

SARAH V. ULRICH - MBA/PMP

Port Orange, FL | [REDACTED]

August 31, 2026

New Mexico Public Regulation Commission Nominating Committee

P.O. Box 1269

Santa Fe, NM 87504-1269

Re: Application for Commissioner, New Mexico Public Regulation Commission

Dear Members of the Nominating Committee:

I respectfully submit my application to serve as a Commissioner of the New Mexico Public Regulation Commission beginning January 1, 2027. I offer more than twenty years of experience in business administration, finance, regulatory compliance, risk management, governance, and public-facing leadership. My work has consistently required me to examine complex evidence, weigh financial and operational consequences, reconcile competing stakeholder interests, and turn policy requirements into accountable decisions.

I meet the qualification in NMSA 1978, Section 62-19-4(2)(b). I hold an accredited Master of Business Administration from the University of Florida, a Bachelor of Science in Business Administration with a concentration in Finance from the University of Central Florida, and the Project Management Professional credential. My professional experience exceeds ten years in business administration and finance and includes forecasting, risk analysis, compliance, policy and process development, evidence review, contract negotiation, organizational leadership, and implementation across domestic and international operations.

My experience equips me to engage thoughtfully with utility and telecommunications issues involving costs, rates, investment, reliability, infrastructure, consumer protection, innovation, and financial sustainability. Although I have not worked for a regulated utility or telecommunications provider, I have applied the analytical and governance disciplines required of a regulator. At FARO Technologies, I built global compliance and due-diligence processes, evaluated legal requirements and third-party evidence, established escalation and decision standards, and implemented a system that made reviews five times faster while reducing errors. As a global channel leader, I used financial and performance data to guide investment, policy, resource allocation, and accountability across more than 300 partners. My finance, banking, real estate, and public-policy experience has also required me to evaluate how infrastructure costs, market structures, corporate conduct, and government decisions affect households and businesses.

As a congressional candidate, I participated in debates, public forums, panels, interviews, and question-and-answer sessions. I researched policy, listened to competing viewpoints, explained difficult tradeoffs, and defended independent conclusions in public. I would bring the same preparation, intellectual independence, respect for evidence, clear communication, and commitment to understandable decisions to Commission hearings and open meetings.

I am a registered Republican. I have no financial interest in a public utility and have not been employed by an NMPRC-regulated entity during the preceding two years. If appointed, I am prepared to devote my full time to the Commission and cease other for-profit business activities as required. I would approach every matter without obligation to a regulated industry, political interest, or predetermined outcome, and with a firm commitment to fair and reasonable rates, adequate and reliable service, public safety, transparency, and the public interest.

Thank you for considering my application. I would welcome the opportunity to discuss how my finance, compliance, governance, operational leadership, and public-service experience could contribute to the Commission's work.

Respectfully,


Sarah V. Ulrich

SARAH V. ULRICH – MBA/PMP

Port Orange, FL

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PUBLIC REGULATION | FINANCE | POLICY & GOVERNANCE

Public- and private-sector leader with an MBA, a BSBA in Finance, PMP certification, and more than 20 years of experience in business administration, finance, compliance, risk management, policy analysis, and organizational governance. Proven ability to evaluate complex financial and operational evidence, interpret legal and policy requirements, balance competing stakeholder interests, and convert analysis into clear decisions and accountable implementation. Built global regulatory-compliance processes, improved an electronic review system by 5x, supported growth from \$60M to \$100M, and led a resource-constrained federal congressional campaign. Recognized for independence, rigorous preparation, public communication, sound judgment, and service grounded in fairness, reliability, transparency, and the public interest.

CORE EXPERTISE: Public & Business Administration | Financial Analysis & Forecasting | Regulatory Compliance | Policy Analysis & Implementation | Evidence-Based Decision Making | Risk Management | Governance & Ethics | Rates, Costs & Consumer Impact | Rule and Process Development | Public Meetings & Hearings | Expert and Technical Evidence Review | Stakeholder Engagement | Consensus Building | Public Speaking | Cross-Functional Leadership | Strategic Planning | Process Improvement | Data Analysis | Program Management

EXPERIENCE

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- | | | |
|---------|---|----------------|
| 11/2025 | Sarah Ulrich for Congress | Florida's CD-7 |
| - | Candidate / Public Policy Leader | |
| 8/2026 | | |
- Developed and publicly defended policy positions involving government accountability, fiscal responsibility, infrastructure, technology, environmental protection, corporate influence, and consumer interests.
 - Reviewed legislation, economic information, stakeholder perspectives, and policy evidence to form independent positions and communicate their public consequences.
 - Participated as the candidate in debates, panels, forums, public Q&A sessions, and news interviews; answered complex questions under scrutiny and explained decisions to varied audiences.
 - Built and operated the campaign with no paid staff, establishing governance, compliance, budgeting, reporting, outreach, and issue-management processes.
 - Delivered 4x greater measurable results per dollar invested than a fully staffed, substantially better-funded competitor.
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|---------|---|---------------|
| 4/2021- | FARO Technologies, Inc. | Lake Mary, FL |
| 4/2026 | Global Channel Development Manager | |
- Directed strategy and operations for 300+ global business partners, helping increase annual channel revenue from \$60M to \$100M.
 - Analyzed financial, pipeline, market, and performance data to identify risks, allocate resources, improve accountability, and guide policy and investment decisions.
 - Designed global operating policies, performance standards, reporting practices, and the company's first partner onboarding system.
 - Led system and process improvements across 15 leaders and 60 representatives, aligning international stakeholders with differing priorities and regulatory environments.
 - Partnered with Sales, Marketing, Product, Finance, and Legal to balance commercial goals, operational feasibility, risk, and stakeholder impact.

- Developed strategy and performance practices that produced high double-digit year-over-year growth while improving consistency and governance.

10/2018 **FARO Technologies, Inc.** Lake Mary, FL

- **Certified Compliance & Ethics Professional**

4/2021

- Built and standardized the compliance function across the Americas, APAC, and EMEA, strengthening governance, sales reporting, and organizational accountability.
- Developed a risk-management program under the Foreign Corrupt Practices Act by evaluating laws, internal policies, third-party evidence, and competing business risks.
- Created a universal due-diligence and adjudication process for international resellers, including standards, documentation, escalation paths, findings, and defensible decisions.
- Selected and implemented an electronic processing platform that made reviews 5x faster, reduced errors, and improved third-party satisfaction.
- Educated 600+ global sales employees and led compliance onboarding for acquired U.S. and Italian reseller networks.

11/2003 **Ulrich & Ulrich** Central Florida

- **Owner / Property Manager**

Present

- Founded and operate a real estate investment, renovation, and property-management company with responsibility for finance, contracts, compliance, service quality, and consumer relationships.
- Evaluate investments using forecasts, market evidence, costs, risk, and expected returns; negotiate agreements and oversee budgets and financial controls.
- Manage contractors, bids, schedules, inspections, service issues, and legal requirements while balancing affordability, quality, reliability, and business sustainability.
- Improved gross profit margins by 54% on average through disciplined analysis, project oversight, and cost management.

1/2005- **RE/MAX Heritage Realty** Palm Coast, FL

3/2010 **Real Estate Sales Executive**

- Advised consumers on market conditions, pricing, state and local laws, negotiation, inspections, and complex financial decisions.
- Earned RE/MAX Executive Club and President's Club sales awards and was featured as a real estate expert in the Port Orange Observer.

1/2000- **Bank of America** Jacksonville, FL

9/2004 **Mortgage Closer**

- Promoted five times in four years across customer service, banking, relationship management, loan processing, and mortgage closing.
- Applied financial, legal, documentation, and risk requirements to consumer lending decisions; ranked in the top 5% for customer satisfaction and lead generation.

EDUCATION

2021	UNIVERSITY OF FLORIDA, HOUGH GRADUATE SCHOOL OF BUSINESS	GAINESVILLE, FL
	Master of Business Administration 3.56	

2018	UNIVERSITY OF CENTRAL FLORIDA, COLLEGE OF BUSINESS ADMINISTRATION	ORLANDO, FL
	Bachelor of Finance / Bachelor of Science, Business Administration 3.84	

TECHNICAL

Financial & Data Analysis: Advanced Excel, forecasting, business-case analysis, KPI reporting
 Systems: Microsoft 365, SharePoint, Salesforce, SAP, Diligent Ethics & Compliance Platform