

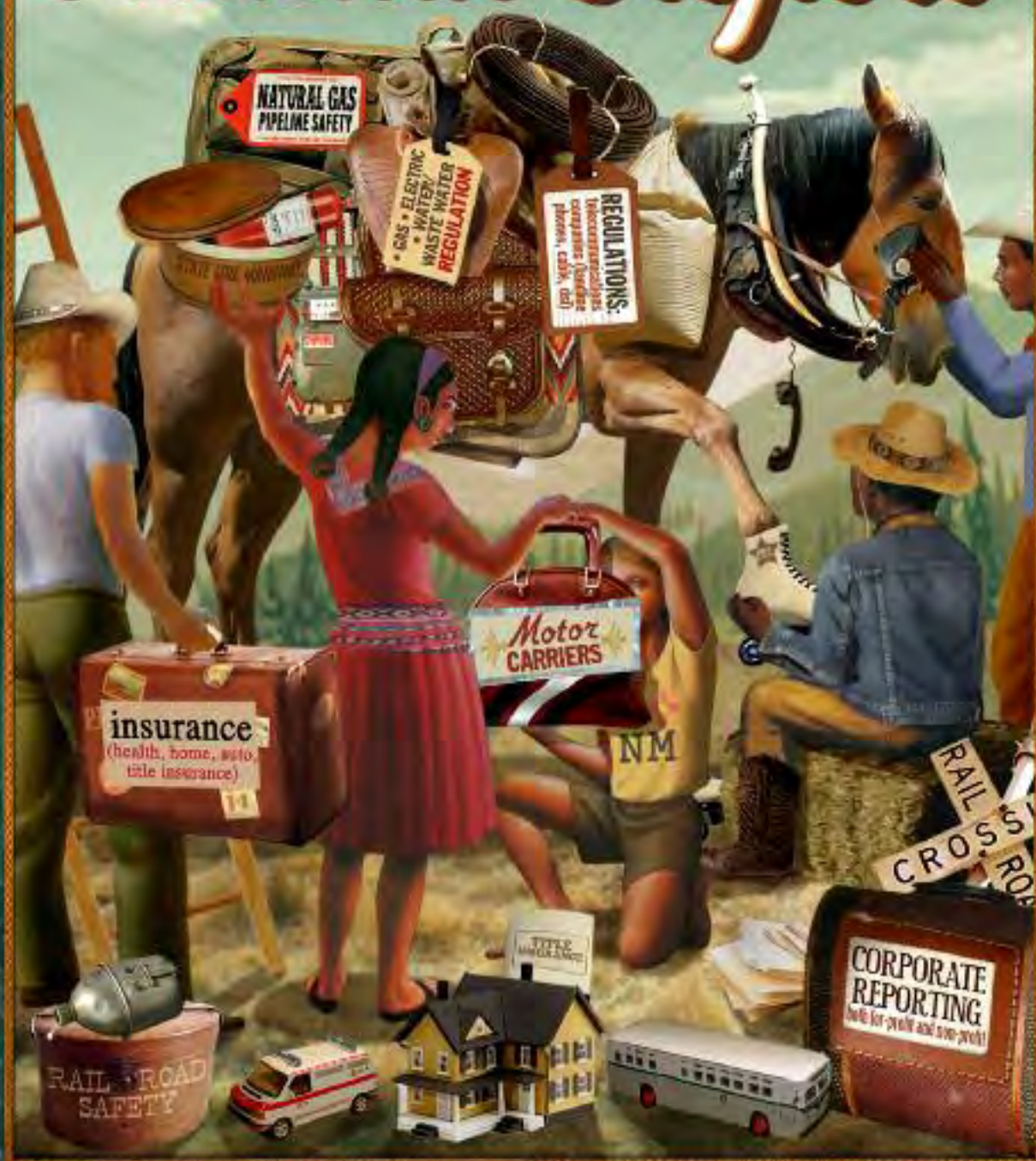
THINK NEW MEXICO



A RESULTS-ORIENTED THINK TANK SERVING NEW MEXICANS

2011 • 2012

Annual Report



PPC 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.

THINK NEW MEXICO

A Results-Oriented Think Tank Serving New Mexicans



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Summer Storm Over the
Painted Kiva. Photo by
Alex Candelaria Sedillos.

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

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.

The Think New Mexico Team



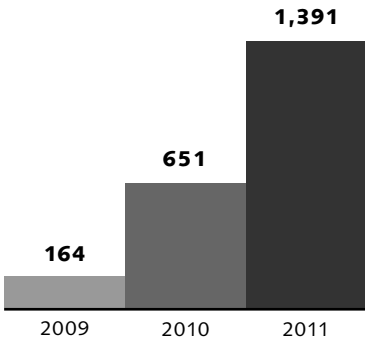
Fred Nathan, Executive Director
Kristina Fisher, Associate Director
Lynne Buchen, Business Manager
Jason Espinoza, Field Director
Photo by Chris Corrie.

Fred Nathan

Fred Nathan

May 31, 2012

Number of People Following Think New Mexico's Twitter News Posts at the End of the Year



Associate Director Kristina Fisher [RIGHT] with one of Think New Mexico's 2010 Leadership Interns, Cina Littlebird. 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).

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

SANTA FE NEW MEXICAN

Sunday, October 2, 2011

A new day for the PRC?

The departure of the ethically challenged Jerome Block Jr. from the Public Regulation Commission is welcome, to be sure. But it's hardly a long-term fix for what ails the powerful body.

With authority to regulate such disparate interests as utilities, insurance, commercial transportation, telecommunications — and that's just a partial list — the PRC as it exists is too massive to do the work both consumers and industry need. Born from the union of the constitutionally established State Corporation Commission and the Public Utility Commission, the PRC has not lived up to the hopes of the citizens who amended the state Constitution to create it. Almost since it began in 1996, the PRC has been riddled with scandal, Block's being the latest.

It is time to reboot.

Starting the conversation about the future of the PRC with uncanny timing is Think New Mexico, the group that led successful campaigns for full-day kindergarten, reforms to title insurance and a repeal of the food tax. Think New Mexico's latest publication, *Rethinking the PRC*, lays out problems with the current set-up and offers a way forward. Not the only way, of course, but a launching pad for discussion. We would like to see that discussion evolve into an effort by the state Legislature and Gov. Susana Martinez to create better, stronger and more efficient regulatory agencies. It's an issue beyond politics and partisanship, one that would give both Democrats and Republicans a rare issue on which to agree.

Key to understanding why the current situation is untenable is seeing just how bulky the PRC has become. Like old adobe houses, built one room at a time with no thought to design or planning, the PRC sprawls with too many responsibilities. Take for example, the State Fire Marshal's Office, housed within the PRC by this reasoning: If the Insurance Division regulates insurance and fire prevention reduces premiums, then fire belongs with insurance. And what about trains? Some authority over railroads remains with the PRC as well, a legacy of the original State Corporation Commission's power to regulate corporations. The PRC helps monitor rail crossings and is responsible for the safety of train tracks where they intersect with roads. The Department of Transportation ensures the safety of the

roads where they meet the tracks. Whew! Regulating both the fire marshal and train tracks would be best handled in more compatible agencies. More possible streamlining — create a Department of Insurance, breaking out the current division and move corporation oversight entirely to the Secretary of State's Office. One proposed change that should warm the hearts of free-market lovers everywhere is deregulating commercial carriers such as shuttle services and taxi companies.

The recommendations are designed to help re-focus the PRC on a primary goal of efficient, responsive regulation of public utilities — setting rates and services for the state's electric, natural gas, water and telecommunications utilities, as well as overseeing cable and pipelines that deliver these services.

Toward that end, it is necessary to ensure that PRC commissioners have the knowledge and education to do their jobs. Some have argued that the PRC should become an appointed board, with staggered terms, stricter qualifications, even a committee to sift through candidates' qualifications, similar to the process for judicial appointments. Elected or appointed is beside the point if candidates lack stellar qualifications. Current requirements for PRC candidates are minimal: they must be 18 or older, have lived in New Mexico a year and not have a felony record. That sets the bar too low for running such a complex agency — not to mention for gaining a \$90,000-a-year salary, state car and the other generous perks of office. Whether it's requiring a college degree or related experience as a prerequisite to seeking office, demanding more of the candidates is essential.

The conclusion after reading this powerful report (not to mention the headlines since the agency's creation in 1996) is inescapable. The Public Regulation Commission — one of the most powerful regulatory bodies in the country — is not doing the job New Mexico needs. What remains to be determined is what we do and how fast we act. After all, restructuring will require legislation and changes to the Constitution. Think New Mexico has done the heavy lifting, outlining the problem and pointing to possible solutions. Now it's up to the rest of us — citizens, lawmakers and our governor — to act.



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.

www.lcsun-news.com

Sunday

LAS CRUCES SUN-NEWS

Southern New Mexico's Newspaper

Oct. 16, 2011

Long overdue: State should reform PRC

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 than 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 deciphering complex utility rate cases, electricity transmission grids and insurance rules — among 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.

ALBUQUERQUE JOURNAL

Thursday, February 2, 2012

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 16 (Reps. Majority Leader Ken Martinez, D-Grants, and Taylor) would ask voters to remove the embarrassing backlog of corporation reporting and registration from PRC oversight and streamline those duties with business registrations and filings at the Secretary of State's Office, like 35 other states.

■ 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-Portales, 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 on 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 Republi-

cans 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.

Update of Title Insurance Rule Urged

N.M. Rates Don't Reflect 2009 Law

By MICHAEL HARTRANFT
Journal Staff Writer

A New Mexico think tank wants title insurance costs for homeowners trying to refinance mortgages to be lowered to match more generous discount rates authorized by a 2009 law.

Because an old discount schedule remains on the books, many New Mexicans

aren't getting the benefit of perhaps hundreds of dollars in savings, Think New Mexico executive director Fred Nathan said.

The group this week petitioned the state insurance superintendent to amend the title insurance rule setting out the rates to reflect what is in the statute. The Insurance Division regulates the prices people pay for title insurance required by banks to approve or refinance a mortgage.

"All we're asking them to do is to revise the rule they promulgated years and years

ago so it is now consistent with the statute," Nathan said.

Think New Mexico led a successful campaign for a title insurance reform law in 2009, calling for discounts of 10 percent to 60 percent less than the full policy price depending on the time since the original purchase.

For example, title insurance for a \$200,000 home would cost \$1,300. Refinancing the same home nine years later, the cost would be about \$1,040 under the old schedule but only \$520 under the new one.

Nathan said an Insurance

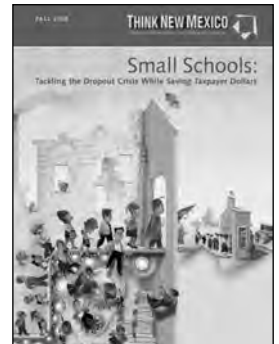
Division study found that during the first year the new law was in effect, 74 percent of policies sold with refinancings continued to be priced at the higher levels of the old rule. It was unclear why. Insurance Superintendent John Franchini said he'll schedule a hearing on the issue within 60 days to "correct any inconsistencies."

Nathan said the New Mexico Land Title Association, backed the 2009 law.

An association spokesman did not immediately return calls from the Journal.

SMALLER SCHOOLS INITIATIVE

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.



ANTI-CORRUPTION INITIATIVE

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.





2012 Leadership Interns:

[CLOCKWISE FROM TOP LEFT]

Martha Hughes, Stephanie Lashway, Annie Dear, Lucca Cirolia, Seth Montgomery, Matt Baca, and Carlie Malone.



2011 Leadership Interns:

Arik Burakovsky, Faye Zhao, and Alicia Leger. Photo by Jason Espinoza.

2012 LEADERSHIP INTERNS

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.

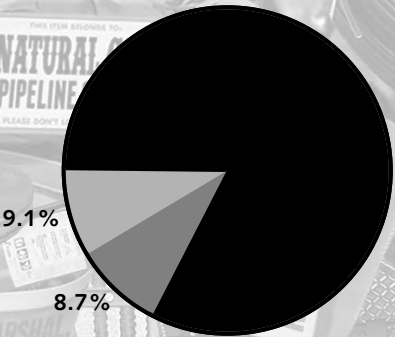
During the spring, Think New Mexico was pleased to have the opportunity to work with **Matt Baca**, who spent his final semester at the University of New Mexico School of Law completing legal research on our policy initiatives; **Lucca Cirolia**, a Santa Fe Secondary School alumnus who graduated from 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.

Statement of Income and Expenditures

INCOME	
Businesses	17,036
Foundation Grants	189,196
Individuals	167,639
Investment Return	21,556
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Total Cash Income	\$395,427
Donated Real Estate*	\$1,495,363

EXPENDITURES	
Audit/Accounting	5,685
Benefits-Health, Dental & Disability Insurance	74,279
Benefits - Pension Plan & Fees	20,469
Computer Consulting & Website	1,750
Depreciation	2,356
Donated Real Estate Expenses	2,560
Educational Outreach	3,250
Graphic Design	In-kind
Insurance	2,884
Internship Pay	11,539
Investment Management Fees	1,369
Legal Fees	0
Marketing	3,874
Online Vendor Processing Fee	956
Payroll Taxes	18,569
Postage	18,357
Printing & Bulk Copying	36,588
Professional Fundraising	0
Rent/Utilities Expense	17,899
Salaries	227,188
Security/Janitorial	688
Stewardship/Board Expenses	148
Supplies	2,392
Telephone & Internet	3,035
Training/Research/Dues	1,562
Tuition Reimbursement	2,500
Travel	641
<hr/>	
Total Expenses	\$460,538

Administrative & Fundraising Expenses as a Percentage of Cash Income: 2011



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%.

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

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

Cash and Cash Equivalents	328,975
Endowment Funds	101,647
Grants Receivable	29,150
Investments	530,783
Prepaid Expenses	0
Property and Equipment**	1,519,756
Total Assets	\$2,510,311

LIABILITIES

Accounts Payable	24,550
Accrued Expenses	9,354
Total Liabilities	\$ 33,904

NET ASSETS

Unrestricted	2,396,050
Temporarily Restricted	80,357
Total Net Assets	\$ 2,476,407
Total Liabilities and Net Assets	\$ 2,510,311

***Net of Accumulated Depreciation.*

Source for pages 12–13: Financial Statements for the year ended December 31, 2011 and Think New Mexico's IRS Form 990 for 2011. Independent auditors: Bishop and Loggains, LLC CPA.



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

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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.



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“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.

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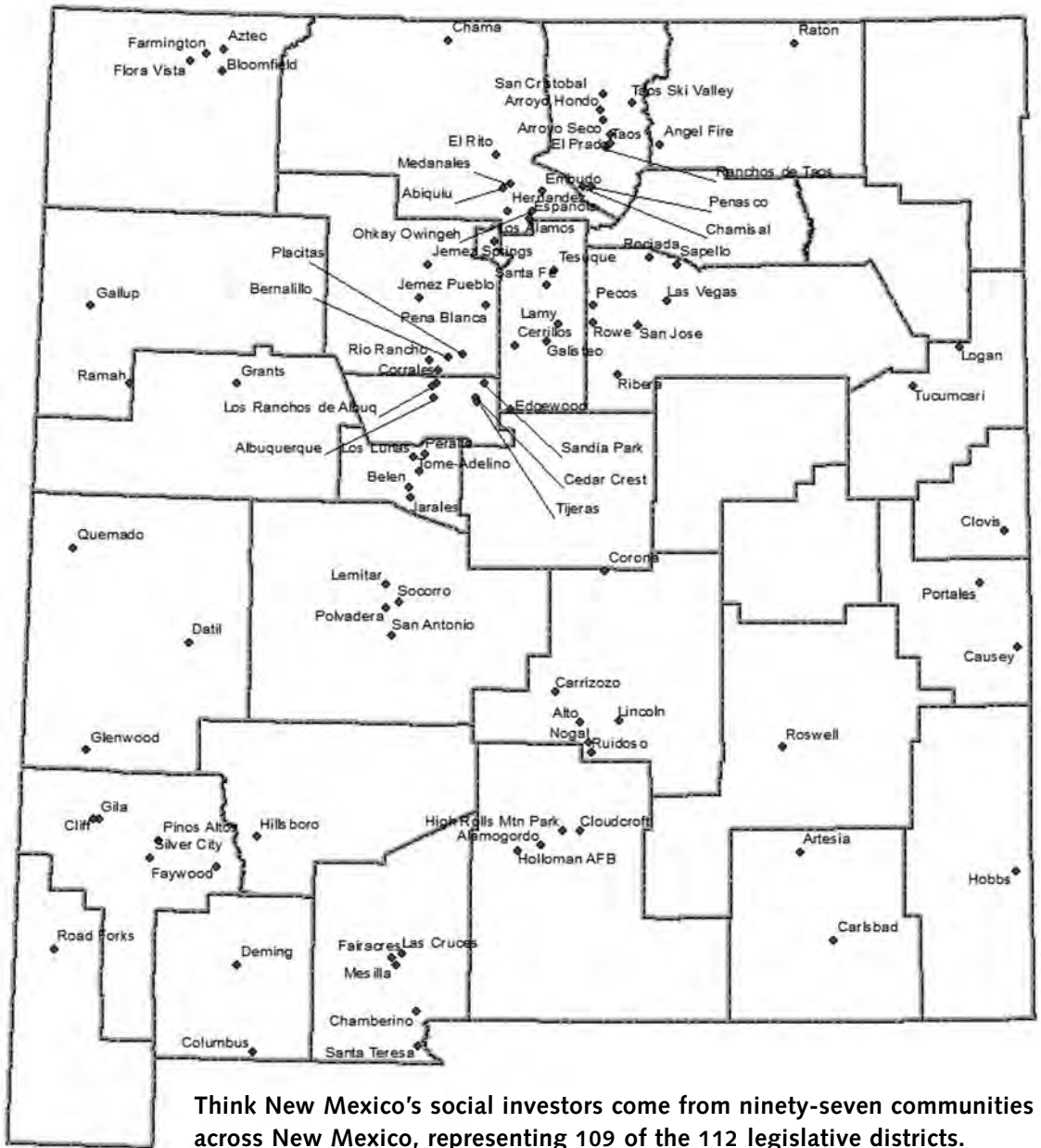
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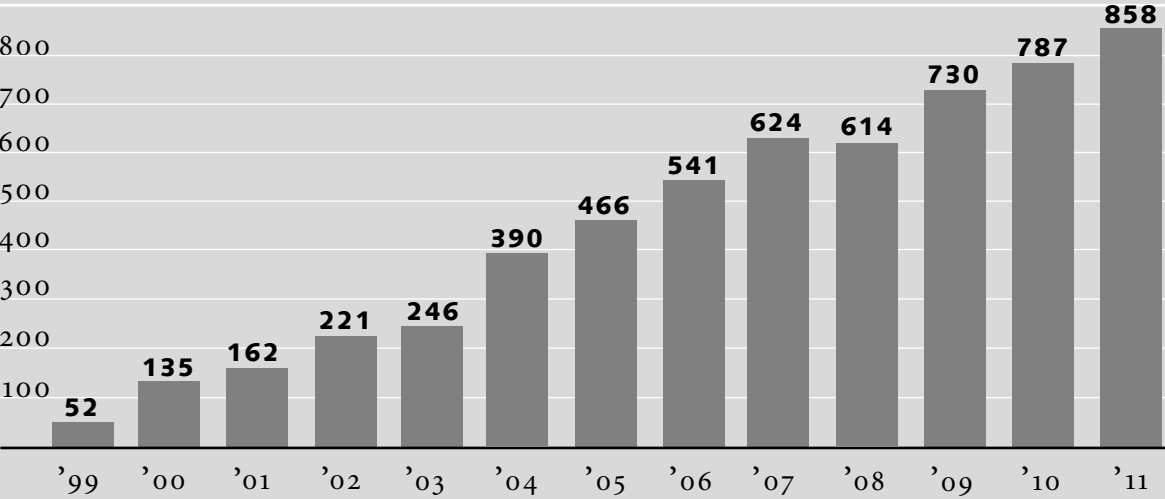


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"Thinking Cap" Photos

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

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

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