THINK NEW MEXICO
A RESULTS-ORIENTED THINK TANK SERVING NEW MEXICANS

2011 - 2012
Annual Report

insurance
(health, home, auto, title insurance)

NATURAL GAS PIPELINE SAFETY

CERT. ELECTRICAL WATER REGULATION

REGULATIONS:
Utilities, insurance, finance, railroads,
casinos, health care, banks, phone, etc.

Motor CARRIERS

CORPORATE REPORTING
In bills, printed and by email

PSC REFORMS GO TO VOTERS
About the Cover

Our cover artwork was created by local artist Jeff Drew, whose work can be seen at www.jeffdrewpictures.com. Jeff also illustrated the cover of our policy report on reforming the Public Regulation Commission (PRC), which showed a pack horse saddled with all of the PRC’s diverse duties and hobbled by blinders and roller skates, just as the current PRC is hampered by its lack of commissioner qualifications. As we describe in this annual report, three constitutional amendments are going to the voters this fall to transfer corporate reporting and insurance regulation out of the PRC and to increase commissioner qualifications, and Think New Mexico is continuing to work to end the PRC’s control over the market entry and rates of motor carriers—so New Mexicans finally have a chance to lighten the PRC’s load and increase its effectiveness and professionalism.

Organization Information

Think New Mexico began its operations on January 1, 1999. It is a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code. In order to maintain its independence, Think New Mexico does not accept state government funding. However, contributions from individuals, businesses, and foundations are welcomed, encouraged, and tax-deductible.

The paper used to print this report has been certified as sustainably sourced.
About Think New Mexico

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

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

Results

As a results-oriented think tank, Think New Mexico measures its success based on changes in law we help to achieve. Our results include:

- making full-day kindergarten accessible to every child in New Mexico
- repealing the state’s regressive tax on food and successfully defeating efforts to reimpose it
- creating a Strategic Water Reserve to protect and restore New Mexico’s rivers
- establishing New Mexico’s first state-supported Individual Development Accounts to alleviate the state’s persistent poverty
- redirecting millions of dollars a year out of the state lottery’s excessive operating costs and into full-tuition college scholarships
- reforming title insurance to lower closing costs for homebuyers and homeowners who refinance their mortgages
- winning legislative passage of three constitutional amendments to streamline the Public Regulation Commission and increase the qualifications of its commissioners

1 Think New Mexico
Think New Mexico’s Board of Directors

Consistent with our nonpartisan approach, Think New Mexico’s board is composed of Democrats, Independents, and Republicans. They are statesmen and stateswomen, who have no agenda other than to see New Mexico succeed. They are also the brain trust of this think tank.

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

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

David Buchholtz has advised more than a dozen Governors and Cabinet Secretaries of Economic Development on fiscal matters. David has served as Chairman of the Association of Commerce and Industry and was appointed to the Spaceport Authority Board of Directors by Governor Martinez. He is the senior member of the New Mexico office of Brownstein Hyatt Farber Schreck.

Garrey Carruthers served as Governor of New Mexico from 1987–1990. Garrey is Dean of New Mexico State University’s College of Business and was formerly President and CEO of Cimarron Health Plan. He serves on the board of the Arrowhead economic development center in Las Cruces, as well as on the boards of many other corporate and public organizations.
LaDonna Harris is Chair of the Board and Founder of Americans for Indian Opportunity. She is also a founder of the National Women's Political Caucus. LaDonna was a leader in the effort to return the Taos Blue Lake to Taos Pueblo. She is an enrolled member of the Comanche Nation.

Susan Herter served as Chief of Staff to Vice President Nelson Rockefeller and was appointed to the President's Commission on White House Fellows by Presidents Carter and Reagan. Susan was a founding board member of Common Cause, the North American Institute, and the New Mexico Community Foundation, where she also served as president.

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

Fred Nathan founded Think New Mexico and is its Executive Director. Fred served as Special Counsel to New Mexico Attorney General Tom Udall from 1991-1998. In that capacity, he was the architect of several successful legislative initiatives and was in charge of New Mexico’s lawsuit against the tobacco industry.

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

Last year, Think New Mexico’s board met to select a new policy topic. The criteria we use are straightforward: the topic must be 1) large enough to make a difference in the quality of life for most New Mexicans, yet 2) small enough to be politically achievable.

Rethinking the Public Regulation Commission (PRC) was an appealing issue. The PRC has been in a state of disarray since its inception. It has too much power and its commissioners have too few qualifications. (That’s always a bad combination.) Moreover, no local, state, or federal government agency directly affects more New Mexicans on a daily basis.

Clearly, reforming the PRC met our first test, but there was some question as to whether it was politically achievable, since PRC reform efforts have consistently failed at the legislature over the past decade.

Our three constitutional amendments designed to increase qualifications for PRC commissioners and reduce the power of the PRC almost met a similar fate. However, thanks to our dedicated bipartisan sponsors, overwhelming public support, and lots of perseverance, the amendments prevailed in the final minutes of the session.

Placing these three constitutional amendments on the ballot achieves the first step of our three part plan to reform the PRC. The second part will be to win public support for Constitutional Amendments 2, 3 and 4 in November. Finally, we will return in the 2013 legislative session to reform the 1930s law that requires the PRC to control market entry and set the rates for every taxi, limousine, bus, shuttle, and moving company in the state.

Because the public does not have hired lobbyists, Think New Mexico plays that role. We drain out the politics and fight for effective policy solutions that benefit all New Mexicans. We hope you will join us by making a contribution to support our ongoing efforts.

Fred Nathan

May 31, 2012

The Think New Mexico Team

Fred Nathan, Executive Director
Kristina Fisher, Associate Director
Lynne Buchen, Business Manager
Jason Espinoza, Field Director

Photo by Chris Corrie.
GROWING THE GRASSROOTS

Think New Mexico’s secret strength is our statewide network of active New Mexicans who support our initiatives and contact their legislators and the Governor to express their support. Over 2,000 New Mexicans follow us on Facebook, and our Twitter readership continues to expand, growing by 114% last year. More than 37,000 New Mexicans receive our email Action Alerts. During the most recent legislative session, New Mexicans from 108 of the state’s 112 legislative districts emailed their legislators in support of PRC reform, which helped win passage of the constitutional amendments described in the following pages. If you are not yet a member of our Action Alert email list or social media community, we hope you’ll visit www.thinknewmexico.org and sign up today!

ASSOCIATE DIRECTOR RECOGNIZED

Associate Director Kristina G. Fisher was selected as the 2011 Young Nonprofit Professional of the Year by the New Mexico Chapter of the Association of Fundraising Professionals and the Young Nonprofit Professionals Network of Central New Mexico. The award recognizes young leaders who make a deep impact in the community and in their organization through their nonprofit work. Kristina was recognized in part for her work launching and overseeing Think New Mexico’s Leadership Internship program (highlighted on page 11).

NEW MONTHLY GIVING PROGRAM

You can make a big difference for Think New Mexico by having a small donation automatically charged to your credit card every month in our new monthly giving program. Simply sign up to make an online donation on the Support page of our website and select the “recurring donation” option at the end of the form. That way, you can spread out your contribution over the year, you’ll never need to remember to write a check, and you can easily change the amount of your donation or cancel at any time. Your gift in any form—whether through an automatic monthly donation, an annual check, or even a vehicle donation—makes our work possible, and we are deeply grateful for all of our supporters (who are listed on pages 14–24).

5 Think New Mexico
THE YEAR IN REVIEW

PRC REFORM PASSES THE LEGISLATURE

In 2011, Think New Mexico launched an initiative to reform New Mexico’s dysfunctional Public Regulation Commission (PRC). The PRC touches the lives of every New Mexican who pays a gas, electric, or water bill, or buys home, auto, or health insurance. Yet it suffers from two fundamental problems: first, it has a broader jurisdiction than any other state utility commission in the nation — regulating not only utilities, but
also insurance, motor carriers, pipeline safety, corporate registration, the State Fire Marshal, and even ski lift inspections—and second, the only qualifications required of commissioners are that they be at least 18 years old, residents of New Mexico for at least a year, and not convicted felons. Think New Mexico released its report laying out a roadmap for reform a few days after PRC Commissioner Jerome Block, Jr. pleaded guilty to several felonies and resigned from his position, only the latest in a long series of scandals that have plagued the agency.

It's not just the scandals, such as the commissioner convicted last month of credit-card fraud, identity theft and embezzlement.

Or the one before that convicted of bashing a romantic rival in the head with a rock.

Or the one before that arrested at the Albuquerque airport leaving for a trip on official business with marijuana in her suitcase.

Or the one before that who lost an $840,000 sexual harassment judgment filed by a staff member in a civil case.

No, the problems of the New Mexico Public Regulation Commission run far deeper that that. It is, quite simply, a board with too much power, too few requirements to serve and virtually no oversight.

A high-school dropout who earns enough votes on election day can suddenly be thrust into the position of deciding complex utility rate cases, electricity transmission grids and insurance rules — along a wide array of other interests.

When the New Mexico Legislature combined the old State Corporation Commission and Public Utility Commission into the PRC in 1996, it created a massive regulatory board that has oversight of everything from gas pipelines to taxi cabs.

The PRC has a broader jurisdiction than any state utility regulatory agency in the nation, according to the Santa Fe-based public-policy group Think New Mexico. It is headed by a five-person elected board that must meet only three requirements to serve: be at least 18 years old, a resident of New Mexico and have no prior felony convictions.

Think New Mexico, which in the past has successfully advocated for such things as full-day kindergarten, a repeal of the food tax and reform of both the lottery scholarship and title insurance, has proposed a series of common-sense reforms for the PRC.

Their proposal would split insurance into a separate department, move authority for the State Fire Marshal to the Department of Homeland Security & Emergency Management, consolidate corporate reporting in the Office of the Secretary of State, give the Department of Health authority over ambulances and deregulate market entry and rates of motor carriers.

It would also require PRC candidates to have either a four-year college degree or five years of relevant professional experience. Think New Mexico notes that nationwide, 89 percent of utility commissioners have a college degree, while in New Mexico 44 percent of PRC commissioners did not have a college degree when elected.

We also know from recent experience that, once elected, commissioners don’t even have to show up for work. Jerome D. Block Jr., the latest commissioner to run afoul of the law, was simply coming in every two weeks to pick up his paycheck before finally pleading guilty and stepping down.

The state has set up a commission that is too big to fail, and then has done absolutely nothing to prevent failure.

It's past time for a change.
Think New Mexico recruited an all-star team of legislative leaders to sponsor the three constitutional amendments we proposed to streamline and professionalize the PRC. All three bills cleared the House on unanimous votes—but ran into an unexpected obstacle when the Senate Majority Floor Leader said that he wanted to postpone hearing them in the Senate so that they could be studied for another year. The precious days ticked by as Think New Mexico worked to make the case that reform could not wait any longer.

A Better PRC Gets 5 Votes Closer to Reality

Five House committees down, a floor vote, the Senate and the governor to go.

Then New Mexicans can weigh in on whether they want to keep a Public Regulation commission saddled with too much responsibility and plagued by unqualified commissioners, or switch to one that serves taxpayers and ratepayers.

Three measures — each with bipartisan sponsorship — have made it through the House committees with unanimous backing. If approved by the full House, their Senate committees, the full Senate and the governor, they would go to the voters.

The full House as well as the Senate and governor should take note of the PRC's dysfunctional track record as well as the unanimous votes these proposed reforms have received in five House committees.

- House Joint Resolution 11 (Reps. Joseph Cervantes, D-Las Cruces, and Minority Leader Tom Taylor, R-Farmington) would ask voters to establish educational and professional qualifications for PRC commissioners, who currently only have to meet the painfully low bar of being at least 18, a New Mexico resident for a year and felony-free.

- HJR 17 (Reps. Kiki Saavedra, D-Albuquerque, and Taylor) would ask voters to remove insurance from PRC oversight and create a Superintendent of Insurance to be nominated by an independent, nonpartisan committee, appointed by the governor and confirmed by the Senate in the same manner as judges. Thirty-seven states do this already.

There's bipartisan backing lined up in the Senate; all will be carried by Sen. Linda Lopez, D-Albuquerque, joined by Minority Whip Bill Payne, R-Albuquerque, on the qualifications amendment, Minority Leader Stuart Ingle, R-Poteos, on the corporations amendment and Sen. Carroll Leavell, R-Jal, on the insurance amendment. PRC Chairman Pat Lyons and Commissioners Jason Marks and Doug Howe support the reforms.

In light of this level of consensus, can anyone argue we need to keep doing what we've been doing?

Yes, the PRC has made some improvements, ordering up a management study and adopting rules for vehicle and credit-card use. It's important the likes of former commissioner Jerome Block Jr. can no longer abuse a state gas card and a Lyons can no longer tool around in a government F-250 on personal business, but the bottom line is the commission is structurally flawed.

These reforms, drafted and advocated by nonprofit Think New Mexico, address the underlying problems and deserve to go to the voters.
With just over 24 hours before the end of the session, the reform package cleared its last Senate committee and headed to the Senate floor. In the final hour of the session, the bills passed by overwhelming bipartisan margins. But because they had received minor amendments in the Senate, they had to go back to the House for a vote of concurrence with the changes—and by that time, the House was stuck in a filibuster. Fifteen minutes before the session adjourned, our sponsors pulled off a minor miracle: they negotiated a pause in the filibuster, just long enough for the House to give final approval to the PRC reform package. Now the reforms are in the hands of voters, whom we hope will approve Constitutional Amendments 2, 3, and 4 in this year’s fall election.

ALBUQUERQUE JOURNAL
LEGISLATURE 2012

FRIDAY FEBRUARY 17, 2012

PRC Change Going To Voters

BY DAN BOYD AND JAMES MONTELEONE  Journal Staff Writers

... PRC legacy
The Legislature in the eleventh hour gave a nod to three constitutional amendment proposals that would change the way the state Public Regulation Commission does business.
The changes, which require voter approval in November, include rules that allow the Legislature to set minimum qualifications for the elected commissioners of the utility and insurance-regulating panel. Lawmakers also recommended changes in the agency’s authority by shifting regulation of corporations to the Secretary of State’s Office and by moving insurance oversight to an independent entity.
Two of the three changes, HJR 11 and HJR 17, won final approval squeezed in during the final 15 minutes of the session after House Republicans agreed to yield a filibuster intended to run out the clock in retaliation for the Democrats’ holding off a vote on student retention.
Martinez praised the Legislature’s proposed reforms as necessary fixes.
“We need the reform because the business as usual at the PRC isn’t helpful for businesses in New Mexico and it needs to change,” the governor said.

The PRC in action in August 2011, with Commissioners [left–right] Theresa Becenti-Aguilar, Ben Hall, Pat Lyons, and Jason Marks (Jerome Block, Jr. absent). PRC Chairman Pat Lyons (Republican-Cuervo), Commissioner Jason Marks (Democrat-Albuquerque), and Commissioner Doug Howe (Independent-Santa Fe), who was appointed to replace Commissioner Block Jr., all endorsed Think New Mexico’s PRC reform proposals, giving it tri-partisan support. Photo by Clyde Mueller, courtesy the Santa Fe New Mexican.

9 Think New Mexico
As we head into another election year, the need to end political contributions by lobbyists and major government contractors is clearer than ever. Think New Mexico proposed this reform back in 2009, and we have been fighting for it ever since. During the 2012 legislative session, a bill to ban political contributions by government contractors was introduced, but unfortunately did not make it out of a single committee. We will bring our legislation back next year, and you can follow our effort on this and all of our policy initiatives by signing up for email alerts on our website at www.thinknewmexico.org.

In 2008, Think New Mexico launched an effort to incentivize the state's school districts to build smaller schools—400 or fewer students for elementary and middle schools, 900 or fewer students for high schools—since the research shows that smaller schools have higher graduation rates and stronger student achievement, particularly for the most vulnerable students. In the spring of 2012, the Santa Fe Public Schools Board of Education passed a resolution limiting the size of new elementary schools in the district. This is a step in the right direction, and Think New Mexico plans to build on it by continuing our advocacy for legislation reforming the state school construction funding formula to encourage school districts across the state to build smaller, more successful schools.
During the spring, Think New Mexico was pleased to have the opportunity to work with Matt Baca, who spent his final semester at the University of New Mexico School of Law completing legal research on our policy initiatives; Lucca Cirolia, a Santa Fe Secondary School alumnus who graduated from Lewis & Clark and is now the Administrative and Outreach Coordinator for IMPACT Personal Safety; and Seth Montgomery, a Santa Fe Prep senior who is headed to Williams and who designed an internship project focused on expanding Think New Mexico’s youth outreach.

Think New Mexico’s Leadership Internship program seeks to retain a new generation of potential leaders in New Mexico and teach them how to develop and enact sound public policies. In 2012, we were delighted to select our summer Leadership Interns from the most impressive pool of applications we have ever received.

Martha Hughes was born and raised in Shiprock, New Mexico, and is headed to Germany next year on a Fulbright Fellowship, after which she plans to work to improve the quality of life for residents of rural New Mexico communities; Stephanie Lashway has served as a New Mexico Fellow in the Radiation Science Education Program of the Energy, Minerals, and Natural Resources Department, and will enter Berkeley’s public health policy graduate program in the fall; and Carlie Malone, a native of Taos, is majoring in Politics and Economics at Scripps College and has previously interned in Senator Tom Udall’s Washington D.C. office. Also joining us this summer is Annie Dear, a senior at Williams College who successfully applied for a grant to learn about state public policy reform by interning at Think New Mexico.

“The Leadership Internship with Think New Mexico has been the best internship experience I have had. … I can unequivocally state that this experience has motivated me to make a difference in my home state.”

Greg Gonzales, 2008 & 2009 Leadership Intern

The Leadership Internship program is supported in part by generous gifts from the Peter Hay Public Service Fund, Ms. Margaret Robson, and the Future Fund of the Santa Fe Community Foundation, among others.

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### Statement of Income and Expenditures

#### INCOME

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<tr>
<th>Description</th>
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<td>Individuals</td>
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<td>Investment Return</td>
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<td><strong>Total Cash Income</strong></td>
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<td>Donated Real Estate*</td>
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#### EXPENDITURES

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<td>Benefits-Pension Plan &amp; Fees</td>
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<td>Depreciation</td>
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<tr>
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<td>Graphic Design In-kind</td>
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<td>Insurance</td>
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<td>Rent/Utilities Expense</td>
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<td>Salaries</td>
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<td>Stewardship/Board Expenses</td>
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<td>Tuition Reimbursement</td>
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<td>Travel</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$460,538</strong></td>
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</table>

*One-time donation of real estate is listed at its appraised value at the time of donation.

Think New Mexico’s FUND-RAISING EXPENSE as a percentage of cash income in 2011 was 9.1%. Think New Mexico’s ADMINISTRATIVE OVERHEAD (“management and general”) as a percentage of cash income in 2011 was 8.7%.

Note: These financial statements do not include in-kind contributions of services or materials from 2011, which were valued at $16,946 and $5,053 respectively. They also do not include unrealized investment appreciation.
**FINANCIAL SUMMARY**

**Year Ended Dec. 31, 2011**

**Balance Sheet**

**ASSETS**

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<th>Asset</th>
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<td>Investments</td>
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<td>Prepaid Expenses</td>
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<td>Property and Equipment**</td>
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<td><strong>Total Assets</strong></td>
<td><strong>$2,510,311</strong></td>
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**LIABILITIES**

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**NET ASSETS**

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<td>Temporarily Restricted</td>
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<td><strong>Total Net Assets</strong></td>
<td><strong>$2,476,407</strong></td>
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**Total Liabilities and Net Assets**

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<th>Amount</th>
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<tbody>
<tr>
<td><strong>$2,510,311</strong></td>
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**Net of Accumulated Depreciation.**

FOUNDATION PARTNERS
(JANUARY 1, 2011—MAY 1, 2012)

The Abeles Foundation
The Arcadia Fund of the New Mexico Community Foundation
Azalea Foundation
Bolene Charitable Trust
Brindle Foundation
Caprock Fund of the Tides Foundation
Barbara S. & Benjamin M. Cardozo Foundation
Ellen & Andrew Celli Foundation
Sidney & Sadie Cohen Foundation
Con Alma Health Foundation
James N. Cost Foundation
L. K. Curtis Children’s Foundation
Equis Fund of the New Mexico Community Foundation
Fleischaker Women’s Legacy Fund
The Foster Foundation
Frost Foundation
Furth Family Foundation
Future Santa Fe Fund of the Santa Fe Community Foundation
Gates Foundation Matching Gift Program
The Goldstone Fund
John H. Hart Foundation
Peter Hay Public Service Fund of the Santa Fe Community Foundation
Isis Fund of the Santa Fe Community Foundation
Kate Klein Fund of the Santa Fe Community Foundation
LEF Foundation
Livingry Foundation
Lumina Foundation for Education Matching Gift Program
Marlene Nathan Meyerson Family Foundation
Roy R. & Marie S. Neuberger Foundation
Oppenheimer Brothers Foundation
Proteus Foundation
SB Foundation
Sage Fund/Bienvenu Family of the Santa Fe Community Foundation
Santa Fe Community Foundation
Simon Charitable Foundation
Solis-Cohen Spigel Family Fund
The Donald Stone Foundation
The James H. Stone Foundation
The Sulica Fund
Thornburg Charitable Foundation
Edith M. Timken Family Foundation
Doris Goodwin Walbridge Foundation, Inc.
Witkin Family Fund

Sunflowers at the Santa Fe Farmer’s Market. Photo by Elizabeth Field.
Anonymous (28)
Thomas & Carol Aageson
Jonathan & Alice Abbott
Rick & Kathy Abeles
Lloyd & Janet Abrams
Ann N. Aceves
Richard M. & Kay R. Adam
Richard B. Addis
Jan & Rick Adesso
Abigail Adler & Paul F. Abrams
Michael Agar
Lewis Agnew
Mercedes M. Agogino
Omar Ahmed
John B. Aidun & Joan M. Harris
Pamela & David Albin

Joseph Alcorn & Sylvia Wittels
Johnnie R. Aldrich
Edward & Marcia Aldworth
Mark & Martha Alexander
Margaret Mary & Bob Algermissen
Catherine A. Allen
Elizabeth Allred & Sid Singer
Linda & Carl Alongi
Donna Amos
Tim & Lucia Amsden
Jean Anderson
Keith Anderson & Barbara Lenssen
Robert B. Anderson
Clara Apodaca
Jarratt Applewhite
Amber Archer
Laurie Archer & John Catron
Patricia & Richard Arens
Kenneth & Karyl Ann Armbruster
Gilbert Armijo
James Armijo
Michael Armstrong & Sheila Bobbs Armstrong
Dottie Arnao
Leslie & Barbara Arnold
Meleah Artley
Michael Aster & Bobbi Lurie
Drs. Boudinot & Louise Abel Atterbury
Susan & Victor Austin
Gary Axen
M. Carlota Baca
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Joan Brooks Baker & Margeaux
Carl & Penny Baldwin
Carol & John Balkcom
Roni & Jeff Ballowe
JoAnn Balzer
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Rene Barker
Suzanne M. Barker
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H. John Baumgartel
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Reed & Melinda Benson
Dr. Robyn Benson
Diane Alongi Berger
Robert & Lucinda Berglund
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Bruce R. Besser
Marylou & Bob Best
Dr. Lynn Bickley
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Paul & Ellen Biderman
John & Sarah Bienvenu
George & Jane Bingham
Susan Binneweg & Owen Jones
Dr. Kathleen Blake & Bob Balance
Suzanne J. Blanchet
Bronnie & Alan Blaugrund
Priscilla M. Blea
James F. Bleakley, Jr.
Barbara Blind
Gay Block
Philip & Elizabeth Block
Tom & Anne Blog

What’s a “Social Investor?” We call our contributors “social investors” because we believe that nonprofits should be evaluated based on the social return they produce each year. For example, because Think New Mexico’s 1999 income was $109,499, the $135 million appropriated annually for full-day kindergarten means that our investors continue to receive social dividends of approximately $1,230 for every $1 invested in Think New Mexico’s initial full-day kindergarten project.

Featured on these pages are Think New Mexico social investors and friends wearing their Think New Mexico “thinking caps” around the world. Their names and locations are listed on the back inside cover.
“Think New Mexico is a good example of the impact an organization can have when they do their homework, educate the legislators, and patiently work the system. Keep up the good work.”

Mark Boitano, Republican state senator from Albuquerque 1997–2012
LEGACY GIFTS TO THINK NEW MEXICO

We are honored by the generosity of the following friends and supporters, who have let us know that they intend to make Think New Mexico’s work a lasting part of their legacy by including Think New Mexico in their wills or estate plans:

Ann N. Aceves, Dr. Karen Milstein and Dr. Philip Milstein

We also wish to extend our sincere thanks to several anonymous donors who have made provisions for legacy gifts to Think New Mexico. These gifts help ensure that Think New Mexico will be able to continue its work to improve the quality of life for all New Mexicans over the long term.

Our first legacy gift was made by Sylvia C. Koerber (1919–2010), who was one of the first women to serve in the Women’s Army Corps during WWI. We are proud to use Sylvia’s bequest to continue her legacy of pioneering public service.

If you have made a provision for a legacy gift to Think New Mexico, please let us know so that we can thank you. For more information on making a legacy gift, contact us at (505) 992-1315.

Photo by Geraint Smith
Think New Mexico’s social investors come from ninety-seven communities across New Mexico, representing 109 of the 112 legislative districts.

Valerie J. Hubbard  
Judy Hudson  
The Honorable Herb H. Hughes  
Carolyn & Clark Hulse  
Julia Hunkins  
Tova Indritz  
David K. Ingalls  
Billye Irion  
Elaine & Brian Jacobs  
Philip & Joanne Jager  
Franz & Pat Jahoda  
Eric Sedillo Jeffries  
Diane B. Jergins  

Jessica Jerome  
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Isabel & Sam Jewell  
Bill & Denise Johnson  
Mariel Margery Johnson  
Michael & Judy Johnson  
Nalo & Jeremy Johnson  
Curt Jones  
John F. Jones  
Mark & Lynn Jones  
Hervey Juris & Leslie Nathanson  
Mr. & Mrs. Jeffrey Kahn  
Dubra Karnes-Padilla  

Diane R. Karp  
Meriom Kastner  
David Kaufman &  
Elizabeth Jacobson  
Drs. E. Donald & Janet Kaye  
William E. Keller &  
Barbara Van Arsdale  
Karyn Kluz Kellerman  
Fridolf & Linda Kellerup  
Bill Kellie  
John Kent  
Eslee Kessler  
Richard Khanlian
Even though my ability to give in the current economic environment has been challenged, I will always support the efforts of Think New Mexico and the work they do for all of us.”

Omar F. Ahmed, Albuquerque, New Mexico
### Think New Mexico's Individual Social Investors 1999–2011

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Dick & Phyllis Metzler
Brent & Dawn Meyer
Donald & Barbara Meyer
Marlene Nathan Meyerson
Boo Miller
Ellen & Dr. Roger Miller
Robert & Marjorie Miller-Engel
Louise T. Mills
Thomas C. Mills
Charles & Edwina Milner
Drs. Philip & Karen Milstein
Sharon Mitchell
Richard Moe
Bill & Janet Moffett
Carol Moldaw
Martin & Dr. Ruth Shore Mondlick
Andy Montgomery & Liz Lawrence
Peggy Montgomery Lunt
Matt Mooney
Donnell & Lynne Moor
Anthony J. Moorhead
Ann Morgan
H. T. Morgan
Shirley E. Morrison & Cornelius Klein
Philip W. & Suzanne R. Moss
Virginia Mudd & Clifford Burke
Ann M. Mumford
Mark Mumford
John Munoz
Joan Murphy
Philip & Julie Murray

David J. Nathan & Rebecca L. Chaplan
Arlyn & Fred Nathan
Edgar & Ruth Nathan
Fran & Fred Nathan, Sr.
Gay Nathan
Sara Nathan & Joel Kazis
Dr. David Neal & Alice Redmond-Neal
James & Susan Neidhart
Dick & Sharon Kellum Neuman
Deanne Newman
Charles C. Newman & Tom Appelquist
David Nochumson
Bob Nordstrum
Bruce Norman
Phyllis B. Norman
Faye & Chuck North
Bob Nurock
John Nye & Deanne Ottaway
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Katherine Oakley & Doug Edgar
Mark Obenzinger
Rebecca Okun
Amanda S. Olsen
Emelie Olson & Glenn Yocum
James & Lynn Olson
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Ana Marie Ortiz
Jim & Debbie Osterholt
George & Elise Packard
Dr. Richard & Jane Padberg

Dr. Michael & Sharon Palestine
Gayle Palshook
Bruce Papier
Larry & Elizabeth Pearsall
Robert C. Peck
Charles & Karen Peifer
Robert A. Pelak
Clifford Pelton
Rae Perls
Michael & Eleanor Peters
Daniel P. Petersen & Myriam Torres
Michael & Melissa Peterson
Roger Peterson
Evelyn Petschek
Julia M. Phillips & John A. Connor
The Honorable Lynn Pickard
Linda & Jerome Pill
Dr. Steve Pilon & Theresa Dunn
Gerald E. & Yara Pitchford
Carol & Ray Pittman
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Dr. Patrick G. & Stacy S. Quinn
Gerald Quintana
Mary Radnich
"You don’t just identify problems, or just suggest solutions, as many think tanks do. You actually get creative legislation accepted and implemented. That is extraordinary.” ANNA JANE HAYS, Santa Fe, New Mexico

Glen C. & Elva Thamert
Marsha M. Thom
George & Patricia Thomas
Kimberly W. Thomas
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Janis Thompson
Joe & Lois Thompson
Garrett Thornburg & Catherine Oppenheimer
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Wenda Trevathan & Gregg Henry
Lynn, Craig & Rachel Trojahn
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E. H. & Helen Uhlenhuth
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Jeane Ungerleider & William Stone
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Bernard & Josephine Van der Hoeven
Bert Van Dorn
Deborah P. Van Hecke
Eddy & Cindy Van Meter
William D. Varuola
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Joan & Dr. Cliff Vernick
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Wendy Volkmann
Paul Vonnahme
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Susan Walker & Sandra Hamilton
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Carol & Chris Witze
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Fox Wood
Joe R. & Sara Wright
Jerold & Joyce Wulf
The Honorable Hessel & Patricia Contreras Yntema
Jane & Daniel Yohalem
Julia L. Young
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Kezhuang Zhao & Yan Yang
Adele E. Zimmermann
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SARAH LYNN BUCHEN & ELLIE HINDS
Lynne & Jerry Buchen
Dr. Elizabeth Hinds
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Lynne & Jerry Buchen
KEITH A. KELLUM
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RENO SHERIDAN
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JEAN SPIGEL
Jacob Spigel

HAZEL STANLEY
Dr. Alice Kahn Ladas

STEWARD UDALL
Morgan Maxwell, Jr.

FRANCOISE ULAM
Claire & Dr. Steven Weiner

DR. ANN WADSTROM
John & Barbara Buchen
Lynne & Jerry Buchen

Gifts in Honor of:

LUCCA CIROLIA
Liz & Alan Lerner

ELIZABETH CLEARWATER
Catherine & Darrell Lindberg

LINDA GRIFFITH
Adele E. Zimmermann

MS. PAT HAUETER
Drs. Grace & Glenn Whitecotten

JACK HIATT, ESQ
Cynthia Knox Watts

FRED & ARLYN NATHAN
Andy Montgomery &
Liz Lawrence
Scott Schweighauser &
Liz Ellrodt

FRED NATHAN &
JASON ESPINOZA
Allan Shedlin

THE HARDWORKING
THINK NEW MEXICO TEAM
Liz & Alan Lerner
George & Elise Packard
Penelope Tarasuk & Kate Rindy

Photo by Elizabeth Field.

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Think New Mexico
Join Us!
We hope you’ll consider joining the hundreds of New Mexicans listed on the previous pages by becoming a supporter of Think New Mexico. There are many ways to do so, including mailing a check in the enclosed yellow envelope, using your credit card to donate online, becoming a monthly contributor, donating a vehicle (whether it’s running or not!), and including a bequest to Think New Mexico in your estate planning. Visit our website to learn more about these and other ways to support Think New Mexico.

“Thinking Cap” Photos
PAGE 15: Liz Cerny-Chipman, Joseph Chipman and Charlene Cerny, Florence, Oregon; John Espinoza, Ganges River, Varanasi, India
PAGE 16: Faye Zhao, Grand Central Station, New York City; Senator Tom Udall and Paul Bardacke, 2011 U.S. Open, New York
PAGE 20: M. Carlota Baca, Torres Del Paine National Park, Chile; Billy Wells, Ramadi, Iraq
PAGE 23: Elizabeth Clearwater (third from right) in Santa Fe with the participants of the Medicine Song Benefit Circle she organized to raise donations for Think New Mexico

Acknowledgments
We wish to acknowledge the Albuquerque Journal, the Las Cruces Sun-News, and the Santa Fe New Mexican, for allowing us to reprint the excerpts of articles and editorials that appear in this annual report. In addition, we wish to thank Chris Corrie, Elizabeth Field, Alex Candelaria Sedillos, and Geraint Smith for their permission to reprint the photographs that appear throughout this annual report. Permission does not imply endorsement.

NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS.

Margaret Mead