# Table of Contents

- Mission Statement .................................................. 1
- Letter From the Board Chair & President ......................... 3
- Leadership, Partnership & Leveraging ............................ 5
- History ..................................................................... 9
- Board of Directors / Staff ........................................... 11
- Grants ..................................................................... 13
- Statement of Financial Position .................................... 29
- Statement of Activities & Changes ............................... 30
- Net Assets .................................................................. 31
Mission Statement:

The Paso del Norte Health Foundation promotes health and prevents disease in the region through leadership in health education, research, and advocacy.
“Working together, ordinary people can perform extraordinary feats. They can push things that come into their hands a little higher up, a little further on towards the heights of excellence.”
- Unknown
During the past year, the Paso del Norte Health Foundation continued to deepen its work toward ensuring that all people in the region, regardless of socio-economic status, have the knowledge, resources and environment needed to lead healthy lives. Through its role in leading, funding, promoting and leveraging opportunities, the Foundation works to ensure that all people in the region achieve good health.

This year’s achievements are many. The Foundation is leading efforts to:

- Create a Regional Health Framework, a blueprint for improving health in the region;
- Establish a Health Information Exchange, to provide access by healthcare professionals to patient health records;
- Implement the region’s first Health Leadership program to enhance the capacity of area health leaders and professionals.

The Foundation also significantly strengthened health advocacy and policy efforts toward impacting broad systems and larger numbers of people. The El Paso Independent School District engaged thousands of elementary and middle school students to increase physical activity and learn about healthy eating and active living. School Board member training was provided in sexual health policies and programs, which support information and advocacy toward reducing teen pregnancies in Texas and New Mexico.

The Foundation continued to fund organizations working on Healthy Eating/Active Living (HEAL), Smoking, Building Healthy Families and Communities, and intensified efforts in Juárez to improve health and provide safe places for children and youth.

As is evident in this report, a great many diverse efforts are supported by the Paso del Norte Health Foundation. In total, they are clear indicators that while a great deal remains to be done, much has been accomplished. We are proud to be a part of a very dedicated network of organizations, agencies and individuals working to improve health in the region. We salute our dedicated and competent board, staff and partners, and thank them for their continued commitment to improve health in this region.

Myrna Deckert
President and CEO

Susana Navarro, Ph.D.
Board Chair

2011 annual report
Leadership, Partnership & Leveraging
After several years of economic uncertainty, foundations are expanding their role beyond grantmaking and identifying new strategies to provide more with less.

The Paso del Norte Health Foundation is:
- leading diverse groups and developing leaders
- partnering with a range of organizations and individuals across the region
- leveraging resources to ensure that available federal, state, and private funds come to the region

Leadership:
The Foundation approaches leadership in two ways: developing leaders and being a leader.

Having stronger leaders in non-profits, school districts, hospital systems, and universities helps to maximize resources.

The Foundation recognizes that leadership requires initiation of and active participation in regional collaboratives.

Highlights of leadership work include:

REALIZE – Twenty top leaders in the region participated in the 15-month REALIZE transformational leadership experience. These individuals hold management positions in non-profit organizations, school districts, hospital systems, and universities across the region.

Regional Health Framework – In collaboration with the City of El Paso and a Blue Ribbon Committee, the Foundation led an initiative to gather information and align stakeholders to identify health priorities and strategic solutions. The analysis from the Regional Health Plan is currently being used to support the planning and proposal for El Paso County’s application for Texas Medicaid Transformation Waiver funds. This application has the potential to bring millions of dollars to the county.
Leadership, Partnership & Leveraging
Partnership:
The Foundation values partnerships and realizes that health improvements are strengthened when shared vision and collaboration come together.

Examples of partnership include:

Healthy Sexuality Academy – School Board members, teachers, nurses, and health educators from multiple districts were trained on healthy sexuality and school health policies. Together, these individuals are working to increase evidenced-based sexual health programming in schools.

Smoke Free Campuses – The Foundation funded the workshop “Joining the Movement for Tobacco-Free Colleges and Universities.” The Foundation and members of the Smoke Free Network participated in the training and are supporting efforts by the University of Texas at El Paso and other higher education institutions in the region to prohibit smoking on campus.

Opening of Foundation Meeting Rooms – New meeting rooms were made available to help organizations come together at one location and conduct business. Non-profit organizations that focus on health have priority.

“A spirit of community has to be created for the whole to be greater than the sum of its parts.”
Author Unknown

Leveraging:
Beyond its direct investments in the region, the Foundation also utilizes its resources to bring other federal, state, and private monies to the region.

Example of leveraging:

Health Information Exchange – In 2011, the Foundation and six other community partners formed a new non-profit called the Paso del Norte Health Information Exchange. The purpose of the health information exchange is to improve the exchange of clinical data between medical providers. As part of this effort, more than $500,000 was leveraged from the State of Texas for planning and implementation.

Bringing Grantmakers for Children, Youth and Families (GCYF) to El Paso – In 2011, the Foundation in collaboration with other regional funding organizations convinced GCYF to hold its 2012 national conference in El Paso.
**History:** The Paso del Norte Health Foundation was established in 1995 from the sale of the not-for-profit Providence Memorial Hospital and is one of the largest private foundations on the U.S./Mexico border.

The Foundation operates in a unique binational environment, which stretches across **two countries and three states**.

Service areas include: Doña Ana, Luna and Otero Counties in New Mexico; El Paso and Hudspeth Counties in Texas; and Ciudad Juárez, Chihuahua, México. Within the region’s population of 2.3 million people, over 750,000 residents are under the age of eighteen.

The Foundation works effectively across these boundaries in partnership and collaboration with other organizations to plan and implement programs that promote health and prevent disease.
Board of Directors
Board of Directors

Susana Navarro, Ph.D., Board Chair
Executive Director (Retired)
El Paso Collaborative, University of Texas at El Paso

Sandra Sánchez Almanzán, Vice Chair
Director, Foreclosure Prevention and Outreach
Fannie Mae, National Service Organization

Robert Ash
Pension Administrator, Legal Advisor
El Paso City Employee’s Pension Fund

Jack Cardwell
Chairman, Cardwell Properties

George Drake
Insurance Agent (Retired), State Farm Insurance

Allan Goldfarb
Attorney, Partner
Kemp Smith P.C.

Rene Hurtado
Chief External Affairs Officer
Emergence Health Network

Cindy Lyons
Certified Public Accountant, Partner
Lauberbach, Borschow & Co.

Carolyn Mora
Certified Public Accountant, CFP
Carolyn L. Mora Professional Corporation

Jose Prieto, M.D.
Pediatric Physician, Private Practice

Eduardo Sanchez, M.D.
Vice President/Chief Medical Officer
Blue Cross and Blue Shield of Texas

Benjamin Torres-Barrón
Attorney, Partner
Baker & McKenzie Abogados, S.C.

Foundation Staff

Myrma J. Deckert
President and CEO

Juanita Galaviz
Program Administrator

Marcela Garcia
Chief Financial Officer

Michael Kelly
Senior Program Officer

Jon Law
Program Officer

Claudia Luevano
Program Assistant

Enrique Mata
Senior Program Officer

Ida Ortegon
Director of Communications

Cecilia Piña
Operations Support Assistant

Angelina Plaza
Director of Accounting

Veronica Rios
Accounting Support Assistant

Sylvia Soto
Director of Operations

Funding Opportunities:

The Foundation generally does not accept unsolicited grant proposals. When seeking grantees, the Foundation offers grant workshops for organizations to better understand the purpose of the initiative or program and how to respond to the Request for Proposals (RFP).

Program officers are available to discuss ideas for future programs and welcome suggestions from organizations within the region.

For more information, please call the Paso del Norte Health Foundation at 915-544-7636.
Grants:

GOAL 1: Physical Activity and Balanced Nutrition
Children and youth will be physically active and have proper nutrition for a healthy weight and strong body.

GOAL 2: Tobacco, Alcohol, and Illicit Drug Use Eliminated
Tobacco, alcohol, and illicit drug use will be eliminated among adolescents.

“It is not easy to stay on the path, we all need assistance. It is important that we associate with colleagues who share our commitment to the path.”

Author Unknown

GOAL 3: Access to Health Care and Mental Health Services
Children, youth, and families will have access to health care, including access to mental health services.

GOAL 4: Healthy Family and Social Environments
Children and youth will grow up in healthy family and social environments.

GOAL 5: Leadership Commitments
Committed to being a leader to improve the health of the region.
GOAL 1

Physical Activity & Balanced Nutrition
Children and youth will be physically active and have proper nutrition for a healthy weight and strong body.

Total grants paid in 2011.

- **Casas de Cuidado Diario Infantiles de Ciudad Juárez A.C.**
  *Strengthening Nutrition in Juárez Children*
  To pilot an expansion of nutrition education and physical activity opportunities for children 18 months to 18 years of age at 10 home daycare centers.
  
  **$44,128.81**

- **City of El Paso**
  *El Paso Community Garden Pilot Project*
  To develop a prototype community garden plan and pilot test a garden at one park location.
  
  **$55,862.50**

- **City of El Paso - Department of Public Health**
  *Health Impact Assessment and Employee Wellness Planning Project*
  To support training and pilot test Health Impact Assessments (HIA) as part of the recent obesity prevention resolution and develop an employee wellness program.
  
  **$25,297.80**
○ **County of El Paso**  
 *Fit to Grow*  
 To pilot test a community garden and to build a program model for employee/family wellness.  
 $37,030.10

○ **Deming Public Schools**  
 *Wildcat Wellness Program*  
 To begin preliminary planning related to a new school health program.  
 $5,618.00

○ **El Paso Independent School District**  
 *Get HIP Now*  
 To integrate Get HIP (Health Initiative Program) Now, a health curriculum into core subject areas (math, language arts, social studies, and science), and physical education. Lessons and activities complement the classroom health instruction. Over 43,000 kindergarten through 8th grade students from 74 schools benefit from this integrated approach to school health and childhood obesity prevention.  
 $737,699.00

○ **La Semilla Food Center**  
 *La Semilla Planning Project*  
 To initiate regional food system planning by increasing La Semillas' capacity to operate a youth farm, pilot a farm-to-school program, engage the community in planning a Regional Food Summit and build regional partnerships.  
 $43,202.00
○ The FEMAP Foundation
  *Nutrition Assessment and Care in School Settings*
  To plan and evaluate a pilot nutrition program in community kitchens for children in Ciudad Juárez, Chihuahua, Mexico.
  $46,035.00

○ University of Texas at El Paso
  *Community Garden Projects Evaluation*
  To evaluate three regional community garden projects.
  $24,337.50

○ Youth Life Skills Fore Greater El Paso Inc.
  *The First Tee of Greater El Paso's Success in Nine: 9 Core Values and 9 Healthy Habits*
  To pilot test the National School Program in elementary schools and market the Out of School Golf Opportunities at 10 elementary schools.
  $23,040.00

○ YWCA El Paso del Norte Region
  *YW Zone*
  To support the YW Zones project to decrease sedentary lifestyles, reduce juvenile diabetes and other clinical effects of childhood obesity. A professional instructor works with children in branch base settings to utilize fitness equipment and diverse classes to improve cardio respiratory fitness. Classes incorporate music, dance and body conditioning to challenge children to try new fun fitness activities.
  $177,788.25

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**Goal 1 Contract Expenditures:**
Expenditures incurred to pay third party independent contractors for services related to Goal 1.
$91,860.50
GOAL 2

Tobacco, Alcohol, and Illicit Drug Use Eliminated
Tobacco, alcohol, and illicit drug use will be eliminated among adolescents.

Total grants paid in 2011.

- **Ben Archer Health Center**
  
  **KISSS (Kids Initiative and Smoking Support Services)**
  
  **Tobacco Goodbye**
  
  To control tobacco use by providing the Botvin LifeSkills Training for 6th and 9th grade students in the Hatch Valley Public Schools and the Deming Public School District. Also, to continue to provide tobacco cessation support in the service region using New Mexico Tobacco Use Prevention and Control funding.

  **$60,353.70**

- **Centro San Vicente**
  
  **Tobacco Control, Awareness and Education Program**
  
  To enhance tobacco control by integrating smoking cessation interventions into clinical visits and to coordinate the Texas Youth Tobacco Prevention Task Force to increase the awareness of existing tobacco control laws within the legal system, and increase court referrals to authorized tobacco prevention programs.

  **$36,455.26**

- **Children in Need of Services, Inc. (CHINS)**
  
  **Tobacco Education and Cessation Help (TEACH) Program**
  
  To provide best practice programming such as the Botvin LifeSkills Training for youth tobacco prevention, health education about secondhand smoke risks, and smoke free advocacy efforts in Otero County.

  **$93,816.80**
○ **City of El Paso Department of Public Health**  
*Get Real About Tobacco*  
To offer the Get Real About Tobacco (GRAT) Program options to area school districts and private schools. GRAT is a Centers for Disease Control and Prevention Best Practice Model to prevent children and youth from starting to smoke.  
$136,378.00

○ **Families and Youth, Inc.**  
*Smoke Free Doña Ana County*  
To implement Botvin’s LifeSkills program in Doña Ana County, New Mexico. Also, to develop a youth action group in Las Cruces and provide Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) specific cessation programs for adults interested in quitting smoking.  
$30,000.00

○ **Texas A&M Foundation**  
*Colonias Smoke-Free Project*  
To reduce exposure to secondhand smoke using the Mi Familia No Fuma program in the colonias of El Paso County. The organization will work on public policy by building community coalitions to promote smoke-free workplaces and facilitate a youth coalition that works to promote Smoke Free lifestyles among the members’ peers.  
$81,550.00

○ **University of Texas at El Paso**  
*A Comprehensive & Collaborative Approach to Tobacco Control in the Border Region - Organizing Agency*  
To provide technical assistance to all Foundation grantees, coordinate the Smoke Free media campaign, promote clean indoor air policies and support the initiative across the region.  
$638,815.68
University of Texas at El Paso
StopLite: Reducing Smoking Prevalence and Supporting Smoke Free Policy

To implement and gather data on the sometimes smoker through the evidence-based program StopLite. The University will continue its cessation efforts on campus, at Centro San Vicente, and William Beaumont Army Medical Center. It will begin providing the intervention to patients and employees of the University Medical Center of El Paso.

$103,758.00

University of Texas Health Science Center at Houston
Evaluation of Smoke Free Youth Coalitions

To conduct an evaluation of the youth coalitions funded during the 2011-2012 program year to determine if they have increased youth advocacy for smoke-free policies and identify factors that contribute to increased coalition success. Also, to evaluate different aspects of coalition functions and to use their data to improve success.

$15,000.00

Ysleta Del Sur Pueblo
Tigua Smoke Out Program

To provide tobacco cessation and youth tobacco prevention education to tribal members in El Paso County. Also to institutionalize tobacco control interventions within the Tigua Health Center.

$72,776.00

GOAL 2 Contracts Expenditures:
Expenditures incurred to pay third party independent contractors for services related to Goal 2.

$5,752.21
GOAL 3

Access to Health Care and Mental Health Services
Children, youth, and families will have access to health care, including access to mental health services.

Total grants paid in 2011.

GOAL 3 Contracts Expenditures: There were no grants issued for this Goal.

GOAL 4

Healthy Family and Social Environments
Children and youth will grow up in healthy family and social environments.

Total grants paid in 2011.

- **Arbol de Vida**
  *Youth Enhancement at Arbol de Vida*

  To enhance current services to youth who live in the Colonia Anapra bordering their property. Program includes expansion of nutritional services, physical activity programs, and a recreational club for up to 100 youth.

  *$62,755.00*

- **AVANCE, Inc.**
  *AVANCE Parent-Child Education Program*

  To expand a nine-month Parent-Child Education Program to serve more families in school sites in El Paso, TX and in Doña Ana County, NM.

  *$398,000.00*
Ben Archer Health Center  
*Plain Talk*
To help adults develop the skills and tools they need to reduce sexual risk-taking behaviors in Doña Ana County.

$166,705.43

Casa Amiga Centro de Crisis A.C.  
*Youth Club: An Option for Living in Peace*
To conduct workshops for youth and to host “Club Juvenile.” The youth workshops develop youth decision-making skills in family and social situations and teach non-violent responses to conflict. “Club Juvenile” is intended to offer youth a safe environment to congregate.

$38,500.00

Center Against Family Violence  
*Healthy Relationships Outreach (HeRO)*
The Healthy Relationships for High Risk Occupations [HERO] program is a sexual violence prevention program provided for men and women in El Paso and Hudspeth counties to increase knowledge and reduce partner and domestic violence.

$44,883.00

Center Against Family Violence  
*No Means No*
To demonstrate a positive impact on the health of children and youth that emphasize interventions to improve sexual health among adolescents and emphasizing primary prevention of child abuse. The program also addresses policies that schools must include in violence prevention education programming.

$68,673.00

Center Against Family Violence  
*Two Should Know*
To provide “No Means No” presentations. Also to identify, implement and evaluate best practice programs to promote safe use of social media and to educate parents and youth on risks associated with the abuse of electronic applications.

$60,245.00
○ **Child Crisis Center**  
*No Kidding: Straight Talk from Teen Parents*

To provide presentations to middle school students in the Socorro Independent School District on the realities and responsibilities of young parenting including issues related to child support and paternity.

$80,626.81

○ **Child Crisis Center**  
*Teens Thinking Smart*

To provide the "Teen Talk Sexuality Education Curriculum" to 500 at risk youth 16-24 years of age attending David L. Carrasco Job Corps Program, youth participating in programs at the Boys and Girls Club and students attending Mountain View High School in Clint Independent School District.

$93,765.50

○ **City of El Paso**  
*2011: Focus El Paso*

To partner with the Women Infants and Children (WIC) program and area family planning clinics to provide "Project Focus," a program to help prevent sexually transmitted infections and unintended pregnancies. The program target is women under the age of 20 participating in the WIC program in El Paso County.

$117,251.20

○ **City of El Paso - Department of Public Health**  
*Comprehensive Sexual Health Program*

To reduce the number of unintended pregnancies, sexually transmitted diseases and sexual violence among teens in the Greater El Paso area. The program is a multi-session curriculum with six components and options for parents and teens to learn about sexual violence, abstinence, sexually transmitted diseases, and engages family talk on healthy sexuality.

$185,524.62
○ **Club de la Tercera Edad Epoca de Oro, A.C.**  
*Youth in Ciudad Juárez, Building Healthy Family and Social Settings for Prevention*

To conduct educational and recreational activities for youth in southeastern colonias of Ciudad Juárez. These activities include: carpentry projects, rappelling, creative arts workshops, art-cultural fairs and workshops on community development and conflict resolution.

$46,379.30

○ **Cristo Rey Outreach, Inc.**  
*La Casita Youth Development Program*

To provide a safe environment for educational and recreational summer programs for approximately 80 youth ages 5-17 in the Sunland Park Anapra community.

$5,000.00

○ **The FEMAP Foundation**  
*Youth, Culture, and Sexuality*

To provide 11,000 youth of Ciudad Juárez with educational workshops, puppet shows and an art exhibit for the promotion of sexual health and teen group discussions.

$77,404.25

○ **The FEMAP Foundation**  
*Youth as a Community Resource*

To develop and implement a program in partnership with the Ciudad Juárez-based organization SADEC to reduce the likelihood of students dropping out of school. Youth from seven school sites will participate in conflict resolution training, "youth as resources" workshops, and youth-developed community service projects. Extracurricular athletic and artistic activities will also be made available to the students.

$112,332.00
○ The FEMAP Foundation  
*Youth to Youth: In Sexuality, You Have the Last Word*

To provide comprehensive sexuality education presentations for youth 12 to 18 years of age in primary and secondary schools in the Ciudad Juárez area to assist in the prevention of sexually transmitted infections and unintended pregnancies.

$69,100.00

○ University of Texas at El Paso  
*One City One Future Bi-National Youth Exchange*

To give children and youth from selected Ciudad Juárez and El Paso schools an opportunity to express emotions about the violence in Ciudad Juárez through artistic media. Students will share their experiences through electronic communication in the school setting.

$11,000.00

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**GOAL 5 Contract Expenditures:**
Expenditures incurred to pay third party independent contractors for services related to Goal 4.

$111,450.00

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**GOAL 5**

*Leadership Commitments*

Committed to being a leader to improve the health of the region.

*Total grants paid in 2011.*

○ City of El Paso  
*Picturing Health: Norman Rockwell and the Art of Illustration*

To fund health education related to Picturing Health: Norman Rockwell and the Art of Illustration.

$27,000.00

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**GOAL 5 Contract Expenditures:**
Expenditures incurred to pay third party independent contractors for services related to Goal 5.

$257,366.15
Statement of Financial Position
Unaudited financial statements as of December 31, 2011

<table>
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<tr>
<th>Assets</th>
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<tr>
<td><strong>Current Assets</strong></td>
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<td>Cash</td>
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<td>Accounts Receivable, net of allowances</td>
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<td>Other Current Assets</td>
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<td>Property, Plant &amp; Equipment (net)</td>
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<td>Investments</td>
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<td>Other Assets</td>
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<td><strong>Total noncurrent assets</strong></td>
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<td><strong>Total Assets</strong></td>
<td>184,540,552</td>
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<thead>
<tr>
<th>Liabilities and Net Assets</th>
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<tbody>
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<td><strong>Current Liabilities</strong></td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
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<td>Grants payable</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td><strong>NonCurrent Liabilities</strong></td>
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<td>Accrued general and professional liabilities</td>
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<td>Grants payable, L.T.</td>
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<td>Deferred tax liability</td>
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<td><strong>Total noncurrent liabilities</strong></td>
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<table>
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<th>Net assets</th>
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<td><strong>Unrestricted</strong></td>
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<td>Board Designated</td>
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<td>Undesignated</td>
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<td><strong>Total Unrestricted</strong></td>
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<td><strong>Total net assets</strong></td>
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<td><strong>Total liabilities and net assets</strong></td>
<td>184,540,552</td>
</tr>
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*Independent audited financial statements will be available as of July 31, 2012.*
Statement of Activities and Changes in Net Assets (Income Statement)

Unaudited financial statements as of December 31, 2011

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<thead>
<tr>
<th>Contributions:</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
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**Investment Income:**

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<th>Investment Income:</th>
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</thead>
<tbody>
<tr>
<td>Interest and Dividend Income</td>
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<td>Loss from Partnerships/CTF</td>
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<td>(309,518)</td>
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<td>Net Realized Gain (Loss) on Investments</td>
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<td>Net Unrealized Gain (Loss) on Investments</td>
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<td>(5,610,045)</td>
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<tr>
<td></td>
<td>(2,335,528)</td>
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<td>(2,335,528)</td>
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<tr>
<td>Less: Investment Expense</td>
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<td>(3,364,426)</td>
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</table>

**Exempt Purpose Revenue:**

<table>
<thead>
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<th>Exempt Purpose Revenue:</th>
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</thead>
<tbody>
<tr>
<td>Program Revenue</td>
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<td>Unrealized Grants</td>
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<tr>
<td>Rental Revenue</td>
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<tr>
<td>Other Income:</td>
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<td>Misc. Income</td>
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<td>Total Exempt Purpose Revenue</td>
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**Exempt Purpose Expenses:**

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<thead>
<tr>
<th>Exempt Purpose Expenses:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Related</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Expenses</td>
<td>1,063,853</td>
<td>0</td>
<td>0</td>
<td>1,063,853</td>
</tr>
<tr>
<td>Goal Related Expenses</td>
<td>81,629</td>
<td>0</td>
<td>0</td>
<td>81,629</td>
</tr>
<tr>
<td>Board Commitments</td>
<td>5,406,809</td>
<td>0</td>
<td>0</td>
<td>5,406,809</td>
</tr>
<tr>
<td>Total Program Related Expenses</td>
<td>6,552,291</td>
<td>0</td>
<td>0</td>
<td>6,552,291</td>
</tr>
</tbody>
</table>

| Administrative Expenses                                 | 408,172       | 0                     | 0                     | 408,172 |
| Current Federal Excise Taxes                           | 153,512       | 0                     | 0                     | 153,512 |
| Total Administrative Expenses                          | 561,684       | 0                     | 0                     | 561,684 |
| Total Exempt Purpose Expenses                           | 7,113,975     | 0                     | 0                     | 7,113,975 |

**Net Assets Released from Restrictions:**

| Net Assets Released from Restrictions                   | 67,650        | (67,650)               | 0                     | 0      |
| Changes in Net Assets                                   | (10,327,131)  | (33,650)               | 2,155                 | (10,358,626) |
| Net Assets at Beginning of Year                         | 189,930,551   | 57,150                 | 4,970                 | 189,992,671 |
| Net Assets at December 31, 2011                         | 179,603,420   | 23,500                 | 7,125                 | 179,634,045 |

*Independent audited financial statements will be available as of July 31, 2012.*
Comparative Net Assets
2007 - 2011

<table>
<thead>
<tr>
<th>Years</th>
<th>Net Assets (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$192.42</td>
</tr>
<tr>
<td>2008</td>
<td>$130.29</td>
</tr>
<tr>
<td>2009</td>
<td>$169.54</td>
</tr>
<tr>
<td>2010</td>
<td>$68.49</td>
</tr>
<tr>
<td>2011</td>
<td>$179.43</td>
</tr>
</tbody>
</table>
“I never notice what has been done. I only see what remains to be done.”

Madam Curie
Fundamental Premise

All people deserve good health; the Foundation's role is to lead, fund, promote, and leverage opportunities to ensure that all people in the Paso del Norte region achieve good health.

PASO DEL NORTE HEALTH FOUNDATION