



   **2009**
    COMMUNITY
SCORECARD



Dear Community Members

The City of Fort Collins is on a journey. For the past five years we have been deliberately moving from a “trust us” City government, to one that is data-driven, transparent and accountable. We have aggressively pursued ways to deliver quality services in a more cost-effective manner, and we will continue to do so. In 2009, we became one of the first local governments in the nation to post all City expenses online in an easily searchable database, fcgov.com/openbook.

Our efforts to transform the organization were recognized this year by the International City/County Management Association (ICMA) Center for Performance Measurement when they awarded us a Certificate of Distinction for our efforts in measuring and improving local government performance.

I am proud of this accomplishment, but we will not become complacent. My colleagues and I are deeply committed to continuous improvement. This is becoming increasingly important as we strive to maintain quality services with diminishing resources.

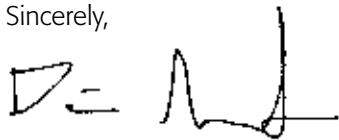
The 2009 Community Scorecard is a collection of performance data and information which provides you with an overview of how well the City is doing in meeting its goals in these seven key desired outcomes as established by City Council:

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

The performance measures in the Community Scorecard are derived through a variety of sources, including benchmark data from the ICMA Center for Performance Measurement and operational performance measures from City departments.

It is my privilege to present to you the 2009 Community Scorecard. I hope you find the information to be valuable.

Sincerely,



Darin Atteberry
City Manager



VISION

We are passionate about creating a vibrant, world-class community.

MISSION

Exceptional service for an exceptional community.

VALUES

- Outstanding Service
- Innovation & Creativity
 - Respect
 - Integrity
 - Initiative
- Collaboration & Teamwork
 - Stewardship

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Culture, Parks & Recreation

Culture, Parks and Recreational services provide citizens with a wide variety of life enriching opportunities. Comprised of exceptional cultural facilities, 44 parks encompassing 750 acres throughout the community, 25 miles of trails, 10 diverse recreational facilities and endless programs, Culture, Parks and Recreational services offer residents the opportunity to learn, grow and enrich their lives. These vital services help make Fort Collins a world class community.

RALPH ZENTZ
ASSISTANT CITY FORESTER
PARKS



ART IN PUBLIC PLACES (APP)

In 2009, an additional 11 Transformer Cabinet Murals were unveiled throughout the community. A total of 600 Transformer Cabinet Murals have now been completed. The Transformer Cabinet Murals project is a collaboration between the City's Utilities Light & Power Department and Art in Public Places.

Local children have created the artwork for 30 pedestrian pavers. Children created artwork which is reproduced and sandblasted into granite pavers that are placed into sidewalks throughout the community. The pedestrian pavers project is a collaboration between Art in Public Places and the City's Engineering Department.

Art in Public Places partnered with the Downtown Development Authority to bring "Art in Action" back to Old Town Square. "Art in Action" is an interactive art project that entertains, inspires and educates visitors to Old Town Square. Artist Lisa Cameron created colorful paintings on steel while simultaneously interacting with visitors to Old Town. The final pieces will be installed in the Montezuma Fuller Alley in 2010.

CULTURAL ATTENDANCE & VOLUNTEER HOURS

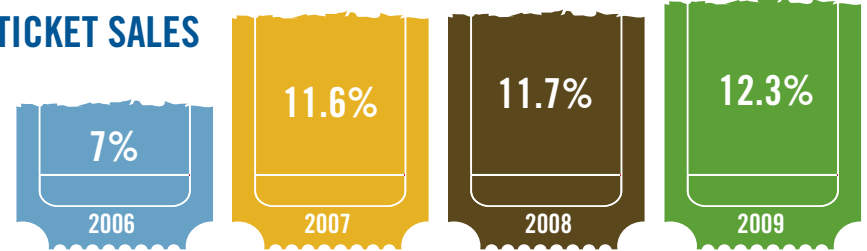
	2006	2007	2008	2009
LINCOLN CENTER				
Number of events, meetings and facility rentals	1,438	1,431	1,265	916
Attendees at events and performances	242,449	244,473	228,944	*189,117
MUSEUM				
Total Visits	39,400	28,000	27,725	36,304
MUSEUM & LINCOLN CENTER (COMBINED)				
Volunteer hours	10,145	11,029	12,430	10,926
Total Participation/Visits	281,849	272,473	256,669	225,441

Source: City of Fort Collins Cultural Services Dept.

*2009 participation decrease is due to a reduced number of performances and the closing of the Ludlow Room to rentals.

LINCOLN CENTER ONLINE TICKET SALES

More than 14,000 tickets were sold online through the Lincoln Center ticket purchase website, *lctix.com*. That is 12.3 percent of all the tickets sold for Lincoln Center performances.



DID YOU KNOW?



Thanks to a Building on Basics quarter-center capital sales tax approved by voters in 2005, the Lincoln Center will undergo extensive enhancements beginning June 2010. The performing arts center will soon feature new art galleries, an expanded lobby, a new box office, added bathrooms, and upgrades to the mini theater. In addition, the Lincoln Center recently received a grant from the Downtown Development Authority that will upgrade the Performance Hall's sound system and acoustics.

FORT COLLINS MUSEUM & DISCOVERY SCIENCE CENTER

In 2009 the Fort Collins Museum & Discovery Science Center launched their partnership and began operating as one organization. This merger was the catalyst for creating a new museum that will provide a unique visitor experience that inspires inquisitive thinkers and community connections. The new facility breaks ground in late 2010 near Lee Martinez Park. The approximately 40,000-square foot-building will feature 15,000 square feet of exhibits that focus on a variety of themes including: science, history, energy, natural areas, live animals, music and more.

TOTAL PARTICIPATION: THE GARDENS ON SPRING CREEK

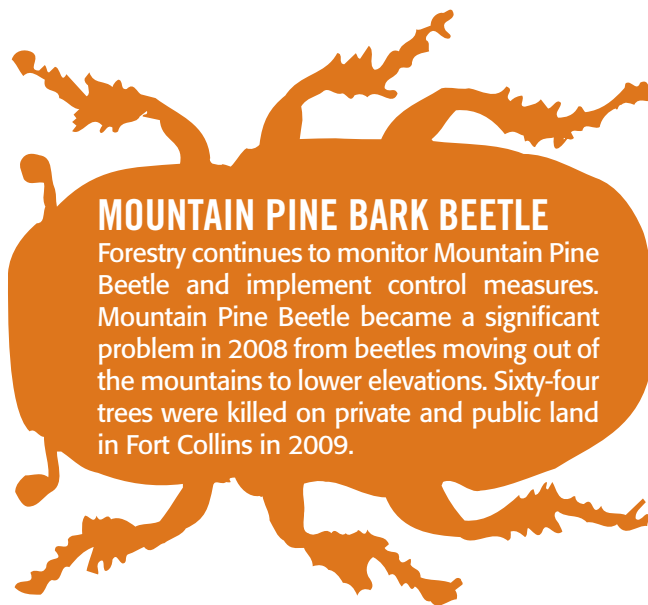
Since The Gardens on Spring Creek opened to the public in 2006, the facility has experienced a steady and dramatic increase in participation. The Gardens on Spring Creek is a valued cultural asset where visitors participate in educational programs, enjoy a community festival, help out as volunteers or enjoy the beauty and serenity The Gardens provide. Through community support, donations and sponsorships, The Gardens on Spring Creek is building a solid foundation for future growth.



Source: City of Fort Collins Parks Dept.

SKATE PARKS

In 2009, the Parks Department opened two skate parks, bringing the total to four. One park is located at Old Fort Collins Heritage Park near the Northside Aztlan Community Center and features a combination of transition and street obstacles. The other park is located at Spring Canyon Community Park and features a traditional "bowl" style. Both parks were designed with considerable input and assistance from the local skateboarding community. All four skate parks maintained by the Parks Department offer positive opportunities for local teens and other skaters.



MOUNTAIN PINE BARK BEETLE

Forestry continues to monitor Mountain Pine Beetle and implement control measures. Mountain Pine Beetle became a significant problem in 2008 from beetles moving out of the mountains to lower elevations. Sixty-four trees were killed on private and public land in Fort Collins in 2009.

DID YOU KNOW?



In 2009, our six community parks and 44 neighborhood parks hosted 3.2 million participants who enjoyed 1,524 events and 2,759 games. The City of Fort Collins Parks Department also maintains 25 miles of trails for walking, running, biking or commuting.



SUSTAINABLE PARKS PRACTICES

The Fort Collins Parks Department is committed to sound environmental and sustainable practices. The use of low-maintenance turf areas, wild-flower medians, expanded wildlife habitats, native plantings and raw water irrigation from nearby ponds accomplishes these goals. Consequently, Rolland Moore Park and Edora Community Park received official Audubon Cooperation Sanctuary certification from Audubon International.

In 2009, the Parks Department launched bike maintenance crews in Downtown and on City trails. The crews perform their work without traditional trucks and maintenance vehicles, all via bicycles and wheeled equipment carts.

With their backyard edible garden, Garden of Eatin', The Gardens on Spring Creek demonstrate that growing our own food is the most sustainable practice. Produce grown in the garden is donated to the Food Bank for Larimer County.

The Forestry Division chips large diameter wood into mulch which is made available for free public pick-up and used by the City and Poudre School District. Since starting this practice in 2008, the amount of material hauled to the landfill has decreased by 42 percent.



YOUTH SPORTS

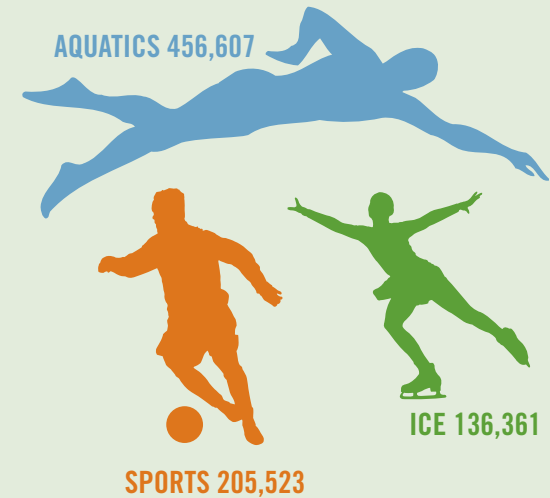
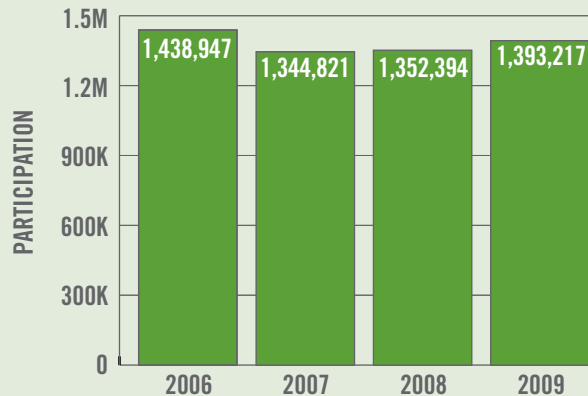
In 2009 the Recreation Department began offering Poudre School District 6th-graders a variety of team sports programs that emphasize teamwork, sportsmanship and respect. This partnership between the City of Fort Collins and Poudre School District provide 6th-graders with the opportunity to participate in a variety of sports. After realizing that 6th-grade sports programs may be at risk due to grade reassignments, School District Athletic Directors and Recreation staff members convened to discuss the potential of a youth sports collaborative effort.

The goal was to offer 6th-grade sports programs to students while also giving them a sense of community and association within their respective middle schools.

The City of Fort Collins Recreation Department is now offering football, volleyball, basketball, cross country, wrestling and softball to more than 1,200 students per year. Team sports can play a vital role in the development of children and teach valuable life skills such as confidence, cooperation and respect.

TOTAL PARTICIPATION IN RECREATION PROGRAMS

In 2009, the City of Fort Collins Recreation Division offered programs and activities to nearly 1.4 million participants. The top three activities were aquatics, sports and ice programs. More than 60,000 registrations were made online through Recreation's web-based registration tool, RecTrac.



Source: City of Fort Collins Recreation Dept.

REDUCED RECREATION FEE PARTICIPANTS

The Recreation Department offers a reduced fee program for participants on limited or low incomes. Reduced fee program eligibility is based on State and Federal low income guidelines. In 2009 Recreation experienced a 43 percent increase in reduced fee program participants.

	2007	2008	2009
FEE REDUCTIONS	21,393	22,237	31,870

CUSTOMER SERVICE FIRST

The Recreation Department is working hard to improve customer service. The new Super-Pass offers community members discounted access to nearly all Recreation facilities, and Recreation staff members receive comprehensive customer service training to ensure visitors enjoy their experience.

DID YOU KNOW?



Recreation benefited from 69,670 volunteer hours in 2009.



Economic Health

The City is fostering economic health and creating jobs by supporting strategic industry cluster initiatives, utilizing appropriate development and redevelopment tools, and leveraging partnerships. The City assists entrepreneurs through the Rocky Mountain Innovation Initiative (RMI2), which will break ground on a new facility in 2010.

Fort Collins/Northern Colorado is faring better than most of the country, yet sales and use tax collections, which fund services such as police, fire, parks and street maintenance, declined by 4 percent in 2009. Construction fees, which account for a much smaller portion of the City budget, declined by nearly 50 percent

TIMOTHY WILDER
SENIOR CITY PLANNER
ADVANCE PLANNING



INDUSTRY CLUSTERS

Clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular industry that are present in a region.

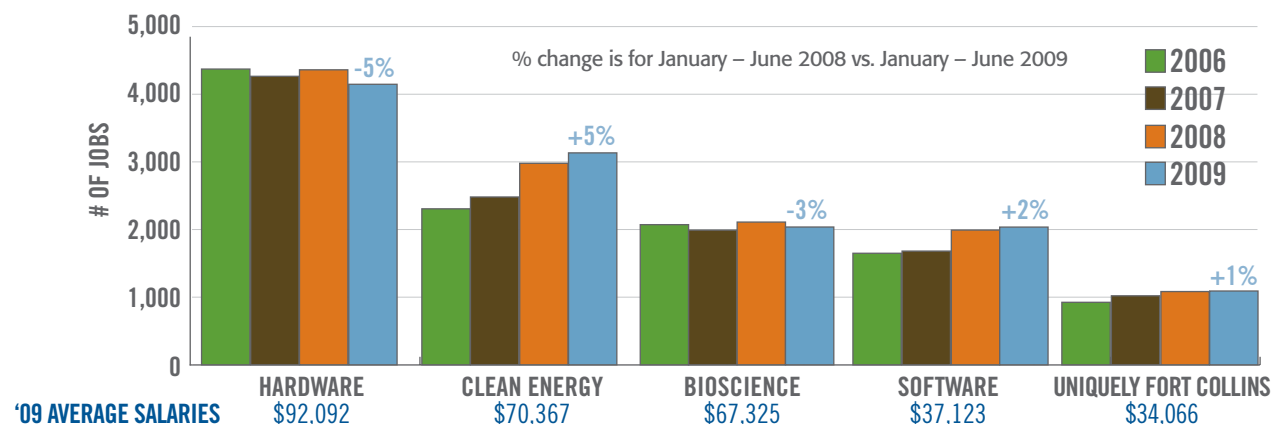
The development of clusters is an important economic development goal for the City of Fort Collins. Cluster highlights:

- **Hardware** (Chip Design and R&D) – International companies dominate the industry and contribute to the community's wealth of innovation and invention.
- **Software** – Employment in this industry grew by 25 percent the last three years. Geographic Information Systems (GIS) is a major sector of this cluster.
- **Clean Energy** – Renewable energy companies collaborate on projects to help the community reduce peak load demand. FortZED, Fort Collins' Zero Energy District, is the innovative and replicable result of this partnership.
- **Bioscience** – Rooted in biotechnology and infectious disease prevention, this cluster is an outgrowth of research and talent from Colorado State University, Front Range Community College and the Centers for Disease Control.
- **Uniquely Fort Collins** – Arts, cultural, tourism, breweries, creative firms and hospitality businesses fall in this category.

More information on the clusters can be found at fcgov.com/business.

JOBS GROWTH IN FORT COLLINS BY ECONOMIC INDUSTRY

The City's economic strategy focuses on five target industries. We are working with Colorado State University and local businesses to evaluate the feasibility of adding a sixth cluster in the area of water technology. From January – June 2008 to January – June 2009 we have seen mixed results in the existing clusters. Clean Energy and Software continue to grow.



Source: CSU Regional Economist

TOTAL LARIMER COUNTY EMPLOYMENT

From 2006-2008, Larimer County jobs have increased, on average, 2 percent each year. Last year, jobs in Larimer County declined 3 percent from 2008.

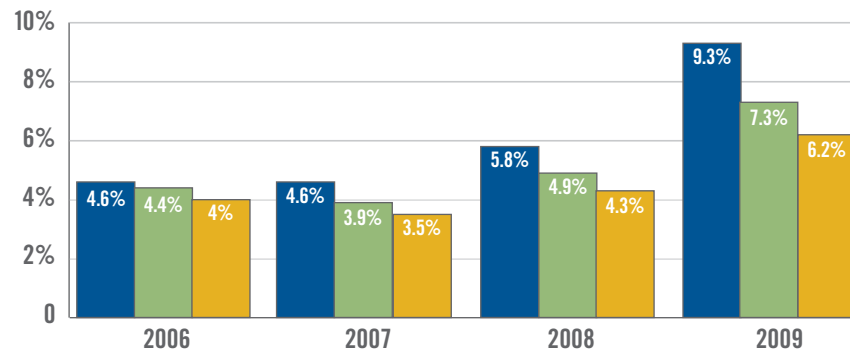
	2006	2007	2008	2009
Number of jobs	128,084	131,289	132,470	128,892

Source: CSU Regional Economist

TOTAL LARIMER COUNTY UNEMPLOYMENT

Although the Fort Collins/Loveland unemployment rate has increased, we continue to have a lower unemployment rate than both Colorado and the nation.

- US
- COLORADO
- FORT COLLINS/LOVELAND



Source: CSU Regional Economist



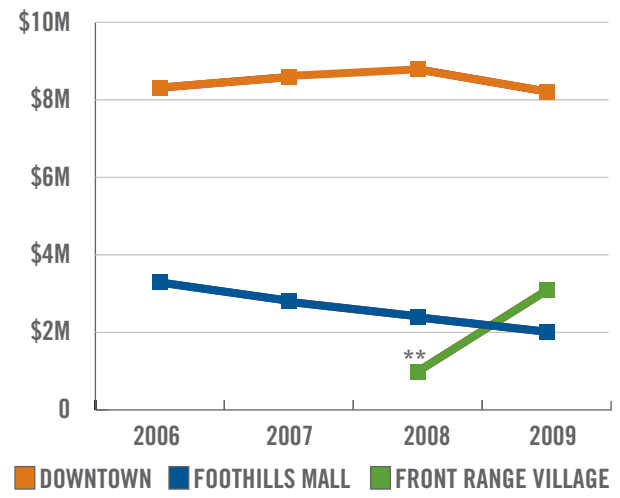
INNOVATION ECONOMY

Innovation and entrepreneurship are a key driver of the Northern Colorado economy. Rocky Mountain Innovation Initiative (RMI2), is helping new clean energy, technology and scientific startup companies turn their great ideas into great businesses. These businesses, in turn, create high wage job opportunities for the community and fuel the growth of the industries of the future.

RMI2 is working to ignite the innovation economy in Northern Colorado and develop the regional entrepreneurial ecosystem. They provide high potential, innovation-based startups with facilities, access to a network of seasoned mentors and advisors, hands-on support services, business connections, networking opportunities and education. In 2010, RMI2 will open a new state-of-the-art-energy-efficient LEED Gold building, complete with office space, bioscience laboratories, conference facilities and other amenities for RMI2 companies.

The new facility could not have happened without the long-standing support of the City of Fort Collins. City support includes investment from the North College Urban Renewal Authority as well as providing funds in the form of a loan to RMI2.

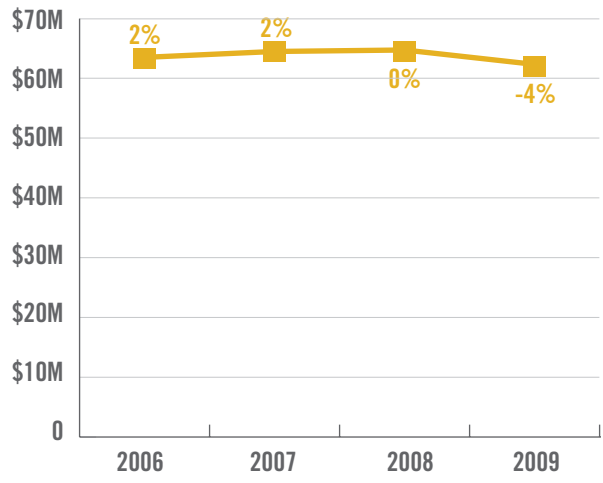
RETAIL SALES TAX COLLECTED IN TARGETED BUSINESS CENTERS



Source: City of Fort Collins Finance Dept.
 **Partial year collections - first sales tax was paid in August 2008

SALES TAX TREND

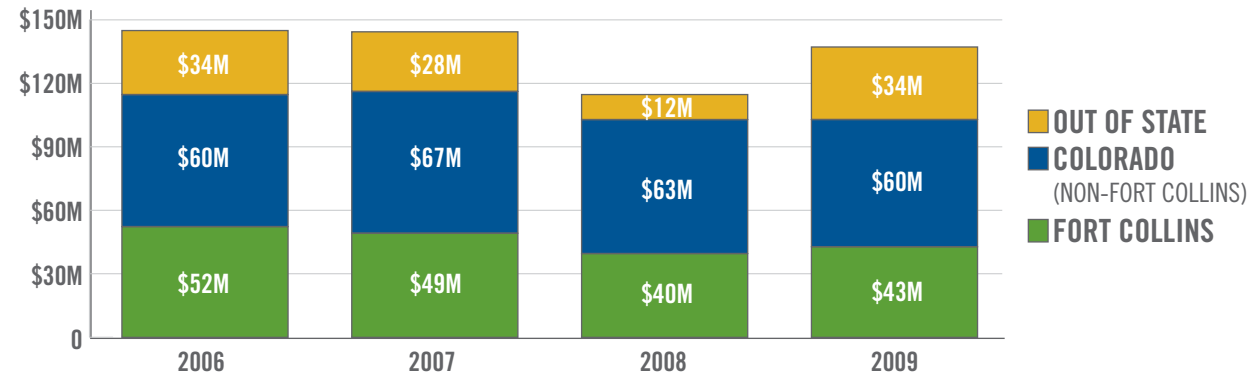
Like cities across the nation, Fort Collins sales tax collections declined in 2009. Despite this, we continued to fare better than most other communities along the Front Range.



Source: City of Fort Collins Finance Dept.

CITY OF FORT COLLINS LOCAL VS. NON-LOCAL SPENDING

The City frequently receives questions about how much money we spend with local vendors on goods and services. The City uses a competitive bid process to find vendors who provide the best service at the most affordable price. In 2009, the City initiated Open Book, an online database that provides easy access to all City expenditures. Check it out at fcgov.com/openbook.



Source: City of Fort Collins Finance Dept.



PROMOTING LOCAL INVESTMENT

The Urban Renewal Authority (URA) continues to build momentum in 2009. Three projects are in the works, totaling more than \$35 million in construction costs. This will result in \$10 million in property tax increment being put right back into the community.

These projects include mixed-use residential and commercial light industrial construction, as well as a high-tech entrepreneur incubator. They meet high priority goals such as affordable housing, infrastructure upgrades to streets and underground utilities, business retention and expansion, as well as sustainability. Two of the three projects will be Leadership in Energy & Environmental Design (LEED) certified.

The complete URA project list totals more than \$76 million in construction costs in the past four years, with \$26 million in property tax increment. Of that amount, \$13.5 million will be used directly within the projects. The remaining funds will likely fund improvements of the declining infrastructure in the North College plan area.

TOTAL BUILDING PERMITS AND FEES COLLECTED

The number of permits issued by the City increased significantly in 2009, primarily for home improvement projects and repairs. At the same time, we have experienced a sharp drop off in construction fees collected for new development projects.

	2006	2007	2008	2009
Annual Permits	5,671	5,425	5,142	5,868
Construction Fees	\$1.74M	\$1.66M	\$1.57M	\$.83M

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

JURISDICTION COMPARISON – RESIDENTIAL PERMIT FEES

When compared to other neighboring cities, the City's total residential permit fees are in the mid-range.

	PERMIT/PLAN CHECK	SALES TAX	UTILITY FEES	IMPACT FEES	ALL FEES
Windsor	\$1,570	\$3,796	\$11,729	\$6,977	\$24,072
Greeley	\$1,575	\$2,992	\$15,761	\$5,094	\$25,422
Fort Collins	\$1,396	\$3,904	\$14,311	\$9,467	\$29,078
Loveland	\$2,924	\$4,535	\$10,187	\$13,257	\$30,903
Timnath	\$2,896	\$4,471	\$24,561	\$4,913	\$36,841

Source: Homebuilders Research

DID YOU KNOW?



Community Development & Neighborhood Services worked this year to significantly revise the Conceptual Review Process. The new process benefits customers by:

- 1) Providing additional time up front for staff to perform a more comprehensive review.
- 2) Allowing staff to see other department's comments, giving them the ability to reconcile

and/or identify a potential issue.

- 3) Allowing the applicant to ask specific questions about staff's comments during the meeting.
- 4) Providing the applicant with full project comments as they leave the meeting – no more waiting for 2 weeks afterward! Implementation is scheduled for January 2010.

The City's neighborhoods and public find benefits in the final development product as staff and the applicant have better information earlier in the process.



Environmental Health

Fort Collins is actively working to address climate change. Programs such as ClimateWise and Fort Collins Conserves are helping the City reach the goal established by City Council in 2008 to reduce greenhouse gas emissions 20 percent by 2020 and 80 percent by 2050, when compared to 2005 emission levels. Fort Collins Utilities continues to demonstrate environmental leadership in water, wastewater and stormwater management.

The City Natural Areas Program manages 34,030 acres of land, including conservation easements and land/surface water. The City's largest natural area, Soapstone Prairie Natural Area, opened in June 2009.

CAROL WEBB
REGULATORY & GOVERNMENT
AFFAIRS MANAGER, UTILITIES



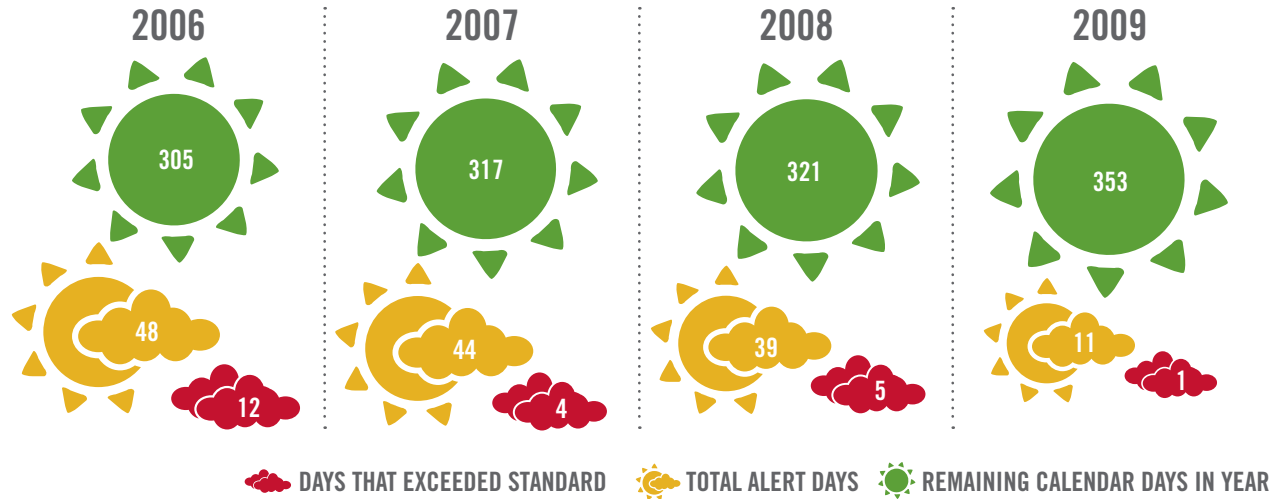
CLIMATEWISE

With 190 business partners, the award-winning ClimateWise program is helping companies save money and protect the environment.

- Annual cost savings for partners of the ClimateWise program exceeded \$8.4 million in 2009. Since the program's inception, cumulative savings to partners are nearly \$33 million.
- ClimateWise business partners reduced 116,907 tons of Equivalent Carbon Dioxide (CO₂e) in 2009.
- The City organization achieved Gold Level status as a member of ClimateWise.

OZONE READINGS

Air pollution and increased ozone levels have been linked to asthma, allergies, respiratory problems and other unwanted health effects. Education and incentive campaigns that promote alternative transportation, energy efficiency and behavior changes have helped lower ozone levels in Fort Collins. Even with new, more stringent federal standards implemented in 2008, Fort Collins experienced fewer days in 2009 where ozone levels exceeded the federal ozone health standard.



Source: City of Fort Collins Natural Resources Department

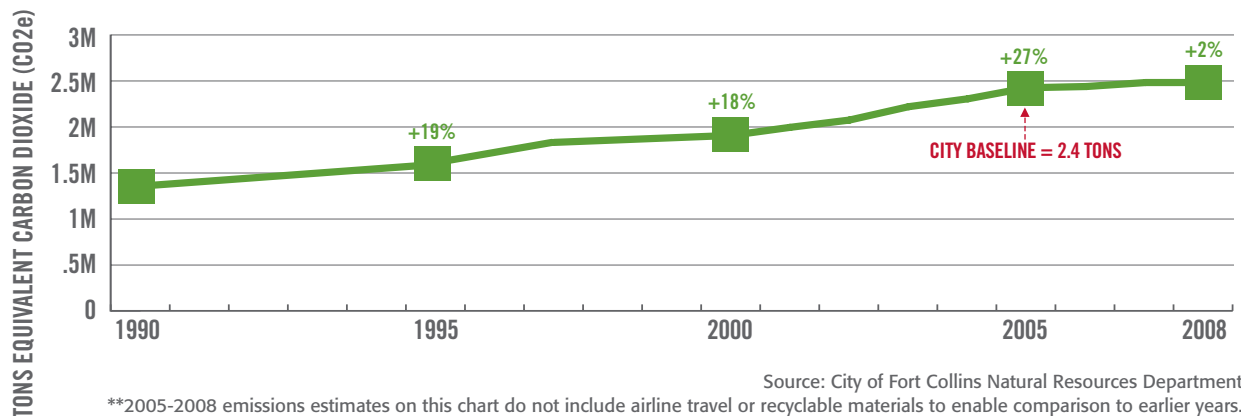
DID YOU KNOW?



- The community's waste diversion rate increased from 27 percent in 2006 to 33 percent in 2008.
- Changes to the Pay-As-You-Throw ordinance in 2009 now allow households to request a larger, wheeled recycling cart to replace their small, open-topped "tub" containers.
- An average of 400 visitors per day use the City's Rivendell Recycling Center at 1702 Riverside Ave. fcgov.com/recycling/dropoff.php

FORT COLLINS COMMUNITY-WIDE GREENHOUSE GAS EMISSIONS**

In 2008, the Fort Collins City Council adopted new goals to reduce Fort Collins greenhouse gas emissions 20 percent by 2020 and 80 percent by 2050, when compared to 2005 emissions levels. These are identical to statewide goals set for Colorado.

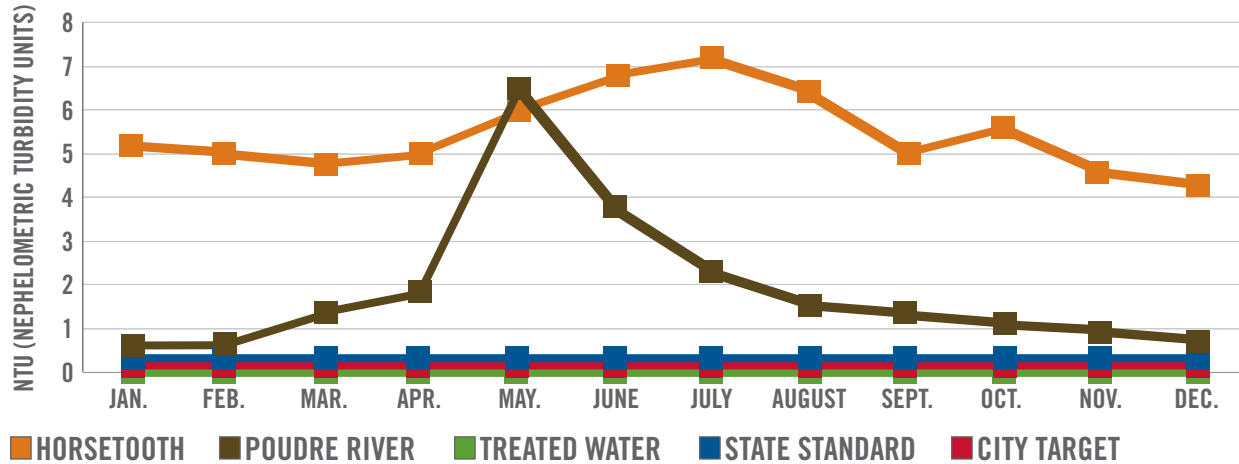


Source: City of Fort Collins Natural Resources Department

**2005-2008 emissions estimates on this chart do not include airline travel or recyclable materials to enable comparison to earlier years.
 Note: 2009 results not reflected since they are not available until April/May of the current year.

DRINKING WATER CLEANLINESS

The City obtained 100 percent 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.



Source: Fort Collins Utilities

DID YOU KNOW?



In 2009, the City received only 46 water quality complaints, equating to a complaint call rate of 1.4 per 1000 customers. Most complaints centered around discoloration of the water or the taste/odor. Based on the most recent report from the American Water Works Association (AWWA), this put the City in the top of the "best" quartile. The midpoint of the "best" quartile was 2.8 per 1000 customers.

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/FCconserves.

	2006	2007	2008	2009
Annual Energy Savings Megawatt hours/year (MWh/yr)	5,345	8,037	11,396	14,301
Greenhouse Gas Avoided Emissions Equivalent Carbon Dioxide (tons CO ₂ e)	4,324	6,502	9,097	10,795

Source: Fort Collins Utilities



WATER TREATMENT FACILITIES

The Mulberry Water Reclamation Facility (MWRf), the City's first wastewater treatment plant, is undergoing a \$30 million upgrade to replace aging process facilities and to add new technology to treat current and future water quality requirements.

At the Drake Water Reclamation Facility (DWRF), a portion of the methane gas generated by the wastewater treatment process is used to fire boilers that heat water, sludge digesters, and buildings located at the facility.

DID YOU KNOW?



Have you ever wondered how the water you get from your kitchen tap compares to the many choices of bottled water you find on store shelves? At a cost of 1.5 cents per gallon, Fort Collins tap water is significantly cheaper and of equal or better quality than bottled water which ranges from \$2.61 - \$9.73 per gallon.

Go to fcgov.com/water/pdf/dw-bottled.pdf for a comparison.

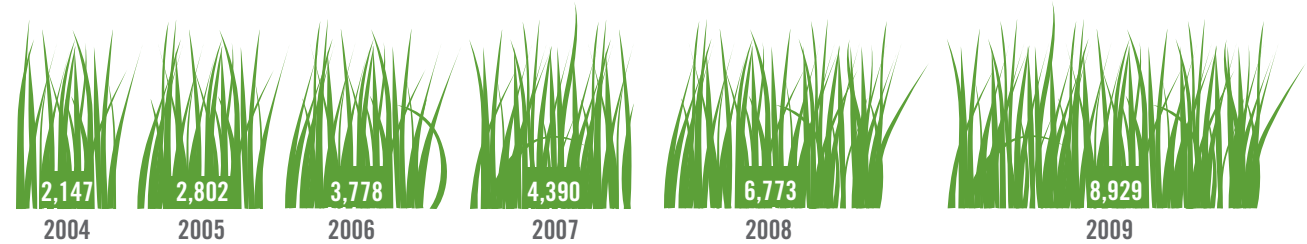


SOAPSTONE PRAIRIE NATURAL AREA

Several years of dedication, teamwork and partnerships culminated with the opening of Soapstone Prairie Natural Area in June 2009. It is the City's largest natural area, encompassing more than 28 square miles of nearly pristine grasslands, shrublands and the Lindenmeier Archeological Site. Grand opening festivities honored voters, whose support of citizen-initiated sales tax measures funds land conservation, stewardship and visitor services, as well as partners such as Great Outdoors Colorado, Larimer County, The Nature Conservancy and Legacy Land Trust. Soapstone Prairie's first season was very successful with more than 10,000 visitors exploring more than 40 miles of trail. National media even took note as Soapstone Prairie's opening was covered in National Geographic Adventure magazine. Come to Soapstone Prairie to meet the past, enjoy the present and preserve the future!

NATURAL AREAS ACRES MANAGED

The Natural Areas Program works to provide habitat for wildlife and natural getaways for citizens. Diverse native vegetation is a key component of wildlife habitat. Through targeted herbicide treatments, mowing, prescribed burning, hand-pulling, and native plantings, the Natural Areas Program creates a diversity of native vegetation.

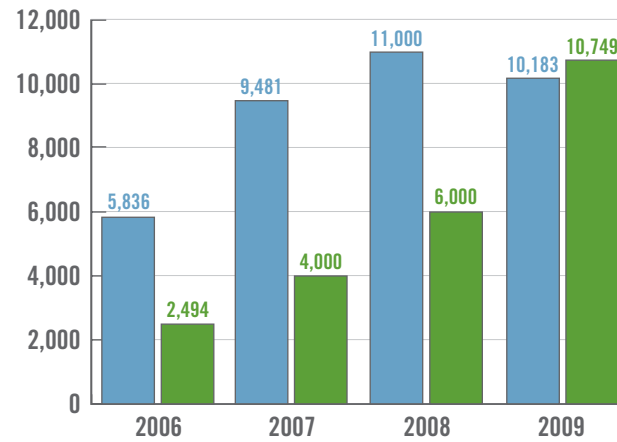


TOTAL ACRES TREATED TO IMPROVE THE CONDITION OF THE VEGETATION

Source: City of Fort Collins Natural Areas Program

NATURAL AREAS VOLUNTEERS AND VISITS

The Natural Areas Program offers numerous community education and outreach programs, including nature hikes, classroom presentations and slide shows. The number of hours that volunteers contributed to the Natural Areas Program nearly doubled in 2009.



PROGRAM PARTICIPANTS **VOLUNTEER HOURS**

Source: City of Fort Collins Natural Areas Program

NATURAL AREAS ACQUISITIONS

The City acquires property in two ways: through full ownership or through conservation easements. In 2009, the City acquired 160 acres in the Poudre Canyon near Picnic Rock, 136 acres in the Wellington separator, 960 acres at Soapstone (Benard Ranch), and 1 acre on Spring Creek.

	2006	2007	2008	2009
Full Ownership	5,568	1,241	402	1,257
Conservation easement	453	0	1,150	0

Source: City of Fort Collins Natural Areas Program



High Performing Government

The City of Fort Collins is deeply committed to delivering high-quality services in an efficient and cost-effective way. Sustainability, customer service and innovation are three priorities that guide our actions. We consider the environmental, financial and human impacts of all our decisions. By reducing energy use and converting to fuel-efficient vehicles, the City is reducing our carbon footprint and saving taxpayer money. Through efforts such as performance-based pay and the Wellness Program, the City is increasing accountability, and rewarding innovation and efficiency.

Despite efforts to cut costs, City revenues are not keeping pace with the demand for basic City operations and services. Fort Collins' current City sales tax rate is the second lowest among comparable Front Range cities and our base sales tax rate has not been changed for almost 30 years.

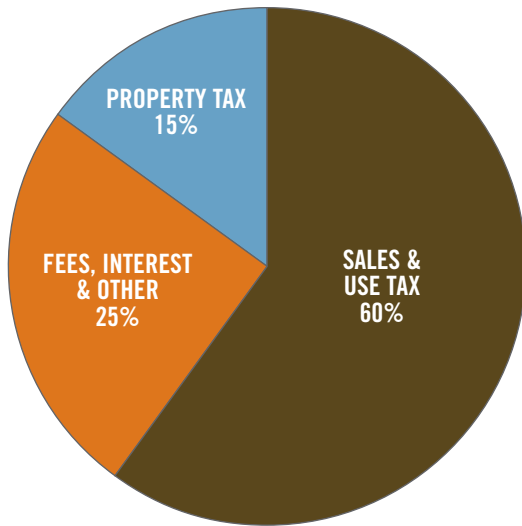
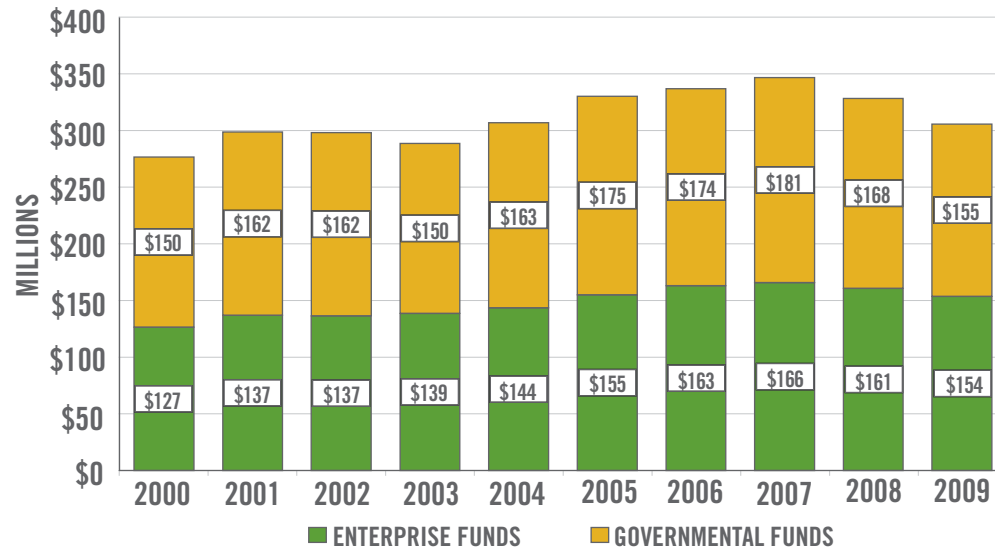
SARA GONZALES
ADMINISTRATIVE CLERK II
CITY CLERK'S OFFICE



NET CITY REVENUE

City revenues have declined in both governmental and enterprise funds. Because of Fort Collins' particularly wet summer in 2009, the declines in enterprise funds are attributed almost solely to water revenue. Governmental fund revenues are declining in the areas of sales and use tax collections, building permit fees, and federal and state funding for transportation.

Source: City of Fort Collins Finance Department

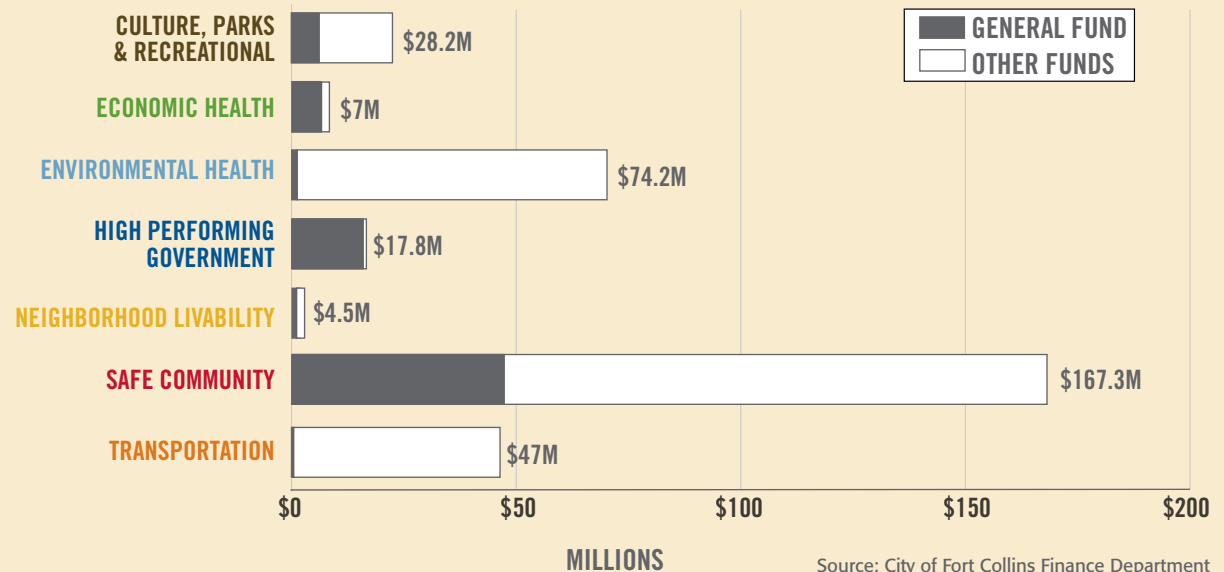


GENERAL FUND REVENUE

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. Sixty percent of the General Fund revenues come from sales and use tax.

2009 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.



Source: City of Fort Collins Finance Department



2009 LOCAL SALES TAX RATE COMPARISON

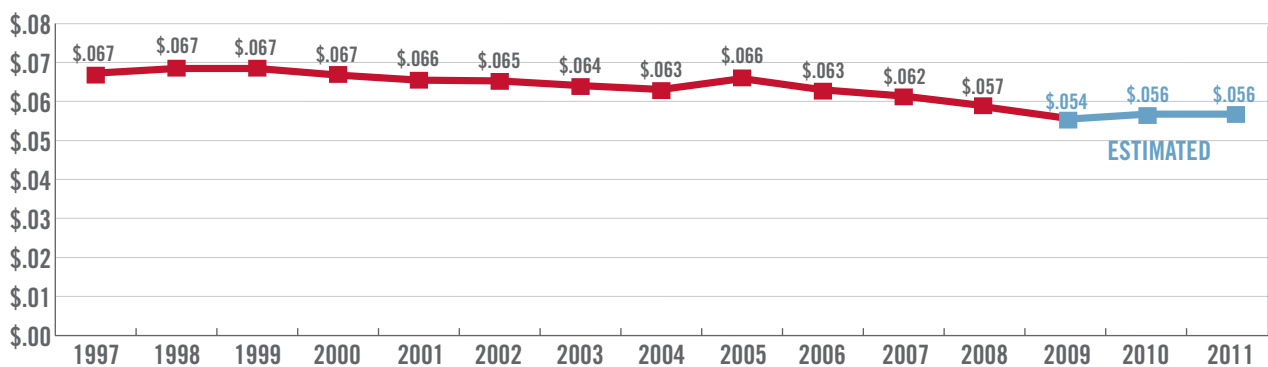
Fort Collins, at only 3 percent, has one of the lowest sales tax rates of any community in the region. The Fort Collins base sales tax rate has not been changed in nearly 30 years.

MUNICIPALITY	LOCAL SALES TAX
Broomfield	4.15%
Northglenn	4.00%
Westminster	3.85%
Aurora & Thornton	3.75%
Denver	3.62%
Arvada	3.46%
Boulder	3.41%
Greeley	3.46%
Longmont	3.275%
Windsor	3.20%
Lakewood & Loveland	3.00%
Fort Collins	3.00%
Colorado Springs	2.50%

PRICE OF GOVERNMENT FOR THE CITY OF FORT COLLINS

(CENTS OF EVERY DOLLAR EARNED BY CITIZENS GOING TO PAY FOR CITY SERVICES, INCLUDING UTILITIES)

The Price of Government is the amount of every dollar earned by residents that goes to pay for City services. The measure is calculated by dividing total City revenue by the aggregate earnings in Fort Collins. The Price of Government is declining, and in 2009, reached its lowest point in more than a decade. While the declining number may be appealing, it is making it increasingly difficult for the City to maintain the existing level and quality of services. Roughly translated, a 1/2-cent decline in the Price of Government equates to approximately \$25.2 million less revenue for City services annually.



Source: City of Fort Collins Finance Department

RESOURCING OUR FUTURE

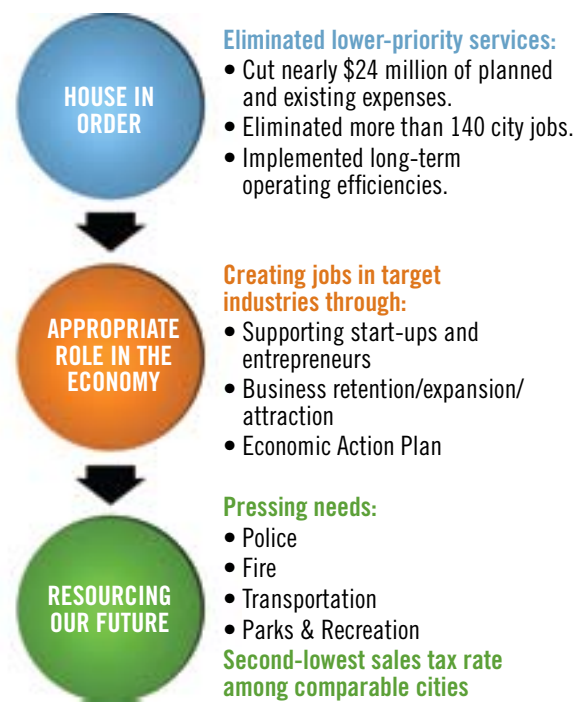
The City of Fort Collins has pressing, immediate needs and a long-term vision for a stronger, sustainable community. Over the last five years, the City has eliminated lower-priority services and aggressively pursued ways to make our local government more efficient. We've cut nearly \$24 million of planned and existing expenses, including eliminating more than 140 jobs.

Despite these efforts, City revenues are not keeping pace with the demand for basic City operations and services. Fort Collins' current City sales tax rate is the second lowest among comparable Front Range cities and our base sales tax rate has not been changed for almost 30 years.

As a community, we must determine how to address critical needs:

- **Police needs**
- **Fire needs**
- **Transportation needs**
- **Parks & Recreation needs**

Learn more at fcgov.com/resourcingourfuture.



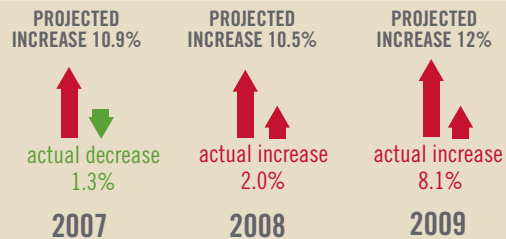


HEALTHY EMPLOYEES BENEFIT BOTTOM LINE

The City of Fort Collins Well Days program is designed to create healthier employees, which in turn saves costs and increases productivity.

The program has a track record of success. In 2007, employees who participated in the City's Well Days Incentive program had annual claims costs \$112 lower than non-participants. Employees who participated in Disease Management and the Well Days program had annual claims costs \$2,499 lower than those in Disease Management who did not participate in Well Days.

HEALTHCARE COSTS FOR CITY EMPLOYEES



Source: City of Fort Collins Human Resources Dept.

COMMUNICATION

The City website, *fcgov.com*, is becoming an increasingly important communication tool. More people are using it to get information and to transact business with the City.

	2007	2008	2009
ONLINE PAYMENTS	11,489	26,934	38,721
TOTAL PAYMENTS	\$858,980	\$2,178,453	\$3,702,469
FCGOV.COM HITS DAILY AVERAGE	35,874	363,920	412,209
DOCUMENTS DOWNLOADED	500,036	4,006,068	4,509,152

Source: City of Fort Collins MIS Department

DID YOU KNOW?



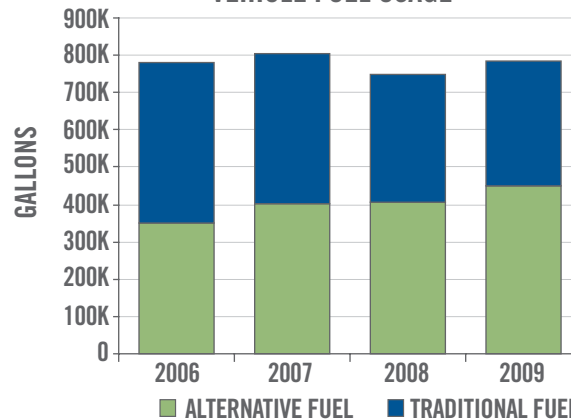
In 2009, more than 1,000 people started following the City on Twitter.

Follow us @*fctwitter*.

SUSTAINABILITY

Sustainability is one of three priorities for the City organization, along with customer service and innovation. Being sustainable means considering the environmental, financial and human impacts of all of our decisions. Our efforts to reduce energy use and convert to alternative fuel vehicles are paying off. In 2009, the City saved more than \$250,000 and reduced our carbon footprint through energy efficiency upgrades, increased recycling and other efforts. Alternative fuel vehicles currently make up 40 percent of the City's total fleet.

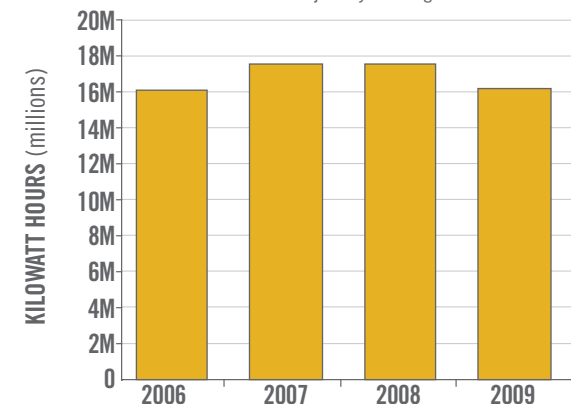
VEHICLE FUEL USAGE



Source: City of Fort Collins Operations Services Department

ELECTRIC USE

at 27 Major City buildings



Source: City of Fort Collins Operations Services Department



POLLY LAURIDSEN
COMPLIANCE SUPERVISOR
NEIGHBORHOOD SERVICES



Neighborhood Livability

Strong neighborhoods make for strong communities. Relationships among neighbors and well maintained, high-quality properties improve community safety and help preserve property values. The City offers a number of programs to help residents feel welcome and safe. The Community Liaison Program, a joint effort by the City of Fort Collins and Colorado State University, continues to expand.

Fort Collins has a higher percentage of homes affordable to families earning the area median income as compared to most other areas in the nation. However, the percentage of cost-burdened households, those paying more than 30 percent of their income for housing, continues to grow, which highlights the need for more affordable housing units throughout the city.



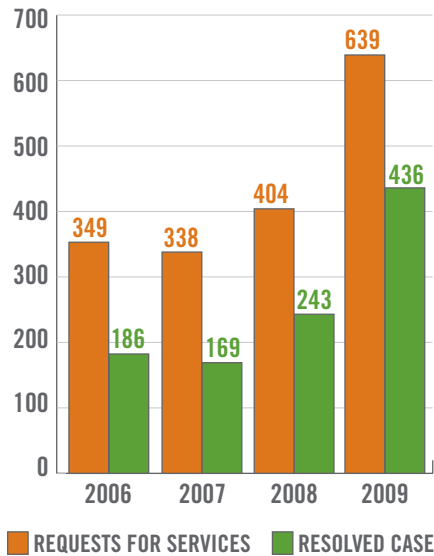
PARTNERSHIPS IN ACTION

The "Adopt-a-Neighbor" Fall Clean Up program partners Colorado State University students with Fort Collins residents who are elderly or disabled and in need of assistance with yard work.

In 2009, we had a record number of volunteers and matched 600 students with 100 neighbor projects. The clean-up effort produced 1,295 bags of leaves, which City staff delivered to Hoffman Mill for recycling.

This program is a great example of collaboration between CSU's Off-Campus Life, the City of Fort Collins Streets Department and Neighborhood Services Offices. Eighty-eight percent of students agreed that assisting in the fall clean-up helped them feel like they are a part of the Fort Collins community, and community members were very grateful for the assistance.

Neighborhood Services also administers an ongoing Adopt-A-Neighbor Program for snow shoveling for City residents who are physically unable to do so and cannot afford to hire out this service. Want to volunteer? Go to fcgov.com/neighborhoodservices/adopt.php to learn more.



Source: City of Fort Collins Community Development and Neighborhood Services

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.

	2006	2007	2008	2009
NUMBER OF CASES	11,205	13,377	9,897	8,109
NUMBER OF ABATEMENTS	1,154	1,473	717	578

Source: City of Fort Collins Community Development and Neighborhood Services

COMMUNITY MEDIATION PROGRAM

The Fort Collins Community Mediation Program uses professionally trained and certified mediators to help neighbors resolve common disputes such as noise, pets, parking conflicts and landlord/tenant disputes. In 2009, there was a significant increase in requests for service. This increase can be linked to:

- The economic downturn, as evidenced in the high caseload of evictions, foreclosures, impending homelessness and high-conflict neighborhood disputes
- Long-term partnerships and collaborations with internal and external agencies/resources (such as CSU Legal Services, Neighbor to Neighbor, Fort Collins Police Services, Colorado Apartment Association)
- High visibility, well-utilized websites
- Word of mouth via professional organizations, homeowner associations, neighborhood groups and non-profit housing and human services agencies
- More accurate case management and tracking technology systems
- Voluntary Mediation. Some people choose not to mediate, which explains the variance between resolved cases to requests for service.

DID YOU KNOW?



In 2009 more than 60 college communities across the nation contacted the Fort Collins Community Liaison Program to learn about this innovative and effective partnership between the City of Fort Collins and Colorado State University.

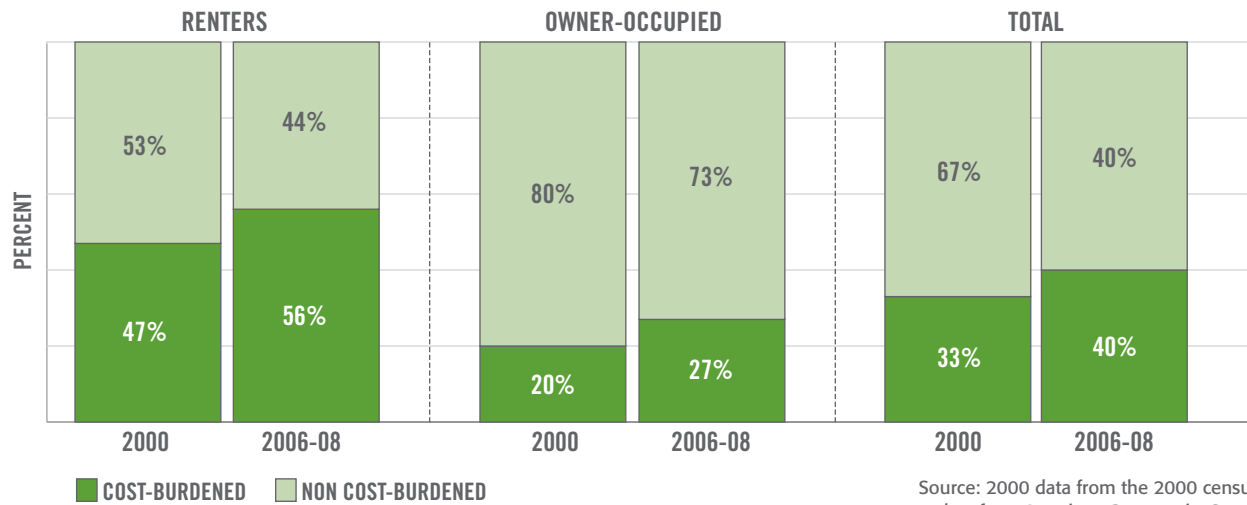
QUICK FACT

The City has 13,000 trees in public rights of way. In 2009, the Forestry Division replaced 195 neighborhood trees, and performed maintenance on 900.



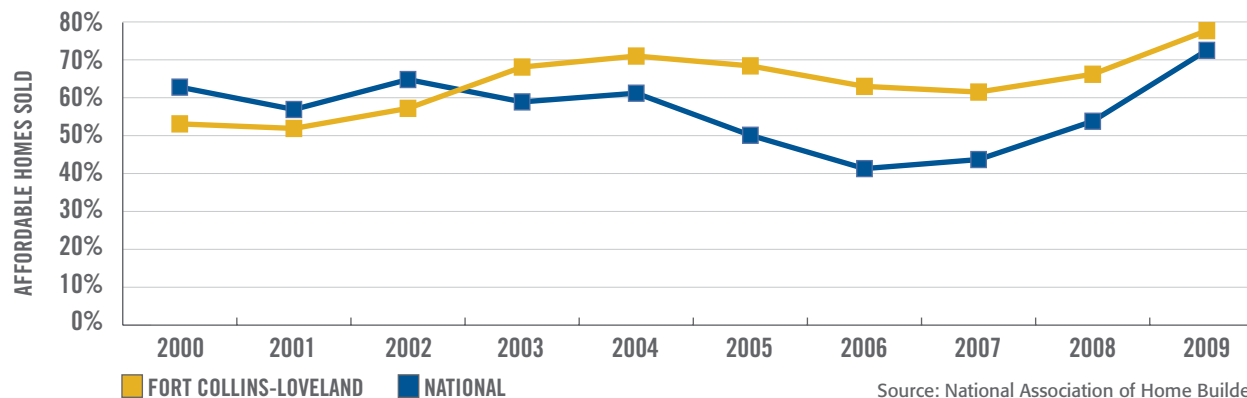
AFFORDABLE HOUSING

The amount of a household budget spent on housing determines how much is left to pay for other necessities such as food, clothing, transportation, or medical care. Households paying more than 30 percent of their income for housing are considered cost burdened by the U.S. Department of Housing and Urban Development. The percentage of low-income, cost-burdened households in Fort Collins has increased since 2000 for both renters and owner-occupied housing units. This statistic highlights the need for more affordable housing units throughout the community, so that households are not forced to choose between their housing costs and food or medical



HOUSING OPPORTUNITIES

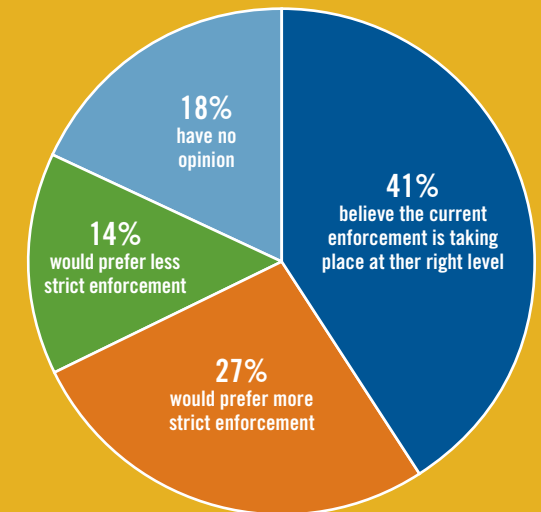
The Housing Opportunity Index (HOI) for a given area is defined as the share of homes sold in that area that would have been affordable to a family earning the local median income. In 2009, 77 percent of the homes in Fort Collins-Loveland were affordable to families earning \$75,000 that year. Since 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.



OCCUPANCY ENFORCEMENT

The City addresses occupancy to help ensure health and safety of residents, and to help protect the quality and character of neighborhoods. In 2005, City Council amended the occupancy ordinance for the purpose of establishing occupancy regulations that are understandable, fair, and enforceable. In 2009, City Council conducted a comprehensive review and policy discussion of the occupancy ordinance in order to identify what is working well and what improvements are needed.

According to the 2009 Economic and Market Impact Study conducted by Corona Research, the number of over-occupied rental households has decreased by about 46 percent since implementation of the revised occupancy ordinance. The pie chart below shows that the majority of respondents feel that enforcement of the occupancy ordinance is either occurring at the right level or should be enforced more strictly. The Occupancy Ordinance continues to be an important topic to City Council and residents.



Source: Corona Research Economic and Market Impact Study



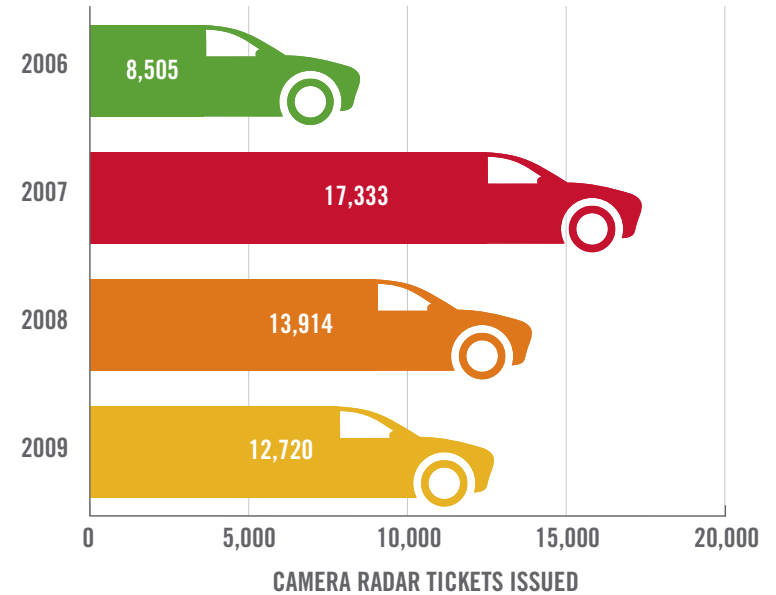
QUICK FACT

Voluntary compliance with speed limits in residential areas is measured to ensure citizens are safe as a result of compliance with posted speed limits. The study is conducted annually throughout Fort Collins in an attempt to quantify the volume and speed of traffic on a sample of 40 residential streets. Speeds in **25 mph** zones decreased from **26.5 mph** in 2008 to **26.2 mph** in 2009.

SPEEDING IN NEIGHBORHOODS

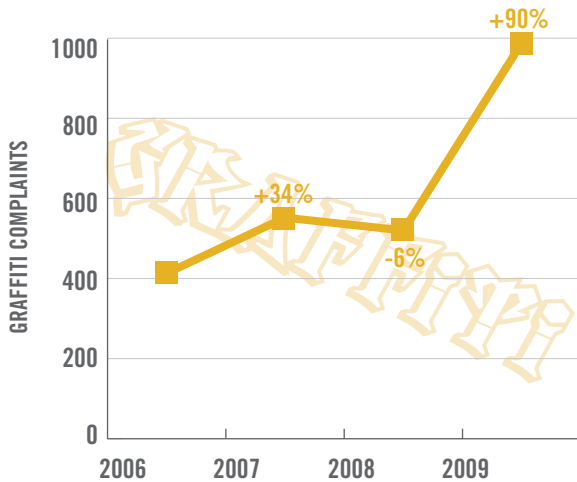
In response to community concerns, Fort Collins Police Services has increased their traffic-enforcement in neighborhoods and citywide using tools such as camera radar, the smart trailer which registers motorists' speeds, and officer enforcement. As a result of dedicated enforcement, residential speeds have declined as evidenced by the number of residential camera radar citations issued.

Source: City of Fort Collins Police Services



GRAFFITI

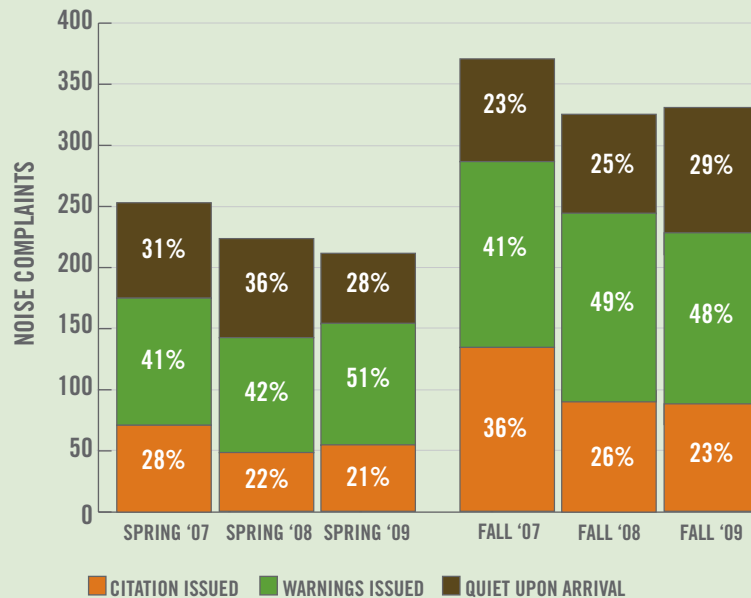
The amount of graffiti in Fort Collins is increasing. The City of Fort Collins has a part-time Graffiti Abatement Coordinator who works with businesses and City staff to see that graffiti is cleaned up within 24 hours. Residents can report graffiti using the hotline at 416-2400 or by emailing graffiti@fcgov.com.



Footnote to graph: These numbers depict the amount of graffiti reports that were made and, in some cases, include duplicate reports of the same site.

Source: City of Fort Collins Police Services

PARTY PATROL RESULTS



Source: City of Fort Collins Community Development & Neighborhood Services

Since 2004, the City has conducted a party patrol project specifically targeting the first six weeks of the Fall semester and the last six weeks of the Spring semester. The Party Patrol Initiative is led by Police Services with support from the City Council, City Manager, Colorado State University officials, Municipal Court and City Prosecutors. Our model has become an example of best management practices for other cities with universities.



BUD BREDEHOFT
POLICE OFFICER
POLICE SERVICES

Safe Community

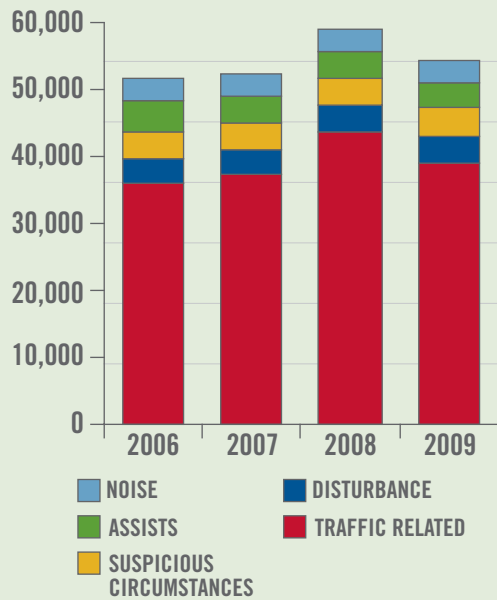
Fort Collins is recognized as a safe community. Police Services is still carrying out its core mission and answering calls for service, but it's becoming increasingly more challenging. A comprehensive Police Staffing study indicates that Fort Collins needs 48 additional officers and civilian personnel, or \$4.6 million annually, to provide the services our community needs and expects. Like police, Poudre Fire Authority's current ratio of firefighters per thousand residents is lower than the regional and national averages. PFA is nearing capacity and has identified \$3.2 million of critical needs including additional firefighters and services for the south part of town.

Fort Collins Utilities electric distribution is among the most reliable in the nation, while rates remain among the lowest. Fort Collins Utilities stormwater program is currently the fourth highest rated in the nation and protects land, lives and property.



TOP FIVE POLICE CALL TYPES

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

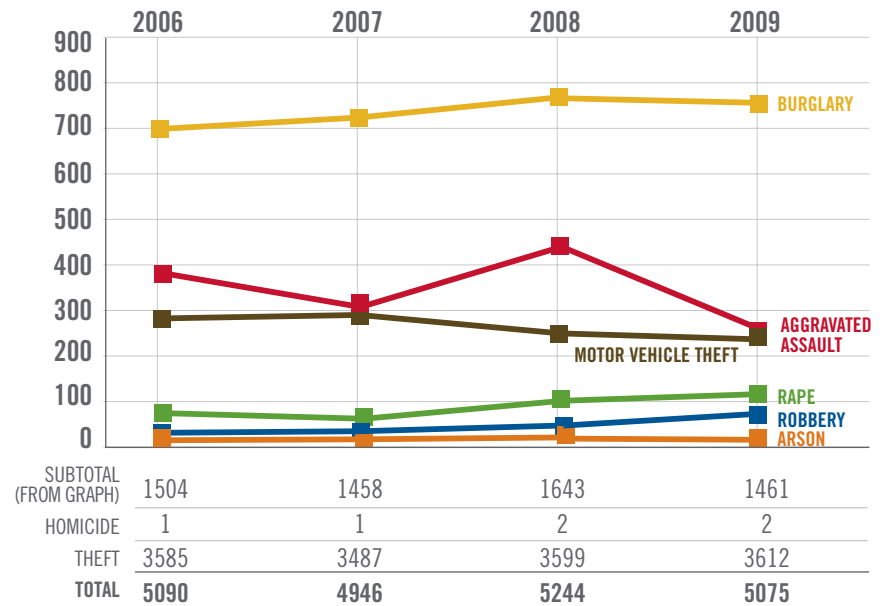


Source: City of Fort Collins Police Services

CRIME INDEX

This data represents the Part 1 crimes reported since 2006. 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. Theft is the most widely reported crime in Fort Collins, accounting for nearly 70 percent of the total crime reported.

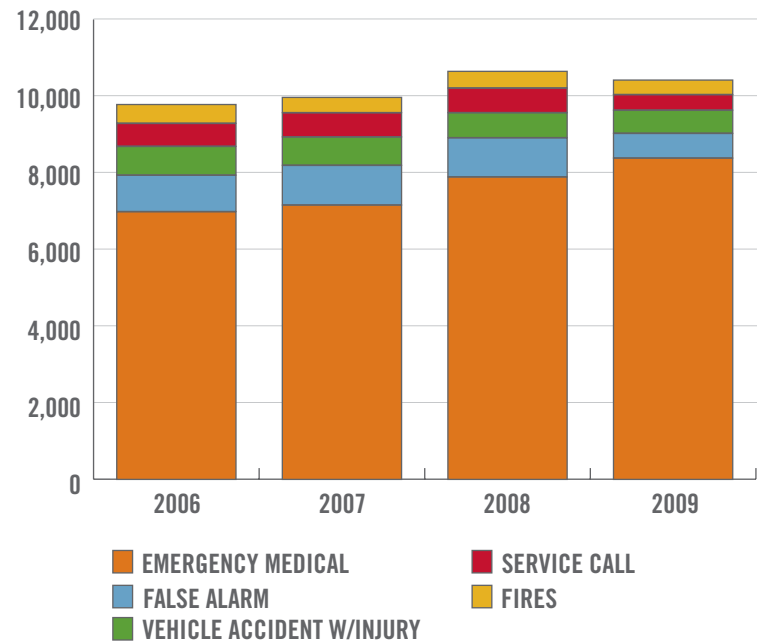
Source: City of Fort Collins Police Services



TOP FIVE FIRE CALL TYPES

The majority of calls to Poudre Fire Authority are emergency medical related. The number of false alarm calls decreased in 2009, due in part to a new and improved computer-aided dispatch system and records system management, and in part to increased education.

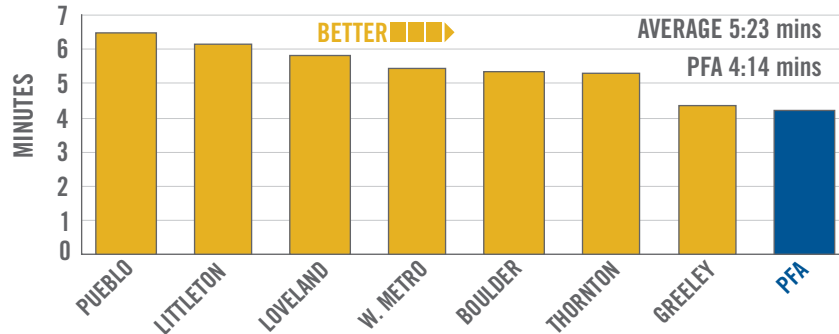
Source: Poudre Fire Authority





AVERAGE RESPONSE TIME - FIRE

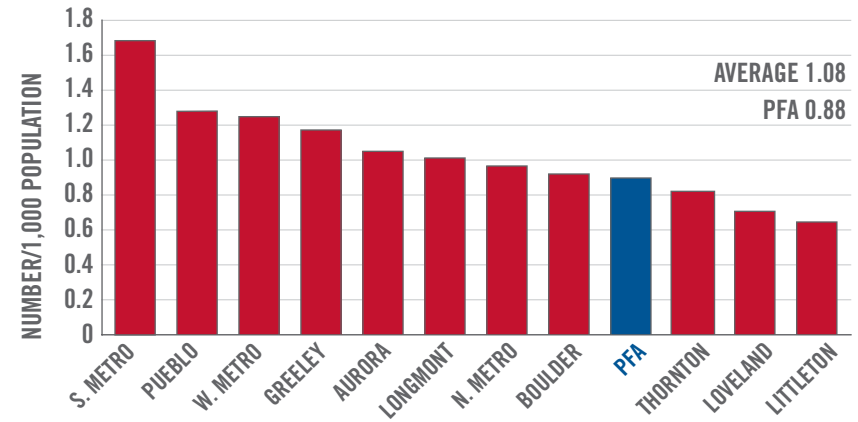
Response time is a critical component of any emergency delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly. The average for all emergency responses including fires, medical emergencies, hazardous materials incidents, rescues, and other emergencies from these comparative cities is slightly above 5 minutes. In 2008, Poudre Fire Authority's response time was one of the lowest at 4:14 minutes and has remained consistent with the 2007 response time of 4:20 minutes.



Source: Poudre Fire Authority
2009 benchmark data for all cities, including Poudre Fire Authority, is unavailable until mid-year

UNIFORMED FIRE PERSONNEL PER CAPITA

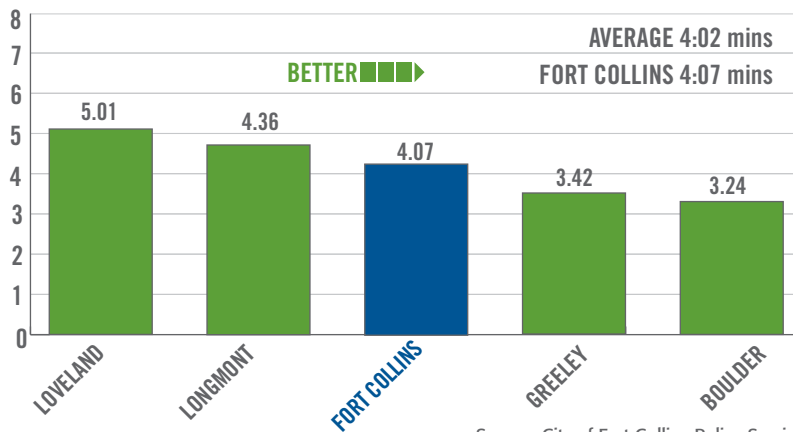
Poudre Fire Authority participates in a benchmark study with their strategic planning partners and other communities of our size and type in the mountain region. Poudre Fire Authority's uniformed personnel per capita, at .88 personnel per 1,000 residents, remains well below average.



Source: Poudre Fire Authority/2009 International City/County Management Association (ICMA) Benchmark study

RESPONSE TIME TO PRIORITY 1 CALLS - POLICE

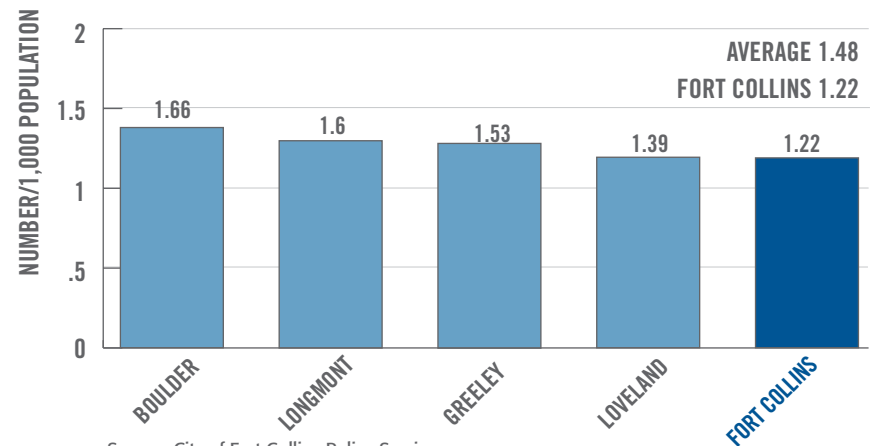
Fort Collins Police Services participates in a nationwide benchmark study each year with 20 other communities of similar composition. Regional response time comparisons to other Front Range communities are of specific interest. At 4:07 minutes, Fort Collins' response time for emergent calls is consistent with the regional average of 4:02 minutes. Emergent calls are those that require immediate attention, such as situations involving weapons, hold-ups or officers in need of assistance.



Source: City of Fort Collins Police Services

SWORN POLICE OFFICERS PER CAPITA

With only 1.22 sworn officers per 1,000 residents, Fort Collins has the lowest staffing level among neighboring communities.



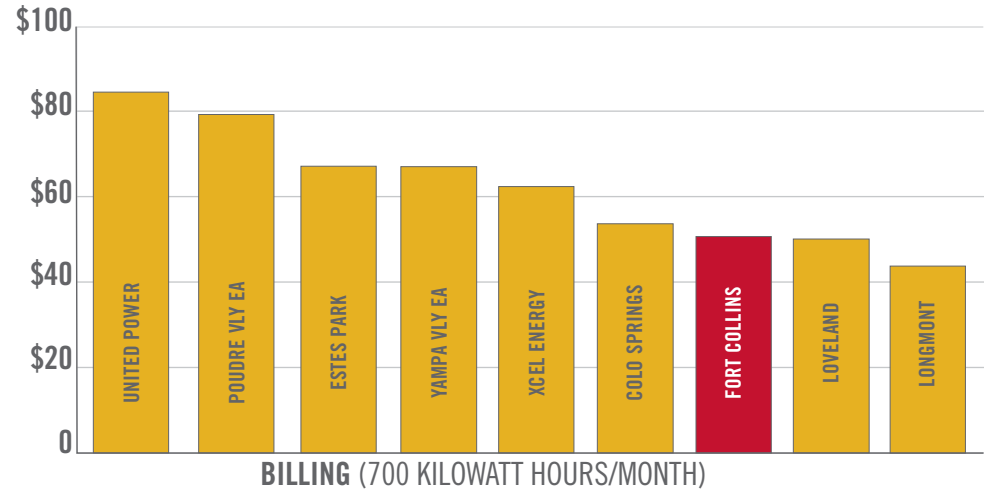
Source: City of Fort Collins Police Services



RESIDENTIAL ELECTRIC RATES COST COMPARISON

Fort Collins electric rates continue to be among the lowest in the region, and the nation.

Source: Colorado Association of Municipal Utilities (CAMU)



ELECTRIC RELIABILITY

Highly reliable electric service is a core responsibility of the electric utility, defined by reliability statistics, power quality and customers' perception of "up-time." Reliable service is critical for the physical and economic welfare of the community. Long-term planning, high standards and qualified staff responsible for the planning and maintenance of the electric infrastructure are the primary drivers of high reliability.

2009 ELECTRIC RELIABILITY FACTS

Percentage of time the electrical system was available to customers.



99.9979%

Average length of an outage for those customers who experienced an outage.



28 mins.

Source: City of Fort Collins Utilities Department

TRAFFIC SAFETY: NUMBER OF ACCIDENTS

There were 11 fatal accidents on Fort Collins roads in 2009, significantly more than in previous years.

	2007	2008	2009
Total number of collisions	3,757	3,464	3,582
Collisions involving bikes	140	142	151
Collisions involving pedestrians	27	30	32
Total fatalities	4	2	11

Source: City of Fort Collins Traffic Operations

5 INTERSECTIONS WITH MOST ACCIDENTS

Although they are still the top two red light cameras at the accident intersections, College and Drake and Harmony and Timberline have dramatically reduced the severity of the accidents.

NUMBER OF CRASHES		
RANK	LOCATION	2009
1	COLLEGE AVE. & DRAKE RD.	52
2	HARMONY RD. & TIMBERLINE RD.	51
3	COLLEGE AVE. & MONROE DR.	39
4	COLLEGE AVE. & HORSETOOTH RD.	39
5	COLLEGE AVE. & HARMONY RD.	36

Source: City of Fort Collins Traffic Operations

DID YOU KNOW?



According to the Community Rating System (CRS) insurance rating program, Fort Collins Utilities currently has the fourth best-rated stormwater program in the nation, with a CRS rating of Class 4. This provides Fort Collins citizens a 30 percent discount on flood insurance premiums.



STEVE VARNELL
CREW CHIEF
STREETS

Transportation

Multi-modal transportation is a way of life in Fort Collins. According to 2008 Census data, 7.4 percent of commuters in Fort Collins go by bicycle, compared to the national average of 1 percent. Transfort ridership was at an all-time high of more than 1.9 million trips in 2009.

Street maintenance is a primary responsibility of Transportation Services. The City's goal is to maintain streets at a level of service "B" or better, as it gets significantly more expensive to maintain and repair streets when they fall below that level. Currently, 60 percent of Fort Collins streets are at a "B" level or higher. At least \$6.5 million annually, above current funding levels, is needed to maintain current pavement conditions. The challenge is made greater because federal and state funding continues to decrease.



WEST HARMONY PROJECT

Harmony Road has become one of the most traveled City corridors, with 70,000 cars per day traveling through the College/Harmony intersection.

In August 2009, the City completed construction of the Harmony and Shields Intersection, and Harmony Road from Seneca to the BNSF Railroad. The improvements addressed high accident rates, congestion and lack of bicycle and pedestrian facilities.

The project was completed on time and under budget.

Fast project facts:

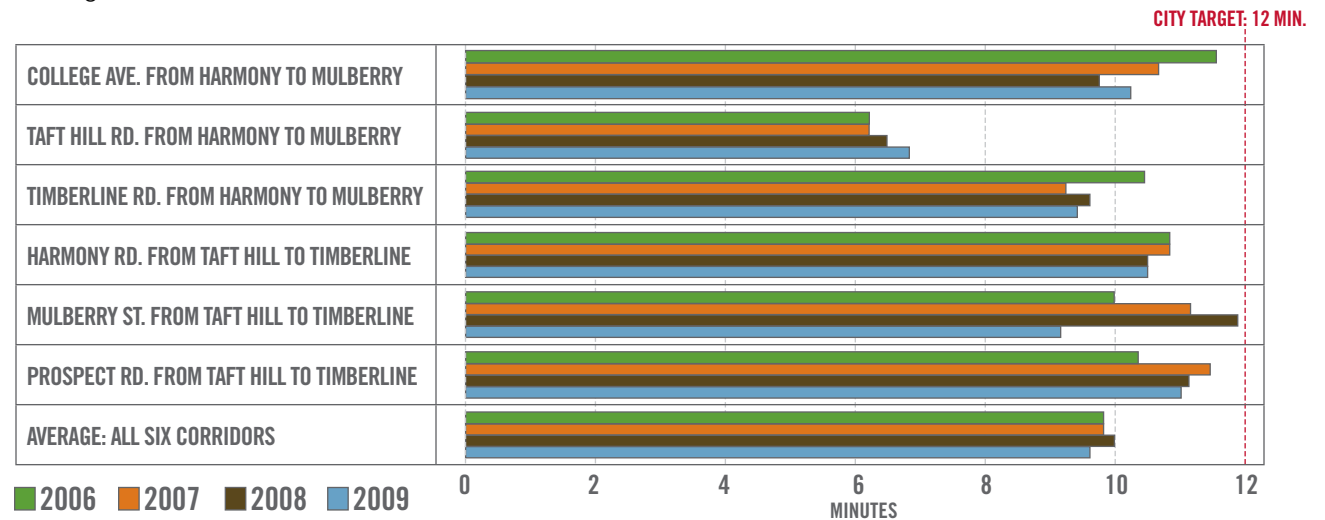
- Total Cost: \$7 million
- Coordination with Front Range Community College and four Poudre School District schools
- **Materials used include:**
 - 19,000 tons of asphalt
 - 8,000 SY of concrete pavement
 - 16,000 LF of curb & gutter
 - 6,000 SY of sidewalks
- **Other improvement upgrades were made to:**
 - drainage system
 - Fort Collins-Loveland waterline
 - traffic signals
 - landscape irrigation

This spring, work will begin on the College/Harmony Improvement Project (CHIP). For updates about this and other road construction projects, go to fcgov.com/fctrip.

TRAVEL TIMES AT ARTERIAL CORRIDORS

Once each year, Traffic Operations conducts travel time studies to measure average travel times on four-mile segments of six key arterials. Studies are conducted during the afternoon peak travel period, from 4:30-5:30 p.m. As traffic volumes continue to increase, it is anticipated that travel times will also increase. The chart below shows the travel times measured on each arterial. Travel times have decreased slightly on some corridors and increased slightly on others. Travel times on Mulberry and Prospect improved while time on College and Taft Hill have both gotten longer.

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.



Source: City of Fort Collins Traffic Operations

BICYCLING IN FORT COLLINS

Fort Collins, with its well integrated on and off-street bicycle network, has a long history of a deep and abiding commitment to bicycling. Local programs continually promote bicycle riding as a safe and sensible transportation option to individuals, businesses, groups and families.

- According to 2008 U.S. Census Data, 7.4 percent of commuters in Fort Collins go by bicycle. That's up 2 percent from 2006. Compared to the national average of 1 percent,

Fort Collins has a healthy share of commuters who travel by bicycle.

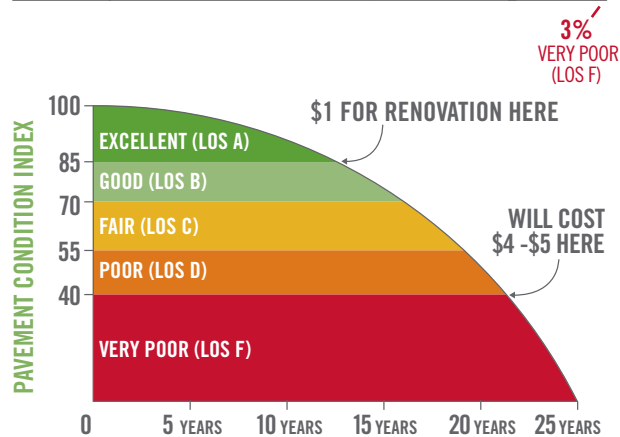
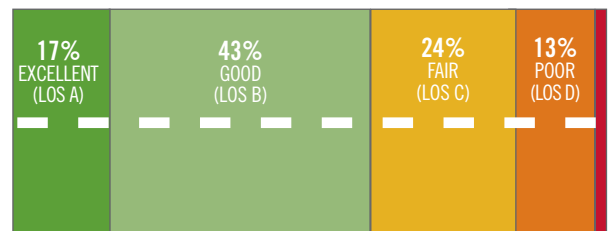
- The 2009 Bike to Work Day attracted 4,000 participants, and the third annual Winter Bike to Work Day on December 16th was another success with 12 business sponsors and more than 500 participants.
- Colorado State University is bustling with activity. Approximately 15,000 cyclists travel within the CSU campus each day.

STREET MAINTENANCE FUNDING

Every three years, the City tests its network of streets. The most recent cycle of testing was completed in December 2009. The tests measure pavement conditions on a 100-point Level of Service (LOS) rating scale. The City's goal is an LOS 'B' rating or above, as it gets significantly more expensive to maintain and repair streets when they fall below that level. At least \$6.5 million annually, above current funding levels, is needed to maintain current pavement conditions.

	2006	2007	2008	2009
PAVEMENT PROGRAM FUNDING	\$ 7.9M	\$ 8.5M	\$ 9M	\$ 8.4M

2009 PAVEMENT CONDITIONS IN FORT COLLINS



Source: City of Fort Collins Transportation Department

DID YOU KNOW?



The City has more than 31,000 signs in its inventory. In 2009, nearly 3,000 were replaced as part of an ongoing sign replacement program.

POTHOLES FILLED

Potholes are created throughout the city by weather conditions, fluctuating temperatures and traffic patterns. The Streets Department filled 5,445 potholes in 2009, 37 percent less than 2008. While the cost per pothole remained relatively flat, the overall cost savings was \$43,000.

	2006	2007	2008	2009
POTHOLES FILLED	4,092	11,918	8,617	5,445

Source: City of Fort Collins Transportation Department

QUICK FACT

In 2009, the City reduced the frequency of street sweeping from four times a year to twice a year. We swept nearly 14,000 miles of streets, down from almost 22,000 miles in 2008. The cost per mile for street sweeping is \$24.29.

The City's Street Maintenance Program repaired 16,000 feet of curb, gutter and sidewalk (3 miles), installed 165 pedestrian access ramps, and reconstructed or overlaid 6 miles of paved roadway.



MASON CORRIDOR

The Mason Corridor Bus Rapid Transit project took a big step forward in 2009 when federal funding was secured through President Obama's FY 2009 Appropriations Bill. The \$11.18 million will cover project development costs such as acquisitions of rights-of-way, design/engineering, utility clearances, and other technical work along the corridor. The overall budget for the Mason Corridor is approximately \$80 million. Funding sources include federal funding through the Federal Transit Authority, state money through Colorado Department of Transportation, and local funding and matches.

The Mason Corridor will provide multiple modes of travel conveniently linking vibrant activity centers and promoting economic development in Fort Collins.

The Bus Rapid Transit (BRT) service will provide frequent, flexible and convenient transit service for five miles along the Mason Corridor between the Downtown Transit Center (Mason Street and LaPorte Avenue) and the proposed South Transit Center (south of Harmony Road at Fairway Lane). It will include 12 stations to serve residents and businesses along the corridor.

With final design of the South Transit Center and the Bus Rapid Transit Project underway, the Mason Corridor is one step closer to achieving this world class vision. Sign up for project updates at fcgov.com/mason.



The City has more than 274 bridges; approximately 12 percent are deemed sub-standard, which means they are no longer able to fully function as intended.

In 2009, the City Engineering Department replaced two bridges which were otherwise unusable.

Kinnison Bridge Replacement

In collaboration with multiple City departments, the City's Engineering Department designed and replaced one of the City's most structurally deficient bridges. The innovative approach included designing the bridge in-house with City staff and deploying City forces to complete traffic control, surveying and construction at a fraction of the cost of using outside contractors. The cost savings was estimated to be nearly \$500,000.

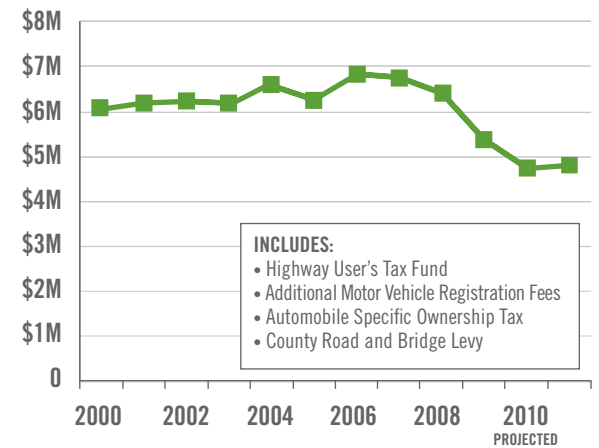
Whitcomb and Magnolia Bridge Replacement

On June 4, 2009, the need for this unanticipated project was identified when the culvert and pavement failed on Magnolia Street, leaving a gaping hole in the road. One of the many culverts that carry water from the Arthur Ditch, this project will replace 225 lineal feet of bridge (box culvert), widen the structure and lower the top of the box elevation. The City made temporary repairs to the box and adjacent pavement. Staff immediately began an in-house design and the improvements were started in the fall of 2009.

Since collaborating with the City's Utilities department, the cost savings was estimated to be \$300,000.

REVENUE FROM STATE AND FEDERAL TRANSPORTATION TAXES AND FEES

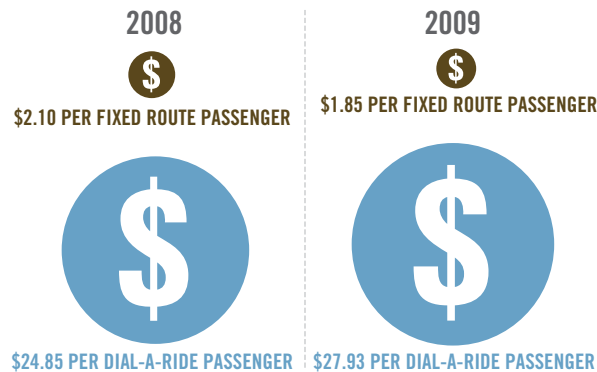
Fort Collins, like many other local municipal governments, relies greatly on traditional funding sources from the federal and state governments, mostly for street maintenance and transit. These revenue streams have been declining since 2006, and have declined significantly since 2008 when the national economy collapsed. In 2009, revenues declined further at approximately 16 percent from 2008 levels. These declining revenues reflect that vehicles get better gas mileage, people are driving fewer miles, and very few people purchased autos in 2009. Unless new revenue models are adopted, these declines are expected to continue well into the future.



Source: City of Fort Collins Transportation Department

TRANSFORT OPERATING COSTS

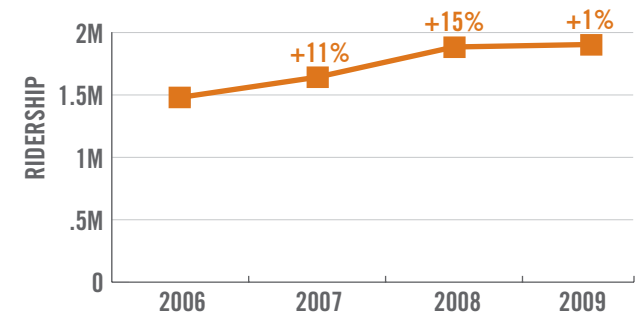
Due to reduced fuel costs from 2008, it costs 25¢ less per passenger to operate Transfort buses. Meanwhile, Dial-A-Ride operating expenses rose a little over \$3 per passenger in 2009, driven largely by the increased rates per passenger being charged by the third-party contract the City has with Veolia.



Source: City of Fort Collins Transportation Department

TRANSFORT RIDERSHIP

Transfort ridership was at an all-time high of more than 1.9 million trips in 2009. Transfort eliminated inefficient (below 20 passengers per hour) Routes 4 and 7 in March 2009. These resources were realized to create Route 19 that serves Shields Street from Front Range Community College to Colorado State University. Additionally, Transfort entered into an expanded contract agreement with ASCSU to continue existing service to the CSU campus and extended hours of service on Routes 3 and 6.



Source: City of Fort Collins Transportation Department

STAY CONNECTED

INFORMATION SOURCES

fcgov.com

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

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. [@fortcollinsgov](https://twitter.com/fortcollinsgov)

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

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**

CITY LEADERSHIP 2009

FORT COLLINS CITY COUNCIL



Doug Hutchinson
Mayor



Kelly Ohlson,
Mayor Pro Tem,
District 5



Ben Manvel
District 1



Lisa Poppaw
District 2



Aislinn Kottwitz
District 3



Wade Troxell
District 4



David Roy
District 6

CITY MANAGEMENT TEAM



Darin Atteberry
City Manager



Diane Jones
Deputy City Manager



Wendy Williams
Assistant City
Manager



Mike Freeman
Chief Financial
Officer



Dennis Harrison
Chief of Police



Brian Janonis
Utilities Executive
Director

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, Ryan Burke and Shannon Young, Graphic Specialists.

DEPARTMENT AWARDS 2009

CITY MANAGER'S OFFICE

Finalist for the 2009 Awards for Municipal Excellence from The National League of Cities

COMMUNICATIONS & PUBLIC INVOLVEMENT

Shop Fort Collins First, **Award of Excellence** City-County Communications & Marketing Association (3CMA)

CULTURE, PARKS & RECREATION

GOCO Starburst Award for Soapstone Prairie Natural Area

ClimateWise Award - **Top 10 Most Innovative Program Award** from Harvard Business School

The ClimateWise Program was named a **2009 Outstanding Achievement in Local Government Innovation Award** by the Alliance for Innovation

Northside Aztlan Community Center received the **Phoenix Award**, recognizing exceptional achievements in reutilization of brownfields sites

The ClimateWise Program was also named a **2009 Outstanding Achievement in Local Government Innovation Award**

Rolland Moore and Edora Parks earn **Audubon Cert.**

The City of Fort Collins Parks and Recreation Department was named a finalist for the **2009 National Gold Medal Awards for Excellence in Park and Recreation Management** (one of top four agencies for pop. 100,001 to 250,000) by the American Academy for Park and Recreation Administration (AAPRA) and the National Recreation and Park Association (NRPA)

FINANCE

Certificate of Distinction awarded by International City/County Management Association (ICMA) Center for Performance Measurement for efforts in measuring and improving local government performance

HUMAN RESOURCES

Performance Management System **recognized for excellence** by the International City/County Management Association (ICMA) Center for Performance Measurement

MANAGEMENT INFORMATION SYSTEMS

2009 Sire Innovation For 2nd Generation Electronic Document Management System (EDMS) Deployment

Recognized as a finalist for the Blackberry Mobile Geographical Information Service (GIS) Award

Finalist for Best of Web, The Center for Digital Government

PLANNING, DEVELOPMENT & TRANSPORTATION

Friend of Preservation 2009 Honor Award for preserving the East Mountain Avenue Trolley bricks
Quality in Asphalt Paving for the work performed on the Drake-Ziegler Phase 3 Improvement Project, the National Asphalt Paving Association (NAPA)

Named a **Bronze Level Member** by the Colorado Environmental Leadership Program

Received the **Continuing Excellence in Storage** award from the Salt Institute

Gold level Bicycle Friendly Community Award, The League of American Bicyclists

POLICE SERVICES

Poudre Emergency Communications Center (PECC) Accreditation as an Emergency **Medical Dispatch Center of Excellence**, the National Academies of Emergency Dispatch

In a joint effort with Operation Services the new police building received a **Leadership in Energy and Environmental Design (LEED) Gold** designation by the U.S. Green Building Council

POUDRE FIRE AUTHORITY

Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award

Poudre Fire Authority's Administration Addition received a **Leadership in Energy and Environmental Design (LEED) Silver designation** by the U.S. Green Building Council.

UTILITIES

Silver Tier, Environmental Achievement Award for Drake Water Treatment facility, Colorado Department of Public Health and Environment

The Children's Water Festival earned the **Silver Award**, City-County Communications & Marketing Association (3CMA)

2009 Environmental Education Award for Excellence in the Citizen/Community category, Colorado Alliance for Environmental Education

COMMUNITY AWARDS 2009

One of the best adventure places to raise a family
National Geographic Adventure magazine

Designated "Tree City USA" for 31 years
National Arbor Day Foundation

One of Top 20 Places to Thrive
Best Boomer Towns

Gold Level Bicycle Friendly Community
League of American Bicyclists

**America's 2nd Safest Drivers in the Nation,
fourth year in a row**
Allstate Insurance Company

**Best place for careers and lifestyle for
Generation X and Y**
Next Generation Consulting

2nd Best Metro for business and careers
Forbes magazine

Top 10 best places for entrepreneurs to retire
US News and World Report

Best state to do business, Colorado, 4th
Forbes magazine

Best Midsize Metros in the nation, 7th
bizjournals.com

Smarter Cities ranking, 3rd
Natural Resources Defense Council (NRDC)

