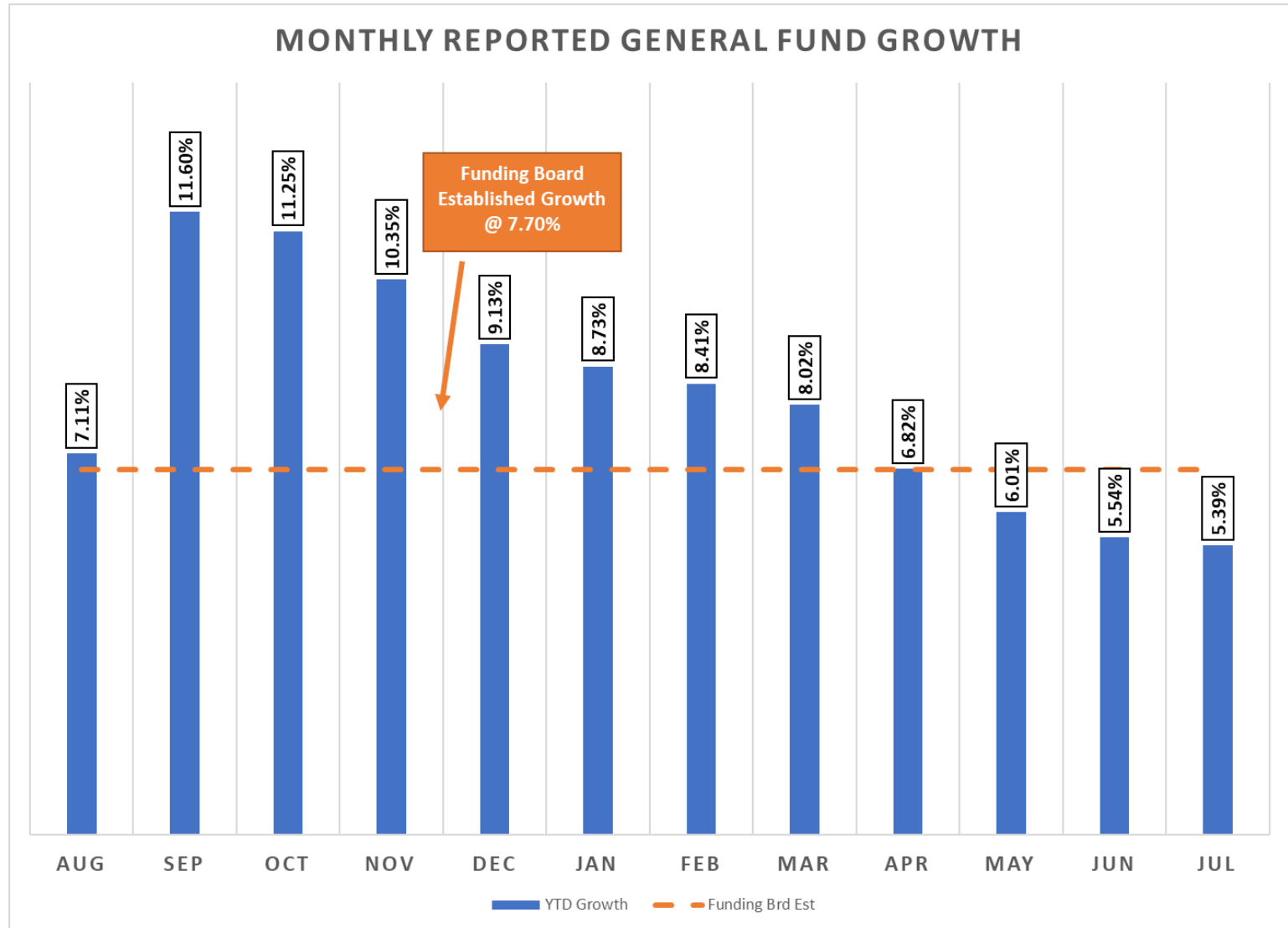




DEVELOPING THE FY25 BUDGET REQUEST



REVENUE GROWTH IS SLOWING



FOCUS AREAS

- The Execution of already funded Initiatives
- Fix base budget issues
 - Payroll issues
 - Inflation issues
- Positions – filling vacancies / reallocating to areas of need
- Investing new \$ in things that work
- Investing new \$ in things that are supported with analysis – answering the ‘whys’

KEY DATES

- **SEPTEMBER 11TH** – Budget Submission to F&A
- **NOVEMBER Week of 6th & 13th** – Public Hearings for Cabinet Agencies
- **NOVEMBER Week of 18th & 23rd** – Non-Cabinet Hearings - Tentative

Agenda

- Introduction from Budget Director
- Evidence-Based Budgeting in Tennessee
- Completing the Forms
- The Tennessee Evidence Framework
- Evidence of Effectiveness and Where to Find It
- Sample Responses
- Questions and Resources

Objectives

- Understand the purpose of evidence-based budgeting in Tennessee
- Identify evidence of effectiveness for a given program
- Be able to effectively complete and submit the cost increase request and reduction forms for FY25

Evidence-Based Budgeting (EBB) in Tennessee

Fiscal Policy Objectives

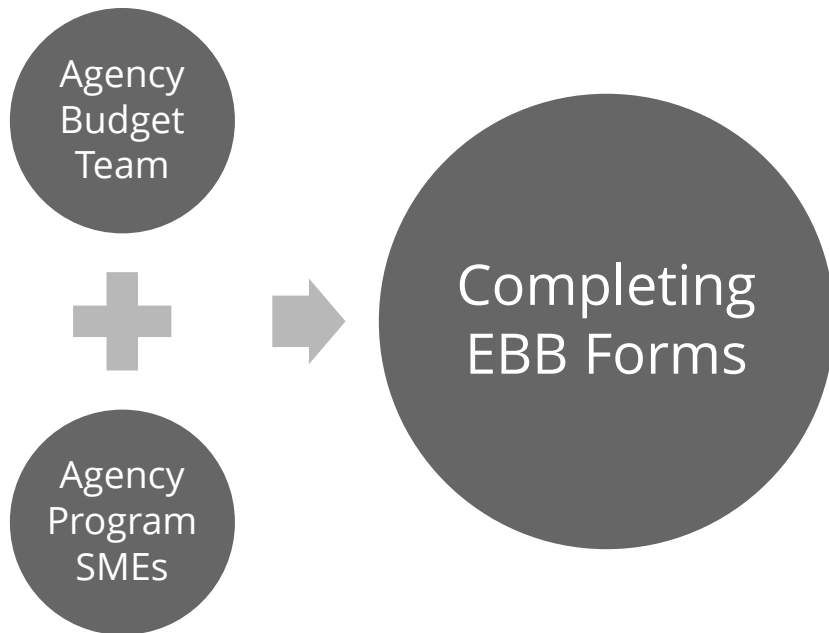
- Ensure a clear link between the **administration's priorities** and **agency strategic plans** and any new spending requests.
- Invest in programs and initiatives **supported by evidence and research** to improve outcomes and return on investment.
- Evaluate and identify opportunities within the base budget to **reallocate dollars** to the areas of greatest need.

What is evidence-based budgeting?

Evidence-based budgeting (EBB) is a targeted focus to facilitate the **use of research and evidence** to inform programmatic funding decisions in a way that improves outcomes for Tennesseans.

- Identify and prioritize the most effective, evidence-based programs to inform decision making
- Increase transparency during the budgeting process with enterprise-wide language and process

What is my role?



Agency staff ensure EBB forms tell the **full story** of all increase requests and reductions by:

- Using data
- Demonstrating the need
- Estimating future impact

My Role: Budget Staff

- Develop budget request descriptions and dollars, as requested by your Commissioner/ELT.
- Maintain a basic understanding of the Tennessee Evidence Framework.
- Respond to the funding and operational questions on the EBB form.
- If a request is programmatic in nature, supporting an existing program, or requesting a new one:
 - Identify the appropriate program staff to respond to the evidence and impact questions
 - Ask them to add any further program detail to earlier questions
- **Ensure full completion and timely submission of all EBB forms.**

My Role: Program SME

- Develop a complete understanding of the Tennessee Evidence Framework.
- Be responsive to the budget team if your support is requested for an EBB form.
- **Gather the data and information needed** to respond to the EBB questions regarding programmatic details, particularly the evidence and impact questions.
 - The EBB form captures the current data and evidence status for the program; nothing new will be created or collected.
- Complete EBB form responses as directed by the budget team.
- Return EBB forms to the budget team on time.

Completing the Forms

Cost Increase Form: When to Use

- Complete for each cost increase request that is **not mandated by law**.
- Forms should correspond to BEARS adjustments on a 1:1 basis.
- Pay close attention to guidance on the form that notes when to stop for operational requests and when to continue for programmatic requests.

Reduction Form: When to Use

- Complete for **program/service reductions only**.
- Include only vacancies/position reductions directly tied to the program or service.

Programmatic vs. Operational

Programmatic	Operational
<ul style="list-style-type: none">• Program, service, intervention, or support• Disbursed grant, fund, or scholarship• Direct benefit to individual or family who meet qualifications at a set frequency (e.g., SNAP, WIC)• Education, communication, or marketing campaign overseen by the agency (e.g., training, class, awareness campaign)• Requests for positions that manage or are directly tied to a program	<ul style="list-style-type: none">• Regulatory functions (e.g., licensure, permits, audit activities, oversight)• Most internal operations (e.g., communications, procurement, media services, legal, non-programmatic positions, security)• IT functions/projects• Advisory committees• Facility or building establishment or maintenance

Evidence & Impact Completion Requirements for Inventoried Programs

Program Inventory Experience	Agenices	Evidence Information Needed for Inventoried Programs*
Completed Inventory Annual Update in Summer 2023	DCS, TDOC, THEC	No need to complete the evidence questions.
Completed Inventory in 2023 with EY	DGS (GELF), ECD, TDLWD, TDCI, F&A, DIDD, TennCare	Add the most recent data for outputs and outcomes only. (Q9/Q5)
Inventory underway or not yet complete	MHSAS, DHS, TDH, TDOE, TDA, TDTD, TDFI, TDR, TDOT, TDEC, Military, TDSH, TDHR, TDVS, non-executive agencies	Please complete all evidence questions. (Q8-10/Q4-6)

**This applies to inventoried programs only. If there is a request for a new program or something not in the OEI inventory, please answer all evidence questions.*



Form Review

Submitting the Form

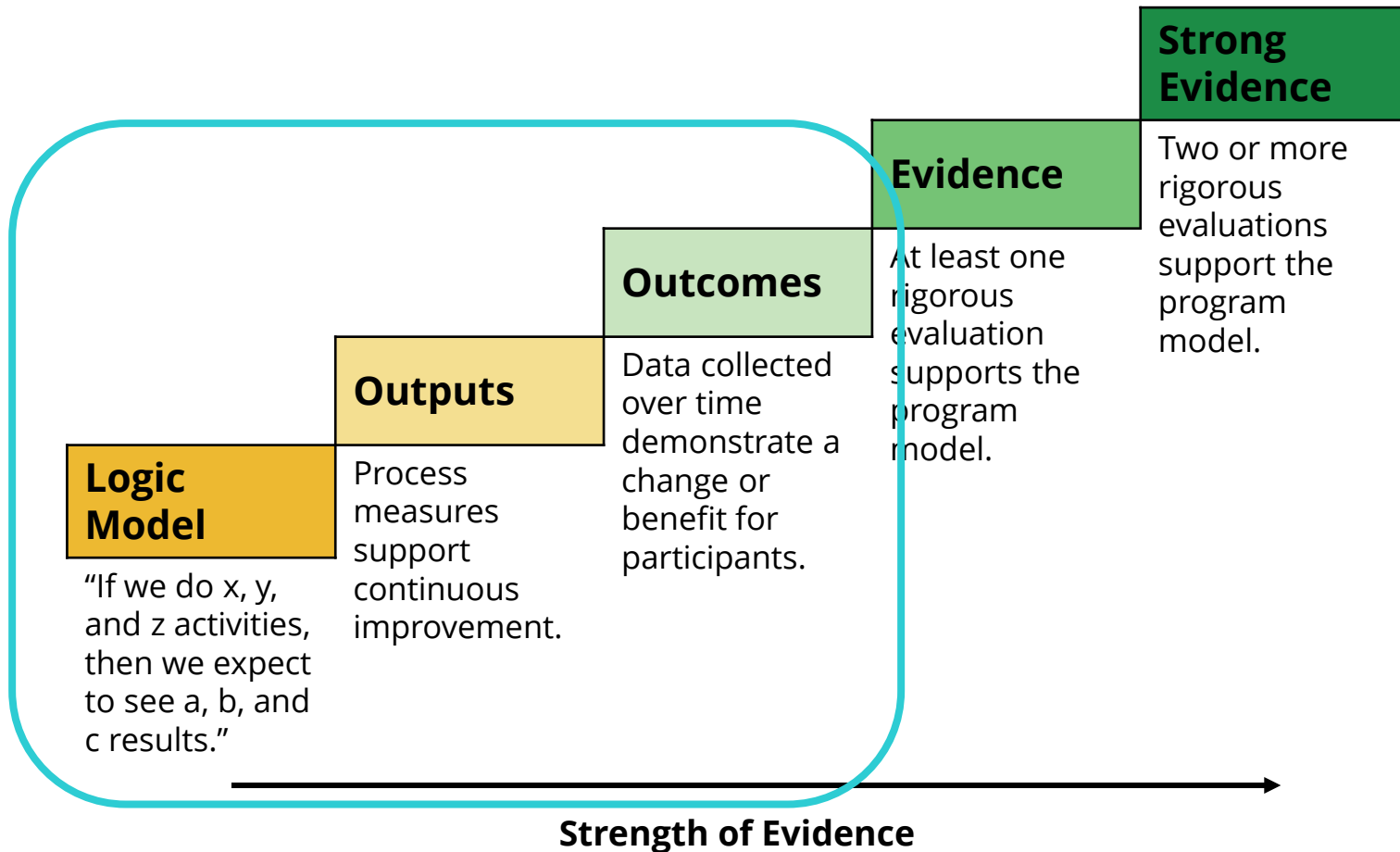
- Name the form with these conventions:
 - Cost increase request
 - Priority#_AdjustmentName
 - E.g., 3_Additional Analyst Positions
 - Reduction form
 - R_Priority#_AdjustmentName
 - E.g., R_3_Analyst Positions
- Upload into the Budget Entry Analysis and Reporting System (BEARS)
- Email a final copy to your budget office analyst, who will review each request and return entries that do not provide sufficient detail

Information Sharing

- The forms you complete are for the most part intended to be internal documents.
- If an external individual/entity requests them, we may have to provide them.
- We have provided them to the legislature at their request in the past and will continue to do so.

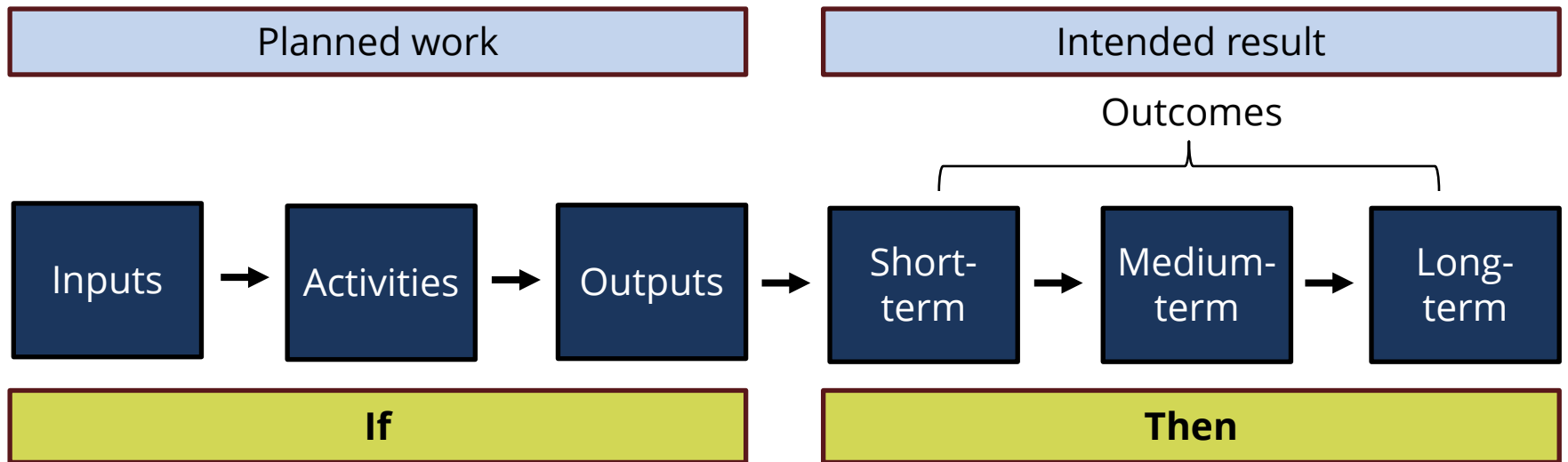
The Tennessee Evidence Framework

Tennessee Evidence Framework



Logic Model: If/Then Statement

An if/then statement describes the logic of the program in one sentence; it's a summary of a logic model.



If/Then Statement Examples

SAMPLE EBB Cost Increase Request: \$750,000 to increase the number of GEAR UP Tennessee site coordinators and college counselors

Example	Non-Example
<p>If we provide comprehensive college access and success focused services (i.e., tutoring, mentoring, counseling, advising, outreach to parents, and assistance applying for college and financial aid), then there will be an increase in college enrollment among participants who graduate from a GEAR UP Tennessee (GUTN) high school, resulting in higher college persistence and degree attainment among graduates of those high schools.</p>	<p>If we increase the number of site coordinators and counselors who help provide comprehensive college access and success focused services, then we will be able to expand the program to 3 more counties covering 4 additional high schools.</p>

Logic Model: If/Then Statement

Tips for Reference



An if/then statement should:

- Focus on the program itself, **not** on the justification for the increase request.
- Be “**people focused**” in terms of outcomes: it captures the impact the program has on the people it serves.
- Explain enough about the activities of a program (even by adding some examples) so readers understand what the program does. For example, go beyond just “services” to **give examples** of what those services are.

Outputs vs. Outcomes

Outputs

- Answer the questions:
 - What does the program **provide**?
 - To what extent is the program **happening**?
- Measure countable products of the program and often start with “Number of”
- May also include efficiency or quality measures

Outcomes

- Answer the questions:
 - What is the program’s **impact**?
 - To what extent is the program **working**?
- Measure change in participant/recipient behavior or wellbeing
- Are measures of what the program influences but does not necessarily control
- Can be short, medium, or long term

Outputs vs. Outcomes: Examples

Outputs	Outcomes
<ul style="list-style-type: none">• Number of participants• Number of health screenings• Number of outreach sessions• Number of grants awarded• Average time to complete eligibility screening• Percentage of participants rating services “useful” or “very useful”	<ul style="list-style-type: none">• Percentage of program participants employed six months after training• Percentage of students at grade level in reading by 3rd grade in Tennessee• Job growth rate within Tennessee• Poverty rate in Tennessee• Number of traffic accidents per year in Tennessee• Dollars per \$1 spent (ROI)

Program Measures: Outputs & Outcomes

Tips for Reference

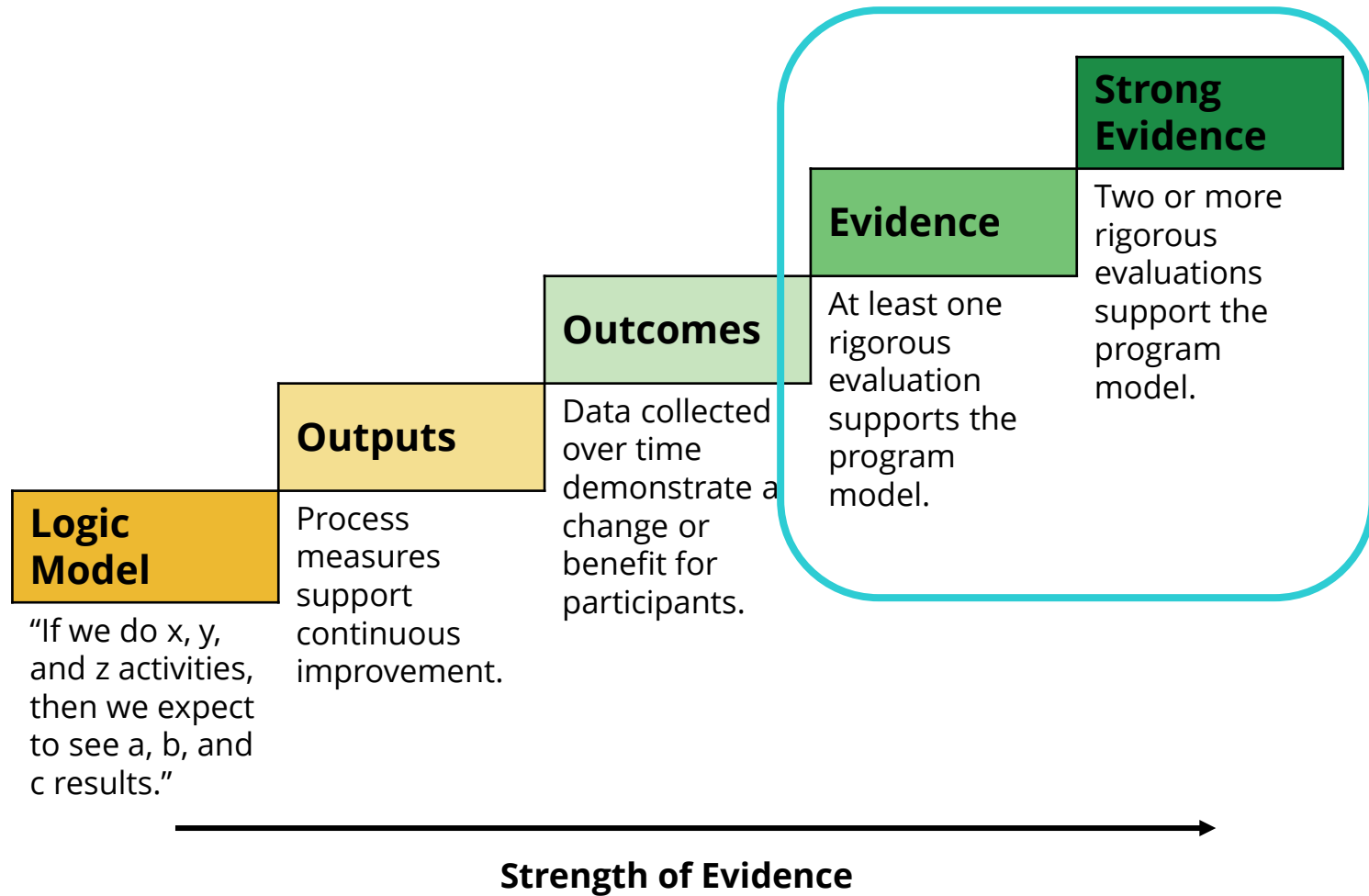


- Please provide **two sets of data** for both outputs and outcomes. This should be 1) the most recent, complete year of data available, and 2) data from a comparison year of your choosing.
- Outputs are what the program produces and are often formatted as a **sum** (e.g., “Number of people served”). Outputs can also be measures of **quality, timeliness, efficiency, or customer satisfaction**. We’re looking for **3-5** measures & data.
- Outcomes are what the program aims to **influence**, even if the program is just one factor. We’re looking for **1-3** measures & data.
- **If there are no data to provide, leave the section blank.**

Evidence of Effectiveness

(and where to find it)

Tennessee Evidence Framework



Getting Started: Results First

>

Overview | **Clearinghouses** | Rating Colors & Systems | FAQ

Categories ^

- Crime & delinquency
- Child & family well-being
- Education
- Employment & job training
- Mental health
- Public health
- Sexual behavior & teen pregnancy
- Substance use

Settings ^

- Community
- Correctional facility
- Court
- Home
- Hospital / treatment center
- Residential facility
- School
- Workplace

Rating colors ^

- Green (highest rated)
- Yellow (second-highest rated)
- Blue (mixed effects)
- Gray (no effects)
- Red (negative effects)

Clearinghouses ^

The Results First Clearinghouse Database contains information from ten national clearinghouses that conduct systematic research reviews to identify what works. While each uses slightly different procedures, criteria, and terminology, all use the same overall approach. First, they review and summarize rigorous evaluations of different programs. Such studies must use research designs that involve valid and reliable comparison groups, such as randomized control trials and quasi-experimental designs. Next, the clearinghouses rate the programs based on this information. In general, the ratings reflect the program's level of effectiveness, as well as the quality and quantity of the evidence.

The clearinghouses included in the database are:

Clearinghouse	Abbreviation used	Description
Blueprints for Healthy Youth Development	Blueprints	"Blueprints for Healthy Youth Development provides a registry of evidence-based positive youth development programs designed to promote the health and well-being of children and teens."
California Evidence-Based Clearinghouse for Child Welfare	CEBC	"The mission of the California Evidence-Based Clearinghouse for Child Welfare (CEBC) is to advance the effective implementation of evidence-based practices for children and families involved with the child welfare system."
The Laura and John Arnold Foundation's Social Programs That Work	Social Programs That Work	"This site seeks to identify those programs found in rigorous studies to produce sizable, sustained benefits to participants and/or society."

Identifying Relevant Evaluations

- How can you determine whether an evaluation is of a “very similar” program? Look for similarities in:
 - **Who** the program is designed for (age, special characteristics of a population).
 - **What** the program is designed to address (outcome).
 - **Setting** in which the program is delivered.
 - **Other program specifics**, such as program duration, additional interventions, other study details.

- Available upon request: OEI can provide support

Identifying Evidence: Q&As



Q1: What if we already know about a study or evaluation of a program? Do we still need to search the clearinghouses?

A: Yes, please do search the clearinghouses so we're sure to have the most relevant and applicable study possible.

Q2: What if the program, or something very similar, is in multiple clearinghouses?

A: Please look carefully at which study among the clearinghouses is most relevant, including examining differences in the population studied. Only provide **one** study.

Q3: What if we've checked all the sources discussed and we don't see a match with our program?

A: Try searching under variations of the program name or an element of the program. If it's an umbrella program, try searching for one of the interventions. If nothing matches, then it's ok to leave it blank.

Sample Responses

Sample Cost Increase Request

Evidence & Impact Completion Requirements for Inventoried Programs

Program Inventory Experience	Agenices	Evidence Information Needed for Inventoried Programs*
Completed Inventory Annual Update in Summer 2023	DCS, TDOC, THEC	No need to complete the evidence questions.
Completed Inventory in 2023 with EY	DGS (GELF), ECD, TDLWD, TDCI, F&A, DIDD, TennCare	Add the most recent data for outputs and outcomes only. (Q9/Q5)
Inventory underway or not yet complete	MHSAS, DHS, TDH, TDOE, TDA, TDTD, TDFI, TDR, TDOT, TDEC, Military, TDSH, TDHR, TDVS, non-executive agencies	Please complete all evidence questions. (Q8-10/Q4-6)

**This applies to inventoried programs only. If there is a request for a new program or something not in the OEI inventory, please answer all evidence questions.*

Questions and Resources

Resources & Contact Information

- Feedback
 - https://stateofennessee.formstack.com/forms/oei_ebb_training
- Helpful Links
 - Budget: www.tn.gov/finance/fa/fa-budget-information.html
 - [Fiscal Year 2024-2025 Budget Instructions and Forms](#)
 - [BEARS User Support](#)
 - [Budget Analyst Agency Assignments](#)
 - OEI: www.tn.gov/finance/oei/evidence-based-budgeting.html
- OEI Team
 - **Contact us any time with questions or a request to meet:**
 - Amanda.K.Armstrong@tn.gov
 - Victoria.Cooper@tn.gov
 - OEI.Questions@tn.gov



Department of
**Finance &
Administration**

Office of Evidence
and Impact

THANK YOU