

# CDBG Application Resources

DFA Project Manager

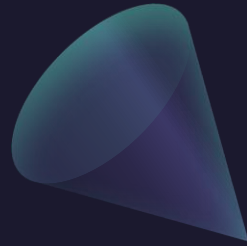
DFA Webpages (DFA-IPDD-CDBG)

- Application Instructions
- Application Checklist
- Application Exhibits (forms)
- Implementation Manual
- Implementation Exhibits (forms)
- Training Videos

Councils of Government (COGs)

# CDBG Project Manager

- ✓ Technical assistance
- ✓ Exhibits (forms)
- ✓ Reviews & deadlines
  - Low-to-Moderate Income (LMI)
  - Procurement
  - Environmental
- ✓ Advocate and ally



# County Assignments 2025

- Charles
- Stephanie
- Cristina
- Jaelynn






# DFA Website

<https://www.nmdfa.state.nm.us/>





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Department of Finance  
and Administration

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We guide, serve, and support public entities to ensure **fiscal accountability** and **effective government** that is responsive to all **New Mexicans**.

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CONSTITUENTS	STATE AGENCIES	JOB POSTINGS
TRAININGS	DFA TRAVEL RATES FY25	ARPA & FEDERAL FUNDS INFORMATION
EMERGENCY WATERSHED PROTECTION PROGRAM	SHARE COMMITTEE REPORT	2025 FISCAL IMPACT REPORTS (FIRS)

Key Resources

BFM

FGMS

LGBMS

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Webinars

Vendor Page

Looking for a specific tool or document?  
Search a keyword below.

Title or keyword

SEARCH

# IPDD Main Page

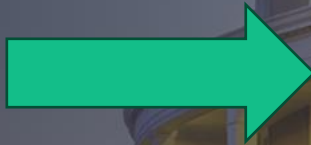
<https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/>



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## Infrastructure Planning and Development Division

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### Infrastructure Planning and Development Division

The Infrastructure Planning and Development Division (IPDD) collaborates with state agencies, the legislative and judicial branches, local public bodies, and Tribes to provide comprehensive planning and funding assistance for capital projects listed in the [Infrastructure Capital Improvements Plan \(ICIP\)](#).

Our mission is to expertly manage the planning and funding process for all capital outlay projects, ensuring that they are fully funded through various appropriations and financing mechanisms, including the Capital Appropriation Bill, the Reauthorization Bill, the GOB Bill, the HB2 Specials, federal grant and loan programs, state grant and loan programs, and any Junior Bill.

#### Background

On July 1, 2024, the Department of Finance and Administration launched the IPDD as legislatively defined by House Bill 232 in the 2024 Regular Legislative Session. IPDD aims to overhaul and modernize the capital outlay process by centralizing and consolidating infrastructure and capital outlay operations and integrating funding navigation to ensure projects are fully funded and completed in a timely manner.

Historically, New Mexico has conducted capital outlay using analogic-type processes that are in require modernization. The state's commitment to the modernization of the capital outlay and infrastructure process comes through two critical developments:

1. The creation of IPDD
2. The development of a modernized capital outlay and infrastructure system that the executive branch, legislature,

# CDBG Contacts



## The IPDD Team

<u>Staff</u>	<u>Job Title</u>	<u>Phone</u>
<u>Wesley Billingsley</u>	Division Director	505-819-1915
<u>Hallie Brown</u>	Deputy Director	505-500-9355
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<u>LeAndra Garcia</u>	Federal Grants Management Supervisor	505-469-2729
<u>Anna Naruta-Moya</u>	Federal Grants Acquisition Supervisor	505-470-7935
<u>Michael Gilmore</u>	Rural and Frontier Equity Ombud	505-623-1082
<u>Jason Quintana</u>	Rural and Frontier Equity Ombud	505-469-9239
<u>Lauren McAllister</u>	Funding Assistance Navigator	505-618-0224
<u>Mary Ann Maestas</u>	Local ICIP Coordinator	505-487-3523
<u>Ryan Serrano</u>	State ICIP Coordinator	505-819-1568
<u>Mariah Baca</u>	Office Manager	505-637-1379
<u>Donna Stewart</u>	CDBG Program Manager	505-231-2993
<u>Stephanie Kramer</u>	CDBG Project Manager	505-690-4621
<u>Cristina Caltagirone</u>	CDBG Project Manager	505-470-0977
<u>Charles Dobey</u>	CDBG Project Manager	505-538-5667
<u>Jaelynn Narvaiz</u>	CDBG Project Manager	505-690-5313

Scroll down to bottom <https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/>



## IPDD Bureaus

Capital Planning and Policy Bureau



Capital Navigation and Funding Bureau



Federal Grants Bureau



Community Development Block Grant



## IPDD Resources

Title	Type
Subrecipient vs. Contractor Training	<a href="#">VIDEO</a>
CPMS Training for State Agencies	<a href="#">VIDEO</a>
Capital Project Appropriation Search	<a href="#">LINK</a>
ICIP	<a href="#">LINK</a>

## Grant Agreement Forms

Search files:

Title	Open File
Alternative Fiscal Agent_4-20-18	<a href="#">Open File</a>
GRANT AGREEMENT AMENDMENT 3-29-2021	<a href="#">Open File</a>
Optional ATTACHMENT A 4-20-18	<a href="#">Open File</a>

# IPDD Bureaus

Community Development  
Block Grant (CDBG)

Scroll down on IPDD main page

<https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/>

# CDBG pages

<https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division>

## IPDD Bureaus

**Capital Planning and Policy Bureau**



**Capital Navigation and Funding Bureau**



**Federal Grants Bureau**



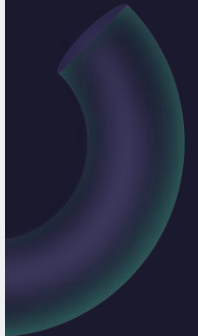
**Community Development Block Grant**



Community Development Block Grants (CDBG) is funded by the U.S. Department of Housing and Urban Development (“HUD”) annually on a formula basis. The New Mexico State CDBG program provides funding for infrastructure projects to small cities and non-entitlement communities in New Mexico. The Community Development Council (CDC) selects grantees for funding in annual allocation meetings.

[CDBG Information](#)

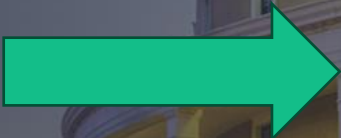
[CDBG Implementation](#)





# CDBG Info/Application

<https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/cdbg-information/>



## CDBG Information/Application

[Home](#) > [Infrastructure Planning and Development Division](#) > [CDBG Information/Application](#)

### 2025 CDBG Application Information

Title	File Type
2024 ACS Summary LMI	<a href="#">PDF</a>
2025 Community Development Block Grant Schedule	<a href="#">PDF</a>
CDBG 2025 Application Instructions	<a href="#">PDF</a>
CDBG Project Manager Map	<a href="#">PDF</a>
County assignments	<a href="#">XLS</a>

### NMAC Rule Amendment Information

[https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice\\_xxxvi08.html](https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice_xxxvi08.html)

[https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice\\_xxxvi08.pdf](https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice_xxxvi08.pdf)

### CDC 2024 CDBG Allocation Hearing

Search files:

Title	Open File
CDC 2024 CDBG Allocation Hearing Draft Agenda 11.15.2024	<a href="#">Open</a> <a href="#">File</a>



# CDBG 2025 Application

CDBG Information/Application

Home > Infrastructure Planning and Development Division > CDBG Information/Application

## 2025 CDBG Application Information

Title	File Type
2024 ACS Summary LMI	<a href="#">PDF</a>
2025 Community Development Block Grant Schedule	<a href="#">PDF</a>
CDBG 2025 Application Instructions	<a href="#">PDF</a>
CDBG 2025 Application (Exhibit G)	<a href="#">PDF</a>
CDBG 2025 Application Checklist	<a href="#">PDF</a>
CDBG Project Manager Map	<a href="#">PDF</a>
County assignments	<a href="#">XLS</a>

## NMAC Rule Amendment Information

[https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice\\_xxxvi08.html](https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice_xxxvi08.html)

[https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice\\_xxxvi08.pdf](https://www.srca.nm.gov/nmac/nmregister/xxxvi/DFAnotice_xxxvi08.pdf)

## CDC 2024 CDBG Allocation Hearing

Search files:

Title	Open File
CDC 2024 CDBG Allocation Hearing Draft Agenda 11.15.2024	<a href="#">Open File</a>

Top of the page <https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/cdbg-information/>

# General Application Information

## 2025 CDBG Application Information

Title	File Type
2024 ACS Summary LMI	<a href="#"><u>PDF</u></a>
2025 Community Development Block Grant Schedule	<a href="#"><u>PDF</u></a>
CDBG 2025 Application Instructions	<a href="#"><u>PDF</u></a>
CDBG 2025 Application (Exhibit G)	<a href="#"><u>PDF</u></a>
CDBG 2025 Application Checklist	<a href="#"><u>PDF</u></a>
CDBG Project Manager Map	<a href="#"><u>PDF</u></a>
County assignments	<a href="#"><u>XLS</u></a>

- ✓ Schedule & deadlines
- ✓ Instructions
- ✓ Application Form (Exhibit G)
- ✓ Checklist
- ✓ Project Managers

Top of the page <https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/cdbg-information/>

## CDBG Application Checklist (2025)

1. **TRANSMITTAL LETTER** (*Application Instructions, pages 41-42*)  
Yes ☐ No ☐ File Name: Transmittal Letter\_Municipality/County
2. **CERTIFICATION AND ASSURANCES** (*Application Instructions, pages 47-50*)
  - a. **CDBG Program Requirements**  
Yes ☐ No ☐ File Name: Program Requirements\_Municipality/County
  - b. **HUD Applicant Disclosure Report (Exhibit 1-F)**  
Yes ☐ No ☐ File Name: 1-F\_Municipality/County
  - c. **Federal Assurances**  
Yes ☐ No ☐ File Name: Federal Assurances\_Municipality/County
  - d. **Certifications**  
Yes ☐ No ☐ File Name: Certifications\_Municipality/County
3. **PUBLIC PARTICIPATION** (*Application Instructions, pages 8-10*)
  - a. **Public Participation Checklist**  
Yes ☐ No ☐ File Name: Public Participation Checklist\_Municipality/County
  - b. **Public Meeting Notice - English & Spanish (Exhibit 1-Q)**  
Yes ☐ No ☐ File Name: 1-Q\_Municipality/County
  - c. **Evidence of Posting (Exhibit A)** (if applicable)  
Yes ☐ No ☐ N/A ☐ File Name: A\_Municipality/County
  - d. **Affidavit of Publication** (if applicable)  
Yes ☐ No ☐ N/A ☐ File Name: Affidavit\_Municipality/County
  - e. **Pre-selection Public Meeting Agenda/Minutes (Exhibit 1-Q-1)**  
Yes ☐ No ☐ File Name: 1-Q-1\_Municipality/County
  - f. **Pre-selection Sign-in Sheet(s)**  
Yes ☐ No ☐ File Name: Pre-selection Sign-in\_Municipality/County
  - g. **Post-selection Public Meeting Agenda/Minutes (Exhibit 1-Q-2)**  
Yes ☐ No ☐ File Name: 1-Q-2\_Municipality/County
  - h. **Post-selection Sign-in Sheet(s)**  
Yes ☐ No ☐ File Name: Post-selection Sign-in\_Municipality/County

# Application Checklist

- ✓ Preparing application exhibits
- ✓ Tracking completed tasks & materials
- ✓ Naming files correctly
- ✓ Organizing & saving files to USB



## CDBG Application Exhibits Table

Search files:

Title	Open File
Exhibit 1-F HUD Applicant Disclosure Report	<a href="#">Open File</a>
Exhibit 1-Q-1 Meeting minutes and agenda for pre-project selection	<a href="#">Open File</a>
Exhibit 1-Q-2 Meeting minutes and agenda for post-project selection	<a href="#">Open File</a>
Exhibit 1-Q Public meeting notice English & Spanish	<a href="#">Open File</a>
Exhibit A - Evidence of Posting Notices	<a href="#">Open File</a>
Exhibit B - 2024 Section 8 Income Limits	<a href="#">Open File</a>
Exhibit C - Sample Surveys in English and Spanish	<a href="#">Open File</a>
Exhibit D - Income Survey Certification	<a href="#">Open File</a>
Exhibit E - Low to Moderate Income Worksheet	<a href="#">Open File</a>
Exhibit F - CDBG Site Certificate	<a href="#">Open File</a>
Exhibit G - Application Form	<a href="#">Open File</a>
Exhibit H - Matching Funds Resolution	<a href="#">Open File</a>

# Exhibits



Scroll down <https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/cdbg-information/>

## 2023 CDBG Application Training Series

### CDBG Application Virtual Series Training Modules & Application

*The Department of Finance & Administration, Local Government Division is proud to bring to you the first ever CDBG Application Virtual Series. The Community Development Bureau (CDB) team have created the CDBG Application training modules for eligible local governments via our website. This will allow local governments who may be planning to apply for the 2023 CDBG funds an opportunity to review at your convenience throughout the application process. Note: If you are planning on applying for CDBG funds, it is required to review all modules.*

*After reviewing the training modules, please complete the Confirmation Form below, which will provide us proof that you completed the viewing requirement. If you have any questions, please include in the form below, or you can contact your Project Manager.*

Title	
Module 1 2023 CDBG Application Series – CDBG	<a href="#">VIDEO</a>
Module 2 2023 CDBG Application Series – Citizen Participation	<a href="#">VIDEO</a>
Module 3 2023 CDBG Application Series – LMI Methodology & Calculation	<a href="#">VIDEO</a>
Module 4 2023 CDBG Application Series – Completing Your CDBG Application	<a href="#">VIDEO</a>
Module 5 2023 CDBG Application Series – Getting Ahead	<a href="#">VIDEO</a>
2023 CDBG Application Training Confirmation Form	<a href="#">FORM</a>
2023 CDBG Application	<a href="#">PDF</a>

# Videos

CDBG  
Application  
Guidance



## CDBG Implementation Training Series

### CDBG Implementation Training Modules

Introduction to CDBG Implementation Training

[VIDEO](#)

Module 1: Life of a CDBG Project

[VIDEO](#)

Module 2: Getting a Grant Agreement

[VIDEO](#)

Module 3: Finance and Accounting

[VIDEO](#)

Module 4: Environment

[VIDEO](#)

Module 5: Federal Requirements

[VIDEO](#)

Module 6: Professional Services

[VIDEO](#)

Module 7: Monitoring

[VIDEO](#)

Module 8: Bid Docs

[VIDEO](#)

Module 9: Preparing for Construction

[VIDEO](#)

Module 10: Payroll

[VIDEO](#)

Module 11: Closeout

[VIDEO](#)

# Videos

CDBG  
Implementation  
Guidance



- ✓ Environmental
- ✓ Federal Requirements
- ✓ Professional Services



# Implementation Manual (IM)

- ✓ Use 2019-2021 = the most updated version (443 pgs)

The IM provides detailed guidance on CDBG including:

- *federal regulations*
- *DFA policy requirements*
- *key tasks*
- *instructions & where/how to use the exhibits*

- ✓ Exhibits (forms) – organized by chapter (1-5)  
download these individually from the “Exhibits” tables online

**DO NOT USE** exhibits from the IM, some are outdated.

- ✓ Training videos – include both application & implementation  
Some information and tasks are for post award only.  
Discuss with your CDBG PM if unsure.

CDBG Implementation Manual

Home > Infrastructure Planning and Development Division > CDBG Implementation Manual

CDBG Implementation Manual

Search files:

Document	Open File
2019 - 2021 Implementation Manual	<a href="#">Open File</a>
2018 CDBG Implementation Manual	<a href="#">Open File</a>

CDBG Implementation Training Series

CDBG Implementation Training Modules	
Introduction to CDBG Implementation Training	<a href="#">VIDEO</a>
Module 1: Life of a CDBG Project	<a href="#">VIDEO</a>
Module 2: Getting a Grant Agreement	<a href="#">VIDEO</a>
Module 3: Finance and Accounting	<a href="#">VIDEO</a>
Module 4: Environment	<a href="#">VIDEO</a>
Module 5: Federal Requirements	<a href="#">VIDEO</a>
Module 6: Professional Services	<a href="#">VIDEO</a>
Module 7: Monitoring	<a href="#">VIDEO</a>
Module 8: Bid Docs	<a href="#">VIDEO</a>
Module 9: Preparing for Construction	<a href="#">VIDEO</a>
Module 10: Payroll	<a href="#">VIDEO</a>
Module 11: Closeout	<a href="#">VIDEO</a>



## Exhibits – Chapter 1

Search files:

Document	Open File
EXHIBIT 1-A Project Description	<a href="#">Open File</a>
EXHIBIT 1-B Project Schedule	<a href="#">Open File</a>
EXHIBIT 1-C Project Cost Financing Summary	<a href="#">Open File</a>
EXHIBIT 1-D-1 Final Report	<a href="#">Open File</a>
EXHIBIT 1-D Progress Report	<a href="#">Open File</a>
EXHIBIT 1-E-1 Contract - Sub-Contract Activity Report Instructions	<a href="#">Open File</a>
EXHIBIT 1-E Contract - Sub-Contract Activity Report	<a href="#">Open File</a>
EXHIBIT 1-F HUD Applicant Disclosure Report	<a href="#">Open File</a>
EXHIBIT 1-G Depository Authorized Signatories Designation Form	<a href="#">Open File</a>
EXHIBIT 1-H Witness Certification	<a href="#">Open File</a>
EXHIBIT 1-I Substitute W-9	<a href="#">Open File</a>
EXHIBIT 1-J Cash Match-Leveraging Tracking Sheet	<a href="#">Open File</a>
EXHIBIT 1-K In Kind Tracking Sheet	<a href="#">Open File</a>
EXHIBIT 1-L In Kind Timesheet	<a href="#">Open File</a>
EXHIBIT 1-M Request for Payment-Financial Status Report	<a href="#">Open File</a>
EXHIBIT 1-O-1 Fair Housing Proclamation	<a href="#">Open File</a>
EXHIBIT 1-O-2 Fair Housing Self-Assessment	<a href="#">Open File</a>
EXHIBIT 1-Q Public Hearing Notice - English and Spanish	<a href="#">Open File</a>
EXHIBIT 1-S-1 Workforce Analysis Form EEO-4 Description of Job Categories	<a href="#">Open File</a>
EXHIBIT 1-S Workforce Analysis Form EEO-4	<a href="#">Open File</a>
EXHIBIT 1-U Section 3 Summary Report HUD 60002	<a href="#">Open File</a>
EXHIBIT 1-V Section 3 Contractor Certification Form	<a href="#">Open File</a>
EXHIBIT 1-W Section 3 Resident Certification Form	<a href="#">Open File</a>
EXHIBIT 1-X Contractor-Subcontractor Clearance Form (DOCX)8.24	<a href="#">Open File</a>
EXHIBIT 1-X Contractor-Subcontractor Clearance Form (PDF)8.24	<a href="#">Open File</a>
EXHIBIT 1-Y Resolution to Adopt CDBG Requirements.	<a href="#">Open File</a>
EXHIBIT 1-Z Federal Requirements Plan	<a href="#">Open File</a>
Exhibit 1-Q-1 Public Meeting Agenda and Minutes for Pre-Project Selection	<a href="#">Open File</a>
Exhibit 1-Q-2 Public Meeting Agenda and Minutes for Post-Project Selection	<a href="#">Open File</a>

# CDBG Exhibits (forms)

- ✓ Exhibits (forms) – download these individually, any updates to exhibits will always be posted here.
- ✓ Chapter 1 = Project Administration
- ✓ Chapter 2 = Environmental Review
- ✓ Chapter 3 = Procurement of Professional Services
- ✓ Chapter 4 = Construction Contracts & Labor Standards
- ✓ Chapter 5 = CDBG Monitoring Checklists

Some IM exhibits are outdated, **DO NOT USE**

## Chapter 2 = Environmental Review

### Exhibits – Chapter 2

Search files:

Document	Open File
Exhibit 2-A-1 Certifying Official Designation	<a href="#">Open File</a>
Exhibit 2-A Environmental Assessment Determination	<a href="#">Open File</a>
Exhibit 2-B-1 Certification of Exemption for CDBG Funded Projects	<a href="#">Open File</a>
Exhibit 2-B-2 Compliance Documentation Checklist	<a href="#">Open File</a>
Exhibit 2-B Transmittal Letter for Finding of Exempt Projects	<a href="#">Open File</a>
Exhibit 2-C-1 Certification of Categorical Exclusion Subject to 24 CFR Part 58.5	<a href="#">Open File</a>
Exhibit 2-C-2 Certification of Categorical Exclusion not subject to 24 CFR Part 58.5	<a href="#">Open File</a>
Exhibit 2-C Sample finding of Categorical Exclusion	<a href="#">Open File</a>
Exhibit 2-D Transmittal Letter for Categorical Exclusion	<a href="#">Open File</a>
Exhibit 2-E Minimum Required Contact Distribution List	<a href="#">Open File</a>
Exhibit 2-F-1 Insurance Coverage	<a href="#">Open File</a>
Exhibit 2-F Example Letter for Floodplain Determination	<a href="#">Open File</a>
Exhibit 2-G Floodplain and Wetlands Early Public Review Notice	<a href="#">Open File</a>
Exhibit 2-H Sample Floodplains and Wetlands Notice of Explanation	<a href="#">Open File</a>
Exhibit 2-I-1 Agency Response Letter Certification	<a href="#">Open File</a>
Exhibit 2-I Sample Agency Consultation Notice	<a href="#">Open File</a>
Exhibit 2-J Sample Historic Preservation Notice	<a href="#">Open File</a>
Exhibit 2-K Sample NOI RROF	<a href="#">Open File</a>
Exhibit 2-L Request for Release of Funds	<a href="#">Open File</a>
Exhibit 2-M Evidence of Posting Notices	<a href="#">Open File</a>
Exhibit 2-N Laws and Authorities Checklist for all projects not exempt	<a href="#">Open File</a>
Exhibit 2-O Environmental Assessment Impact Checklist	<a href="#">Open File</a>
Exhibit 2-P Combined Notice of FONSI and NOI RROF	<a href="#">Open File</a>
Exhibit 2-Q Authority to Use Grant Funds	<a href="#">Open File</a>
Exhibit 2-R Transmittal Letter for Environmental Assessment	<a href="#">Open File</a>
Exhibit 2-S Native American Consultations Contact List	<a href="#">Open File</a>

### Exhibits – Chapter 3

Search files:

Document	Open File
Exhibit 3-A RTP for Administrative Services non-fillable	<a href="#">Open File</a>
Exhibit 3-B Contract for Administrative Services	<a href="#">Open File</a>
Exhibit 3-C RTP for Design Professional Services	<a href="#">Open File</a>
Exhibit 3-D Agreement Between Owner and Engineer	<a href="#">Open File</a>
Exhibit 3-E Agreement Between Owner and Architect	<a href="#">Open File</a>
Exhibit 3-F RTP for Planning Professional Services	<a href="#">Open File</a>
Exhibit 3-G - Agreement Between Owner and Planner	<a href="#">Open File</a>

### Exhibits – Chapter 4

Search files:

Document	Open File
EXHIBIT 4 - A - Bidding and Contract Documents with BAP	<a href="#">Open File</a>
EXHIBIT 4 - B - through 4 - U	<a href="#">Open File</a>
EXHIBIT 4 - C Initial 10 Day call Request for Federal Wage Rate Determinations (DOCX)8.24.docx	<a href="#">Open File</a>
EXHIBIT 4 - C - Initial 10 Day call Request for Federal Wage Rate Determinations (PDF)8.24	<a href="#">Open File</a>
EXHIBIT 4 - L - Pre-Construction Minutes	<a href="#">Open File</a>
EXHIBIT 4 - P - CDBG Certified Payroll	<a href="#">Open File</a>
EXHIBIT 4 - V	<a href="#">Open File</a>

### Exhibits – Chapter 5

Search files:

Document	Open File
Checklists for Monitoring CDBG Projects	<a href="#">Open File</a>

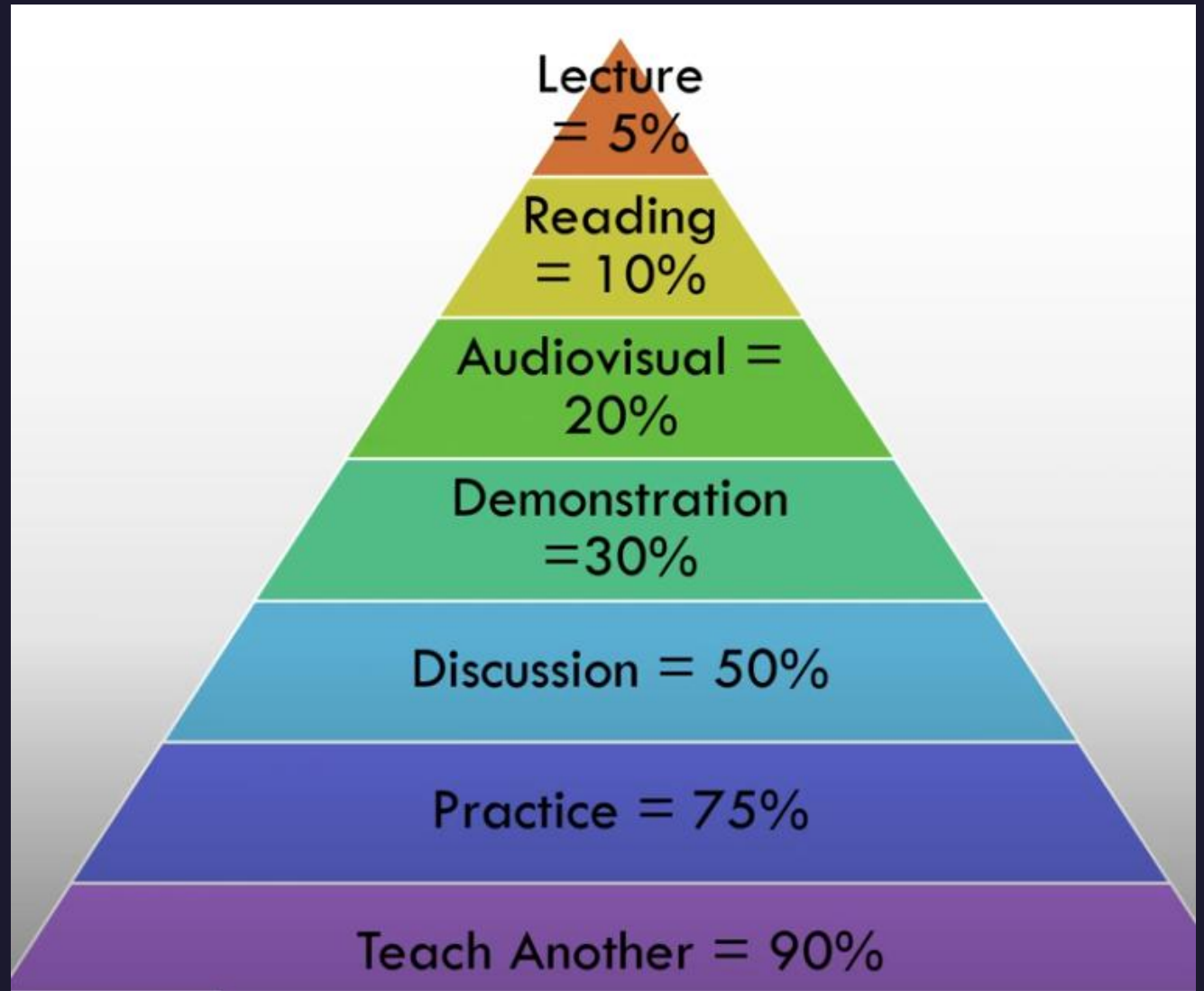
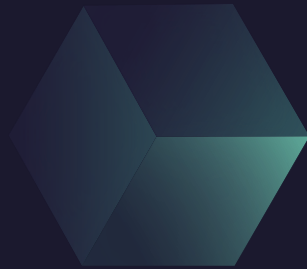
- ✓ Chapter 3 = Procurement
- ✓ Chapter 4 = Construction
- ✓ Chapter 5 = Monitoring

Scroll down for Exhibits – Chapters 1-5 <https://www.nmdfa.state.nm.us/infrastructure-planning-and-development-division/cdbg-implementation-manual/>

Communication is



# How we learn...





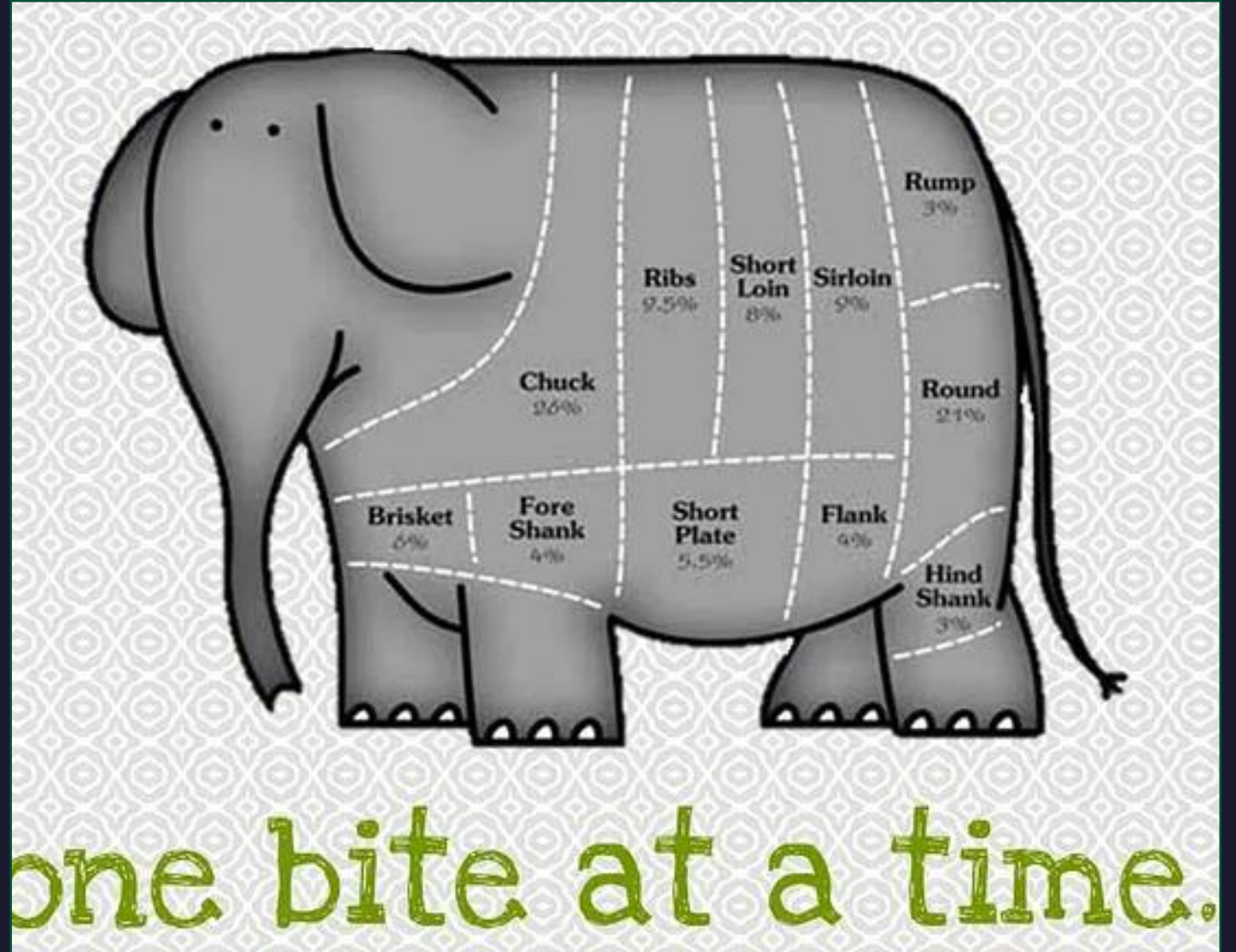
# Overcoming

...challenges

...delays

...revisions

...roadblocks





Start by doing what's necessary

Then do what is possible  
and suddenly you are doing  
the impossible

– St. Francis of Assisi