**FY27 Cost Increase Request**

**SAMPLE PROGRAM REQUEST FOR DEMO PURPOSES\***

**\*IMPORTANT NOTE:** This is a **sample** cost increase request for a ***fictional*** state-run program for demonstration only. Look for the **EXAMPLE** tag to see strong sample responses; **NON-EXAMPLE** indicates sample responses that are not ideal. **Please turn on comments for helpful explainers in the margin.**

## Instructions

This form should be completed for each cost increase request that is **not mandated by law**. Forms should correspond to budget system adjustments on a 1:1 basis. Before completing this form, please review guidance materials here: [Budget Instructions and Forms](https://www.tn.gov/finance/fa/fa-budget-information/budget-instructions-and-forms.html). Budget officers should:

1. **Compile** all necessary information in this form, and **name** it with this convention: Priority#\_AdjustmentName (e.g., 3\_Analyst Positions).
2. **Enter** information into the new budget system.
3. Include the budget system adjustment number in this form.
4. **Email** a final copy of this form to their [budget office analyst](https://www.tn.gov/finance/fa/fa-budget-information/fa-budget-agency.html), who will review each request and return submissions that do not provide sufficient detail.

## General Information

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| **Agency** | **Choose an agency.** |
| **Adjustment Number***Starting an entry in the budget system will generate this number.* | 12345 |
| **Is there an off-setting reduction plan for this request?** | [x] **No** [ ] **Yes** If yes, please enter the adjustment number: 00000 |
| **Adjustment Name***Short name of request* | ***Victims Housing First Initiative*** |
| **Agency Prioritization***1 is the highest priority* | 2 |
| **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.[x] **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*](https://www.tn.gov/finance/oei/program-inventory.html))[x] **No** [ ] **Yes** à Inventory Program Name: Program Name |
| **Brief Description****Limit two sentences** | **EXAMPLE** This request would provide recurring funding for the for a pilot of the Victims Housing First Initiative, which is a program designed to keep victims of crimes from experiencing homelessness through case management, rapid access to permanent housing, and crisis intervention. The goal is to begin the program in Shelby County and provide funding for data collection and analysis, needs assessment, and case management; if it goes well, we can expand the program to other counties in the future.  |
| **Brief Expected Result** **What do you expect to accomplish with this funding?** *Limit two sentences* | **EXAMPLE** We hope to serve 350 victims and lower homelessness in Shelby County by 10%. We will also gain strong insights about the program with more robust data tracking and monitoring statistical trends.  |

## Requested Funding

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| FY27 | Recurring | Non-recurring FY26 |
| **General Fund State** | $1,000,000 | $500,000 |
| **Dedicated Funds** | $0 | $0 |
| **Federal Funds\*** | $0 | $0 |
| **Other Funds\*** | $0 | $0 |
| **TOTAL Dollars Requested *enter manually*** | **$1,000,000** | **$500,000** |

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| \*If using federal or other funds, provide the source of those funds: |
| Click or tap here to enter or paste text. |

## **Positions**

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| **FY27** | **Full Time Positions** | **Seasonal/Part Time Positions** |
| **Positions Requested*****Related to this request only*** | 2 | 0 |
| **Current Positions*****Related to this request only*** | 0 | 0 |
| **Total Current Vacancies** **Department-wide as of** **Aug. 1, 2025** | 20 | 0 |

## **Previous Base Funding**

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| --- | --- | --- | --- | --- | --- |
|  | **State****Recurring** | **State** **Non-Recurring** | **Federal** **Recurring** | **Federal** **Non-Recurring** | **Other** |
| **FY21** | $ 0  | $ 0 | $ 0 | $ 0 | $ 0 |
| **FY22** | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |
| **FY23** | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |
| **FY24** | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |
| **FY25** | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |
| **FY26** | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |

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| **If there have been any related cost increases in the last four years, what has been the impact of that funding to this point?**  |
| Click or tap here to enter or paste text. |

## **Funding Details**

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| **1. Long Description & Connection to Strategic Plan: What is the program/initiative/resource that this request would fund?** Describe any included key services/interventions. How does this request tie to the agency’s vision and mission and the goals within the agency’s strategic plan (e.g., Four-year Strategic Plan)? Note to budget officers: this answer can take the place of the detailed entry in the Long Description box in the budget system. Copy and paste the description from here into Long Description box before uploading this document. |

**EXAMPLE**

Victims Housing First is meant to provide resources and assistance for crime victims who are experiencing, or are likely to experience, homelessness. The program aids individuals (and families) through rapid access to permanent housing (Rapid Rehousing), without a pre-condition of treatment, along with ongoing support services such as crisis intervention, needs assessment, and case management. Clients can be placed in apartments throughout a community or a centralized housing location with on-site support for those requiring more intensive services; clients can receive housing regardless of substance use history. Housing First practices are evidence-based (see question 2b) and proven as a cost-effective solution to lower homelessness by providing supportive housing and services.

This is directly connected to F&A’s strategic goal related to reducing violent crime in Tennessee, through helping victims secure stable housing and thus preventing homelessness and further violent crime; it is also related to the Governor’s larger priority of Public Safety & Criminal Justice Reform.

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| **2a. Needs Assessment:** **What opportunity/problem is this budget adjustment trying to address? How will this adjustment address the issue?** * Include any compelling data or research here that show what the problem/opportunity is and justify the approach.
* Include a description of the target population and delivery setting (e.g., high school CTE students in distressed counties, K-12 CTE programs delivered in school).
* How many new or additional people would be served? Counties/communities? How many will remain unserved? If this is an existing program, how has the program population been trending the last few years?
 |

**EXAMPLE**

This budget request is to pilot the services of Victims Housing First in Shelby County to serve the Tennesseans who have become victims of crimes, and either are experiencing homelessness or are assessed as high probability of experiencing homelessness due to the crime committed against them. The additional funding would also expand the program’s ability to collect and analyze data (e.g., Point-in-Time count, surveys) to better understand both the need and the impact of the program.

As one of the most populated counties in the state at about 900,000, Shelby County has a pronounced need:

* Crime in Shelby County has been on a steady rise since 2020, with a 17.4% increase in the overall crime rate.
* Shelby County has seen a 5.4% increase in violent crime since 2022.
* Domestic violence has increased 5.6% since 2022 ([Memphis Crime Commission](https://memphiscrime.org/the-stats/)).

In addition, research has shown that “Domestic violence is among the leading causes of housing instability for women and children” ([Baker, et. al, 2010](https://www.sciencedirect.com/science/article/abs/pii/S1359178910000480)).

This pilot would also include state support and partnership with the Community Alliance for the Homeless and the Memphis/Shelby County Continuum of Care (CoC). The CoC in Shelby County was established to reduce homelessness in the area, but they do not have a specific focus on victims of crime experiencing homelessness. We anticipate the entire population in need of these services in Shelby County will be served, which would be around 350 victims per year.

**NON-EXAMPLE 1 (NOT ENOUGH DETAIL)**

* There is data and research to support the provision of this program in Shelby County.
* This pilot program will support the population in need in Shelby County by partnering with community organizations.
* The goal is to serve all who are in need.

**NON-EXAMPLE 2 (TOO MUCH INFORMATION)**

This budget request is to provision services of the program in Shelby County to be able to serve the Tennesseans who have become victims of crimes, and either are experiencing homelessness or are assessed as high probability of experiencing homelessness due to the crime committed against them. The additional funding would also expand the program’s ability to collect and analyze data (e.g., Point-in-Time count, surveys) to better understand both the need and the impact of the program.

As the largest and most populated county in the state at about 930,000 people across 755 sq miles, Shelby County contains the city of Memphis. Memphis is the largest city in Shelby County and in the state, totaling around 630,000 people. “Memphis is also the #1 metro for black entrepreneurship. The most giving city in America. Home to St. Jude Research Hospital and FedEx” (<https://whymemphis.com/>). Shelby County has a pronounced need for this program to expand:

* Crime in Shelby County is significantly higher than the national average and has been on a steady rise since 2020, with a 17.4% increase in the overall crime rate.
* The national violent crime rate is 22.7% and the current rate in Shelby County is [39.8%.](https://www.bestplaces.net/crime/county/tennessee/shelby)
* Shelby County has seen a 5.4% increase in violent crime since 2022.
* Domestic violence has seen an increase of 5.6% since 2022. The city of Memphis has seen an alarming upswing in Domestic Violence calls for 2023. According to the Memphis police department (MPD) they have received 16k domestic violence calls as of [Aug 2023](https://www.actionnews5.com/2023/08/15/mpd-reports-16k-domestic-violence-calls-aug-2023/).
* Depression is on the rise after the pandemic: Among Tennessee residents who responded to the 20-minute, online survey related to adult mental health, 28.3% reported symptoms of depression, between Aug. 19-31. The national estimate during the same time was 24.5%. Before the pandemic, an estimated 6.6% of people nationally had symptoms of depression, between January - June of 2019. [Citation here](https://www.commercialappeal.com/story/news/2020/09/19/tn-ranks-highest-depression-cdc-survey-state-offers-free-help/5825921002/).
* In the 2023 Memphis/Shelby County Point-in-Time summary there was a totally 135 chronically homeless persons, totaling 10.4% prevalence of the population ([2023-PIT-Summary-.pdf (cafth.org)](https://www.cafth.org/wp-content/uploads/2023/08/2023-PIT-Summary-.pdf)).

In addition, research has shown that “Domestic violence is among the leading causes of housing instability for women and children” ([Baker, et. al, 2010](https://www.sciencedirect.com/science/article/abs/pii/S1359178910000480)). A program like this has been implemented in NY, [DC](https://pathwaystohousingdc.org/), WA, and [PA](https://pathwaystohousingpa.org/) with some success. As shown, there is an innate need for this program to help victims of crimes not experience home instability. Lots of research has been done about homelessness and violent crime:

* [Public Beliefs About the Causes of Homelessness](https://academic.oup.com/sf/article-abstract/69/1/253/2232391)
* Post-Traumatic Stress Disorder (PTSD) in Victims of Domestic Violence: A Review of the Research (Jones, Hughes, Unterstaller, 2001)
* [The impact of Homelessness on Mortality of Individuals Living in the United States](https://muse.jhu.edu/article/847227)
* [Stability and Change in an Urban Homeless Population](https://link.springer.com/article/10.2307/2061529)
* [Understanding the Intersection of Homelessness and Justice Involvement](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8849028/)
* [Homeless Liaison Toolkit | 2020 Edition](https://nche.ed.gov/homeless-liaison-toolkit/)

This pilot program would allow for state support and partnership with the [Community Alliance](https://www.cafth.org/about-us/) for the Homeless (CAFTH), who is the leading agency for the Memphis and Shelby County Homeless Consortium, and the Memphis/Shelby County Continuum of Care (CoC). CAFTH was established in the county in February of 2010 and was the result of a merger between two other coalitions that were established. CAFTH provides planning, technical assistance, and service coordination to both private and public agencies that are working towards the goal of ending homelessness in Shelby County.

The CoC in Shelby County was established for reducing homelessness in the area, but they do not have a specific focus for victims of crime experiencing homelessness. We anticipate the entire population in need of these services in Shelby County will be served, which would be around 350 victims per year.

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| **2b. Anticipated Impact:** How does the department plan to track success—even if it’s a new effort? * How will this adjustment “move the needle”? What changes or benefits do you expect to see as a result of this adjustment? If applicable, list any new outputs, outcomes, or KPIs that you plan to measure in the future, but do not currently measure now. Be sure this response directly connects to the demonstrated problem.
* **FOR NEW PROGRAMS:** what is the proposed logic model (If we do X, Y, Z, then we expect to see A, B, C)? Is there any existing research regarding program effectiveness of this model in other states? If so, please describe and provide a link here.
 |

**EXAMPLE**

By introducing this program to Shelby County, we expect to serve 350 victims per year, and we expect to see an initial 10% decrease in overall homelessness in the county.

A program like this has been implemented in NY, [DC](https://pathwaystohousingdc.org/), WA, and [PA](https://pathwaystohousingpa.org/) with some success. In the PA’s Pathways to Housing program, 86% remain housed after 5 years ([citation](https://pathwaystohousingpa.org/our-impact)).

Additionally, we will need the ability to collect and analyze the data that would help us understand the correlation between victims of crimes and housing instability. With this funding, we would be able to collect and monitor relevant outcome metrics in Shelby County, which would align with how data is collected in other states:

* Percentage of victims with stable housing after 1 year
* Percentage of victims with increased feelings of safety and security after being in the program

There is a study of [Housing First](https://www.countyhealthrankings.org/strategies-and-solutions/what-works-for-health/strategies/housing-first#footnote_27) programs like the one we plan to implement in Shelby County; the study is rated *scientifically supported* in the What Works for Health clearinghouse, showing expected benefits including reduced homelessness, increased housing stability, and reduced hospital utilization. Additionally, there is a study that supports [service-enriched housing](https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/service-enriched-housing), which is one component of the overall program; we anticipate success because this component of the program is evidence-based.

**Logic model:** If we provide crime victims who are experiencing homelessness access to rapid rehousing and ongoing support services such as crisis intervention, needs assessment, and case management, then we will see a drop in homelessness, increased housing stability, and improved safety, security, well-being, and mental health.

**NON-EXAMPLE 1 (NOT ENOUGH DETAIL)**

By providing this program in Shelby County, we expect to serve the victims of crimes that are or could experience homelessness. Additionally, we will be able to collect and monitor metrics in Shelby County.

**Logic model:** If we receive funding to start the Victim’s Housing First initiative in Shelby County, then we will be able to pay for resources to help victims.

**NON-EXAMPLE 2 (TOO MUCH INFORMATION)**

By expanding this program into Shelby County, we expect to 350 victims per year, and we expect to see an initial 10% decrease in overall homelessness in the county. We see success in several other states like NY, DC, WA, and PA. DC’s program description is as follows: “Pathways to Housing DC was founded to positively transform the lives of people experiencing chronic homelessness, who are also living with serious and persistent mental illness and challenging health conditions. For the past decade, we have successfully engaged, housed, supported, and treated over 850 adults who had been living on the streets for years. As an alternative to a system of emergency shelter/ transitional housing, our model is simple: provide housing first, and then combine that permanent housing with a client-center approach that includes supportive treatment services in the areas of mental and physical health, substance abuse, education, and employment.” This program expansion aims to create a sustained, coordinated approach for crime victims so they are aware of existing services to help prevent housing instability or homelessness. At the individual services and case level, there is also a need for a robust and comprehensive coordinated, trauma-informed approach to address the needs of victims to keep them from experiencing homelessness.

We also expect to see a capacity to collect specific correlation data between crime victims and housing instability. There is currently a gap in the ability to collect and analyze the data that would help us understand the correlation between victims of crimes and housing instability. With this funding, we would be able to track that metric.

Additionally, we will be able to collect and monitor the following outcome metrics in Shelby County, which would align with how data is collected in other states:

* Percentage of victims with stable housing after 1 year
* Percentage of victims with increased feelings of safety and security after being in the program
* Number of community partners
* Number of offices
* Number of people served

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| **3. New vs. Ongoing Effort: This request is:** (select all that apply; add details where requested)  |
| [ ]  A **change to an existing** program/initiative/resource (e.g., adding staff or resources, serving more or a different group of people, making changes to the service model, etc.).[x]  A completely **new** program/initiative/resource.[ ]  A planned **multi-year** effort. Briefly describe what fiscal requests we can expect in the future and how this will impact program rollout: Click or tap here to enter or paste text.[ ]  This is **year 2 or 3** of a multi-year investment. Provide insight into the status of the program and its implementation: Click or tap here to enter or paste text. |

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| **4. Budget & FTE Detail: What would the requested funds purchase, and what is the corresponding cost?** (e.g., personnel, salary increases, equipment, contracted services, etc.). Describe the assumptions used to determine funding and position requests. If the impact is not specifically quantifiable, is a cost avoidance, or if additional information is needed to explain the fiscal impact, please elaborate. For each proposed FTE, include the role name, the proposed annual salary, and a brief description of the role’s purpose and why the role is needed. |
| **e.g.:** Personnel: * 2 FTE (Data Analyst) at $87,000 each – this position supports data collection, analysis, and reporting
* 1 FTE (Program Director) at $104,000 – this position oversees hiring, program planning and operations, and oversees new data analysts

Equipment: $400,000  Contracted Services: $1,000,000 for marketing campaign |

**EXAMPLE**

Personnel:

* 1 FTE (Program Analyst) at $125,000 – this position will support program implementation in Shelby County, including community outreach, partnership management, interdepartmental relationships, and data reporting
* 1 FTE (Data Analyst) at $125,000 – this position supports survey development, data collection, analysis, and reporting

Equipment (one-time):

* $100,000 IT package x2
* $300,000 Office Setup (Shelby County)

Contracted services:

* $250,000 office space (rent, utilities, maintenance, security & IT contracts)
	+ Rent: $19.64/sf, 600sf (200 per employee and a meeting room)
* $75,000 each crisis services vendor (x2 in Shelby County)
* $100,000 evaluation through RFA
* $200,000 Housing subsidies ($100,000 Community housing, $100,000 rental vouchers)

## **External Effects**

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| **5. Statute Change: Would this solution require an associated rule or statutory change?** If so, provide a specific reference to TCA or rule that would need to be modified and how it would need to be changed. |

[x] **No** [ ] **Yes (explain)** Click or tap here to enter or paste text.

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| **6. Agency Impact: Does this solution have an impact programmatically or fiscally on any other agency? If so, which one(s)?** Indicate if this program or initiative is jointly funded by any other agencies and if so, which ones and to what extent. |

[x] **No** [ ] **Yes (explain)** Click or tap here to enter or paste text.