

From: [REDACTED]
To: [Valencia, Sarah E, PRC](#)
Subject: [EXTERNAL] Application for NM PRC Commission Position- S. Serna
Date: Thursday, September 10, 2026 1:04:20 PM
Attachments: [REDACTED]

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Dear Members of the Selection Committee,

Please accept my attached cover letter and resume for consideration for the Public Regulation Commissioner position.

After nearly 15 years working in local government and now serving as an elected county commissioner, I understand both the responsibility of public leadership and the real impact regulatory decisions have on New Mexico's communities. This position represents a meaningful opportunity to bring that experience, sound judgment, and a strong commitment to public accountability to the Commission.

I am enthusiastic about the opportunity to serve New Mexico at this level and would welcome a conversation about the experience, perspective, and leadership I would bring to the PRC.

Thank you for your time and consideration.

Respectfully,

Samantha J. Serna
Lincoln County Commissioner, District 2
[REDACTED]

Samantha J. Serna
PO Box 7971
Ruidoso, NM [REDACTED]

September 10, 2026

New Mexico Public Regulation Commission Nominating Committee
Attn: Sarah E. Valencia

Re: Application for Commissioner, New Mexico Public Regulation Commission

Dear Members of the Nominating Committee:

I am applying for appointment to the New Mexico Public Regulation Commission for the term beginning January 1, 2027. I am a registered Republican, an elected Lincoln County Commissioner, and a public administrator with an MBA and more than fourteen years of county and municipal government experience. My career has centered on decisions where infrastructure, public finance, regulatory responsibility, economic opportunity, and the daily realities of New Mexico families meet. I would bring the Commission an independent, disciplined decision-maker with executive experience, rural perspective, and a record of turning complex public needs into accountable results.

I meet the eligibility requirements under Sections 62-19-4 and 62-19-5 NMSA 1978 through the postgraduate-degree pathway. I earned a Master of Business Administration from Louisiana State University Shreveport in 2024 and a Bachelor of Business Administration from New Mexico State University in 2012. My professional experience in public and business administration exceeds the ten-year requirement and includes executive leadership, policy development, budgeting, procurement, capital planning, regulatory implementation, and public accountability.

The Commission's work requires more than familiarity with utility policy. A commissioner must master a technical record, test expert assumptions, weigh competing evidence, follow administrative law, and reach decisions that are fair to ratepayers and sustainable for the systems they depend on. I already work under that kind of scrutiny. I ask direct questions, require complete information, and make decisions that must withstand legal, financial, and public review. I will enter every proceeding without a predetermined outcome and decide on the record, the law, and the public interest.

My experience is grounded in the practical consequences of utility and telecommunications decisions. In county and municipal leadership, I have seen how electric, gas, water, wastewater, broadband, cellular service, rights-of-way, system capacity, and infrastructure costs shape housing, public safety, business investment, and community growth. My work in E911 addressing and emergency communications required coordination across mapping, procurement, public safety, and communications reliability. Wildfire and flood recovery reinforced another reality: resilience is not an abstract policy objective. It determines whether communities can respond, rebuild, and remain economically viable.

Rural, tribal, and underserved communities must be part of the Commission's statewide analysis, not an afterthought. Service interruptions, limited capacity, weak telecommunications coverage, and high infrastructure costs carry different consequences outside New Mexico's largest population centers. At the same time, affordability, reliability, safety, grid modernization, and long-term investment cannot be treated as isolated goals. They must be evaluated together, with careful attention to who pays, who

benefits, and whether the record supports the result. I would bring a rural perspective to that work while fully respecting the Commission's duty of impartiality.

As a county commissioner, I help oversee a General Fund exceeding \$12.3 million and vote on budgets, contracts, procurement, infrastructure, personnel, and regulatory matters. I secured and advanced \$2.65 million in fully funded roadway and drainage improvements for Warrior Drive with no local match. I have also advanced regional transportation, watershed, housing, wildfire recovery, and flood recovery priorities through sustained coordination with engineers, attorneys, contractors, state agencies, federal partners, businesses, and residents. Earlier in my career, I led planning, project management, capital improvement programming, grant administration, and community development for Lincoln County and the Village of Ruidoso. Those roles taught me how to translate technical evidence into policy, build alignment among competing interests, and recognize when a proposal that appears sound on paper will impose unintended costs in practice.

I am independent of the industries regulated by the Commission and have not been employed by a Commission-regulated entity during the two years preceding this appointment. My background is not that of a utility engineer or regulatory economist. It is the background of an experienced public executive and elected decision-maker who knows how to absorb technical material, question specialists, exercise sound judgment, and remain accountable for the outcome. If selected, I am prepared to work in Santa Fe and throughout the state as required, resolve any incompatible office or outside activity, and devote my full professional time to the Commission.

The Commission needs members who can respect technical expertise without surrendering their judgment to it. I will study the record, challenge weak assumptions, protect the integrity of the process, and keep the effect on New Mexico ratepayers at the center of every decision. I have led that way throughout my career, and I am prepared to bring the same rigor, independence, and accountability to the New Mexico Public Regulation Commission.

Thank you for considering my application. I welcome the opportunity to discuss how my executive experience, regulatory judgment, and record of service can strengthen the Commission and deliver fair, defensible outcomes for the people of New Mexico.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Samantha J. Serna', with a stylized, flowing script.

Samantha J. Serna

SAMANTHA J. SERNA

PUBLIC-SECTOR EXECUTIVE | ELECTED COUNTY COMMISSIONER

██████████, New Mexico ██████████

EXECUTIVE PROFILE

MBA-qualified public-sector executive and elected county official with more than fourteen years of county and municipal leadership. Proven record directing complex work across public finance, infrastructure, procurement, regulatory processes, emergency recovery, land use, and economic development. Known for independent judgment, fiscal discipline, and translating technical records into defensible public decisions.

PRC LEADERSHIP VALUE

REGULATORY JUDGMENT Evidence-based review, quasi-judicial discipline, and independent decision-making

FISCAL STEWARDSHIP Budget oversight, procurement, contracts, capital strategy, and long-term cost analysis

RURAL LEADERSHIP Affordability, reliability, infrastructure resilience, emergency communications, and economic opportunity

PROFESSIONAL EXPERIENCE

County Commissioner, District 2 | Lincoln County, New Mexico

January 2023 to Present | Lincoln County, NM

- Direct policy and fiduciary oversight for county operations, including a General Fund expenditure budget exceeding \$12.3 million, procurement, contracts, capital programs, personnel, and essential services.
- Secured \$2.65 million in full grant funding, with no local match, for Warrior Drive roadway and drainage improvements serving a major residential and school corridor.
- Advanced rural infrastructure priorities including \$2.7 million for Fort Lone Tree, \$475,000 for Devils Canyon design, and \$540,000 for Paso Monte maintenance.
- Govern wildfire and flood recovery, emergency communications, watershed protection, and a first-in-New-Mexico federal USDA EWP voluntary property-buyout initiative.
- Evaluate engineering, financial, procurement, operational, and legal recommendations while weighing affordability, reliability, safety, resilience, rural access, and taxpayer exposure.

Community Development Director | Village of Ruidoso

August 2019 to January 2024 | Ruidoso, NM

- Directed municipal planning and regulatory operations across development review, building-safety coordination, short-term-rental regulation, workforce housing, redevelopment, code administration, and enforcement.
- Administered regulation of more than 1,300 active short-term rentals and monitored approximately 3,864 online listings for permitting compliance, fees, inspections, and lodgers' tax coordination.
- Led E911 addressing procurement planning, integrating land-use records, mapping, public safety, emergency response, and communications reliability.
- Supervised quasi-judicial reports for site plans, conditional uses, variances, and subdivisions, producing defensible notice, findings, conditions, and enforcement provisions.
- Led the Mechem Corridor redevelopment planning process and advanced workforce-housing policy linking land use, infrastructure, housing supply, and economic development.

Director of Planning and Project Management | Lincoln County, New Mexico

July 2012 to August 2019 | Lincoln County, NM

- Directed county planning and project management for public infrastructure, capital priorities, grants, procurement, consultant contracts, regulatory compliance, and intergovernmental coordination.
- Controlled project scope, schedules, budgets, compliance, public documentation, and consultant performance, converting engineering and administrative records into actionable recommendations.
- Advanced road, drainage, bridge, and hospital investments through municipal, state, federal, engineering, and funding partnerships.

UTILITY, TELECOMMUNICATIONS AND REGULATORY RELEVANCE

- Evaluated development and infrastructure matters where electric, gas, water, wastewater, broadband, cellular service, utility capacity, and rights-of-way affected feasibility, affordability, resilience, and economic opportunity.
- Applied public-record, hearing, notice, and quasi-judicial discipline to matters requiring transparent process, defensible findings, enforceable conditions, and decisions supported by the administrative record.
- Reviewed engineering, financial, regulatory, and operational recommendations while weighing long-term cost, public safety, service reliability, and impacts on rural households and businesses.

SELECTED LEADERSHIP AND PUBLIC SERVICE

- Vice President and Executive Committee Member, Southeastern New Mexico Economic Development District, 2026; Lincoln County representative on the Board of Directors.
- Member, New Mexico State Workforce Development Board; appointed in 2025 as an elected local-government representative advising statewide workforce policy.
- Lincoln County representative, Southeast Regional Transportation Planning Organization; advocates for rural transportation and infrastructure investment.

SELECTED PROJECTS

Warrior Drive Roadway and Drainage | Fort Lone Tree Road | Devils Canyon Design | Paso Monte Maintenance | Magado Creek Bridge | EDA Fairgrounds | E911 Addressing and Emergency Communications | Mechem Corridor Redevelopment | Workforce Housing | Watershed Protection | Wildfire and Flood Recovery

EDUCATION

Master of Business Administration | Louisiana State University Shreveport | May 2024

Bachelor of Business Administration, Marketing | New Mexico State University | 2012

APPOINTMENT CREDENTIALS

Qualifies under Sections 62-19-4 and 62-19-5 NMSA 1978 through postgraduate business-administration education and more than ten years of professional experience. Registered Republican. Independent of PRC-regulated industries. Prepared to relocate to Santa Fe and devote full professional time to Commission service.

September 10, 2026

New Mexico Public Regulation Commission Nominating Committee
Santa Fe, New Mexico

Re: Letter of Support for Samantha J. Serna

Dear Members of the Nominating Committee:

It is my pleasure to provide this letter in strong support of **Samantha J. Serna** for appointment to the **New Mexico Public Regulation Commission**.

I serve as an Associate Vice President and Southwest Civil Practice Lead with Wilson & Company, Inc., Engineers & Architects, and have been a licensed Professional Engineer for more than fourteen years. During my career, I have had the opportunity to work closely with Commissioner Serna on several significant infrastructure initiatives in Lincoln County, including the Warrior Drive Roadway and Drainage Project, the Fort Lone Tree Road and Drainage Project, the Magado Creek Bridge Project, and the Lincoln County Fairgrounds Improvement Project. Through these projects, I have gained firsthand knowledge of her leadership, decision-making abilities, and commitment to serving the public interest.

Commissioner Serna possesses a unique ability to evaluate complex engineering, financial, regulatory, and operational issues while maintaining a clear focus on community outcomes. Rather than accepting technical recommendations at face value, she consistently asks thoughtful and substantive questions regarding project scope, design alternatives, funding strategies, public safety considerations, long-term maintenance obligations, and overall value to taxpayers. Her approach reflects a deep understanding that public infrastructure decisions have lasting impacts on both communities and public resources.

The Warrior Drive Roadway and Drainage Project serves as an excellent example of her leadership. Throughout the project, Commissioner Serna remained focused on addressing critical roadway and drainage deficiencies while carefully considering school access, residential traffic patterns, utility coordination, funding availability, construction impacts, and long-term community benefits. She recognized that successful infrastructure delivery extends beyond technical design and requires effective collaboration among local governments, educational institutions, state and federal agencies, property owners, contractors, consultants, and the public.

Her involvement in the Fort Lone Tree Road and Drainage Project and the Magado Creek Bridge Project further demonstrated her understanding of transportation reliability, drainage performance, emergency access, infrastructure resilience, and the importance of maintaining essential services in rural communities. Through the Fairgrounds Improvement Project, she also demonstrated an appreciation for the relationship between infrastructure investment, economic development, public accessibility, grant compliance requirements, and long-term community growth.

One of Commissioner Serna's greatest strengths is her ability to analyze information objectively and make informed decisions based on facts and sound reasoning. She consistently identifies critical issues, seeks clarification when necessary, and expects technical professionals to clearly explain the basis for their recommendations. She is comfortable evaluating technical information while maintaining awareness of broader financial, policy, and community considerations. Her decision-making reflects a balanced understanding of affordability, reliability, safety, resilience, and stewardship of public resources.

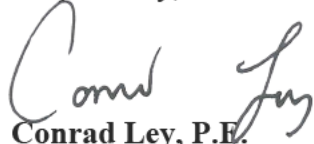
Commissioner Serna's background in planning, project management, community development, and county governance would bring valuable perspective to the Public Regulation Commission. The Commission's work requires leaders who can assess technical evidence, understand financial implications, and appreciate how regulatory decisions affect utilities, local governments, businesses, and residents throughout New Mexico, particularly those in rural and underserved communities. Commissioner Serna has repeatedly demonstrated these capabilities throughout her public service.

Based on my professional experience working with Commissioner Serna, I am confident that she possesses the judgment, administrative competence, work ethic, and intellectual capacity necessary to effectively serve as a Public Regulation Commissioner. She is diligent, independent, accountable, and willing to challenge assumptions when decisions involving public funds or essential services are at stake. Most importantly, she approaches her responsibilities with integrity, professionalism, and a genuine commitment to the communities she serves.

I recommend **Samantha J. Serna** for appointment to the **New Mexico Public Regulation Commission** without reservation. I am confident she will serve the citizens of New Mexico with distinction and bring significant value to the Commission's important work.

[Redacted Signature Line]

Respectfully,



Conrad Ley, P.E.

Associate Vice President, Southwest Civil Practice Lead
Wilson & Company, Inc., Engineers & Architects