Agenda

• Evidence-Based Budgeting in Tennessee
• Evidence of Effectiveness and Where to Find It
• Completing the Cost Increase Request Form
• Completing the Reduction Form
Objectives

• Know the purpose of evidence-based budgeting in Tennessee
• Identify evidence of effectiveness for a given program
• Be able to complete and submit the cost increase request and reduction forms for FY23
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 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
Budget and OEI Teams

Finance & Administration

- Budget
- Office of Evidence and Impact
FY23 Budget Steps & Timeline

Aug. 13 2021
FY23 Budget Instructions Released

Aug. 17 & 19 2021
FY23 EBB Training Sessions

Aug. 23 2021
BEARS ready for FY23 request entry

Sept. 24 2021
Operating & Capital Outlay Budget Requests Due
What is your role?

Agency Budget Team

Completing EBB Forms

Agency Program SMEs
What is your role?: Budget Team

• 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 (primarily Part I).
• If a request is programmatic in nature, supporting an existing program, or requesting a new one, identify the appropriate program staff to respond to Part II and add any further program detail to Part I.
• Ensure full completion and timely submission of all EBB forms.
What is your role?: Program SMEs

- 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 questions in Part II.
  - 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.
Building Evidence

Expectation

Causal Evidence
At least two rigorous evaluations with a comparison group

Evaluation
At least one rigorous evaluation with a comparison group (QED, RCT)

Outcomes
Measures describe change in participants over time

Outputs
Process measures are collected and used to support continuous improvement

Logic Model
If we do $x+y+z$, then $a$, $b$, and $c$ will occur
Logic Model

Program Context

Process
Inputs → Activities → Outputs

Outcomes
Short → Mid → Long
Logic Model → If/Then Statement

• Document program logical progression from its inputs to outcomes
• Use process & outcomes to write an if/then statement

  – *If* we allocate [inputs/resources] to complete [activities],
  – *then* we will see [short-, mid-term outcomes] resulting in [long-term outcomes].

• If it doesn’t already exist, it may be necessary to draft an if/then statement to include in any FY23 cost increase or reduction forms.
**Outputs** are the concrete, countable results of the activities.

Often, they are products or services that can be measured in tangible terms (e.g., dollars spent, number of people served, number of items delivered, etc.).

- The included outputs should tell a story about how the program impacts Tennesseans and give immediate insight into a program to those unfamiliar with how and where it operates.
Outcomes are:

- Changes in behavior or benefit over time in a specified direction (e.g., increase in children placed over the last year, decrease in recidivism since program inception)
- The impact of the program inputs, activities, and outputs
- Identified in terms of what short-, mid-, and long-term changes will occur as a result of the outputs
  - Using this framework, typically outcomes move from how an individual benefits from the outputs (short-term) to how the program produces organizational or system-level changes (long-term).
- Often SMART: specific, measurable, action-oriented, realistic, time bound
Selection of outputs/outcomes:

- Are informed by reporting requirements and the data needed for programmatic decisions (performance/program management)
- May overlap with or reflect strategic planning work of the department in partnership with CFG (or in some cases, independently)
- Are consistent with program logic models
Evidence of Effectiveness and Where to Find It
Evidence of Effectiveness

• Policymakers want to find programs that produce desired outcomes
• Anecdotes and assumptions about what works are widespread
• Increasingly, scientific evidence is available to indicate whether a given program has produced desired results

Adapted from Minnesota’s Office of Management & Budget
https://mn.gov/mmb/evidence/proposal/
Building Evidence

Expectation

Logic Model
If we do x+y+z, then a, b, and c will occur

Outputs
Process measures are collected and used to support continuous improvement

Outcomes
Measures describe change in participants over time

Evaluation
At least one rigorous evaluation with a comparison group (QED, RCT)

Causal Evidence
At least two rigorous evaluations with a comparison group

Requires Investment
What is Evidence?
Defining Evidence

Evidence is a **rigorous** body of research that speaks to the efficacy of existing programs or proposed pilots.

- Are Tennessee programs based on strong models in other states, promising theories of change, or something else?
- Based on research, are the desired outcomes positive, negative, or neutral?
- How do our existing programs compare to alternatives?
Defining Rigor – Qualifying Evaluations

- **Systematic reviews** draw on multiple experimental studies to form conclusions and consider the quality of included studies.

- **Randomized control trials** randomly assign subjects to treatment and control groups and compare group outcomes of interest.

The main difference between RCTs and **quasi-experimental studies** is that subjects are not randomly assigned to create the comparison groups. QE studies utilize statistical controls to try to create equivalent comparison groups.

- **Observational studies** attempt to understand the outcomes of a group without the use of a comparison group.

- **Anecdotes** or expert opinion are weak forms of evidence without academic research studies to validate them.
Finding Evidence Using a Clearinghouse
Getting Started

- Begin with a clearinghouse database, like Results First – this has aggregated studies already.
Search with Keywords & Narrow the Results

- Enter the program’s name, or a related key term or phrase
- Use filters to narrow the scope
Matching the Research with the Current Program

• How closely aligned with the program are the search results? 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** (program duration, additional interventions, other study details)
Matching the Research with the Current Program

Cognitive-behavioral therapy (CBT) for offenders
Clearinghouse: 〇 〇
Cognitive-behavioral therapy (CBT) helps clients discover and change the thought processes that lead to maladaptive behavior (Wilson 2005). CBT programs for offenders emphasize personal accountability, help offenders understand the thoughts... Read more >

Power Source
Clearinghouse: ●
Power Source (PS) is a group-based, cognitive-behavioral therapy and mindfulness training (CBT/MT) intervention that targets males, ages 16 to 18, who are incarcerated in high-security correctional facilities. PS blends the problem-solving... Read more >

Trauma-Focused Cognitive-Behavioral Therapy (TF-CBT)
Clearinghouse: 〇 〇 〇
TF-CBT is a conjoint child and parent psychotherapy model for children who are experiencing significant emotional and behavioral difficulties related to traumatic life events. It is a components-based hybrid treatment model that incorporates... Read more >
Trauma-Focused Cognitive-Behavioral Therapy (TF-CBT)

TF-CBT is a conjoint child and parent psychotherapy model for children who are experiencing significant emotional and behavioral difficulties related to traumatic life events. It is a components-based hybrid treatment model that incorporates trauma-sensitive interventions with cognitive behavioral, family, and humanistic principles.

Clearinghouse:
CEBC

Settings:
Birth Family Home
Community Daily Living Setting
Outpatient Clinic
Community-based Agency / Organization / Provider
Group or Residential Care

Clearinghouse rating:
1: Well-Supported by Research Evidence

Ages:
For children/adolescents ages: 3 – 18
For parents/caregivers of children ages: 3 – 18

Outcomes:
Child/Family Well-Being

Target populations:
Children with a known trauma history who are experiencing significant Post-Traumatic Stress Disorder (PTSD) symptoms, whether or not they meet full diagnostic criteria. In addition, children with depression, anxiety, and/or shame related to their traumatic exposure. Children experiencing Childhood Traumatic Grief can also benefit from the treatment.

Learn more
Cross-Checking with Other Sources

- It is important to consult multiple sources, where possible, when determining a program rating.
  - Washington State Institute for Public Policy (WSIPP)
  - Other state inventories like Minnesota’s
    - Use keywords to search, and narrow by rating, area of interest, population, outcome, and setting
  - Other clearinghouses not included in the Pew Results First database
Completing the Forms: Cost Increase Request
When to Complete the Cost Increase Form

- Complete for each cost increase request that is **not mandated by law**
- Forms should correspond to BEARS adjustments on a 1:1 basis.

**Is the cost increase mandated by law?**
- Yes: **This Form Not Required**
- No: **Is the request operational or programmatic?**
  - Operational (facility or building maintenance): **Part I, sections 1-2 only**
  - Programmatic (services, interventions, engages participants toward outcome): **Parts I and II**
Completing the Form

- Enter responses in the fields with gray placeholder text, and/or check boxes where requested.
- Type or copy/paste.
- In all cases but dropdowns (indicated by “choose”), the field and document will expand to fit the response.

7. Does this solution have an impact which one(s)? Indicate if this problem and to what extent.

☐ No  ☐ Yes (explain)

Click or tap here to enter or paste text.
Completing the Form

- Name the form with this convention: Priority#_AdjustmentName
  - E.g., 3_Additional 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
Completing the Forms: Reduction Form
When to Complete the Reduction Form

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

Is the request operational or programmatic?

- **Operational** (facility or building maintenance) -> This Form Not Required
- **Programmatic** (services, interventions, engages participants toward outcome) -> Parts I and II
Completing the Form

- Name the form with this convention: 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
Resources and Contact Information

- Feedback
  - https://stateoftennessee.formstack.com/forms/oei_ebb_training

- Helpful Links
  - Evidence-Based Budgeting Forms
  - BEARS User Support

- Budget Analysts
  - Budget Analyst Agency Assignments

- OEI Team
  - Kaitlin.L.Reynolds@tn.gov
  - Amanda.K.Armstrong@tn.gov
  - OEI.Questions@tn.gov