Good government is based on a clear understanding of the relationship between spending activity and the desired result, and then having the ability to act in time to make a difference. Salient integrates all the facts of government—from accounting systems, program databases, geo-spatial, census/demographics—to create a clear and coherent representation of the true value created by government activity. We gather the facts from wherever the facts are stored and put them together to form a comprehensive and continuous audit of where the money goes and the public good that is created in return. And then we enable everyone who can make things better to know exactly what they need to do—in time to make a difference.
Best-in-class technology from Salient Corporation makes government more effective

Financial environments are incredibly complex, so it is not surprising that many public sector officials find it difficult to obtain timely information clearly indicating their true financial position. Even when key performance indicators are established, tracking and extracting them from multiple organizational data sources poses incredible challenges. Historically, the resulting output is dated, “frozen” and not actionable.

The Salient Financial Performance Management Solution provides incredibly fast, dynamic access to all of your pertinent financial, transactional and non-transactional data via our proven Performance Management solution.

Our solution makes it impossible not to know what needs to be known around budget, expense, G/L, payroll, purchasing, fleet, etc. - all in near real time. Role based security allows authorized users to track spending and return from any perspective without the need of technical support. Instant response time eliminates traditional wait time, making it possible to scrutinize data from every level of your organization in seconds.

Public sector government performance management means:

**Responding to Expectations of the Legislature and Constituents**
- Understand the relationship of budgets to actual revenues and expenditures, leading to more effective expenditure controls and reducing the time to develop more accurate budgets – mature to predictable planning
- Quickly see critical issues and rapidly correct them to avoid waste and embarrassing disclosures
- Answer constituent demands for “more with less” by providing “more with less”
- Demonstrate organizational, program or project value

**Management Alignment with Organizational Goals**
- Match budget requests to funding and ensure desired outcomes
- Manage funds, departments, programs and projects so that responsible personnel do not fear the transparency provided because they are making better, fact-based decisions on a timely basis – communicate the improvements with facts
- Align each organizational unit with your strategic goals and manage towards the desired outcomes or outputs

**Ongoing Operational Efficiency and Effectiveness**
- Increase process predictability and avoid disruptive surprises
- Optimize personnel staffing and management through more effective personnel utilization, by improving employee efficiency and by anticipating when to outsource services while improving employee job satisfaction
- Optimize purchasing by ensuring that orders are made from contracted suppliers, by identifying purchase consolidation or volume pricing opportunities and by reducing waste through delivery of data transparency;

The Foundation:

Salient’s software integrates data from any Government Financial System (SAP, Peoplesoft, SunGard, HTE, MUNIS, FAMIS, etc.) or any other system. Examples include:

**Revenues:**
- Taxes
- Federal & State Aid
- Charges and Fees
- Investment/Sales/Rental
- Other

**Expenses:**
- Public Health
- Home & Community
- Public Safety
- Debt
- Education
- Transportation
- Cultural & Recreational
- Economic Development

**Salient Financial Solution:**
- Benefits received, # of clients served
- Program performance, cost per client
- Easy correlation of value added
- Quality of service
- Continuous feedback for refinement
Salient Financial Performance Management

The Salient Financial Performance Management solution allows government agencies to take control of the enormous amounts of financial data they collect and transform it into actionable information to better understand benefits received for money spent. Armed with the Salient management system, government budgetary departments are able to look at macro trends at a very high level and then easily drill down to the source of spending and revenue activity. Administrators and budget officials gain a comprehensive understanding of where and how their departments are spending money, where the budget variances are occurring and can establish accountability for performance.

What you can do:

– Get the information needed to stay within budget
– Uncover top & under-performing areas for focusing resources
– Connect intelligence across departments or agencies from all/any sources
– Make payroll costs measurable against specific activities or initiatives
– Compare budgeted revenue to actual revenue by source or any other way
– Compare budgeted costs to actual money spent and hold departments accountable
– Trend budgets and actual results over time
– Create budgets for next week, month, or year, based on current results and trends
– Identify areas where costs can be cut without reducing benefits to the public
– Facilitate planning at every level... for an entire department down to a single service or employee
Revenue Versus Budgets

Compare budgeted revenue to actual revenue by source or any other way.

How do actual revenues from each source compare to estimated revenues? Drill in to investigate differences.

1. Highlighting shows significant differences between budgets and actual revenue. For example, revenue from the Other Financing Sources category is over $60M higher than was estimated.

2. Trend revenue from each source over the past year. January, February, and December are outliers.

3. Change the timeframe to eliminate the outliers and focus on mid-year results.

4. Revenue from Other Financing Sources spiked in August. Where did the money come from and what was it used for?

5. Over $28M came from serial bonds in August.

6. Who benefited? See exactly how the funds were distributed.
Cutting Costs

Find areas where you can reduce costs.

For example, overtime pay adds up to significant cost to the taxpayer. Identify departments and employees with significant overtime costs.

1. In the Long Term Care Services Department, over $1M went toward overtime for Nurse Aide 1 employees.

2. A Scattergram shows total overtime dollars and total regular dollars for each Nurse Aide 1 employee. Red highlighting immediately points out employees with overtime totals above a user-defined threshold.

3. Easily create actionable lists. These employees each received over $10,000 in overtime pay for a total of over $500,000. One employee received more overtime pay than regular pay. How can this be controlled?
Planning for State Aid Reductions

Which services are most at risk when state aid is reduced?

Plan for upcoming reductions in state aid. Identify departments and areas of service that will be most significantly affected.

1. Compare departments by their sources of funding. Here dark blue shows the percent of revenue from state aid. Over 30% of funding for the Social Services Department, Health Department, Mental Health Department, and some others came from state aid.

2. Drill down into the Social Services Department to see how much state aid was spent on each area of service.
Empowering Managers in Core Financial Areas

Leverage the power of governments’ #1 resource and investment: People

Employees are the lifeblood of any government program. They spend the money, run the programs and have a direct impact on the benefit the public receives. The details of the employee data you collect can help you:

- **Determine total employee investment** – compensation, overtime, benefits, etc.
- **Plan for labor intensive events** – snow removal, community gatherings and more
- **Conduct performance-based employee reviews** – case mix, case length, success rates, etc.

**Payroll Scorecard**

Examine payroll expenses for any department. Drill down into any area of concern.

You can scroll through payroll expenses by department, and then drill down into any job title.

1. A P&L view shows number of employees, benefits costs, overtime costs, regular payroll costs, hours worked, and average payroll cost per employee, for the Transportation Department.

2. Drill down into the Transportation Department to view payroll information for a specific job title. For permanent Motor Equipment Operators 1, overtime pay accounts for 28.5 percent of total pay.
Harness your size for more purchasing power

– Is it hard to see where the money goes across programs, divisions and departments?
– Can you compare the price that Department A is paying for an item with the price that Department B is paying?

Bring together purchasing information from across the board with Salient. Determine which vendors are offering the best prices and find ways to consolidate purchasing to benefit from volume discounts. Develop mutually beneficial relationships with preferred vendors to save money and re-allocate dollars for public benefit.

Consolidating Purchasing Power

Negotiate better prices by consolidating purchasing efforts across departments.

By integrating purchasing data from all departments, you can see where volume discounts should be pursued. The result is greater efficiency and financial performance.

1. A summary views shows spending across all categories, including number of departments that purchased items in the category and number of vendors. For example, automotive equipment was purchased from 28 different vendors.

2. Review any subcategory. During the past two years, six departments purchased small trucks from seven different vendors.

3. Drill down and view small truck purchases by vendor and department. See how many vendors are servicing multiple departments. Approach those vendors to request volume discounts. Explore opportunities to limit purchases to a small set of vendors that agree to provide volume discounts.
Long-Term Possibilities,
Comprehensive Public Resource Management

The transparency into activity and value added that Salient provides can improve efficiency and effectiveness at any level of government—federal, state, county, municipality, and district. As a result, any public service—social services, education, police, justice, public works, taxation, finance and more—can achieve better quality of service and improved efficiency. There are no limits.

- Capital Improvement
- Sheriff
- Contracts
- Budgeting
- Fleets
- County Health Plan
- Community Hospital
- Nursing Homes
- Long Term Care
- Inventory
- Jail
- Process Control
- Probations
- Call Centers
- Any area of government operations or services

To discuss what Salient can do for you and to consider a low-cost, short-term project that answers your most pressing issue, call (607) 739-4511 or email the Salient Management Institute at smi@salient.com.
“Value added is getting back greater return for the same or lesser investment. It is the penny saved by using less, going faster or repeating less often. It is the expansion of potential in spite of constraint.”

– Guy Amisano
Founder and CEO, Salient Corporation