Dear Community Members

Customer Service. Innovation. Sustainability. These are the organizational priorities that guide City employees in the work we do day in and day out. Fort Collins is an exceptional community, and we are passionate about keeping it that way.

Through the budget process, City Council identified these seven key goals:

- **Culture, Parks & Recreation**
- **Economic Health**
- **Environmental Health**
- **High Performing Government**
- **Neighborhood Livability**
- **Safe Community**
- **Transportation**

I am pleased to present to you the 2010 Community Scorecard, a collection of performance data and information that provides an overview of how well the City is doing in meeting these goals.

The performance measures in the Community Scorecard are derived through a variety of sources. Every two years, the City conducts a citizen survey. In 2010, the survey was conducted by the National Research Center (NRC). When available, the survey results include comparative data from Front Range jurisdictions and jurisdictions around the nation. The Scorecard also includes benchmark data from the International City/County Management Association's Center for Performance Measurement, as well as operational performance measures from City departments.

My colleagues and I are serious about open and transparent government, continuous improvement and pursuing best practices. I'm proud of what we've accomplished, and even more excited about the opportunities ahead.

Sincerely,

Darin Atteberry
City Manager
Culture, Parks & Recreation

Fort Collins provides diverse parks, cultural and recreational amenities

MARC RADEMACHER
RECREATION SUPERVISOR
RECREATION
**MUSEUM ATTENDANCE & VOLUNTEER HOURS**

The Museum offers numerous educational programs to promote inquiry-based learning for youth of all ages. The Museum also offers public programs, which correlate with the themes and topics on exhibit. As staff focused their attention on design and construction of the new Museum, fewer programs were offered in 2010, impacting the overall attendance.

**NEW MUSEUM**

The construction of the new Fort Collins Museum and Discovery Science Center, located on the corner of College Avenue and Cherry Street, continued to progress in 2010. The project will achieve LEED Gold as a minimum and is on track to divert 75% of construction waste.

The Museum is approximately 50% public funds and 50% private funds. The funding is from City taxes, foundations, individuals, corporations and grants.

To date, $22 million has been raised in support of the new Museum’s fundraising campaign. The Museum’s total fundraising goal is set at $24 million. Fundraising efforts will continue as construction proceeds throughout 2011. The new museum will open in 2012.

To view the progress of the new museum construction, go to fcmdsc.org.
**TOTAL PARTICIPATION: THE GARDENS ON SPRING CREEK**

Since 2006, The Gardens on Spring Creek has provided our city a world-class botanic garden that is community oriented, educational, experiential and sustainable. The Gardens on Spring Creek continues to experience an increase in visits. More than 45,000 people visited the botanic garden in 2010; visitors came from 19 Colorado cities, 40 states and 5 foreign countries.

**TRAILS GROWTH**

The City’s trail system continues to grow. Currently, 30 miles of paved trails are maintained by the Parks Department. Trails serve as recreational and commuter routes for residents and visitors. Parks maintenance includes vegetation management, snow removal and general repairs. Trails intersect throughout the City, providing several sensible and convenient options for trail users.
RECREATION OPERATING COSTS

City of Fort Collins Recreation facilities like Edora Pool Ice Center (EPIC), Mulberry Pool, City Park Pool, Northside Aztlan Community Center and the Fort Collins Senior Center provide community members a variety of recreational opportunities. In 2010 City of Fort Collins Recreation facilities recovered 57% of all costs including utilities and grounds and facility maintenance, repair and renovation.

Cost recovery of the City’s major recreation facilities represents the percentage of revenue earned from activity and program fees, drop-in fees, rentals and other facility uses compared to the cost of operating those facilities.

Direct costs include recreation equipment and supplies, program supplies, personnel costs, minor building repair and maintenance, and other typical operating expenses.

Full costs include direct costs plus utilities, grounds maintenance, custodial services, and major repairs.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Direct Recovery (%)</th>
<th>Full Cost Recovery (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPIC</td>
<td>99%</td>
<td>73%</td>
</tr>
<tr>
<td>SENIOR CENTER</td>
<td>50%</td>
<td>41%</td>
</tr>
<tr>
<td>NORTHSIDE AZTLAN COMMUNITY CENTER</td>
<td>44%</td>
<td>36%</td>
</tr>
<tr>
<td>YOUTH ACTIVITY CENTER (YAC)</td>
<td>125%</td>
<td>98%</td>
</tr>
<tr>
<td>MULBERRY POOL</td>
<td>64%</td>
<td>48%</td>
</tr>
<tr>
<td>CITY PARK POOL</td>
<td>210%</td>
<td>124%</td>
</tr>
<tr>
<td>THE FARM</td>
<td>81%</td>
<td>69%</td>
</tr>
<tr>
<td>OVERALL</td>
<td>73%</td>
<td>57%</td>
</tr>
</tbody>
</table>

In 2010, City of Fort Collins Recreation Department offered programs, events and activities to approximately 1.5 million participants. Recreation’s youth and adult sports programs continue to grow.
Economic Health

Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world.

SANDY LINDELL
BUILDING & DEVELOPMENT REVIEW TECHNICIAN
COMMUNITY DEVELOPMENT & NEIGHBORHOOD SERVICES
**WATER CLUSTER**

In 2010, the City of Fort Collins, along with a variety of private sector companies and Colorado State University, formed the Colorado Water Innovation Cluster (CWIC) to leverage expertise in the area and collaborate on regional and global water issues. Combined with initiatives already underway in clean energy, bioscience and location-based decision support systems, the CWIC will allow regional stakeholders to collaboratively design and showcase infrastructure solutions, which in many cases are much larger and have far more impact than any stakeholder could achieve on their own. Watch their progress at co-waterinnovation.com.

**UNEMPLOYMENT RATES**

The Fort Collins/Loveland unemployment rate continues to be lower than both Colorado and the nation.

<table>
<thead>
<tr>
<th>Year</th>
<th>US</th>
<th>Colorado</th>
<th>Larimer County</th>
<th>Fort Collins/Loveland</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>9.7%</td>
<td>8.1%</td>
<td>6.8%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

Source: CSU Regional Economist

**RATINGS OF ECONOMIC HEALTH**

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2008</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Support of Businesses</strong></td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overall Economic Health in Fort Collins</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overall Jobs Growth</strong></td>
<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Availability &amp; Diversity of Shopping</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Availability &amp; Diversity of Entertainment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Availability &amp; Diversity of Job Opportunities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: 2010 Citizen Survey

**JOBS GROWTH IN FORT COLLINS BY ECONOMIC INDUSTRY**

The City’s economic strategy focuses on six target industries. In the first half of 2010, we have seen positive results, with job growth in four of the six clusters, ranging from 2% to 9%. By comparison, overall jobs in Larimer County increased nearly 1% from 2009 to 2010.

<table>
<thead>
<tr>
<th>Industry</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean Energy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Innovation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bioscience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uniquely Fort Collins</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Hardware</th>
<th>Software</th>
<th>Clean Energy</th>
<th>Water Innovation</th>
<th>Bioscience</th>
<th>Uniquely Fort Collins</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$103,097</td>
<td>$72,080</td>
<td>$69,005</td>
<td>$61,255</td>
<td>$61,337</td>
<td>$32,908</td>
</tr>
</tbody>
</table>

% change is for 2009 vs. 2010

**10 AVERAGE SALARIES**

<table>
<thead>
<tr>
<th>Industry</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware</td>
<td>$103,097</td>
</tr>
<tr>
<td>Software</td>
<td>$72,080</td>
</tr>
<tr>
<td>Clean Energy</td>
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</tr>
<tr>
<td>Water Innovation</td>
<td>$61,255</td>
</tr>
<tr>
<td>Bioscience</td>
<td>$61,337</td>
</tr>
<tr>
<td>Uniquely Fort Collins</td>
<td>$32,908</td>
</tr>
</tbody>
</table>

*NOTE: Data reported is for the first half of each year (Jan-June)  Source: CSU Regional Economist*
In November 2010, voters of Fort Collins approved a .85% city sales tax increase to fund transportation, police, fire, parks and recreation, and other community priorities.

Money from Keep Fort Collins Great (KFCG) will be used to repair our roads, fix bridges, and reinvest in our critical infrastructure. Police Services will hire additional patrol officers and detectives to provide a greater emphasis on neighborhoods and downtown. Poudre Fire Authority will add staff to serve the growing needs in south Fort Collins and to assure prompt emergency response across the community. Parks will be maintained to the standard you’ve become accustomed to, and recreation activities and facilities (such as Mulberry Pool) will remain intact. KFCG money will also address other community priorities, including the economy, the environment and neighborhoods.

In 2011, KFCG is expected to generate approximately $18.7 million. The KFCG tax will sunset in 10 years. The City of Fort Collins will report annually on how the revenues are spent so that voters can see exactly how these new tax dollars are being used.
NORTH COLLEGE/ WILLOX IMPROVEMENTS

Originally initiated as roadway improvements along the frontage of a significant new development project located in north Fort Collins, the City’s transportation departments, along with North College business partners, saw an opportunity to improve a much greater section of the North College corridor beginning at Willox Lane, extending to the northern city limits. Improvements included widening College Avenue, reconstructing the North College/Willox intersection, and enhancing Willox Lane including the installation of a roundabout at the entrance to the development. The overall project budget was $4,629,000 and was funded by development fees, local dollars, and funds from the North College Urban Renewal Authority.

The project began construction in May of 2010. An aggressive schedule was established to have the project substantially complete by mid-October to assure the opening of the new commercial development. The project team proved up to the task, completing the project on time and within budget.

PROCESSING TIME FOR THE DEVELOPMENT REVIEW PROCESS

The goal of Community Development & Neighborhood Services (CDNS) is to achieve at least a 90% success rate in moving development review submittals and building permits through the development process within allotted timelines. We are pleased to report that in 2010 we were able to achieve this goal.

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Submittals:</td>
<td>93%</td>
<td>92%</td>
</tr>
<tr>
<td>Final Plan Submittals:</td>
<td>91%</td>
<td>100%</td>
</tr>
<tr>
<td>Revised Final Plans:</td>
<td>78%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: City of Fort Collins Community Development & Neighborhood Services Department

TOTAL BUILDING PERMITS & FEES COLLECTED

The number of permits issued by the City increased significantly in 2010. We were encouraged to see some improvement in new residential construction, as well as continued strong activity in residential and commercial remodels. Based on this increased activity, we realized a modest rebound in construction fees collected. Detailed information about the types of permits issued and related information can be found at fegov.com/building under Construction Activity Reports.

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Permits</td>
<td>5,425</td>
<td>5,142</td>
<td>5,868</td>
<td>6,373</td>
</tr>
<tr>
<td>Construction Fees</td>
<td>$1.66M</td>
<td>$1.57M</td>
<td>$1.83M</td>
<td>$1.05M</td>
</tr>
</tbody>
</table>

Source: City of Fort Collins Community Development & Neighborhood Services Department

JURISDICTION COMPARISON – RESIDENTIAL PERMIT FEES

The following chart provides comparative data on residential fees between Windsor, Greeley, Fort Collins, Loveland and Timnath. The fees are based on a 1,500 square foot, two-story, single-family home, with a 750 square foot unfinished basement and a 2-car garage.

<table>
<thead>
<tr>
<th></th>
<th>PERMIT/PAIN CHECK</th>
<th>SALES TAX</th>
<th>UTILITY FEES</th>
<th>IMPACT FEES</th>
<th>ALL FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windsor</td>
<td>$1,319</td>
<td>$2,827</td>
<td>$11,877</td>
<td>$6,945</td>
<td>$22,968</td>
</tr>
<tr>
<td>Greeley</td>
<td>$1,325</td>
<td>$2,293</td>
<td>$16,898</td>
<td>$5,094</td>
<td>$25,610</td>
</tr>
<tr>
<td>Fort Collins</td>
<td>$1,086</td>
<td>$2,731</td>
<td>$14,922</td>
<td>$8,864</td>
<td>$27,603</td>
</tr>
<tr>
<td>Loveland</td>
<td>$3,511</td>
<td>$3,496</td>
<td>$8,967</td>
<td>$13,769</td>
<td>$29,743</td>
</tr>
<tr>
<td>Timnath</td>
<td>$2,425</td>
<td>$3,417</td>
<td>$22,935</td>
<td>$4,993</td>
<td>$33,770</td>
</tr>
</tbody>
</table>

Source: Homebuilders Research
Environmental Health

Fort Collins promotes, protects, and enhances a healthy and sustainable environment

KEVIN GERTIG
WATER RESOURCES/TREATMENT OPERATIONS MANAGER
UTILITIES WATER PRODUCTION DIVISION
COMMUNITY RECYCLING EFFORTS

• The City held its first household hazardous waste collection in 2010. Collectively, more than 20,000 pounds of waste were collected, from paint and paint-related materials to batteries and flammable aerosols.

• Police collected more than 301 pounds of unused, unneeded, and expired over-the-counter and prescription medications during the U.S. Drug Enforcement Administration's (DEA) first ever National Prescription Drug Take-Back Day. All collected drugs were turned over to the DEA for proper disposal (incineration according to federal and state environmental guidelines).

• Since implementing changes to the Pay as You Throw Ordinance in 2009 more than 53% of residents have requested large recycling bins.

• Preliminary data shows that the City’s waste diversion rate held steady at 38% in 2010. Final data will be posted at fcgov.com/recycling when available.

CLIMATE ACTION PLAN

The Climate Action Plan sets a goal to reduce communitywide emissions 20% below 2005 levels by 2020. Amidst a growing population, emission levels have decreased 3% between 2005 and 2009 as regional Gross Domestic Product (GDP) has increased 4%.

OZONE READINGS

Fort Collins experienced only one day in 2010 where ozone levels exceeded the federal ozone health standard.

<table>
<thead>
<tr>
<th>Year</th>
<th>Days Exceeded Standard</th>
<th>Total Alert Days</th>
<th>Remaining Calendar Days in Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>4</td>
<td>317</td>
<td>44</td>
</tr>
<tr>
<td>2008</td>
<td>39</td>
<td>321</td>
<td>39</td>
</tr>
<tr>
<td>2009</td>
<td>27</td>
<td>353</td>
<td>39</td>
</tr>
<tr>
<td>2010</td>
<td>1</td>
<td>342</td>
<td>39</td>
</tr>
</tbody>
</table>

Source: 2010 Citizen Survey
Source: City of Fort Collins Natural Resources Department
**2010 DRINKING WATER CLEANLINESS**

The City obtained 100% compliance with state and federal regulations for High Quality Drinking Water, Wastewater Treatment and City Environmental compliance. The City’s water comes from two sources - the Poudre River and the Colorado Big Thompson/Horsetooth Reservoir. The graph below represents the “cleanness” of the water. Turbidity is a measure of water clarity; a low turbidity score is a good indicator of the effectiveness of the filtration process. The spring run-off routinely causes a spike in the amount of particles that must be filtered out of the water coming from the Poudre River. The City of Fort Collins performs better than the state turbidity requirements and routinely performs better than even the more stringent requirement established by the City.

**Did you know?**

In 2010, the City received only 57 water quality complaints, equating to a complaint call rate of 1.5 per 1,000 customers. Most complaints centered on discoloration of the water or taste/odor problems. Based on the most recent benchmarking survey from the American Water Works Association (AWWA), the City is near the top of the “best” water quality category in comparison to peer utilities.

**FORT COLLINS UTILITIES ENERGY SAVINGS**

Fort Collins Utilities manages several programs to help residents save energy and water, including a variety of rebates. For more information, visit fcgov.com/Conserve.

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Annual Energy Savings Megawatt hours/year (MWh/yr)</em></td>
<td>8,283</td>
<td>11,736</td>
<td>10,212</td>
<td>20,286</td>
</tr>
<tr>
<td><em>Greenhouse Gas Avoided Emissions Equivalent Carbon Dioxide (metric tons CO2e)</em></td>
<td>6,102</td>
<td>8,645</td>
<td>7,523</td>
<td>14,944</td>
</tr>
</tbody>
</table>

Source: Fort Collins Utilities

* Data revised for consistent methodology in Climate Action Plan

**STREET SWEEPING SUPPORTS ENVIRONMENTAL HEALTH**

Frequent and efficient street sweeping plays an important role in keeping our city clean and our citizens healthy and safe. The City’s sweeping program supports the aesthetics of our community, reduces unwanted pollutants on road surfaces and in waterways, and removes airborne particles that can cause irritation and inflammation when inhaled. In 2010, the Streets Department swept 13,809 miles of city streets, removing more than 10,000 cubic yards of material.

**GREEN PORTAL**

In 2010, we launched fcgov.com/green, a new web portal that creates a single online location for all City environmental programs, policies and plans. The portal makes it easier for residents to find information about the nearly 75 City environmental programs by organizing them under action-oriented categories, including how to conserve at home, in your yard, getting around, and in your community.
**NATURAL AREAS BUDGET**

The Natural Areas Program began in 1992. At this time, the Program manages 34,532 acres of land and monitors just over 5,000 acres of conservation easements (legally binding agreements with landowners to prevent development). During the first 15 years of the program’s existence, approximately 70% of the program’s budget was devoted to land conservation. The remainder was devoted to operations, maintenance, and capital improvements.

As the percentage of conserved land has grown, the percentage of funding devoted to land conservation has decreased. In fact, over the last few years, the ratio between land conservation and other expenses has nearly reversed. In 2010, the amount budgeted for land conservation represented 34% of the total budget, with the remaining 66% allocated to operations, maintenance, restoration of habitat, rangers, trails and other public improvements, and education and outreach. Thus, while the program continues to seek out and complete land conservation projects, a majority of its work is focused on stewarding what the community has previously conserved.

**NATURAL AREAS RESTORED AND REHABILITATED**

Each year, the Natural Areas Program applies various treatments to specific areas it manages in order to enhance habitat value, biological diversity, and to restore and rehabilitate land in poor condition. Treatments include control of non-native plants through mechanical, manual, and chemical treatments as well as planting and caring for new vegetation. The number of acres treated each year can vary based on weather, soil conditions, availability of equipment and labor and other factors. The restoration and rehabilitation goal, over time, is to attain a native plant composition of at least 70%.

**NATURAL AREAS VOLUNTEERS AND VISITS**

The Natural Areas program offers numerous community education and outreach programs, including nature hikes, classroom presentations and slide shows. In 2010, the number of hours that volunteers contributed to the Natural Areas program has nearly doubled since 2008.

**NATURAL AREAS ACQUISITIONS**

The Natural Areas Program’s mission is to conserve and enhance lands with existing or potential natural area values, lands that serve as community separators, agricultural lands, and lands with scenic values. Conservation of natural habitats and features is the highest priority while providing education and recreation for the Fort Collins community.

**DID YOU KNOW?**

There is more bird species diversity in Fort Collins Natural Areas than in much larger protected areas. We have 347 species compared to 280 species in Rocky Mountain National Park, 311 species in Yellowstone National Park and 163 species in Denali.
High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

SUZANNE JARBOE-SIMPSON
CHANGE MANAGEMENT ANALYST
MANAGEMENT INFORMATION SERVICES
CUSTOMER SERVICE, SUSTAINABILITY, AND INNOVATION

The City has three organizational priorities, customer service, sustainability and innovation, that guide our everyday operations.

In November 2010, the City launched Access Fort Collins, a new online customer service initiative. Fcgov.com/accessfortcollins provides a one-stop shop for questions, concerns and comments.

The City is using innovation to make operations more sustainable.

Energy use accounts for 84% of the City’s greenhouse gas emissions. To reduce energy use and its costs, we installed a new permanent solar array on the 215 N. Mason St. building and a solar thermal unit at EPIC.

Both 215 N. Mason St. and 281 N. College Ave. earned Energy Star certification, which recognizes that these buildings are designed to perform among the top 25% of buildings in the United States.

The City has also increased use of biofuels. In 2005, the City used 79% regular diesel. Today, approximately 97% is biodiesel.

Due to these efforts, we’ve been able to reduce the City organization’s carbon emissions by 4.2% between 2005 and 2008.

QUALITY OF LIFE AND COMMUNITY RATINGS

<table>
<thead>
<tr>
<th>Quality of Life</th>
<th>FC vs. National Average '10</th>
<th>FC vs. Front Range Average '10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall as a Place to Live</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>As a Place to Attend College</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>As a Place to Raise Children</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>As a Place to Work</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>As a Place to Retire</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>Quality of Public Library Services</td>
<td>SIMILAR</td>
<td>SIMILAR</td>
</tr>
<tr>
<td>Quality of Public Schools</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>Availability of Quality Healthcare</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>Community Openness and Acceptance of All People</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
</tbody>
</table>

Satisfaction With City Government

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>FC vs. National Average '10</th>
<th>FC vs. Front Range Average '10</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Overall Direction the City is Taking</td>
<td>N/A</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>The Job the City Does at Informing Citizens</td>
<td>MUCH ABOVE</td>
<td>SIMILAR</td>
</tr>
<tr>
<td>The Job the City Does at Welcoming Citizen Involvement</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>Efficient Operation of Programs and Services</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Managing and Planning for Growth</td>
<td>BELOW</td>
<td>N/A</td>
</tr>
<tr>
<td>The Job the City Does at Listening to Citizens</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
</tbody>
</table>

Percent of respondents who answered good or very good.
NET CITY REVENUE

In 2010, City revenues increased in both the enterprise and governmental funds. In the governmental funds, more than half of the increase was due to an increase in state and federal grants while the other part was due to increases in contributions and donations from various organizations, and an increase in sales and use tax collections. The Enterprise funds’ increase was driven by utility rate increases.

Source: City of Fort Collins Finance Department

2010 GENERAL FUND REVENUE

The City relies on several main revenue sources, including sales and use tax, property tax, and payments in lieu of taxes to fund some of the most visible services such as police, fire, streets, parks, recreation and general government. More than half of the General Fund revenues come from sales and use tax.

2010 EXPENDITURES BY OUTCOME

The City budget is prioritized in seven key areas. The chart below demonstrates the total amount of money that was spent in each area, broken down by general fund vs. other, including utility fees and dedicated revenues.

In addition to the seven result areas, the total allocation by results also includes approximately $75M for items like transfers between funds, debt service, payments to retirees and insurance costs.

1 Wastewater (49%), Water (37%), Electric (7%), Natural Areas (6%), General Fund (1%)
2 Electric (63%), Police (18%), Fire (11%), Stormwater (8%)

DID YOU KNOW?

The Price of Government is the amount of every dollar earned by residents that goes to pay for City services. With utilities included, the Price of Government was at 6.6 cents in 2000. In 2010, it is estimated that residents paid 5.3 cents for services.
CITY EMPLOYEES PROVIDE QUALITY SERVICE
Providing service is more than just a job, it’s a source of pride for City of Fort Collins employees: 83% feel that their colleagues are committed to doing quality work in their jobs, and 73% say that their co-workers seek ways to improve productivity.

WELL DAYS PROGRAM
The City of Fort Collins Well Days program creates healthier employees, which in turn saves costs and increases productivity. In 2010, the City’s medical claims costs were projected to increase 7.7%; the City’s actual cost increase was 7.6%.

EMPLOYEES PER POPULATION
The ratio of Fort Collins City employees to residents has continued to decrease and is lower than regional comparisons.

<table>
<thead>
<tr>
<th>CITY EMPLOYEES PER 1,000 RESIDENTS</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Collins</td>
<td>8.62</td>
<td>8.44</td>
<td>7.70</td>
<td>7.23</td>
</tr>
<tr>
<td>Loveland</td>
<td>13.47</td>
<td>13.85</td>
<td>13.67</td>
<td>*n/a</td>
</tr>
</tbody>
</table>

*DID YOU KNOW?*
The City’s website, fcitygov.com, had more than 6.8 million page views (18,759/day) in 2010 and 4.5 million documents were downloaded from the site. Utilities launched a new online billing system in March 2009. At the end of 2010, 17,363 Utilities customers had enrolled as e-Bill subscribers and made more than 142,600 online payments, totaling more than $15.1 million.

HOW PEOPLE GET INFORMATION REGARDING CITY ISSUES, SERVICES AND PROGRAMS

Source: 2010 Citizen Survey

[Bar chart showing the distribution of how people get information regarding city issues, services, and programs.]

Word of mouth: 2010 - 82%, 2008 - 79%, 2006 - 78%
Newspaper: 2010 - 77%, 2008 - 75%, 2006 - 73%
City’s website (fcgov.com): 2010 - 75%, 2008 - 73%, 2006 - 71%
Television news: 2010 - 72%, 2008 - 70%, 2006 - 68%
"Recreator" (guide to recreation programs): 2010 - 67%, 2008 - 65%, 2006 - 63%
"City news" (insert with utility bill): 2010 - 65%, 2008 - 63%, 2006 - 61%
Newsletters or brochures from city departments: 2010 - 61%, 2008 - 59%, 2006 - 57%
Fort Collins local cable channel 14: 2010 - 59%, 2008 - 57%, 2006 - 55%
Streaming video or "video on demand" of cable channel 14 on fcitygov.com: *n/a*
City line (automated message system 970-416-CITY): 2010 - 55%, 2008 - 53%, 2006 - 51%

Percent of respondents who answered always, frequently or sometimes.
Fort Collins fosters and supports a variety of quality neighborhoods
**KNOW YOUR NEIGHBORS**

When Fort Collins citizens were asked how many neighbors they knew by name of those that live on their street or in their apartment complex, respondents reported knowing, on average, nine of their neighbors by name.

**HOME BUYER ASSISTANCE PROGRAM**

The City of Fort Collins provides loans to low-income, first-time home buyers to cover half of the required down payment and closing costs. The loan is to be paid back in full either when the house is sold, transferred out of the buyer’s name, rented, or if the buyer seeks a second lien (such as a home equity loan). During 2010, the City helped 25 households purchase their first home.

**HOUSING OPPORTUNITIES**

The Housing Opportunity Index (HOI) for a given area is defined as the share of homes sold in that area that would have been affordable to a family earning the local median income. In 2010, almost 79% of the homes in Fort Collins-Loveland area were affordable to families earning $74,900 that year. Since 2003, Fort Collins has had a higher percentage of homes affordable to families earning the area median income as compared to most other areas of the nation.
NEIGHBORHOOD PROGRAMS
The City of Fort Collins works closely with neighborhoods to promote safe and special places to live, work and play.

COMMUNITY WELCOME
Every year in August, police, students, neighbors, and CSU and City staff team together to go door-to-door in neighborhoods close to campus educating tenants and residents of City ordinances, good neighboring, and nuisance behaviors. In 2010, more than 2,000 contacts were made.

FALL CLEAN-UP
Student volunteers are matched with elderly or disabled neighbors to do leaf raking and fall yard cleanup. In 2010, more than 600 CSU students volunteered to help 130 neighbors. Of the students who participated, 93% felt that this would motivate them to help maintain the neighborhood quality.

ADOPT-A-NEIGHBOR
This program matches a snow shoveling volunteer with elderly and disabled residents who are unable to shovel. Currently the program has 32 volunteers looking out for 36 residents in need.
In response to community concerns about traffic safety and issues, Fort Collins Police Services has increased traffic enforcement citywide. In addition to officer-initiated traffic stops, other tools such as camera radar and the smart trailer, which registers motorists’ speeds, are used to modify driver behavior.

*This data varies from the 2009 Community Scorecard. The 2009 Community Scorecard focused on camera radar tickets issued, which are primarily deployed in neighborhood areas. The data in this year’s Scorecard was expanded to include traffic citations issued by all police officers citywide.

OCCUPANCY ENFORCEMENT
Enforcement of the Occupancy Ordinance helps preserve neighborhood quality and maintain a high quality of life in Fort Collins’ neighborhoods. Since enforcement of the amended ordinance began in 2007, some neighborhoods have reported seeing an increase in quality.

In 2007, the occupancy regulations were amended to help make the enforcement process more effective. The maximum fine assessed was $12,000 with a settlement of $3,800 with the condition that no repeat violations occur for one year. The minimum fine assessed was $500. Total fines assessed in 2010 were $27,500. In cases where a violation is confirmed, high fines are assessed to help ensure that repeat violations do not occur. There were 13 citations issued for occupancy violations in 2010 with the defendant found liable in all of them and a fine collected on each; 5 citations were issued for Disclosure Statement violations.

In 2010, 104 cases of over-occupancy were reported to the City. All cases were investigated with 12 pending, 45 found in violation, 35 unfounded, 11 unproven, and 1 duplicate entry. Each case is thoroughly investigated to ensure a fair and respectable process for all people involved.

AVERAGE SPEED ON NEIGHBORHOOD STREETS
Since 2007, the average speed on neighborhood streets has decreased 1.6 mph.

CODE COMPLIANCE
Code Compliance is an important aspect of maintaining attractive and safe neighborhoods. Code Compliance inspectors respond to citizen complaints and proactively patrol Fort Collins neighborhoods looking for violations in order to resolve issues while they are relatively small. In addition, Code Compliance encourages voluntary compliance and works with an individual’s circumstances in an effort to keep abatements (when the City hires a contractor to correct the violation and bills the property owner) low.

TRAFFIC ENFORCEMENT
In response to community concerns about traffic safety and issues, Fort Collins Police Services has increased traffic enforcement citywide. In addition to officer-initiated traffic stops, other tools such as camera radar and the smart trailer, which registers motorists’ speeds, are used to modify driver behavior.

Source: City of Fort Collins Traffic Operations Department

Source: City of Fort Collins Police Services
Safe Community

Fort Collins provides a safe place to live, work, learn, and play

DOLORES GARZA
FRAUD INVESTIGATIONS SPECIALIST, POLICE SERVICES
DOWNTOWN AFTER DARK
Downtown Fort Collins is an active, vibrant retail, dining and business center by day and an energetic social environment at night. Along with that comes some disturbances, incidences of disorderly conduct, and unsanitary conditions.

To address these issues, a coalition consisting of police representatives, local businesses, community leaders, government officials and others have partnered to develop the Downtown After Dark program to recapture the beauty of Downtown at night. Efforts include raising fines on certain municipal violations, implementing a community service program for violators, a diversion program in which violators are prohibited from returning to certain locations for up to a year, and a municipal violations workshop for offenders, as well as public education and outreach. Other activities in progress include integrated ID scanning systems for the bars and outreach with CSU students during the fall CSU Community Welcome.

Downtown is a safe and fun environment for residents and guests to enjoy and the Downtown After Dark program ensures it remains that way.

PERSONAL SAFETY

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2008</th>
<th>2006</th>
<th>2010 FC vs. NATIONAL AVERAGE ’10</th>
<th>2010 FC vs. FRONT RANGE AVERAGE ’10</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERALL SAFETY OF RESIDENTS</td>
<td></td>
<td></td>
<td></td>
<td>MUCH ABOVE</td>
<td>N/A</td>
</tr>
<tr>
<td>DOWNTOWN FORT COLLINS DURING THE DAY</td>
<td></td>
<td></td>
<td></td>
<td>MUCH ABOVE</td>
<td>ABOVE</td>
</tr>
<tr>
<td>DOWNTOWN FORT COLLINS AT NIGHT</td>
<td></td>
<td></td>
<td></td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
<tr>
<td>RECREATION FACILITIES IN FORT COLLINS</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>PARKS IN FORT COLLINS</td>
<td></td>
<td></td>
<td></td>
<td>MUST ABOVE</td>
<td>N/A</td>
</tr>
<tr>
<td>NATURAL AREAS/OPEN SPACE WITHIN THE CITY</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>TRAILS IN FORT COLLINS</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

CRIME INDEX
This data represents the Part 1 crimes reported since 2007. Part 1 crimes include homicide, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft and arson. These crimes are reported to the FBI annually from all law enforcement agencies. Of the Part 1 crimes, theft is the most widely reported crime in Fort Collins.

Source: City of Fort Collins Police Services
AVERAGE RESPONSE TIME - FIRE
Poudre Fire Authority strives to maintain an average response time of 5 minutes or less for first arriving engines to reported emergencies from time of dispatch. PFA has met or exceeded this goal since 1997. Several comparison departments are no longer measuring average response time, and therefore the number of comparison departments for this measure is smaller than those for other measures. PFA will begin an accreditation process through the Center for Public Safety Excellence program in 2011, and will explore the use of a new response time comparison measure beginning in 2012.

SOURCE: Poudre Fire Authority

RESPONSE TIME TO PRIORITY 1 CALLS - POLICE
Fort Collins Police Services compares regional response times to other Front Range communities. At 3:55 minutes, Fort Collins’ response time for emergent calls was reduced by 12 seconds compared to the previous year and is below the regional average of 4:03 minutes. Emergent calls are those requiring immediate attention, such as situations involving weapons, hold-ups or officer in need of assistance. Response times are calculated from the time the call was dispatched to the time the first officer arrived.

SOURCE: City of Fort Collins Police Services

UNIFORMED FIRE PERSONNEL PER CAPITA
Poudre Fire Authority coordinates a benchmark study with their strategic planning partners in the Western United States and Front Range departments. Poudre Fire Authority’s uniformed personnel per capita, at 0.86 personnel per 1,000 residents, remains well below the average.

SOURCE: Poudre Fire Authority

SWORN POLICE OFFICERS PER CAPITA
With only 1.21 sworn officers per 1,000 residents, Fort Collins has the lowest staffing level among neighboring communities.

SOURCE: City of Fort Collins Police Services
**TOP FIVE POLICE CALL TYPES**

The majority of calls to police are traffic related. Suspicious circumstance calls frequently apply when a person, behavior or activity out of the ordinary is observed and needs police attention, while disturbance calls typically include physical and verbal altercations, disorderly conduct and bar disputes. Assist calls encompass other agencies such as Poudre School District, Poudre Valley Hospital, Poudre Fire Authority, the FBI, other law enforcement agencies and businesses or citizens that need police assistance.

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**TRAFFIC SAFETY: NUMBER OF ACCIDENTS**

The total number of accidents decreased slightly in 2010, and included 3 fatal accidents in 2010. The five intersections with the most accidents are depicted below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-Injury Accidents</th>
<th>Injury Accidents</th>
<th>Fatal Accidents</th>
<th>Total Accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2,919</td>
<td>820</td>
<td>4</td>
<td>3,743</td>
</tr>
<tr>
<td>2008</td>
<td>2,734</td>
<td>728</td>
<td>2</td>
<td>3,465</td>
</tr>
<tr>
<td>2009</td>
<td>2,816</td>
<td>708</td>
<td>11</td>
<td>3,580</td>
</tr>
<tr>
<td>2010</td>
<td>2,812</td>
<td>743</td>
<td>3</td>
<td>3,562</td>
</tr>
</tbody>
</table>

---

**DID YOU KNOW?**

According to the National Flood Insurance Program’s Community Rating System (CRS), Fort Collins Utilities stormwater program ranks in the top 1% of programs nationwide. Rain gauges positioned in 64 locations throughout the community offer access to real-time data from the City’s Flood Warning System via Blackberry Smartphones or at fgov.com/FloodWarningSystem.

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**RESIDENTIAL ELECTRIC RATES COST COMPARISON**

Fort Collins electric rates continue to be among the lowest in the region and the nation. We have a highly efficient electrical system, with the electrical system available to customers 99.9967% of the time.

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**Source:** City of Fort Collins Police Services

**Source:** City of Fort Collins Traffic Operations Department

**Source:** Colorado Association of Municipal Utilities (CAMU)
Transportation

Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the city.

LARRY SCHNEIDER
STREETS SUPERINTENDENT
STREETS
TRANSPORTATION

<table>
<thead>
<tr>
<th>EASE OF TRAVELING IN FORT COLLINS BY BICYCLE</th>
<th>FC vs. NATIONAL AVERAGE ‘10</th>
<th>FC vs. FRONT RANGE AVERAGE ‘10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much Above</td>
<td>MUCH ABOVE</td>
<td>MUCH ABOVE</td>
</tr>
</tbody>
</table>

| FORT COLLINS AS A WALKABLE CITY           | MUCH ABOVE                | SIMILAR                       |
| EASE OF DRIVING IN FORT COLLINS           | SIMILAR                   | SIMILAR                       |
| AVAILABILITY OF PARKING DOWNTOWN          | SIMILAR                   | N/A                           |
| STREET MAINTENANCE                        | SIMILAR                   | SIMILAR                       |
| EASE OF TRAVELING IN FORT COLLINS BY PUBLIC TRANSPORTATION | BELOW | MUCH BELOW |
| TRAFFIC CONGESTION                        | BELOW                     | MUCH BELOW                   |

TRAVEL TIMES AT ARTERIAL CORRIDORS

Once each year, Traffic Operations conducts travel time studies to measure average travel times. Studies are conducted during the afternoon peak travel period, from 4:30-5:30 p.m. Travel times have decreased on nearly all corridors in 2010. Travel times on College, Harmony and Prospect are most improved while time on Timberline has increased slightly.

Target: Maintain travel times less than 3 minutes per mile (a total of 12 minutes for each 4-mile segment below). This target is based on historical data and is reflective of the adopted standards used by the City relating to congestion levels.

I-25/SH392 INTERCHANGE

The Colorado Department of Transportation (CDOT), North Front Range Metropolitan Planning Organization, Town of Windsor and the City of Fort Collins are collaborating to replace the failing interchange located at Interstate 25 and State Highway 392. These agencies worked together to complete the planning, design and shared funding of this project. More than $22 million in State and Federal funds have been granted for right-of-way acquisition, as well as interchange design and construction. Windsor and Fort Collins will share $5 million in local contributions to this key gateway to the communities.

The Fort Collins City Council and the Windsor Town Board approved Intergovernmental Agreements between the City of Fort Collins, Town of Windsor and CDOT defining construction, maintenance and ownership of the interchange, and an Intergovernmental Agreement between the City of Fort Collins and the Town of Windsor that defines the process for review of development and redevelopment proposals, and identifies cost-sharing and reimbursement through development impact fees.

The project is planned to be constructed over an 18-month period with construction commencing between the spring and summer of 2011.
STREET MAINTENANCE
The City measures pavement conditions on a 100-point Level of Service (LOS) rating scale. The City’s goal is a LOS ‘B’ rating or above, as it gets significantly more expensive to maintain and repair streets when they fall below that level. The KFCG ballot initiative that passed in November 2010 will add $6.2M to street maintenance, nearly doubling the investment to preserve this basic infrastructure.

PAVEMENT PROGRAM FUNDING

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$8.5M</td>
</tr>
<tr>
<td>2008</td>
<td>$9M</td>
</tr>
<tr>
<td>2009</td>
<td>$8.4M</td>
</tr>
<tr>
<td>2010</td>
<td>$7M</td>
</tr>
</tbody>
</table>

Source: City of Fort Collins Streets Department

2010 PAVEMENT CONDITIONS IN FORT COLLINS

<table>
<thead>
<tr>
<th>Condition (LOS)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent (LOS A)</td>
<td>16%</td>
</tr>
<tr>
<td>Good (LOS B)</td>
<td>43%</td>
</tr>
<tr>
<td>Fair (LOS C)</td>
<td>24%</td>
</tr>
<tr>
<td>Poor (LOS D)</td>
<td>14%</td>
</tr>
<tr>
<td>Very Poor (LOS F)</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: City of Fort Collins Streets Department

REVENUE FROM STATE AND FEDERAL TRANSPORTATION TAXES AND FEES
Fort Collins, like many other local municipal governments, relies greatly on traditional transportation funding sources from the State and Federal governments. These funds are used for capital projects, programs and street maintenance needs. These revenue streams declined greatly from 2006 through 2009. 2010 showed the first increase in funding revenues in many years. While this is certainly a positive and welcome sign of gradual economic recovery, these traditional revenue sources are not considered sustainable into the future. Federal and State governments are struggling to find new revenue models that meet the nation’s transportation infrastructure needs.

WINTER ICE CUTTING/SNOW REMOVAL EFFORTS & COSTS
The winter of 2009-2010 brought one of our heaviest snow seasons ever. Fort Collins received 84.6 inches of snow, the third-snowiest winter on record. The amount of snowfall, combined with fluctuating temperatures, created a veritable skating rink all around the city. This influx of icy conditions created havoc for many around the city, including school buses, mail trucks and motorists.

The Streets Department fielded more than 900 citizen calls and requests for ice removal on pedestrian ramps, around mailboxes, bus stops, bike lanes, sidewalks and residential streets. Additional requests were received through the Coloradoan’s website as well. A plan was developed to remove the icy hazards citywide in four weeks or less utilizing all city crews and additional contractors. The total cost of the removal efforts was $450,000 in 2010. These expenses accounted for 34% of the snow budget and are the highest ice removal costs ever recorded for the city.
FLEX
FLEX is a new transit route that connects Fort Collins, Loveland, Berthoud and Longmont via Highway 287. FLEX is made possible through a regional partnership among Northern Colorado cities and counties. The project is federally funded through a Congestion Mitigation and Air Quality Grant, and serves as a pilot program over three years to determine if the service is warranted and can be successful. Operations began on June 7, 2010, and offers service Monday through Saturday, 5:30 a.m. - 7:30 pm. Visit flexnoco.com for more information.

BIKE TO WORK DAY
Bike to Work Day grew in 2010. The semiannual Bike to Work Day events encourage thousands of cyclists to commute by bicycle. In 2010, the Summer Bike to Work Day participation increased 15 percent, with more than 29,000 riders taking part. Breakfast stations, sponsored by local businesses and organizations rose from 28 to 50 stations communitywide. The Winter Bike to Work Day had 633 participants and 21 breakfast stations.

TRANSFORT RIDERSHIP
Transit ridership reached an all-time high, exceeding 2 million trips provided in 2010. Transfort has seen a 37% increase in ridership over the last five years.

TRANSFORT OPERATING COSTS
While the cost to provide each Dial-A-Ride (DAR) trip increased slightly, there is less demand for this service as seniors and passengers with disabilities choose the less expensive fixed route service. The 2010 Senior and disabled rides on Transfort are up 11%; while DAR rides were down 3.2%.

BICYCLE COMMUTERS
The 2010 U.S. Census American Community Survey reported that bicycle commuters comprise nearly 10% of Fort Collins’ overall commuting population. The North Front Range Metropolitan Planning Organization (NFRMPO) Household survey supports this statistic at an even higher percentage of more than 13%.
STAY CONNECTED

INFORMATION SOURCES

fcgov.com
The best source for comprehensive, up-to-date information about City services, programs and projects.

ACCESS FORT COLLINS (AFC)
Connecting with the City is easier than ever before. AFC is a one-stop shop for submitting questions or concerns and tracking the City's response. fcgov.com/accessfortcollins

fcgov.com/subscriptions
Sign up to receive e-newsletters with City Council agendas, business updates, neighborhood news, recreation classes and more. You pick the information you want to receive.

CITY CABLE 14
Tune in for meetings, local programs and an informational bulletin board. Cable 14 programming is also available online at fcgov.com/cable14.

E-CITY NEWS
E-City News is just like the newsletter that's mailed with utility bills, but more timely. It's the best way to stay up to date if you decide to get rid of your paper bills and sign up for Utility E-bill services.

FACEBOOK
Get informed, comment on posts, and join the conversation. fcgov.com/facebook

TWITTER
Follow us on Twitter for frequent updates regarding news, events and programs. @fortcollinssgov

EMERGENCY ALERTS
Sign-up for free emergency alerts sent your home, work or cell phones via text messaging or email. leta911.org

NUMBERS TO KNOW

REPORT AN EMERGENCY
Emergency – police, fire or medical: 9-1-1
Electrical outage or emergency (i.e. downed electric line): 221-6710
Water, wastewater, stormwater or water quality emergency (flooding, water main break, etc.): 221-6700

NON-EMERGENCY
Non-emergency police: 221-6540
-Report a crime in non-emergency situations
-Report suspicious activity
Non-emergency electrical or water problems: 221-6700
-Partial power outage, damage to equipment (light poles, utility boxes, etc.)
Streetlight in need of repair: 221-6313
Street snow removal: 221-6615
Report a pothole: 221-6614
Report a hazard on bike and pedestrian trails: 221-6660

NUISANCES
Nuisance Hotline (weeds, rubbish, sidewalk snow removal, etc.): 416-2200
Animal Control (Larimer County): 226-3647
Graffiti Hotline: 416-2400

INFORMATION
City Council/City Manager’s Office: 221-6505
Transfort routes and schedules: 221-6620
Dial-A-Ride: 224-6066
Utilities Billing and Customer Service: 212-2900
Reserve park shelters or ball fields: 221-6660
Drivers Licenses (Colorado State Government): 494-9804
Motor Vehicle/License Plates (Larimer County): 498-7878
Passports: 221-6515
Business Licenses: 221-6780
Parking Tickets: 221-6617
Emergency Information Hotline (access recorded updates during weather-related emergencies): 416-2617
This report and the City’s ongoing progress in the area of performance measurement is a product of the work of many staff members in the City organization. Special thanks to the City Budget Office, the Communications & Public Involvement Office, and the numerous City staff who provided information for the report and who continue to work toward improving the City’s performance measurement program. Special thanks to Amy Bass, Budget Analyst, Kelly DiMartino, Communications & Public Involvement Director, and Ryan Burke, Graphics Specialist.
DEPARTMENT AWARDS 2010

CITY MANAGER’S OFFICE
City of Fort Collins, recognized for its Quest for Excellence, Colorado Performance Excellence (CPEx), 2010
Certificate of Excellence, awarded by the International City/County Management Association (ICMA) Center for Performance Measurement™ for efforts in measuring and improving the City’s performance, 2010
Performance Management System, one of 21 jurisdictions recognized for excellence, International City/County Management Association (ICMA) Center for Performance Measurement™, 2010

COMMUNICATIONS & PUBLIC INVOLVEMENT
Cable 14’s “Driven by Data” video, 2nd Place in the Department Profile category, Annual Government Programming Awards, National Association of Telecommunications Officers and Advisors (NATOA), 2010
College and Harmony Intersection Project (CHIP) Communications Plan, Public Relations Award, American Public Works Association, Colorado Chapter, 2010

CULTURE, PARKS & RECREATION
Fossil Creek and Spring Canyon Community Parks, certified Audubon Cooperative Sanctuary Sites, Audubon International, 2010
Recreation Department’s, “What moves you?” Campaign, National Marketing Award, National Recreation and Park Association, 2010
Gold Award, for the educational and interpretive signs at Soapstone Prairie Natural Area, Association of Marketing and Communication Professionals, 2010

FINANCE
Certificate of Achievement for Excellence in Financial Reporting for the 23rd year, Government Finance Officers Association of the United States and Canada, 2010

MANAGEMENT INFORMATION SERVICES
City of Fort Collins’ fcgov.com, 3rd place in the City Portal Category of Best of the Web and Digital Government, The Center for Digital Government, 2010
Client Excellence Award for Continued Improvement in Document Management, Sire Technologies, 2010

PLANNING, DEVELOPMENT & TRANSPORTATION
FLEX Bus Route, winner of the 2010 Transit Award for innovation and partnership, Colorado Association of Transit Agencies (CASTA), 2010
Gold Level Bicycle Friendly Community, 7th year, League of American Bicyclists, 2010
Local History Archive, honored with the Friend of Preservation Award, Landmark Preservation Commission, 2010

POLICE SERVICES
Police Services, Certificate of Appreciation for involvement in life threatening event, FBI Director, 2010

POUDRE FIRE AUTHORITY
Poudre Fire Authority, Foothills Award for Continuous Performance Improvement, Colorado Performance Excellence (CPEx), 2010

UTILITIES
Fort Collins, one of the Top Six Smarter Cities for Energy, National Resources Defense Council (NRDC), 2010
Utilities’ “Fort Collins Conserves” Public Outreach Campaign, Award of Excellence, City-County Communications and Marketing Association, 2010
Water Treatment Facility, 10-Year Environmental Protection Agency Director’s Award of Recognition, Partnership for Safe Water, 2010
Drake Water Reclamation Facility, Silver Tier Colorado Environmental Leadership Award, Colorado Department of Public Health and Environment, 2010
Drake Water Reclamation Facility, George W. Burke Award for Outstanding Safety, Rocky Mountain Water Environment Association, 2010
One of the Most Educated Cities, ranked 5th
Portfolio.com

One the Top 25 Best Places to Retire
CNNMoney.com

One of the Top 10 Best College Towns,
small-sized cities category
USA Today

One of the top ‘Smarter Cities’ for energy
Natural Resources Defense Council

6th Best Place to Live in the Nation
Money magazine

Ranked 4th Best Places for Business and Careers
Forbes magazine

One of a Dozen Distinctive Destinations
National Trust for Historic Preservation

One of the Most Underrated Cities in the West
Life.com

One of the Greatest Places to Live in the West
American Cowboy magazine

America’s Safest Drivers in the Nation
Allstate Insurance Company

Designated “Tree City USA” for 32 years
National Arbor Day Foundation