

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON FINANCE

Room 400, City Hall
Philadelphia, Pennsylvania
Friday, February 8, 2013
10:10 a.m.

PRESENT:

COUNCILMAN BILL GREEN, CHAIR
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN DENNIS O'BRIEN
COUNCILMAN MARK SQUILLA

BILL 120110 - An ordinance amending Title 21 of The Philadelphia code, entitled "Miscellaneous," by requiring the Mayor to submit to Council, with the proposed annual capital budget and capital program, a cost-benefit analysis that includes the return on investment and payback time for each capital project...

BILL 120143 - An ordinance amending Title 21 of The Philadelphia Code, entitled "Miscellaneous," by requiring the Finance Director to submit to Council, with the Mayor's proposed annual operating budget, an information technology strategic plan...

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COUNCILMAN GREEN: Good

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morning. The Committee on Finance will

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come to order.

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I'd ask the Clerk to please

6

read the titles of the bills.

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THE CLERK: Bill No. 120110, an

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ordinance amending Title 21 of The

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Philadelphia Code, entitled

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"Miscellaneous," by requiring the Mayor

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to submit to Council, with the proposed

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annual capital budget and capital

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program, a cost-benefit analysis that

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includes a return on investment and

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payback time for each capital project

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funded through the capital program and

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certain other information, following

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procedures to be adopted by the Finance

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Director, all under certain terms and

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conditions.

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Also we'll be discussing Bill

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No. 120143, an ordinance amending Title

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21 of The Philadelphia Code, entitled

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"Miscellaneous," by requiring the Finance

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Director to submit to Council, with the

1 2/8/13 - FINANCE - BILLS 120110 & 120143
2 Mayor's proposed annual operating budget,
3 an information technology strategic plan,
4 following procedures to be adopted by the
5 Managing Director, all under certain
6 terms and conditions.

7 COUNCILMAN GREEN: Thank you.

8 I think we have Rebecca
9 Rhynhart from the Administration here to
10 testify on Bill No. 120110.

11 (Witness approached witness
12 table.)

13 COUNCILMAN GREEN: Good
14 morning. Please state your name for the
15 record and proceed with your testimony.

16 MS. RHYNHART: Good morning,
17 Chairman Green and members of the Finance
18 Committee. My name is Rebecca Rhynhart
19 and I'm the City's Budget Director. I am
20 here today to testify on Bill No. 120110,
21 which proposes to require a cost-benefit
22 analysis where calculable for each new
23 capital project for which appropriations
24 are made. The Administration supports
25 this bill, with proposed amendments that

1 2/8/13 - FINANCE - BILLS 120110 & 120143
2 we have discussed with the sponsor,
3 including the year of full implementation
4 changing to Fiscal 2016.

5 The Administration fully
6 supports moving to a cost-benefit
7 analysis for new capital projects as part
8 of a larger budget reform effort to
9 improve the quality of information we use
10 to make budgetary decisions. Currently
11 departments are required to submit for
12 each capital project a budget profile,
13 which includes a description of, and
14 justification for, the project as well as
15 budgetary requirements by funding source
16 for the following six years. We are
17 proposing to significantly improve the
18 quality of analysis to justify capital
19 projects by requiring departments to
20 articulate not just the capital costs but
21 also the ongoing operating costs
22 associated with the proposed project and
23 compare these costs to the next best
24 alternative to not doing the capital
25 project, and, third, describe the

1 2/8/13 - FINANCE - BILLS 120110 & 120143
2 non-financial benefits of the project to
3 citizens, the environment, and
4 governmental operations.

5 Cost estimates would be used to
6 calculate a return on investment and
7 payback period for each capital project
8 where it is calculable, which would be
9 presented side-by-side with non-financial
10 benefits. This shift will require a
11 change in approach and significant change
12 management with, and guidance to, budget
13 staff throughout the City. Developing an
14 approach to cost-benefit analysis for
15 capital projects will require careful
16 consideration, and implementing this
17 approach will require substantial
18 guidance and analytical support to the
19 departments.

20 As I have previously testified,
21 we are currently working with the Chief
22 Innovation Officer to procure a new
23 budget formulation system which will
24 transform and modernize our current
25 antiquated budget process for both the

1 2/8/13 - FINANCE - BILLS 120110 & 120143
2 operating and capital budgets. This new
3 system will involve a change management
4 process to the current budget process and
5 will yield tremendous time savings. We
6 are expecting to have a contract in place
7 this summer and implement select modules
8 for Fiscal '15 budgeting cycle, with the
9 full implementation occurring in time for
10 the Fiscal 2016 budgeting cycle.

11 While this new budgeting
12 formulation system will facilitate return
13 on investment analysis for capital
14 projects by making it easier to track and
15 attribute spending at the operational
16 level, it is important to recognize that
17 moving to a cost-benefit approach for
18 capital projects is an additional change
19 management process that will take place
20 alongside the technological modernization
21 of the capital budgeting process as a
22 result of the new budget system. We are
23 proposing to pursue these two change
24 management processes in parallel. We
25 will be piloting an ROI approach in

1 2/8/13 - FINANCE - BILLS 120110 & 120143
2 select agencies in Fiscal '15 in order to
3 develop and refine the approach in time
4 for citywide implementation for the '16
5 budget cycle.

6 This concludes my testimony and
7 I'm happy to answer any questions you may
8 have.

9 COUNCILMAN GREEN: Any
10 questions from any member of the
11 Committee?

12 (No response.)

13 COUNCILMAN GREEN: I'd like to
14 note for the record the presence of a
15 quorum in the persons of Councilmembers
16 Blackwell, Johnson, Goode, Greenlee,
17 Squilla, and O'Brien.

18 Seeing no questions,
19 Ms. Rhynhart, is there an Administration
20 position on the other bill, 120143?

21 MS. RHYNHART: As currently
22 written, the Administration does not
23 support it, but as we've spoken about,
24 we're open to working with you during the
25 spring and summer on that.

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2 COUNCILMAN GREEN: Thank you.

3 I'd like to note for the record
4 that a recent Charter change allowing
5 City Council to require information to be
6 delivered with the annual budget
7 authorizes a bill like 120143 and 120110,
8 and that Charter change combined with the
9 Charter Section 2-305 specifically allows
10 Council by ordinance to add new powers
11 and duties, not inconsistent with the
12 scheme of the Charter, to the powers and
13 duties of offices, departments, boards,
14 and commissions which are designated as
15 the agencies of the executive and
16 administrative branch of the government.

17 With that being said, are there
18 any questions from any member of the
19 Committee?

20 Councilmember Greenlee.

21 COUNCILMAN GREENLEE: Thank
22 you, Mr. Chairman.

23 Ms. Rhynhart, you said right
24 now the Administration is not supportive
25 of the bill. Could you say why?

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2 MS. RHYNHART: The bill
3 requires an IT strategic plan to be
4 delivered with the Fiscal '14 budget
5 process with specific requirements. At
6 this point -- and I don't want to speak
7 for the Managing Director, but in terms
8 of the Administration's point of view, we
9 currently have an IT strategic plan, and
10 there's a question about whether it
11 should be legislated or not as a
12 requirement. But, again, as I said, we
13 want to work with Chairman Green and
14 members of Council on that to see if we
15 can come to agreement and happy to work
16 on it going forward.

17 COUNCILMAN GREENLEE: Not to
18 get into a long debate, but if you're
19 doing it, the only issue is whether it's
20 in the law or not? If you're doing it,
21 what's the problem?

22 MS. RHYNHART: I mean, I think
23 that we all agree that creating a
24 strategic plan is a good idea. I mean, I
25 think that that's -- it's a good idea to

1 2/8/13 - FINANCE - BILLS 120110 & 120143
2 have a strategic plan to look forward in
3 five years and say what is the City's
4 need and how are we going to get there.
5 So we all agree on that. It's just about
6 if it's legislated or if it's an
7 executive branch function. And I think
8 this is also something, though, that we
9 can continue offline. I think we're open
10 to discussing it, and we had a long
11 conversation, Rich Negrin and I, with
12 Chairman Green yesterday on this and
13 definitely willing and happy to work with
14 him going forward.

15 COUNCILMAN GREENLEE: Well,
16 just for the record, it seems if you're
17 doing it, I don't see the problem with us
18 putting it on record, and then maybe
19 other Administrations then would have to
20 do it. I just -- I'm a little lost on
21 that, but okay. I'm not a lawyer. Maybe
22 that's my problem.

23 Thank you.

24 MS. RHYNHART: Sure.

25 COUNCILMAN GREEN: I think

1 2/8/13 - FINANCE - BILLS 120110 & 120143

2 that's one of your greatest attributes,
3 that you're not an attorney.

4 Just for the record, we do have
5 an amendment, which has been circulated
6 to all members, on 120143. That makes
7 the effective year 2016 and removes
8 "adoption of" in front of the headline at
9 2502 and also I think adds an "(i)" that
10 "ensures that every field on every paper
11 form the City collects has a digital
12 and/or database presence and that no
13 field on any paper form is not captured
14 digitally." That's one of the sort of
15 criteria that should be covered in the IT
16 strategic plan.

17 Any further questions?

18 (No response.)

19 COUNCILMAN GREEN: Anybody else
20 here to testify on either of these bills?

21 (No response.)

22 COUNCILMAN GREEN: Seeing none,
23 this will conclude the hearing on Bills
24 No. 120110 and 120143 and we will move
25 into a meeting on those bills.

1 2/8/13 - FINANCE - BILLS 120110 & 120143

2 I'd ask Councilmember Greenlee
3 to move the amendments to both bills --
4 or to one bill.

5 COUNCILMAN GREENLEE: Thank
6 you, Mr. Chairman. I move the adoption
7 of the amendment to Bill No. 120110 be
8 approved.

9 (Duly seconded.)

10 COUNCILMAN GREEN: It's been
11 moved and seconded that the amendment to
12 the bill just mentioned be approved.

13 All in favor?

14 (Aye.)

15 COUNCILMAN GREEN: Any opposed?

16 (No response.)

17 COUNCILMAN GREEN: Hearing
18 none, the ayes have it.

19 Councilmember Greenlee.

20 COUNCILMAN GREENLEE: Thank
21 you, Mr. Chairman. I move that Bill No.
22 120110, as amended, be reported out of
23 this Committee with a favorable
24 recommendation and a rules suspension to
25 allow for first reading at our next

1 2/8/13 - FINANCE - BILLS 120110 & 120143

2 session of Council.

3 (Duly seconded.)

4 COUNCILMAN GREEN: It's been
5 moved and seconded that Bill No. 120110
6 be reported out of this Committee with a
7 favorable recommendation, with a
8 suspension of the rules.

9 All in favor?

10 (Aye.)

11 COUNCILMAN GREEN: Any opposed?

12 (No response.)

13 COUNCILMAN GREEN: Hearing
14 none, the ayes have it.

15 Councilmember Greenlee, 120143,
16 please.

17 COUNCILMAN GREENLEE: Thank
18 you, Mr. Chairman. I move the adoption
19 of the amendment of Bill No. 120143.

20 (Duly seconded.)

21 COUNCILMAN GREEN: It's been
22 moved and seconded that Bill No. 120143
23 be amended.

24 All in favor?

25 (Aye.)

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2 COUNCILMAN GREEN: Any opposed?

3 (No response.)

4 COUNCILMAN GREEN: The ayes

5 have it.

6 Councilmember Greenlee.

7 COUNCILMAN GREENLEE: Thank

8 you, Mr. Chairman. I move that Bill No.

9 120143, as amended, be reported out of

10 this Committee with a favorable

11 recommendation.

12 (Duly seconded.)

13 COUNCILMAN GREEN: Thank you,

14 Councilmember. It's been moved and

15 seconded that Bill No. 120143, as

16 amended, be reported from this Committee.

17 All in favor?

18 (Aye.)

19 COUNCILMAN GREEN: Any opposed?

20 (No response.)

21 COUNCILMAN GREEN: The ayes

22 have it.

23 This will conclude the meeting

24 on the Committee of Finance on Bills No.

25 120110 and 120143.

1 2/8/13 - FINANCE - BILLS 120110 & 120143

2 Thank you.

3 (Committee on Finance concluded

4 at 10:20 a.m.)

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CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

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