



**Department for  
the Aging**  
Lilliam Barrios-Paoli  
Commissioner

November 28, 2012

2 Lafayette St.  
New York, NY 10007

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Dear Community Member:

Prior to the release of a Request for Proposals (RFP) for the Naturally Occurring Retirement Community (NORC) Program, the NYC Department for the Aging (DFTA) has developed a Concept Paper that presents the Department's approach to this essential program. The Concept Paper describes the types of NORCs that DFTA seeks to fund and various elements of program design, as well as other information of interest to potential proposers. We invite your review and comment.

As detailed in the Concept Paper, through the upcoming RFP DFTA will seek providers able to offer innovative, yet proven, services that will build on the success of the current program. Constructive feedback will be an essential feature of the planning process as we develop and finalize the upcoming NORC RFP. I thank you for your careful consideration of this Concept Paper and look forward to your comments.

Please email your comments to [conceptpaper@aging.nyc.gov](mailto:conceptpaper@aging.nyc.gov) (enter "NORC" in the subject line of the email). If you prefer, you may mail written comments to the attention of:

Betty Lee, ACCO  
NYC Department for the Aging  
2 Lafayette Street, 4<sup>th</sup> Floor  
New York, NY 10007

Please note that we are only able to consider written comments received no later than 5:00 p.m. on January 4, 2013.

I urge you to distribute this Concept Paper to all who are interested in NORC services and to share with us your best thoughts regarding this solicitation.

Sincerely,

Lilliam Barrios Paoli  
Commissioner