UTILITY NOTIFICATION CENTER
OF COLORADO

Annual Report for Fiscal Year 2003
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<td>MEMBER SERVICES ADMINISTRATOR</td>
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<tr>
<td>HUMAN RESOURCES ADMINISTRATOR</td>
</tr>
<tr>
<td>NETWORK ADMINISTRATOR</td>
</tr>
</tbody>
</table>
Utility Notification Center of Colorado (UNCC) celebrated the start of its 17th year of excellence in the One-Call industry in 2003. We have completed 16 years of dedicated service to making Colorado a safer and better place for the community.

UNCC was founded in 1986 when Public Service Company of Colorado, Mountain Bell and Colorado Interstate Gas established a One-Call system in Colorado. Over the years the organization has grown to where it now has over 1000 members. During UNCC’s first year of operation 10,346 excavation notices were processed. Our notification One-Call volume is closely related to many economic indicators including new home starts and inflation. 2003 in the first half of the year saw a big down turn in call volume only to rebound strongly, finishing up only 5 percent below 2002. Managing resources to accommodate fluctuations in notifications via voice calls, faxes and the Internet continued to be at the forefront of our efforts to serve our members to the best of our ability and to keep our expenses under budget.

Today UNCC processes 10,000 requests to locate underground facilities in three or four days. Sometime in 2003 we processed our seven millionth request. While many advances and changes have occurred since 1986, one thing remains constant. UNCC has always had a vision to improve our operation and make the One-Call process better. Our team environment is the synergy that drives our ongoing energy to constantly improve.

UNCC entered into an agreement with the Common Ground Alliance for the purpose of building a nation wide database to serve as a repository for the collection of underground damage data reported via the Internet. The national database will be hosted and maintained at UNCC, which has been successfully collecting damage data for the State of Colorado for over two years. We are extremely proud of the national success of the system and, most importantly, Rudy Gonzales and DJ Hagberg, the system developers.

Our Board of Directors provides the direction, policies and resources to UNCC and wishes to commend the dedicated staff of professionals who implement them in an excellent fashion. As always, our efforts are focused on our mission of providing reliable effective damage prevention services for our customers at the lowest reasonable cost.

Dan Sherer  
Chairman of the Board

J.D. Maniscalco  
Executive Director
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<th>Section</th>
<th>Page</th>
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<tr>
<td>Schedule of General and Administrative Expenses</td>
<td>10</td>
</tr>
</tbody>
</table>
Independent Auditor’s Report

Board of Directors
Utility Notification Center of Colorado
Lakewood, CO

We have audited the accompanying Statements of Financial Position of Utility Notification Center of Colorado (a nonprofit corporation) as of December 31, 2003 and 2002, and the related Statements of Activities and Cash Flows for the years then ended. These financial statements are the responsibility of the Organization’s management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Utility Notification Center of Colorado as of December 31, 2003 and 2002, and the results of its activities and its cash flows for the years then ended, in conformity with generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The Schedule of General and Administrative Expenses was presented for the purpose of additional information and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.
<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 555,288</td>
<td>$ 631,274</td>
</tr>
<tr>
<td>Investments</td>
<td>0</td>
<td>129,781</td>
</tr>
<tr>
<td>Accounts Receivable - Trade</td>
<td>284,306</td>
<td>317,157</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>113,531</td>
<td>85,975</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>953,125</strong></td>
<td><strong>1,164,187</strong></td>
</tr>
<tr>
<td>Restricted Cash</td>
<td>4,835</td>
<td>0</td>
</tr>
<tr>
<td>Land</td>
<td>304,162</td>
<td>304,592</td>
</tr>
<tr>
<td><strong>Property and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>703,968</td>
<td>738,850</td>
</tr>
<tr>
<td><strong>Total Property and Equipment - Net</strong></td>
<td><strong>1,525,371</strong></td>
<td><strong>203,343</strong></td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Software - Net</td>
<td>118,430</td>
<td>174,456</td>
</tr>
<tr>
<td>Deposits</td>
<td>5,863</td>
<td>5,863</td>
</tr>
<tr>
<td><strong>Total Other Assets</strong></td>
<td><strong>124,293</strong></td>
<td><strong>180,319</strong></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$ 2,911,786</strong></td>
<td><strong>$ 1,852,441</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LIABILITIES AND STOCKHOLDER’S EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$ 35,083</td>
<td>$ 46,663</td>
</tr>
<tr>
<td>Accrued Wages</td>
<td>117,323</td>
<td>98,726</td>
</tr>
<tr>
<td>Profit Sharing Contribution Payable</td>
<td>158,145</td>
<td>139,980</td>
</tr>
<tr>
<td>Medical Self Insurance Claims Payable</td>
<td>0</td>
<td>14,668</td>
</tr>
<tr>
<td>Property and Use Taxes Payable</td>
<td>10,610</td>
<td>13,235</td>
</tr>
<tr>
<td>Current Portion of Long-Term Debt</td>
<td>54,312</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>375,473</strong></td>
<td><strong>313,272</strong></td>
</tr>
<tr>
<td><strong>Current Liabilities from Restricted Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds Held in Agency</td>
<td>4,835</td>
<td>0</td>
</tr>
<tr>
<td><strong>Commitments</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Long-Term Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wells Fargo Generator Loan</td>
<td>122,050</td>
<td>0</td>
</tr>
<tr>
<td>Wells Fargo Construction Loan</td>
<td>674,298</td>
<td>0</td>
</tr>
<tr>
<td><strong>Less: Current Portion of Long-Term Debt</strong></td>
<td><strong>796,348</strong></td>
<td><strong>0</strong></td>
</tr>
<tr>
<td><strong>Total Long-Term Liabilities</strong></td>
<td><strong>742,036</strong></td>
<td><strong>0</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>1,122,344</strong></td>
<td><strong>313,272</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,789,442</td>
<td>1,539,169</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>1,789,442</strong></td>
<td><strong>1,539,169</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$ 2,911,786</strong></td>
<td><strong>$ 1,852,441</strong></td>
</tr>
</tbody>
</table>

The accompanying Notes to Financial Statements are an integral part of these statements.
## CHANGES IN UNRESTRICTED NET ASSETS:

### OPERATING REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locate Revenue</td>
<td>$3,978,827</td>
<td>$3,687,500</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>2,175</td>
<td>1,925</td>
</tr>
<tr>
<td>Promotion Revenue</td>
<td>37,276</td>
<td>37,658</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>4,018,278</strong></td>
<td><strong>3,727,083</strong></td>
</tr>
</tbody>
</table>

### COST OF OPERATIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortization</td>
<td>55,468</td>
<td>58,297</td>
</tr>
<tr>
<td>Depreciation</td>
<td>61,294</td>
<td>101,421</td>
</tr>
<tr>
<td>Direct Labor</td>
<td>1,309,860</td>
<td>1,273,773</td>
</tr>
<tr>
<td>Education and Incentives</td>
<td>41,417</td>
<td>1,032</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>217,248</td>
<td>230,172</td>
</tr>
<tr>
<td>Information System Supplies</td>
<td>13,944</td>
<td>14,991</td>
</tr>
<tr>
<td>Maintenance Agreements</td>
<td>93,675</td>
<td>89,585</td>
</tr>
<tr>
<td>Maps and Publications</td>
<td>26,821</td>
<td>33,505</td>
</tr>
<tr>
<td>Operating Supplies and Expenses</td>
<td>1,983</td>
<td>4,362</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>97,362</td>
<td>92,567</td>
</tr>
<tr>
<td>Profit Sharing Contribution</td>
<td>108,608</td>
<td>97,376</td>
</tr>
<tr>
<td>Telephone and Communication</td>
<td>363,473</td>
<td>395,992</td>
</tr>
<tr>
<td><strong>Total Cost of Operations</strong></td>
<td><strong>2,391,153</strong></td>
<td><strong>2,393,073</strong></td>
</tr>
</tbody>
</table>

### NET OPERATING REVENUE

- **2003**: $1,627,125
- **2002**: $1,334,010

### GENERAL AND ADMINISTRATIVE EXPENSES - SCHEDULE A

- **2003**: $1,459,891
- **2002**: $1,494,109

### INCREASE (DECREASE) IN NET ASSETS FROM OPERATIONS

- **2003**: $167,234
- **2002**: $(160,099)

### OTHER INCOME (EXPENSE)

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Proceeds</td>
<td>0</td>
<td>10,418</td>
</tr>
<tr>
<td>CGA Software Revenue</td>
<td>73,080</td>
<td>15,730</td>
</tr>
<tr>
<td>Interest Income</td>
<td>2,062</td>
<td>12,447</td>
</tr>
<tr>
<td>Loss on Sale of Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>7,897</td>
<td>297</td>
</tr>
<tr>
<td><strong>Total Other Income (Expense)</strong></td>
<td><strong>83,039</strong></td>
<td><strong>38,892</strong></td>
</tr>
</tbody>
</table>

### INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS

- **2003**: $250,273
- **2002**: $(121,207)

### UNRESTRICTED NET ASSETS, BEGINNING OF YEAR

- **2003**: $1,539,169
- **2002**: $1,660,376

### UNRESTRICTED NET ASSETS, END OF YEAR

- **2003**: $1,789,442
- **2002**: $1,539,169

The accompanying Notes to Financial Statements are an integral part of these statements.
# Statement of Cash Flows

For the Year Ended December 31, 2003 & 2002

## Cash Flows from Operating Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Received from Customers</td>
<td>$4,051,129</td>
<td>$3,763,325</td>
</tr>
<tr>
<td>Cash Paid to Suppliers and Employees</td>
<td>$(3,662,968)</td>
<td>$(3,597,106)</td>
</tr>
<tr>
<td>Interest Received</td>
<td>2,062</td>
<td>12,447</td>
</tr>
<tr>
<td>Grant Proceeds</td>
<td>0</td>
<td>10,418</td>
</tr>
<tr>
<td>CGA Software Revenue Received</td>
<td>73,080</td>
<td>15,730</td>
</tr>
<tr>
<td>CGA Software Expensed</td>
<td>(57,080)</td>
<td>(15,730)</td>
</tr>
</tbody>
</table>

**Net Cash Provided (Used) by Operating Activities**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>406,223</td>
<td>189,084</td>
</tr>
</tbody>
</table>

## Cash Flows from Investing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures</td>
<td>$(1,408,768)</td>
<td>$(19,534)</td>
</tr>
<tr>
<td>Rebate of Closing Costs on Land</td>
<td>430</td>
<td>0</td>
</tr>
<tr>
<td>Purchase of Land</td>
<td>0</td>
<td>$(304,592)</td>
</tr>
<tr>
<td>Net Investment in Certificates of Deposit</td>
<td>129,781</td>
<td>200,865</td>
</tr>
</tbody>
</table>

**Net Cash Provided (Used) by Investing Activities**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$(1,278,557)</td>
<td>$(123,261)</td>
</tr>
</tbody>
</table>

## Cash Flows from Financing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issuance of Long-Term Debt</td>
<td>796,348</td>
<td>0</td>
</tr>
</tbody>
</table>

**Net Cash Provided (Used) by Financing Activities**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>796,348</td>
<td>0</td>
</tr>
</tbody>
</table>

## Net Increase (Decrease) in Cash

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$(75,986)</td>
<td>65,823</td>
</tr>
</tbody>
</table>

## Cash and Cash Equivalents - Beginning of Year

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>631,274</td>
<td>565,451</td>
</tr>
</tbody>
</table>

## Cash and Cash Equivalents - End of Year

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$555,288</td>
<td>$631,274</td>
</tr>
</tbody>
</table>

## Increase (Decrease) in Unrestricted Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$250,273</td>
<td>$(121,207)</td>
</tr>
</tbody>
</table>

### Adjustments to Reconcile Increase (Decrease) in Unrestricted Net Assets to Cash Provided (Used) by Operating Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>74,783</td>
<td>122,069</td>
</tr>
<tr>
<td>Amortization</td>
<td>67,983</td>
<td>69,250</td>
</tr>
<tr>
<td>Loss on Sale of Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(Increase)/Decrease in Accounts Receivable</td>
<td>32,851</td>
<td>36,242</td>
</tr>
<tr>
<td>(Increase)/Decrease in Prepaid Expense</td>
<td>(27,556)</td>
<td>7,952</td>
</tr>
<tr>
<td>(Increase)/Decrease in Accounts Payable</td>
<td>(11,580)</td>
<td>18,452</td>
</tr>
<tr>
<td>(Increase)/Decrease in Accrued Wages</td>
<td>18,597</td>
<td>17,349</td>
</tr>
<tr>
<td>(Increase)/Decrease in Profit Sharing Contribution</td>
<td>18,165</td>
<td>16,752</td>
</tr>
<tr>
<td>(Increase)/Decrease in Medical Self-Insurance Claims</td>
<td>(14,668)</td>
<td>14,668</td>
</tr>
<tr>
<td>(Increase)/Decrease in Personal Property and Use Taxes Payable</td>
<td>(2,625)</td>
<td>7,557</td>
</tr>
</tbody>
</table>

**Total Adjustments**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>155,950</td>
<td>310,291</td>
</tr>
</tbody>
</table>

### Cash Provided (Used) by Operating Activities

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$406,223</td>
<td>$189,084</td>
</tr>
</tbody>
</table>
NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

Utility Notification Center of Colorado (UNCC) is a nonprofit organization incorporated in the State of Colorado on June 11, 1986. UNCC operates a statewide, one-call system which provides a central office for the general public and contractors to obtain the location of underground utilities and thereby protect the buried facilities maintained by UNCC's members.

Basis of Accounting

UNCC uses the accrual method of accounting whereby revenue is recognized when earned and expenses are recognized when the obligation is incurred.

Basis of Presentation

Financial statement presentation follows the recommendations of the Financial Accounting Standards Board in its Statement of Financial Accounting Standards (SFAS) No. 117, Financial Statements of Not-for-Profit Organizations. Under SFAS No. 117, UNCC is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. Only those assets with donor imposed stipulations are recorded as temporarily or permanently restricted net assets.

As of December 31, 2003, UNCC had no temporarily or permanently restricted net assets.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires UNCC management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Revenue Recognition

Revenue is recognized when invoiced to members. Members are public utility companies, city, county, and local government entities that provide utilities in a specific area, and some construction contractors located within the State of Colorado. There are four types of revenue:

Locate Revenue: Tier One members are invoiced $0.85 per ticket for calls that are received that affect their area.

Membership Dues: New members are charged a $25 membership fee.

Promotion Revenue: Sale of promotional items to members for their distribution. Most promotional items are given away at trade shows.
NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Allowance for Doubtful Accounts

UNCC writes off an account as it becomes uncollectible. No allowance for doubtful accounts has been provided.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Organization considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

Concentration of Cash

The Organization maintains cash deposits in Wells Fargo Bank insured by the Federal Deposit Insurance Corporation up to $100,000. The cash balance at December 31, 2003 in excess of the insured amounts, including outstanding checks, was $455,288.

Restricted Cash / Funds Held in Agency

The Organization held $4,835 at December 31, 2003 in an account under UNCC's name for the benefit of the National Telecommunications Damage Prevention Council. The Organization maintains the cash account for the benefit of the Council but has no other authority over the funds.

Income Taxes

The UNCC is a not-for-profit corporation that is tax-exempt under Internal Revenue Code Section 501(c)(4).

Land


Property and Equipment

Property and equipment are carried at cost. The Organization follows the practice of capitalizing, at cost, all expenditures for property and equipment equal to or over $500. Depreciation is computed using the straight-line method over the estimated useful lives of the assets. At December 31, 2003, equipment consisted of the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Equipment</td>
<td>$273,946</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>476,756</td>
</tr>
<tr>
<td>Office Furniture</td>
<td>163,305</td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>87,131</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>1,228,201</td>
</tr>
<tr>
<td></td>
<td>2,229,339</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>703,968</td>
</tr>
<tr>
<td></td>
<td>$1,525,371</td>
</tr>
</tbody>
</table>

6
NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Computer Software

Computer software is carried at cost. Amortization is computed using the straight-line method over a five-year life. At December 31, 2003, unamortized computer software consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Software</td>
<td>$ 280,731</td>
</tr>
<tr>
<td>Less: Accumulated Amortization</td>
<td>162,301</td>
</tr>
<tr>
<td></td>
<td>$ 118,430</td>
</tr>
</tbody>
</table>

Profit Sharing Plan

Effective January 1, 1992, UNCC adopted a profit sharing plan (a defined contribution pension plan) which is available to all employees who have attained certain age and service requirements. An investment company provides investment consultation and administration to eligible employees. Contributions to the plan by UNCC are limited to 15% of compensation and are subject to discrimination requirements. For the year ended December 31, 2003, UNCC contributed 10% or $158,145 to the plan.

NOTE 2 - INVESTMENTS

As of December 31, 2003, the Organization had liquidated all cash investments to contribute to the construction of the office building.

NOTE 3 - CAPITALIZED INTEREST / DEBT ISSUE COSTS

During construction in 2003, the Organization capitalized $560 of interest as a cost of construction. Debt issue cost of $19,687 was also capitalized.

NOTE 4 - CGA SOFTWARE REVENUE / EXPENSE

The Organization received $73,080 during 2003 under a damage reporting agreement through Common Ground Alliance to develop and host a national damage reporting tool of which $57,080 was expended for this purpose.

NOTE 5 - BAD DEBTS

Management maintains a review and collection procedure utilizing the Jefferson County courts for collection of bad debts. Amounts determined to be uncollectible and written-off as a bad debt were $16,382 in 2003 and $87,447 in 2002.

NOTE 6 - LINE OF CREDIT

The Organization has a line of credit with Wells Fargo Bank West for a maximum of the lesser of 75% of their Accounts Receivable balance or $300,000 at a variable rate of interest of prime plus 2%. There were no amounts outstanding under this line of credit as of December 31, 2003.
NOTE 7 - LONG-TERM DEBT
The Organization entered into a construction loan agreement and promissory note in 2003 for the purpose of obtaining proceeds for construction of a new office building at 16361 Table Mountain Parkway, Golden, CO:

Construction Loan Payable to Wells Fargo Bank West for construction of office building dated June 10, 2003; interest due and payable monthly during construction at Prime +1%; secured by all inventory, equipment and general intangibles of Organization as well as a Deed of Trust on real property to be constructed, cross-collateralized with all other loans with Wells Fargo Bank, including a right of set-off in all the Organization's current and future accounts with Wells Fargo Bank. Outstanding balance on construction draws at December 31, 2003: $674,298

Loan payable to Wells Fargo Bank West for purchase and installation of generator dated December 23, 2003; payable in monthly installments of $1,851 commencing January 31, 2004 through December 31, 2010; interest at 7.00%; secured by the generator as well as a Deed of Trust on the real property to be constructed, cross-collateralized with all other loans with Wells Fargo Bank, including a right of set-off in all the Organization's current and future accounts with Wells Fargo Bank.  

<table>
<thead>
<tr>
<th>Year ending December 31,</th>
<th>Long-Term Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$14,115</td>
</tr>
<tr>
<td>2005</td>
<td>15,135</td>
</tr>
<tr>
<td>2006</td>
<td>16,229</td>
</tr>
<tr>
<td>2007</td>
<td>17,402</td>
</tr>
<tr>
<td>2008</td>
<td>18,660</td>
</tr>
<tr>
<td>Thereafter</td>
<td>40,509</td>
</tr>
<tr>
<td></td>
<td>122,050</td>
</tr>
<tr>
<td>Less: current portion (see NOTE 9)</td>
<td>54,312</td>
</tr>
<tr>
<td></td>
<td>$742,036</td>
</tr>
</tbody>
</table>

NOTE 8 - OPERATING LEASES
UNCC leased office space at 12600 West Colfax under a five year operating lease dated June 10, 1998 that began on January 1, 1999, at a monthly payment of $6,440 for their initial space and $2,796 for additional space contracted under an addendum in 2002. The lease expired on December 31, 2003.

Rent expense under these lease agreements was $123,061 and $114,335 for the years ended December 31, 2003 and December 31, 2002, respectively.
NOTE 8 - OPERATING LEASES (continued)

The Organization leases various equipment. In April 2003, the Organization entered into a lease for telephone and switch equipment for a term of 72 months, requiring monthly payments of $8,088.

Minimum future rental payments under the equipment leases having remaining terms in excess of one year as of December 31, 2003 for each year and in the aggregate are as follows:

<table>
<thead>
<tr>
<th>Year ending December 31</th>
<th>Minimum Future Rental Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$97,056</td>
</tr>
<tr>
<td>2005</td>
<td>97,056</td>
</tr>
<tr>
<td>2006</td>
<td>97,056</td>
</tr>
<tr>
<td>2007</td>
<td>97,056</td>
</tr>
<tr>
<td>2008</td>
<td>97,056</td>
</tr>
<tr>
<td>Thereafter</td>
<td>48,528</td>
</tr>
<tr>
<td></td>
<td>$533,808</td>
</tr>
</tbody>
</table>

NOTE 9 - SUBSEQUENT EVENTS

On March 19, 2004, the Organization finalized their construction loan with Wells Fargo Bank West for the amount of $1,381,908 under terms stated under the Construction Loan Payable with an interest of 7.25%. The note will require monthly payments of $12,730, including interest, until maturity at March 5, 2019.

Principal maturities of this long-term debt are as follows:

<table>
<thead>
<tr>
<th>Year ending December 31</th>
<th>Principle Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$40,398</td>
</tr>
<tr>
<td>2005</td>
<td>57,386</td>
</tr>
<tr>
<td>2006</td>
<td>61,687</td>
</tr>
<tr>
<td>2007</td>
<td>66,311</td>
</tr>
<tr>
<td>2008</td>
<td>71,282</td>
</tr>
<tr>
<td>Thereafter</td>
<td>1,084,844</td>
</tr>
<tr>
<td></td>
<td>$1,381,908</td>
</tr>
</tbody>
</table>

In January 2004, the Organization entered into various operating leases for furniture and computers expiring in 36 to 60 months. Minimum future rental payments under these equipment leases having remaining terms in excess of one year for each year are as follows:

<table>
<thead>
<tr>
<th>Year ending December 31</th>
<th>Minimum Future Rental Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$19,681</td>
</tr>
<tr>
<td>2005</td>
<td>19,681</td>
</tr>
<tr>
<td>2006</td>
<td>19,681</td>
</tr>
<tr>
<td>2007</td>
<td>9,173</td>
</tr>
<tr>
<td>2008</td>
<td>9,173</td>
</tr>
<tr>
<td></td>
<td>$77,389</td>
</tr>
</tbody>
</table>
## General And Administrative Expenses

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$204,048</td>
<td>$208,190</td>
</tr>
<tr>
<td>Advertising - Promotion</td>
<td>48,136</td>
<td>68,127</td>
</tr>
<tr>
<td>Amortization</td>
<td>12,515</td>
<td>10,953</td>
</tr>
<tr>
<td>Auto Expense</td>
<td>7,200</td>
<td>7,200</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>16,382</td>
<td>87,447</td>
</tr>
<tr>
<td>CGA Software</td>
<td>57,080</td>
<td>15,730</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,310</td>
<td>868</td>
</tr>
<tr>
<td>Depreciation</td>
<td>13,489</td>
<td>20,648</td>
</tr>
<tr>
<td>Dues and Publications</td>
<td>9,773</td>
<td>6,382</td>
</tr>
<tr>
<td>Education and Training</td>
<td>5,222</td>
<td>2,939</td>
</tr>
<tr>
<td>Insurance</td>
<td>29,606</td>
<td>23,582</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>57,657</td>
<td>61,159</td>
</tr>
<tr>
<td>Legal and Professional Fees - Other</td>
<td>141,296</td>
<td>170,840</td>
</tr>
<tr>
<td>Legal and Professional Fees/Equipment - Grant</td>
<td>0</td>
<td>11,933</td>
</tr>
<tr>
<td>Miscellaneous Expenses</td>
<td>6,319</td>
<td>3,807</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>21,346</td>
<td>16,268</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>36,208</td>
<td>33,944</td>
</tr>
<tr>
<td>Postage and Shipping</td>
<td>12,444</td>
<td>14,099</td>
</tr>
<tr>
<td>Profit Sharing Contribution</td>
<td>49,537</td>
<td>42,604</td>
</tr>
<tr>
<td>Rent - Office, Equipment and Storage</td>
<td>123,061</td>
<td>114,335</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>7,756</td>
<td>18,763</td>
</tr>
<tr>
<td>Salaries</td>
<td>494,299</td>
<td>457,279</td>
</tr>
<tr>
<td>Taxes</td>
<td>10,568</td>
<td>7,736</td>
</tr>
<tr>
<td>Telephone and Communication</td>
<td>18,320</td>
<td>17,321</td>
</tr>
<tr>
<td>Travel and Entertainment</td>
<td>76,319</td>
<td>71,955</td>
</tr>
<tr>
<td><strong>Total General and Administrative Expenses</strong></td>
<td><strong>$1,459,891</strong></td>
<td><strong>$1,494,109</strong></td>
</tr>
</tbody>
</table>
CABLE TELEVISION

Board of Director
Frank Trujillo
AT&T Broadband
1617 S. Acoma Street
Denver, CO 80223
(303) 603-5214
trujillo.frank@broadband.att.com

Adelphia Communications
Col. Springs
Crested Butte
Telluride
Trinidad
Advanced Energy Industries, Inc.
B&C Cable
B&C Cablevision
Battlement Mesa Communications
Bresnan Communications
Alamosa
Canon City
Craig
Fort Morgan
Grand Junction
Leadville/Salida
Montrose/Delta

Bresnan Communications (con't)
Southern Colorado
Sterling
Cable Plus, Inc.
Charter Communications
Cortez
Eastern Colorado
Estes Park
Fort Carson
Classic Cable
Comcast
Aspen
Avon/Silverthorne
Fort Collins
Garfield County
Grand County
Greeley

Comcast (con't)
Longmont/Loveland
Pueblo
Steamboat Springs
Comcast Cable Services
CommuniComm Services
Galaxy Cablevision
Hermosa Cablevision, Inc.
Ki-Rock Cable Communications
Rocky Mountain Cable
Ropir Cablevision
Rural Route Video
Spring Creek Cable, Inc.
US Cable of Coastal Texas

UNCC Board of Directors for 2003

Left: J.D. Maniscalco, Misty Hill, Dennis Morse, Dan Sherer, Frank Trujillo, Bob Brandstetter, Darrel Vanhooser, Robert Bergstrom, Christine Miller, David Digiaccomo

Not Shown: Jeff Farrelis, Randy Meek, Jed Reed, Krista Shoe
**COMMUNICATIONS**

**Board of Director**

Krista Shoe - Secretary  
Level 3 Communications  
Cable Protection Bureau  
1025 Eldorado Blvd., 13C  
Broomfield, CO 80021  
(720) 888-3100  
krista.shoe@level3.com

360 Network  
AboveNet Comm/MFN  
Adesta Communications  
AllTel Communications  
Arapahoe Community College  
AT&T Communications  
Benesight Inc. Administrators  
Bijou Telephone Coop  
Blanca Telephone Company  
Broadwing Communications  
Century Communications of Colorado  
Century Communications of Eagle  
Champion Broadband Colorado, LLC.  
Children's Hospital  
City of Aspen, Info Systems  
City of Boulder - Fiber  
City of Greenwood Village - Fiber  
Cogent Communications, Inc.  
Colorado School of Mines  
Columbine Telecom Company  
Community Digital, LLC.  
Copper Mountain Resort - Telecom  
Crested Butte Mtn Resort, Inc.  
Delta County Telephone  
Digital Teleport, Inc.  
Dubois Telephone  
El Paso County  
El Pomar Foundation  
Ent Federal Credit Union  
Farmers Telephone Company  
FastTrack Communications  
First Presbyterian Church  
Forte of Colorado  
Great Plains Communications, Inc.  
Haxtun Telephone Company, Inc.  
Heska Corporation  
ICG Telecommunications, Inc.  
Level 3 Communications  
Lightcore  
Lockheed Martin Astronautics  
Lockheed Martin M&DS  
MCI Communications  
McLeodUSA  
NC Telecom, Inc.  
North/South Aspen, LLC.  
Northwest Parkway Constructors  
Nucla-Naturita Telephone Co.  
Nunn Telephone Company  
OnFiber Communications  
Panhandle Telecommunications Sys, Inc  
PC Telecom  
Peetz Cooperative Telephone Co.  
Pioneer Communications  
Poudre Valley Hospital District  
Presbyterian/St. Lukes Medical Center  
Pyne Companies of Colorado LLC (The)  
Qwest Communications  
Qwest Local Network  
Rico Telephone Company  
Roggen Telephone Coop Co.  
Rye Telephone Co.  
S&J Telephone Coop Association  
Sage-Oxford Inc.  
San Isabel Telecom, Inc.  
Snowmass Lodging Co.  
Sprint Communications Company  
Stoneham Coop Telehj phone  
Sunflower Telephone Co.  
SunWest Communications  
Swedish Medical Center  
TDS Telecom/Strasburg  
Telluride School District  
Time Warner Telecom  
Touch America  
Touch America - Colorado  
Union Telephone Company  
University of Colorado-Facilities Mgmt.  
University of Denver - UTS  
University of Northern Colorado  
Vail Resorts, Eagle County  
Vail Resorts, Inc.; Keystone Telecomm  
Warren AFB-90th Communications Sqd  
Weld County Government-Phone Srv.  
West Star Aviation  
WiTel Communications, LLC.  
XO Communications Inc  
Xspedius Managment CO., LLC.  
Yipes Enterprise Services, Inc.  
Young Life

---

**ELECTRIC COOPERATIVE**

**Board of Director**

Dan Sherer - Chairman  
Intermountain Rural Electric Assn  
5496 N Hwy 85  
Sedalia, CO 80135  
(303) 688-3100  
scherer@intermoutain-rea.com

Empire Electric Assn, Inc.  
Gunnison County Electric Assc.  
Holy Cross Energy  
Intermountain Rural Electric Assc.  
K.C. Electric Association  
La Plata Electric Association  
Moon Lake Electric  
Mountain Parks Electric, Inc.  
Mountain View Electric Assc.  
Platte River Power Authority  
San Isabel Electric Association  
San Luis Valley R.E.C.  
San Miguel Power Association  
Sangre De Cristo Electric  
Southeast Colorado Power Assc.  
Tri-State Generation and Transmission  
United Power  
White River Electric Assoc. Inc.  
Yampa Valley Elec Assoc
ELECTRIC DISTRIBUTION

Board of Director
Brad Vitale
Xcel Energy
MDC Building
9500 Interstate 76
Henderson, CO 80640
(303) 628-2655
brad.l.vitale@xcelenergy.com

Aquila
Canon City
Pueblo
Rocky Ford
Battlement Mesa Service Association
CO Dept. of Transportation-Region 6
Copper Mountain, Inc.
Jackson Lake Property Owners Assn.

Leon J. Krain
Sheep Creek Landowners Assn.
Silver Dollar Metro District
Xcel Energy of Colorado

GAS DISTRIBUTION

Board of Director
Jed Reed
Atmos Energy
1200 11th Avenue
Greeley, CO 80631
(970) 304-1952
jed.reed@atmosenergy.com

Aquila Gas
Atmos Energy
Colorado Natural Gas, Inc.
Comfurft Gas, Inc.
Eastern Colorado Utility Company
Ferrell Gas
Kinder Morgan
Delta District
Fruita District
Julesburg District
La Junta District

Kinder Morgan (con’t)
Telluride District
Yuma District
Southern Ute Indian Tribe (Utilities)

LIQUID PIPELINE

Board of Director
Darrel C. Vanhooser - Treasurer
7800 E. Orchard Rd. Suite 300
Greenwood Village, CO 80111
(303) 793-8006
DVanhooser@suncor.com

American Soda, L.L.P.
BP Production
Durango
Las Animas
BP Pipeline of North America
Chevron Pipeline Company
Chevron Texaco
Meeker
Rangely
Conoco Pipeline Company
Cortez Pipeline
EnCana Oil & Gas Rangely
Exco Resources, Inc.
Hallwood Petroleum
Jack L. Crumley
Kaneb Pipeline Op. Partnership
Link Energy
Mid America Pipeline Company
Mobil Exploration/Exxon
Mull Drilling Company, Inc.
Noble Energy, Inc.
Patina Oil & Gas Corp.

Patrick A. Doheny
Phillips Pipeline Company
Sinclair Pipeline Company
Stelbar Oil Corporation, Inc.
Suncor Energy USA Pipeline Co.
Sunflower Valley Pipeline Assn
Tudex Petroleums, Inc.
Unocal Chemicals
Valero Logistics Operations, L.P.
Westport Oil & Gas Company, L.P.
AKA Energy  
American Penn Energy  
Anadarko Petroleum Corporation  
Antelope Energy Company, LLC.  
Beren Corporation  
Bitter Creek Pipeline, LLC.  
Black Hills Exploration & Production  
Blue Chip Oil, Inc.  
Bonanza Creek Oil Co., LLC.  
Burlington Resources  
Burr Oil & Gas, Inc.  
Calpine Natural Gas  
Canyon Gas Resources, Inc.  
CDM Pipeline Company, Inc.  
Chevron Texaco - La Plata  
Coastal Field Services  
Colorado Gathering Corp.  
Colorado Interstate Gas Co.  
Conoco Phillips Company  
CPN Pipeline Company  
Duke Energy Field Services  
Liberal District  
Weld  
El Paso Field Services  
La Plata/Montezuma  
Moffat County  
El Paso Natural Gas Company  
El Paso Production Company  
Elm Ridge Resources, Inc.  
Encana Oil & Gas  
Garfield  
Weld  
Enprop, Inc.  
Evergreen Operating Corporation  
Executive Petroleum Services, LLC.  
Exxon-Mobil  
Fountain Valley Power, LLC.  

High Plains Gathering System, Inc.  
Horseshoe Operating, Inc.  
J-W Operating Company  
K.B. Gathering Company  
K.P. Kauffman Company Inc.  
Kanco Gathering Company  
Kerr-McGee Gathering, LLC.  
Kinder Morgan - Collbran Dist  
Kinder Morgan Gas Transmission  
KLT Gas, Inc.  
Koch Exploration Company, LLC.  
Machii-Ross Petroleum Company  
Magpie Operating, Inc.  
Merit Energy Company  
Baca  
Weld  
Moffat Pipeline Company  
Navajo Nation Oil & Gas Company  
Nexus Energy, LLC.  
Northwest Pipeline Corporation  
OMB Gas Gathering, LLC.  
Petroglyph Energy, Inc.  
Petroleum Development Corporation  
Petron Development Company  
Prima Oil & Gas  
Prowers Gas Gathering Co., LLC.  
Questar Exploration & Production Co.  
Questar Gas Company  
Questar Gas Management  
Questar Pipeline Company  
Raton Gas Transmission  
Red Cedar Gathering Company  
Renegade Oil & Gas Company, LLC.  
Rex Monahan (Oil & Gas)  
Rocky Mountain Pipeline System  
Rosewood Resources, Inc.  
Sagle & Schwab Energy Resources  
Sawtooth Energy Partners, LLC.  
Shell Pipeline  
Southern Star Central Gas Pipeline  
Starlight Resources, LLC.  
Sterling Energy Company  
Texas-New Mexico Pipe Line Co.  
Tom Brown, Inc.  
Grand Junction  
Moab  
Trailblazer Pipeline Company  
TransColorado Gas Transmission Co.  
Transwestern Pipeline Co.  
Trinity Energy Corporation  
Tri-State Power, LLC.  
Union Pacific Resources  
United States Exploration, Inc.  
Walsh Production, Inc.  
Western Gas Resources, Inc.  
Wexpro Company  
Williams Energy Group  
Williams Production RMT  
Garfield  
Las Animas  
Xcel Energy-Hi-Pressure Gas  
Brighton  
Campion  
Del Norte  
Grand Junction  
Leyden  
Roundup  
Silverthorne  
XTO Energy  
Durango  
Westin  
YMCA of the Rockies-Schlessman Ctr
No Board of Director at this time
Academy Water and Sanitation District  
Anheuser - Busch, Inc.  
Animas Water Company  
Arabian Acres Metropolitan District  
Arcadia / CDOT  
Avondale Water & Sanitation District  
Bailey Water & Sanitation District  
Battlement Mesa Consolidated Metro.  
Bayfield Sanitation District  
Berkeley Water & Sanitation District  
Bobcat Meadows Metro District  
Bosch Land Group, LLC.  
Bowmar Water & Sanitation District  
Breckenridge Sanitation District  
Brook Forest Water District  
Buena Vista Sanitation District  
Buffalo Creek Water District  
Castle Pines North Metropolitan District  
Central CO Water Conservancy District  
Chateau Development  
Chaffee County Water District  
Cherokee Metropolitan District  
Colorado Centre Metropolitan District  
Columbine Lakes Maintenance Assoc.  
Copper Mtn Consolidated Metro. District  
Cortez Sanitation District  
Crested Butte South Metropolitan Dist.  
Crestmoor Vista Joint Venture  
Crowley County  
Deep Rock Water Company  
Dillon Valley District  
Divide Water Providers, Inc.  
Dolores Water Conservancy District  
Durango West Metro District #1  
Durango West Metro District #2  
East Florence Water Association  
East Jefferson County Sanitation  
El Moro-Hohne Pipeline Association  
El Rancho Florida Metropolitan District  
El Rancho Metropolitan District  
Estes Park Sanitation District  
Evergreen Metropolitan District  
Fairmount Cemetery Company  
Florida River Estates HOA, Inc.  
Forest Lakes Metropolitan  
Fountain Valley Authority  
Friendly Village Mobile Home Park  
Frisco Sanitation District  
Granby Sanitation District  
Grand Valley Water User's Association  
Grant Water & Sanitation District  
Gunnison County W & S District  
Hermosa Sanitation District  
Highland Lakes Water District  
Homestead Water Company  
Ignacio Sanitation District  
Inverness Water & Sanitation Assoc.  
JPI Interlocken, LLP.  
Kittredge Sanitation and Water District  
Knollwood Water District  
K-V Homeowners Association, Inc.  
Lake Durango Water Company  
Lions Ridge Homeowners Association  
Loma Linda Sanitation District  
Longs Peak Water District  
Lookout Mountain Water District  
Louviers Mutual Service Company  
Lower Arikaree Pipeline Association  
Majestic Canyon Ranch, LLC.  
May Valley Water  
Meeker Sanitation District  
Meridian Service Metropolitan District  
Mesa County Irrigation District  
Mesa Water & Sanitation  
Montezuma County Water District #1  
Montezuma Valley Irrigation Company  
Montezuma Water Company  
Morgan County Quality Water District  
Mount Carbon Metropolitan District  
Mountain Mutual Water Company  
Mountain Village Metropolitan District  
Mt. Crested Butte Water/San. District  
Murphy Creek Golf Course - Aurora  
Navajo Western Water District  
North Lincoln Water & Sanitation District  
North Poudre Irrigation  
North Washington St. W/S District  
North Weld County Water District  
Northern Colorado Water Association  
Northern Colorado Water Conservancy  
Northwest Lakewood Sanitation District  
Nucla Sanitation District  
Pagosa Springs Sanitation District  
Park Center Water District  
Park Creek Metropolitan District  
Parkville Water District  
Penrose Water District  
Perry Park Water & Sanitation District  
Pinery Water & Wastewater District  
Pinon Water & Sanitation District  
Pitkin Mesa Pipeline Company  
Platte Canyon Water & Sanitation Dist.  
Pleasant View Water & Sanitation Dist.  
Project 7 Water Authority  
Pueblo West Metropolitan District  
Purgatory Metropolitan District  
Rainbow Park Water Company  
Roxborough Park Metropolitan District  
Sage Water Users Association  
San Acacio Domestic Water Association  
San Juan River Village Metro. District  
San Luis Water & Sanitation District  
Sand Creek Metropolitan District  
Security Water & Sanitation District  
Snowmass Water & Sanitation  
South Durango Sanitation District  
South Englewood Sanitation District #1  
South Fort Collins - Loveland W & S  
Southwest Metropolitan W/S District  
Southwest Suburban Denver W/S Dist.  
St. Charles Mesa Water District  
St. Joseph Hospital/Health Sys. Corp.  
St. Mary's Glacier Water & San. District  
Stonedge Metropolitan District  
Summit Ridge Water District  
Superior Metropolitan District #1  
Swan's Nest Metropolitan District  
Swift & Company  
Tabernash Wastewater Treatment Plant  
Teller County Water & Sanitation Dist. #1  
Three Lakes Water & Sanitation  
Town of Breckenridge Water  
Triview Metropolitan District  
Tucsan Water Company  
U.S. Home  
Upper Bear Creek Water & Sanitation  
Upper Surface Creek Dom. Water Users  
Upper Thompson Sanitation  
Ute Water Conservancy District  
Valley Sanitation District  
Vista Ridge Metropolitan District  
West Gunnison Sanitation District  
West Jefferson County Metropolitan  
West Rhone Lateral Ditch Company  
Westridge Irrigation Association  
Westwood Lakes Water District  
Wheat Ridge Sanitation District  
Widefield Water & Sanitation District  
Will O' Wisp Metropolitan District  
Winter Park Water & Sanitation  
Woodmen Hills Metropolitan District
<table>
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<tr>
<th>Board of Director</th>
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<tbody>
<tr>
<td>Bob Brandstetter</td>
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<tr>
<td>High View Water/Daniels Sanitation</td>
</tr>
<tr>
<td>1002 Kipling Street</td>
</tr>
<tr>
<td>Lakewood, CO 80215</td>
</tr>
<tr>
<td>(303) 233-2182</td>
</tr>
<tr>
<td><a href="mailto:hvwaterbob@estreet.com">hvwaterbob@estreet.com</a></td>
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<td>Canon Heights Irrigation &amp; Reservoir</td>
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<td>City of Pueblo - Parks &amp; Recreation</td>
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<td>City of Rocky Ford</td>
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<td>Dickens House, LLC.</td>
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<td>Eagle-Vail Metropolitan District</td>
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<td>East Alamosa Water &amp; Sanitation District</td>
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</table>
**Tier 2 Membership (cont’d)**

| East Boulder County Water District | Harold & Warren Luhmn  
| East Boulder Ditch Company | Hasty Water Company  
| East Cherry Creek Valley Water & San. | Havana Water & Sanitation District  
| East Dillon Water District | Head, Head and Rizzardi Water  
| East Lakewood Sanitation | Heather Gardens Association  
| East Larimer Co. Water, AKA Elco Water | Heeney Water, Incorporated  
| East Valley Water & Sanitation District | Hidden View Estates Homeowners  
| Eastern Adams County Metropolitan Dist | High Plains Water Users Association  
| Eastern Slope Rural Telephone | High View Water District  
| Eastlake Water & Sanitation District | Highland Lake Lateral Ditch Company  
| Eckhardt Farms, Inc. | Highland Park Lateral Ditch  
| Edwards Metropolitan District | Highland Park Metropolitan District  
| El Paso County Telephone | Highlands Ranch Metropolitan Dist #1  
| Environmental Property Investigations | Highlands Ranch Metropolitan Dist #2  
| Erie Coal Creek Ditch & Reservoir Co. | Highlands Ranch Metropolitan Dist #3  
| ERO Resources | Highline Business Improvement District  
| Fairlake Metropolitan District | Highline Electric Association  
| Fairplay Sanitation | Hi-Land Acres Water & Sanitation Dist.  
| Fairways Metropolitan District | Hillcrest Ditch & Reservoir  
| Falcon Heights Development Corp. | Hillcrest Water & Sanitation District  
| Falls Creek Ranch Association, Inc. | Hilltop Water Company  
| Fisher Ditch Company | Holland Hills Metropolitan District  
| Five Trees Metropolitan District | Holly Hills Water & Sanitation District  
| Flagstaff House, Inc. | Howard Ditch Company  
| Florissant Fossil Beds Natl. Monument | Hudson Gardens & Event Center  
| Foot Hills II Water | Idledale Water & Sanitation District  
| Foothills Parks & Recreation District | Iliff Care Center  
| Forest Hills Metropolitan District | Indian Hills Water District  
| Forest View Acres Water District | John F. Glass, Jr.  
| Fort Garland Water & Sanitation District | Johnson Ditch Company  
| Fountain Sanitation District | Jones and Donnelly Ditch Company  
| Fox Meadow HOA | K2 Communications, LLC.  
| Fraser Sanitation District | Kehmeier Water Pipeline  
| Fremont Sanitation District | Ken-Caryl Ranch Water & San District  
| Fruitdale Sanitation District | Ken-Caryl West Ranch Water District  
| Fruitvale Water & Sanitation District | K2 Water Association  
| Gardeners Mutual Ditch Company | Klein Farms  
| Garnet Lateral Ditch | Kremmling Sanitation District  
| Gates Rubber Company | Lake Arrowhead Water Association  
| Gateway Regional Metropolitan District | Lake Catamount #1 Metropolitan District  
| Gazett, James A. | Lake Creek Meadows Water District  
| Genesee Water & Sanitation District | Lakehurst Water & Sanitation District  
| Gienagle Golf Club | Lamborn Mesa Water Company  
| Golden Hills Mobile Home Park | Lazy Glen Homeowners Association  
| Goldsmith Gulch Sanitation District | Leadville Sanitation District  
| Goldsmith Metropolitan District | Lee Lateral Ditch Company  
| Goodhue Ditch & Reservoir Company | Left Hand Water District  
| Granada Rural Water Association | Legacy Ridge Golf Course  
| Grand County Water & Sanitation | Lehman, Robert H/O  
| Grand Junction Drainage District | Lewis H. Davidson Ditch  
| Grand Valley Rural Power | Lincoln Park Metropolitan District  
| Great Western Park Metropolitan District | Little Thompson Water District  
| Greatrock North Water & Sanitation | Littleton Public Schools  
| Green Ditch Company | Lochmoor Water & Sanitation District  
| Green Mountain Water & Sanitation Dist | Lost Shoe Metropolitan District  
| Greenwood Plaza Water District | Lowry Redevelopment Authority  
| Gunnison Valley Domestic Water Co. | Mansfield Heights Water & San. District  
| Hamilton Creek Metropolitan District | Matrix Energy, LLC.  
| Hanson Mesa Domestic Pipeline | McClave Water Association, Inc.  
| | Meadow Mountain Water Supply  
| | Meadowbrook Fairview Metropolitan Dist  
| | Meadowbrook Water District  
| | Menoken Water Company  
| | Meridian Metropolitan District  
| | Mesa Antero Water Association  
| | Mesa Cortina Water & Sanitation District  
| | Mesa County Road & Bridge  
| | Metro Wastewater Reclamation  
| | Metropolitan Builders, Inc.  
| | Mile High Water Company  
| | Missouri Canyon Pipeline, Incorporated  
| | Montrose Suburban Water District  
| | Monument Sanitation District  
| | Morgan County Rural Electric  
| | Morgan Heights Water & Sewer, Inc.  
| | Morrison Creek Water & Sanitation  
| | Mount Elbert Water Association  
| | Mountain Petroleum Corporation  
| | Mountain View Water Users  
| | Mountain Water & Sanitation District  
| | Mt. Werner Water & Sanitation  
| | Natural Fuels Corporation  
| | New Consolidated Lower Bldr. Res/Ditch  
| | New Hlinman Ditch  
| | New West Foods  
| | Newdale-Grand Valley Water Company  
| | Niwot Sanitation District  
| | Norman Barnes  
| | North Gate Water District, Incorporated  
| | North La Junta Sanitation District  
| | North Lamar Sanitation District  
| | North Pecos Water & Sanitation Dist  
| | North Quincy Highlands Metro. District  
| | North Table Mountain Water & San.  
| | North Washington Water Users Assoc.  
| | Northern Colorado Communications  
| | Northwest Metropolitan Districts 1 - 4  
| | Omni Park Metropolitan District  
| | Orchard Mesa Sanitation District  
| | Orchard Park Water Association, Inc.  
| | Orchard Valley Metropolitan District  
| | Otero County Road & Bridge  
| | Ouray County Road & Bridge  
| | Outdoor Promotions/Bus Shelters  
| | Owen, Craig  
| | Pagosa Area Water & Sanitation  
| | Paint Brush Hills Metropolitan District  
| | Palisade Irrigation District  
| | Palmer Lake Sanitation  
| | Palmiter Consolidated ditch Co.  
| | Park 36 Metropolitan District  
| | Park County  
| | Park Forest Water District  
| | Park Meadows Metropolitan District  
| | Parker Water & Sanitation  
| | Parkview Medical Center  

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## Tier 2 Membership (cont'd)

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Organization Name</th>
<th>Organization Name</th>
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<tr>
<td>Piedra Park Metropolitan District</td>
<td>St. Charles Mesa Sanitation</td>
<td>Town of LaSalle</td>
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<td>Pikes Peak BOCES</td>
<td>St. Vrain Sanitation District</td>
<td>Town of Lochbuie</td>
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<td>Pine Brook Water District</td>
<td>Starwood Water District</td>
<td>Town of Manzanola</td>
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<tr>
<td>Pine Drive Telephone</td>
<td>Steamboat II Water &amp; Sanitation</td>
<td>Town of Minturn</td>
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<tr>
<td>Pine Drive Water Company</td>
<td>Steamboat Lake Water &amp; Sanitation</td>
<td>Town of Morrison</td>
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<td>Pine Drive Water District</td>
<td>Strasburg Sanitation &amp; Water</td>
<td>Town of Mountain View</td>
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<td>Pinewood Springs Water District</td>
<td>Stratmoor Hills Water &amp; Sanitation</td>
<td>Town of Nunn</td>
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<td>Plains Coop Telephone Assoc., Inc.</td>
<td>Sunset Water District</td>
<td>Town of Orchard City</td>
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<td>Plum Creek Waste Water Authority</td>
<td>TAC Management-Wolf Creek HOA</td>
<td>Town of Ordway</td>
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<td>Ponderosa Retreat &amp; Conference Ctr.</td>
<td>Talbot Reservoir Irrigation, LLC.</td>
<td>Town of Pagosa Springs</td>
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<td>Poudre School District</td>
<td>Talbott Enterprises, Inc.</td>
<td>Town of Palmer Lake</td>
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<td>Poudre Tech Metropolitan District</td>
<td>Teller County Wastewater Utility</td>
<td>Town of Parker</td>
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<td>Poudre Valley Rural Electric</td>
<td>Telluride Ski &amp; Golf Company</td>
<td>Town of Rockvale</td>
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<td>Pratt Management, LLC.</td>
<td>Terra Exploration &amp; Production Co.</td>
<td>Town of Saguache</td>
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<td>Prosperity Lane Community Water/San</td>
<td>Texas Tea of Colorado</td>
<td>Town of Seibert</td>
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<td>PS Ltd. IV</td>
<td>The New Coal Ridge Ditch Company</td>
<td>Town of Silver Plume</td>
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<td>Pueblo Public Works - Sanitation</td>
<td>The Original Cottonwood Ditch Co.</td>
<td>Town of Snowmass Village</td>
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<td>Thirteen Well Association</td>
<td>Town of Springfield</td>
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<td>R.A. Waffensmith &amp; Company, Inc.</td>
<td>Thirty Road Group Irrigation Project</td>
<td>Town of Stratton</td>
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<td>Ralston Valley Water &amp; Sanitation Dist</td>
<td>Thompson, Gameau &amp; Sweetwater</td>
<td>Town of Swink</td>
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<td>ResortQuest - Telluride</td>
<td>Thunderbird Water &amp; Sanitation</td>
<td>Town of Telluride</td>
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<td>Rio Grande County Road Department</td>
<td>Tidd, Charles &amp; Barbara</td>
<td>Town of Vail</td>
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<td>Robert L. Wright, Jr. - Irrigation</td>
<td>Timbers Estates Metro</td>
<td>Town of Wiggins</td>
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<td>Robinson Dairy, Inc.</td>
<td>Todd Creek Farms Metro District #1</td>
<td>Town of Winter Park</td>
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<td>Rock Creek Mesa Water District</td>
<td>Tom DeLahanty Ditch</td>
<td>Trailmark Metropolitan District</td>
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<td>Ron Arnett Irrigation Pipeline</td>
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<td>Town of Cedaredge</td>
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<td>Town of Crowley</td>
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<td>Town of Dinosaur</td>
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<td>Weld County School District RE-4</td>
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<td>Wiggins Telephone Association</td>
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<td>Willard Telephone Company</td>
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<td>South Swink Water Company</td>
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<td>Spring Valley Water</td>
<td>Town of Larkspur</td>
<td>Y-W Electric Association, Inc.</td>
</tr>
</tbody>
</table>
SPECIAL DIRECTOR - 2003
Qwest Communications
Jerry Buekelman
700 W. Mineral Ave WYQ33.28
Littleton CO 80120
(303) 707-5052
jbeukel@qwest.com

SPECIAL DIRECTOR - 2003
Colorado Springs Utilities
Misty Hill
701 N. Circle Drive
Suite 185
Colorado Springs, CO 80909
(719) 668-7199
mhill@csu.org

ADVISORY DIRECTOR
Colorado Contractors Association
BT Construction, Inc.
Robert Bergstrom
9885 Emporia St.
Henderson, CO 80640
(303) 469-0199
buck.bergstrom@btconstruction.com

EXECUTIVE DIRECTOR
Utility Notification Center of CO
J. D. Maniscalco
16361 Table Mountain Parkway
Golden, CO 80403
(303) 205-6301
jdman@uncc.org

Legal Counsel
Digiacomo & Jaggers, LLP
David Digiacomo
5400 Ward Road, Bldg III
Suite 200
Arvada, CO 80002
(303) 420-4220
drd@qadas.com

Recording Secretary
Utility Notification Center of CO
Christine Miller
16361 Table Mountain Parkway
Golden, CO 80403
(303) 205-6306
cmiller@uncc.org

Utilities in Membership processing.
Town of Ridgway
Rocky Mountain National Park
# Utility Notification Center of Colorado Team Members

## Administration:

<table>
<thead>
<tr>
<th>Name</th>
<th>Years of Service</th>
<th>Position</th>
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<tbody>
<tr>
<td>J. D. Maniscalco</td>
<td>12 yrs</td>
<td>Executive Director</td>
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<tr>
<td>Martin Mead</td>
<td>6 yrs</td>
<td>Center Manager</td>
</tr>
<tr>
<td>Jose Espino</td>
<td>8 yrs</td>
<td>Operational Supervisor</td>
</tr>
<tr>
<td>Yvonne Kraus</td>
<td>12 yrs</td>
<td>Human Resources Administrator</td>
</tr>
<tr>
<td>Sandy Samuelson</td>
<td>13 yrs</td>
<td>Member Services Administrator</td>
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<tr>
<td>Steve Allen</td>
<td>2 yrs</td>
<td>Public Relations Administrator</td>
</tr>
<tr>
<td>J. Steven Alarid</td>
<td>6 yrs</td>
<td>Network Administrator</td>
</tr>
<tr>
<td>Christine Miller</td>
<td>3 yrs</td>
<td>Accountant</td>
</tr>
<tr>
<td>JoAnn Wise</td>
<td>5 yrs</td>
<td>Executive Assistant</td>
</tr>
<tr>
<td>Codi Offerson</td>
<td>2 yrs</td>
<td>Administrative Assistant</td>
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## Support Staff:

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Jeanne Ringo</td>
<td>11 yrs</td>
<td>Member Service/Data Base Assistant</td>
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<tr>
<td>Lisa McCracken</td>
<td>5 yrs</td>
<td>Help Desk Liaison</td>
</tr>
<tr>
<td>Leann Bramlett</td>
<td>3 yrs</td>
<td>Trainer</td>
</tr>
<tr>
<td>Phillip Trujillo</td>
<td>2 yrs</td>
<td>Trainer</td>
</tr>
<tr>
<td>Sherri Purser</td>
<td>4 yrs</td>
<td>Fax-a-locate/Web Lead</td>
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<tr>
<td>Melany Wellensiek</td>
<td>2 yrs (reinstated)</td>
<td>Fax-a-locate/Web Agent</td>
</tr>
<tr>
<td>Ollie Sumner</td>
<td>4 yrs</td>
<td>Help Desk Liaison Home</td>
</tr>
<tr>
<td>Paul Wolf</td>
<td>3 yrs</td>
<td>Emergency/Damage Agent</td>
</tr>
<tr>
<td>Larry Zamber</td>
<td>10 months</td>
<td>Network Technician</td>
</tr>
</tbody>
</table>

## Customer Service Representatives:

<table>
<thead>
<tr>
<th>Name</th>
<th>Years of Service</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earl Bennett</td>
<td>5 yrs</td>
<td>Ronelle Black</td>
</tr>
<tr>
<td>Barbara Bruder</td>
<td>7 yrs</td>
<td>Bonnie Crabtree</td>
</tr>
<tr>
<td>Alisha Eversole</td>
<td>2 yrs</td>
<td>Stacie Gaines</td>
</tr>
<tr>
<td>Sara Georgopulos</td>
<td>1yr</td>
<td>Armetta Hoyt</td>
</tr>
<tr>
<td>Milo Johnson</td>
<td>1st yr</td>
<td>Phillip Le</td>
</tr>
<tr>
<td>Erica Martinez</td>
<td>1 yr</td>
<td>Sue Moosdorf</td>
</tr>
<tr>
<td>Timothy Peacock</td>
<td>1st yr</td>
<td>Phoenix Ragland</td>
</tr>
<tr>
<td>Janice Raney</td>
<td>10 yrs</td>
<td>Andrea Salazar</td>
</tr>
<tr>
<td>Eleanor Schoumacher</td>
<td>3 yrs</td>
<td>Carolyn Southworth</td>
</tr>
<tr>
<td>Valerie Sparks</td>
<td>2 yrs</td>
<td>Timothy Tomlin</td>
</tr>
<tr>
<td>Kellee Walton</td>
<td>2 yrs</td>
<td></td>
</tr>
</tbody>
</table>
The past year was very eventful and exciting for UNCC. Much of the year focused on moving the business to a new location in Golden. However, throughout the entire relocation project, the vision and ongoing quest to provide excellent service to our facilities members and the excavating community was never sacrificed. In 2003, several major innovations were implemented and UNCC has no reservations that these developments will help surpass the customary service level in which our members and excavators throughout the State of Colorado expect.

The most notable attribute was the design and implementation of the Newtin ticketing system. This new Ticket Entry interface is built on advanced technology that will not only support current applications, methodologies, and concepts, but will also allow for future ideas and growth. Migrating to a .NET framework has mitigated some system compatibility issues and provided the ability to perform upgrades to a centralized server. Now, when customer service representatives (CSR’s) log into Ticket Entry, they immediately receive the latest software upgrades and data updates. Another equally important facet of the new system was the migration from a GIS application previously based on keyboard commands to an application controlled by tab selections. This enhancement has proven to be very beneficial in our efforts to create the most user friendly application possible by eliminating the need to memorize short cut functions and commands.

In 2003, UNCC was faced with the challenge of integrating Ticket Entry with mapping, and in December, UNCC was testing a Newtin system pioneered with advanced ticketing features, and equipped with a sophisticated mapping design.

Mapping/GIS

UNCC purchased ArcGIS, software from the Environmental Systems Research Institute (ESRI) to assist with the customization of digital street data by providing various tools to create and maintain data with minimal assistance from Norfield Data Products, Inc. In addition, attending seminars, GIS demos, and researching various GIS entities, stronger relationships within the GIS community began to present themselves to UNCC. The most notable involved the E-911 program, which entitled UNCC to receive the most recent street centerline and address data available in areas serviced by the E-911 mapping program. Additional contacts were established in the following counties: Arapahoe, Broomfield, Delta, El Paso, and each county supplied valuable street data to UNCC without a cost. UNCC also begin to explore future endeavors such as the integration of Satellite and Ortho images into the GIS. In fact, Satellite images from IKONOS, developed and launched by Space Imaging, a Colorado based company was used to adjust street centerlines to match the road contours reflected in the imagery. UNCC also created several maps displaying a customized Public Land Survey Systems (PLSS) for both La Plata and Costilla Counties.

Extensive modifications were made to both tabular and GIS databases in 2003. In order to assure a smooth integration of the GIS application, street prefixes in the tabular data were altered to insure consistency between the two databases. In the digital realm, "Unnamed street" names were reassigned a (NULL) value in the GIS attribute table to allow for quicker street queries.

The conceptual approach involving mapping and member notification has caused a delay in the release of the product. The goal and mindset has always been in the best interest of our members, and to devise a product which will ultimately narrow the corridor of notification without sacrificing dependability. Each methodology enhancement, from quarter-section to grid/gridlets to eventually polygonal notification will ultimately prove to be worth the time and effort involved to better serve the membership. CSR’s are already accustomed to the polygonal tools in Newtin to better define the excavation site, and in 2004, UNCC will continue to strive towards making member redefinition a reality. We will continue to assist Norfield in the design, testing and implementation of a member database management tool that will allow registered facility owners, both Tier One and Tier Two, to view and maintain their own areas of notification through a secure platform residing on the UNCC website. This tool will provide the facility owner control of particular areas of notification and the ability to activate or inactivate their data. This same tool will also allow facility owners to redefine quarter-section data to polygonal coverage.
Goals for 2004:
- Deliver a polygonal tool to assist in the redefinition of member facility data
- Assist in the design, testing and implementation of a mapping interface for the Remote Ticket Entry Program
- Develop programs to enhance Center production standards
- Continue working with UNCC Administrators to sustain documentation specific to departmental procedures
- Expand technological knowledge in all aspects of the One-Call system

<table>
<thead>
<tr>
<th>YEAR END 2003 STATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total incoming calls</td>
</tr>
<tr>
<td>Average talk time (per call)</td>
</tr>
<tr>
<td>Average delay (per call)</td>
</tr>
<tr>
<td>New ticket count/ minus cancels</td>
</tr>
<tr>
<td>Total tickets processed</td>
</tr>
<tr>
<td>Transmissions (per ticket)</td>
</tr>
<tr>
<td>Transmissions Tier 1</td>
</tr>
<tr>
<td>Fax-a-locate tickets</td>
</tr>
<tr>
<td>E/mail tickets</td>
</tr>
<tr>
<td>Web tickets</td>
</tr>
<tr>
<td>Remote Users tickets</td>
</tr>
<tr>
<td>Spanish requests</td>
</tr>
<tr>
<td>Tier 1 Members</td>
</tr>
<tr>
<td>Tier 2 Members</td>
</tr>
<tr>
<td>Emergencies requests</td>
</tr>
<tr>
<td>Damages requests</td>
</tr>
<tr>
<td>After Hours Emergencies</td>
</tr>
<tr>
<td>After Hours Damages</td>
</tr>
<tr>
<td>Agents/operators F-T</td>
</tr>
<tr>
<td>Temporary/seasonal</td>
</tr>
</tbody>
</table>

Utility Notification Center of Colorado - © 2002-2003
UNCC was offered numerous challenges during the course of 2003. From the continuous planning of our relocation project to the adaptation of new customer service strategies, the employees of UNCC experienced several positive changes and were introduced to new ideas. I was fortunate enough to be involved with several key components regarding our move to Coors Tek. This included the planning and implementation of new PBX technologies, cut-over strategies and transition of telecom services to the new building, call center design, new furniture design and installation as well as the redesign of our data room equipment.

During the planning stages of the telecom project, it became paramount that any newer technological enhancements would have to be made in the best interests of our Center and allow UNCC to offer the highest level of services to both our member facilities and the excavaing public. The investigation of existing technologies and software applications included site visits to different call centers, manufacturing facilities and participation in Users Conferences. After careful and diligent review of alternative PBX solutions, it was determined that UNCC would opt for an upgrade of our current Avaya Definity phone switch and partner with Expanets based on assurances we found in their business solutions proposals.

Included in the Definity upgrade was the implementation of the new Zeacom designed Smart Connect ACD platform. Smart Connect applications will allow for more enhanced features including call center management tools, detailed reporting, IVR, skills-based call routing, web-chat customer service for WTE Users and newer client applications and voice mail management software for Administrative personnel. The introduction of VoIP (Voice over IP) technologies was also built into our upgraded data and telecom infrastructure.

Mike Hanselin, Project Manager with Expanets, offered an incredible level of service and attention to the project and our business needs. I’d like to express our gratitude for Mike’s extraordinary professionalism and diligence during the planning and implementation of Expanets products and services. Mike also helped to coordinate the cut-over of existing telecom services to the new site.

The transition of telecom services presented the team with several different challenges. Communication between the UNCC/Expanets team and the Ohio-based AT&T account representatives proved difficult due to the inability to meet locally and in person to discuss cut-over and relocation strategies. In consideration of these geographical challenges, AT&T did present a viable solution and plan to help ease our concerns. Our foremost concern was that the Center experience very minimal loss in service during the transition. UNCC that Qwest would again be offered the opportunity to provide local telecom services after the transition based on their cost-effective solutions as well as their efforts to increase their levels of customer services.

New furniture for the Board Room, Conference Room, Employee Break Room, Training Center and various other areas throughout the new building were designed and ordered through Contract Furnishings. The overall design of the furniture was based on modular designs in each room to allow for alternative seating arrangements and presentation configurations.

The “call-center” area which will house the majority of UNCC’s agent and Support staff was designed with the intent on keeping existing cubicles systems while allowing for future expansion shall the need arise. Representatives from Graebel Van Lines, Rosemont Furniture Systems and Contract Furnishings helped to re-design our current systems into new configurations that offered expansion as well as additional personal space for each employee. Tom Martinez with T & C Electrical helped to design the electrical configurations needed to support the new configurations.

Along with the new design of our data infrastructure, UNCC addressed the need to re-design the current data room equipment and documentation management philosophies. The elimination of our existing server cabinets and wall-board equipment led to the design and planned installation of server racks and updated telecom D-MARC devices. Updated and maintained cabling and server configurations and diagrams will also help to operate more efficiently and offer a better understanding of past and present protocol during trouble shooting procedures shall a system malfunction occur.

Outside of the technological enhancements and planning, UNCC also focused on verbal communication and customer service challenges that our employees...
face on a day to day basis. Lisa Austin and Shannon Shoenfeld conducted work-shops designed by the nationally renowned Telephone Doctor Customer Service seminars. All UNCC employees, including Administrative personnel, attended the work shops at Mount Vernon Country Club. Our staff observed and obtained various business communication skills and protocol ranging from elementary telephone habits, greetings, closing statements to situational techniques. The seminars were offered in an effort to improve customer service levels and provide a uniformed practice of professional communication both with the public as well as internally amongst co-workers.

The performance-based incentive program introduced in 2002 continues to help improve the Center’s production, customer service levels, attendance, accuracy and morale while providing our Agent and Support Staff opportunities to earn monitory rewards for individual performance. Ongoing adjustments and modifications to the program continue to be made in consideration to changes within our business culture and to allow for new challenges to be accommodated for by our employees. One of the more exciting additions to the program was the ability to earn additional paid time off for excellent call monitoring scores and for performing various duties above and beyond normal responsibilities. UNCC will continue to actively evaluate the effectiveness of the program and the appropriate modifications in an effort to improve efficiencies and service levels.

As we begin a new year, I look forward to the successful completion of our many relocation projects as we transition our operations to the new facility. I’d like to thank my Management team for allowing me to increase my responsibilities on a yearly basis and for their trust in my managerial and project management skills. I’d also like to extend my appreciation to my Administrative team members as well as our entire Agent and Support Staff for another successful year at UNCC. I am excited about the challenges and opportunities that the year 2004 will present to our entire organization.

**Goals for 2004:**

- Complete and publish standardized procedural guidelines for employees and public reference
- Develop comprehensive new employee orientation and training structure
- Modify Support Staff job descriptions/titles and responsibilities
- Design updated Web Ticket Entry (WTE) User interface and training outline
- Assist with design of Team Leader Program
- Implementation and training of new ACD and IVR technologies
- Transition of telecom services to new building
The past year (2003) was extremely productive and exciting as I had the opportunity to travel around the state promoting the "Call Before You Dig" and "Dig Safely" messages to the excavating community through presentations, special events and Damage Prevention Council (DPC) meetings.

After a successful Open House in late January, UNCC started its Damage Prevention Breakfast/Dinner Tour by holding a record 14 meetings across the state in the following counties: Boulder, Larimer, Weld, Logan, Otero, El Paso, Mesa, Garfield, Summit, Pueblo, Las Animas, LaPlata, Gunnison and Fremont. The attendance totaled approximately 1,450, for an average of 104 per event. The response was outstanding and member facility owners really stepped up support by their attendance and by providing several promotional/raffle items. It was also the first time UNCC offered dinner meetings, and the attendance by excavators increased at those events. Excavators comprised 56 percent of the attendance for dinner meetings as opposed to just 45 percent for the morning events.

Our “Home Depot Flier” promotion was a big success. Created through the Denver Metro DPC, council members distributed standup fliers and color code cards to Home Depots, Wal Marts, K-Marts, Ace Hardwares and other similar stores throughout the state. The fliers and cards, which promote calling for locates before digging, were displayed in the Lawn and Garden sections of the stores for easy access by shoppers. UNCC continued to promote the “Call Before You Dig” message through participation in statewide home and garden and trade shows.

UNCC also increased its commitment to the Hispanic Community by producing and airing more TV and radio commercials in Spanish. In addition, separate color code cards, excavator handbooks and videos were made available in Spanish.

A special emphasis was placed on publicizing our Web Ticket Entry (WTE) program to professional excavators. Promoting the program through e-mails, faxes, presentations, newsletters, DPCs, etc., the WTE users increased dramatically in 2003.

Another accomplishment was getting UNCC’s 800-number listed in all statewide phone directories. After meetings with the Office of Emergency Management, UNCC was granted a “free” listing on the front inside page of all QwestDex phone directories, which owns 85 percent of the market in Colorado. UNCC also received a free listing in the front section of the Yellow Books, the state’s second largest phone book directory provider.

UNCC held a golf tournament for the first time in conjunction with the Annual Meeting. Over 100 golfers and Hole Sponsors participated at Legacy Ridge Golf Course in Westminster for a great day of golf, fun, food and prizes.

I continued sending a monthly newsletter out via e-mail to excavators, facility owners, locators and other industry-related entities. Anyone interested in receiving the newsletter can signup through UNCC’s website (www.uncc.org).

Efforts to educate the excavating community on UNCC and the One-Call Law (9.1.5-101-106) continued through presentations, seminars, damage prevention breakfast meetings and DPCs. UNCC also partnered with Xcel Energy for several of the presentations.

**Goals for 2004:**

- Create a program for Pipeline companies in Colorado to evaluate the effectiveness of our Public Awareness Programs, including our education, marketing and advertising campaigns.
- Increase the Web Ticket Entry users to 40 percent of our ticket volume.
- Increase our total tickets by 10 percent from our 2003 total (735,073).
- Continue to educate myself in all aspects of my job by reading magazines, books, etc., and attending seminars and conferences when presented with the opportunity.
- Increase attendance of our newly created Damage Prevention Seminar by actively promoting (newsletter, e-mail, website, presentations, etc.) to the excavating community.
- Guide and direct the Damage Prevention Councils to become more proactive in their damage prevention and educational efforts (Ex. Boulder County’s six special panel discussions).
- Placement of special articles and news releases in newspapers throughout the state, especially weeklies and small circulation areas. I would like to focus on the areas outside of Denver Metro/Front Range.
- Increase member participation for Damage Reporting.
This year has been a flurry of activity for Member Services. The department has been involved in many projects to benefit the membership. UNCC continues to assist, develop and fine tune procedures, new programs, encourage new memberships and maintain existing members. The following information will provide information for the progress in 2003.

The Damage Prevention Breakfasts and Dinners provided an excellent opportunity to further showcase the upcoming ways for the membership to redefine their township, range and section grids to smaller notification quadrants. The system presented at the Damage Prevention events was based on a grid and gridlet area, based in the Norfield OcarsPRO system. In the autumn of 2003 it was determined to change to a .NET environment for processing locate tickets and redefining the member database. The .NET environment will offer more enhanced products in the future and before launching the grid and gridlet programs, it was decided to switch to Norfield’s new product, NEWTIN. The NEWTIN product will provide polygonal notification and will have a variety of options in reselecting the database into the polygons. UNCC had hoped to provide the re-notification system to the members by the last quarter of 2003, but NEWTIN requires further developmental programming before asking the membership to redefine their database. The new mapping program will need to be perfect when it is offered to the membership. UNCC hopes that this product will be fully operational in the first half of 2004.

With direction from the Board of Directors, a new header was created to identify a locate request that was not compliant with the state law in regards to the appropriate notice for the mark-by-date. The new header identifying these requests is Non-Compliant. This made a firm statement to the excavator that the request was not allowing for the two full business day, not including the day of the call, time frame prescribed by law. Callers are given a disclaimer at the time of the call, stating that the locate request will have the mandated date, as described above, for the facility owners to complete their locate. The Non-Compliant requests have replaced the Request 1 and Request 2 locates. The development of this header was involved and required notification to the entire membership. The members that receive their requests with ticket management systems made provisions to receive a different type of header, as well as the parsing rules necessary to route the tickets. The new header became effective on December 18th.

Another breakthrough for UNCC was the creation of a paperless voice log to be used by the after-hours employees. The voice log has provided a way to research after-hours information immediately through the system, not waiting to contact the after-hours employee to pull information from their paper log. The members have benefited with immediate answers on the results of the after-hours notification.

UNCC was the first one-call center in the nation to provide a member survey to their membership, to voice their concerns, praise and ideas to their Center. Of the 1,100 members that received the survey, UNCC received 114 replies. The information returned on the survey was very positive, and showed areas of concerns and questions, as well as accepting offers of programs offered they had not been aware of and some much appreciated praise of our service and dedication to the membership. To those who took the time to respond – THANK YOU!

The membership packets sent this year totaled 137, resulting in 30 new Tier One members and 28 new Tier Two members, leaving 79 companies with no response to the member packets they requested. New membership, as a whole, increased by 89 members, but UNCC sustained the loss of 34 members, due to sale, no longer own facility or no longer require service. With all of the Tier One and Tier Two members combined, UNCC ended 2003 with 1,120 members. Through information received by all involved in the industry, the membership continues to grow annually.

Each year a holiday closure list for the following year is sent to the Tier One membership in early November. This year Member Services tracked the results of the holiday requests. There were 598 members notified, a total of 275 responded, leaving less than 50 percent of the Tier One membership responding. This information directly impacts the service the member received during holiday closures. Much time is spent each year contacting all of the members with database issues, and making sure that correct information is entered to ensure that the members are notified when they have underground facility in the excavation area. Norfield Data Products developed two new products that may interest the Tier One members. The first product is a full ticket management system that will reside in Connecticut at Norfield. The member that
chooses to use this system will pay a per ticket fee, with no up front cost for software and programming. The product is called WebTMS. The second product is a Positive Response tool. This product is also based on a per ticket fee, again without any up-front cost for installation. Both of the new products should be very useful to the Tier One membership.

Member Services is working on other new products and information that may see more activity in 2004. The entire membership is encouraged to provide an e-mail address for their member file, as UNCC now attempts to send all update information via e-mail. We appreciate the support the membership gives and look forward to advanced growth in the future!

Goals for 2004:

- NEWTIN to become fully operational and provide the tool for all members to redefine their database for notification purposes to a smaller polygonal area.
- Encourage Tier Two membership to redefine into new polygonal areas, then utilize the Tier One membership for direct notification and better damage prevention tools.
- Increase membership, maintain the most current information on existing members
- Promote the use of WebTMS and the Positive Response tool.
- Continue developing additional services that can be utilized by all entities that require UNCC services.
2003 can be termed the year of research, development, planning, designing, and working together toward a shared dream of UNCC owning its own facility. On June 11, 2003, this dream became reality with the Ground Breaking Ceremony at the new location, 16361 Table Mountain Parkway, in the Coors Technology Center, Golden, Colorado.

UNCC sponsored the following events in 2003:

- **2nd Annual Open House** held on January 17, 2003. Even though attendance was down from the previous year; the feedback on the various demonstrations was positive.
- **Appreciation of UNCC’s employees** took on a new twist this year with the introduction of “Employee Appreciation Week”. The Administrative Staff dedicated the entire week of February 17th through February 22nd to emphasize upon the employees just how important their role is at UNCC. The final event was the Annual Employee Appreciation Awards Dinner held at Jillian’s at Colorado Mills Mall.
- **The Annual Summer Employee Picnic** was held August 2nd at Addenbrook Park with games, prizes, drawings and a catered bar-b-que luncheon for employees and families.

New policies and procedures initiated in 2003:

- Procedures for Time Off and Disciplinary Action
- Records Retention Policy
- Personal Property Inspection Policy
- Ticket Information Research Policy
- Subpoena Procedures
- Dictionary of English to Spanish words commonly used in the construction business

Presentations given to employees:

- Safety Consultant, Lonnie Garcia, with Pinnacol Assurance, UNCC’s Workers Compensation insurance carrier, gave a presentation on Ergonomics in the Workplace to all employees at the February employees meeting.
- Lisa Austin with Telephone Doctor conducted a Customer Service Training Class in March for all employees.
- Tina Mercier, AFLAC Associate, introduced two new plans that were made available, Long Term Care and Sickness Coverage Policies.
- A Proactive Investment Education Workshop was presented to the Administrative Staff, some of the topics that were covered included, investment style, risk tolerance, mutual funds and retirement.

In order to combat a 10 percent increase on dental insurance this year, UNCC applied for coverage under the One Calls of America umbrella and changed carriers, thus locking in the rate through December 2004.

Two new fringe benefits were added this year for employees at no cost to UNCC:

- Eligibility to join Bellco Credit Union
- Wells Fargo Employee Membership Program

An experimental rotating weekly schedule of 10 hour days – 4 days per week was developed & applied for June, July & August for 19 of the in house Customer Service Representatives. The strategy was to increase coverage on the phones, and cut down on overtime and sick leave hours used for medical appointments. Stats did show that overtime was decreased marginally; however, the staff was not as receptive to the idea after working those long days.

The turnover rate of total employees for 2003 was 23 percent; this was slightly higher than 2002 figures. Statistics show that use of part-time temporary personnel through a staffing agency during the high call volume months of “Dig Season” is not only a cost saving tool but is a major factor in lower turnover rates. According to Mountain States Employers Council’s survey figures, the average turnover rate for Denver/Boulder area is 31.6 percent.

**Congratulations are in order to:**

- Janice Raney who celebrated 10 years with UNCC on September 27, 2003.
- Lisa McCracken who celebrated 5 years with UNCC on November 2, 2003.
- Arnetta Hoyt who celebrated 5 years with UNCC on March 30, 2003.
- Ericka Silvas who celebrated 5 years with UNCC on March 23, 1003.

**Goals for 2004:**

- Explore the value of changing from an insurance based fund family for the 401K/Profit Sharing Plan
- Request quotes from other payroll agencies and workers compensation insurance carriers in order to save premium costs
- Update the Employee Handbook
The year 2003 presented itself as a year of Change and Growth. As we look to the future, UNCC’s network department has implemented redundancies and services to protect our network infrastructure and increase network performance.

To combat the ever growing mail spam the Center receives, we have implemented a mail server based program, called SPAM ASSASSIN. Spam Assassin tags “Spam Mail” prior to the user receiving the email. We then created a Mail filter which looks for the tagged spam mail and automatically moves the mail to the user’s mail trash. This process allows our users to be more productive when utilizing UNCC’s mail services.

UNCC has obtained the latest product in virus protection, Norton Antivirus Corporate Edition. This is a one year subscription for all anti-virus updates and protections. All company workstations have been updated with this software and are on an automatic update schedule.

In March of 2003 UNCC’s digital voice recorder failed to record and log calls correctly. In order to fix this situation, we contacted Stancil Corporation to have their technical team investigate. Stancil in turn replaced recorder cards and the mother board on the existing server. It was determined that the current Audio Log Server was beyond repair. At the time, Stancil was introducing a new Digital Recorder, the TEN4. They then offered to replace the current Audio Log recorder with the new TEN4 recorder at no cost to the Center. The new TEN4 has proved to be a reliable, stable application. It also offers increased Network capabilities in the way of retrieval and storage of all recordings.

The Common Ground Alliance (CGA) has completed the National Damage reporting tool. The Damage Information Reporting Tool (DIRT) has approximately 30 stake holder groups registered and utilizing the tool regularly. The application is monitored and maintained by UNCC’s network department and its program developers Rudy Gonzales and DJ Hagberg.

In preparation of new application and technologies to be implemented at UNCC, the network department has preformed a repartition of all DELL T400, T450, T500 and T600 series workstation. These particular machines were factory shipped with 3 separate partitions which limited the available disk space for installation of programs. The repartitioned PC’s allowed for a single partition, which increased available disk space and system performance.

UNCC continues to utilize its telecommuting program. In the year 2003 we added two new telecommuting agents, Mahlon Knight and Philip Le. All agents are provided with a DSL connection for Network connectivity and a business telephone line for telephone connectivity. In addition all telecommuting agents have a complete computer system and ergonomic desk to provide comfort and flexibility. This program continues to grow and is a proven asset to the Center.

The year 2003 was one utilized for preparation for the move to the new Table Mountain Parkway facility. Many steps were taken to insure a smooth transition and migration of application servers and functionality.

- A complete “current” network design was created.
- A move to network design was created.
- Multiple meetings were held with current and new application vendors.
- Systems were tested to insure functionality with the new network infrastructure.
- New Call Flow formats were created to coincide with new technologies to be implemented.
- Computer room design
- Back-up power solution (UPS)
- Server upgrade and implementation
  - Telecommunications
  - Telephone cabling
  - Telephone set placement
  - Switch upgrade solution
  - Upgrade Digital hold application
- Network
  - Network cabling
  - Schematic design for network
  - Data connectivity placement
- Security
  - Key Card reader
  - Computer room security
  - Overall, entry security
  - Security alarm and monitoring

Ground breaking to be held on June 11th 2003.

Due to the change in network design and infrastructure, I enrolled in the Cisco Networks Basics course. UNCC’s Table Mountain facility’s network has
been designed with Cisco Switches, Routers and Cisco Pix firewall. This class is a pre-requisite for the Certified Cisco Engineers Course. To increase my knowledge of these applications and I would like to complete all courses associated with this Certification in the coming years.

UNCC has allowed me to implement a Community First Aid and CPR Course. To accomplish this task, I was enrolled in the Red Cross Community First Aid and CPR instructor course. After several years as a volunteer Fire Fighter, I wanted to provide a basic knowledge of Emergency Medical services to my peers. As a result six UNCC administrators have completed the course and are now certified in Community First Aid and CPR.

**Goals for 2004:**
- Maintain a virus/worm free network environment.
- Documentation - Develop new documentation/record keeping process.
- Organization and Utilization of Archive room.
- Education - Self education on new Cisco applications. Routers Switches and Firewall
- Telephone switch, site Administration, Smart Desktop, Smart reporting Smart Administrator (all new UNCC Applications)
- Building Maintenance
- Electrical, Plumbing, Lighting, Scheduled Maintenance, Over all appearance
- General Maintenance
Continual contribution to development and implementation of Newtin Application
Continual contribution to GIS/Polygonal Mapping member application