

PUBLIC SAFETY

1. What do you believe are the top three drivers of crime in New Mexico today, and how would you address them?

The three biggest drivers are a broken bail system that puts repeat offenders back on the street, a fentanyl and drug crisis fueled by an unsecured border, and a shortage of law enforcement officers that leaves communities under-protected. I'll address all three. First, I'll work with the Legislature to reform our revolving-door bail policies so violent offenders aren't released before their victims get home from the hospital. Second, I'll end New Mexico's sanctuary policies and cooperate fully with federal border security to cut off the drug supply chains destroying our communities. Third, I'll make police pay competitive with neighboring states — New Mexico is currently losing officers to Texas and Arizona — and expand grants so cities and counties can hire. As Mayor of Rio Rancho, I doubled the police budget and made our city consistently one of the safest in New Mexico. That's not a coincidence. Leadership, resources, and accountability produce results. I'm ready to bring that same approach to all 33 counties.

2. What specific policies would you support to address repeat offenders and violent crime?

New Mexico's revolving-door justice system is one of the most urgent problems I intend to fix. I support meaningful bail reform to ensure that individuals charged with violent crimes are not released while they await trial. Too many New Mexicans have been victimized by someone who should have been behind bars. I will establish a zero-tolerance policy for violent crime and crimes against children — with full state resources behind it. I support stiffer sentencing for repeat violent offenders and will push for juvenile justice reforms that hold young people who commit violent crimes accountable, while still providing pathways for rehabilitation. I'll also work with district attorneys and local law enforcement to improve prosecution rates so that arrests actually result in consequences. Accountability deters crime. When offenders know the system will follow through, behavior changes.

CYFD & CHILD WELLBEING

1. New Mexico has faced ongoing challenges within CYFD. What specific reforms would you prioritize to improve child safety and outcomes?

CYFD's dysfunction has cost children their lives, and that is unacceptable. My top priority is stabilizing the workforce. High caseworker turnover means vulnerable children fall through the cracks — kids assigned to three or four different workers in a single year don't have a stable advocate. I'll increase caseworker pay, reduce caseloads to manageable levels, and create clear career pathways so experienced workers stay in the system rather than burning out. I'll also demand leadership accountability — including independent oversight and regular performance audits — and implement better data systems so warning signs aren't missed. In Rio Rancho, I've seen firsthand the impact that stable, well-resourced public safety agencies

have on a community. CYFD needs that same culture of professionalism and accountability. Children deserve a system that is genuinely built around their safety, not administrative convenience. We must develop a pipeline of foster families so we have children in stable homes, not sleeping in offices. And we must ensure that reunification only happens when the safety of the child is no longer at risk.

2. How can New Mexico better prevent child abuse and neglect before state intervention is necessary?

Prevention is far cheaper — and far less traumatic — than removal and foster placement. New Mexico must invest upstream. I support expanding home visiting programs for at-risk families with newborns, particularly in communities battling addiction. When parents are struggling, connecting them to services before a crisis occurs keeps families together and keeps children safe. I'll also strengthen our approach to substance-exposed newborns by requiring clear protocols at the hospital level and ensuring CYFD follow-up is swift and consistent. Strengthening the role of community organizations, churches, and nonprofits — entities that often see warning signs before the state does — is critical. Government can't be everywhere, but trusted community institutions can. I'll work to fund and empower those partnerships. Child welfare is not a partisan issue. Every New Mexico child deserves to grow up safe, loved, and supported.

EDUCATION

1. New Mexico consistently ranks low in national education outcomes. What do you believe is the root cause, and how would you address it?

The root cause is a lack of accountability. We have increased education spending significantly in recent years, yet outcomes haven't improved. Money without accountability doesn't produce results — it just funds a system that is failing our kids. I believe every child deserves access to a quality education, and right now too many New Mexico students aren't getting one. I'll push for clear, measurable performance standards for schools, teachers, and administrators — with real consequences when those standards aren't met and real rewards when they are. I'll also expand career and technical education so students who aren't heading to a four-year university have a clear path to a skilled trade and a good-paying job. And I'll prioritize early literacy — children who can't read by third grade rarely catch up. Getting foundational skills right in the early grades is non-negotiable.

2. What is your position on school choice options (charter, private, homeschool, ESA programs), and why?

I strongly support school choice. Parents — not government bureaucrats — are the experts on what their children need. When a child is trapped in a failing school because of their zip code, that is a civil rights issue, and I will not accept it. Charter schools, private school options, homeschooling, and Education Savings Account programs all expand the ability of families to

find the right fit for their child. Competition also makes traditional public schools better — when schools have to earn students rather than simply receive them, they improve. I will work to expand and protect school choice options in New Mexico. Families who are already exercising these options should not have them taken away, and families who want access should have it. Every child deserves a great education, and I'll fight to make sure they can get one.

HEALTHCARE ACCESS

1. Many communities in New Mexico — especially rural areas — face limited access to healthcare. What solutions would you propose?

Rural healthcare access is one of the most serious quality-of-life issues facing New Mexico, and it requires a multi-pronged approach. I'll invest in growing our healthcare workforce pipeline by expanding loan forgiveness and scholarship programs for medical professionals who commit to serving in underserved communities. I'll also expand the use of telehealth — particularly for mental and behavioral health services — so distance isn't a barrier to basic care. Community health workers and mobile clinics have proven effective in states with similar geography and should be expanded here. As Mayor of Rio Rancho, I've seen that infrastructure investment and strategic workforce planning transform a community's quality of life. The same principles apply statewide. Healthcare is an economic development issue — businesses won't locate where their employees can't access care, and families won't stay where they feel unsafe. Fixing rural healthcare access is both a moral priority and an economic one.

2. How can the state address provider shortages while maintaining quality of care?

Provider shortages in New Mexico are driven by three factors: inadequate pay relative to neighboring states, a difficult medical malpractice environment that drives physicians away, and the challenge of recruiting graduates to rural communities. I'll address all three. I'll pursue medical malpractice reform beyond what was in HB 99 (which was a good start) to lower the legal and insurance risk burden that discourages providers from practicing here. I'll expand our investment in medical education — including growing relationships with residency programs so that doctors who train in New Mexico are more likely to stay in New Mexico. And I'll create financial incentives for specialists to practice in underserved areas. Maintaining quality means we don't cut corners on licensing or standards — but we make it far more attractive, and far less bureaucratically burdensome, to practice medicine in this state.

ENERGY PRODUCTION

1. New Mexico's economy relies heavily on oil and gas revenue. How should the state balance energy production with environmental concerns?

We don't have to choose between a strong energy economy and responsible environmental stewardship — but we do have to be honest about the tradeoffs. New Mexico is the second-largest oil-producing state in the nation, and that revenue funds our schools, roads, and

public services. I will not pursue policies that kneecap our energy industry in pursuit of an ideological agenda. At the same time, I believe in smart, science-based regulations that hold producers accountable for responsible operations. Methane reduction, water protection, and land reclamation standards matter — not because Washington mandates them, but because New Mexicans live here and deserve a clean environment. My approach is pragmatic: maximize production, protect landowners and communities, enforce existing environmental standards vigorously, and resist federal overreach that sacrifices New Mexico jobs for political talking points.

2. How would your energy policies impact jobs, state revenue, and cost of living for New Mexicans?

Expanding energy production is one of the most direct tools I have as Governor to improve the lives of everyday New Mexicans. More production means more severance tax revenue — revenue I'll direct toward tax relief for working families and seniors. It means more high-paying jobs in the Permian Basin and throughout the energy corridor. And it means downward pressure on energy costs for households across the state. I'll also pursue a diversified energy portfolio — including solar and natural gas — that keeps New Mexico's grid reliable and affordable. Unreliable energy isn't clean energy; it's a burden on the families who can least afford it. My goal is an energy economy that produces maximum benefit for New Mexicans while keeping the lights on and costs manageable.

AFFORDABILITY & COST OF LIVING

1. What do you see as the biggest contributors to the rising cost of living in New Mexico?

The biggest contributors are housing costs driven by regulatory barriers, an economy that hasn't diversified enough to create truly competitive wages, and government spending that hasn't delivered proportional results. When housing takes too long to permit and too much to build, supply can't keep pace with demand and costs rise. When the job market is dominated by low-wage work, families are squeezed from both ends. And when state spending grows without accountability for outcomes, taxpayers pay more without getting more. I'll address all three — streamlining permitting, growing high-wage industries, and demanding fiscal discipline from state government. Rio Rancho was ranked the most affordable city in New Mexico in 2024. That didn't happen by accident. It happened because we ran a city that was business-friendly, fiscally responsible, and laser-focused on making sure residents got value for their tax dollars.

2. How should the state approach taxation and spending to reduce financial pressure on families?

New Mexico's oil and gas wealth gives us a real opportunity to reduce the tax burden on families without cutting essential services — but only if we're disciplined. I'll pursue property tax relief for senior citizens on fixed incomes, who too often face the threat of being taxed out of their homes. I'll push for gross tax reform. The quickest way to keep money in New Mexicans pockets is to

work to eliminate personal income tax which would make us competitive with Texas and nine other states. This would benefit Social Security and VA beneficiaries and keep more money in the pockets of New Mexicans. And I'll require that every major spending increase come with clear performance metrics — because New Mexicans deserve to see results for what they fund. Responsible energy expansion generates the revenue that makes tax relief possible. My job as Governor is to make New Mexico more affordable for the families who live here, not just more comfortable for the bureaucracies that serve them.

PARENTAL RIGHTS

1. What rights do you believe parents should have in directing their child's education, healthcare, and upbringing?

Parents are the primary authority in their children's lives — full stop. The state's role is to support families, not supplant them. In education, parents have the right to choose the school that best fits their child and to know what their child is being taught. In healthcare, parents have the right to make medical decisions for their children and to be fully informed about any treatment or assessment their child receives. In upbringing, parents have the right to raise their children according to their faith, values, and family culture without government interference. I will protect and expand parental rights in New Mexico — including strengthening parental notification laws and pushing back against any school policy that hides information from parents about their child's health, identity, or wellbeing.

2. In what situations, if any, should schools or healthcare providers make major decisions affecting a child without parental notification or consent?

The bar should be extremely high and narrowly defined. In a genuine, immediate emergency — where a child's life is at risk and a parent is unreachable — a healthcare provider must be empowered to act. That is the only circumstance where I believe parental notification can be bypassed, and it should be followed by full disclosure to the family as soon as possible. Outside of that narrow exception, I do not believe schools or healthcare providers should make major decisions affecting a child without parental knowledge and consent. This includes social transitions, mental health assessments, and any medical treatment. Policies that systematically exclude parents from decisions about their own children's health and identity are wrong, and I will work to end them in New Mexico's public schools and state-funded healthcare settings.

LIFE (SANCTITY OF LIFE)

1. What is your position on abortion policy in New Mexico?

I believe in the sanctity of life. The Supreme Court returned this issue to the states, and in New Mexico, that means the legislature has authority — and I respect that. If voters elect a legislative supermajority and a governor who holds different values, that is democracy at work, and no governor can unilaterally override it. My focus will be on helping expectant mothers. That

means funding adoption services, supporting crisis pregnancy centers, expanding maternal health resources, and connecting expectant mothers — especially those facing unplanned or difficult pregnancies — with the community and financial support they need. Every life deserves a chance.

2. What role should the state play in regulating or funding abortion services?

I don't support taxpayer-funded abortion. We have become a destination for out-of-state abortion travel, and I believe directing taxpayer dollars toward that is wrong and out of step with the values of most New Mexicans. New Mexico taxpayers should not fund abortion and abortion tourism from other states. As Governor, I will work to end taxpayer subsidies for out-of-state abortion travel and redirect those resources toward programs that support life — adoption assistance, maternal health services, and organizations that walk alongside women in crisis pregnancies. Government's role should be to expand options and support, not to bankroll a policy that many New Mexicans find morally unacceptable.

CLOSING SECTION

1. Why are you running for this office?

I'm running because New Mexico deserves better — and I know we can do better. I've spent 12 years as Mayor of Rio Rancho proving what's possible when you combine good leadership with fiscal discipline, a commitment to public safety, and a genuine focus on growing the economy. Rio Rancho became one of the safest cities in New Mexico, attracted more than \$6 billion in investment, and was named the state's most affordable city. Those aren't talking points — they're results. New Mexico as a whole has enormous potential: abundant energy resources, a strategic location, a rich culture, and resilient people. But we've been let down by leadership that prioritizes ideology over outcomes. I'm running to change that. This isn't about politics for me. It's about making sure families can stay in the state they love, that our kids get a real education, and that our communities are safe. I believe New Mexico's best days are still ahead — and I'm ready to lead us there.

2. What sets you apart from other candidates in this race?

I'm the only candidate in this race with a proven executive record of actually delivering results for a New Mexico community. While others have held positions or run campaigns, I have run a city — managed budgets, built a police department, attracted major employers, and been accountable to voters for 12 years. Rio Rancho is the evidence. We have the cleanest audits in the city's history, 12 consecutive Government Finance Officers Association budget awards, a doubled police force, and national recognition as a best place to live. I didn't inherit those results — I built them through pragmatic, disciplined leadership. I also bring a businessman's mindset. I know how to read a budget, hold agencies accountable, and make decisions based on data rather than ideology. New Mexico needs a Governor who has already done the hard work of governing — not someone who will spend their first term learning how. That governor is me.