HCBS Spending Plan For Implementation of American Rescue Plan Act

	FFY Quarter 4 2022 Update All dollar figures are Gross Share and in Millions Estimates based on proposed spend plan total projections										
Program	FFY21Q3 04/01/21-06/30/21	FFY21Q4 07/01/21-09/30/21	FFY22Q1 10/01/21-12/31/21	FFY22Q2 01/01/22-03/31/22	TOTAL						
HCBS (Managed Care)*	\$4,318	\$4,054	\$3,892	\$3,868	\$16,132						
HCBS (All 1915c Waivers)**	\$1,778	\$1,706	\$1,940	\$2,391	\$7,815						
Private Duty Nursing†	\$29	\$29	\$32	\$33	\$122						
Rehabilitation Services**	\$145	\$140	\$163	\$199	\$648						
Personal Care Services†	\$179	\$178	\$182	\$197	\$737						
Home Health Services†	\$139	\$124	\$128	\$131	\$522						
PACE++	\$87	\$90	\$88	\$96	\$360						
Case Management†	\$8	\$9	\$9	\$9	\$35						
TOTAL (in millions)	\$6,683	\$6,331	\$6,432	\$6,924	\$26,371						

Actuals denoted in blue text and subject to retrospective update upon future submissions.

Footnotes

- * Includes Managed Care & Managed Long Term Care (MLTC) HCBS spend; excluding PACE which is lined out separately below.
- ** Includes non-DOH/Other State Agency (OSA) Fee-for-Service (FFS) spend and actuals pulled from the CMS 64 report spanning 4/1/21 through 12/31/21.
- † These are FFS programs and actual spending is pulled from the CMS 64 report spanning 4/1/21 through 12/31/21.
- ++ This is an MLTC Managed Care program and actual spending is pulled from the CMS 64 report spanning 4/1/21 through 12/31/21.

Note: The actual and projected expenditure values in the summary table above are based on a draft methodology not yet approved by CMS.

Comparison to Projection in Q3 Spending Plan Shared with CMS in February 2022

Q3 Projection **Dollar Difference** % Difference \$15,531 \$601 3.9% \$382 5.1% \$7,433 \$0 \$122 N/A N/A \$0 \$648 \$723 \$14 1.9% \$559 -6.5% \$355 1.4% \$35 -0.3% \$24,636 \$1,735 6.6%

Comparison to eFMAP Projection in Q3 Spending Plan

Shared with CMS in February 2022

FFY Q4 Update Total Projection (~10% eFMAP)	FFY Q3 Projection (10% eFMAP)	Dollar Difference	% Difference				
\$1,539	\$1,527	\$13	0.8%				
\$778	\$743	\$35	4.7%				
\$12	\$0	\$12	N/A				
\$64	\$0	\$64	N/A				
\$73	\$72	\$1	1.5%				
\$52	\$56	(\$4)	-6.5%				
\$36	\$36	\$1	1.7%				
\$4	\$4	\$0	-0.6%				
	•		•				
\$2,559	\$2,437	\$122	5.0%				

	HCBS Sp	ending Plan For Implementation of American Rescue Plan Act													Spe	nd by Federal Fiscal Quar	ter								
				5	FE Funding (Estimate @			Projection FFY22O2 (SFE) 01/01/22 -	Projection FFY22O2 (Gross) 01/01/22 -	Projection FFY22O3 (SFE)	Projection FFY22Q3 (Gross)	Projection FFY22Q4 (SFE)	Projection FFY22Q4 (Gross)	Projection FFY23Q1 (SFE)	Projection FFY23Q1 (Gross)	Projection FFY23Q2 (SFE)	Projection FFY23Q2 (Gross)	Projection FFY23Q3 (SFE)	Projection FFY23O3 (Gross)	Projection FFY23Q4 (SFE)	Projection FFY23Q4 (Gross)	Projection FFY24Q1 (SFE)	Projection FFY24O1 (Gross)	Projection FFY24Q2 (SFE)	Projection FFY2402 (Gross)
Category		Proposal Name Transform the Long-Term Care Workforce and Achieve	Lead Agency	Expenditure	completion)	FFP	Gross	03/31/22	03/31/22	04/01/22-06/30/22	04/01/22-06/30/22	07/01/22-09/30/22	07/01/22-09/30/22	10/01/22 - 12/31/22	10/01/22 - 12/31/22	01/01/23 - 03/31/23	01/01/23 - 03/31/23	04/01/23 - 06/30/23		07/01/23 - 09/30/23 0	7/01/23 - 09/30/23	10/01/23 - 12/31/23	10/01/23 - 12/31/23 0	1/01/24 - 03/31/24 0	/1/01/24 - 03/31/24
Support & Strengthening the Direct Care Workforce	А	Value-Based Payment	DOH	Directed Payment	\$143,036,206	\$214,554,309	\$357,590,515	\$143,036,206	\$357,590,515	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce	В	Improve the OPWDD Workforce	OPWDD	1915 (c) Waiver Amendment, Appendix K	\$489,800,000	\$811,935,700	\$1,301,735,700	\$347,600,000	\$1,028,402,367	\$112,200,000	\$243,333,333	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce	С	Expand Advanced Training Incentive (ATI) Program for HCBS Transitions from Nursing Home	DOH	State Plan Amendment	\$69,100,000	\$69,100,000	\$138,200,000	\$0	\$0	\$69,100,000	\$138,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce	D	Workforce Transportation Incentive	DOH	N/A	\$10,000,000	\$0	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce	E	Improve the OMH Workforce	ОМН	Directed Payment & State Plan Amendment	\$39,166,796	\$50,325,145	\$89,491,941	\$22,316,699	\$55,791,747	\$8,425,048	\$16,850,097	\$8,425,048	\$16,850,097	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce	F	Improve the OASAS Workforce Increase Medicaid Rehabilitation Rates for OMH	OASAS	State Plan Amendment	\$7,201,000	\$8,851,000	\$16,052,000	\$3,300,000	\$8,250,000	\$1,980,000	\$3,960,000	\$1,921,000	\$3,842,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce	G	Community Residence Programs	ОМН	State Plan Amendment	\$6,900,000	\$7,200,000	\$14,100,000	\$6,900,000	\$14,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support & Strengthening the Direct Care Workforce Support & Strengthening the Direct Care Workforce	Н .	Enhance the Children's Services Workforce Expand Training and Implementation Support for	OMH	Directed Payment N/A	\$4,640,000	\$4,640,000 \$0	\$9,280,000	\$0 \$0	\$0	\$0 \$n	\$0 \$0	\$4,640,000	\$9,280,000 \$0	\$0 \$0	\$0 \$0	\$8 600 000	\$8 600 000	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	şo so	\$0 \$0
	_	Evidence Based Practices (EBPs) Expand Recruitment and Retention of Culturally							3.0	~	30	30	30	30	50	40,000,000	4-,,	,,,		~	30	~	30		
Support & Strengthening the Direct Care Workforce	J	Competent, Culturally Responsive and Diverse Personnel	ОМН	N/A Directed Payment	\$4,000,000	\$0	\$4,000,000	\$0 \$0	\$0	\$0	\$0	\$0	\$0	50	\$0	\$4,000,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	50	\$0
Support & Strengthening the Direct Care Workforce Support & Strengthening the Direct Care Workforce	L	Expand Certified and Credentialed Peer Capacity Improve and Support the Assisted Living Program (ALP)	DOH	Directed Payment	\$20,000,000	\$20,000,000	\$40,000,000	50	50	\$5,000,000	\$10,000,000	\$5,000,000	\$10,000,000	\$5,000,000	\$10,000,000	\$5,000,000	\$10,000,000	\$0	\$0	\$0	\$0	ş0 \$0	\$0	\$0 \$0	\$0
Support & Strengthening the Direct Care Workforce	м	NEW Proposal - Home Care Worker Wage Increase	рон	Directed Payment;	\$1,224,258,848	\$1,224,258,848	\$2,448,517,697	\$0	\$0	\$0	\$0	\$0	\$0	\$181,289,000	\$362,578,000	\$181,289,000	\$362,578,000	\$215,420,212	\$430,840,424	\$215,420,212	\$430,840,424	\$215,420,212	\$430,840,424	\$215,420,212	\$430,840,424
HCBS Capacity, Innovations, and Systems Transformation	A	Expand Capacity in Nursing Home Transition and Diversion (NHTD) and Traumatic Brain Injury (TBI)	рон	1915 (c) Waiver Amendment, Appendix	\$46,400,000	\$46,400,000	\$92,800,000	\$0	\$0	\$31,500,000	\$63,000,000	\$11,000,000	\$22,000,000	\$3,900,000	\$7,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	В	Invest in the Expansion of Community First Choice Option (CFCO) Services	рон	K State Plan Amendment	\$46,800,000	\$0	\$46,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$46,800,000	\$46,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	С	Support of the Unique Program of All-Inclusive Care for the Elderly (PACE) Fully Integrated Care Model	DOH	PACE Organization Premium Adjustment	\$40,000,000	\$0	\$40,000,000	\$0	\$0	\$0	\$0	\$40,000,000	\$40,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation		Improve the OPWDD Delivery System	OPWDD	N/A	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	E	Invest in a Community Engagement Initiative- HCBS Day Services	OPWDD	N/A	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	F	Invest in Diversity, Equity, and Inclusion for People with IDD	OPWDD	N/A	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation HCBS Capacity, Innovations, and Systems Transformation	G H	Integrated Living Transformation Grant Adjust Residential Addiction Treatment Services Rate	OPWDD	N/A State Plan Amendment	\$20,000,000	\$0 \$17,661,000	\$20,000,000 \$35,322,000	\$0 \$0	\$0 \$0	\$5,000,000	\$5,000,000 \$0	\$5,000,000 \$12,441,000	\$5,000,000 \$24,882,000	\$5,000,000 \$2,610,000	\$5,000,000 \$5,220,000	\$5,000,000 \$2.610.000	\$5,000,000 \$5,220,000	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0
HCBS Capacity, Innovations, and Systems Transformation	1	Expand and Implement HCBS and Community Oriented Recovery and Empowerment (CORE) Services	DOH, OMH	Directed Payment	\$9,200,000	\$9,200,000	\$18,400,000	50	50	\$0	\$0	\$12,441,000	\$0	\$4,600,000	\$9,200,000	\$4,600,000	\$9,200,000	\$0	\$0	\$0	\$0	50	\$0	\$0	\$0
		Support the Transition to Voluntary Foster Care Agencies																							
HCBS Capacity, Innovations, and Systems Transformation	1	(i.e., Article 29-I providers, as licensed under State Law) Core Limited Health Related Services	DOH, OCFS	State Plan Amendment	\$16,250,000	\$19,895,000	\$36,145,000	\$7,290,000	\$18,225,000	\$3,030,000	\$6,060,000	\$3,030,000	\$6,060,000	\$2,900,000	\$5,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	к	Expand Crisis Services for People with IDD	OPWDD	Appendix K Waiver Amendment	\$11,300,000	\$2,546,154	\$13,846,154	\$1,300,000	\$3,846,154	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	L	Enhanced Rates for Private Duty Nursing (PDN)	DOH	State Plan Amendment	\$12,450,150	\$13,875,225	\$26,325,374	\$2,850,150	\$7,125,374	\$2,400,000	\$4,800,000	\$2,400,000	\$4,800,000	\$2,400,000	\$4,800,000	\$2,400,000	\$4,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	м	Supportive Residential Habilitation Transformation Grant	OPWDD	N/A	\$10,000,000	\$0	\$10,000,000	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	N	Invest in OASAS Outpatient Addiction Rehabilitation Treatment Services Adjustments	OASAS	State Plan Amendment	\$8,172,000	\$10,282,500	\$18,454,500	\$4,221,000	\$10,552,500	\$2,532,000	\$5,064,000	\$1,053,000	\$2,106,000	\$183,000	\$366,000	\$183,000	\$366,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	0	Invest in Personalized Recovery Oriented Services (PROS)	OMH	State Plan Amendment	\$3,000,000	\$4,500,000	\$7,500,000	\$3,000,000	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	_	Redesign CFTSS Rate Adjustments	рон	State Plan Amendment	\$7,870,000	\$9,225,000	\$17,095,000	\$2,710,000	\$6,775,000	\$1,500,000	\$3,000,000	\$1,500,000	\$3,000,000	\$1.080.000	\$2,160,000	\$1.080,000	\$2,160,000	\$0	\$0	\$0	\$0	SO.	\$0	\$0	50
				1915 (c) Waiver												. ,								\$0	
HCBS Capacity, Innovations, and Systems Transformation	Q	Children's Waiver HCBS Rate Adjustments	DOH	Amendment, Appendix K	\$19,440,000	\$24,120,000	\$43,560,000	\$9,360,000	\$23,400,000	\$2,940,000	\$5,880,000	\$2,940,000	\$5,880,000	\$2,100,000	\$4,200,000	\$2,100,000	\$4,200,000	\$0	50	30	50	\$0	\$0	-	30
HCBS Capacity, Innovations, and Systems Transformation	R	Invest in Assertive Community Treatment (ACT) Services	ОМН	State Plan Amendment	\$2,700,000	\$3,000,000	\$5,700,000	\$2,700,000	\$5,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	S	Implement Youth ACT Programs	ОМН	State Plan Amendment	\$1,600,000	\$600,000	\$2,200,000	\$0	\$0	\$1,600,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	т	Health Home Servicing Children (HHSC) Rate Adjustments	DOH	State Plan Amendment	\$1,560,000	\$1,800,000	\$3,360,000	\$480,000	\$1,200,000	\$270,000	\$540,000	\$270,000	\$540,000	\$270,000	\$540,000	\$270,000	\$540,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	U	Implement Young Adult ACT Teams	ОМН	State Plan Amendment	\$184,000	\$144,000	\$328,000	\$0	\$0	\$184,000	\$328,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	v	Support for Adult Day Health Centers and Social Adult Day Centers Reopening	DOH	Directed Payment	\$10,000,000	\$0	\$10,000,000	\$0	\$0	\$0	\$0	\$10,000,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	w	School Supportive Health Services Expansion	DOH	State Plan Amendment	\$5,720,000	\$5,720,000	\$11,440,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,870,000	\$5,740,000	\$2,850,000	\$5,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	х	New Children's HCBS Waiver	рон	1915 (c) Waiver Amendment, Appendix K	\$2,520,000	\$2,520,000	\$5,040,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,260,000	\$2,520,000	\$1,260,000	\$2,520,000	so	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	Y	Evidence Based Children's Services	DOH	State Plan Amendment	\$4,680,000	\$4,680,000	\$9,360,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,340,000	\$4,680,000	\$2,340,000	\$4,680,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation	Z		DOH	Directed Payment	\$2,190,000	\$2,190,000	\$4,380,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,190,000	\$4,380,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCBS Capacity, Innovations, and Systems Transformation HCBS Capacity, Innovations, and Systems Transformation	AA AB	Invest in Outpatient Mental Health Rehabilitative Services Continuation and Expansion of the Community Care Connections Program Model	OMH SOFA, DOH	State Plan Amendment N/A	\$31,760,000 \$2,750,000	\$32,860,000 \$0	\$64,620,000 \$2,750,000	\$2,200,000	\$5,500,000	\$3,690,000	\$7,380,000 \$0	\$3,690,000	\$7,380,000 \$390,000	\$3,690,000	\$7,380,000	\$3,690,000	\$7,380,000 \$390,000	\$3,700,000	\$7,400,000	\$3,700,000	\$7,400,000 \$390,000	\$3,700,000	\$7,400,000	\$3,700,000 \$410,000	\$7,400,000
Digital Infrastructure Investments	А	Modernize OPWDD IT Infrastructure to Support Medicaid Enterprise & Investments to Expand Operational Capacity	OPWDD	N/A	\$42,400,000	\$0	\$42,400,000	\$0	\$0	\$10,600,000	\$10,600,000	\$10,600,000	\$10,600,000	\$10,600,000	\$10,600,000	\$10,600,000	\$10,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Digital Infrastructure Investments Digital Infrastructure Investments	В	Strengthen NY Connects Infrastructure Advance Children's Services IT Infrastructure	SOFA, DOH	N/A Directed Payment	\$37,750,000 \$7,040,000	\$0 \$7.040.000	\$37,750,000 \$14,080,000	\$0 \$0	\$0	\$22,000,000	\$22,000,000	\$1,110,000 \$7,040,000	\$1,110,000 \$14,080,000	\$8,910,000	\$8,910,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,290,000	\$1,290,000
Digital infrastructure investments Digital Infrastructure Investments	D	Extended Short-Term Support for Behavioral Health Care	OMH	Directed Payment Directed Payment	\$7,040,000	\$7,040,000	\$14,080,000	50 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$7,040,000 \$0	\$14,080,000	\$5,000,000	\$10,000,000	\$5,000,000	\$10,000,000	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	50 50	\$0 \$0	\$0 \$0	\$0 \$0
Digital Infrastructure Investments	F	Collaboratives Study to Develop new Consumer Directed Personal	DOH	N/A	\$5,100,000	\$10,000,000	\$5,000,000	50	so so	50	so so	SO.	so so	\$5,100,000	\$5,100,000	33,000,000	\$10,000,000	sn sn	\$0 \$0	so so	so so	so.	\$0	so so	\$0
Digital Infrastructure Investments	F	Assistance Program (CDPAP) Care Technology Strengthen the NYS Multiple Systems Navigator	DOH	N/A	\$1,500,000	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	SO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total					\$2,558,700,000	\$2,639,123,881	\$5,197,823,881	\$559,264,055	\$1,553,958,65	\$311,451,048	\$575,695,430	\$171,450,048	\$236,800,097	\$347,982,000	\$571,664,000	\$285,872,000	\$500,544,000	\$220,620,212	\$439,740,424	\$220,620,212	\$439,740,424	\$220,620,212	\$439,740,424	\$220,820,212	\$439,940,424

Note: Actual expenditures are only available at the time of this report's submission through 12/31/2021. The subsequent quarterly report will include actual expenditures through 3/31/2022.

Formatting Key:
Support and Strengthening the Direct Care Workforce Proposal
HEBS Capacity, Innovations, and Systems Transformation Proposal
Digital Infrastructure Investments proposal