



New Mexico
Department of Finance
and Administration

Infrastructure Planning
and Development Division

April Newsletter

Welcome to the April edition of our Division Newsletter!

In this issue, we are pleased to share updates from several of our bureaus, including Capital Planning and Policy, Community Development Block Grant, and the Federal Grants Bureau. We also highlight important legislative developments, upcoming training opportunities, available funding resources, and other key information to keep you informed and engaged.

Legislative Updates



New Mexico Spearheads Capital Outlay Reform for Greater Accountability

New Mexico is undergoing significant **capital reform** with new legislation and proposals aimed at increasing transparency and ensuring the timely completion of long-stalled infrastructure projects. The state has faced an issue in which billions of dollars in public funds remained unspent across thousands of active projects due to various delays.

Key Legislative Changes and Proposals

Recent efforts, primarily driven by the Legislature and the Governor's office in **2025**, focus on two major areas: Reauthorizations and Reversions. These proposed changes would take effect at the beginning of 2027.

- Limit of one-time extension per appropriation and allow the extension for no more than two years.
- Appropriations may be reauthorized to correct technical issues but not to change the purpose.
- Technical changes include: change of administrative agency, change of fiscal agent, corrections of errors such as the county the project is located in, and expansion of language governing eligible uses for the same project.
- Technical changes do not include moving money from the original project to an entirely different project
- For time extensions, at least 10 percent of the appropriation must be subject to a valid encumbrance by January 1 of the year of reversion to be eligible for reauthorization.
- Reversions from general fund capital appropriations would be deposited in the capital development reserve fund or the tribal infrastructure project fund, depending on the original recipient of the appropriation.

IPDD intends to provide significant outreach to entities about the effects of the Capital Outlay Reform bill and how entities can be prepared. **See the dates and times below for webinars on HB 247 and register to attend.**

Webinar for Municipalities and Counties:

[Capital Outlay Reform: What HB 247 Means for Your Project Funding - Municipalities and Counties](#)

Webinar for State Agencies:

[Capital Outlay Reform: What HB 247 Means for Your Project Funding - State Agencies](#)

Webinar for Special Districts:

[Capital Outlay Reform: What HB 247 Means for Your Project Funding - Special Districts](#)

Webinar for Public Schools:

[Capital Outlay Reform: What HB 247 Means for Your Project Funding - Public Schools](#)

Webinar for Nations, Pueblos, and Tribes:

[Capital Outlay Reform: What HB 247 Means for Your Project Funding - Nations, Pueblos, and Tribes](#)

New Mexico Targets Infrastructure Growth with New Funding and Policy Changes

During the 2026 New Mexico legislative session, several capital outlay and infrastructure-related measures advanced, reflecting the state's continued focus on funding public projects and improving long-term planning. Lawmakers prioritized both new appropriations and reforms to ensure that funds are used more efficiently and transparently.

HB 247 (Capital Outlay Changes) was introduced to modify existing capital outlay provisions. The law makes structural reforms to New Mexico's capital outlay system, focusing on how projects are approved, extended, and managed. These changes aim to reduce delays, improve accountability, and ensure that funded projects are completed in a timely manner.

SB 240 (Capital Outlay Projects) was one of the session's major funding vehicles. The bill appropriates over \$1.2 billion for a wide range of infrastructure projects across New Mexico, including roads, water systems, schools, and public facilities, addressing both urban and rural needs statewide.

HB 332 (Capital Outlay Reauthorizations) complements SB 240 by reauthorizing and reallocating funds from prior capital outlay projects. This allows previously approved but unused funds to be redirected or extended for completion, preventing waste and maximizing prior investments.

HB 248 (General Obligation Bonds) authorizes the issuance of bonds to fund statewide projects, typically subject to voter approval in November 2026. Together, these measures form a comprehensive capital investment strategy.

Staff Spotlight

From Infrastructure to Local Government: Hallie Brown's Continued Commitment to New Mexico



Hallie Brown has been a driving force within the Infrastructure Planning and Development Division (IPDD), and we want to take a moment to recognize and thank her for the dedication, leadership, and expertise she has brought to the team during her tenure as Deputy Director.

Throughout her time with the Infrastructure Division, Hallie has played a key role in advancing critical projects and supporting communities across New Mexico. Her deep understanding of infrastructure planning, coupled with her collaborative approach, has helped strengthen partnerships with local governments and ensure that projects are both impactful and sustainable. She has consistently demonstrated a commitment to public service and a passion for helping communities thrive.

As Hallie transitions into her new role as Deputy Director within the Local Government Division at the Department of Finance and Administration (DFA), we are confident that her experience will continue to make a meaningful difference. Her extensive work assisting local governments—navigating complex funding processes, addressing infrastructure needs, and building strong relationships—has prepared her well for this next chapter. She brings not only technical expertise but also a practical understanding of the challenges and opportunities facing local entities across the state.

Her ability to connect with stakeholders, provide thoughtful guidance, and deliver results will be invaluable in her new position. The Local Government Division will undoubtedly benefit from her insight, leadership, and unwavering commitment to serving New Mexico's communities.

Please join us in thanking Hallie for her outstanding contributions to the Infrastructure Division and in congratulating her on this exciting new opportunity. We look forward to seeing the continued positive impact of her work in her new role as she continues to collaborate with our division and local government communities across New Mexico.

Match Fund Successes

The New Mexico Match Fund, administered by the Department of Finance and Administration's (DFA) Infrastructure Planning and Development Division (IPDD), continues supporting exponential federal investment in our state. At its core, the program is designed to remove barriers and position New Mexico communities to successfully compete for and secure federal funding.



To date, Match Fund commitments are expected to generate approximately \$4.00 in federal funding for every \$1.00 of state funding, assuming successful federal awards. This projected return demonstrates the program's leveraging power. With state funds nearly fully obligated, the momentum behind the Match Fund is clear. The upcoming FY27 appropriation of \$20 million will allow for continued impact across the state.

Beyond the numbers, the success of the Match Fund can be seen in the projects and communities it supports. Currently, 23 of 33 counties have received a match grant, reflecting a broad geographic reach and meaningful investment in communities in all four corners.

The completed or nearly completed projects include:

- The South Central Regional Transit District (SCRTD) leveraged Match Fund and federal dollars to acquire electric buses. This project supports the expansion of a clean energy fleet, reduces greenhouse gas emissions, and enhances the reliability and sustainability of transit services throughout Doña Ana County and southern New Mexico.
- The City of Lovington utilized funding to design and construct ADA-compliant ramps and sidewalks, improving accessibility and safety residents while enhancing neighborhood infrastructure.
- The City of Carlsbad received federal funding through the Land and Water Conservation Fund Act, paired with Match Fund support, to improve the Alejandro Ruiz Senior Center – enhancing a vital community space.

These projects represent a snapshot of the transformative work happening across New Mexico. From infrastructure and transportation to community development and accessibility, the Match Fund is helping turn opportunity into tangible outcomes. For the latest on the fund or to find out how to apply, visit the IPDD page by clicking below.

[IPDD Website](#)

Training & Technical Assistance Opportunities



ENVISION SUSTAINABILITY PROFESSIONAL (ENV SP) TRAINING SESSIONS

Hosted and Subsidized by the New Mexico
Department of Transportation

*Provides eight-hours of in-person instruction on how to enhance
the social, economic, and environmental outcomes of NMDOT*

projects and help achieve sustainability and resilience objectives.

LOCATIONS AND DATES

- **DISTRICT 4:** April 29, 2026 (*Non-DOT Registration Opens April 17, 2026*) 703 Industrial Park, Las Vegas, NM
- **DISTRICT 5:** June 24, 2026 (*Non-DOT Registration Opens June 12, 2026*) 1120 Cerrillos Road, Santa Fe, NM
- **DISTRICT 6:** July 15, 2026 (*Non-DOT Registration Opens July 3, 2026*) 1919 Pinon Drive, Milan, NM

TIME: 7:30 AM to 5:00 PM

COSTS:

Employees of NMDOT: **\$0.00**

Employees of Private Sector Consulting Firms or Contractors: **\$250.00**

Employees of Local Governments, Tribes, or Public Sector Orgs.: **\$100.00**

OVERVIEW:

The New Mexico Department of Transportation (NMDOT) is developing a sustainable infrastructure program to help meet state climate, resilience, and sustainability objectives. Molzen-Corbin, along with Bohannon Huston, Iliago, and 5engineering, was retained to conduct this work and to provide training.

Michael F. Bloom, PE, AICP, ENV SP and Liz Parent, PE, ENV SP, both with 5engineering, will provide instruction. The class will include breakfast, lunch, and a binder with handouts and the Envision Sustainable Infrastructure Framework manual.

See <https://sustainableinfrastructure.org/> for additional details.

Attendees will become eligible to take the ENV SP exam on the Institute for Sustainable Infrastructure website. ENV SPs use the Envision framework to help deliver enhanced social, environmental, and economic outcomes on projects.

This class is open to anyone over 18 years of age and planners, landscape architects, policy analysts, engineers, and others are encouraged to attend.

The class will provide 7.5 Credential Maintenance Hours for Certified Planners, including 1 hour of equity and 1 hour of sustainability and resilience.

REGISTRATION: [Choose from among the events listed under the 5engineering profile on the Eventbrite platform \(hyperlink\).](#)

Tribal Communities Lead the Way in Pedestrian Safety, Plus a Free Walkability Training Opportunity

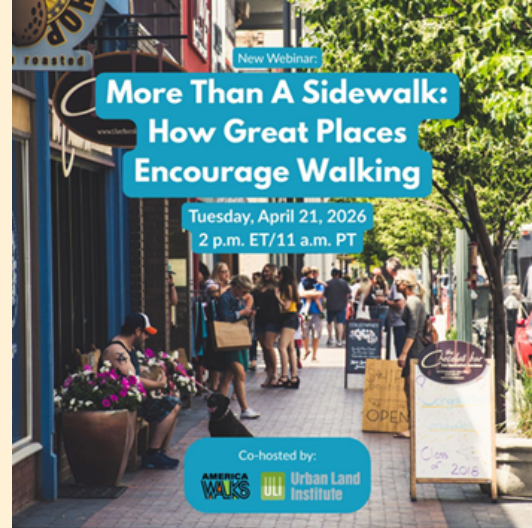
America Walks recently featured Jemez Pueblo and other Nations and Tribes' successful efforts to make roads safer in their respective communities including quick builds, community engagement, and longer planning efforts focused on

pedestrian safety. Check out this [blog post](#) to read more. Sheri Bozic, the Director of Planning Development and Transportation Department at Jemez Pueblo, also presented on some of these efforts during the 2025 NM Infrastructure Finance Conference.

<https://americawalks.org/spotlight-on-success-quick-build-projects-pedestrian-safety-tribal-communities/>

Additionally, [America Walks](#) is hosting a free [training](#) called *More Than a Sidewalk: How Great Places Encourage Walking* on Tuesday, April 21st at 12:00 pm.

We all know a great place when we find one — but what makes it great, and how do we create more of them? Walkability isn't just about infrastructure, it's about appeal. People walk when streets feel human-scaled, inviting, and alive with arts, culture, and community. This webinar, jointly hosted by the Urban Land Institute and America Walks, features Ethan Kent of PlacemakingX and placemaking expert Carol Coletta to explore the strategies that transform ordinary streets into dynamic places.



[Register Here!](#)

Capital Planning and Policy Bureau Updates



Capital Outlay Questionnaire

Starting in April, capital outlay funding questionnaires will become available in the [CAPS](#) system. The purpose of the questionnaire is to determine which projects are ready to proceed and which need more time to plan or prepare. Questionnaires will be available for capital outlay appropriations made from the 2026 Legislative Session, as well as those from previous years. The Spring 2026 questionnaire cycle will open on Tuesday, April 7th, 2026 and have approximately 1,500 questionnaires, so it is recommended that they be completed as quickly as possible to allow time in the event they are returned for revisions. The deadline to complete questionnaires is **May 29th, 2026**.

Community Development Block Grants Bureau Updates



Successful CDBG Project: Doris Avenue Infrastructure Improvements

In a significant stride towards enhancing the infrastructure and safety of the local community, the Village of Williamsburg closed out their 2021 CDBG Project “Doris Avenue Infrastructure Improvements,” which has successfully transformed the neighborhood landscape. The project was initially awarded \$750,000 and later received a supplemental funding award of \$570,401, bringing the total amount of funding to \$1,320,401. This CDBG funding allowed the village to address the longstanding issues of potholes, cracks, and the absence of a drainage system on the road that had posed safety risks and inconvenienced residents and visitors for years.

The implementation of this project not only eliminated the flooding menace during the summer monsoons but also introduced a new sidewalk for pedestrians, ensuring safer mobility and accessibility for all, including individuals with disabilities. Furthermore, the replacement of outdated water and sewer lines has bolstered the efficiency and safety of water and wastewater services in the area, benefiting the 61percent low to moderate income households residing along Doris Avenue.

“It is with great pride and appreciation that we extend our sincere congratulations to the residents of Doris Avenue for a street project well done!” says Williamsburg Mayor Deb Stubblefield. “The positive efforts, cooperation and commitment demonstrated by those living on Doris Avenue during the construction of this project reflect the true spirit of what makes the Village of Williamsburg a special place to call home. This project has vastly improved the condition of Doris Avenue, enhancing the day-to-day life of our residents.”



Williamsburg-Doris Avenue Before



Williamsburg-Doris Avenue After



Subrecipient or contractor - what's the difference?

There are many key distinctions between subrecipients and contractors, but understanding the overall difference is essential for effective grant management and maintaining compliance with federal requirements.

A subrecipient carries out a portion of a federal program and has decision-making authority over implementation. Their performance is measured by outcomes, and they are responsible for complying with federal regulations, including 2 CFR 200. In contrast, a contractor provides goods or services within normal business operations, with success measured by delivery of defined outputs or deliverables rather than programmatic results. Subrecipients require ongoing monitoring for compliance and performance, while contractors are managed based on contract terms and deliverables.

Considering multiple factors is critical in making the correct determination, as no single element defines the relationship. The overall substance of the arrangement must be evaluated, including whether the entity is making programmatic decisions or providing a service. To support this process, tools such as the [Subrecipient vs. Contractor checklist](#) can guide and help document the determination.

The determination should be made prior to executing an agreement and must be documented to support audit readiness. Misclassification can result in significant risks, including audit findings, repayment of funds, noncompliance with federal requirements, and weakened program effectiveness.

A clear understanding of the differences, along with correct classification, is key to compliance, accountability, and program success.

Before You Apply for Federal Funds, Meet Your SPOC



The New Mexico Department of Finance and Administration's Federal Grants Bureau (FGB) reminds all applicants that federal grant submissions subject to Executive Order 12372 must be routed through the state's Single Point of Contact (SPOC) process, now operating as the New Mexico Federal Funds Clearinghouse.

Applicants are required to submit proposals through the [New Mexico Federal Funds Clearinghouse intake portal](#) when intergovernmental review is mandated. Certain federal Notices of Funding Opportunity (NOFOs) require SPOC review as a condition of submission. Applicants should carefully review the NOFO for language referencing Executive Order 12372, intergovernmental review, or SPOC requirements to determine applicability and ensure compliance. When required, applicants must also complete Field 19 on the

Application for Federal Assistance (SF-424). Sufficient time should be allowed for review prior to submission.

In addition to facilitating required intergovernmental review, the Federal Grants Bureau (FGB) offers review services for any federal grant application review, even when SPOC participation is not required. Through this process, FGB provides structured, actionable feedback using a standardized review checklist to help strengthen applications, improve alignment with state priorities, and enhance overall competitiveness. Applicants are encouraged to take advantage of this service and incorporate reviewer feedback before submission.

FGB will also monitor federal award announcements and follow up with entities that were not selected for funding. This follow-up will include a review of available scoring details and comments provided by the federal awarding agency, when accessible, to support continuous improvement in future submissions.

By ensuring timely submission through the Clearinghouse and engaging with the review process, applicants can enhance both compliance and competitiveness. Additional information, including submission guidance and timelines, is available on the [FGB website](#).

Updates for Grant Administrators

Get or Renew your entities SAM.gov registration NOW!! Proposed changes will affect every entity

Entities seeking to apply for federal funding must maintain an active registration in the System for Award Management ([SAM.gov](#)). Registrations must be renewed annually, and entities are strongly encouraged to begin the renewal process at least 60 days prior to expiration to avoid any lapse in eligibility for federal grants or contracts.

The General Services Administration released [proposed changes](#) to [SAM.gov](#) registration requirements that could affect all entities receiving federal financial assistance.

Under the proposal, entities registering or renewing in SAM.gov would be required to certify that they:

- Do not operate programs promoting “illegal DEI” or “discriminate on the basis of race or color” in violation of federal anti-discrimination laws;
- Will not knowingly transport, conceal, harbor, shield or hire “an illegal alien;” and
- Will not “fund, subsidize or facilitate violence, terrorism... or threaten public safety or national security.”

While similar certifications have appeared in certain federal Notices of Funding Opportunity (NOFOs), these proposed changes would shift those requirements to the SAM.gov registration process, making them a prerequisite for eligibility.

The proposal, titled “[Information Collection; System for Award Management Registration Requirement for Financial Assistance Recipients](#)” (OMB Control No. 3090-0290), 91 Fed. Reg. 3726 (January 28, 2026), is intended to align SAM.gov requirements with recent federal policies, including [Executive Order 14173](#), Ending Illegal Discrimination and Restoring Merit-Based Opportunity, and “[Guidance for](#)

[Recipients of Federal Funding Regarding Unlawful Discrimination](#)” issued by the U.S. Department of Justice on July 29, 2025.

What You Should Do Now:

If you are not currently registered in SAM.gov: Begin the registration process immediately if you anticipate applying for federal funding.

If your registration is active: Confirm your expiration date and initiate renewal at least 60 days in advance.

Registration and renewal in SAM.gov are free. Be cautious of third-party services that charge fees. Most local governments and non-federal entities applying only for grants should select the “Awards Only” registration type, which is designed for financial assistance applicants and requires less information than full federal contracting registration.

The Federal Grants Bureau (FGB) has developed a step-by-step guide **How to Set Up a Unique Entity Identifier**. Access the document on the [Federal Grants Bureau website](#) under **Grant Acquisition Tools and Resources** section.

If additional support is needed, please contact our team by submitting the [Infrastructure and Planning and Development Division \(IPDD\) Request for Technical Assistance](#).

Internal Controls in Grant Management Series #5

Internal controls in grant management are the guiding principles that support an effective grant from the signed grant agreement to the grant close-out process. These controls provide reasonable assurance that grant funds are used for authorized purposes, and in compliance with all applicable laws and regulations. The U.S. Government Accountability Office has a comprehensive guide, the [The Green Book](#), (OV2.04).



The fifth internal control is monitoring, which is the process that assesses the quality of internal control performance over time. It ensures that all five components of internal control are present and functioning. For federal grant recipients, monitoring is a **legal requirement** to provide "reasonable assurance" that awards are managed in compliance with federal statutes and regulations. The US Department of [Labor's Core Monitoring Guide](#) (CMG) points out, effective monitoring helps identify potential problems, ensures compliance with grant terms, and allows for technical assistance to keep projects on track.

Monitoring involves the evaluation of the five components of internal control. This includes assuring the controls within each component, are present and functioning or determining if change is needed (Green Book OV16.01). An entity conducts monitoring activities to evaluate the internal control system. “Ongoing monitoring includes regular management and supervisory activities, comparisons, reconciliations, trend analysis, data analytics, activities to identify improper payments or potential fraud, testing, and other routine actions” (Green Book OV16.05). Thorough monitoring practices find weaknesses and risks, resulting in corrective action, which can help avoid audit findings.

Funding Opportunities



— BUREAU OF —
RECLAMATION

Program: [Small-Scale Water Efficiency Projects](#)

Agency: Bureau of Reclamation

Deadline: Jun 02, 2026

Funding: \$1,000 to \$125,000

Overview: Through WaterSMART, the Bureau of Reclamation (Reclamation) leverages Federal and non-Federal funding to work cooperatively with States, Tribes, and other entities as they plan for and implement actions to increase water supply and hydropower reliability. The goal of the WaterSMART Small-Scale Water Efficiency Projects NOFO is to invite eligible entities to apply for funding to implement projects that conserve water and enhance water supply reliability in water delivery systems. It encourages the implementation of small-scale projects identified through prior planning efforts, such as canal lining, water delivery automation, flow measurement, and other projects that increase water efficiency. awards will be made through a grant or cooperative agreement, depending on the project. If a cooperative agreement is awarded, the recipient should expect Reclamation to have substantial involvement in the project. This may include collaboration or participation in the management of the project and/or review, input, and approval during implementation of the project.

Program: [WaterSMART Drought Response Program](#)

Agency: Bureau of Reclamation

Deadline: Jul 28, 2026

Funding: \$25,000 to \$1,500,000

Overview: Through WaterSMART, the Bureau of Reclamation (Reclamation) leverages Federal and non-Federal funding to work cooperatively with States, Tribes, and other entities as they plan for and implement actions to increase water supply and hydropower reliability. The WaterSMART Drought Response Program NOFO invites eligible applicants to submit proposals for projects designed to improve drought resilience by developing effective water management strategies and drought contingency plans. Funding under the Drought Response Program supports a range of initiatives including infrastructure improvements for increased water storage and distribution capabilities, water source diversification, decision-making tools for water management, and comprehensive planning to prepare for and respond to drought conditions.



AmeriCorps

Program: [AmeriCorps grant competition for Native Nations](#)

Agency: AmeriCorps

Deadline: May 20, 2026, AmeriCorps State and National expects that successful applicants will be notified by **early July 2026**

Overview: Review Agency's priorities [here](#)

Program: [Safe Streets and Roads for All Funding Opportunity](#)

Agency: U.S. Department of Transportation

Deadline: May 26, 2026

Overview: Two funding opportunities are available: Planning and Demonstration Grant Application (CFDA #20.939) and Implementation Grant Application (CFDA #20.939).



Review the NOFO for more information on eligible entities and application requirements. **Applications must be submitted via <https://usg.valideval.com/>, not GRANTS.GOV**

Funding: \$687,809,874 is available for Implementation Grants. Expected number of awards: 40 to 70 and expected funding range: \$2,500,000 to \$25,000,000. \$305,678,320 is available for Planning and

Demonstration Grants. Expected number of awards: 400 to 700 and expected funding range: \$100,000 to \$5,000,000

****The Federal Grants Bureau and NMDOT will be hosting a workshop on this grant in April****



Program: [Building Resilient Infrastructure and Communities \(BRIC\)](#)

Agency: Department of Homeland Security - FEMA

Deadline: Jul 23, 2026

Overview: The Building Resilient Infrastructure and Communities (BRIC) grant program makes federal funds available to states, U.S. territories, federally recognized tribal governments, and local governments for hazard mitigation activities. It does so by recognizing the need to upgrade and modernize the nation's infrastructure against the growing risks to communities and the need for natural hazard risk mitigation activities that promote resilience with respect to natural hazards. BRIC aims to shift the focus of federal investments away from reactive post-disaster spending towards proactive infrastructure-focused hazard mitigation. For this funding opportunity, the program prioritizes investment in infrastructure and construction projects that deliver immediate, measurable risk reduction to communities vulnerable to natural hazards. BRIC emphasizes the adoption and enforcement of modern building codes and limits capability- and capacity-building activities to those directly tied to infrastructure resilience, such as building code adoption and enforcement.

Funding: No Minimum and up to \$150,000,000 maximum award

****Join the Federal Grants Bureau and New Mexico Department of Homeland Security and Emergency Management on May 6th at 10:00 to learn more about this funding and creating a competitive application. Register [HERE](#)****



Program: [BJA FY25 Matthew Shepard and James Byrd, Jr. Hate Crimes Program](#)

Agency: Bureau of Justice Assistance

Deadline: Apr 20, 2026

Overview: This NOFO will support state, local, and tribal law enforcement agencies, prosecution agencies, and their



Program: [Unleashing Tribal Energy Development](#)

Agency: DOE Office of Indian Energy Policy and Programs

Deadline: Jul 24, 2026

Overview: This NOFO will advance affordable, reliable, and secure energy development of Tribal energy resources

partners in identifying, investigating, prosecuting, and preventing hate crimes. Funding may be used to provide technical, forensic, prosecutorial, or any other form of assistance in the criminal investigation or prosecution of such crimes and can also be used to address serial violent hate crime offenses by the same person(s). **Funding:** No Minimum to \$3,000,000

for the benefit of Tribes and their members. Projects funded under this NOFO are expected to advance Tribal sovereignty through Tribal energy development, efficiency, and use. Projects under Topic Area 1 are expected to serve the electric loads and support the energy needs of Tribes at the scale of a Tribal community or communities. These projects entail the construction of energy assets and projects.

Funding: 250,000 to \$7,500,000



Program: [Indian Highway Safety Law Enforcement Grant Application Instructions](#)

Agency: Bureau of Indian Affairs

Deadline: May 1, 2026

Funding: \$10,000 to \$1,000,000

Overview: The Bureau of Indian Affairs (BIA), Office of Justice Services (OJS), Indian Highway Safety Program (IHSP) solicit proposals for implementing traffic safety programs and projects that are designated to reduce the number of traffic crashes, deaths, and injuries within these populations. Indian Highway Safety Grants are financial assistance grants that are reimbursable and available to *federally recognized tribes*

Program: [Indian Highway Safety Occupant Protection Grant Application Instructions](#)

Agency: Bureau of Indian Affairs

Deadline: May 01, 2026

Funding: \$500 to \$90,000

Overview: Tribes can apply for the Child Passenger Safety Seat Program grant.

Disclaimer


We recommend that all funding opportunities be reviewed with internal or local legal counsel prior to final approval to ensure compliance with applicable laws, regulations, and organizational policies.



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