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Developing the FY28 Budget Request

For Fiscal Officers

August 2026

Agenda

- Evidence-Based Budgeting in Tennessee
- Completing the Forms
- Sample Responses
- Questions and Resources



Objectives

- Understand the purpose of evidence-based budgeting in Tennessee
- Identify programmatic and operational budget requests & reductions
- For requests related to programs, determine whether a program is in the inventory and how much information is needed for the budget process
- Be able to effectively complete and submit the cost increase request and reduction forms for FY28

Evidence-Based Budgeting (EBB) in Tennessee



Fiscal Policy Objectives

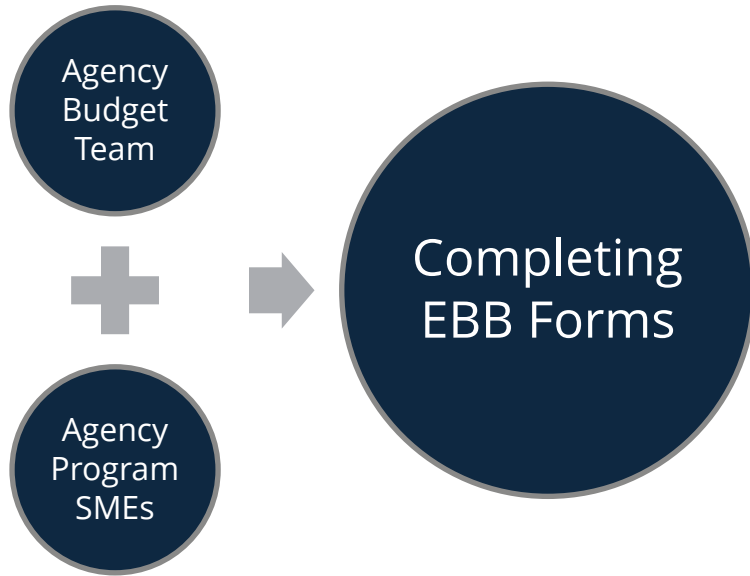
- Ensure a clear link between the **administration's priorities** and **agency strategic plans** and any new spending requests.
- Invest in programs and initiatives **supported by evidence and research** to improve outcomes and return on investment.
- Identify and evaluate opportunities within the base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

What is evidence-based budgeting?

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

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

What is the budget staff's role?



- Develop budget requests & reductions.
- Identify whether a submission is programmatic.
- If programmatic:
 - Determine whether a program is in the program inventory.
 - Identify program staff/program inventory point of contact to support, specifically questions 3a, 3b and 4 (increase requests).
- Ensure full completion and timely submission of all EBB forms.

FY28 Budget Steps & Timeline

Aug. 14, 2026
FY28 instructions,
EBB forms, &
support materials
available

Aug. 21, 2026
FY28 EBB training
session from OEI

Sept. 18, 2026
Operating & Capital
Outlay Budget
Requests Due

Completing the Forms

Cost Increase Form:

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

Reduction Form:

- Complete for all proposed reductions.
- Include vacancies/position reductions directly tied to any program or service reduction.
- Forms should correspond to budget system adjustments on a 1:1 basis.

Is this a programmatic request?

Is this the highest priority?
Is this a programmatic request?

☐ **No:** this request is for rate increases, internal department operations (HR, administration, legal, etc.), facilities, equipment, IT improvement, or an advisory board or committee.

☐ **Yes:** this request is for, or directly supports (e.g., expands, staffs), a discrete program, intervention, or service; any systematic activity that engages participants to achieve desired outcomes. **If Yes, is it listed in the program inventory?** (Check the dashboard here: [Program Inventory](#))

☐ **No**

☐ **Yes** → Inventory Program Name: **Program Name**

Is this a programmatic request?

YES=Programmatic	NO=Operational
• Program, service, intervention, or support • Disbursed grant, fund, or scholarship • Direct benefit to individual or family who meet qualifications at a set frequency (e.g., SNAP, WIC) • Education, communication, or marketing campaign overseen by the agency (e.g., training, class, awareness campaign) • Requests for positions that manage or are directly tied to a program	• Regulatory functions (e.g., licensure, permits, audit activities, oversight) • Most internal operations (e.g., communications, procurement, media services, legal, non-programmatic positions, security) • IT functions/projects • Advisory committees • Facility or building establishment or maintenance • Provider rate increases

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☐ **No**

☐ **Yes** → Inventory Program Name: **Program Name**

Check the Inventory

- <https://www.tn.gov/finance/oei/program-inventory.html>
- Use the search bar or filters to find existing programs

[Program Inventory](#) [Glossary](#) [Back to OEI](#)

Results: 327 Programs

Filters [Expand All](#) [Collapse All](#)

[Priority Area](#)

[Evidence Step](#)

[Outcome Measures](#)

[Program Demographic](#)

[Department](#)

Programs by Evidence Step

Evidence Step	Count
Logic Model	4
Outputs	78
Outcomes	115
Evidence	42
Strong Evidence	84
Other	4

Disability and Aging

1915(c) Home and Community Based Services (HCBS) Waiver Programs

Evidence Step: Strong Evidence **Priority Area:** Strong Families and Communities **Program Demographic:** Adults, Persons with Disability

Tennessee's 1915(c) Home and Community-Based Services (HCBS) Waiver Programs are Medicaid waivers approved by the federal government to provide HCBS to individuals with intellectual or developmental disabilities. In particular, the waivers allow Tennessee to develop home and community-based services to meet the needs of people who prefer to get long-term care services and supports in their home or community, rather than in an institutional setting.

[Learn More](#)

What is not in the inventory?

Not in the Inventory:

1. A program run by commissions, boards, and other **non-cabinet** state organizations
2. An existing, Tennessean-facing program that is **not in the inventory**

Action Step:

- Discuss with program leader and answer questions 3 and 4; if OEI needs additional information, we will reach out

Question 3a & 3b

3a. Needs Assessment: What opportunity/problem is this budget adjustment trying to address? How will this adjustment address the issue?

Describe the need or opportunity, who would benefit, and why it is important to address now. Explain how the requested funding will address the identified need. If applicable, share any available research about the need or the proposed approach.

Click or tap here to enter or paste text.

3b. Trends/Historical Data: Please provide historical or trend data that help demonstrate and support this request.

- Use available data from prior years to show *what has changed over time* and *what is driving the need for additional funding*. Relevant data may include caseloads, population served or eligible, demand, waitlists, staffing or workload, service costs, utilization, or other relevant measures.
- Include charts, graphs, tables where helpful. If historical data are limited or unavailable, briefly explain why and provide the best available information supporting the request.

Click or tap here to enter or paste text.

Submitting the Forms

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

Information Sharing

- The forms you complete are for the most part intended to be internal documents.
- If an external individual/entity requests them, we may have to provide them.
- We provide them to the legislature if requested.

Sample Cost Increase Request



Questions and Resources

Resources & Contact Information

- Feedback
 - <https://forms.office.com/g/5aG7GHZQqP>
- Helpful Links
 - Budget: [*Budget Analyst Agency Assignments*](#)
 - OEI: [*www.tn.gov/finance/oei/evidence-based-budgeting.html*](http://www.tn.gov/finance/oei/evidence-based-budgeting.html)
- OEI Team
 - **Contact us any time with questions or a request to meet:**
 - [*Ayron.Hall@tn.gov*](mailto:Ayron.Hall@tn.gov)
 - [*Amanda.K.Armstrong@tn.gov*](mailto:Amanda.K.Armstrong@tn.gov)
 - [*OEI.Questions@tn.gov*](mailto:OEI.Questions@tn.gov)



Department of
**Finance &
Administration**

Office of Evidence
and Impact

Thank you