



THE CITY OF NEW YORK
OFFICE OF THE COMPTROLLER
SCOTT M. STRINGER

March 25, 2019

Susan Herman
Senior Advisor to the Mayor
City of New York
City Hall
New York, NY 10007

Re: ThriveNYC

Dear Ms. Herman:

Thank you for your response of March 14, 2019 to my March 1, 2019 request for information about ThriveNYC, and for meeting with my staff on March 19, 2019. Following our discussion and an initial review of the materials provided, the Comptroller's Office requests additional information to help clarify your responses on several points, as detailed below.¹ I anticipate that our review will be a continuing process, so I thank you in advance for your commitment to providing timely responses to further inquiries in the future.

I. Metrics and Outcomes

While it is clear that the Office of ThriveNYC is tracking multiple metrics for many ThriveNYC programs, the majority of your programs – 29 out of 41 programs detailed in the budget that you provided, by our count – appear to have no or very limited associated outcome measures. In your response letter, you explain that ThriveNYC has not assigned outcome measures for all programs:

“Early metrics focused on implementation and reach as is appropriate during the early stage of a new initiative. Many programs have defined outcome measures as well, but now that programs are more mature, they will soon all have outcome measures.... We are tracking population level targets, but would not expect at this stage of Thrive, with the varied start dates of the individual initiatives, to claim that Thrive is yet affecting a citywide metric on mental health.”

Even if it is too early to measure population-level outcomes, however, it is not too early to have considered how to measure success of programs. To further my office's understanding of how you plan to measure success, please provide:

¹ Unless indicated otherwise, please provide information in a searchable Excel spreadsheet.

- a. For all ThriveNYC programs with established outcome measures that have yet to be reported: (i) the anticipated dates of initial reporting; and (ii) the anticipated frequency of reporting;
- b. For those programs for which no outcome measures currently exist: (i) the anticipated date by which such measures will be determined; and (2) the start date for collection and reporting and frequency of reporting;
- c. All planned external evaluations, and their projected completion and release dates.

I further request that you commit to making public all evaluations upon completion.

II. Budget

It appears that some programs that are labeled as ThriveNYC initiatives were not included in the budget table provided in your initial response. Please provide complete budgetary information for all programs included under ThriveNYC, by agency and source of funds, including but not limited to the following:

- 15/15 Supportive Housing Initiative
- Co-Response Teams and Triage Desk
- Close Gaps on Maternal Depression
- Maternal Depression Screening
- Assessment of School-Based Mental Health Services
- Evaluate Assertive Community Treatment (ACT) Teams
- The Child Health, Emotional Wellness and Developmental Survey (CHEWDS)
- Mayor's Office of ThriveNYC

Additionally, in my initial request for information, I asked for "the necessary information to accurately track and account for programs receiving funding through ThriveNYC," including the specific budget structure. As you explained in your response, many ThriveNYC initiatives layer services onto existing contracts and thus the funding cannot be separately tracked without disrupting payments to vendors. Nonetheless, for my office to track and monitor spending as best as possible, we request that you provide:

- a. The budget structure, including unit of appropriation, object code, and budget code, for every budget code that contains **any** funding for a ThriveNYC initiative;
- b. As to your March 14, 2019 list of "Services Launched or Enhanced After 11/2015," provide two separate lists of those services (i) launched after 11/2015 and those (ii) enhanced after 11/2015;
- c. With regard to each program that was "enhanced" after 11/2015, also provide: (i) a description of the specific enhancements; (ii) the amount of funds added in connection with these enhancements (see III.a below).

III. Procurement

ThriveNYC relies on an extensive network of over 400 outside vendors to provide services, conduct trainings, provide referrals, and perform evaluations. Per your March 14th response, services were procured using a variety of methods, including requests for proposals, contract amendments, negotiated acquisition, sole source procurements, and “participation agreements.” In order to ensure adequate oversight of agency procurement for ThriveNYC programs, please provide the following:

- a. For all contracts, including contract amendments, please provide contract I.D. numbers. For existing contracts where additional funds were added for a ThriveNYC-related program, please indicate the amount added for ThriveNYC.
- b. For amendments to existing contracts with providers, please explain for each provider how the amount of additional funding was determined.
- c. Please define the term “Participation Agreement” and: (i) indicate under what section of Procurement Policy Board rules this vendor selection method is allowed; and (ii) provide any rules, policies or procedures other rules applicable to participation agreements.
- d. For programs employing a “Participation Agreement,” please provide: (i) the amount of funding budgeted for each provider; (ii) explain how individual providers were selected; and (iii) how the amount of funding budgeted for each provider was determined.
- e. For amendments to existing contracts with providers, please explain for each provider: (i) how the amount of additional funding was determined; and (ii) provide any guidance documents governing such decisions.
- f. For each vendor: (i) describe the benchmark measures used to determine the vendor’s progress towards goals; (ii) the mechanisms for overseeing vendor performance; and (iii) provide any guidance documents governing such decisions.

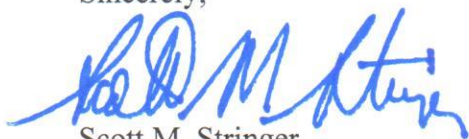
IV. Governance and Management of ThriveNYC

To further our understanding of the governance and management of ThriveNYC, please provide the following:

- a. As requested by telephone on Friday, a current organizational chart of the Mayor’s Office of ThriveNYC (“Office”);”) and in addition, each prior versions of the ThriveNYC organizational chart.
- b. A complete current list by title of all staff assigned to the Office, whether employed by the Mayoralty or another City agency or entity, annual pay rates by position, and source of funds (e.g., City agency funds; federal, state, or other categorical funds; or other source).
- c. The budget structure for the Mayor’s Office of ThriveNYC within the Mayoralty or another agency.
- d. Please describe the process of selecting programs to include as part of ThriveNYC, including any standards, guidelines or criteria employed.
- e. Please describe how individual program budgets were determined.

Thank you for your attention to this matter and I look forward to receiving a response from your office by April 5, 2019. If you have questions concerning this request, please contact Dylan Hewitt, Director of Intergovernmental Relations, at 212-669-8056, or dhewitt@comptroller.nyc.gov.

Sincerely,



Scott M. Stringer
New York City Comptroller