costs.

Designed to implement merit-based salary adjustments tied to performance evaluations (Strategic Plan Goal 3, Objective 3.1).

Supports retention of the Commission's two full-time employees, who are responsible for programming and outreach across all 33 counties.

Benchmarks include 100% completion of the 30-60-90 day onboarding process and staff satisfaction scores above 90%.

Category 300 (Contractual Services) – \$21,225

Derived from projected costs to engage three specialized vendors for marketing, outreach, program evaluation, and

professional development delivery.

Supports Strategic Plan Goal 1 (Marketing, Outreach, and Collaboration) and Goal 2 (Program Development and Delivery).

Tied to measurable outcomes: 20% increase in social media engagement, 15% increase in professional development workshops/nonviolence trainings statewide, and completion of a program evaluation matrix to guide future programming.

Category 400 (Other Operating Costs) – \$30,270

Derived from anticipated costs of expanded statewide outreach logistics, including rotating the annual Youth Leadership Conference and hosting additional regional programs.

Supports Strategic Plan Goal 2, Objectives 2.2 and 2.4 (rotating major programs and expanding youth engagement initiatives).

Outcomes include rotation of at least one major program annually, hosting six regional events, and 20% increase in outreach material distribution.

The FY27 request prioritizes:

Workforce stability and retention, ensuring the Commission's limited staff can sustain and expand programming.

Program expansion with statewide equity, rotating events to rural and underserved communities.

Youth leadership development, including the Jr. Ambassador Program and expansion of the Youth Leadership Conference.

Community education and engagement, including professional development for educators and civil rights teach-ins.

Evaluation and accountability, implementing systems to measure program effectiveness and align services with community needs.

The requested increases directly support the Commission's statutory mandate to develop, promote, and coordinate activities honoring Dr. King's legacy while responding to community-identified needs. With only two full-time staff overseeing programming across 33 counties, workforce sustainability is critical to maintaining service levels. Engaging specialized vendors allows the Commission to expand its reach and improve program quality without exceeding staffing capacity. Additional operational funds ensure equitable access by rotating programming statewide and increasing outreach.

The funding priorities align with the three Strategic Plan goals and are tied to measurable outcomes:

Goal 1 (Marketing, Outreach, Collaboration): Achieve a 20% increase in social media engagement and launch a quarterly newsletter to expand statewide awareness.

Goal 2 (Program Development and Delivery): Rotate the Youth Leadership Conference annually, expand Jr. Ambassador participation, deliver at least six regional programs, and achieve a 15% increase in professional development workshops delivered.

Goal 3 (Operational Efficiency and Infrastructure): Maintain >90% staff satisfaction, achieve 100% onboarding

P-1 Program Overview

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completion, and develop a staffing growth plan to guide future capacity-building.

These measures will allow the Commission to track efficiency, assess reach, and demonstrate community impact through service counts, participation rates, and program evaluations.

The FY27 budget request represents a targeted investment in sustaining and expanding the work of the New Mexico Martin Luther King Jr. Commission. By strengthening workforce capacity, enhancing program delivery, and ensuring equitable statewide outreach, the Commission will continue to fulfill its mission while demonstrating accountability, efficiency, and measurable results.

Programmatic Changes: The New Mexico Martin Luther King Jr. Commission will implement a series of programmatic and operational changes in the next fiscal year pursuant to the Strategic Plan (adopted August 8, 2025) and the agency's FY27 General Fund request. These changes are designed to expand program delivery, strengthen workforce capacity, and ensure long-term sustainability of operations statewide.

Programmatic changes include:

Rotating Major Programs: Beginning in FY26, the annual Youth Leadership Conference will rotate among regions of the state to ensure accessibility for all 33 counties. This rotation will be supported by expanded outreach logistics and increased operational funding

Professional Development and Civil Rights Teach-Ins: The Commission will launch a statewide professional development series for educators, community leaders, and service providers. Topics will include nonviolence, restorative justice, and civic engagement, delivered through both in-person workshops and digital platforms.

Youth Engagement Expansion: The Commission will formally establish the Jr. Ambassador Program, providing structured leadership training and civic engagement opportunities for youth participants.

Program Evaluation and Community Feedback: A program assessment matrix and biannual regional focus groups will be implemented to measure impact, ensure accessibility, and incorporate community feedback into ongoing program design.

Policy and Operational Changes

Workforce Retention and Stability: The Commission will implement merit-based salary adjustments tied to annual performance evaluations (Strategic Plan Goal 3, Objective 3.1). This is supported by a 15% increase in the 200 category (\$38,715) to ensure competitive compensation, retention of institutional knowledge, and reduced staff burnout.

Standardized Onboarding: A comprehensive onboarding process, including a 30-60-90 day schedule with Commissioner mentorship, will be required for all new hires and contractors (Goal 3, Objective 3.2). This policy will ensure consistent integration and reinforce organizational culture rooted in Dr. King's principles.

Specialized Vendor Engagement: The Commission will engage at least three external vendors to strengthen marketing, outreach, program evaluation, and professional development delivery (Goal 1, Objective 1.1 and Goal 2, Objective 2.3). This is supported by a 15% increase in the 300 category (\$21,225) and is expected to yield a 20% increase in social media engagement and a 15% increase in professional development workshops statewide.

Expanded Outreach Logistics: To broaden statewide reach, a 15% increase in the 400 category (\$30,270) has been requested. These resources will support rotating the Youth Leadership Conference, hosting a minimum of six regional events annually, and increasing outreach material distribution by 20%. This funding also supports engagement with other state MLK Commissions to identify and implement high-impact practices.

Collectively, these changes represent a significant shift in how the Commission will operate and allocate resources. The policy changes will strengthen workforce stability and operational efficiency, while the programmatic changes will expand community reach, increase youth leadership opportunities, and embed continuous evaluation mechanisms into programming. The requested increases in personnel (200), contractual services (300), and operational expenses (400) categories are essential to achieving these outcomes.

Base Budget Justification: The New Mexico Martin Luther King Jr. Commission is requesting targeted base budget increases in three

categories to ensure workforce stability, expand statewide program delivery, and strengthen program evaluation and outreach capacity. These requests are funded through the General Fund and are directly tied to performance measures established in the Strategic Action Plan (adopted August 2025).

1. Category 200 – Personal Services and Employee Benefits

Amount Requested: \$38,715 (15% increase)

Funding Source: General Fund

Purpose: To implement merit-based salary adjustments tied to annual performance evaluations and ensure competitive compensation for the Commission’s two full-time employees. With only two professional staff managing programming across 33 counties, this increase is critical to workforce stability.

Performance Impact: Supports Strategic Plan Goal 3 (Operational Efficiency, Growing Infrastructure, and Workforce Excellence). Benchmarks include:

100% completion of the 30-60-90 day onboarding process for all staff.

Staff satisfaction rates above 90%.

Reduction in turnover, preserving institutional knowledge and maintaining program quality.

Evidence of Need: Statewide reach has expanded, yet staffing remains static at two FTE. Without competitive compensation, the Commission risks burnout and attrition that would undermine delivery of statewide programming

2. Category 300 – Contractual Services

Amount Requested: \$21,225 (15% increase)

Funding Source: General Fund

Purpose: To engage at least three specialized vendors to enhance marketing, outreach, program evaluation, and professional development delivery.

Performance Impact: Supports Strategic Plan Goal 1 (Marketing, Outreach, and Collaboration) and Goal 2 (Program Development and Delivery). Benchmarks include:

20% increase in social media engagement and public awareness of Commission programs.

15% increase in professional development workshops and nonviolence trainings delivered statewide.

Completion of a program evaluation matrix to assess program effectiveness and guide future resource allocation.

Evidence of Need: Current staff capacity does not allow for robust statewide marketing or consistent evaluation of programs. Vendor engagement provides professional expertise and scalability without requiring additional FTEs

3. Category 400 – Other Operating Costs

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Amount Requested: \$30,270 (15% increase)

Funding Source: General Fund

Purpose: To expand statewide outreach logistics, including rotation of the annual Youth Leadership Conference and hosting additional regional events.

Performance Impact: Supports Strategic Plan Goal 2 (Program Development and Delivery). Benchmarks include:

Rotation of one major program (e.g., Youth Leadership Conference) annually to different regions of the state.

Hosting a minimum of six regional events per year.

20% increase in outreach material distribution to communities statewide.

Evidence of Need: Community feedback and the Strategic Plan survey process identified equitable access to programming as a top priority. Additional funding ensures outreach is not concentrated in urban centers, but reaches rural and underserved communities

Collectively, these three requests: \$38,715 for workforce stability, \$21,225 for contractual services, and \$30,270 for outreach logistics, represent the agency's most significant base budget increase needs. They are grounded in community input, tied to performance outcomes, and essential for sustaining the Commission's ability to serve all New Mexicans. By strengthening staffing, expanding program delivery, and enhancing evaluation, these investments will allow the Commission to more fully realize Dr. King's vision of justice, equality, and civic engagement across New Mexico.

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E4 PCode Detail
(Dollars in Thousands)

Fund	Account		2024-25	2025-26	2026-27	FY 2027 Agency Request				Total	Justification
			Actuals	Opbud	PCF Proj	GF	OSF	ISF/IAT	FF		
06000	520100	Exempt Perm Positions P/T&F/T	108.3	95.0	195.19	280.4	0.0	0.0	0.0	280.4	+26,115.00 increase for salaries and benefits, aligned with Goal 3.1 and Goal 3.2 of the MLKJRC Strategic Plan. Increase also supports the risk increases and \$3.8 for HCAF
06000	520300	Classified Perm Positions F/T	12.6	62.6	0	0.0	0.0	0.0	0.0	0.0	
06000	520700	Overtime & Other Premium Pay	0.2	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	520800	Annl & Comp Paid At Separation	15.4	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	521100	Group Insurance Premium	7.2	16.7	14.41	0.0	0.0	0.0	0.0	0.0	
06000	521200	Retirement Contributions	23.3	31.1	37.41	0.0	0.0	0.0	0.0	0.0	
06000	521300	F I C A	10.0	14.2	12.06	0.0	0.0	0.0	0.0	0.0	
06000	521400	Workers' Comp Assessment Fee	0.2	23.5	0	0.0	0.0	0.0	0.0	0.0	
06000	521410	GSD Work Comp Insur Premium	0.0	0.2	0	0.0	0.0	0.0	0.0	0.0	
06000	521600	Employee Liability Ins Premium	15.2	6.6	0	12.6	0.0	0.0	0.0	12.6	+6,000.00 increase per FY27 GSD Risk Rate
06000	521700	RHC Act Contributions	2.4	4.4	4.38	0.0	0.0	0.0	0.0	0.0	
	200	Personal services and employee benef	194.8	254.3	263.45	293.0	0.0	0.0	0.0	293.0	
06000	542100	Employee I/S Mileage & Fares	0.6	2.0	0	0.0	0.0	0.0	0.0	0.0	
06000	542200	Employee I/S Meals & Lodging	0.4	2.0	0	5.5	0.0	0.0	0.0	5.5	*3500 increase to support travel across the state.
06000	542300	Brd & Comm Mbr Meals & Lodging	0.1	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	542310	Brd & Comm Mbr Mileage & Fares	0.4	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	542500	Transp - Fuel & Oil	0.0	0.3	0	0.0	0.0	0.0	0.0	0.0	
06000	542600	Transp - Parts & Supplies	0.0	0.1	0	0.0	0.0	0.0	0.0	0.0	
06000	542700	Transp - Transp Insurance	0.0	0.4	0	0.0	0.0	0.0	0.0	0.0	
06000	542800	State Transp Pool Charges	0.0	12.5	0	9.0	0.0	0.0	0.0	9.0	Per GSD Rates
06000	542900	Transp - Other Travel	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	543830	IT HW/SW Agreements	0.2	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	544000	Supply Inventory IT	0.4	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	544100	Supplies-Office Supplies	1.8	4.2	0	0.0	0.0	0.0	0.0	0.0	
06000	544800	Supplies-Education&Recreation	2.8	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	544900	Supplies-Inventory Exempt	5.1	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	545600	Reporting & Recording	1.1	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	545700	ISD Services	5.4	3.7	0	0.0	0.0	0.0	0.0	0.0	
06000	545710	DOIT HCM Assessment Fees	0.7	0.7	0	0.0	0.0	0.0	0.0	0.0	

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E4 PCode Detail
(Dollars in Thousands)

Fund	Account	2024-25 Actuals	2025-26 Opbud	2026-27 PCF Proj	FY 2027 Agency Request				Total	Justification	
					GF	OSF	ISF/IAT	FF			
06000	545900	Printing & Photo Services	2.1	4.2	0	0.0	0.0	0.0	0.0	0.0	
06000	546100	Postage & Mail Services	0.0	4.0	0	0.0	0.0	0.0	0.0	0.0	
06000	546400	Rent Of Land & Buildings	16.7	14.8	0	0.0	0.0	0.0	0.0	0.0	
06000	546500	Rent Of Equipment	11.1	10.0	0	0.0	0.0	0.0	0.0	0.0	
06000	546610	DOIT Telecommunications	10.0	10.5	0	0.0	0.0	0.0	0.0	0.0	
06000	546700	Subscriptions/Dues/License Fee	0.0	33.2	0	0.0	0.0	0.0	0.0	0.0	
06000	546800	Employee Training & Education	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
06000	546900	Advertising	27.7	5.9	0	0.0	0.0	0.0	0.0	0.0	
06000	547900	Miscellaneous Expense	56.9	93.3	0	217.6	0.0	0.0	0.0	217.6	increase in the 400 category will provide the resources needed for expanded statewide programming and outreach logistics, supporting Goal 2, Objectives 2.2 and 2.4 of the MLKJRC strategic plan.
06000	547999	Request to Pay Prior Year	0.3	0.0	0	0.0	0.0	0.0	0.0	0.0	
	400	Other	143.6	201.8	0	232.1	0.0	0.0	0.0	232.1	
TOTAL EXPENSE			338.4	456.1		525.1	0.0	0.0	0.0	525.1	

BU PCode
60500 P694

Contract by PCode Detail
(Dollars in Thousands)

Fund	Account	#	Contract Purpose	Actuals	FY 2027 Agency Request				Total	Justification
					GF	OSF	ISF/IAT	FF		
06000	535200	Professional Services	1000	6.9	147.1	0.0	0.0	0.0	147.1	+14,660.00 increase to support three additional specialized vendors to enhance marketing, outreach, program evaluation, and professional development delivery. These services directly align with Goal 1, Objective 1.1 (expanding outreach through integrated campaigns) and Goal 2, Objective 2.3 (professional development for educators and community leaders).
06000	535300	Other Services	1000	3.6	0.0	0.0	0.0	0.0	0.0	
06000	535400	Audit Services	1000	9.0	15.6	0.0	0.0	0.0	15.6	+6,565.00 increase for Audit Contract.
06000	535600	IT Services	1000	3.7	0.0	0.0	0.0	0.0	0.0	
TOTAL EXPENSE				23.2	162.7	0.0	0.0	0.0	162.7	

**FY26 APPROPRIATION REQUEST
FORM E-6B LEASED PASSENGER-RELATED VEHICLES**

Account code 542800

LEASED VEHICLE INFORMATION @ 7/1/25

Agency Name: Martin Luther King Jr. Commission
Program Name: Martin Luther King Jr. Commission

Business Unit: 60500
Program Code: P694

Item No.	LONG TERM LEASES ONLY						Lease Type Operational (O) or Standard (S)	Long Term Only			SHORT TERM ONLY			Put (x) if Fed \$
	Year	Make/Model	Vehicle Type	A** R C	License Plate Number	Mileage As of 7/1/25		A	B	A x B = C	D	E	D x E = F	
								FY27 Monthly Rate S= Rate Schedule	Number of months to lease	Total cost Rate FY27	Daily Rate Based On Vehicle Type	No. of Days	Total Lease Rate	
1	2024	Dodge Durango	Mid Size Sports Utility 4X4	06A	011395SG	213	Standard (S)	707	12	8,484.0			-	
2										-			-	
3										-			-	
4										-			-	
5										-			-	
6										-			-	
7										-			-	
8										-			-	
9										-			-	
10										-			-	
11										-			-	
12										-			-	
13										-			-	
14										-			-	
15										-			-	
16										-			-	
17										-			-	
18										-			-	
19										-			-	
TOTAL LONG TERM:								8,484.0	TOTAL SHORT TERM:			-		

Operational(O) rate for FY27 will be
** Code A = additional leased vehicle request C = vehicle currently leased R = request to replace previously purchased vehicle

**FY15 APPROPRIATE
FORM E-6B LEASED PASSENGER**

Account Code
LEASED VEHICLE INFORMATION

Agency Name: Martin Luther King Jr. Commission

Program Name: _____

Item No.	LONG TERM LEASES ONLY					LONG OR SHORT TERM		
	Year	Make/Model	A**	Lic. No.	Total Mileage on 7/1/13	A	B	A x B=C
			R			C	Miles per Year	Per Mile Rate
1	2024	Dodge Durango C			011395SG	213		-
2								-
3								-
4								-
5								-
6								-
7								-
8								-
9								-
10								-
11								-
12								-
13								-
14								-
15								-
16								-
17								-
18								-
19								-
20								-

Codes: A = additional leased vehicle request C = vehicle currently leased R = request to replace

Check Box if this form is a revision

Revision no: _____

Revision Date: _____

2025 ANNUAL REPORT



New Mexico Martin Luther King Jr. State Commission

Opening Message



Little V. West, Esq.

Chairman

"The impact we dream of drives every effort we make. If we stay true to our values and tenacious in our resolve, the future is ours for the taking."

Dear Governor and Legislators of the State of New Mexico:

Please find the Annual Report for the Martin Luther King, Jr. Commission for the State of New Mexico enclosed.

In 2024, the Commission determined to pursue a "New Day at MLK," emphasizing the values of accountability, transparency, and compliance in its operations. Through resolved pursuit of these goals, 2025 has borne fruit in each of these areas. With regard to accountability, the Commission is engaged in a Strategic Action Planning process, including a Volunteer Advisory Committee of Community members, a statewide survey, and a state-wide town-hall style meeting so that the Commission can take into account the desires and needs of communities across the State as it specifies exactly how it will better serve the State over the next several years. As to compliance, the Commission has resolved all outstanding audit findings, implemented measures to prevent recurrence of previous audit findings, and centered the role of the New Mexico Department of Justice as counsel to the Commission to ensure compliance with legal requirements in its operations. Additionally, the Commission has also brought transparency to its operations, through detailed reporting of its actions and operations on its website¹ and through social media, including uploading recordings of Commission meetings to the Commission's YouTube Channel.²

In 2025, the Commission also completed a thorough and transparent process to hire an Executive Director to administer its operations. The Commission appointed Dannelle M. Kirven, M.B.A., as Executive Director. Executive Director Kirven officially started as Executive Director of the Commission on April 14, 2025, and has demonstrated she possesses the strong skillset and focused determination required to advance the mission of the Commission across the State.

The Commission also recognizes that many members of the public have concerns about the status of civil rights, constitutional rights, human rights in these times. To honor Dr. King's work and address the concerns of the Community in these areas, the Commission plans to hold a series of teach-in events this year to recall, remember, and celebrate the achievements and accomplishments of the Civil Rights Movement, explore how current events compare, contrast, and otherwise relate to those landmark events, and consider how we can all carry the mantle of nonviolent social change and the pursuit of justice and equality for all in modern times.

In sum, the Commission is grateful to the leadership of the Great State of New Mexico for its support of the mission of the Commission. If you have any questions or suggestions regarding the enclosed Annual Report, the Commission, or any of its operations, please let me know.

Respectfully,

Little V. West, Esq.

Chairman

New Mexico Martin Luther King, Jr. State Commission

1 <https://nmmlksc.org/>

2 <https://www.youtube.com/@NMMLKJRC>



History

The New Mexico Martin Luther King, Jr. Commission is a state agency created by the legislature of the state of New Mexico, pursuant to NMSA 1978, 28-19-1 through – 4 (1991). Enacted by the Legislature of the State of New Mexico in 1991, the New Mexico Martin Luther King, Jr. Commission was created to develop, promote, coordinate and review statewide plans and activities for the annual commemoration and celebration of the birthday of Martin Luther King, Jr.

Vision

To create a stronger network of community organizations by:

- Collaboration – Assisting organizations and groups who are committed to providing community programs that promote Dr. King's principles and philosophies.
- Coordination – Developing a harmonized relationships with other MLK affiliates whose mission statements are parallel to the Commission's.
- Cooperation – Investing resources strategically in organizations which strive to enhance participation and planning of MLK community activities and programs.

Mission

Mission – To promote Martin Luther King, Jr.'s philosophy on human rights, equality, nonviolence, social change and unity/interconnectedness to the people of New Mexico through remembrance, celebration and action.

Our Purpose:

- To develop and submit to the governor and the legislature recommendations for specific commemorative activities to be undertaken by the state for the Martin Luther King, Jr. holiday:
- To develop and acquire interpretive materials and publications on the significance of Martin Luther King, Jr's work and develop a commemorative program for state employees, school children and the general public.
- To coordinate state plans and activities with federal plans and activities for the commemoration and celebration of Martin Luther King, Jr's birthday:
- To develop, with other agencies of the state, an interpretive program that explores the historical, social, political and cultural themes associated with the life and works of Martin Luther King, Jr.:
- To create a process to facilitate the implementation of the master plan project and other recommendations made by the commission:
- To prepare and provide to the general public advice, assistance and information on the Martin Luther King, Jr. holiday activities recommended by the commission:
- To submit other studies, reports and recommendations to the governor and the legislature as are necessary with respect to activities for the continued commemoration and celebration of Martin Luther King, Jr: and
- To accept endowments and bequests for the Martin Luther King, Jr. fund.

New Mexico Martin Luther King Jr. State Commissioners



Little V. West, Esq.
Chair



Constance Williams, LCSW
Chair



Ahdohny Routheni
Secretary



Joseph Dabney, III
Commissioner



Judge Tammi Lambert
Commissioner



Dr. Hazel Mella
Commissioner



State Treasurer
Laura M. Montoya
Commissioner



Secretary of State
Maggie Toulouse Oliver
Commissioner



Public Regulation Commission
Chairman Patrick O'Connell
Commissioner



Oscar Robinson
Commissioner



Dr. Brandi Stone
Commissioner



Carrie Traub
Commissioner



Anthony Umi
Commissioner

Staff



Dannelle M. Kirven
Executive Director

“I believe in the power of community in New Mexico. I know that when our people have the right tools and knowledge the extraordinary happens.”

Dannelle M. Kirven is a strategic, community-centered, and innovative leader who began her professional career in higher education, with a special focus on supporting the diverse needs of students within the State of New Mexico. As the Executive Director for the New Mexico Martin Luther King Jr. State Commission, Dannelle’s leadership has been marked by a clear focus on ensuring that communities statewide have meaningful opportunities to learn about the legacy of Dr. Martin Luther King Jr. and engage in programs that promote the core elements of his philosophy: nonviolence, social justice, equality, and civic responsibility.

Since her appointment, Dannelle has demonstrated a steadfast commitment to strengthening the Commission’s operations and deepening its connection to the communities it serves. Her recent activities include training and program coordination that prioritize operational efficiency, fiscal transparency, and renewed strategic partnerships. She is actively working to enhance the Commission’s visibility, increase collaborative efforts, and ensure that programs are responsive to the needs of New Mexico’s diverse populations.

A proud native of Clovis, New Mexico, Dannelle brings a personal understanding of both rural and urban community needs. She holds both a bachelor’s degree and a master’s degree from the University of New Mexico, and credits her parents, Gary and Hollie, for nurturing her natural leadership abilities and unwavering sense of purpose.

Dannelle describes herself as a “community-conscious and action-oriented” leader. *“I believe in the power of community in New Mexico. I know that when our people have the right tools and knowledge, the extraordinary happens.”* Her passion for social justice, youth development, and bridging gaps in service continues to be a driving force behind the work she leads at the Commission, and she remains committed to advancing Dr. King’s dream of a more just, equitable, and united New Mexico for generations to come.

New Mexico MLK Jr. State Commission Statewide Work



The turquoise points reflect cities that received direct support from the Commission.

In 2025, the New Mexico Martin Luther King, Jr. State Commission proudly extended direct support to several communities across the state as part of its ongoing commitment to promoting human rights, equality, and social change. The cities of Albuquerque, Rio Rancho, Farmington, Grants, Gallup, Clovis, Portales, Las Cruces, and Hobbs each received targeted programming, resources, and engagement opportunities designed to uplift and empower residents through the Commission’s mission-driven initiatives. These efforts included supporting community dialogues, cultural events and commemorative events that honored Dr. King’s enduring legacy and aligned with the vision/mission of the Commission. By reaching these key regions, the Commission continued to foster meaningful connections, amplify diverse voices, and strengthen its statewide network of advocates and community leaders.

Collaboration

The New Mexico Martin Luther King Jr. State Commission remains steadfast in its commitment to meaningful collaboration, recognizing that lasting community impact is built through strong partnerships. Over the past year, the Commission has proudly worked alongside organizations and agencies that share a vision for equity, leadership development, and social justice. Successful collaborations with the New Mexico Office of African American Affairs (OAAA), the Albuquerque Black Chamber of Commerce, the New Mexico Economic Development Department, the City of Albuquerque, and Albuquerque Public Schools have expanded opportunities for youth, amplified the voices of Black communities, and strengthened economic and educational initiatives across the state. These partnerships not only honor Dr. King’s legacy of unity and collective action but also ensure that the Commission’s programs remain rooted in community connection and statewide support.

Coordination



Scan the QR code to view the 2025 MLK Jr. Commemorative March.



Flyer for the 2025 Dream Weekend.



Flyer for the 2025 Youth Conference

Cooperation

In alignment with its vision of Cooperation, the New Mexico Martin Luther King Jr. State Commission remains committed to strategically investing resources in organizations that actively enhance participation, planning, and community leadership in MLK-related activities and programs. In 2025, the Commission proudly provided support to several key partners whose work amplifies Dr. King’s message of unity, service, and justice. These include but are not limited to the NAACP chapters across multiple New Mexico counties, the Black Chamber of Commerce, Portales Cultural Affairs, Juneteenth Renaissance

In alignment with its vision of Coordination, the New Mexico Martin Luther King Jr. State Commission is proud to strategically coordinate programming that uplifts the Commission’s mission through meaningful community engagement, leadership development, and public service.

During the 2025 MLK Dream Weekend, the Commission worked closely with several valued partners whose unwavering commitment to justice, unity, and service brought this impactful statewide celebration to life. The Commission coordinated a success Dream Weekend with New Covenant Worship Center, the Baptist Ministers Union, Shiloh Missionary Baptist Church, the Success Institute of America Southern Christian Leadership Conference (Rio Rancho), and the Albuquerque Fellowship Choir. Through worship services, cultural performances, educational forums, and community gatherings, these organizations honored Dr. King’s enduring legacy while inspiring residents across New Mexico to continue the vital work of equality, justice, and social change.

Additionally, the Commission will proudly host the 2025 Youth Leadership Conference: *Mapping the Dream — Finding Your Blueprint* on June 19–20, 2025, in Clovis, New Mexico. This signature event convenes youth leaders from across the state for two days of workshops, mentorship opportunities, and interactive leadership sessions designed to help participants explore their personal purpose and leadership paths. The conference theme encouraged students to chart their own “blueprints” for creating positive, lasting change in their communities, rooted in Dr. King’s philosophy of nonviolence, service, and social responsibility.

Together, these partnerships and programs exemplify the power of coordination and collective action in building a stronger, more united New Mexico, one where the spirit of Dr. King’s dream continues to thrive through intentional collaboration and community-led initiatives.

Institute and the Clovis Martin Luther King Jr. Commission. Through financial support, collaborative event planning, and program partnerships, the Commission helped expand community access to meaningful cultural celebrations, educational forums, and youth leadership opportunities, ensuring Dr. King’s dream continues to thrive in every corner of the state.

Commission Changes & Improvements

Over the past fiscal year, the New Mexico Martin Luther King Jr. State Commission has implemented a series of significant organizational, operational, and programmatic improvements, positioning the agency for sustained impact and enhanced service to communities across the state. Guided by its mission to promote the philosophy and teachings of Dr. Martin Luther King Jr. through remembrance, celebration, and action, the Commission has prioritized stability, transparency, and strategic growth.

As part of these efforts, the Commission convened a full-day meeting and training session in the state’s Capitol, providing Commissioners and staff with valuable professional development opportunity, governance training, and engagement with key organizations such as the ACLU and New Mexico Department of Justice. This gathering reaffirmed the Commission’s commitment to ethical stewardship, effective leadership, and responsive public service while creating a platform to review priorities, address operational needs, and map out goals for the year ahead.

This investment in capacity-building and governance is part of a broader commitment to strengthening the Commission’s infrastructure and ensuring that its work remains rooted in collaboration, accountability, and the ongoing pursuit of equity and justice for all New Mexicans.

Organizational Strengthening and Leadership Transitions

The Commission has reaffirmed its dedication to community-centered service, fiscal accountability, and strategic program development; continuing to foster a New Day at MLK.

In response to leadership transitions within the Commission’s administrative team, an interim Executive Director was appointed to ensure organizational stability. Simultaneously, the Commission established a search committee tasked with recruiting a permanent Executive Director, a process that emphasizes transparency, equity, and the identification of visionary leadership capable of advancing the Commission’s long-term objectives. A new executive director was selected in March and assumed the duties of the role on April 14, 2025.

Volunteer Community Strategic Planning Committee

In an effort to deepen community engagement and foster collaborative decision-making, the Commission formally created the Volunteer Community Strategic Planning Committee. This committee is composed of community members, civic leaders, and advocates who will provide input and guidance on future programming, outreach priorities, and strategic initiatives. The formation of this committee represents a vital step

in ensuring that the Commission's work is reflective of and responsive to the diverse needs of communities throughout New Mexico. The committee has successfully built a Strategic Planning Survey that will be distributed beginning June 14, 2025.

Programmatic Expansion and Community Impact

On the programmatic front, the Commission proudly invested in the return of its flagship Youth Leadership Conference. This annual gathering remains a cornerstone of the Commission's commitment to youth empowerment, providing students from across New Mexico with leadership development training, civic engagement opportunities, and educational workshops rooted in the principles of social justice, equity, and nonviolence. In 2025, the conference will be held under the theme "*Mapping the Dream: Finding Your Blueprint*," offering youth a meaningful space to reflect on their leadership journeys and create actionable plans for positive change in their communities.

In addition to youth programming, the Commission continued to strengthen partnerships with local organizations, faith-based groups, and civic leaders to extend its reach and deepen its community impact. The formation of the Volunteer Community Strategic Planning Committee further advanced these efforts, opening new conversations around collaborative initiatives, expanded programming, and broader community engagement strategies for the coming year. The committee has developed a Strategic Planning Survey set to begin collecting responses on June 14, 2025.

To foster transparency and invite public participation in its work, the Commission is also hosting a Statewide Community Meeting the day after its Annual Meeting. This important gathering will provide residents, advocates, and community partners from across New Mexico with the opportunity to engage directly with Commissioners, share ideas, and help shape the future of the Commission's programs and outreach efforts. Together, these initiatives reflect the Commission's ongoing dedication to building an inclusive, united, and justice-driven New Mexico in the spirit of Dr. King's enduring legacy.

Conclusion

Collectively, these initiatives reflect the New Mexico Martin Luther King Jr. State Commission's steadfast commitment to operational excellence, transparency, and mission-driven service. The strategic changes implemented over the past year have positioned the Commission for greater sustainability and community impact in the years ahead, reaffirming its role as a vital advocate for justice, equality, and social change throughout New Mexico.

Contact Us

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Performance Measures Summary

P694 **Martin Luther King, Jr. Commission**

Purpose: The purpose of the Martin Luther King, Jr. commission program is to promote Martin Luther King, Jr.'s nonviolent principles and philosophy to the people of New Mexico through remembrance, celebration and action so that everyone gets involved in making a difference toward the improvement of interracial cooperation and reduction of youth violence in our communities.

Performance Measures:		2023-24 Actual	2024-25 Actual	2025-26 Budget	2026-27 Request	2026-27 Recomm
Output	Number of holiday commemorative programs supported statewide	12	12	14	16	
Output	Number of nonviolence trainings completed or statewide youth anti-violence workshops conducted	0	4	20	35	
Output	Number of youth attending statewide youth conferences using Dr. King's principles of nonviolence	0	36	150	300	
Output	Number of counties receiving direct communication from the commission on upcoming events and opportunities to engage	New	New	New	15	
Output	Number of counties served via statewide youth conferences using Dr. King's principles of nonviolence and other themes	New	New	New	15	
Outcome	Number of student ambassadors who worked with state agencies to explore the historical, social, political and cultural themes associated with the life and works of Dr. King	45	36	55	60	
Outcome	Number of commission visits to schools, tribes, nonprofit providers and communities to teach Dr. King's principles of nonviolence	5	10	8	33	

DFA Performance Based Budgeting Data System

Annual Performance Report

Agency: 60500 Martin Luther King, Jr. Commission

Program: P694 Martin Luther King, Jr. Commission

The purpose of the Martin Luther King, Jr. commission program is to promote Martin Luther King, Jr.'s nonviolent principles and philosophy to the people of New Mexico through remembrance, celebration and action so that everyone gets involved in making a difference toward the improvement of interracial cooperation and reduction of youth violence in our communities.

Performance Measures:		2024-25 Target	2024-25 Result	Met Target	Year End Result Narrative
Outcome	Number of commission visits to schools, tribes, nonprofit providers and communities to teach Dr. King's principles of nonviolence	10	10	Yes	The Commission engaged with various communities across the state captured via an excel spreadsheet.
Outcome	Number of student ambassadors who worked with state agencies to explore the historical, social, political and cultural themes associated with the life and works of Dr. King	80	36	No	Due to multiple transitions in leadership from October 2024 to April 2025, not all data on the number of student ambassadors could be captured.
Output	Number of counties receiving direct communication from the commission on upcoming events and opportunities to engage	New	0	No	
Output	Number of counties served via statewide youth conferences using Dr. King's principles of nonviolence and other themes	New	0	Undef	
Output	Number of holiday commemorative programs supported statewide	10	12	Yes	The Commission supported various commemorative programs in Hobbs, Las Cruces, Rio Rancho, Clovis, Albuquerque, Gallup and Grants.
Output	Number of nonviolence trainings completed or statewide youth anti-violence workshops conducted	10	4	No	Due to multiple transitions in leadership from October 2024 to April 2025, not all data on held trainings could be captured.
Output	Number of youth attending statewide youth conferences using Dr. King's principles of nonviolence	250	36	No	Given the multiple transitions in the agency, the allotted time for the conference could not yield the target. Improved sustainability will support reaching the 2026-2027 Target.



Martin Luther King Jr. Commission Strategic Plan

*Presented on August 8th, 2025, by Co-Chair Dr. Brandi Wells-Stone and
Executive Director Dannelle M. Kirven
Approved and Adopted August 8th, 2025*

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Introduction

The **Strategic Action Plan Committee** was convened with the purpose of developing a comprehensive and actionable plan for the **New Mexico Martin Luther King Jr. State Commission**, under the vision of creating “**A New Day at MLK**”. This draft plan is the result of extensive collaboration and input from multiple key stakeholders, including the former interim Executive Director, the current Executive Director, the Strategic Plan Volunteer Advisory Group, and a broad range of community members across New Mexico. Through a combination of a statewide survey and listening sessions, the voices and insights of those most directly impacted by the Commission’s work have helped shape the framework of this strategic plan.

This **dynamic, living document** reflects both the Commission’s current goals and aspirations for the future, drawing on the foundational work already completed through the Department of Finance and Administration (DFA) and other internal state government planning efforts. Furthermore, the plan integrates critical findings from a SWOT analysis conducted with the current Executive Director, highlighting the Commission’s strengths, weaknesses, opportunities, and threats. These insights were further enriched by **direct community feedback** obtained through ongoing meetings, program evaluations, and numerous conversations led by the Executive Director across the state.

The plan presented today serves as a roadmap for the Commission’s next phase, aligning its objectives with the evolving needs of New Mexico’s diverse communities and ensuring the Commission remains a **catalyst for positive change** in the state. With this foundation, the Commission is poised to build on its existing legacy while also charting a path forward that reflects **Dr. Martin Luther King Jr.’s principles** of justice, nonviolence, and civic engagement as we move towards “A New Day at MLK.”

By consensus of members present at our final committee meeting on July 28th, Committee (Brandi Stone, Ph.D., Co-Chair of the Committee; McLee Kerolle, Esq.; and Little V. West, Esq., Chair of the Commission, *Ex Officio*), the Committee unanimously reached a recommended Strategic Plan, with the support of Community advisory leaders Clarence Smith and Gionne Ralph, which it recommends the Commission adopt.

Strategic Plan Committee Membership

Co-Chairs: Dr. Brandi Wells-Stone and Carrie Traub

Commissioner Committee Members: Chair Little V. West, Vice Chair Constance Williams, Ahdohny Routheni, and McLee Kerolle

Executive Director: Dannelle M. Kirven

Community Advisory Leaders: Clarence Smith, Issac Jasper, Gionne Ralph, Willie Williams, and Angela Mercado

Values of the NM Martin Luther King Jr. Commission

Engagement | Community | Advocacy | Education

Vision and Mission Re-Alignment

Current Vision:

To create a stronger network of community organizations by:

- Collaboration – Assisting organizations and groups who are committed to providing community programs that promote Dr. King’s principles and philosophies.
- Coordination – Developing a harmonized relationships with other MLK affiliates whose mission statements are parallel to the Commission’s.
- Cooperation – Investing resources strategically in organizations which strive to enhance participation and planning of MLK community activities and programs.

Proposed Vision:

To build a connected network of community organizations driven by **collaboration, coordination, and cooperation** to advance Dr. King’s principles. By forming partnerships with those committed to social justice, fostering alliances with groups aligning with his values, and investing in initiatives that enhance community engagement, we aim to expand the reach and impact of his legacy.

RATIONALE:

The proposed revision streamlines the vision by emphasizing a more dynamic, action-oriented approach. It clarifies the Commission's role in forming partnerships, fostering alliances, and investing in initiatives that drive social justice. This simplified, inclusive language better aligns with the Commission’s goal of expanding Dr. King’s legacy and impact across New Mexico.

Current Mission:

To promote Martin Luther King, Jr.’s philosophy on human rights, equality, nonviolence, social change and unity/interconnectedness to the people of New Mexico through remembrance, celebration, and action.

Proposed Mission:

To advance Dr. Martin Luther King Jr.’s legacy of human rights, equality, nonviolence, social change, unity and interconnectedness by engaging the people of New Mexico through remembrance, celebration, and purposeful action.

RATIONALE:

The proposed revision refines the mission by streamlining the language for clarity and impact. "Advance" replaces "promote," emphasizing a more active, forward-thinking approach to carrying forward Dr. King's legacy. The phrase "engaging the people of New Mexico" is more inclusive and action-oriented than "to the people of New Mexico," reinforcing the Commission's

commitment to direct involvement. The addition of "purposeful action" further strengthens the focus on intentional, meaningful efforts toward social change, aligning the mission with the Commission's long-term goals of creating lasting impact.

Strategic Goals, Objectives, and Tactics

In our strategic plan, **strategic goals*** are broad, long-term outcomes that align with our mission and reflect our core values of *Engagement, Community, Advocacy, and Education*.

Objectives are specific, measurable targets within each goal, providing a clear path to achieving meaningful results while staying true to our values.

Tactics are the actionable steps that transform these objectives into tangible outcomes, ensuring effective progress.

Together, these elements create a unified approach to advancing the Commission’s mission, with every action designed to foster a deeper connection to Dr. King’s legacy through active community involvement, advocacy, and education.

*Please note that, given the Commission’s current staffing of two professional staff members overseeing operations statewide, this plan is designed around three key overarching goals to ensure sustainable growth and effective advancement.

Goal 1: Marketing, Outreach, and Collaboration

Foster a collaborative and coordinated network of partners across all 33 New Mexico counties to actively promote the mission, programs, and initiatives of the NM Martin Luther King Jr. Commission, while expanding outreach, enhancing visibility, and deepening community engagement with Dr. King’s legacy.

Objective 1.1.

Enhance awareness of the Martin Luther King Jr. Commission’s mission, programs, and community opportunities through integrated marketing and outreach campaigns, including online (social media and email), print, and community-based efforts.

Objective 1.2.

Develop and maintain a comprehensive partnership map that identifies current and potential collaborators across New Mexico’s counties to strengthen the Martin Luther King Jr. Commission’s network and enhance coordinated outreach efforts.

Tactics:

Audit Commission social media accounts for uniformity and activity (O1.1)

<i>Metric</i>	<i>Frequency</i>
<i>% increase in monthly posting frequency</i>	Quarterly

<i>% growth in engagement metrics per platform</i>	Quarterly
----------------------------------------------------	-----------

Create Newsletter and Print Materials (O1.1)

<i>Metric</i>	<i>Frequency</i>
<i>Newsletter launch date (yes/no milestone)</i>	Year 1
<i># of newsletters sent per year</i>	Quarterly
<i>Average open and click-through rates (email)</i>	Quarterly
<i># of print distribution sites established</i>	Annually

Conduct stakeholder inventory of existing partners, volunteers, and collaborators, engage local leaders and community members, and develop a centralized database (O1.2)

<i>Metric</i>	<i>Frequency</i>
<i># of partners identified in initial inventory</i>	Year 1
<i>% of counties with at least one partner identified</i>	Year 1, Updated Annually
<i># of new partners added per year</i>	Annual
<i># of engagement touchpoints with partners (e.g., emails, meetings)</i>	Biannual

Establish and re-establish relationships with the King Center and other MLK Jr. Commissions across the nation (O1.2)

<i>Metric</i>	<i>Frequency</i>
<i># of formal engagements with The King Center or national MLK Commissions</i>	Annual

*# of joint events, campaigns,
or programs
Level of participation in
national MLK initiatives
(yes/no and description)*

Annual

Overall Goal 1 Metrics:

Engagement | Community

Transparent Communication and Reporting Out

YEAR	FOCUS
Year 1 (2025-2026)	Infrastructure: Social media audit, stakeholder inventory, newsletter creation, build partnership map
Year 2 (2026-2027)	Expansion: Increase social media presence, newsletter reach, deepen partnerships, expand outreach
Year 3 (2027 – 2028)	Impact: Evaluate outcomes, assess statewide presence, demonstrate community engagement with data

Goal 2: Program Development and Delivery

Deliver comprehensive, community-informed programming grounded in the principles of Dr. Martin Luther King Jr. that engages New Mexico constituents and promotes education, dialogue, and civic action centered on justice, nonviolence, and equity.

Objective 2.1.

Conduct a review of existing and potential King-centered programs to identify and prioritize high-impact, multigenerational initiatives that effectively address the diverse needs and intersections of New Mexico’s communities

Objective 2.2.

Expand participation in the annual Martin Luther King Jr. Youth Leadership Conference by increasing representation of youth across the 33 counties in New Mexico, through targeted outreach to schools, youth organizations, and community partners.

Objective 2.3.

Develop and deliver a series of professional development opportunities to educators, community leaders, and service providers across New Mexico.

Objective 2.4.

Develop a youth engagement initiative aimed at involving young people in Commission-related activities and community outreach, with the goal of establishing a Jr. Ambassador program.

Tactics:

Develop a program assessment matrix to evaluate initiatives based on community impact, relevance, reach, and alignment with the Commission’s mission, while surveying community members and hosting biannual regional focus groups and listening sessions to identify gaps and assess the impact, accessibility, and relevance of King-centered initiatives, programs, and resources. (O2.1-4)

<i>Metric</i>	<i>Frequency</i>
<i>Completion of the program assessment matrix with scores for each initiative</i>	Monthly review of programs conducted in current month and Quarterly Review for initial assessments.
<i>Number of program evaluation surveys, feedback, or focus group sessions held. Measure feedback and key outcomes to identify gaps</i>	Biannual

Rotate the location of programming, including the Youth Leadership Conference, across counties, while prioritizing accessibility for participants (i.e. lodging, transportation, building accessibility). (O2.2-4)

<i>Metric</i>	<i>Frequency</i>
	Annual

Host a series of professional development workshops in partnership with local school districts, universities, and community organizations, featuring civil rights teach-ins, nonviolence training, film screenings, and restorative justice workshops, while providing access to webinars, toolkits, and resources to ensure statewide engagement with Dr. King’s principles of nonviolence, equity, and civic engagement. (O2.3)

<i>Metric</i>	<i>Frequency</i>
<i>Number of workshops held, with specific focus on participant engagement and satisfaction (via post-event surveys or MLK JRC Staff/Commissioner Reflections)</i>	Quarterly
<i>Number of webinars hosted, toolkits distributed, and resources accessed (tracked via sign-ups or downloads).</i>	Monthly (as professional development calendar is created)

Develop a comprehensive program guide for the Jr. Ambassadors, detailing the mission, structure, selection process, role descriptions, expected outcomes, and a calendar of planned activities and leadership development sessions. (O2.4)

<i>Metric</i>	<i>Frequency</i>
<i>Completion of the program guide, including all required sections (mission, structure, roles, outcomes, activities)</i>	Once noting completion; annually highlighting enhancements
<i>Number of guides distributed to Ambassadors,</i>	Annually

and feedback gathered from participants and mentors on clarity and effectiveness.

Overall Goal 2 Metrics:

Engagement | Community | Advocacy | Education

Transparent Communication and Reporting Out

YEAR	FOCUS
Year 1 (2025-2026)	Foundation & Development: Begin program assessments, rotate conference locations, initiate workshops, and develop Jr. Ambassador program guide.
Year 2 (2026-2027)	Growth & Expansion: Expand program offerings, scale partnerships, broaden workshop reach, and launch the Jr. Ambassador program.
Year 3 (2027 – 2028)	Impact & Evaluation: Measure program effectiveness, assess youth conference participation, and analyze Jr. Ambassador program results.

Goal 3: Operational Efficiency, Growing Infrastructure, and Workforce Excellence

Build a sustainable and supportive organizational infrastructure that enhances operational efficiency, expands staff capacity, and ensures the long-term effectiveness and impact of the Martin Luther King Jr. Commission’s work statewide.

Objective 3.1.

Build organizational capacity through comprehensive staff acquisition, development, and retention strategies for key, talented, experienced, and high-performing personnel.

Objective 3.2.

Establish a comprehensive and standardized onboarding process that effectively integrates new full-time and contractual staff into the Martin Luther King Jr. Commission, promotes organizational culture rooted in Dr. King’s principles, and accelerates employee readiness and engagement.

Objective 3.3.

Develop a staffing growth plan that evaluates current capacity and outlines strategic opportunities to increase the number of full-time professional employees, thereby enhancing the Martin Luther King Jr. Commission’s ability to expand program delivery and statewide outreach.

Objective 3.4

Establish a structured volunteer engagement system that includes consistent communication, orientation, and ongoing training to ensure volunteers are well-informed, prepared, and meaningfully integrated into the Commission’s statewide programs and operations.

Object 3.5.

Explore potential funding opportunities from various sources to support initiatives that align with its mission and work toward increasing overall external support over time.

Tactics:

Develop an onboarding handbook and digital packet with the Commission’s mission, values, Dr. King’s principles, and SOPs, and implement a 30-60-90 day schedule with personalized mentorship from a Commissioner (O3.2)

<i>Metric</i>	<i>Frequency</i>
<i>Completion and distribution of handbook/packet</i>	Once
	Per Onboarding Cycle

<i>Percentage of new hires completing milestones on schedule</i>	Per Onboarding Cycle
<i>Survey response rate; average satisfaction score</i>	

Conduct an internal staffing and workload analysis to assess current roles and capacity gaps, while researching comparable commissions to benchmark staffing models and ideal staff-to-program ratios for statewide reach (O3.1-3)

<i>Metric</i>	<i>Frequency</i>
<i>Completion of staffing and workload analysis</i>	Annually
<i>Completion of benchmarking report</i>	Annually (year 2 and three)
<i>Number of identified gaps and recommended roles</i>	Annually (year 2 and three)
<i>Development of staffing growth plan</i>	Annually to inform budget development and funding priority requests

Develop a volunteer training module and quarterly newsletter to cover the Commission’s mission, expectations, event support logistics, and maintain statewide communication and recognition. (O3.4)

<i>Metric</i>	<i>Frequency</i>
<i>Completion of training module</i>	Annually
<i>Percentage of volunteers who complete the training module</i>	Biannual
<i>Volunteer satisfaction with training (via survey or other identified feedback)</i>	Biannual
<i>Newsletter engagement rate (open/click rates)</i>	Quarterly
	Annually

Number of volunteer recognition opportunities

Connect with peer organizations and MLK Jr. Commissions to identify successful funding sources and seek training in grant writing and donor development to enhance fundraising capacity. (O3.5)

<i>Metric</i>	<i>Frequency</i>
<i>Number of peer organizations and MLK Commissions contacted</i>	Annually
<i>List of identified funding sources with deadlines (grants, corporate sponsors, private funders)</i>	Biannual (to build a budget calendar of opportunities)
<i>Number of available training opportunities for contract writing and donor development (workshops, webinars, seminars)</i>	Annually
<i>Completion of a fundraising plan with specific strategies for each funding source</i>	Annually (Year 2 start)
<i>Amount of funds raised, number of successful grants obtained, number of donor contributions received</i>	Quarterly or in alignment with MLK JRC Meetings (Years 2-3)
<i>Number of ongoing partnerships and funding sources renewed or expanded</i>	Annually (Years 2-3)

Overall Goal 3 Metrics:

Engagement | Community | Advocacy | Education

Transparent Communication and Reporting Out

YEAR	FOCUS
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Year 1 (2025-2026)	Infrastructure Building: Establish the foundational systems needed for staff, volunteer management, and operational structure.
Year 2 (2026-2027)	Capacity Building: Implement systems to scale staff and volunteer participation, while strengthening engagement and partnerships.
Year 3 (2027 – 2028)	Evaluate systems and processes for scalability, assess the capacity of staff and volunteers, and ensure long-term viability through data-backed insights.