



# City of Columbia, Missouri

## Meeting Minutes

### City Council

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Monday, February 1, 2021  
5:00 PM

Pre-Council

Council Chamber  
City Hall  
701 East Broadway

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#### I. CALL TO ORDER

The City Council met on January 4, 2021 at approximately 5:08 p.m. in the Council Chamber of City Hall, 701 E. Broadway, Columbia, Missouri.

Council Members Treece, Fowler, Trapp, Skala, Thomas (arrived at approximately 5:11 p.m.), Pitzer, and Peters (arrived at approximately 5:49 p.m.) were present.

**Present:** 7 - Trapp, Thomas, Peters, Treece, Skala, Pitzer, and Fowler

#### Climate Action & Adaptation Plan Annual Update

**Attachments:** [CAAP 2020 Annual Report](#)  
[CAAP Annual Report Presentation](#)

City Manager, John Glascock, introduced Barbara Buffaloe, Sustainability Manager.

Ms. Buffaloe provided an overview of the CAAP, which is the product of a yearlong stakeholder engagement process. The plan itself has 161 actions in it, which all look to meet the 2018 climate reduction goals. The actions are in 6 sectors, and implementation encompasses all of the sectors.

The implementation strategies of the CAAP center around monitoring and measuring progress on meeting the CAAP goals. It reports on progress, opportunities, and possible missed opportunities.

We cannot manage what we don't measure, so the key performance indicators help us to see whether or not we are meeting our CAAP goals. The first overall measure is our Community GreenHouse Gas (GHG) Emissions Inventory. GHG inventories come from local activities. Since the baseline year of 2015, Columbia has reduced the community GHG emissions 5.9%. This slide looks slightly different than what was presented in August, because in 2020 the Office of Sustainability was able to receive more reliable transportation emissions data through Google's Environmental Insights Explorer. The data is more detailed than a one time count of vehicles. Unfortunately, the data only goes back to 2018. The decline is mostly due to the cleaning of the grid, so electric emissions have gone down.

Another measure is our Municipal Emissions Inventory, the City of Columbia needs to lead by example. This is tracking day-to-day operations of the City of Columbia. Ms. Buffaloe wanted to point out that in 2016, the City transitioned from HTE to MUNIS which resulted in the loss of vehicle fleet data.

Ms. Buffaloe overviewed where the targets came from. When the actions were created in

2019, we modeled a forecast of the potential emission reductions of those actions. The wedge analysis shows where we should be in the interim.

Of those 161 action items established in the CAAP, all of them will not be captured in the GHG inventory which is why there are established KPIs. We have 9 KPIs that have good baseline data. Some of the KPIs are on track, some could use some work, and some could use a lot of work. All of the KPIs are available on the CAAP dashboard. Ms. Buffaloe reviewed each KPI. All of the KPIs are compiled and measured by City staff.

The process of implementation is evolving, we are evaluating how this first year is going so there can be continuous improvement. There is a CAAP Project Management Team that provides strategic direction, logistical support, and overall vision of guiding the implementation of the CAAP. The office of sustainability staff makes up this team. The CAAP Core Team is made up of the co-leads of each of the CAAP Teams. The CAAP Teams are the designing and championing the CAAP goals. They are made up of 52 employees across 15 departments and meet monthly.

Most of the CAAP teams are trying to build upon their progress in 2020, and Ms. Buffaloe noted there was a major pause in activities due to the pandemic. She overviewed each of the CAAP Team 2021 Priorities for Clean Energy, Healthy Housing, Resource Stewardship, Good Stewards, and Clean Transportation.

The main priority looking forward is working across the different departments to assess the impact of the City of Columbia's activities that affect people, planet, and prosperity. A Triple Bottom Line (TBL) tool is an evaluation process to identify and evaluate potential damages of our decisions. They will be working on the TBL this Spring.

Council Member Skala asked about the data, and the graphs showed little change. Ms. Buffaloe mentioned that it was only a 5% change, so it will not look that different. She stated that the dashboard includes the population growth, but the overall calculation is not based on per capita. Mr. Skala said the other graphic data was terrific, but thought it was misleading for the 5% decrease. Ms. Buffaloe responded that it will take some time to see the improvement.

Council Member Fowler asked that some of the information was marked as an average. Ms. Buffaloe said that it was on the municipal GHG slide, but she will make it better.

Council Member Thomas asked the status of the CATSO Long Range Transportation Plan and aligning it with the CAAP. Ms. Buffaloe responded that Sustainability is on the internal team, and the CEC has a transportation working group. Mr. Thomas mentioned that there is a big focus on electric vehicles, but there is a big carbon impact on the manufacturing of the vehicle. Ms. Buffaloe responded that there is not a good reliable way of capturing upstream emissions. The City doesn't currently have a consumption based inventory, some communities have started doing that. Upstream emissions are hard to track. She mentioned that fuel efficiency in our behaviours can have a big impact on the transportation emissions. Mr. Thomas asked if there was a timeframe for putting solar panels on city buildings. Ms. Buffaloe stated that there is not a timeframe, but a key priority is to make city buildings more efficient first.

Mayor Treece asked how we compare with the new federal climate action initiatives and steps. How are we in scale with the peer cities and the nation? Ms. Buffaloe said that it helps us a lot when there are federal mandates and standards. The executive order that included the social impact of carbon, this helps the TBL evaluation tool. The other big thing is new funding opportunities. There are opportunities for including equity and carbon

sequestration.

Carolyn Amparan, Climate and Environment Commission Chair, gave an update of the 2020 accomplishments and the 2021 priorities. Despite the pandemic and being a brand new team, they were able to get things done. The commission picked 11 out of the 161 action items. She mentioned that the CEC has been able to have a quorum in person, but if one person wasn't in attendance they would have not been able to meet. She advocated for counting a quorum virtually.

The CEC has worked on opportunities to coordinate with other boards and commissions. They provided input for the Integrated Electric Resource & Master Plan, Renewable Energy Report, Columbia Imagined Status Report, and GHG Emission Report.

They have formed working teams. The communications team focuses on educating the public about the CAAP and how they can make daily changes in their lives. The transportation team is focusing on street design to shift people to walk and bike more public transportation more in the community, as well as the transition to electric vehicles. The natural resources team is investigating education about conservation, native planting, and flooding. They feel strongly that the TBL approach will help us to think of other plans to accomplish City goals.

The CEC set budget priorities for FY 2022. The Transportation group would like to fund a full public engagement process, fund a pop-up traffic calming program, and develop a comprehensive plan for fleet electrification. As people are moving to electric vehicles, we need charging stations in public parking. Housing, Building and Development would like to implement Rental Energy Efficiency standards program. As someone rents or buys, they should know the energy efficiency score. Energy scores throughout the community, we are starting with the City buildings but will eventually want the community. The health, safety, and well-being area is engaging with neighborhoods that weren't directly involved with the CAAP. The Climate Ambassador program is being piloted. For Natural Resources, they would like to enhance the native communities, promote water conservation, and update the water rate structure for greater equity. She mentioned that programs really need to be shared more and communicated via social media.

An important area is the implementation action items and strategies. The CEC would like to ask for each department to identify projects and resources needed to accomplish CAAP goals. The TBL process would help departments think about the impact of their decisions on the community. In order to roll this out, it will need someone to help roll this out. The Office of Sustainability staff would benefit from having additional staff to help with their efforts.

Mr. Skala was interested in revisiting the street standards. He complimented the CEC on revisiting the street design conversation. He asked about the virtual component of commission meetings for quorum. Nancy Thompson, City Counselor, said that state law does allow for virtual. It is more complicated since there are public comments allowed. Mr. Skala asked if the participation had to be in person. Ms. Thompson said that there could be a Council rule to allow for written comment. Currently, staff was directed from Council to have a quorum in person and allow some members to attend virtually. Mayor Treece said that there is an Old Business item to discuss some software.

Ms. Fowler was excited to see neighborhood equity and neighborhood resilience. When you look at Ward 1 housing, many small-print homes are not energy efficient. There's been many programs, but there are not a lot of takers for rental property owners. She believes that the new construction industry shows that it isn't financially rewarding. Given

that there is a market impact, how do we come at this differently this time? Ms. Amparan responded that the new construction, Columbia put in place the recent industry standards for energy conservation. What would help them get their return in investment, are the energy efficiency scores for homes. Ms. Fowler asked if there could be an energy score without the property owner's permission. Ms. Buffaloe responded that the property owner would have to be provided. They would like to change the energy score to become disclosed information. Making requirements for energy efficiency would help make a bigger market impact. Right now, there is a split incentive.

Ms. Fowler asked if we could retain existing structures, and rehabilitate the existing structure. Ms. Buffaloe said that she could look into those kinds of building codes. One of the areas in the waste category of the CAAP is the evaluation of demolitions impact.

Council Member Pitzer asked about efficiency programs for housing. Who is responsible for updating these rebate programs? Ms. Buffaloe responded that the Utilities Services division looks at the demand side of the management programs. They aren't often changed, so it comes from a community perspective to ask for specific incentive programs. Mr. Pitzer said it seemed like to him that rebate programs in Columbia are falling behind compared to other communities. He's glad that the Water & Light Advisory Board is looking into it with the IRMP. He thinks that there is more that could be done for the rebate programs. Ms. Buffaloe agreed, and if the IRMP is adopted those programs would be looked into.

Mayor Treece thanked Ms. Buffaloe for the report and stated that he loved the dashboard.

### Performance Audit Discussion with RubinBrown

Rick Feldt, representative from RubinBrown, introduced the other team members Garrett Meyer and Kara Hershberger who attended via Zoom.

The primary objective for tonight is to listen to the interested parties in the next stage of the performance audit. They do not recommend a huge undertaking for the audit, so the audit does not sit on the shelf. Efficiency before mass change is also an important topic. From the get-go, they wanted to facilitate communication and improve transparency between the city management and City Council. The interested parties will direct where they would like to see improvement, and RubinBrown will help facilitate that change. They are here to listen to what the City would like to do.

Mayor Treece stated that there's consensus to move forward, and the City Council will determine two more areas to investigate. He asked if there were any areas that the Council would like to look at.

Council Member Trapp stated that contracting has been an issue. Contract management is a good chunk of the budget, and he is interested in holding contractors accountable. He concurs with the incremental approach to change for continuous quality improvement.

Mr. Skala thought it would be important to look into the contract with organizations that have worked with the city for a long time rather than using newer organizations. He asked Mr. Feldt if there were any leads within the previous areas that were looked into. Mr. Feldt said that they did not find anything nefarious in the first report. He gave a sample of a performance audit that would happen over three years of consistent evaluation. Utility billing and contracting was on the list. You want to have the eyes on cash going out, and the efficiency of that. Mr. Feldt mentioned cyber security and payroll are also big areas. That is why they recommend looking into all of these areas over time.

Council Member Peters liked the idea of looking into contract management and the utility billing. She wondered if both at the same time would be too large. Mr. Feldt said he recommended that they look into one at a time.

Mayor Treece wanted to talk more specifically about the contracted services. He mentioned that a previous Council Member stated that you need to keep your eyes on the professional services contracts. He would like to know if the process for selecting professional services is consistent, and if there needs to be more authority in the selection of professional services. He believed it would be a comprehensive audit, or if they should take a deeper dive into a specific department.

Mr. Pitzer liked the idea of the contracting process, but would like to take a deeper dive into the rate setting process. He does not have a lot of understanding of how we derive our rates, which makes it difficult for him to approve rate changes. In the process, there was some displeasure with the product the first time so he would like to hear what exactly we are looking for the performance. He asked Mr. Feldt in terms of reporting information, is the access working. Mr. Feldt said that he believed that they had good access. Their job is to understand the City management processes. One of the most important aspects of the performance audit function is to facilitate communication between all of the parties. The report is written for the City Council, City management, and the citizens.

Mayor Treece said that he was disappointed that the scope of the final report was not as broad of the input they received. From his perspective, it would be helpful after the entrance interviews with the City Council and FAAC we get a clear timeline and scope. RubinBrown should meet with FAAC, and if the case, the Water & Light Advisory Committee as an entrance interview. Mr. Skala stated it would be important for an ongoing discussion even after the relevant commissions so we know more before the final report is generated. Mr. Feldt said yes you're talking about increasing communication and transparency.

Ms. Fowler believed that the rate structure and professional services are interrelated. She asked what kinds of tangible items they would look at when examining the professional contracts. Mr. Feldt responded that they would examine the process of picking a firm, and the contracting process as a whole. They can communicate the report in more detail or less detailed. The audit itself can take many forms, they are experts in contracting but not experts in the rate setting process. Ms. Fowler asked if they would say they were the best pick. Mr. Feldt responded that they were picked in accordance with the city policies.

Ms. Fowler described a time when a constituent stated that a firm picked was not the most qualified, so wanted to know if the audit would cover that issue. Mr. Feldt said they cannot say if one engineering firm is more qualified than the other. They can look at the scope of the RFP to see if everything was accomplished.

Mayor Treece asked if RubinBrown would get into a contract "not to exceed amount" stipulated and a contract amendment to exceed amount. Mr. Feldt explained the process of examining that contract amendment. Mayor Treece asked if they would examine the deliverable date. Mr. Feldt responded that they examine the actual writing of the contracts, and the contract close-out process. They would look at making the contracts more consistent.

Mr. Skala said that the issue is the relationship between the City Manager and the City Council to bring management decisions before Council. Mr. Feldt said that there was

great communication with the City and the relationship is neutral.

Finance Advisory and Audit Committee Chair, Maria Oropallo, said that they were fine with the first audit but it didn't go as deep as they expected. She mentioned that contracts touch a lot of departments. FAAC would like to know if departments are acting all the same with this contract. Is there a policy of discharging the findings? The audit should focus laterally to identify all of the intersections of the contract process. This would identify if there needs to be additional policies for contracts. Answering the question in the broad context would show if the process is economic, efficient, effective, and equitable. Do we have the right people in the right jobs to ensure the deliverability of services. The outcome of that kind of audit would affect the internal operations of the City. Ms. Oropallo recognized the two other members in attendance.

Mayor Treece asked if they were on the right track for the audit. Ms. Oropallo said FAAC was not involved in the first audit, and would like to be involved in the next stage.

Mr. Skala asked if the issue revolved around the city manager needing to bring some issues for policy changes to the Council. Ms. Oropallo mentioned having checkpoints in various departments. Mr. Skala asked whose responsibility is it to bring the issues to council to make sure plans do not end up on the shelf. Ms Oropallo said yes that sounds like an implementation problem due to internal policies. Mr. Skala said the excuse of "we always do it this way" is an excuse not to do something different.

Mayor Treece asked if there was a general consensus to look at professional services.

Ms. Peters said that we should just look at contracts, especially since we want them to look at the contracts laterally. She would like them to look at Utilities next.

Mr. Feldt said the first part of the audit would be developing the scope, which would most likely be around 6 months.

Ms. Fowler asked if Ms. Oropallo's comments made sense. Mr. Feldt said yes, that could be part of the scope development which would come back after the initial interviews.

Ms. Peters asked about what the Finance Director and City Manager thought about the scope. Mr. Glascock said he agreed it is something that should be looked into for the performance audit.

Kara Hershberger thought it would be a great place to start. She agreed with the approach of completing one project and then moving forward. Garrett Meyer thought that the project sounds like something that the firm would be able to get started with.

Mayor Treece thanked them for their attendance.

## **II. ALL OTHER ITEMS COUNCIL MAY WISH TO DISCUSS**

None.

## **III. ADJOURNMENT**

The meeting adjourned at approximately 6:51 p.m.