

## **Mississauga Picks R/3 to Support Fiscal Excellence, Process Change**

The city of Mississauga may be unique among municipal governments. With \$400 million in reserves the city carries no debt, and does not borrow money.

“Our situation is based on solid financial principles that have been in place for a long, long time,” says Debbie Barrett, Director of Information Technology in the city of Mississauga.

“Another reason for our success is our commitment to be a leader among cities in the effective use of technology to serve the community.”

Mississauga selected R/3 to play a major role in that equation.

“R/3 enables us to manage and audit our finances to ensure that our controls are in place,” says Jeff Jackson, Director of Finance. “It provides us with much more accurate information than we ever had before to manage our budget, and to ensure that surpluses are channelled into the appropriate reserves.” R/3 has also helped change the way the city works.

“The city encompasses a number of different businesses, and R/3’s integration requires them to work together, because they’re all using the same information, only from a different view,” Jackson says.

“That’s helped us find a common way of doing business across all our departments.”

Mississauga implemented R/3 rapidly – from contract to production in nine months – and feels now that it has positioned itself properly for the future.

“We chose R/3 because we needed a lot of flexibility,” Barrett says. “We knew that change was going to be constant, even accelerate in the future. We wanted a solution that would allow us to change faster – change functions, reorganize departments, alter financial reporting – as well as manage that change effectively.”

Not that Mississauga isn’t getting results today.

“Cycle times on purchase orders have been reduced from as many as ten days to between one and three days,” Barrett says. “We used to match 110,000 invoices manually; that number is down to 5000. Seventy-five percent of requisitions were previously returned or queried because of insufficient information; that’s down to ten percent. And cycle times for producing checks have been reduced from two weeks to one day, allowing us to take advantage of supplier discounts and maximize money earned on investments.”