



Homes and
Community Renewal

PLANNING THAT WINS FUNDING



USING DATA TO COMPETE FOR FUNDING

JUNE 11, 2026

Good morning and thank you to Southern Tier Central for the opportunity to be here today.

I'm Charlie Philion with the New York State Office of Community Renewal and the NYS Community Development Block Grant Program.

Today we're going to discuss how communities can use planning and data to become more competitive for funding. Across virtually every funding program, strong projects are no longer enough. Communities need to clearly demonstrate need, readiness, and impact.

My goal today is to share practical strategies that communities can use immediately to strengthen future funding applications.

AGENDA

Setting the Stage

The Funding Environment has Changed

Data That Matters

From Plan to Project

The Role of Regional Partners

Best Practices

Practical Next Steps

Q & A

We'll begin with how the funding environment has changed and why planning has become increasingly important.

We'll then discuss the types of data funders expect to see and how that information can strengthen applications.

Next, we'll look at how planning translates into fundable projects, the role regional partners can play, and conclude with several successful CDBG examples and practical next steps.

SETTING THE STAGE



So, with that overview in mind, let's start by setting the stage.

What I want to do in this section is ground us in what we are seeing across New York State—not in theory, but in real applications, real projects, and real funding decisions.

Because once you understand that landscape, everything else we talk about today starts to make a lot more sense.

WHY THIS SESSION MATTERS NOW

Communities are competing, not just applying

Funding programs expect evidence, not anecdotes

“Come back with a plan” is becoming the norm

Communities today are competing for funding, not simply applying for it.

Reviewers are comparing applications against one another, often from communities facing similar challenges.

As a result, funding decisions increasingly rely on evidence and documentation rather than anecdotal descriptions of need.

More frequently, communities are hearing, "Come back with a plan." That's not necessarily a rejection. It often means the project needs stronger support and clearer justification.

WHAT WE'RE SEEING ACROSS NEW YORK

Good projects
losing out due to
weak
documentation

Infrastructure
and housing
applications
disconnected

Planning gaps
delaying
otherwise
fundable projects

Across New York we see many worthwhile projects struggle because the need isn't clearly documented.

We also see housing and infrastructure projects developed separately when they're often closely connected.

Finally, planning gaps continue to delay otherwise fundable projects.

The common theme is that successful applications clearly connect need, data, and proposed solutions.

WHAT TODAY IS (AND IS NOT)

✓ Practical and real-world

✓ Focused on competitiveness

✗ Not a regulatory deep dive

✗ Not a one-size-fits-all template

Before we go further, I want to be clear about what today is—and what it is not.

This is meant to be a practical session.

The focus is on competitiveness—what helps your project rise to the top in a funding environment that is increasingly selective.

This is not a regulatory deep dive. We're not going to spend time walking through program rules or requirements in detail.

And this is also not a one-size-fits-all template. Every community is different, and every project has its own context.

What we are offering today is a framework—a way of thinking about planning, data, and positioning that you can apply to your own projects.

THE FUNDING ENVIRONMENT HAS CHANGED



Now that we've grounded ourselves in what we're seeing across communities, I want to shift the focus slightly and talk about the broader funding environment.

Because the reality is, even if your project has not changed, the environment in which that project is being evaluated absolutely has.

And understanding that shift is critical, because it directly affects how your application is reviewed, scored, and ultimately, whether it is funded.

PLANNING IS NOT OPTIONAL – BUT IT’S NOT EVERYTHING

<p style="text-align: center;">Pros</p> <p>Clear priorities and direction Stronger, more competitive funding applications Data-driven decision making Alignment with community needs and partners Reduced risk of compliance measures Better coordination of infrastructure and housing</p> <p style="text-align: center;">Planned</p>	<p style="text-align: center;">Pros</p> <p>Flexibility and speed Ability to respond to emerging opportunities Lower effort upfront cost/time investment Encourages innovation and creative solutions Avoids ‘analysis paralysis’</p> <p style="text-align: center;">Emergent</p>
<p>Delays in project implementation Overly complex or outdated plans Resource-intensive (time, cost, staff capacity) Can become distracted from real conditions Risk of planning without action</p> <p style="text-align: center;">Cons</p>	<p>Missed funding opportunities Weak or non-competitive applications Reactive rather strategic decisions Increased compliance and implementation risks Projects don’t align with broader needs</p> <p style="text-align: center;">Cons</p>

Planning is important, but planning alone doesn't solve problems.

Too little planning leads to weak applications, reactive decision-making, and missed funding opportunities.

Too much planning can result in studies sitting on shelves without implementation.

The goal is balance: enough planning to identify priorities, support decisions, and position projects for funding, while still maintaining momentum toward implementation.

Planning should be viewed as a tool for action, not an end goal.

THE MYTH: “WE’VE ALWAYS DONE IT THAT WAY”



HISTORIC ENTITLEMENT
MINDSET NO LONGER APPLIES



DISCRETIONARY FUNDING
DOMINATES



REVIEWERS COMPARE
ACROSS REGIONS

Past success doesn't guarantee future success.

Most funding programs today are competitive and discretionary.

Reviewers aren't simply asking whether a project is good; they're asking how it compares to other projects seeking funding.

Communities that adapt to this reality are generally more successful.

WHAT FUNDERS ARE ASKING



WHERE IS THE
DATA?



WHY THIS
PROJECT?



WHY HERE?



WHY NOW?

Most reviewers are looking for answers to four questions:

Where is the data?

Why this project?

Why here?

And why now?

If your application clearly answers those four questions, you're already ahead of many competitors.

PLANNING IS THE NEW THRESHOLD



Many programs now require:

Needs assessments
Capacity analysis
Market justification



Planning is no longer “extra credit”

Planning is no longer viewed as an optional enhancement.

Many funding programs now expect needs assessments, engineering studies, housing analyses, or market data as part of the application process.

Planning demonstrates that a community understands its needs and is prepared to move forward strategically.

CURRENT PLANNING FUNDING OPPORTUNITIES

NYS CDBG Planning Grants currently available through CFA

Up to \$50,000 available for eligible planning activities

Supports:

- Housing Studies
- Preliminary Engineering Reports
- Infrastructure planning
- Accessibility Studies
- Strategic community development planning

NYS CDBG currently offers planning grants of up to \$50,000.

These grants can support housing studies, preliminary engineering reports, infrastructure planning, accessibility studies, and broader community development planning.

For many communities, planning grants are the first step toward larger implementation awards.

CURRENT PLANNING FUNDING OPPORTUNITIES

Planning Activities can position communities for larger implementation funding

Competitive applications demonstrate

- Clear Need
- Defined outcomes
- Readiness to act on planning results

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Strong planning applications typically demonstrate three things:

First, a clearly documented issue or need.

Second, a realistic and actionable planning scope.

And third, a clear understanding of how the planning effort will lead to future projects or implementation.

Increasingly, planning grants are helping communities move from reacting to problems toward strategically positioning themselves for future funding opportunities.

OCR PERSPECTIVE



NYS CDBG IS INCREASINGLY
COMPETITIVE



STRONG PLANS REDUCE
IMPLEMENTATION RISK



PLANNING IMPROVES
READINESS AND DELIVERY

From OCR's perspective, planning consistently improves competitiveness.

Projects supported by planning generally demonstrate lower risk, stronger readiness, and more realistic implementation strategies.

Planning also helps communities move more efficiently through design, environmental review, and construction.

DATA THAT MATTERS



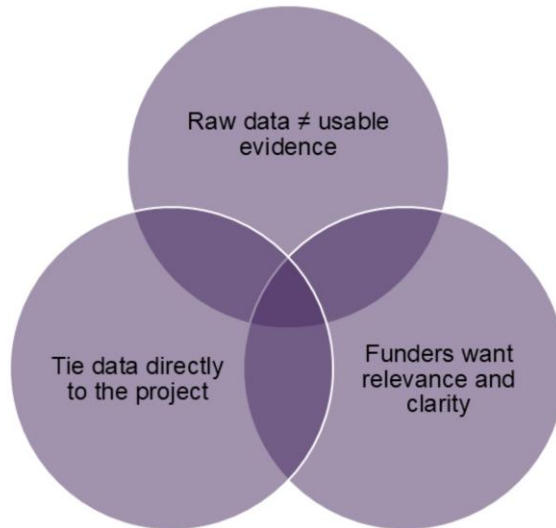
So, if planning is the foundation, the next question becomes: what supports that planning?

And that brings us to data.

This is where we often see the biggest gap—not because data is unavailable, but because it is not always used effectively.

So, in this section, we're going to focus on what data matters, and how it should be used to support your project.

NOT ALL DATA IS CREATED EQUAL



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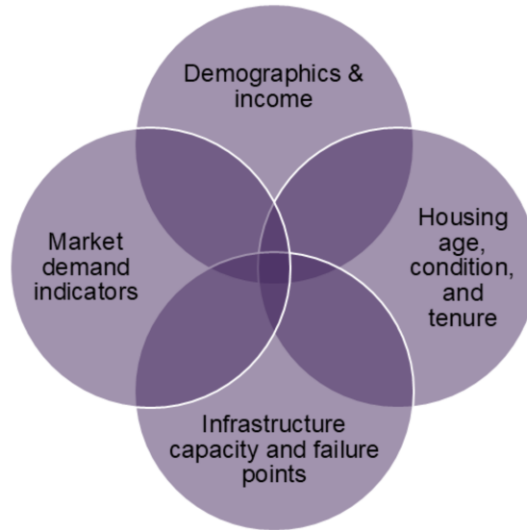
Funders don't necessarily want more data.

They want relevant data.

The best applications use data to clearly explain the problem and demonstrate why the proposed solution is appropriate.

The goal is not volume; it's clarity.

CORE DATA SETS FUNDERS EXPECT



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Most successful applications rely on four categories of information:

Demographic and income data.

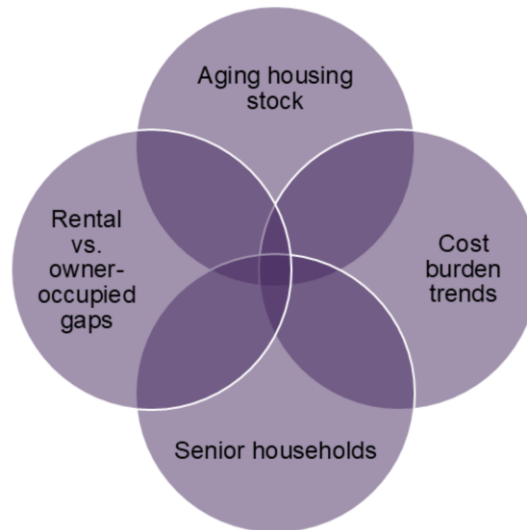
Housing data.

Infrastructure data.

And market data.

Together, these help demonstrate both need and opportunity.

HOUSING DATA: BEYOND THE CENSUS

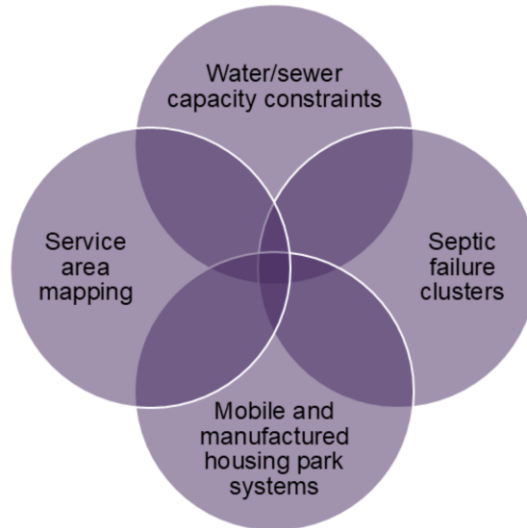


Basic census information is helpful, but it rarely tells the full story.

Housing age, cost burden, senior populations, and rental versus ownership trends often provide a much clearer understanding of local housing challenges.

These data points help communities move from general observations to specific, supportable needs.

INFRASTRUCTURE DATA AS A HOUSING TOOL



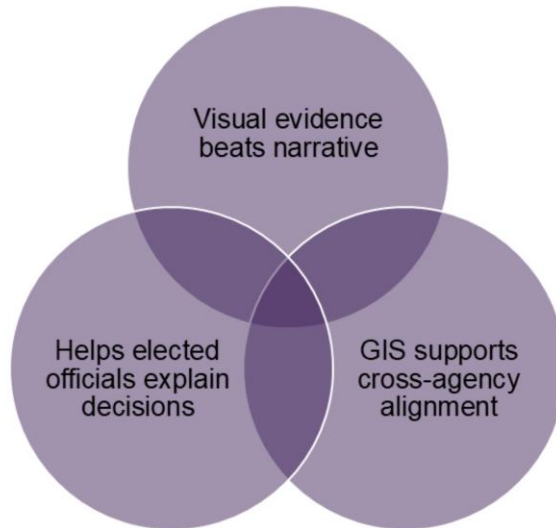
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Infrastructure and housing are often closely connected.

Water and sewer capacity limitations, failing septic systems, and service gaps can directly affect housing development and rehabilitation efforts.

Connecting infrastructure challenges to housing outcomes often creates a much stronger funding narrative.

MAPPING CHANGES THE CONVERSATION



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Maps are one of the most effective communication tools available.

They quickly show service areas, project locations, and relationships between different issues.

A well-designed map often communicates more effectively than several paragraphs of narrative.

REGIONAL DATA IS A COMPETITIVE ADVANTAGE



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Finally, it is important to recognize that projects do not exist in isolation.

Funders are increasingly looking at how projects fit within a broader regional context.

Regional data helps demonstrate that your project is not just a standalone effort, but part of a coordinated approach.

It shows that resources are being used efficiently, that there is alignment across jurisdictions, and that the project contributes to broader goals.

And in a competitive environment, that context can make a meaningful difference.

It reinforces that your project is not only needed—but strategically positioned.

FROM PLAN TO PROJECT



Planning only matters if it leads to implementable projects.

PLANNING THAT SITS ON A SHELF FAILS

Plans must lead to fundable actions

Clear implementation pathways matter

Timelines and phasing are critical

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One of the most common challenges we see is that communities do invest in planning—but those plans do not always translate into action.

They sit on a shelf, they are referenced occasionally, but they are not actively used to drive projects forward.

And from a funding perspective, that creates a gap.

Funders are not just looking for evidence that planning has occurred. They are looking for evidence that planning is being used.

A strong plan should clearly lead to a set of actionable, fundable projects.

It should identify priorities, outline next steps, and provide enough detail to support decision-making.

It should also include a sense of timing—what can happen now, what needs additional work, and what is longer-term.

When that connection is missing, applications can feel disconnected or underdeveloped.

So, the key takeaway here is that planning only adds value if it is actively informing

project development.

WHAT STRONG PLANS DO WELL

Identify realistic projects

Prioritize limited resources

Align with multiple funding sources

Anticipate environmental review

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Strong plans do a few things consistently well.

First, they identify realistic projects. Not everything can be done at once, so strong plans prioritize based on need, feasibility, and impact.

Second, they align resources. That means understanding what funding sources are available and how projects can be structured to fit those sources.

Third, they anticipate key requirements—things like environmental review, permitting, and procurement. These are not afterthoughts; they are part of the planning process.

And finally, strong plans create a clear connection between need and action.

They take the data that we talked about earlier and translate it into specific projects with defined scopes.

From a reviewer's perspective, that clarity is critical.

It shows that the community is not just identifying problems but is prepared to address them in a structured and realistic way.

COMMON WEAKNESSES OCR SEES

No link between data and scope

Infrastructure plans disconnected from housing

Overly aspirational timelines

Missing cost logic

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There are also some very consistent weaknesses that we see across applications.

One of the most common is a lack of connection between data and scope.

The application may include data, and it may describe a project—but the link between the two is not clearly made.

Another issue is the disconnect between infrastructure and housing.

Projects are sometimes presented independently, when they are closely related.

We also see overly aspirational timelines—projects that are technically possible, but not realistic within the timeframe being proposed.

And finally, missing or unclear cost logic.

If it is not clear how costs were developed or whether they are reasonable, that raises concerns for reviewers.

The important thing to recognize is that these are not fatal flaws.

They are fixable.

But they require a more deliberate approach to planning and project development.

THE GOOD VS THE BAD



Strong Application

- Data supported
- Mapped and defined
- Defined scope and cost
- Pre-engineering



Weak Application

- Generic narrative
- No clear service area
- Concept-level scope
- No readiness

The strongest applications are data-supported, clearly mapped, well-defined, and demonstrate readiness.

Weak applications tend to rely on generic narratives and conceptual projects without implementation detail.

When reviewers cannot quickly identify the service area, beneficiaries, or implementation strategy, applications become difficult to score competitively.

PLANNING THAT WINS FUNDING

Clear problem statement

Evidence-backed solution

Feasible implementation

Community buy-in

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When we look at projects that are successful—projects that consistently receive funding—there are a few common elements.

First, there is a very clear problem statement. The application clearly defines what the issue is and who it affects.

Second, there is strong supporting evidence. The data is relevant, clearly presented, and directly tied to the project.

Third, the solution is well-defined. It is not vague or conceptual—it is specific and actionable.

And fourth, the project is feasible.

There is a clear path forward, and it is realistic in terms of scope, timeline, and resources.

In many cases, there is also evidence of community support—whether through public engagement, local leadership, or partnerships.

Projects with documented need and readiness consistently outperform those without.

All these elements work together to create an application that is not only compelling,

but credible.

THE ROLE OF READINESS

Site control

Preliminary engineering

Environmental review awareness

Procurement planning

The final piece of this section is readiness.

Even a strong project can struggle if it is not ready to move forward.

From a reviewer's perspective, readiness reduces risk.

Things like site control demonstrate that the project can actually occur in the proposed location.

Preliminary engineering or design work shows that the scope has been thought through.

Awareness of environmental review requirements indicates that the community understands the process ahead.

And procurement planning shows that the project can move forward in compliance with program requirements.

None of these elements need to be fully completed at the time of application—but having them in place, or at least well understood, makes a significant difference.

It signals that the project is not just a concept—it is something that can realistically be implemented.

THE ROLE OF REGIONAL PARTNERS



Up to this point, we've focused primarily on what individual communities can do—planning, data, and project development.

But an important part of this conversation is recognizing that communities are not doing this work in isolation.

In fact, one of the most effective ways to strengthen an application is to leverage regional partnerships.

So, in this section, we're going to talk about how regional partners contribute to competitiveness and why that matters more now than ever.

YOU DON'T HAVE TO DO THIS ALONE



Regional planning councils
matter

Shared data reduces burden

Coordination strengthens
applications

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One of the biggest misconceptions we see is that communities feel like they need to do all of this work on their own.

Planning, data analysis, project development—it can feel like a heavy lift, especially for smaller communities with limited staff capacity.

But the reality is, there are existing regional resources designed to support exactly this kind of work.

Regional planning councils, county-level organizations, and other partners often already have data, analysis, and planning tools available.

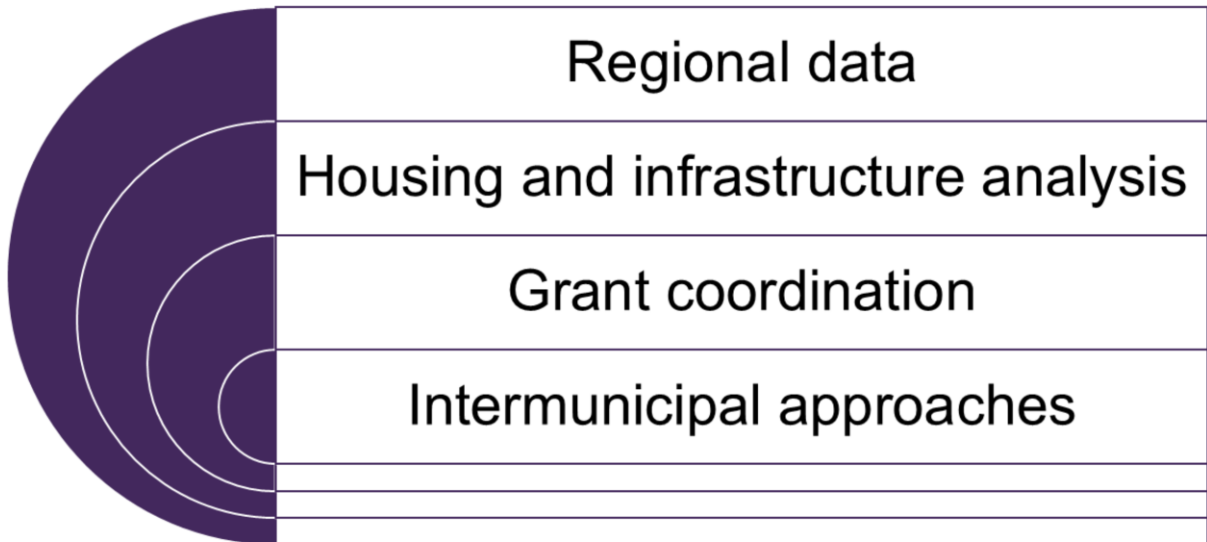
They can help interpret data, identify trends, and connect local issues to broader regional patterns.

And importantly, they can help frame projects in a way that aligns with how funders are evaluating applications.

This is not about handing off responsibility—it is about strengthening your approach.

Communities that leverage these partnerships are often able to present more complete, more cohesive, and more competitive applications.

HOW GFLRPC SUPPORTS COMPETITIVENESS



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Organizations like STC play a very specific and valuable role in this space.

They provide access to regional data, but also to analysis that helps translate that data into something actionable.

They support housing and infrastructure assessments, help identify funding opportunities, and assist with coordination across municipalities.

And that coordination piece is particularly important.

Many of the challenges communities are facing—whether related to housing, infrastructure, or economic development—do not stop at municipal boundaries.

By working at a regional level, communities can present projects that are more comprehensive and more aligned with broader priorities.

From a reviewer's perspective, that coordination signals efficiency, awareness, and strategic thinking.

It shows that the project is not being developed in isolation, but as part of a larger effort.

OCR + REGIONAL PLANNING = BETTER OUTCOMES



Stronger applications

Faster implementation

Fewer compliance surprises

More successful projects

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When regional planning and local project development come together effectively, the results are consistently stronger.

Applications tend to be more clearly supported by data, more aligned with funding priorities, and more realistic in terms of scope and implementation.

That leads to stronger applications.

It also leads to faster implementation, because many of the key questions—about need, scope, and feasibility—have already been addressed.

And importantly, it reduces compliance issues down the line.

Projects that are grounded in strong planning and regional coordination tend to move more smoothly through environmental review, procurement, and project delivery.

So, from an OCR perspective, this is not just about improving your chances of funding.

It is about improving the overall success of the project—from application through completion.

And in a competitive environment, that kind of positioning can make a meaningful

difference.

BEST PRACTICES: SUCCESSFUL CDBG PROJECTS



TOWN OF CORNING HOUSING NEEDS ASSESSMENT

Community Development Grant AWARDED to the Town of Corning!!

◀ The Town of Corning has officially been approved for the Community Development Block Grant (CDBG) in the amount of \$400,000! More information to come on how residents may apply. Thank you to the Town employees and elected officials who have worked so diligently on this and a special thank you to Southern Tier Central & Regional Planning for their assistance. These funds will be used to help low to moderate income Town of Corning residents fix up their homes, with a focus on roofs and foundations. We could not be more excited to help our residents and give back to those we serve. ▶

-Supervisor Jenniffer Tuttle

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The Town of Corning has a total population of just over 6,200 residents, 27.6% of whom are identified as low-to-moderate income (LMI) based on HUD's income data tool.

Communities under that are under 51% can still participate in other direct assistance activities such as housing, target areas that are above 51% and economic development

The Town of Corning was awarded \$48,000 in NYS CDBG funds to undertake a housing conditions study of the Town's housing stock and a housing needs review of local housing issues.

The Town completed the assessment, and the results assisted the Town in applying for and being awarded \$400,000 in 2025 to assist low-to-moderate income homeowners and renters with housing rehabilitation assistance.

A relatively small planning investment positioned the community for significantly larger implementation funding.

VILLAGE OF BARKER STORMWATER INFRASTRUCTURE

PROPOSED CONCEPT SKETCH



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The Village of Barker has a total population of just over 600 residents, 67.8% of whom are identified as low-to-moderate income (LMI) based on HUD's income data tool.

Communities under that are under 51% can still participate in other direct assistance activities such as housing, target areas that are above 51% and economic development

The Village of Barker was awarded \$50,000 in NYS CDBG funds complete a Comprehensive Stormwater Management Preliminary Engineering Report.

The Village completed the preliminary report in 2024. The results assisted the Village in applying for and being awarded \$1,500,000 in 2025 to replace the existing undersized and deteriorating storm sewer infrastructure in the business district and core residential areas of Barker.

A relatively small planning investment positioned the community for significantly larger implementation funding.

CITY OF CORTLAND CITY HALL ACCESSIBILITY STUDY



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The City of Cortland has a total population of just under 16,000 residents, 54.7% of whom are identified as low-to-moderate income (LMI) based on HUD's income data tool.

Having an LMI percentage of above 51% allows a community to be eligible for most activities offered by NYS CDBG Program.

For accessibility modification improvements, the benefitting population does not need to be above 51% LMI. This activity is eligible as of right, meaning any eligible applicant for NYS CDBG funds is potentially eligible for accessibility modification.

The City of Cortland was awarded \$50,000 in NYS CDBG funds to complete an engineering study on needed accessibility upgrades to City Hall. City Hall is only partially accessible, with an elevator that is only accessed from the rear of the building.

It is expected that upon completion of this report, that the City will pursue CDBG funding of up to \$1,000,000 to implement these improvements.

A relatively small planning investment positioned the community for significantly larger implementation funding.

PRACTICAL NEXT STEPS



We've talked about what's changed, what funders are looking for, and how planning and partnerships strengthen applications.

So, the question now becomes—what do you do with that?

How do you take all of this and apply it in a way that moves your community forward?

This final section is focused on practical next steps—whether you are starting from scratch or already have planning work in place.

IF YOUR COMMUNITY IS STARTING FROM SCRATCH

Inventory
what already
exists

Identify the
biggest
bottleneck

Start small
and targeted

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If your community is starting from scratch, the most important thing to understand is that you do not need to do everything at once.

In fact, trying to do too much too quickly can actually slow you down.

The first step is to take inventory of what already exists.

That might include past studies, capital plans, engineering reports, or even informal knowledge held by staff or local officials.

Often, there is more available than people initially realize.

From there, the next step is to identify the biggest bottleneck.

What is the issue that is most clearly preventing progress?

Is it failing infrastructure? Lack of housing capacity? Regulatory or site constraints?

Focusing on that primary issue allows you to be targeted and strategic.

And finally, start small—but start with intention.

You do not need a comprehensive plan on day one.

What you need is a clear, supportable starting point that can build toward a stronger, more competitive application.

IF YOU ALREADY HAVE PLANS

Are they current?

Are they being used?

Do they align with funding priorities?

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For communities that already have plans in place, the question is not whether planning has been done—it is whether that planning is still useful.

The first question to ask is: is the plan current?

Conditions change, priorities shift, and what was relevant five or ten years ago may not fully reflect current needs.

The second question is: is the plan being used?

A plan that exists but is not actively referenced in decision-making is not adding value.

And the third question is: does the plan align with current funding priorities?

Funding programs evolve, and plans need to reflect that.

If a plan does not clearly connect to how projects are evaluated today, it may need to be updated or reframed.

If you had to apply tomorrow – could you clearly answer these questions?

So, this is not about starting over—it is about making sure that existing work is still

relevant, still actionable, and still competitive.

QUESTIONS TO ASK BEFORE APPLYING

What problem are we solving?

What data proves it?

What happens if we get funded tomorrow?

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Before submitting any application, there are a few key questions that can help determine whether a project is ready.

The first is: what problem are we solving?

That should sound simple, but it needs to be clearly defined and consistently stated.

The second is: what data proves it?

Not just that the problem exists, but that it is significant and warrants investment.

And the third is: what happens if we get funded tomorrow?

In other words, are you ready to move forward?

Do you understand the scope, the timeline, and the steps required to implement the project?

If those questions can be answered clearly and confidently, the application is much more likely to be competitive.

If not, that is a signal that additional work may be needed before applying.

And recognizing that early is an advantage.

OCR IS A RESOURCE

Early
conversations
matter

Technical
assistance
exists

Better planning
= smoother
implementation

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The last point I want to make is that OCR is a resource in this process.

Our goal is not just to receive applications—it is to support successful projects.

That means helping communities understand expectations, identify gaps, and strengthen their approach before submission whenever possible.

If you are unsure whether a project is ready, or how to position it more effectively, reaching out early can make a meaningful difference.

It allows for a more informed application and often leads to a stronger overall outcome.

So, as you move forward, think of OCR not just as a funder, but as a partner in helping move projects from concept to completion.

TOP 5 MUST-USE TOOLS

1. HUD CPD Maps

- **What it does:** Confirms LMI eligibility and service area data
- **Why it matters:** Required for CDBG and strengthens need documentation

2. U.S. Census (ACS Data)

- **What it does:** Provides demographics, income, housing trends
- **Why it matters:** Forms the foundation of your problem statement

3. Basic Mapping (GIS or Simple Maps)

- **What it does:** Defines service area and visualizes need
- **Why it matters:** Reviewers understand maps faster than narrative

4. Preliminary Engineering / Cost Estimates

- **What it does:** Defines scope, feasibility, and realistic costs
- **Why it matters:** Signals readiness and reduces project risk

5. Regional Partners (STC, Planning Councils)

- **What it does:** Provides data, coordination, and strategic alignment
- **Why it matters:** Strengthens applications and improves outcomes

These are five of the most practical tools communities should regularly use: HUD CPD Maps, Census/ACS data, mapping tools, preliminary engineering, and regional planning partners.

Together, they create the foundation for competitive projects.

KEY TAKEAWAYS

Planning is no longer optional

Data improves competitiveness

Regional coordination matters

Good plans lead to deliverable projects

The core message today is simple: planning, data, and coordination are no longer optional components — they are central to competitiveness.

Communities that connect those pieces position themselves more successfully for funding.



As you think back across what we've covered today—from setting the stage, to how the funding environment has changed, to the role of data, planning, and partnerships—there's really one central takeaway.

The difference between projects that get funded and those that do not is rarely the need itself.

It's how clearly that need is demonstrated, how well it is supported, and how effectively it is translated into a project that is ready to move forward.

The visuals we looked at today—mapping, data, coordination, and that shift from planning to implementation—are all pieces of the same story.

Communities that connect those pieces are the ones that position themselves competitively.

So, as you move forward, the question is not just *"Do we have a project?"*

It's *"Can we clearly show why it matters, why it works, and why it's ready?"*

Because in today's environment, planning is no longer optional—it's what makes projects possible.

CONTACT INFORMATION

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Example of End Slide