# Tennessee Resiliency Plan

**TN** Tennessee
State Government

# Revision Log

| Version | Date Published | Summary of changes |
|---|---|---|
| 1.0 | October 6, 2021 | Initial Draft Publication for Public Comment |
| 1.1 | December 11, 2021 | Final Phase 1 of Plan Published and Submitted to US Treasury |
| 1.2 | January 25, 2022 | Reflects addition of new projects approved by Financial Stimulus Accountability Group (FSAG):<br>• Five F&A – STS projects (STS Cloud, STS Cybersecurity, STS Enterprise Data Analytics, STS Business Process Automation, STS Infrastructure and Modernization)<br>• TDA's UT AgResearch and Education Centers |
| 1.2 | January 25, 2022 | Change to Expenditure Category of Healthcare Staffing Assistance Grants from '4.2 Public Health – Private Sector Employers' to '1.12 Other Public Health Services'. |
| 1.3 | March 23, 2022 | Reflects addition of new projects approved by Financial Stimulus Accountability Group (FSAG):<br>• Healthcare Resiliency Program<br>• Habitat for Humanity<br>• Teach for America<br>• Goodwill Excel Center<br>• Crisis Continuum Enhancement<br>• Project Rural Recovery – Integrated Mobile Health<br>• Change to Expenditure category State Public Health Laboratory from '1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency to '1.14 Other Public Health Services.<br>• Change to Expenditure category DIDD Regional Seating and Positioning Clinic Replacements from '1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency to '1.14 Other Public Health Services.<br>• Change to Expenditure category Local Health Department Capital Investments from '1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency to '1.14 Other Public Health Services. |

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| | | <ul><li>Change to Expenditure category Healthcare Facility Staffing Assistance Grants from '1.12 Other Public Health Services to '1.14 Other Public Health Services.</li><li>Change to Expenditure category Unemployment Insurance Tax & Benefits System from '2.6 Unemployment Benefits or Cash Assistance to Unemployed Workers* to '2.9 Unemployment Benefits or Cash Assistance to Unemployed Workers.</li><li>Change to Expenditure Category Support for TN Art Organizations from '2.12 Negative Economic Impacts-Aid to Other Impacted Organizations to '2.36 Aid to Other Impacted Industries.</li><li>Change to Expenditure Category Tennessee Tourism & Hospitality Recovery Fund '2.11 Negative Economic Impacts-Aid to Tourism, Travel, or Hospitality to '2.35 Aid to Tourism, Travel, or Hospitality.</li><li>Change to Expenditure Category Tennessee Tourism ARP Marketing Fund Request from '2.11 Negative Economic Impacts-Aid to Tourism, Travel, or Hospitality to '2.35 Aid to Tourism, Travel, or Hospitality.</li><li>Change to Expenditure Category Commercial Agriculture & Forestry Supply Chain Enhancements from '2.12 Negative Economic Impacts-Aid to Other Impacted Industries to '2.36 Aid to Other Impacted Industries.</li><li>Change to Expenditure Category Sevier County Tourism Support Project from '2.11 Negative Economic Impacts-Aid to Tourism, Travel, or Hospitality to '2.35 Aid to Tourism, Travel, or Hospitality.</li><li>Change to Expenditure Category Anderson County - Aspire Park Support Project from '2.11 Negative Economic Impacts-Aid to Tourism, Travel, or Hospitality to '2.35 Aid to Tourism, Travel, or Hospitality.</li><li>Inclusion of Expenditure Category 3: Public Health-Negative Economic Impact: Public Sector Capacity</li></ul> |

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| | | • Change to Expenditure Category Accelerating Program Inventory from '7.2 Administrative (Evaluation and Data Analysis) to '3.4 Public Sector Capacity: Effective Service Delivery.<br>• Change to Expenditure Category Electronic Health Records project and supporting Infrastructure from '7.2 Administrative (Evaluation and Data Analysis) to '3.4 Public Sector Capacity: Effective Service Delivery.<br>• Change to Expenditure Category UT - Ag Research and Education from '1.12 Other Public Health Services to '1.14 Other Public Health Services.<br>• Change to Expenditure Category Cloud from '1.12 Other Public Health Services to '1.14 Other Public Health Services.<br>• Change to Expenditure Cybersecurity from '1.12 Other Public Health Services to '1.14 Other Public Health Services.<br>• Change to Expenditure Enterprise Data Analytics from '1.12 Other Public Health Services to '1.14 Other Public Health Services.<br>• Change to Expenditure Category Business Process Automation from '1.12 Other Public Health Services to '1.14 Other Public Health Services.<br>• Change to Expenditure Category Infrastructure and Modernization from '1.12 Other Public Health Services to '1.14 Other Public Health Services.<br>• Change to Expenditure Category Crisis Continuum Enhancement from '1.10 Mental Health Services to '1.12 Mental Health Services.<br>• Change to Expenditure Category Project Rural Recovery - Integrated Mobile Health from '1.10 Mental Health Services to '1.12 Mental Health Services. |
| 1.4 | July 29, 2022 | Reflects addition of new projects approved by Financial Stimulus Accountability Group (FSAG):<br>• TSU – Ag Research and Education<br>• Ag Veterinary Lab<br>• Treasury – Informational Technology Infrastructure |

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| | | • Treasury – Information Technology – Operational Technologies<br>• Treasury – Information Technology – Project ARIS – Future of Concord<br>• Childcare External Requests<br>• Change to Expenditure category Electronic Health Records project and supporting Infrastructure from '1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)* to '3.4-Public Sector Capacity: Effective Service Delivery<br>• Change to Expenditure category Unemployment Insurance Tax & Benefits System from '2.9 Unemployment Benefits or Cash Assistance to Unemployed Workers* to '3.4-Public Sector Capacity: Effective Service Delivery<br>• Change to Expenditure category Support for TN Arts Organizations from '2.36 Negative Economic Impacts-Aid to Other Impacted Organizations to '2.34 Assistance to Impacted Nonprofit Organizations<br>• Change to Expenditure category Project Rural Recovery – Integrated Mobile Health from '1.12 Mental Health Services to '1.14 Other Public Health Services |
| 1.5 | September21, 2022 | Reflects addition of new projects approved by Financial Stimulus Accountability Group (FSAG):<br>• Education – Learning Loss Remediation Camps.<br>• Reduction in fund allocation for Finance and Administration Administrative Cost (from $30,000,000 to $19,680,000).<br>• Removal of two projects awarded to TDOT, Sevier County Tourism Support and Aspire Park, based on U.S. Treasury Guidance. |
| 1.6 | February 15, 2023 | The following projects were approved by the Financial Stimulus Accountability Group (FSAG):<br>• Hamilton County Forensic Lab<br>• Knox County Forensic Lab<br>• Replacement of the TFACTS System in the Department of Children's Services |

| 1.7 | March 22, 2023 | The following projects were approved by the Financial Stimulus Accountability Group (FSAG):<br>• F&A Benefits Admin. – Local Government Plan COVID Claim Offset<br>• TDA/UTIA – Meat Industry Workforce Development and Training Facility |
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# TENNESSEE RESILIENCY PLAN
## Executive Summary

Under the American Rescue Plan Act, the State of Tennessee will receive $3.725 billion in funds awarded via the US Treasury "Fiscal Recovery Fund" ("FRF"). The availability of one-time FRF funds presents a significant opportunity for Tennessee to: (i) Continue its response to the COVID-19 pandemic and its secondary effects; (ii) Invest in initiatives that support a strong economic recovery; (iii) Strengthen state fiscal stability.

To support the development of a comprehensive plan for Tennessee's Fiscal Recovery Fund, Governor Lee has invited state agencies and stakeholders to submit proposals for consideration by the Financial Stimulus Accountability Group for inclusion in the state's Tennessee Resiliency Plan. The Financial Stimulus Accountability Group (FSAG) is a joint bipartisan legislative and executive branch committee charged by the Governor with ensuring the appropriate and prudent planning for new federal funds received by the State of Tennessee.

This document summarizes proposals that have been considered and recommended for expenditure by the Financial Stimulus Accountability Group (FSAG). As new expenditures are approved throughout the grant period, this document will be updated to reflect the state's plan.

All proposals were subject to a process of review by the Department of Finance & Administration (F&A) and the Governor's Office for fiscal impact, eligibility, and alignment with state priorities. Proposals were then submitted for feedback and discussion with the FSAG. Recommended proposals are posted for public comment and community engagement prior to final approval.

### Background on the ARPA State Fiscal Recovery Fund

On March 11, 2021, the American Rescue Plan Act of 2021 ("ARPA") was enacted into law, [1] expending $1.9 trillion in federal spending to respond to the COVID-19 pandemic. Several components of the Act build on previous programs included in earlier federal relief packages.

Notable federal appropriations under the ARPA include the following:

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[1] H.R. 1319, American Rescue Plan Act of 2021 (enacted on March 11, 2021 as Public Law 117-2)
https://www.congress.gov/bill/117th-congress/house-bill/1319

- $412 billion for Economic Impact Payments to individuals;
- $350 billion for the Coronavirus State and Local Fiscal Recovery Funds;
- $122.7 billion for Elementary and Secondary School Emergency Relief Fund;
- $50 billion for FEMA's Disaster Relief Fund to respond to disaster declarations;
- $47.8 billion for testing and tracing activities for COVID-19;
- $39.6 billion for Higher Education Emergency Relief Fund;
- $39 billion for childcare subsidies and grants to childcare providers;
- $30.5 billion for grants to transit agencies;
- $36.6 billion for rental and mortgage assistance;
- $28.6 billion to establish a Restaurant Revitalization Fund;
- $10 billion for Coronavirus Capital Projects Fund.

Each of these programs are subject to further programming and distribution by federal agencies and state-by-state distribution may vary.

*Funding for State and Local Governments under the American Rescue Plan*

The ARPA established a new US Treasury Program, the Coronavirus State and Local Fiscal Recovery Fund ("FRF"),[2] with the intent of assisting states and local governments in mitigating the fiscal effects of the COVID-19 pandemic.

Tennessee has received $3.725 billion from the State Fiscal Recovery Fund. Tennessee counties, metros, and non-metro cities are estimated to receive a combined total of $2.28 billion in Local Fiscal Recovery Fund awards.  The Local Fiscal Recovery Fund is divided into three separate distributions: $1.326 billion for counties, $516 million for metropolitan cities, and $438 million for "non-entitlement units of local governments."[3]

FRF awards are distributed directly by the U.S. Treasury to states, counties, and metro cities.[4] The remaining local governments, referred to by Treasury as "non-entitlement units of local government," must draw funding from state governments who must distribute funds per federal formula and criteria. States are required to allocate funds to non-entitlement units of local government within 30 days of receiving the payment from the

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[2] This is a separate and independent award from the CARES Act Coronavirus Relief Fund, available until Dec 31, 2021.

[3] "Non-entitlement units of local government" are defined by the act as a city that is not a metropolitan city as defined in the Housing and Community Development Act of 1975 (42 USC §5302(a)(5)).

[4] Eighteen metro cities in TN will receive funding directly from the U.S. Treasury – Bartlett City, Bristol, Chattanooga, Clarksville, Cleveland, Collierville Town, Franklin City, Hendersonville, Jackson, Johnson City, Kingsport, Knoxville, Memphis, Morristown, Murfreesboro, Nashville-Davidson, Oak Ridge, Smyrna Town.

Treasury. The Department of Finance and Administration has launched a system and portal for non-entitlement units to draw down distributions.[5]

State and Local Fiscal Recovery Funds are statutorily limited to the following uses: (i) to respond to the COVID-19 pandemic and its negative economic impact, (ii) provide premium pay to essential workers, (iii) supply government services to the extent the government has experienced a revenue reduction relative to the previous fiscal year, and (iv) investments in water, sewer, and broadband infrastructure. On May 10, 2021, the U.S. Treasury's Interim Final Rule was adopted to provide further guidance on eligible uses within these overall categories. [6]

Under the Treasury's Interim Final Rule, FRF funding may be used to support a broad range of public health needs as it can be demonstrated that such needs have been exacerbated by the pandemic. Eligible public health expenditures include mental health services, home visiting programs, and support for vulnerable populations to access health care services. Recipients may also use FRF to provide wage enhancements to eligible essential workers.

To alleviate economic hardship, FRF may be applied to provide relief to individuals, non-profits, and businesses directly impacted by the pandemic. Eligible uses include job training for unemployed workers, loan programs for small businesses and non-profits, expansion of affordable housing developments, and increased capacity of child-care services.

FRF can support physical infrastructure investments without a specific nexus to COVID, but only if such investments fall within the statutorily prescribed "necessary sewer, water, and broadband" projects. The Treasury Interim Final Rule states that Broadband projects are expected to deliver symmetrical upload and download speeds of 100 Megabits per second wherever feasible. The Treasury Interim Final Rule also states that for sewer and water investments, guidance aligns eligible projects to those that meet the requirements of EPA's Clean Water Revolving Fund and Drinking Water State Revolving Fund.

Recipient governments who have experienced year-to-year revenue loss may use FRF funding to replace lost revenue for the provision of government services. The Interim Final Rule establishes a methodology for recipients to calculate revenue reductions that

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[5] Non-entitlement unit local governments who have not drawn down funds should visit the Tennessee Department of Finance and Administration, "Distribution Information for NEU Local Government" website at https://www.tn.gov/finance/coronavirus-local-fiscal-recovery-fund---state-guidance-for-local-governments/distribution-information-for-neu-local-governments.html
[6] "Coronavirus State and Local Fiscal Recovery Funds, Interim Final Rule," Department of the Treasury, 31 CFR Part 35 RIN 1505-AC77, May 10, 2021, https://home.treasury.gov/system/files/136/FRF-Interim-Final-Rule.pdf.

occurred as a result of the pandemic. Due to Tennessee's relatively strong economic recovery, the State does not qualify for revenue replacement.

The Interim Final Rule also specifies unallowable uses. These include paying down unfunded pension liabilities, reducing taxes directly or indirectly, paying interest or principal on outstanding debt, and making contributions to a "rainy-day" fund or similar reserve.

Recipients may only use funds to cover costs incurred between March 3, 2021, and December 31, 2024. The Interim Final Rule determines that costs will be considered "incurred" if they are obligated by December 21, 2024. FRF funds not expended by December 31, 2026, must be returned.

The Act additionally created a new $10 billion Coronavirus Capital Projects Fund for the Treasury Department to make separate payments to states, territories, and tribal governments to carry out capital projects to support work, education, and public health. Tennessee is estimated to receive $216 million in this fund. State plans for the Coronavirus Capital Projects Fund must be submitted by Dec. 31, 2022.

## The State of Tennessee's Response to the Fiscal Recovery Fund

Since the launch of the Fiscal Recovery Fund program by U.S. Treasury, the State of Tennessee has engaged in a deliberative and comprehensive process of engagement in the regulatory and legal process to support the effective implementation of these funds.

First, the Treasury Interim Final Rule, under the federal Administrative Procedure Act, was subject to a period of public comment. Governor Bill Lee submitted a comment encouraging Treasury to amend key provisions that limited the flexibility of states to target these funds to communities, organizations, and individuals that needed it the most.[7] Specific attention was given to Treasury restrictions on sewer and water infrastructure not referenced in statute, a timeline for performance that may prove challenging in light of foreseeable supply chain challenges, and the imposition of guidelines that will reduce access for disadvantaged populations who lack the time, ability, or resources needed to navigate Treasury's required controls and processes.

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[7] *See* Comment of Governor Bill Lee, July 15, 2021, *available at* https://www.regulations.gov/comment/TREAS-DO-2021-0008-0741 (commenting on U.S. Department of Treasury Coronavirus State and Local Fiscal Recovery Funds Interim Final Rule, Docket ID: Docket ID: TREAS-DO-2021-0008-0002, 86 Fed. Reg. 26786 (May 17, 2021))

In addition to engaging in the regulatory rulemaking process, Tennessee preserved its legal rights, challenging the enactment of a tax mandate provision that sought to coerce any state receiving ARPA funds against lowering taxes for its citizens. On September 27, 2021 the U.S. District Court for the Eastern District of Kentucky ruled in favor of the State of Tennessee and Commonwealth of Kentucky in its lawsuit against the United States Treasury, issuing a permanent injunction against the Treasury Secretary from enforcing the Tax Mandate.[8]

To prepare for the prudent expenditure and a planning for FRF dollars, the Financial Stimulus Accountability Group convened multiple times to develop a set of consensus goals and unified strategy for expenditure of funds. Meetings of the FSAG are streamed live and meeting materials are published for public review.[9] On March 29, 2021, the FSAG discussed the details of the ARPA and committed to the following goals:

- Plan one-time infrastructure improvements in water, sewer, and broadband or other eligible capital projects;
- Align allowable uses of ARP funds to state's strategic goals and review proposals for initiatives to improve health outcomes and support economic, and community development;
- Develop a single comprehensive approach for economic relief;
- Address the state's role in supporting prudent local government administration.

On June 2 and August 4, the FSAG reviewed and confirmed state plans to invest in the following programs of work using FRF:

- After identifying a backlog of needs in sewer, water, and broadband infrastructure, the FSAG launched two comprehensive infrastructure programs that would leverage local ARP funds to rebuild necessary sewer, water, and broadband infrastructure.[10]
- After discussing the unprecedented amount of funds to be administered by local entities, the FSAG recommended, and the administration has invested in a Local Government Technical Assistance program that would train local governments on necessary grant management and compliance and provide annual review of local government plans.

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[8] "Federal Court Rules in Favor of Tennessee, Kentucky, Halts Unconstitutional Tax Mandate", Tennessee Attorney General & Reporter (Sept. 27, 2021) *available at* https://www.tn.gov/content/dam/tn/attorneygeneral/documents/pr/2021/pr21-36.pdf

[9] For all materials reviewed by the FSAG, please visit the Department of Finance & Administration website at https://www.tn.gov/finance/looking-for/stimulus-financial-accountability-group.html

[10] For more details on these programs, see "INFRASTRUCTURE" *infra* pp. 22-27.

In September, the FSAG convened multiple times to review state agency capital and program proposals to improve health outcomes and support economic and community recovery and resilience. FSAG members participated and shared significant comments and feedback to inform the development of the state's Tennessee Resiliency Plan.

On October 6 and November 15, 2021, the FSAG met to review these recommendations, forming the next steps in launching the Tennessee Resiliency Plan. Each proposal included in the Tennessee Resiliency Plan has been the result of a collaborative effort between state agencies and the FSAG, and all proposals have been vetted for eligibility, effective project management, and long-term fiscal impact on the state of Tennessee.

This first tranche of spending priorities that reflect the most urgent needs and opportunities for Tennessee include:

- Sewer, Water, and Broadband Infrastructure initiatives;

- Capital investments to improve the resiliency of state and local public health systems;

- Continuation of the state's Healthcare Provider Staffing Assistance grants program (formerly, the Hospital Staffing Assistance Program) and expansion of the program to other affected long-term care facilities;

- Immediate support to Tourism, Agriculture, and Arts and Culture Industries.

The plan also reserved specific funds for future planning purposes:

- $275 million was reserved for external relief to affected industries, non-profits, and other organizations. Requests for new relief program are administered via competitive grant application after review by FSAG.

On December 21, 2021 the FSAG approved additional expenditures to support the state's public health response including:

- Efforts to mitigate disruptions to food supply chains and public health resiliency via the University of Tennessee Ag Research and Education Centers ($50 million).
- Support for expansion of technology-based government services, cybersecurity, and related citizen-services infrastructure via State of Tennessee Strategic Technology Services Projects ($196.8 million).

Several agency proposals were also deferred for additional briefing by the FSAG. These proposals were identified as eligible for funds but requiring additional briefing by the group. These proposals are being briefed throughout 2022.

On March 23, 2022 the FSAG met to review next steps for administering grants to external entities. From the $275 million set aside for external organizations, the group adopted recommendations for funding up to:

- $230 million in long-term resiliency initiatives for health care provider via a newly created Statewide Healthcare Resiliency Program (to be administered by the TN Dept of Health);
- $32.8 million in support for disproportionately impacted populations via targeted grants to: Habitat for Humanity ($15 million for housing supports); Teach for America ($5.8M for academic supports and education recovery); the Goodwill Excel Center ($12M for workforce recovery efforts in Shelby County).

On March 23, 2022, the FSAG also adopted two prior-discussed proposals from the Department of Mental Health and Substance Abuse Services. These proposals recommended funding up to:

- $34.9 million for the creation of three new Crisis Walk-In/Stabilization Units to serve up to 12,750 Tennesseans from Montgomery, Obion, Maury and contiguous counties annually;
- $6.3 million for the expansion of the Project Rural Recovery Integrated Mobil Health project to two additional mobile clinics.

On September 21, 2022, the FSAG reviewed the following adjustments to the TRP and approved one additional proposal for spending. Those are:

- Removal of two projects awarded to TDOT: Sevier County Tourism Support ($52,100,000) and Aspire Park ($6,000,000); returning a total of $58,100,000 to the Fiscal Recovery Fund.
- Reduction in fund allocation for Finance and Administration's administrative cost (from $30,000,000 to $19,680,000).
- Addition of a new allocation to TN Department of Education for eligible costs of administering Learning Loss Remediation Camps for public school students ($102,000,000).

On February 15, 2023, the FSAG approved three new projects for inclusion in the TRP. Those are:

- Hamilton County Forensic Lab Replacement ($20,000,000)
- Knox County Forensic Lab Replacement ($10,000,000)
- Replacement of the Tennessee Family & Child Tracking System at DCS ($62,000,000)

On March 22, 2023, the FSAG approved two new projects for inclusion in the TRP. Those are:

- Local Government Plan COVID Claim Offset
- UT – Meat Industry Workforce Training Facility

## Additional Recovery Plan Reporting

*Promoting Equitable Outcomes*
The State of Tennessee is committed to equitable use of these funds to meet the dissimilar needs of communities in the state. Given the disparate impacts of the COVID-19 pandemic of different communities, the state will closely evaluate unmet needs and appropriately tailor its responses to meet the needs within each expenditure category. Tennessee plans to support communities equitably across its investments to meet needs in public health, the negative economic impacts of the pandemic, the provision of services to disproportionately impacted communities, premium pay for essential workers, and infrastructure (water, sewer, and broadband). The State of Tennessee does not anticipate using SFRF funds for revenue replacement.

*Community Engagement*
The planning for the Tennessee Resiliency Plan incorporated written, oral and other forms of input that captured diverse feedback from constituents, community-based organizations and the communities themselves. Through the Financial Stimulus Accountability Group, the State of Tennessee engaged in a months-long planning process that received written feedback from community organizations, local government agencies, and constituents. The Group's appointees also represent a diverse array of lawmakers representing communities of varying income, racial demographics, English proficiency, and proportion of underserved communities.

*Labor Practices*
The State of Tennessee intends to utilize its share of the American Rescue Plan's State Fiscal Recovery Fund to support its recovery from the Covid-19 pandemic. Infrastructure investment authorized under the Act will continue to be a major priority for the State of Tennessee. The State will ensure that all funds are utilized in accordance with the Act and guidance from the U.S. Department of the Treasury and the Office of the Inspector

General, including any statutory or regulatory requirements for procurement or labor practices.

*Use of Evidence*
The State of Tennessee has remained long-committed to an evidence-based approach to budgeting and expenditure. In 2019, Governor Bill Lee launched the Office of Evidence & Impact (OEI), which resides within the Budget Division of the Department of Finance and Administration. OEI is a consulting office on all state agency initiatives included in this plan and has assisted state agencies with identifying key outcomes and metrics to measures success for each initiative. As agencies move into implementation of these programs, OEI will continue to be consulted and will support state agencies with the development of evidence-building strategies where required for a given project. Detailed plans for individual projects will be developed and will be supported by the development of a Program Inventory, the details for which are included in this report.

*Ineligible Activities / Lost Revenue*
The State of Tennessee will continue to consider but has no reportable projects related to the use of Fiscal Recovery Funds for Revenue Replacement. By submitting this report, Tennessee does not concede that 42 U.S.C. § 802(c)(2)(A) or any regulation implementing that provision is a valid funding condition, and the State reserves its right to challenge that condition in any appropriate forum.

## Recovery Plan Performance Indicators
Treasury guidance speaks to two sets of performance indicators for reporting, with one set described as Mandatory performance indicators.

## Voluntary Performance Indicators
Treasury guidance states that the Recovery Plan should include "key performance indicators for the major SLFRF funded projects undertaken by the recipient."[11] It states further that recipients may report "key performance indicators for each project or may group projects with substantially similar goals for each individual project as well." This portion of Treasury guidance is distinct from the required performance indicators. Tennessee's plan can be grouped by four major categories of expenditure:

- Expenditure Category 1 & 3:  Public Health & Public Health-Negative Economic Impact: Public Sector Capacity

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[11] Section 9. US Department of the Treasury, Coronavirus State and Local Fiscal Recovery Funds Compliance and Reporting Guidance, p27, available at https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf

- Expenditure Category 2: Negative Economic Impacts
- Expenditure Category 5. Infrastructure
- Expenditure Category 7: Administrative

The state's performance indicators for each of those categories are described in greater detail below.

Expenditure Category 1 & 3: Public Health & Public Health-Negative Economic Impact: Public Sector Capacity

The state's Public Health investments are targeted to improve the resiliency of state and local public health systems. This plan outlines several Public Health projects:

- State Public Health Laboratory Replacement
- DIDD Regional Seating and Positioning Clinic Replacements
- Local Health Department Capital Investments
- Healthcare Facility Staffing Assistance Grants
- Corrections Electronic Health Records Project
- UT Agriculture Research and Education Center
- F&A STS Improvements
- Healthcare Resiliency Program (Strategic Investments to Enhance Healthcare Capacity)
- Crisis Stabilization Units
- Project Rural Recovery

For this group of public health expenditures, key performance indicators will be: Increased volume and new tests and technologies; Improved safety and efficiency of laboratory operations; Increased "surge capacity" for emergent events as a result of COVID-19; Increased in children and vulnerable adults receiving healthcare supports and intervention services; Decrease in hospital and correctional institutional stays; Reduction in time to next available appointment; Improvement in Staff and patient satisfaction scores; Reduction in turnover amongst critical staff positions in Tennessee healthcare facilities; Increase in the capacity of state correctional facilities to treat more individuals in state custody.

Expenditure Category 2: Negative Economic Impacts

The state's investments in Negative Economic Impact projects are targeted to improve the resiliency of state and local economies and affected industries. Those projects are:

- Unemployment Insurance Tax & Benefits System
- Support for TN Arts Organizations

- Tennessee Tourism & Hospitality Recovery Fund (Pass through grant for Destination Marketing Organizations)
- Tennessee Tourism ARP Marketing Fund Request
- Commercial Agriculture & Forestry Supply Chain Enhancements

For this group of expenditures targeted to negative economic impacts, key performance indicators will include: UI Claims processed within federal first pay timeliness standards; decreased of improper pay rate levels to pre-pandemic levels; improved economic health of non-profit arts and culture institutions as measured by survey; percent of art and cultural organizations that reopen or stay open after receiving a grant; new business formation; increases in tourism activity; improvements in the supply chain for agriculture and forest products; increased economic activity in rural distressed and at-risk counties.

Expenditure Category 5. Infrastructure
The state's investments in eligible sewer, water, and broadband infrastructure projects are targeted to improve the resiliency of state and local economies and address historic needs, deferred maintenance, and necessary improvements in the delivery of essential public services.

Performance indicators used for eligible infrastructure projects include: increases in households served with water, sewer, or broadband services.

**Mandatory Performance Indicators**

In addition to voluntary performance indicators, U.S. Treasury Guidance[12] also speaks to mandatory performance indicators for the following expenditure categories:

*Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12)*
This plan does not currently include projects within this expenditure category.

*Negative Economic Impacts (EC 2):*

This plan includes several projects that fall under the category of negative economic impacts. The required data to be collected for projects that address negative economic impacts are:

- Number of workers enrolled in sectoral job training programs

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[12] Section 10. US Department of the Treasury, Coronavirus State and Local Fiscal Recovery Funds Compliance and Reporting Guidance, p27, available at https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf

- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs

The state of Tennessee administers multiple programs that may yield data relevant to these factors, however, no projects currently included in the State's Fiscal Recovery Fund plan directly address sectoral job training programs or summer youth employment. The State of Tennessee seeks further guidance as to whether this section of Treasury guidance requires the reporting of data from programs not funded with Fiscal Recovery Fund monies.

*Education Assistance (EC 3.1-3.5)*
This plan does not currently include projects within this expenditure category.

# Summary of Adopted Budget (as of March 22, 2023)

| Expenditure Category | State Agency | Project | Budgeted Amount | Expenditures as of 12/31/2022 |
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| *Projects Approved 11/15/2021* | | | | |
| 5. Infrastructure | Environment and Conservation | Enhancements to Water and Wastewater Infrastructure | $1,351,922,145.00 | $576,430.63 |
| 5. Infrastructure | Economic and Community Development | Broadband Infrastructure | $500,000,000.00 | $- |
| 1.14 Other Public Health Services | Health | State Public Health Laboratory | $200,000,000.00 | $- |
| 1.14 Other Public Health Services | Intellectual and Developmental Disabilities | DIDD Regional Seating and Positioning Clinic Replacements | $180,600,000.00 | $- |
| 1.14 Other Public Health Services | Health | Local Health Department Capital Investments | $128,966,391.00 | $- |
| 1.14 Other Public Health Services | Health | Healthcare Facility Staffing Assistance Grants | $120,000,000.00 | $64,875,235.16 |
| 3.4-Public Sector Capacity: Effective Service Delivery | Correction | Electronic Health Records project and supporting Infrastructure | $13,050,000.00 | $145,689.79 |
| 3.4-Public Sector Capacity: Effective Service Delivery | Labor | Unemployment Insurance Tax & Benefits System | $61,000,000.00 | $434,558.66 |
| 2.34 Assistance to Impacted Nonprofit Organizations | Arts Commission | Support for TN Arts Organizations | $80,000,000.00 | $29,489,547.43 |

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| 2.35 Negative Economic Impacts-Aid to Tourism, Travel, or Hospitality | Tourism | Tennessee Tourism & Hospitality Recovery Fund (Pass through grant for Destination Marketing Organizations) | $55,000,000.00 | $- |
| 2.35 Negative Economic Impacts-Aid to Tourism, Travel, or Hospitality | Tourism | Tennessee Tourism ARP Marketing Fund Request | $45,000,000.00 | $6,485,005.48 |
| 2.36 Negative Economic Impacts-Aid to Other Impacted Industries | Agriculture | Commercial Agriculture & Forestry Supply Chain Enhancements | $50,000,000.00 | $- |
| 7.1 Administrative Expenses | Finance & Administration | Administrative Costs | $19,680,000.00 | $1,991,103.75 |
| 3.4 Public Sector Capacity: Effective Service Delivery | Finance and Administration - OEI | Accelerating Program Inventory | $2,000,000.00 | $- |
| 3.4 Public Sector Capacity: Effective Service Delivery | Finance and Administration - Internal Audit | Electronic Workpapers for Remote Workforce | $1,333,943.00 | $1,019,016.27 |
| *Projects Approved 12/21/2021* | | | | |
| 1.14 Other Public Health Services | Agriculture | UT - Ag Research and Education | $50,000,000.00 | $- |
| 1.14 Other Public Health Services | Finance and Administration - STS | Cloud | $45,600,000.00 | $2,290,346.97 |
| 1.14 Other Public Health Services | Finance and Administration - STS | Cybersecurity | $50,955,000.00 | $2,106,779.89 |
| 1.14 Other Public Health Services | Finance and Administration - STS | Enterprise Data Analytics | $11,920,000.00 | $104.08 |
| 1.14 Other Public Health Services | Finance and Administration - STS | Business Process Automation | $20,000,000.00 | $1,544,347.11 |
| 1.14 Other Public Health Services | Finance and Administration - STS | Infrastructure and Modernization | $68,330,000.00 | $1,917,159.16 |
| *Projects Approved 3/23/2022* | | | | |
| 1.14 Other Public Health Services | Health | Strategic Investments to Enhance Healthcare Capacity - Capital Investments | $151,600,000.00 | $- |

| | | | | |
|---|---|---|---|---|
| 1.14 Other Public Health Services | Health | Strategic Investments to Enhance Healthcare Capacity - Workforce Transformations | **$78,400,000.00** | $- |
| 2.15 Long-term Housing Security: Affordable Housing | Finance and Administration | Habitat for Humanity | **$15,000,000.00** | $- |
| 2.27 Addressing Impacts of Lost Instructional Time | Education | Teach for America | **$5,830,000.00** | $- |
| 2.37 Economic Impact Assistance: Other | Finance and Administration | Goodwill Excel Center | **$12,000,000.00** | $- |
| 1.12 Mental Health Services | Mental Health and Substance Abuse Services | Crisis Continuum Enhancement | **$34,939,716.00** | $- |
| 1.14 Other Public Health Services | Mental Health and Substance Abuse Services | Project Rural Recovery - Integrated Mobile Health | **$6,300,000.00** | $- |
| *Projects Approved 7/26/2022* | | | | |
| 1.14 Other Public Health Services | Agriculture | TSU - Ag Research and Education | **$32,250,000.00** | $- |
| 1.14 Other Public Health Services | Agriculture | Ag Veterinary Lab | **$5,122,600.00** | $- |
| 3.5 Public Sector Capacity Administrative Needs | Treasury | Information Technology - Infrastructure | **$4,150,000.00** | $- |
| 3.5 Public Sector Capacity Administrative Needs | Treasury | Information Technology - Operational Technologies | **$3,300,000.00** | $- |
| 3.5 Public Sector Capacity Administrative Needs | Treasury | Information Technology - Project ARIS - Future of Concord | **$51,300,000.00** | $- |
| 2.11 Healthy Childhood Environments Child Care | Human Services | Childcare External Requests | **$19,370,840.00** | $- |
| *Projects Approved 9/21/2022* | | | | |
| 2.27 Addressing Impacts of Lost Instructional Time | Education | Learning Loss Remediation Camps | **$102,000,000.00** | $- |

| | | | | |
|---|---|---|---|---|
| *Projects Approved 2/15/2023* | | | | |
| 1.14 Other Public Health Services | Health | Knox County Forensic Center | **$20,000,000.00** | **$-** |
| 1.14 Other Public Health Services | Health | Hamilton County Forensic Center | **$10,000,000.00** | **$ -** |
| 3.4 Public Sector Capacity: Effective Service Delivery | Children's Services | TFACTS Replacement | **$62,000,000.00** | **$-** |
| *Projects Approved 3/22/2023* | | | | |
| 1.6 Medical Expenses | Finance and Administration – Benefits | Local Government Plan COVID Claim Offset | **$13,794,057.00** | **$-** |
| 2.37 Economic Impact Assistance: Other | Agriculture | UT – Meat Industry Workforce Training Facility | **$12,500,000.00** | **$-** |
| | | | **$3,695,214,692.00** | **$112,875,324.38** |

# Expenditure Category 5 (INFRASTRUCTURE)

# Enhancements to Water and Wastewater

**Agency**: Environment and Conservation (TDEC)

**Requested Amount:** $1,351,922,145

**Full Time Employees Requested:** None

**Summary:**

Enhancing Tennessee's drinking water, wastewater, and stormwater infrastructure is a critical goal.[13] Reports produced by various sources cite necessary investment in Tennessee water infrastructure ranging from $5 to 15 billion dollars between now and 2040.[14] Tennessee's communities and economy rely on access to clean, reliable, and abundant water resources and services. Water makes Tennessee thrive and supports many significant activities, such as:

 • Drinking water and sewer services for residents and businesses,
 • Agriculture,
 • Major industrial operations,
 • Transportation of goods on navigable waters, and
 • Recreational activities on lakes, rivers, and streams.

A substantial level of investment is critical to reliably supply our state with water resources amidst rapid economic and population growth.

In August 2021, Tennessee's Financial Stimulus Accountability Group (FSAG) dedicated $1.35 billion of Tennessee's Fiscal Recovery Funds from the American Rescue Plan (ARP) to water, wastewater, and stormwater infrastructure projects. Of these funds, the Tennessee Department of Environment and Conservation (TDEC) will award approximately $1 billion in the form of non-competitive grants to communities for eligible water, wastewater, and stormwater infrastructure projects as part of the Tennessee ARP Water Infrastructure Investment Program. Approximately $350 million will be allocated towards state-initiated priority projects. During a later phase of this program, TDEC will launch a competitive granting program using any remaining funds.

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[13] Throughout this document the phrases "water infrastructure" and "drinking water, wastewater, and stormwater infrastructure" are used interchangeably

[14] One such report is the Tennessee Advisory Commission on Intergovernmental Relations report, Building Tennessee's Tomorrow: Anticipating the State's Infrastructure Needs – July 2018 through June 2023. See Table D-10a. Water and Wastewater Needs by County, July 2018 – June 2023 for a 5-year listing of self-reported needs.

With respect to the non-competitive grants, TDEC is targeting enhancements among community public drinking water systems, wastewater systems with a component of municipal or domestic wastewater (e.g., wastewater treatment plants, collection systems, and decentralized treatment systems), and stormwater management systems serving the public.

TDEC will use a non-competitive and formula-based approach to identify allocations and has determined that it will offer funds directly to county governments. As a non-competitive granting program, application is by invitation only.

TDEC will provide county governments the opportunity to accept their grant allocation, with the expectation that counties will coordinate with water and wastewater utilities and stormwater systems serving customers in their county to identify potential projects for proposed use of funding. Any declined and remaining monies will be re-programmed to support innovative water infrastructure projects through state strategic priorities and/or a competitive granting program at a later date. TDEC and its partners strongly encourage counties and water and wastewater utilities and stormwater systems to collaborate and take advantage of this significant opportunity. Each county will be eligible to receive a base allocation plus a portion of monies determined based on county population. The formula that will be used follows: *County Allocation = $2,105,263 + [$800,000,015 * (County Population / Tennessee Population)]*.

TDEC will publish proposed allocations for each county in mid-September as part of its draft investment plan. In summary, this approach sets aside $200 million for equal distribution among each of Tennessee's 95 counties, providing each county a base allocation of $2,105,263. The remaining funds set aside for non-competitive grants, approximately $800 million, will be distributed to each county proportional to their population in addition to their base allocation. This methodological approach closely aligns with that taken by the US Treasury. It provides funding for projects roughly commensurate with customers served/provided access to water, wastewater, and stormwater services.

By distributing funds at the county level, the State of Tennessee and individual communities will have the opportunity to better leverage local ARP dollars as a source of required match. Additionally, counties are strongly encouraged to collaborate with all water, wastewater, and stormwater systems which operate in their boundaries to consider multi-system or regional solutions to enhancing water infrastructure. TDEC, ECD, the Comptroller's Office, TAUD, and other parties are available to discuss the distribution of

funds, if needed. Additional detail regarding expectations for county coordination amongst sub-recipients is provided below.

***Proposal and Project Requirements***

In preparing submittals for review and approval by TDEC, each applicant must adhere to the following proposal requirements. TDEC will be creating a proposal template to facilitate this process and ensure that applicants are submitting information that TDEC needs for project review and approval.

o Proposed activities must meet eligibility requirements as included in US Treasury's Final Rule, which is anticipated in September 2021, and further as determined by the State of Tennessee's program distributing these funds, which is anticipated to be finalized in November 2021. The public will have the opportunity to comment on these eligibility requirements as stated in the draft investment plan released in September 2021.
o Proposals must be reviewed and approved by TDEC prior to commencement of work.
o Each county's proposal, which could include multiple projects, must address 3 or more of the following priority areas:

- Achieving compliance with local, state, and federal drinking water, wastewater, and stormwater water quality requirements
- Water loss reductions
- Infiltration/inflow reductions
- Asset management planning
- Modernization and/or optimization of facilities, equipment, and operations
- Replacement of lead service lines
- Water reuse
- Sustainable infrastructure / best management practices / stormwater management
- Consolidation / regionalization
- Managing risk / building resilience to extreme weather events, cybersecurity, or other hazards
- Enhancing service to underserved communities

TDEC intends for collaborative activities between a county, its systems, and engineering and consulting experts to identify eligible and investment-worthy activities (i.e., planning) to be allowable expenditures under this granting program. In doing so, communities can feel empowered to invest in thoughtful planning activities that will set them up for successful project execution and long-term infrastructure enhancements. In accordance with current

federal guidance, all ARP funds must be obligated by December 2024 and spent by December 2026. This is a tight timeframe for major infrastructure projects, especially with the planning that is needed to develop strong projects. Depending on the needs of the individual system or community, proposed ARP projects may be focused on preliminary work required for larger, long-term projects that extend beyond the ARP timeframe. For example, reducing water loss will improve financial sufficiency of the system, which may improve the future opportunities for projects financed through the State Revolving Fund Program.

***Timeline***

TDEC will launch technical assistance, in partnership with TAUD, to execute completion of TN Infrastructure Scorecards in November 2021. TDEC will release final details of the non-competitive, formula-based granting program in November 2021 following a public comment period on TDEC's Draft Water Infrastructure Investment Plan in September-October 2021. From November 2021-January 2022, TDEC and its partners will engage in frequent education and outreach activities to ensure communities are well informed of the granting program and associated details. In January 2022, sub-recipients will have their first opportunity to submit proposals to TDEC for proposed scopes of work for use of non-competitive grant funds. TDEC will review those on a rolling basis and will accept proposals through December 2022. All ARP funds must be obligated by December 2024 and spent by December 2026.

# Broadband Infrastructure

**Agency**: Economic and Community Development (ECD)

**Requested Amount:** $500,000,000

**Full Time Employees Requested:** Contracted services. ECD's existing broadband staffing capacity is designed to support approximately $20 million in grant funding, and the proposal's significant increase in funding will require an increase in contracted services and review of internal staffing. The job functions will remain similar among contracted services and State positions – it is the increased funding volume that is driving the request for increased administrative capacity.

**Summary:** To provide non-recurring funding to internet service providers and communities to facilitate broadband access to all Tennesseans while promoting programs that encourage broadband adoption and use.

**Rationale:** If we allocate funds to expand Tennessee's broadband deployment efforts, then we expect to see a significant decrease in the number of Tennesseans lacking access to broadband service adequate to meet their daily needs related to distance learning, telecommuting and telemedicine. Key activities include programs designed to increase both infrastructure deployment and broadband service adoption. Results include a decrease approaching elimination of unserved households, as well as an increase in broadband adoption in Tennessee as reported by the FCC and American Community Survey (ACS).

**Outcomes:**

- Outcome 1: Program will facilitate broadband access to 400,000+ previously unserved Tennesseans by December 2024.
- Outcome 2: Program will support ubiquitous coverage in counties designed as "Distressed" by the Appalachian Regional Commission by prioritizing broadband deployment projects in these counties so that 0 distressed counties remain unserved by December 2026 – thereby having a significant impact on the economic viability of distressed counties.
- Outcome 3: Program will support communities in increasing broadband adoption, or the percentage of households subscribing to broadband service, to 70% from 61.5% by awarding $100 million in funding by December 2024.

# Expenditure Category 1 (PUBLIC HEALTH)

# Building a New State Public Health Laboratory

**Agency**: Health (TDH)

**Requested Amount:** $200,000,000

**Full Time Employees Requested:** None

**Summary:** Build and outfit a new State Public Health Laboratory (SPHL). Includes funding for planning and design, site prep, necessary demolition, construction, outfitting, and lab equipment.

The requirements of new tests and new equipment have strained the facility's electrical system, and space to house pandemic response supplies and surplus equipment has been exhausted. During the pandemic, SPHL staff made the most of available space, but current conditions are not adequate to meet needs of routine, ongoing requirements, much less another pandemic. With increased demand for more sophisticated testing, such as Whole Genome Sequencing and biomonitoring, that enables public health to identify specific strains of pathogens causing disease and outbreaks, it is imperative that the SPHL have the appropriate infrastructure to build and maintain this specialized testing in support of outbreak response and containment.  It is not possible to predict when the next pandemic will occur; therefore, it is essential to be prepared. The SPHL has helped the state respond to Ebola, Zika, MERS, West Nile, and now COVID-19. The one-time nature of ARP funds presents a unique opportunity to build preparedness for the next pandemic or public health event.

**Rationale:** If the SPHL is **not** updated, then:
- Existing lab capacity and services will be strained.
- Facility maintenance costs will grow while not addressing long-term needs.
- Requests for new lab services from important programs, such as newborn screening, may not be able to be met.
- Requests for expanded testing from agencies such as CDC will not be achievable.

**Outcomes:**

- Outcome 1: Expansion of services to include increasing volume and new tests and technologies;
- Outcome 2: Improved safety and efficiency of laboratory operations;
- Outcome 3: Increased "surge capacity" for emergent events as a result of COVID-19:

# DIDD Regional Seating and Positioning Clinic Replacements

**Agency**: Intellectual and Developmental Disabilities (DIDD)

**Requested Amount:** $180,600,000

**Full Time Employees Requested:** None

**Summary:** This proposal is to build three new regional offices for DIDD in Nashville, Greeneville, and Arlington, which would include delivering health care services to thousands of adults and children with disabilities. These facilities would house the three Seating and Positioning Clinics which provide direct services to children and adults with severe physical complexities, nursing and behavioral services, and services to improve the health outcomes of children and adults.

Adults and children with intellectual and developmental disabilities have been significantly impacted by the public health emergency—people with disabilities have a 3.5 times higher death rate from COVID-19 than the overall TN population.

DIDD's Regional Offices provide access to needed health and behavioral services by those who specialize in support for people with intellectual and developmental disabilities including: Seating and Positioning Services; Nursing services including COVID testing, vaccination and contact tracing; Direct crisis intervention for persons with mental health concerns; Therapeutic services.

**Rationale:** If we allocate funds to provide for three (3) new regional facilities, then we expect to see more people supported through the Seating and Positioning Clinic, Tennessee Early Intervention Services (TEIS), Nursing Services, Therapeutic Services and Direct Crisis Intervention.

**Outcomes:**

- Outcome 1:  People supported through the Seating and Position Clinic receive more effective and efficient services, allowing them to be more comfortable and living lives they've envisioned for themselves.
- Outcome 2:  More children receiving early intervention services, which will decrease dependency of other DIDD services as children age into adulthood.
- Outcome 3:  Decreasing hospital and correctional institutional stays through proactive crisis intervention, allowing persons supported to remain in their homes and communities.

# Tennessee Department of Health Local Department of Health Capital Investment Plan

**Overview of Plan**

The Tennessee Department of Health operates sites in 89 counties through seven administrative regions. During the COVID-19 pandemic, these local health departments were stretched beyond their limit. While staff rose to the occasion and adapted creatively, the long-term outlook for many health department facilities is that they are ill suited for another pandemic. In addition, per statute, county health department facilities are owned and maintained by county governments and staffed and administered by the Tennessee Department of Health. The result is a patchwork of varying ages of facilities, deferred maintenance projects, and variation in quality of facilities across Tennessee communities.

The one-time nature of ARP funds is a perfect opportunity to make capital investments that will generate savings for both state and local governments. Improvements to electrical, HVAC, flooring, water, etc. will yield annual cost savings. In addition, updating often-decades-old facilities will improve workflow and overall patient experience and satisfaction.

Capital investments for health department facilities can be organized into three major categories:

1. **New County Facilities and Renovations**. 17 health department facilities are operating beyond their operational lifespan and need to be replaced. Additionally, 27 health department facilities do not need to be replaced but are in need of significant renovations to continue providing adequate space for care and services. Funds for these new facilities and renovations would be granted to the respective county governments to pursue a normal competitive bid process that would meet specifications provided by TDH. Two of these facilities are in distressed counties, and three are in at-risk counties. Most of these facilities were constructed in the 1960s and 70s, and all of them are failing to meet the needs of staff and patients.

2. **Statewide Needs of Local Health Facilities**. Investments to standardize health department facilities across the state and address physical infrastructure needs that will generate ongoing cost savings, including flooring, lighting, HVAC, roofing/leaky roofs, parking, and storage. During the pandemic, storage capacity has been overrun, and parking lots were ill equipped for the flow of vehicles that continue to receive drive-through services from health departments. Funds would be granted to

the respective county governments to pursue a normal competitive bid process that would meet specifications provided by TDH.

3. **Improvements to Regional Health Offices; Local Site Electronic Signs and Phone Systems**.
   Regional offices serve as the backbone to county health departments. These state-owned facilities offer a variety of regional services and provide direct support to county health departments. Two regional offices are past their operational lifespan and need to be replaced. TDH would partner with DGC/STREAM to construct these facilities; *Electronic Signs:* During the pandemic, information has changed rapidly, and the importance of a highly visible health department grew tremendously. Programmable electronic signs would allow health departments to display helpful information about testing hours/locations while improving the professional branding of TDH; *Phone systems:* 39 health department sites are in need of phone system upgrades to accommodate increased phone traffic and modern telecommunications standards.

# TDH Capital Investments (Part 1) - New County Facilities and Renovations

**Agency**: Health (TDH)

**Requested Amount:** $75,272,391

**Full Time Employees Requested:** None

**Summary:** Across the state, seventeen health department facilities are operating beyond their operational lifespan and need to be replaced. Funds for these new facilities would be granted to the respective county governments to pursue a normal competitive bid process that would meet specifications provided by TDH. Two of these facilities are in distressed counties, and three are in at-risk counties. Most of these facilities were constructed in the 1960s and 70s, and all of them are failing to meet the needs of staff and patients.

**Rationale**: If health departments are modernized and fully functional, then:

- Staff efficiency will improve as they are not dealing with inadequate space and systems.
- Patient satisfaction will improve as customers experience updated facilities.
- Staff recruitment and retention will improve as working conditions improve.
- Ongoing maintenance costs will decrease with the use of more durable and updated facilities.

**Outcomes:**

These specific costs would directly address negative impacts resulting from the pandemic and enable county health departments to render quality care and treatment of individuals affected by the COVID-19 pandemic and future public health emergencies, as measured by the following outcomes:

- Outcome 1: Improved access to care.
- Outcome 2: Reduction in time to next available appointment.
- Outcome 3: Improvement in staff and patient satisfaction scores.

**Local Match:** County facility replacement and renovation will be subject to a 25% local match up to a maximum of 10% of a county's total ARP allocation.

# TDH Capital Investments (Part 2) Statewide Improvements to Local County Health Facilities

**Agency**: Health (TDH)

**Requested Amount:** $22,950,000

**Full Time Employees Requested:** None

**Summary:** Investments to standardize health department facilities across the state and address physical infrastructure needs that will generate ongoing cost savings, including flooring, lighting, HVAC, roofing/leaky roofs, parking, and storage. During the pandemic, storage capacity has been overrun, and parking lots were ill equipped for the flow of vehicles that continue to receive drive-through services from health departments. Funds would be granted to the respective county governments to pursue a normal competitive bid process that would meet specifications provided by TDH. These specific costs would directly address negative impacts resulting from the pandemic and enable county health departments to render quality care and treatment of individuals affected by the COVID-19 pandemic and future public health emergencies.

**Rationale:** If health departments are modernized and fully functional, then:

- Staff efficiency will improve as they are not dealing with inadequate space and systems.
- Patient satisfaction will improve as customers experience updated facilities.
- Staff recruitment and retention will improve as working conditions improve.
- Ongoing maintenance costs will decrease with the use of more durable and updated facilities.

**Outcomes:**

- Outcome 1: Improved access to care.
- Outcome 2: Reduction in time to next available appointment.
- Outcome 3: Improvement in staff and patient satisfaction scores.

**Local Match:** County facility replacement and renovation will be subject to a 25% local match, or alternatively 10% of a county's total ARP allocation.

# TDH Capital Investments (Part 3) Regional Health Office Construction, Electronic Signs, Phone System Upgrades, Admin Expenses

**Agency**: Health (TDH)

**Requested Amount:** $30,744,000

**Full Time Employees Requested:** 2 contracted employees

**Summary:** Regional offices serve as the backbone to county health departments. These state-owned facilities offer a variety of regional services and provide direct support to county health departments. Two regional offices are past their operational lifespan and need to be replaced. TDH would partner with DGS/STREAM to construct these facilities. Moreover, during the pandemic, information has changed rapidly, and the importance of a highly visible health department grew tremendously. Programmable electronic signs would allow health departments to display helpful information about testing hours/locations while improving the professional branding of TDH. Finally, thirty-nine health department sites need phone system upgrades to accommodate increased phone traffic and modern telecommunications standards.

**Rationale:** If health departments are modernized and fully functional, then:

- Staff efficiency will improve as they are not dealing with inadequate space and systems.
- Patient satisfaction will improve as customers experience updated facilities.
- Staff recruitment and retention will improve as working conditions improve.
- Ongoing maintenance costs will decrease with the use of more durable and updated facilities.

**Outcomes:**

- Outcome 1: Improved access to care.
- Outcome 2: Reduction in time to next available appointment.
- Outcome 3: Improvement in staff and patient satisfaction scores.

# Healthcare Facility Staffing Assistance Grants

**Agency**: Health (TDH)

**Requested Amount:** $120,000,000 (as amended on November 15)

**Full Time Employees Requested:** 1-2 contracted employees

**Summary:** This funding would ensure that Tennessee's acute care hospitals and other long-term care facilities have the capacity to maintain and grow essential staff in order to meet the significantly increased demand due to COVID-19. This program was initially launched in September 2020 – June 2021 with CRF funding ($90M) and has been relaunched with remaining CRF funding with more limited criteria. This among has been increased from initial proposals, based on program reverting to broader criteria than in FY21 and the much smaller difference than previously expected as case counts, and hospitalizations have decreased from September projections.

**Rationale:** If we provide funding to increase staff capacity, Tennessee's acute care hospitals and other long-term care providers will be better prepared and able to meet the significant increase in service demand brought on by the COVID-19 pandemic.

**Outcomes:**
This proposal to support healthcare facility staffing needs resulting from the increased demand placed on systems and staff directly associated with the pandemic. Improved outcomes will be measured by a reduction in turnover amongst critical staff positions in Tennessee healthcare facilities.

# STS Cloud

**Agency**: Finance and Administration – Strategic Technology Solutions (F&A – STS)

**Requested Amount:** $45,600,000

**Full Time Employees Requested:** None

**Summary:** Having responded to the initial COVID-19 crisis, STS is now turning its attention toward recovery – a phase that should focus not only on reducing costs, but on developing capabilities that will help Tennessee businesses and citizens thrive beyond the crisis. Building upon lessons learned over the past few months, Tennessee now has an opportunity to prepare for the "new normal" by recalibrating resources, expenses, and security; identifying savings and efficiencies within our technology portfolio; adopting new technologies and improving process operations – the adoption of cloud computing is essential to meeting this transformational mission. STS's efforts fall into six specific areas:

**Rationale:**

| | |
|---|---|
| Agency Applications Cloud Modernization and Migration | If we allocate funds for agency applications cloud modernization and migration, then a significant percentage of the State's application will be migrated to the STS cloud environment. |
| Migration of Edison to the Cloud | If we allocate funds to migrate Edison to the cloud, then we expect the Edison application to be migrated to the STS could environment and higher performance and daily updates for ERP data. |
| Cloud Operations Tools | If we allocate funds for cloud operation tools, then services required by the applications in the cloud are available on an enterprise basis within the STS cloud environment. |
| Cloud Operations Contractors to Support Rapid Cloud Migration | If we allocate funds for cloud operations contractors to support rapid cloud migration, then a significant percentage of the State's application will be migrated to the STS cloud environment. |
| Five Contract Project Directors | If we allocate funds for five contract project directors to support the cloud team, then a significant percentage of the State's application will be migrated to the STS cloud environment. |
| Application Assessment for Cloud Viability | If we allocate funds for the application assessment for cloud viability, then 100% of the State's application will have been assessed for viability for migration into the STS cloud environment. |

**Outcomes:**

| | |
|---|---|
| Agency Applications Cloud Modernization and Migration | The successful migration of a significant percentage of the state's application portfolio to the STS cloud environment. |
| Migration of Edison to the Cloud | The successful migration of the Edison migration to the STS cloud environment. |
| Cloud Operation Tools | Services required by applications in the cloud are available on an enterprise basis within the STS cloud environment. |

| | |
|---|---|
| Cloud Operations Contractors to Support Rapid Cloud Migration | The successful migration of a significant percentage of the state's application portfolio to the STS cloud environment. |
| Five Contract Project Directors (supporting cloud) | The successful migration of a significant percentage of the state's application portfolio to the STS cloud environment. |
| Application Assessment for Cloud Viability | 100% of the applications in the State of TN's portfolio have been assessed for viability for migration to the STS cloud environment. |

# STS Cybersecurity

**Agency**: Finance & Administration – Strategic Technology Solutions (F&A – STS)

**Requested Amount:** $50,955,000

**Full Time Employees Requested:** None

**Summary:** In Tennessee, we depend upon internet and/or cyberspace for daily conveniences, critical services, and economic prosperity, all of which has been threatened by the COVID-19 pandemic. This request will enable STS to reduce the State's cybersecurity risks, which requires an innovative approach that fully leverages our collective capabilities and the entire cybersecurity community.

**Rationale:**

| | |
|---|---|
| Air-Gapped Data Backup and Recovery / Retention Solution | If we allocate funds for an air-gapped data recovery/retention solution, then the State of Tennessee will realize reduced risk of compromised back-ups and will have a stronger support system for the restoration of data against ransomware attacks. |
| Cloud Access Security Broker (CASB) | If we allocate funds for a cloud access security broker, then the state can continue to ensure that we maintain our security posture between our existing on-premise infrastructure to the cloud-specific context. |
| Liability Insurance | If we allocate funds for liability insurance, then the state will have additional protection against claims resulting from injuries and damage resulting from cyber attacks that are the result from additional exposure due to the global pandemic. |
| Cybersecurity Training for Local Governments | If we allocate funds for cybersecurity for local governments, then STS will be able to provide cybersecurity aware awareness training to county and city employees throughout Tennessee. |
| DMARC Technology | If we allocate funds for DMARC technology, then STS will be able to provide software that prevents third parties from spoofing tn.gov email. |
| National Cyber Security Review Assessments for all local govt's | If we allocate funds for national cybersecurity review assessments for all local governments, then STS will be able to ensure that approximately 3200 County, City, and other jurisdictions with the State of Tennessee receive the Nationwide Cyber Security Review (NSCR). The Nationwide Cyber Security Review (NSCR) is a key component of the framework and is an assessment designed to measure cyber security gaps and capabilities of Counties, Cities, and other local jurisdictions. |
| Funds to support Cybersecurity Council mandates | If we allocate funds for funds to support cybersecurity council mandates, then STS can implement the Cybersecurity Council security initiatives that were not planned for during the normal budgeting cycle.  COVID-19 has increased the need for the state to be more responsive to emerging security needs to augment existing security efforts. |
| Self-Healing Monitoring | If we allocate funds for self-healing monitoring, then STS will successfully deploy systems that can proactively monitor and identify a potential variance from its standard parameters, validate it with a degree of confidence and resume normal operations without human intervention. |

| | |
|---|---|
| Three Contract Project Directors | If we allocate funds for three contract directors, then STS can ensure we will manage a set of projects across our ARPA-related security initiatives. They will coordinate their efforts with the Project Management Office. The Project Directors will manage security projects to cost, schedule and scope using standard STS project management approaches and methodologies. |
| Upgrades to South Data Center Security War Room | If we allocate funds for upgrades to South Data Center Security War Room, then STS will ensure the war room has fully functional equipment that can be used to manage security incidents. |
| Virtual Desktop Implementation | If we allocate funds for virtual desktop implementation, then STS will provide and manage virtual desktops. |
| Web Application Firewall | If we allocate funds for web application firewall, then STS will protect web applications from a variety of application layer cybersecurity attacks such as cross-site scripting, SQL injection, and cookie poisoning. |
| Identity and Access Management | If we allocate funds for identity and access firewall, then STS will securely control access to IT resources and applications. |
| Test data management | If we allocate funds for test data management, then STS will create non-production data sets that reliably mimic our organization's actual data so that system and application developers can perform rigorous and valid systems tests without exposing protected data and personally identifiable information. |
| IT Academy Expansion to Local Governments | If we allocate funds for IT Academy expansion to local governments, then county and city government IT personnel across the State of TN would have access to much-needed IT training. |
| Paid Information Technology Interns | If we allocate funds for paid IT interns, then the State of Tennessee could provide paid IT internships for 15-20 unemployed citizens. |
| Privileged Access Management | If we allocate funds for privileged access management, then STS could secure their infrastructure and applications, run business efficiently and maintain the confidentiality of sensitive data and critical infrastructure. |
| Resiliency Assessment (statement of work) | If we allocate funds for resiliency assessment, then STS could determine the best path forward for our IT infrastructure given our current architecture and where we need to be to support the new and/or emerging availability, support ability, and cloud access requirements. |
| CISO-as-a-Service for Local Governments | If we allocate funds to provide CISO-as-a-Service for Local Governments, then the State of Tennessee can expect to see increase the cybersecurity posture across the state in county and city jurisdictions as additional cybersecurity consulting resources are made available to them. |
| Upgrade Egress Firewalls | If we allocate funds for upgrading egress firewalls, then STS could move from Juniper to Palo Alto firewalls for the Egress that will provide the state enhanced security capabilities not currently available in our current infrastructure. |

**Outcomes:**

| | |
|---|---|
| Air-Gapped Data Backup and Recovery / Retention Solution | Successful implementation will realize a reduced risk of compromised back-ups and will have a stronger support system for the restoration of data against ransomware attacks. |
| Cloud Access Security Broker (CASB) | The successful implementation of a cloud access security broker will ensure that the State maintains our security posture between our existing on-premise infrastructure to the cloud-specific context. |

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| Liability Insurance | The successful implementation of the liability insurance program will ensure that the State has additional protection against claims resulting from injuries and damage resulting from cyber-attacks that result from additional exposure due to the COVID-19 pandemic. |
| Cybersecurity Training for Local Governments | The successful implementation of cybersecurity training for local governments will allow STS to be able to provide cybersecurity awareness training to county and city employees throughout Tennessee. |
| DMARC Technology | Successful implementation of DMARC technology will allow STS to be able to provide software that prevents third parties from spoofing tn.gov email. |
| National Cyber Security Review Assessments for all local govt's | The successful implementation of national cybersecurity review assessments for all local governments will allow STS to be able to ensure that approximately 3200 county, city, and other jurisdictions within Tennessee receive the Nationwide Cyber Security Review (NSCR). The Nationwide Cyber Security Review (NSCR) is a key component of the framework and is an assessment designed to measure cyber security gaps and capabilities of counties, cities, and other local jurisdictions. |
| Funds to support Cybersecurity Council mandates | The successful implementation of funds to support cybersecurity council mandates will allow STS to implement the Cybersecurity Council security initiatives that were not planned for during the normal budgeting cycle. COVID-19 has increased the need for the state to be more responsive to emerging security needs to augment existing security efforts. |
| Self-Healing Monitoring | The successful implementation of self-healing monitoring will allow STS to successfully deploy systems that can proactively monitor and identify a potential variance from its standard parameters, validate it with a degree of confidence, and resume normal operations without human intervention. |
| Three Contract Project Directors | The successful hiring of three contract directors will allow STS to ensure we will manage a set of projects across our ARPA-related security initiatives. They will coordinate their efforts with the Project Management Office. The Project Directors will manage security projects to cost, schedule and scope using standard STS project management approaches and methodologies. |
| Upgrades to South Data Center Security War Room | The successful implementation of upgrades to South Data Center Security War Room, will allow STS to ensure the war room has fully functional equipment that can be used to manage security incidents. |
| Virtual Desktop Implementation | The successful completion of virtual desktop implementation will allow STS to provide and manage virtual desktops. |
| Web Application Firewall | The successful implementation of web application firewall will allow STS to protect web applications from a variety of application layer cybersecurity attacks such as cross-site scripting, SQL injection, and cookie poisoning. |
| Identity and Access Management | The successful implementation of identity and access firewall will allow STS to securely control access to IT resources and applications. |
| Test data management | The successful implementation of test data management will allow STS to create non-production data sets that reliably mimic our organization's actual data so that system and application developers can perform rigorous and valid systems tests without exposing protected data and personally identifiable information. |
| IT Academy Expansion to Local Governments | The successful implementation of an IT Academy expansion to local governments will allow county and city government IT personnel across the state to have access to much-needed IT training. |
| Paid Information Technology Interns | The successful hiring of information technology interns will allow the State of Tennessee to provide paid IT internships for 15-20 unemployed citizens. |

| | |
|---|---|
| Privileged Access Management | The successful implementation of privileged access management will allow STS to secure their infrastructure and applications, run business efficiently and maintain the confidentiality of sensitive data and critical infrastructure. |
| Resiliency Assessment (statement of work) | The successful implementation of a resiliency assessment will allow STS to determine the best path forward for our IT infrastructure given our current architecture and where we need to be to support the new and/or emerging availability, support ability, and cloud access requirements. |
| CISO-as-a-Service for Local Governments | The successful implementation of CISO-as-a-Service for Local Governments will result in an enhanced cybersecurity posture across the state in county and city jurisdictions as additional cybersecurity consulting resources are made available to them. |
| Upgrade Egress Firewalls | Upgrading egress firewalls will allow STS to move from Juniper to Palo Alto firewalls for the Egress that will provide the state enhanced security capabilities not currently available in our current infrastructure. |

# STS Enterprise Data Analytics

**Agency**: Finance & Administration – Strategic Technology Solutions (F&A – STS)

**Requested Amount:** $11,920,000

**Full Time Employees Requested:** None

**Summary:** Enterprise data analytics is more important than ever during these unprecedented times. As Tennesseans, we've seen how important even basic line graphs, bar charts, and heat maps are to understanding the spread of COVID-19. Many citizens want to see the data and understand the facts in this rapidly changing environment. Investments in this area are essential to meeting the continual demand for more detailed and accurate data models and including data from internal and external sources to present an accurate picture of the risk to our citizens' health, safety, and economic well-being.

**Rationale:**

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|---|---|
| Data Profiling Tool | If we allocate funds for a data profiling tool, then STS will have the ability to examine, analyze, and create useful summaries of data. The process yields a high-level overview which aids in the discovery of data quality issues, risks, and overall trends. |
| Data Virtualization Tool | If we allocate funds for a data virtualization tool, then STS will have a logical data layer that integrates all enterprise data siloed across the disparate systems, manages the unified data for centralized security and governance, and delivers it to business users in real time. |
| Enterprise Service Bus | If we allocate funds for an enterprise service bus, then STS will have an integral component of the application modernization for cloud that enables communication between different environments. |
| Master Data Management Tool | If we allocate funds for a master data management tool, then STS will have the ability to implement a technology-enabled discipline in which business and IT work together to ensure the uniformity, accuracy, stewardship, semantic consistency, and accountability of the enterprise's official shared master data assets. |
| Two Contract Project Directors | If we allocate funds for two contract project directors supporting data projects, then STS will have two staff that will each manage a set of projects across our ARPA-related data and analytics initiatives, ensuring the projects are within budget, scope, and will use standard STS project management approaches and methodologies. |
| Opioid Use Case | If we allocate funds for an opioid use case, then the State will have an opportunity to perform a data-analytics study combining data that is ordinarily in silos between disparate agencies and further gain valuable insight into opioid usage of Tennesseans during the pandemic. |

**Outcomes:**

| | |
|---|---|
| Data Profiling Tool | The successful implementation of a data profiling tool will result in a high-level overview which aids in the discovery of data quality issues, risks, and overall trends. |
| Data Virtualization Tool | The successful implementation of a data virtualization tool will result in a logical data layer that integrates all enterprise data siloed across the disparate systems, manages the unified data for centralized security and governance, and delivers it to business users in real time. |

| | |
|---|---|
| Enterprise Service Bus | The successful implementation of an enterprise service bus will result in the installation of an integral component of the application modernization for cloud that enables communication between different environments. |
| Master Data Management | The successful implementation of a master data management will result in a technology-enabled discipline in which business and IT work together to ensure the uniformity, accuracy, stewardship, semantic consistency, and accountability of the enterprise's official shared master data assets. |
| Two Contract Project Directors | The successful utilization of two contract directors will result in projects that are managed within budget, within scope, and according to STS standard project management practices so that goals are achieved. |
| Opioid Use Case | The successful completion of an opioid use case will demonstrate how partnerships between previously siloed agencies and their data can reveal important information. Further, the use-case can potentially reveal possible direct or inferred correlations between citizens effect by the pandemic and any increase in opioid use. |

# STS Business Process Automation

**Agency**: Finance & Administration – Strategic Technology Solutions (F&A – STS)

**Requested Amount:** $20,000,000

**Full Time Employees Requested:** None

**Summary:** No business can effectively serve our citizens in the same way it was prior to the COVID-19 pandemic. Not only must we do more with less, but we must also do it faster and smarter. COVID-19 pushed the State of Tennessee into uncharted territory. How do we maintain business as usual when much of the workforce is required to work remotely, with limited access to the office and face-to-face contact? The silver lining of the pandemic is that there is no better opportunity to drive change – process automation can support a more resilient, scalable, and adaptable business operating model.

**Rationale:** If we allocate funds to provide process automation, then we expect to see greater efficiencies in business processes, and expanded workforce capability, efficiencies for taxpayers, and an enhanced citizen experience.

**Outcomes:** STS expects the following outcomes associated with the business process automation project:

- Greater efficiencies in business processes.
- An expanded workforce capability.
- Efficiencies for taxpayers.
- An enhanced citizen experience.

# STS Infrastructure and Modernization

**Agency**: Finance & Administration – Strategic Technology Solutions (F&A – STS)

**Requested Amount:** $68,330,000

**Full Time Employees Requested:** None

**Summary:** One of the effects of COVID-19 has been the keen awareness that we now have on our underlying infrastructure. The hasty transition to working from home showed that we need to rapidly modernize and expand our infrastructure to support the new demands, increase scalability, and grow our citizen-facing services. This array of strategic projects will enable a fundamental shift in the amount of physical infrastructure and digital services needed to support employees working from home and the increased urgency and need of state agencies. These projects will remove artificial barriers to collaboration and create a model environment within state government while simultaneously positioning the State to successfully implement other ARPA-related projects and at the same time maintain a safe and collaborative environment for our citizens and employees to conduct business.

**Rationale:**

| | |
|---|---|
| TDOC Offender Case Management System | If we allocate funds to purchase a new TDOC Offender Case Management System, then TDOC can expect to procure and implement a case management system that aligns with national best practices and American Correctional Association standards (ACA). |
| Acceleration of MyTN Enhancements and Applications | If we allocate funds to accelerate enhancements and application development in myTN, then STS' MyTN development team would have the capacity to deliver more content and additional features in a shorter period. |
| STS Project Management Office | If we allocate funds to enhance the STS Project Management Office, then we can expect that ARPA-funded projects will be managed on schedule, within the allocated budget, and within the approved scope, all while using the STS-approved project methodology, and finally, that they will be successfully completed. |
| Increased Bandwidth for Day Reporting Centers | If we allocate funds to increase the bandwidth in the TDOC day-reporting centers, then TDOC can expect to have higher bandwidth at the centers, which will allow better service for the staff who work at the centers and better service for the offenders who report to the centers for classes, counseling, treatment, and employment searches on the state network. |
| Microsoft Teams Enhancement and Adoption | If we allocate funds to the enhancement and adoption of Microsoft Teams, then we can provide additional technical expertise to meet the substantial demand for the Teams application since the onset of the global pandemic. |
| Remote Imaging for Workstation Deployment | If we allocate funds to implement remote imaging for workstation deployment, then workstation support personnel could remotely image desktops/laptops rather than having people physically bring their devices to a location for repair. |
| Development of a Digital Government Strategy | If we allocate funds to develop a digital government strategy, then we could develop a plan that would allow the state to consider innovation and how to better leverage our data, all the while considering the incorporation of consistent leverage of big data, artificial intelligence, cloud computing, cybersecurity, blockchain, internet of things, virtual reality, drones, 3-D printing, robotic automation, and augmented reality for our organization. |

| Infrastructure Automation and Tools | If we allocate funds to implement infrastructure automation tools, then STS would implement tools that would reduce human interaction with IT systems by creating scripts or functions that are repeatable and can be used either by other software or on command. |
|---|---|
| Six Contractors to Support Enterprise Gov & Admin | If we allocate funds to hire contractors for the Enterprise Governance and Administration team, then STS would hire six contract professionals to support procurement and contract functions, cost modeling, asset management, expenditure monitoring, service delivery governance, planning, and communications associated with the successful implementation of ARPA-related projects. |
| Three Contract Project Directors | If we allocate funds to hire contract project directors, then we can expect successful implementation of ARPS-related projects because the project directors ensured the projects were run in a disciplined and coordinated manner – ensuring that we achieved the goals and the outcome measures of the full scope of the work being accomplished. |

## Outcomes:

| TDOC Offender Case Management System | The successful implementation of an offender case management system for TDOC will result in the procurement and full implementation of a new offender case management system that is aligned with national best practices and American Correctional Association standards (ACA). |
|---|---|
| Acceleration of MyTN Enhancements and Applications | The successful acceleration of MyTN enhancements and applications will mean that STS' MyTN development team had developed more content and additional features in a shorter period. |
| STS Project Management Office | The successful utilization of funding for an STS Project Management Office will be evidenced by the fact that the ARPA-funded projects would have been managed on schedule, within the allocated budget, and within the approved scope, all while using the STS-approved project methodology, and finally, that they will be successfully completed. |
| Increased Bandwidth for Day Reporting Centers | Successfully increasing the bandwidth for TDOC day-reporting centers will be evidenced by higher bandwidth at the centers, which will allow better service for the staff who work at the centers and better service for the offenders who report to the centers for classes, counseling, treatment, and employment searches on the state network. |
| Microsoft Teams Enhancement and Adoption | The successful enhancement and adoption of Microsoft Teams funding on of Microsoft Teams will result in the state providing additional technical expertise to meet the substantial demand for the Teams application since the onset of the global pandemic. |
| Remote Imaging for Workstation Deployment | The successful implementation of remote imaging for workstation deployment will allow workstation support personnel to remotely image desktops/laptops rather than having people physically bring their devices to a location for repair, saving staff all across the state time, money, and potentially reducing the potential spread o COVID-19. |
| Development of a Digital Government Strategy | The successful development of a digital government strategy will result in a plan that would allow the state to consider innovation and how to better leverage our data, all the while considering the incorporation of consistent leverage of big data, artificial intelligence, cloud computing, cybersecurity, blockchain, internet of things, virtual reality, drones, 3-D printing, robotic automation, and augmented reality for our organization. |
| Infrastructure Automation and Tools | The successful implementation of infrastructure automation tools will result in reduced human interaction with IT systems by creating scripts or functions that are repeatable and can be used either by other software or on command. |
| Six Contractors to Support | The successful utilization of enterprise governance and administration contractors will result in the success of all ARPA-related projects due to hiring six contract professionals to support procurement and contract functions, cost modeling, asset management, expenditure |

| Enterprise Gov & Admin | monitoring, service delivery governance, planning, and communications associated with the successful implementation of ARPA-related projects. |
|---|---|
| Three Contract Project Directors | The successful utilization of contract project directors will result in the successful implementation of ARPA-related projects because the project directors ensure the projects are run in a disciplined and coordinated manner – ensuring that we achieved the goals and the outcome measures of the full scope of the work being accomplished. |

# Healthcare Resiliency Program (Strategic Investments to Enhance Healthcare Capacity)

**Agency**: Health (TDH)

**Requested Amount:** $230,000,000

**Full Time Employees Requested:** None

**Summary:** Making significant legacy investments to expand the capacity of the Tennessee Healthcare system. Includes funding for planning and construction of capital projects, support for Tennessee's existing and future healthcare workforce, and additional integration of social service, behavioral, and primary care health services.

The Tennessee Healthcare Resiliency Program will be administered by the TN Department of Health and will provide direct support to the healthcare industry across two specific program areas of Capital Investments and Practice Transformation. Within those two program areas, specific targets will be established for acute care hospitals, long term care providers, and other healthcare providers. Unique focus will be placed on providers serving our most rural and distressed communities.

*Program Area 1: Capital Investment ($145 million)*
$145 million is set aside for investments in: acute care hospitals improvements to adult and pediatric ICU and floor beds, and long-term care facility upgrades and infection control.

*Program Area 2: Practice Transformation and Extension Grants ($75 million)*
$75 million is set aside for technology, practice upgrades, and improvements to delivery models for participating providers.

$10 million is set aside for administrative support.

**Rationale:** If Tennessee improves access to high quality, affordable healthcare services through investments in brick-and-mortar investments in patient-facing areas, while building efforts to expand the quality and diversity of health and healthcare services, then we will help improve health and prosperity in rural Tennessee.

**Outcomes:**

- Outcome 1: Increase in floor and ICU beds to respond to a crisis
- Outcome 2: Reduction in wait time for services offered
- Outcome 3: Number of patients served and number of patients served remotely

# Housing – Habitat for Humanity

**Agency**: Finance and Administration (F&A)

**Requested Amount:** $15,000,000

**Full Time Employees Requested:** None

**Summary:** Habitat for Humanity works to transform lives by bringing people together to build homes, communities, and hope. Habitat partners with people in over 60 counties in Tennessee to help them build or improve a place they can call home. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. Affordable homeownership helps create the conditions that free families from instability, stress and fearand encourages self-reliance and confidence.

**Rationale:** If Habitat for Humanity of Tennessee receives ARP funding it will then be able to prioritize pandemic recovery while also transforming the state's lack ofaffordable homeownership; promoting transformational change for low-income families and Tennesseans with pre-existing social vulnerabilities.

**Outcomes:**

A direct allocation to Habitat of Tennessee would increase production of and access to affordable homeownership for households with incomes at or below 80% of the area median income via:
1. Infrastructure costs associated with building affordable new homes;
2. Land acquisition limited to affordable homeownership opportunities;
3. Construction costs for building and/or repairing homes for low-income households; and
4. Capacity required for increased staff and/or subcontractors to increasethe Habitat network's "families served" output by 2026.

# Education Recovery – Teach for America (TFA)

**Agency**: Education (TDOE)

**Requested Amount:** $5,830,000

**Full Time Employees Requested:** None

**Summary:** TFA is a leading teacher pipeline in Tennessee in terms of academic achievement growth, number of teachers recruited, diversity, and fulfillment of high-demand endorsement areas. TFA focuses exclusively on placing teachers in hard-to-staff schools that primarily serve economically disadvantaged students. TFA annually receives top ratings by the State Board and has a network of over 2,000 leaders in TN, the vast majority of whom work directly in K-12 public education.

**Rationale:** ARP funding received by TFA will support the operations of TFA's teacher training and development program with an objective of Teach for America corps members serving at least 2,100 students across Tennessee each summer.

**Outcomes:**

- Outcome 1: Teacher and School Leader Development Redesign: TFA overhauled our approach to recruiting and developing best-in-class educators to accommodate the constraints of COVID-19. The result is a state-of-the-art model that integrates national best practices with localized coaching and support. The program sets high academic standards for students, developsrobust literacy/numeracy skills, equips teachers to support the whole child, and prepares students for postsecondary success.

- Outcome 2: Student Learning: TFA will support the DOE's efforts to combat COVID-19 learning loss by teaching in-person summer school in West, Middle, and East Tennessee each year, in addition to our in-year efforts to accelerate student learning.

# Workforce Recovery – Goodwill Excel Center (Memphis)

**Agency**:  Finance and Administration (F&A)

**Requested Amount:** $12,000,000

**Full Time Employees Requested:** None

**Summary:** The Excel Center model is a first-of-its-kind adult high school which creates an opportunity for those who previously dropped out of high school to reengage in their education and earn a full, state-recognized high school diploma. The Excel Center in Memphis is the most successful of 31 centers in the country and has graduated over 764 thru October of 2020 with another 109 students projected to graduate for a total 873 during a 6-year period.

Funding for this project would support the building of a new facility in one of the approved areas within the Shelby County municipal area (see outcomes section). This funding will support both the facility cost, renovation and construction, creation of a workforce development program, and support costs.

**Rationale:** If the Excel Center receives ARP funding it will then support the anti-poverty program which contributes to the Memphis economy by providing a workforce, while directing students toward other educational and career opportunities and supporting their psycho-social needs as they transition from high school to a new life as an educated adult.

**Outcomes:**

EXPANSION OF FOOTPRINT
The Excel Center LEA, Shelby County School District has approved two locations within Shelby County municipal area. They plan on targeting areas within the community based on need. Those areas in the community where the population lacks a high school diploma.

- Target Area 1: (North Memphis) Frasyer and Raleigh area have a % of the population that lack a highschool diploma of 30.72% and 25.99% respectively. Compared to a National Average of 20.86%
- Target Area 2: (South Memphis) South Memphis has a need in the following areas:
  - National Average - 20.86%
  - Westwood - 31.30%
  - South Memphis - 28.86%

- Whitehaven - 25.35%
  - Airport Area - 30.39%
- Target Area 3: A 3rd location will be proposed based on needs after these locations have been established.

# Crisis Continuum Enhancement

**Agency**: Mental Health and Substance Abuse Services (MHSAS)

**Requested Amount:** $34,939,716

**Full Time Employees Requested:** None

**Summary:** In an effort to address increased behavioral health needs exacerbated by the COVID-19 pandemic, this proposal will increase access to Tennessee's crisis continuum, including crisis walk-in triage and crisis stabilization. Funds will be used to support additional infrastructure and operations that directly responds to pandemic-related mental health and substance abuse issues.

**Rationale:** If the State of Tennessee allocated ARP funds to expand its crisis continuum in underserved communities, then we expect to see less Tennesseans requiring psychiatric hospitalization, less unnecessary law enforcement transports, and most importantly, less Tennesseans who die by suicide as they will have greater access to community-based crisis stabilization services.

**Outcomes:**
The effectiveness of the Crisis Walk-in Triage Services shall be shown by the following:

- Outcome 1: The percentage of individuals reporting that crisis walk-in services received were satisfactory and beneficial to their situation exceeds eighty percent (80%).
- Outcome 2: The percentage of individuals who received crisis walk-in services and were seen within one (1) hour is equal to or exceeds ninety percent (90%); and
- Outcome 3: The percentage of individuals who received crisis walk-in services and who were referred for inpatient psychiatric hospitalization shall not exceed thirty percent (30%).

The effectiveness of CSU Services shall be shown by the following:

- Outcome 4: The number of individuals transferred to inpatient psychiatric hospitalization will not exceed seven and one-half percent (7.5%) of admissions.
- Outcome 5: The percentage of individuals reporting that the services of each CSU were satisfactory will exceed eighty percent (80%).
- Outcome 6: The number of individuals re-admitted in thirty (30) calendar days shall not be greater than two percent (2%) above the statewide average of re-admissions during the last completed fiscal year. At the beginning of each fiscal year, the Office of Crisis Services and Suicide Prevention will provide the previous fiscal year statewide average to each agency in writing.

- Outcome 7: Decrease costs associated with providing inpatient psychiatric acute care by providing community-based crisis stabilization by 45% (*average RMHI daily cost $909 whereas average CSU daily cost is $506*).

# Project Rural Recovery – Integrated Mobile Health

**Agency**: Mental Health and Substance Abuse Services (MHSAS)

**Requested Amount:** $6,300,000

**Full Time Employees Requested:** None

**Summary:** Project Rural Recovery provides mobile integrated primary care, behavioral healthcare, and substance use services.  Counties served are rural and whose residents experience poor health outcomes and have limited access to regular care.

**Rationale:** If the State of Tennessee allocated ARP funds then integrated primary, mental health, and substance use services will be provided to 2,000 additional clients in ten counties annually resulting in improved overall health outcomes.

**Outcomes:**

- Outcome 1: 40% of adult clients will show an improvement in at least one of the following: blood pressure, body mass index, waist circumference, breath CO, A1c, or lipid profile over the course of treatment.
- Outcome 2: 20% of clients will report a reduced use of emergency department use related to mental health and substance use issues over the course of treatment.
- Outcome 3: 15% of clients will show an improvement in their Global Assessment of Functioning (GAF) score over the course of treatment.

# TSU Food and Animal Sciences Center

**Agency**: Agriculture (TDA)

**Amount:** $32,250,000

**Full Time Employees Requested:** None

**Summary:** To enable our partners at the TSU College of Agriculture to research and develop practical solutions to mitigate the negative impacts on food supply chains, public health, and economic prosperity that Tennesseans have encountered during the COVID-19 pandemic and in potential future large-scale disruptions.

**Rationale:** If we allocate funds to TSU the investment would be put towards infrastructure and equipment which will allow TSU to enhance research capabilities and develop new technologies designed to: minimize food supply chain disruptions (e.g., through automation); increase food independence through locally grown food (e.g., urban ag); sustain local economic prosperity; and maintain jobs and thus family income through diversified employment opportunities.

**Outcomes:**

TSU would construct a **Center for Food and Animal Sciences** to house and develop much-needed advanced technologies addressing key areas of human and animal health, food safety and production, and enhance ongoing research efforts at TSU. The Center would include 3 core facilities, consisting of roughly 60,000 sq. ft.

- Outcome 1: Food and Animal Science building; Includes 14 research labs to house research, academic, and extension programs.
- Outcome 2: The Center for Food Safety and Process Innovation; Pilot plant facility: food unit operations (dry & wet), product safety testing.
- Outcome 3: Sensory Science and Product Development Center (consumer education and food testing / development); Testing kitchens, sensory booths, sensory panel rooms, incubation suite

# Lab Capability & Administrative System Enhancements

**Agency**: Agriculture (TDA)

**Amount:** $5,122,600

**Full Time Employees Requested:** None

**Summary:** To enhance laboratory infrastructure and equipment and implement new licensing, permitting, and virtual mapping systems for strengthening emergency preparedness and traceability for food-borne and animal disease outbreaks. Upgrading laboratory systems will directly support animal health, food, feed, and pesticide regulation and diagnostic testing.

**Rationale:** If we allocate funds to Lab Capability & Administrative System Enhancements funds will be used to upgrade key laboratory infrastructure (electrical, ventilation, medical grade gases), replace aged/obsolete equipment, and procure additional equipment needed in a modern analytical laboratory.

**Outcomes:**

- Outcome 1: This request will fund the implementation of a new licensing, permitting, invoicing, geographic mapping, and laboratory management system for the Divisions of CIS and Animal Health.
- Outcome 2: Acquisition of a geospatial intelligence system (GIS) will allow staff to input data from animal care and trade facilities across the state and integrate that data into the new administrative management system.

# Hamilton County Forensic Lab

**Agency:** Health (TDH)

**Amount:** $10,000,000.00

**Summary:**  The approved funds will go towards developing a new Hamilton County Medical Examiner Facility to replace and serve as the Southeast Tennessee Regional Forensic Center. The approved 14,244 sq. ft. building will replace and more than triple the square footage of the current 33 year-old (built in 1989) now obsolete, outgrown structure. The new building will house and provide sufficient staff space and resources as needed by Hamilton County and the surrounding Southeast counties in its regional medical examiner service area.

**Rationale:** The current forensic center is impeded by issues related, but not limited to, capacity backlogs; advanced technology requirements; physical plant failures; quality process improvements; etc. Results have yielded ever-rising case numbers primarily attributed to, and compounded by increases in regional population growth, violent crime fatalities, opioid overdoses, and COVID-19 deaths. Overall, the new medical examiner facility will address these costly debilitating inefficiencies and outcomes, while fulfilling the mission of protecting the publics' health and safety, participating in the criminal justice system, and providing vital statistical data.

**Outcomes:**

- Outcome 1: This proposed approval will increase capacity to provide critical and necessary services.
- Outcome 2: The funding allocated will allow the facility to remain NAME accredited.
- Outcome 3: The approved proposal will equip the Hamilton County Forensic Lab to support surrounding counties as necessary.

# Knox County Forensic Lab

**Agency:** Health (TDH)

**Amount:** $20,000,000.00

**Summary:** Knox County was approved to construct a new facility that will allow the county's Regional Forensic Center to increase operational capacity to ensure critical services are available to meet the needs in the region. The Regional Forensic Center serves as the medical examiner's office for Knox and Anderson Counties and performs autopsies for 21 additional counties in east Tennessee. Current working conditions negatively affects the ability of the facility to provide quality services and meet the growing demands of the region. The approved plan will nearly double the capacity of the new facility to 31,850 sq. ft.

**Rationale:** The construction of the new Regional Forensic Center will ensure adequate forensic services are available to meet current and future needs of the counties in East Tennessee. From 2019-2021, Knox County Regional Forensic Center experienced a 42% increase in caseloads. In 2021, the station capacity of the current RFC facility was exceeded when staff processed 2,818 decedents equally 7.7 per day. Due to the overdose epidemic and pandemic-related deaths, morgue space was exceeded on several occasions and the RFC was unable to assist local hospitals with storage during the COVID pandemic. With continued population growth, demand for forensic services is expected to continue to increase due to the overdose epidemic, as well as additional suicides, homicides, and accidental and natural deaths.

**Outcomes:**

- Outcome 1: This proposed approval will increase capacity to provide critical and necessary services.
- Outcome 2: The funding allocated will allow the facility to remain NAME accredited.
- Outcome 3: This proposal allows the Knox County Forensic Lab to properly support local counties and regions in East Tennessee.

# UT – Meat Industry Workforce Training Facility

**Agency:** Agriculture (TDA)

**Amount:** $12,500,000

**Summary:** This project establishes a meat processing Extension, teaching, and research facility to increase the capacity of The University of Tennessee Institute of Agriculture to enhance workforce development and support the growing meat industry in the state. The meat processing facility will increase the resilience of the Tennessee meat industry.

**Rationale:** With this funding the UTIA will develop a facility for educational and research programs to build the meat processing industry in Tennessee, resulting in a more resilient food system with greater economic development. Key inputs will be the facility (a building, parking area, and equipment) funded by the request. Other key inputs will be provided by UTIA in the form of faculty and staff salaries and benefits. Maintenance costs will be supported by product sales, educational activity revenue (both industry and college students), and research grants and contracts provided to or secured by UTIA faculty and staff. Short term outcomes include improved resiliency and adaptability of the meat processing industry due to more small-scale processing facilities in Tennessee, more local (Tennessee)-produced meat operations for beef, poultry, and other products, and improved system to ensure meat quality and safety of Tennessee products. College students will benefit from hands-on learning associated with meat processing, product development, and the resultant business and marketing skills for sales.

**Outcomes:**

- Outcome 1: Improved resiliency and adaptability of the meat processing industry in Tennessee
    - Measure: Maintained production capacity during crisis; supply of well-trained employees
- Outcome 2: Increased meat processing capacity in Tennessee
    - Measure: Number of Tennessee meat processors and amount of product produced
- Outcome 3: Improved system to ensure quality and safety of Tennessee meat products
    - Measure: Improved market performance and fewer recalls of Tennessee meat products

# Expenditure Category 2: (Negative Economic Impacts)

# Tennessee Nonprofit Arts and Culture Recovery Fund

**Agency**: Tennessee Arts Commission

**Requested Amount:** $80,000,000

**Full Time Employees Requested:** Contracted services for monitoring grants ($100,000 per year)

**Summary:** To provide non-recurring funding to address severe COVID-19-related economic harm to Tennessee's nonprofit arts and culture industry by providing grants to over 200 eligible arts nonprofits to recover and deliver arts and culture services in every TN Senatorial district.

The pandemic resulted in significant economic losses to the nonprofit arts sector because festivals and performing arts organizations cancelled events and museums closed their doors to protect the public health, resulting in lost earned revenue. Nonprofits with in-person fund-raising events cancelled or saw significant losses. As nonprofits begin to resume services, their efforts are limited by lost revenue. This initiative is a step to address that negative impact. Prior to the pandemic, Tennessee's nonprofit arts and culture sector was a $1.2 billion industry that supported nearly 40,000 jobs and attracted 18.6M attendees to events annually (Arts & Economic Prosperity 5). Research shows that arts are economic catalysts. The arts industry accelerates economic recovery. A growth in arts employment has a positive and causal effect on overall employment. The nonprofit arts industry, especially performing arts and museums, responded to the public health threat of the pandemic by widespread closings and restructurings. Ninety-seven percent of Tennessee arts nonprofits surveyed reported cancelled events, resulting in significant economic harm. Over the 13-month period ending March 2021, twenty-two (22) of the state's largest arts and culture nonprofits reported $120 million in revenue loss. Tennessee Arts Commission data collected from the 200 arts nonprofits as part of the annual grant application process showed a drop of $80M in expenditures and $103M in revenues from FY20 to FY21.

**Rationale:** If we allocate grants to arts nonprofits hit hard by the pandemic, then we expect to see preservation of TN's nonprofit arts and culture infrastructure and restored positive community and economic impact of arts activities in TN communities.

**Outcomes:**

- Outcome 1: The nonprofit arts and culture infrastructure of TN as measured by the number of nonprofits that operated as a going concern in 2021 is preserved.
- Outcome 2: Tennesseans in all TN Senate districts continue to have access to arts experiences, resulting in improved overall quality of life for Tennesseans of all ages.
- Outcome 3: The economic impact of the nonprofit arts sector as measured by organizational surveys and audience surveys shows recovery to pre-pandemic levels.

# Tennessee Tourism & Hospitality Recovery Fund (Grants for Destination Marketing Organizations)

**Agency**: Tourist Development (TDTD)

**Requested Amount:** $55,000,000

**Full Time Employees Requested:** None

**Summary:** To provide $50M in grants to Destination Marketing Organizations in all 95 counties for tourism marketing, and development restoring demand and increasing tax revenue and jobs in the tourism and hospitality industries. In addition, the Tourism Enhancement Grant, previously funded by ECD, awarding $5M to municipalities for tourism infrastructure projects.

The Tennessee Tourism & Hospitality Recovery Fund is a grant to provide funds to Destination Marketing Organizations (DMOs) for tourism marketing and development initiatives to restore consumer demand, tax revenue and jobs. Destination Marketing Organizations are those designated by the city/county government as the organization charged with increasing tourism.  DMOs in all 95 counties will be eligible to apply for 100% reimbursable grants up to the determined allocation for projects approved by Tourist Development.

Based on the individual needs of destinations, TDTD will work with individual DMOs through training on the value of tourism and how to generate revenue through attracting visitors, multi-year planning and implementation of marketing efforts. The grant allocations will be based on tax revenue collections for the top performing counties and the remaining counties placed in tiered groups based on economic performance.

In addition, reinstating and funding the Tourism Enhancement Grant will help communities improve or enhance existing tourism assets through infrastructure projects creating a better experience for visitors and increasing tourism-related economic impact. It will be a competitive grant where City or County governments can apply presenting proposed projects. Match amount for a county is determined by tier level designation at the time of application submission.

All programs presented have the mission of generating tourism growth in all 95 counties to drive job creation, tax revenue and new investments, thereby enriching the quality of life for every Tennessean.

**Rationale:**

Tourism in the State of Tennessee was negatively impacted by the economic shutdown caused by the COVID-19 pandemic.  The pandemic is the single largest crisis to hit the

leisure and hospitality industry, representing $303M in lost state revenue between March and December 2020.

**Outcomes:**

The Tennessee Tourism and Hospitality Recovery Fund is a grant to provide funds to Destination Marketing Organizations (DMOs) for tourism marketing and development initiatives. Based on the individual needs of destinations, TDTD will work with individual DMOs through training on the value of tourism and how to generate revenue through attracting visitors, multi-year planning and implementation of marketing efforts. In addition, reinstating and funding the Tourism Enhancement Grant will help communities improve or enhance existing tourism assets through infrastructure projects creating a better experience for visitors and increasing tourism-related economic impact.

# Tennessee Tourism ARP Marketing Fund Request

**Agency**: Tourist Development (TDTD)

**Requested Amount:** $45,000,000

**Full Time Employees Requested:** None

**Summary:** TDTD requests $45M in federal ARP funding for the purpose of restoring the tourism and hospitality economy in Tennessee which was devastated by the COVID-19 pandemic. Programs outlined in this application are designed to generate consumer demand, aid businesses, restore jobs and approximately $300M in lost tax revenue.

**Rationale:** If we allocate funds to increase tourism marketing, then we expect to see an increase in demand for leisure travel, resulting in higher visitation and therefore economic impact (visitor spending, tax collections, and employment) in the Tennessee travel and tourism industry.

**Outcomes:**

- Outcome 1: Total Arrivals. In 2019, Arrivalist estimated 96M trips occurred across Tennessee's 95 counties. In 2020, this number declined by 10% to 86M.
- Outcome 2: Leisure & Hospitality Revenues. In 2019, the leisure and hospitality generated $1.4B in sales and use tax collections. Industry collections declined by 21% to $1.1B in 2020. Information will be tracked and provided by the Department of Revenue.
- Outcome 3: Leisure & Hospitality Employment. In 2019, the leisure and hospitality industry generated an annual average of 347K jobs. Industry employment declined by 15% to an annual average of 292K. Information will be tracked and provided by the Department of Labor and Workforce Development.

# Commercial Agriculture & Forestry Supply Chain Enhancements

**Agency**: Agriculture (TDA)

**Amount:** $50,000,000

**Full Time Employees Requested:** 2

**Summary:** To provide agricultural and forestry producers that were individually and specifically impacted by the pandemic cost-share dollars and financial incentives to implement best land management practices and expand agricultural, food, and forestry businesses. Focusing on value-added processing and long-term investments, these funds will strengthen and expand Tennessee agriculture and forestry supply chains. Grant applications for these funds must match the description of at least one of the following four categories and require a threshold or initial showing that the applicant was adversely impacted by the pandemic.

• *Increase in Farm Income* - This category includes projects that will increase farm income by offering farmers higher commodity prices than other markets, processing value-added products for farmers, or allowing a single farmer to add value to their own farm products.

• *Increased Access to Markets* - This category includes projects that will create or expand a market for Tennessee farmers or forest landowners, including reducing miles that farmers must transport their products to market or creating a new market entirely.

•*Increased Capacity* - This category includes projects that will expand the capacity of an existing agricultural, food, or forestry business, including their production or processing capacity or the number of employees.

**Rationale:**  The goal in awarding these grants is that by focusing on value-added investment, these funds will ultimately strengthen and expand Tennessee agriculture and forestry supply chains. If we allocate funds to specifically affected businesses via the Ag & Forestry Economic Development Fund, then we expect to address economic development opportunities in rural areas of Tennessee and enhance the supply chain for Agriculture and Forest Products.

**Outcomes:**

- Outcome 1:  A more robust Agriculture and Forestry Economy in Tennessee
- Outcome 2:  Increased economic activity in Rural Distressed Counties.

# University of Tennessee AgResearch and Education Centers

**Agency**: Agriculture (TDA)

**Amount:** $50,000,000

**Full Time Employees Requested:** None

**Summary:** To enable our partners at UT AgResearch to research and develop practical solutions to mitigate the negative impacts on food supply chains, public health, and economic prosperity that Tennesseans have encountered during the COVID-19 pandemic and in potential future large-scale disruptions.

**Rationale:** If we allocate funds to equip UT AgResearch with the necessary infrastructure and equipment, then we expect technological innovations and applications to be researched, developed, and implemented that will significantly increase the recovery and resiliency of food security systems, leading to improved economic prosperity. We also expect to improve public health for Tennesseans to better confront the challenges of COVID-19 and possible future zoonotic disease outbreaks.

**Outcomes:**

- Outcome 1: Food insecurity in Tennessee due to the COVID-19 pandemic or similar zoonotic disease outbreaks is kept below 5%.
- Outcome 2: The number of innovative research trials at the AgResearch and Education Centers increases by at least 25% in three years, as does the number of research articles and extension publications (recommendations for producers and consumers), focusing on increasing food security and production profitability through implementation of digital/smart agriculture and urban agriculture technologies.
- Outcome 3: Extramural research funding for faculty increases 25% in three years as a result of increased impactful research activities.

# Childcare Capacity Pilot Partnerships

**Agency**:  Human Services (DHS)

**Requested Amount:** $19,370,840

**Full Time Employees Requested:** None

**Summary:** The goal of this proposal to increase the availability of childcare statewide through the use of one-time dollars to partner with the YMCAs and Boys and Girls Clubs of Tennessee through a blended funding strategy. The program will allow both partners to utilize FSAG-ARP funding for capital expenses and use childcare development fund (CCDF) ARP funding for operational expenses.

**Rationale:** If these external requests receive ARP funding these grants will directly support YMCAs and Boys and Girls Clubs. These funds will support a separate ARP funding award already awarded to YMCAs and Boys and Girls Clubs.

**Outcomes:**

- YMCA proposal:
    - Approximately 5600 childcare slots created
    - Over 48 new childcare centers available to families across the State of Tennessee
    - Total State Partnership Request: $27M
        - Operational: $17,637,160
        - Capital: $9,140,000
- Boys and Girls Club proposal:
    - Approximately 3,875 childcare slots created.
    - 13 new clubs and increased slots at all 94 existing clubs
    - Total State Partnership Request: $27M
        - Operational: $16,690,782.10
        - Capital: $10,230,840

# Learning Loss Remediation Camps

**Agency**:  Education (TDOE)

**Requested Amount:** $102,000,000

**Full Time Employees Requested:** None

**Summary:** Learning Loss Remediation Camps will serve students across the state that were disrupted by the Covid-19 pandemic. Tenn. Code Ann SS 49-6-1501-1511 codifies Learning Loss Remediation by requiring all Tennessee school districts to offer in-person loss remediation programs including summer learning camps, after-school learning mini-camps, and learning loss bridge camps. The proposal will allocate $102 million over the course of four years (FY23-FY26) to cover the costs of these camps.

**Rationale:** These remediation camps are designed to address the significant impact of learning loss, both as an immediate response to the loss of in-person instructional time and the long-term performance regression many students currently experience each year.

**Outcomes:** Tennessee's investment in remediation summer camp programming will improve the resiliency of students adversely affected by interruptions in learning due to the Covid-19 pandemic.

# Local Government Plan COVID Claim Offset

**Agency**:  Finance & Administration – Benefits Administration (F&A – BA)

**Requested Amount:** $13,794,057.00

**Full Time Employees Requested:** None

**Summary:** ARPA funds will help mitigate the extraordinary negative impact of the COVID-19 pandemic on the state group insurance program. All three plans administered by BA (State, Local Education and Local Government) have experienced significant increases in claims due not only to the specific costs for COVID-19 testing, treatment and vaccines, but also deferred care and the unfavorable rebound from delayed treament.

**Rationale:** The Local Government Plan will greatly benefit from these funds for the following reasons: COVID-19 had a higher cost impact per member on the Local Government Plan than the other plans in the state group insurance program. Through November 2022, the Local Government Plan COVID-19 costs per member were $530.93, 21% higher than for the State/Higher Education Plan and 20% higher than for the Local Education Plan. The Local Government Plan is relatively small (~26,000 members) and is not able to spread costs over many lives.  Therefore, extraordinary costs, such as COVID-19, have a higher negative impact on the Plan than with the State or Local Education Plans. The Local Government Plan has historically and consistently had higher premiums than the other two Plans due to a higher risk profile of the population.

**Outcomes:** Most participating Local Government Plan agencies are rural counties, municipalities, utility districts, 911 agencies and other quasi-governmental entities. Currently, approximately 18% are non-profit grantees of various state departments or other entities permitted eligibility when the Plan was first established.

The table below shows the potential CY2024 annual premium reduction in the Premier PPO for the Local Government Plan if COVID-19 costs are reimbursed. The three premium levels in the Local Government Plan reflect the higher costs associated with the age demographics of the group.

**2024 Annual Premium Savings – Premier PPO**

|  | Employee | Employer | Total |
| --- | --- | --- | --- |
| **Local Government:** | | | |
| Level 1 | $140.38 | $140.38 | $280.76 |
| Level 2 | $147.38 | $147.38 | $294.76 |
| Level 3 | $154.37 | $154.37 | $308.74 |

# Expenditure Category 3 (Public Health-Negative Economic Impact: Public Sector Capacity)

# Accelerating Program Inventory

**Agency**: Finance and Administration – Office of Evidence and Impact (F&A – OEI)

**Requested Amount:** $2,000,000

**Full Time Employees Requested:** None

**Summary:** To provide non-recurring funding for a vendor to implement the program inventory process with the remainder of cabinet-level executive branch agencies over two years. After this additional capacity enables initial inventory completion, existing OEI staff positions will complete maintenance and annual data collection activities.

OEI seeks up to $2,000,000 of SLFRF funds to expedite program inventory work across state government. In keeping with the emphasis on evidence that exists in ARP guidance, this proposal maximizes the state's ability to invest in programs that are working, reevaluate funding of programs that have produced negative results, and identify opportunities for further program evaluation. This is an administrative expense associated with the efficient use of SFRF dollars and the required reporting surrounding performance metrics. Allocating SFRF dollars towards this effort will allow the state to effectively identify efficient and positive performance metrics, outputs, and programs utilizing those metrics and outputs. These metrics and outputs are required for Treasury reporting and are, therefore, an allowable administrative expense associated with the use of these dollars.

**Rationale:** If we allocate funds to accelerate the completion of program inventories with all agencies, then state leaders will have access to better information and resources that support effective decisions and smart investments. This will support evaluation and data analysis of state Fiscal Recovery Fund programs.

**Outcomes:**

- Outcome 1: Increase in Tennessee's investment in evidence-based health programs.

# Electronic Workpapers for Remote Workforce

**Agency**: Finance & Administration – Internal Audit (F&A)

**Requested Amount:** $1,333,943

**Full Time Employees Requested:** None

**Summary:** Internal Auditors across Tennessee agencies are tasked with performing assurance and consulting services designed to add value and improve operations. The monitoring of internal control performance remotely and the ability to respond to public health concerns would be enhanced by electronic workpapers offering the analysis of aggregate risks and findings.

The pandemic has steered state governments to operate remotely and embrace digital technologies. While the audit process was evolving with the emergence of new technology, COVID-19 has significantly accelerated the evolution toward a virtual audit. The pandemic has sped up the process of change. Uncertainty, combined with the rapid shift to new ways of operating, has led to the need for thinking proactively. With the reduction or closing of workplaces and the need for social distancing, internal auditors are leveraging existing and new technology to conduct audits remotely, including remote data extraction, analysis, and inventory counts.

**Rationale:** If we allocate funds to implement electronic workpapers, then we expect to see auditors performing more efficient assurance and consulting work, resulting in quicker identification of problem areas to management, better decision quality, and more timely corrective actions. Specifically, we expect electronic workpapers to:

- Provide a framework for productive execution, more audit & analysis, less documenting.
- Streamline fieldwork, documentation, and reporting – enable resource-strapped audit departments to accomplish more than they could using manual techniques.
- Facilitate team communication – keeps audit staff (especially those working remotely) on the same page and focused on the same goals.

**Outcomes:**  More effective tracking of data related to:

- Monitoring and communicating changes in conformance to regulations/policy/rule;
- Monitoring and communicating changes in percentage of ineligible vs. eligible expenses; and
- Documenting evidence of fraud/waste/abuse.

# Electronic Health Records Project and Supporting Infrastructure

**Agency**: Correction (TDOC)

**Requested Amount:** $13,050,000

**Full Time Employees Requested:** None

**Summary:** To provide non-recurring funding for the approved Electronic Health Records (EHR) project across the state at each prison. Requested funding is proposed to replace prior-approved state appropriation (FY 2022) for execution of the project. The supporting infrastructure is included in the request, currently the required connections are not available to service the devices and software that will be included in the EHR project.

**Rationale:** If we allocate funding to purchase the infrastructure to support the Electronic Medical Record Project, then we expect to increase effective workflow by enhancing efficiency with electronic medical records. This will allow for the medical and behavioral health providers to provide more efficient care to patients as they will not be hindered by the existing antiquated hard copy system, which is time consuming and takes them away from effective care. In addition, the providers can allocate the time to mission critical assignments and duties. The telehealth effort will be facilitated by the LAN infrastructure and allow for the providers to reach fragile populations more effectively and to provide needed services within the housing units.

This investment in electronic records infrastructure will enable medical and behavioral health providers to provide more efficient care to patients, and not be hindered by the existing inadequate hard copy medical records system which is time consuming and take time away from necessary patient care. This effort will also allow for more readily available, adequate care for more rural, fragile populations by allowing providers to have access to their records and make prompt care decisions. This system will be accomplished over multiple years, however, one-time funding, not multi-year, will be required.

**Outcomes:**

- Outcome 1: We intend to see an increase in the overall number of instances of providing clinical services and the ability to see more individuals each month with the use of Electronic Health Records/ Telehealth.
- Outcome 2: During COVID, the ready access to health records were needed in completing the multitude of associated medical necessities. This would create more

efficient availability of reports, pre-existing conditions, and effective communication of potentially life-threatening illnesses or situations.

- Outcome 3: The Electronic Health Records/Telehealth technology will have a significant positive impact on telepsychiatry and telepsychology care.

# Unemployment Insurance Tax & Benefits System

**Agency**: Labor and Workforce Development (LWFD)

**Requested Amount:** $61,000,000

**Full Time Employees Requested:** None

**Summary:** To provide non-recurring funds for the unemployment insurance division for a new customized UI Benefits System.  The Unemployment Division of the Tennessee Department of Labor and Workforce Development collects unemployment taxes based on the employers' experience rating and the balance of the trust fund provides benefits to qualified claimants who become unemployed through no fault of their own.

**Rationale:** Unemployment Claims will be processed timely and accurately due to user-friendly features and less system errors.  The state's UI division will comply with federal guidelines and be in good standing with the Tennessee Comptroller of Treasury.  Lastly, the number of overpayments will decrease due to fraud identification/prevention and less errors.

**Outcomes:**

The system requirements for an unemployment benefits system have increased due to the COVID 19 pandemic.  The COVID 19 pandemic has resulted in an increase in federal programs, fraud attempts, USDOL program requirements increased, and changes in state employment security law.  These additional dimensions have created the need for more funding for a customized/configurable system. To meet our first pay timeliness and improper pay rate goals, the TDLWD will need to enhance and customize its benefits system to meet demand during recessionary periods, prevent fraud, and comply with new federal regulations and state laws.

- Outcome 1: Claims processed within federal first pay timeliness standards
- Outcome 2: Decrease improper pay rate levels to pre-pandemic levels
- Outcome 3: No Audit Findings
- Outcome 4: Decrease in contractor/vendor reliance

# Treasury – Information Technology - Infrastructure

**Agency**: Department of the Treasury

**Requested Amount:** $4,150,000

**Full Time Employees Requested:** None

**Summary:** In the remote work environment during the COVID pandemic, operational reliance and demand for network infrastructure, secure devices, and remote maintainability has increased. Additional investments are needed to further secure, optimize, and maintain user connectivity, devices, and information systems infrastructure through this transition.

**Rationale:** If we allocate funds to Treasury to upgrade their IT infrastructure the funds will be used to mitigate the following risks. The time it takes to procure infrastructure equipment has been the primary driver in increased lead time for IT Projects, resulting from staff needing to work remotely during the COVID pandemic. Users continue to face challenges with connection disruptions, slowness, and reduced performance. Infrastructure and application issues associated with a single application can affect other Treasury applications. While users are performing their work in a remote environment, devices and information are more vulnerable.

**Outcomes:** Faster equipment delivery to user base. More secure and efficient connectivity in maintaining system updates and network connections. Real-time access to data and information along with improved disaster recovery and business continuity needs in a remote environment. Increased levels of security and protection on Treasury devices while remote

# Treasury – Information Technology – Operational Technologies

**Agency**: Department of the Treasury

**Requested Amount:** $3,300,000

**Full Time Employees Requested:** None

**Summary:** The Treasurer has challenged Information Systems to become a world-class organization.   To help accomplish this, it is necessary to make the appropriate investments in the tools that our team members use to develop new applications and upgrade currently operational technologies for reducing risk. Executing these varying projects will result in a higher degree of operational efficiency and enhance process controls as a remote environment, which has taken place because of the COVID pandemic.

**Rationale:** If we allocate funds to Treasury to for their operational technologies the funds will be used to mitigate the following risks. Limited reporting and data availability technologies. Collaborating and sharing information using existing tools remotely is not efficient. Current versions of document repositories will no longer be supported, effecting access to electronic documents. Software development controls in certain areas are manual. Paper forms still exist that require manual storage and lookup.

**Outcomes:** Tools, licenses, and resources to implement broad data reporting and metrics for business operations. Development of new applications and support efficiency will be improved. Provide and improve continuous accessibility to electronic documents. Further automate software deployments and controls for efficiency. HR documents will be scanned and digitized for remote reference.

# Treasury – Information Technology – Project ARIS – Future of Concord

**Agency**: Department of the Treasury

**Requested Amount:** $51,300,000

**Full Time Employees Requested:** None

**Summary:** The Tennessee Consolidated Retirement System relies on the Concord system for administration of the pension program including employer contribution reporting, benefit payroll, work management, document storage, self-service features, and various regulatory reporting. Since the COVID pandemic, the demand for digital service offerings in Concord have increased significantly. With emerging technologies, legislative requirements, and increased operational demand, TCRS and Treasury Information Systems realizes risks with Concord and necessity to pursue opportunities in updating or replacing.

**Rationale:**  If we allocate funds to Treasury to upgrade or replace the Concord system Treasury will have the ability to analyze and outline target state product requirements, evaluate product viability and vendor options, and implement the decided course. Treasury would plan and execute the operational and technical implementation of the determined path from analysis. These potential paths include replacement through custom development, new vendor product implementation, re-architecting Concord with updated technologies and refined designs, or migration to vendor-maintained solution.

**Outcomes:** Business Process Analysis and Engineering. Target State Product Requirements. Implementation of optimized business processes. Modernized features and automation. Upgraded technologies and infrastructure.

# TFACTS System Replacement

**Agency:** Children's Services (DCS)

**Amount:** $62,000,000

**Summary:** The approved amount will replace TFACTS, which currently maintains records for each foster child, foster parent and provider as well as the payments and revenues flowing to support the agency's work. Replacing the system is necessary to comply with federal requirements for child welfare systems as well as rectify audit findings. The new system will allow DCS to incorporate all necessary and critical functions for child welfare services.

**Rationale:** TFACTS has been in production for over 12 years, uses legacy technology, and issues with the system have been identified in every performance audit since 2014. The current system does not adequately meet the needs of case managers nor child welfare providers. Replacing TFACTS will place the Department of Children's Services on track to comply with federal requirements and effectively meet the needs of citizens served.

**Outcomes:**

- Replacing TFACTS will yield a better system designed to compressively meet the unique needs of the Department of Children's Services.
- The system will provide the first steps for the Department to rectify federal and state audit findings.

# Expenditure Category 7 (ADMINISTRATIVE)

# Administrative Costs

**Agency**: Finance & Administration (F&A)

**Requested Amount:** $19,680,000

**Full Time Employees Requested:** None

**Summary:** Funding equating to less than 1% of the CSFRF will be used to cover the costs of external consulting support to assist the state with managing and administering the CSFRF. This designation of $19.68 million in SFRF dollars to support/fund administrative costs is directly associated with the compliant management and disbursement of its SFRF allocation in compliance with U.S. Treasury guidance and standards.

**Rationale:** Given the significant level of funding and complexities involved, contracting with external consultants will help ensure the state's compliance with the requirements of the CSFRF.

**Outcome:** Compliance with legal, regulatory, and other requirements of the Coronavirus State Fiscal Recovery Fund.