Know what's below. Call before you dig.
# Table of Contents

Chairman and Executive Director Letter...............................................................1  
Board of Directors and Members........................................................................2  
UNCC Team Members....................................................................................10  
Human Resources Administrator.....................................................................11  
Director of Operations....................................................................................12  
Call Center Manager......................................................................................12  
GIS/Network Administrator...........................................................................19  
Member Services Administrator.....................................................................22  
Public Relations Administrator.....................................................................24  
Financial Statements....................................................................................26
Protecting Life, It’s What We Do.

Our employees take considerable pride and satisfaction in knowing they help protect Colorado's infrastructure. Excavators who use our 811 notification services protect themselves and those who live in the vicinity of excavation projects over 500,000 times per year. Member facility owners and operators rely on us to deliver notification requests that are clear and concise so they can provide valuable utility line markings to excavators. We are all connected to this very important and vital job. Communication is the key to maintaining and keeping people safe.

Last year, 2008, was a challenging year. The Utility Notification Center of Colorado (UNCC) attained its goals financially and operationally as expected by the Board of Directors. Our contact center exceeded all expectations led by our world-class call center team. We successfully navigated through a significant downturn in the economy and, unfortunately, had to reduce our staff to remain within our budget. We cannot recall a more demanding year in our 22-year history.

In spite of this difficult year, the talented and creative administrative team has continued to provide value to our members and the excavating community. Some of the value was returned with purchases of Web Ticket Management System (WebTMS) and Positive Response System from Norfield Data Products. You owe it to yourself to inquire about these free services if you are not taking advantage of them.

With the introduction of these services, we are greatly improving communication between excavators, UNCC and our member facility owners and operators. This is accomplished by one call communications through the Internet.

We are thoroughly committed to providing substantial value to stakeholders; value that is reliable and affordable in good economic times and bad. We remain confident in our ability to continue to serve you, protecting Colorado's infrastructure for the future.

Thank you for allowing us to serve you.

J.D. Maniscalco    Darrel Vanhooser
Executive Director    Chairman
UNCC Board of Directors for 2008
(1st Row L-R): Christine Miller, J.D. Maniscalco
(2nd Row L-R): Dennis Morse, Craig Murray, Todd Petry
(3rd Row L-R): Darrel C. Vanhooser, Jed Reed, Dale Miller
(Not Pictured): Robert (Buck) Bergstrom, Jerry Beukelman, David DiGiacomo, Jeff Ferrells, Katie Hellfritz, Jed Reed and Frank Trujillo

Executive Director
J.D. Maniscalco
Utility Notification Center of Colorado
16361 Table Mountain Pkwy
Golden, CO 80403
(303) 205-6301
jdman@uncc.org

Legal Counsel
David DiGiacomo
DiGiacomo, Jaggers, & Perko, LLP
5400 Ward Road, Bldg.III, STE. 200
Arvada, CO 80002
(303) 420-4220
dave@djatlaw.com

Advisory Director
Robert (Buck) Bergstrom
BT Construction, Inc
9885 Emporia Street
Henderson, CO 80640
(303) 469-0199

Recording Secretary
Christine Miller
Utility Notification Center of Colorado
16361 Table Mountain Pkwy
Golden, CO 80403
(303) 205-6306
cmiller@uncc.org
CABLE TELEVISION
Frank Trujillo
Comcast
6850 South Tucson Way
Englewood, CO 80112
303-603-5779

Advanced Energy Industries Inc
B & C Cable
Baja Broadband
Bresnan Communications
Cardinal Broadband
Champion Cable
Collbran Cable
Comcast
Communicom Services
Eagle Communications Inc.
Falcon Broadband
K2 Communications, LLC
NexHorizon of Colorado, Inc
Rebeltec Communications LLC
Rocky Mountain Cable
Rural Route Video
Spring Creek Cable
Time Warner Cable
US Cable of Coastal Texas

COMMUNICATIONS
Toni L. Taylor
Qwest Communications
700 W. Mineral Ave.
WY M34.10
Littleton, CO 80120
303-707-8570

360 Network
Above Net
Adesta Communications
Alltel Communications
Arapahoe Community College
Aspen Fiber
AT&T Transmission
Belmar Communications Services LLC
Bijou Telephone Coop Assoc., Inc
Blanca Telephone Co
Broadwing Communications
Century Tel
Charles Schwab - Denver Campus
City of Boulder - Fiber
City of Greenwood Village - Fiber
Cogent Communications Inc
Colorado College
Colorado School of Mines
Copper Mtn Resort - Telecommunications
County of Weld - Communications
Crested Butte Mountain Resort, Inc
Delta County/TDS Telecom
Dubois Telephone Co
El Paso County
El Pomar Foundation
ENT Federal Credit Union
Fair Point Communications
Farmers Telephone Co., Inc
Fast Track Communications
First Presbyterian Church
Front Range Internet
Great Plains Comm, Inc
Haxtun Telephone Co
Heska Corp
Kentec Communications, Inc
Level3 Communications
Lightcore
Littleton Public Schools
Lockheed Martin - M&Ds
Lockheed Martin SSC
MCI
McLeod USA
N C Telecom, Inc
NCAR/UCAR
NewPath Networks, LLC
Nucla-Naturita Telephone Co
Nunn Telephone Co
PC Telecom
Peetz Cooperative Telephone Co
Pioneer Communications
Plains Cooperative Telephone Assoc
Porchlight Communications, Inc
Poudre Valley Hospital Dist
Presbyterian/Saint Lukes Medical Center
Primetime Communications, LLC
Pyne Companies of CO, LLC (The)
Qwest Communications
Qwest Local Network
Reliance Globalcom
Rico Telephone Company
Ridgeway Matrix, Inc
Roggen Telephone Cooperative
Rye Telephone Co
Communications Cont...

S & T Telephone Coop Assn
San Isabel Telecom Inc
School District 27-J - Brighton
SECOM Communications
Snowmass Lodging Co
Sounds True Inc
South Park Telephone Co
Sprint Communications
Stoneham Cooperative Telephone Corp
Suburban Access
Swedish Medical Center
Tamarron Management Assoc
TDS Telecom - Strasburg
Telluride School Dist
T-Mobile
Trillion Partners Inc
TW Telecom
Union Telephone Co
Unite
Universal Forest Products, Inc
University of Colorado - Boulder
University of Denver - UTS
University of Northern Colorado - Greeley Vail Resorts - Eagle & Summit County
Warren AFB - 90th Missle Maintenance Squadron
West Star Aviation
XO Communications
Young Life

ELECTRIC COOPERATIVE
Craig Murray
Holy Cross Energy
3799 Highway 82
P.O. Box 2150
Glenwood Springs, CO 91602
970-945-5491

Delta Montrose Electric Assn
Empire Electric Assn, Inc
Gunnison County Electric Assn
High West Energy
Holy Cross Energy
Intermountain Rural Electric
K. C. Electric Assn
La Plata Electric Assoc, Inc
Moon Lake Electric
Mountain Parks Electric, Inc
Mountain View Electric Assoc, Inc
Platte River Power Authority
Poudre Valley Rural Electric Assn
San Isabel Electric Assn, Inc
San Luis Valley Rural Electric Coop
San Miguel Power Assn, Inc
Sangre DeCristo Electric Assn, Inc
Southeast Colorado Power Assn
Tri-State Generation & Transmission Assoc
United Power, Inc
White River Electric
Yampa Valley Electric Asso., Inc
Y-W Electric Assoc, Inc

GAS DISTRIBUTION
Jed Reed
Atmos Energy
120 S. 6th St
Canon City, CO 81212
719-275-5044

Aquila Gas
Atmos Energy
Colorado Natl Gas Inc
Eastern Colorado Utility Co
FerrellGas
Larry Javernick, Private Owner
MWH Americas
Source Gas - Distribution
Southern Ute Indian Tribe - Utilities

GAS TRANSMISSION
Jeff Farrells
El Paso Corporation
P.O. Box 1087
Colorado Springs, Co 80944
719-667-7740

Agave Energy Co
AKA Energy Group, LLC
Antelope Energy Co, LLC
Antero Resources Corp
Augustus Energy Partners, LLC
Benson - Montin - Greer Drilling Corp
Beran Corp
Berry Petroleum Co
Bill Barrett Corp
Bitter Creek Pipeline, LLC
Black Hills Gas Resources
Black Hills Plateau Production
Blue Chip Oil Inc
Bonanza Creek Operating Co, LLC
Burr Oil & Gas, Inc
Cabot Oil & Gas Corp
CDM Pipeline Company, Inc
CDX Gas LLC
Chaco Energy Co
Chevron USA, Inc
Cholla Production, LLC
Citation Oil & Gas
Colorado Interstate Gas/El Paso Colton, LLC
ConocoPhillips
Conoco-Phillips Co
Coral Production Corp
CPN Pipeline Co
D.J. Simmons Inc
DCP Midstream LLC
DeClar Oil and Gas Inc
Delta Petroleum Corp
Diamond Operating, Inc
DJ Resources, Inc
(Gas Transmission Cont...) 

Eddy Oil Co  
El Paso Natl Gas - Main Line  
El Paso Production Co  
Ellora Operating LP  
Elm Ridge Resources, Inc  
Encana Oil & Gas  
Energy Oil & Gas, Inc  
EnerVest Operating  
Enprop, Inc  
Enterprise Products Operating LP  
ETC Canyon Pipeline, LLC  
Exxon-Mobil  
Foundation Energy Management, LLC  
Fountain Valley Power LLC  
Fountainhead Resources, Ltd  
G3 Operating, LLC  
Gosney & Sons, Inc  
Great Western Oil & Gas Co  
High Plains Gathering System LLC  
Hilcorp Energy Co  
Huntington Energy, LLC  
James Edward Bates  
J-W Operating Co  
K.P. Kauffman Co  
Kaiser-Francis Oil Co  
KB Gathering Co  
Kerr McGee/Anadarko Gathering LLC  
Kinder Morgan Interstate Gas Transmission  
Kodiak Petroleum, Inc  
Laramie Energy II, LLC  
Machii Ross Petroleum Co  
Magellan Midstream Partners LP  
Magpie Operating, Inc  
Maralex Resources, Inc  
Marathon Oil Co  
Merit Energy  
Merrion Oil & Gas Corp  
Midstream Energy Services LLC  
Moffat Pipeline Co  
Navajo Nation Oil & Gas Co  
Nexus Energy, LLC  
Nika Energy Operating LLC  
Niobrara Illuminating Gas Associates  
Northwest Pipeline Corp  
Oakdale Gas Processing, LLC  
Occidental Oil & Gas Corp  
OMB Gas Gathering LLC  
Oimixmex Petroleum, Inc  
Orion Energy Partners  
P & M Petroleum Management, LLC  
Pagoda Pipeline LLC  
Petro Mex LLC  
Petro-Canada Resources Inc  
Petroglyph Energy, Inc  
Petrogulf Corp  
Petroleum Development Corp  
Petron Development Company  
Pioneer Natural Resources  
Plains Exploration & Production Co  
PRB Energy, Inc  
Prowers Gas Gathering Co LLC  
Quantum Resources Management, LLC  
Questar Exploration & Production  
Questar Gas Co  
Questar Gas Management  
Questar Pipeline Co  
Raton Gas Transmission  
Red Cedar Gathering Co  
Red Willow Production Co  
Regency Gas Services LLC  
Renegade Oil & Gas Co, LLC  
Rex Monahan Oil & Gas  
Rocksies Express Pipeline  
Rocky Mountain Pipeline System  
Rosetta Resources Operating LP  
Rosewood Resources Inc  
Samson Resources  
Sandlin Oil Corp  
SG Interests I, Ltd  
Smith Oil Properties Inc  
Source Gas Transmission-Mtn Dist  
Southern Star/Williams Gas PPL  
Sovereign Energy LLC  
St. James Energy  
St. Mary Land & Exploration Co  
Sterling Energy Co  
Sterling Ethanol LLC  
Tatonka Oil and Gas Co, Inc  
Teppco Natural Gas Services  
Texas American Resources Co  
The Sand Hills Society, LLC  
Thomas L. Spring, LLC  
Timka Resources Ltd  
TOP Operating Co  
Trailblazer Pipeline Co  
Trans-Colorado Gas Transmission Co  
Transwestern Pipeline Co  
Tri-State Power, LLC  
Tyler Rockies Exploration, Ltd  
Vernon E. Paulconer, Inc  
Vista Operating, Inc  
Wellington Operating Co  
Western Gas Resources  
Wexpro Co  
Whiting Oil and Gas Corp  
Wiepking-Fullerton Energy LLC  
Wilgath LLC  
Williams Energy Group  
Williams Production RMT Co  
Williford Resources, LLC  
Wold Oil Properties, Inc  
XOG Operating LLC  
XTO Energy Inc  
Yates Petroleum Corp  
YMCA of the Rockies, Estes Park Center  

GOVERNMENT  
Dale L. Miller  
Larimer County Road & Bridge Dept.  
2463 Midpointe Dr., Suite C  
P.O. Box 1190  
Fort Collins, CO 80522  
970-498-5653  

Auraria Higher Education Center  
Boulder Valley School Dist  
Buell Mansion Owners Assoc  
Center Municipal Utilities  
Creekside  
Cherry Creek North BID  
City of Black Hawk  
City of Boulder  
City of Brighton  
City of Burlington  
City of Canon City  
City of Central City  
City of Commerce City  
City of Commerce City - Fiber/Traffic  
City of Cortez  
City of Creede  
City of Cripple Creek
<table>
<thead>
<tr>
<th>Location</th>
<th>Entity</th>
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<tbody>
<tr>
<td>City of Dacono</td>
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<td>City of Delta</td>
<td>Colorado Dept of Transportation - Region 1</td>
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<td>Downtown Denver Partnership</td>
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<td>City of La Junta</td>
<td>Grand Elk Ranch &amp; Club</td>
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<td>City of Lafayette</td>
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<td>City of Lakewood</td>
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<td>Larimer County Public Works</td>
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<td>St. Vrain Valley School Dist RE1-J</td>
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<td>City of Wheat Ridge</td>
<td>Town of Crested Butte</td>
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<td>City of Woodland Park</td>
<td>Town of Crestone</td>
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<td>City of Wray</td>
<td>Town of Deer Trail</td>
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<td>City of Yuma</td>
<td>Town of Dillon</td>
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Government Cont...

Town of Platteville
Town of Poncha Springs
Town of Ramah
Town of Rangely
Town of Red Cliff
Town of Rico
Town of Ridgway
Town of Severance
Town of Silt
Town of Silverthorne
Town of Silverton
Town of Simla
Town of Snowmass Village
Town of Walden
Town of Walsh
Town of Wellington
Town of Wiggins
Town of Wiley
Town of Windsor
U. S. Army Rocky Mountain Arsenal
University of Colo - Health, Sciences Center

LIQUID PIPELINE
Darrel C. Vanhooser
Suncor Energy USA
7800 East Orchard Rd., STE. 300
Greenwood Village, CO 80111
303-793-8006

BP America Production
Bravo Pipeline Co
Buckeye Partners, L.P.
Chevron
Chevron Pipeline Company
Chevron Texaco
Conoco Phillips Pipeline CO
Cortez Pipeline/Kinder Morgan
Encana Oil & Gas - Rangely
Enterprise Products, OP LP
Jack L. Crumley
Markus Production Inc
Mid America-Enterprise Products
Mull Drilling Co., Inc
Noble Energy Inc
NuStar Logistics Operations LP
Overland Pass Pipeline C., LLC

Patrick A. Doheny
Petropro Engineering, Inc
Plains All American Pipeline
Resolute Natural Resources Co
Rocky Mountain Pipeline
Schreider & Company, Inc
Sinclair Pipeline Co
Solvay Chemicals, Inc
Stelbar Oil Corp., Inc
Suncor Energy USA Pipeline Co
Sunflower Valley Pipeline Assn
Tudex Petroleum Inc
White Cliffs Pipeline, LLC
Williams Co
Windsor Energy Group, LLC

WATER / SEWER
Dennis Morse
Platte Canyon Water & Sanitation
8739 W. Coal Mine Ave.
Littleton, CO 80123
303-979-2333

4 Way Ranch Metro Dist
Academy Water & Sanit Dist
Alpine Lakes Ranch Water Co
Anheuser-Busch, Inc
Animas Water Co
Arabian Acres Metro District
Arapahoe Water & Sanit District
Arcadis U.S., Inc
Arista Metro District
ARWP-Aristocrat Ranchette Water Project, Inc
Aspen Trails Water Co
Aurora Centretech Metro District
Aurora High Point @DIA Metro Dist
Avondale Water & Sanitation Dist
Baca Grande Water & Sanit Dist
Bailey Water & Sanit District
Bass Lake Estates HOA
Beaver Park Water Inc
BNC Metro District
Bobcat Meadows Metro Dist
Bow Mar Water & Sanit Dist
Breckenridge Sanit District
Brook Forest Water District
Brown Group Retail/Enviro Group Ltd
Buena Vista Sanit District
Buffalo Creek Water Dist
Buffalo Highlands Metro Dist
Byers Water & Sanit Dist
Castle Pines North Metro Dist
Centerra Metro Districts 1-4
Central Clear Creek Sanit Dist
Central Colorado Water Conservancy Dist
Chateau Development
Chatfield Corners Metro Dist
Chatfield South Water Dist
Cherokee Metropolitan Dist
Chipeta Water Dist
Church Ranch Metro Dist
Colorado Centre Metro Dist
Colorado Water Utility Inc
Columbine Country Club
Conservatory Metro District
Copper Mtn Consolidated Metro Dist
Cornerstone Metro District
Cortez 21 Pipeline Assoc
Cortez Sanit District
Costilla County Water & Sani System
Crested Butte South Metro District
Crowley County
Crystal Crossing Metro District
Deep Rock Water Co
Denver International Business Center
Dillon Valley District
Divide Water Providers Inc
Dolores Water Conservancy Dist
Dos Rios Estates Water Co
Dove Valley Metro District
Durango West Metro District #1
Durango West Metro District #2
East Florence Water Assn
El Moro-Hoehn Pipeline Assn
El Ranch Florida Metro District
El Rancho Metro District
Elbert & Highway 86 Commercial Metro District
Eldorado Artesian Springs, Inc
Energen Resources
Estes Park Sanit District
Evergreen Metro District
Fairmount Cemetery Co
Fairplay Sanit District
Fairway Pines Sanit District
(Water/Sewer Cont...)  

Fsirways Metro District  
Falcon Highlands Metro District  
Florida River Estates HOA, Inc  
Forest Hills Metro District  
Forest Lakes Metro District - El Paso County  
Forest Lakes Metro District - La Plata County  
Forest View Acres Water District  
Fort Garland Water & Sanit Dist  
Friendly Village/Chateau Communities  
Frisco Sanit District  
Fruitland Domestic Water Co  
Fuller Orchards  
Galeton Water & Sanit District  
Gateway Regional Metro District  
Granada Rural Water Assn  
Granby Sanit District  
Grand County Water & Sanit Dist #1  
Grand Lake Metro Recreation Dist  
Grand Valley Water Users’ Assn  
Great Western Park Metro District  
Greatrock North Water & Sanitation District  
Gunnison County Water & Sani Dist  
Hamilton Creek Metro District  
Hasty Water Co  
Henry Bolen Ditch Co  
Hermosa Sanit District  
Highland Lakes Water District  
Highline Business Improvement Dist  
Holly Hills Water & Sanit District  
Homestead Water Co  
Hyland Village Metro District  
Idalia Sanit District  
Idledale Water & Sanit District  
Ignacio Sanit District  
Inverness Water & Sanit District  
JPI Interlocken, LLC  
Kellen Levan, Private Owner  
Kittredge Sanit & Water District  
Knollwood Water District  
K-V Homeowners Assoc., Inc  
Lake Durango Water Co., Inc  
Larkridge Metro District #1  
Lions Ridge HOA  
Little Thompson Water District  
Loma Linda Sanit District  
Long’s Peak Water District  
Lookout Mountain Water District  
Louviers Mutual Service Co  
Lower Arikaree Pipeline Assoc  
Lower Bauer West Lateral, Inc  
Lowry Trust  
Majestic Canyon Ranch LLC  
Mancos Valley Beaver Ditch Co  
May Valley Water  
McClave Water Assoc, Inc  
Meeker Sanit District  
Meridian Service Metro District  
Mesa Cortina Water & Sanit Dist  
Mesa County Lower Valley PID  
Mesa Water & Sanit District  
Meyer Farms, LLC  
Mill Creek Water Sales & Distribution  
Montezuma County Water Dist #1  
Montezuma Valley Irrigation Co  
Montezuma Water Co  
Morgan County Quality Water Dist  
Mount Carbon Metro District  
Mtn. Shadows Homeowners Assoc  
Mt. Crested Butte Water & San Dist  
Murphy Creek Golf Course  
Navajo Western Water District  
NBC Metro District  
New Windsor Metro District  
North Gate Water District  
North Lamar Sanitation District  
North Lincoln Water & Sanit Dist  
North Poudre Irrigation Co  
North Washington Street Water & Sanit  
North Weld County Water District  
Northern Colorado Water Assoc  
Northern Colorado Water Conservancy District  
Northwest Lakewood Sanit District  
Northwest Metro Districts 1-4  
Nucla Sanit District  
Number Six Ditch Coonpany  
Orange Street Ditch Company  
Pagosa Springs Sanit District  
Palmer Lake Sanit District  
Panorama Metro District  
Paragon Consulting Group, Inc  
Park Center Water District  
Park Creek Metro District  
Parkville Water District  
Penrose Water District  
Perry Park Water & Sanit District  
Piedra Park Metro Improve District  
Pinery Water & Wastewater District  
Pion Water & Sanit District  
Pitkin Mesa Pipeline Co  
Platte Canyon Water & Sanit District  
Pleasant View Sanit District  
Prairie Center Metro District #1  
Project 7 Water Authority  
Prosperity Lane Community Water/Sewer  
Pueblo West Metro District  
Purgatory Metro District  
Rainbow Park Water Co  
Rangeview Metro District  
Ravenna Metro District  
Rio Vista Water Corp  
Riverdale Peaks No. 2 Metro Dist  
Rogers Mesa Domestic Water Co  
Round Mountain Water & Sanit Dist  
Roxborough Water & Sanit District  
Sage Water Users Association  
Saint Joseph Hospital  
San Acacio Domestic Water Assoc  
San Juan River Village Metro Dist  
San Luis Water & Sanit District  
Sand Creek Metro District  
SBC Metro District  
Section 18 Water Users Assn  
Security Water & Sanit District  
Sheek Ditch Co  
Silver Creek Water & Sanit District  
Snowdance Group LLC/Jim Rawson  
Snowmass Water & Sanit District  
South Durango Sanit District  
South Englewood Sanit District #1  
South Ft. Collins-Loveland Water & Sanitation District  
Southlands Metro District #1  
Southwest Mesa County Rural Services PID  
Southwest Metro Water & Sanit Dist  
Spring Valley Homeowner’s Assoc  
Spring Valley Metro District #1  
St. Charles Mesa Sanit District
St. Charles Mesa Water District
St. Mary’s Glacier Water & Sanitation District
Stonegate Metro District
Summit Ridge Water District
Sunnyside Ranch HOA
Sunset Metro District
Superior Metro District
Swan’s Nest Metro District
Swift & Company
Tabernash Meadows Water & Sanit Dist
Teller County Water & Sanit Dist #1
Thompson Crossing Community Assn
Thompson Crossing Metro Dist #2
Three Lakes Water & Sanit District
Timbers Estates Metro District
Town of Breckenridge, Water
Traer Creek Metro District
Triview Metro District
Tucson Water Company
Twilight Peaks LLC
Two Rivers Metro District
Upper Bear Creek Water & Sanitation Dist
Upper Surface Creek Domestic Water Users Association
Upper Thompson Sanitation Dist
Ute Water Conservancy District
Valley Sanit District
VDW Metro District
Village Metro District (The)
Villages at Castle Rock Metro #7
Vista Ridge Metro District
West Jefferson County Metro Dist
West Montrose Sanit District
West Rhone Lateral Ditch Co
Westglenn Metro District
Westridge Irrigation Association
Westwood Lakes Water District
Wheat Ridge Sanit District
Widefield Water & Sanit District
Wigwam Mutual Water Co
Wildgrass Metro District
Will O’ Wisp Metro District
Windshire Park Metro Districts 1-2
Windsor Highlands Metro Districts 1-5
Winter Farms Metro Districts 1-3
Winter Park Ranch Water & Sanitation Dist
Winter Park Water & Sanitation District
Woodmen Hills Metro District
End of Year Staff

Name:       Years of Service:   Position:

Administrative Staff: (9)
J.D. Maniscalco    17    Executive Director
Martin Mead     11    Director of Operations
Tariq Abdul-Ghafur  04    Call Center Manager
Jose Espino     13    Human Resources Administrator
Sandy Samuelson    18    Member Services Administrator
Christine Miller    08    Accountant - Contract Employee
Brent Sumner     03    Public Relations Administrator
Phillip A. Trujillo    07    GIS/Network Administrator
Carrie Olguin     01    Administrative Assistant

Support Staff: (7)
Nicole Duvall     02    Web Ticket Coordinator
Amy Graham     11    Trainer/Team Lead
Mahlon Knight    06    Web Ticket Coordinator
Lisa McCracken     10    Help Desk Liaison/Team Lead
Jeanne Ringo     16    Member Services Assistant
Ollie Sumner     09    Help Desk Home/Team Lead
Melany Wellensiek    06    Web Ticket Coordinator
**Customer Service:**

**Representatives: (24)**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Last Name</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jessica Emerson</td>
<td>1st</td>
<td>Emerson</td>
<td>98</td>
</tr>
<tr>
<td>Karen Bergstrom</td>
<td>02</td>
<td>McClure</td>
<td>10</td>
</tr>
<tr>
<td>Steve Biesendorfer</td>
<td>01</td>
<td>Michler</td>
<td>02</td>
</tr>
<tr>
<td>Claudine Bricker</td>
<td>04</td>
<td>Moosdorff</td>
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<td>Barb Bruder</td>
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<td>Partington</td>
<td>01</td>
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<tr>
<td>Stephanie Campbell</td>
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<td>Ragland</td>
<td>13</td>
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<tr>
<td>Veronica Cortez</td>
<td>01</td>
<td>Sanchez</td>
<td>04</td>
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<tr>
<td>Troy Sanchez</td>
<td>03</td>
<td>Jude</td>
<td>09</td>
</tr>
<tr>
<td>Carolyn Southworth</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Valerie Sparks</td>
<td></td>
<td></td>
<td>07</td>
</tr>
<tr>
<td>Ronelle Swanson</td>
<td></td>
<td></td>
<td>09</td>
</tr>
<tr>
<td>John Tendell, Sr.</td>
<td></td>
<td></td>
<td>02</td>
</tr>
<tr>
<td>Tim Tomlin</td>
<td></td>
<td></td>
<td>08</td>
</tr>
<tr>
<td>Mark Vendergrift</td>
<td></td>
<td></td>
<td>04</td>
</tr>
<tr>
<td>Tom Dreiling</td>
<td></td>
<td></td>
<td>04</td>
</tr>
<tr>
<td>Ericka Silvas</td>
<td></td>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>

**Temporary Personnel:**

Total 2008 Seasonal Personnel: 28
Worker Compensation Claims: 02

**Human Resources Administrator - Jose Espino**

**2008 Objectives:**

- Employee handbook updates
  - Postponed to 2009 to allow for inclusion of new health insurance and 401(k) SPD updates
- 401(k) loan provisions
  - Became effective January 2008

Alternative health care programs:
- Voluntary HSA plan option made available January 1, 2009
- Operational audit HR issues addressed and ongoing
- Wellness initiatives offered in December 2008 with addition of workout room equipment. Plan structure to be formalized with employee committee

**Human Resources Goals 2009:**

- Implementation and management of HSA plan option
  - Facilitate health plan and bank account enrollment and payroll deferrals
  - UNCC board of directors approved an initial contribution to participating employees. Distribution of the contribution to be determined based on final number of participants
  - Education process regarding claims and plan specifics
  - Explore increased employee participation for 2010
- Wellness plan structure
  - Create employee committee to help determine wellness plan objectives, offerings and participation strategies
- Explore enhanced payroll solutions with ADP or other vendors
- Implement enhanced employee database in accordance with Business Continuity Plan
- Assist in implementation of new PBX solution
**Director of Operations - Marty Mead**

2008 was a year in which the nation witnessed the meltdown of Wall Street, an economy in turmoil and recession, and nationwide foreclosures. However, with 2008 coming to an end, the nation also witnessed a historic presidential election and hopes for a recovering economy. All that and more made for one extremely eventful year! Throughout the year, UNCC management frequently reviewed the company’s financial status, and employed alternative methods to control expenses. Staffing the appropriate number of personnel within the call center during an economic hardship has proven to be a daunting task.

**Alternative Scheduling:**

To reduce operational costs, manage within an extremely tight budget, and help alleviate costs associated with commuting to work, administrative personnel were offered the opportunity to participate in either one of two alternative scheduling options. The options consisted of: (1) working 72 hours in an 80 hour period (pay adjusted accordingly), or (2) telecommute one-day within the two week pay period. In both options, UNCC benefits were not affected. Four team members chose to take advantage of one of these scheduling options.

**Procedures Committee:**

UNCC formed a committee consisting of UNCC personnel, professional excavators, and facility owner/operators to review and revamp current procedures pertaining to requesting a locate request. The intent was to devise a committee consisting of all industry stakeholders and simplify the locate request process. The end result will be a document that can be shared and utilized by all stakeholders. Implementation of the new Locate Procedure could be effective as soon March 2009.

**Call Center Manager - Tariq Abdul-Ghafur**

In 2008, UNCC implemented Tier Two Interactive Voice Repsonse (IVR), an interactive system designed to improve CSR efficiencies by sending excavation calls into an automated database, which communicates the Tier Two member information as well as the ticket number(s). Since the introduction of Tier Two IVR, the call center’s talk time has decreased by 4%, allowing CSR’s to respond more quickly to the next call in queue. As early as 2009, UNCC will work to incorporate Tier One members into the IVR system.
Comparing statistics with 2007, UNCC’s call volume decreased 8.9% and ticket volume decreased 13.69%. The decrease was mainly due to the economic recession. Therefore, in order to accommodate the decrease, UNCC incorporated several flex scheduling and staffing options, allowing participating employees to take a preapproved leave of absence without pay. In addition, flex scheduling did not affect employees’ benefits. UNCC also extended part time scheduling for temporary employees during the dig season. As a cost effective means and to help establish service levels, we will continue to utilize voluntary flex scheduling for full time employees and have available part time schedules for seasonal employees during 2009.

2009 Goals:

- Decrease talk time to 5½ minutes or lower with the help of Tier 2 IVR
- Incorporating Tier 1 member information into IVR
- Complete revision of Locate Procedures:
  - Incorporate Locate Procedures in the Excavator’s Handbook
- Form a committee to view and revamp UNCC’s current call flow matrix
  - Provide consistency in automated voice prompts as well as IVR solutions
  - Organize and solicit new programs relating to UNCC services
- Increase the percentage of excavators using Web Ticket Entry
  - Continue to pursue the top 500 excavating companies encouraging participation in UNCC’s web programs
Annual Total Tickets Generated
2001-2008

Growth
0.5% -5.9% 0.2% -0.4% -5.7% -10.1% -13.7%

Tickets
734,827 758,382 750,994 752,161 748,817 706,168 634,630 547,732
Monthly Total Tickets Generated
2006 & 2007 vs 2008

% Share of Year

Annual Web Tickets
2001-2008

Growth

Web Tickets
Monthly Web Tickets
2006 & 2007 vs 2008

%Share of Year

| Month | 2006 | 2007 | 2008
|-------|------|------|------
| Jan   | 9,021| 8,770| 12,473|
| Feb   | 15,854| 16,108| 15,244|
| Mar   | 14,989| 13,475| 14,429|
| Apr   | 14,746| 14,746| 14,746|
| May   | 14,429| 14,429| 14,429|
| Jun   | 13,475| 13,475| 13,475|
| Jul   | 14,746| 14,746| 14,746|
| Aug   | 14,429| 14,429| 14,429|
| Sep   | 14,429| 14,429| 14,429|
| Oct   | 13,475| 13,475| 13,475|
| Nov   | 14,746| 14,746| 14,746|
| Dec   | 14,429| 14,429| 14,429|

Annual Billable Transmissions
2001-2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Billable Transm</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>4,796,215</td>
</tr>
<tr>
<td>2002</td>
<td>4,916,424</td>
</tr>
<tr>
<td>2003</td>
<td>4,890,817</td>
</tr>
<tr>
<td>2004</td>
<td>4,589,053</td>
</tr>
<tr>
<td>2005</td>
<td>4,268,942</td>
</tr>
<tr>
<td>2006</td>
<td>3,935,638</td>
</tr>
<tr>
<td>2007</td>
<td>3,396,384</td>
</tr>
<tr>
<td>2008</td>
<td>2,883,708</td>
</tr>
</tbody>
</table>

Growth
3.2% -4.8% -2.0% -7.0% -10.1% -13.0% -13.3%
**Monthly Billable Transmissions**
**2006 & 2007 vs 2008**

![Graph showing billable transmissions for 2006, 2007, and 2008 with trendlines indicating share of year.]

<table>
<thead>
<tr>
<th>% Share of Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>5.8</td>
<td>6.0</td>
<td>8.2</td>
</tr>
<tr>
<td>Feb</td>
<td>10.8</td>
<td>10.6</td>
<td>10.7</td>
</tr>
<tr>
<td>Mar</td>
<td>10.3</td>
<td>9.1</td>
<td>8.9</td>
</tr>
<tr>
<td>Apr</td>
<td>9.3</td>
<td>8.9</td>
<td>5.6</td>
</tr>
<tr>
<td>May</td>
<td>5.6</td>
<td>4.7</td>
<td>4.7</td>
</tr>
<tr>
<td>Jun</td>
<td>167,868</td>
<td>173,762</td>
<td>236,892</td>
</tr>
<tr>
<td>Jul</td>
<td>311,188</td>
<td>306,388</td>
<td>308,439</td>
</tr>
<tr>
<td>Aug</td>
<td>298,711</td>
<td>263,479</td>
<td>270,513</td>
</tr>
<tr>
<td>Sep</td>
<td>270,513</td>
<td>283,479</td>
<td>263,960</td>
</tr>
<tr>
<td>Oct</td>
<td>163,327</td>
<td>136,197</td>
<td>136,197</td>
</tr>
<tr>
<td>Nov</td>
<td>136,197</td>
<td>136,197</td>
<td>136,197</td>
</tr>
<tr>
<td>Dec</td>
<td>136,197</td>
<td>136,197</td>
<td>136,197</td>
</tr>
</tbody>
</table>

**Monthly Business Ratio Trends**
**2001-2008**

![Graph showing business ratio trends for 2001 to 2008 with annual ratios and web ticket share.]

<table>
<thead>
<tr>
<th>Year</th>
<th>Ticket vs Call Ratio (12 MoCMA)</th>
<th>Transmission vs Ticket Ratio (12 MoCMA)</th>
<th>Web Tickets as Share of Total Tickets (12 MoCMA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>2.12</td>
<td>6.00</td>
<td>15.9%</td>
</tr>
<tr>
<td>2002</td>
<td>2.11</td>
<td>6.16</td>
<td>23.3%</td>
</tr>
<tr>
<td>2003</td>
<td>2.09</td>
<td>6.23</td>
<td>29.3%</td>
</tr>
<tr>
<td>2004</td>
<td>2.02</td>
<td>6.10</td>
<td>29.8%</td>
</tr>
<tr>
<td>2005</td>
<td>1.95</td>
<td>5.70</td>
<td>28.2%</td>
</tr>
<tr>
<td>2006</td>
<td>1.84</td>
<td>5.43</td>
<td>27.5%</td>
</tr>
<tr>
<td>2007</td>
<td>1.69</td>
<td>5.26</td>
<td>27.7%</td>
</tr>
<tr>
<td>2008</td>
<td>1.60</td>
<td>5.28</td>
<td>27.7%</td>
</tr>
</tbody>
</table>
### YEAR END 2008 STATS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total incoming calls</td>
<td>341,439</td>
<td>374,963</td>
<td>-8.94%</td>
<td>383,846</td>
<td>384,049</td>
<td>371,726</td>
</tr>
<tr>
<td>Average talk time</td>
<td>6:00</td>
<td>6:14</td>
<td>-3.74%</td>
<td>6:14</td>
<td>6:17</td>
<td>6:35</td>
</tr>
<tr>
<td>Average hold time</td>
<td>1:04</td>
<td>0:42</td>
<td>52.38%</td>
<td>0:40</td>
<td>0:39</td>
<td>0:42</td>
</tr>
<tr>
<td>New ticket count/ minus cancels</td>
<td>537,344</td>
<td>622,765</td>
<td>-13.72%</td>
<td>691,786</td>
<td>736,084</td>
<td>738,659</td>
</tr>
<tr>
<td>Total tickets processed</td>
<td>547,732</td>
<td>634,630</td>
<td>-13.69%</td>
<td>706,168</td>
<td>748,817</td>
<td>752,161</td>
</tr>
<tr>
<td>Ticket vs Transmission</td>
<td>5.31</td>
<td>5.29</td>
<td>0.38%</td>
<td>5.59</td>
<td>6.12</td>
<td>6.50</td>
</tr>
<tr>
<td>Transmissions Tier 1</td>
<td>2,894,657</td>
<td>3,338,850</td>
<td>-13.30%</td>
<td>3,928,637</td>
<td>4,554,038</td>
<td>4,868,479</td>
</tr>
<tr>
<td>Fax-a-locate tickets</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>E/mail tickets</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Web tickets</td>
<td>151,604</td>
<td>174,496</td>
<td>-13.12%</td>
<td>199,303</td>
<td>223,512</td>
<td>220,057</td>
</tr>
<tr>
<td>Remote users tickets</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Spanish requests (calls)</td>
<td>4,760</td>
<td>5,728</td>
<td>-16.90%</td>
<td>5,756</td>
<td>5,017</td>
<td>4,359</td>
</tr>
<tr>
<td>Tier 1 Members</td>
<td>766</td>
<td>724</td>
<td>5.80%</td>
<td>678</td>
<td>649</td>
<td>593</td>
</tr>
<tr>
<td>Tier 2 Members</td>
<td>513</td>
<td>507</td>
<td>1.18%</td>
<td>528</td>
<td>531</td>
<td>533</td>
</tr>
<tr>
<td>Emergencies</td>
<td>20,625</td>
<td>19,668</td>
<td>4.87%</td>
<td>18,490</td>
<td>16,763</td>
<td>18,360</td>
</tr>
<tr>
<td>Damages</td>
<td>8,975</td>
<td>10,129</td>
<td>-11.39%</td>
<td>11,338</td>
<td>11,559</td>
<td>11,483</td>
</tr>
<tr>
<td>After Hours Emergencies</td>
<td>3,097</td>
<td>3,046</td>
<td>1.67%</td>
<td>2,768</td>
<td>2,803</td>
<td>2,862</td>
</tr>
<tr>
<td>After Hours Damages</td>
<td>588</td>
<td>715</td>
<td>-17.76%</td>
<td>787</td>
<td>901</td>
<td>947</td>
</tr>
<tr>
<td>Agents/operators F-T</td>
<td>27</td>
<td>27</td>
<td>0.00%</td>
<td>35.5</td>
<td>42.5</td>
<td>43</td>
</tr>
<tr>
<td>Temporary/seasonal</td>
<td>8</td>
<td>8</td>
<td>0.00%</td>
<td>10</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
The network landscape is transforming as we move forward into 2009. Table Mountain Partners (consisting of Rudy Gonzales, D.J. Hagberg, and Billy Bacon) are the system architects and backbone support for the UNCC Network Administrator. They should be commended for ensuring all systems are secure and functional. In 2008, Table Mountain Partners performed major upgrades to the internal UNCC network, e-mail, proxy and VPN services. These upgrades doubled both the capacity and speed of the services running at UNCC. In addition, all CRT type monitors were swapped out for energy efficient flat panel monitors. Along with the new Dell servers, UNCC has implemented two (2) IP Power Switches on each machine. The addition of these network devices allows for secure remote administration. We also introduced two new external hard drives for data archive/backup and off site storage. In addition, UNCC will look at replacing the analog recorder with a digital solution in 2009. This change will allow UNCC to convert and consolidate services to both the internal recording application as well as the connection to the Public Switched Telephone Network (PSTN), thus significantly reducing reoccurring monthly costs. In May 2008, UNCC began to develop a Request for Proposal (RFP) for the telephony system solution for UNCC. System components consist of: telephony switches (receiving and delivering telephony signals to and from the PSTN), PBX (routing the call to the internal network), C-LAN (call routing to skills based groups, auto attendant and call accounting), call recording, voice mail and Interactive Voice Response (IVR) implementation. A decision as to the awarded vendor will be made by the first week of 2009 and implementation will begin shortly there after. As a result of the possible changes to the network solution, UNCC will cautiously approach the transition to ensure zero downtime. Changes may include: dedicated voice and data to a Voice over Internet Protocol (VOIP) solution, which may require UNCC to increase overall bandwidth capacity. This will be explored and executed in 2009 if deemed necessary. UNCC will also explore the possibility of delivering power to workstation devices such as the computer and telephone via the Ethernet, further cutting down on the power consumption and costs at the center. 2009 will be an exciting year for UNCC as we continue to grow with the industry and utilize the latest and greatest technologies available when applicable.
GIS was equally as productive. UNCC continued to establish strong contacts at the local and county levels in order to acquire the most recent and accurate data at the lowest possible costs. Several counties modified digital data fee structures and began offering complete data sets at no cost but included strict licensing guidelines. This type of fee re-structuring has enabled UNCC to continue operating GIS at a very high level and well within the budget. Counties comprising of 90% of the total ticket volume, (including the I-25, I-70 and I-76 corridors) were updated on a regular basis. In addition to GIS base layer updates, many Tier I and Tier II members have continued to re-define polygonal notification boundaries as opposed to quarter section updates. Currently, UNCC has 431 Tier One members utilizing some form of polygonal notifications and 123 Tier Two members have re-defined to polygons.

Enhancements to Ticket Entry and Web Ticket Entry were deployed in the first quarter along with portions of the GIS/mapping. UNCC hosts bi-weekly WebTMS demonstrations, which are made available through on-line WebEx as well as in-house training. Several new companies were added to the WebTMS user community bringing the total to 83 registered users and 81 active users. An updated WebTMS users’ guide will be made available in the first quarter of 2009.

Meetings and sessions attended in 2008:
- Denver GIS Days
- Colorado State Demography Meeting
- Dell “Future of Computing” Expo
- ESRI “What’s New in ArcGIS 9.3” Seminar
- GITA Annual Conference (Seattle, WA.)
- Norfield Users’ Conference (Norwalk, CT.)

GIS/Network Administrator Goals for 2009:
- Imagery update and Parcel notification
- GIS department responsibilities to include WebTMS
- Continual network education/certification courses
- Assist in the development and implementation of a Business Continuity Plan
- Assist in the development of a Departmental Succession Plan
- Continue to mentor GIS Technician
- Assist in the design, development and implementation of a new telephony system
- (GIS/Network cont...)
Below is a bar graph of the ATT trunk group utilization by month for Dec. 2007 - Nov. 2008

The following chart depicts the ticket processing call flow at UNCC
Member Services Administrator - Sandy Samuelson

Member Services is responsible for providing information to maintain a successful membership with UNCC. This responsibility includes database for proper notification, current contact and receiving information, as well as keeping the membership abreast of new product availability and upcoming changes in procedures, formatting and all other items that may impact the underground facility owner/operators.

What a Success!

Two great products enhancing the Tier One membership, WebTMS (Web Ticket Management) and Positive Response, were well received and embraced in 2008. Highlights of these programs are:

**WebTMS**

- Electronically maintain locate requests, too include mapping product on each locate.
- Store a 60-90 day live environment of locate information and provides an archive tool for transfer to long-term storage at the facility owners location
- Available for multiple users to utilize
- Direct access to the Positive Response Tool
- Hardware maintained at UNCC and no additional cost to Tier One member

**Positive Response**

- Allows Tier One members to post their positive responses for delivery to the excavator by WebTMS, uploads from other ticket management systems or direct posting at the UNCC website
- Excavators are directly notified, the morning after the mark-by-date, by e-mail or fax notification. Those excavators that do not provide the information for automated notify can check their tickets at the UNCC website, [www.uncc.org](http://www.uncc.org), or use the IVR solution
- Colorado is a Positive Response state, this would mean all facility owners need to provide some form of response to the excavator, to include marking the ground, contacting the excavator or using the UNCC tool. This tool can be instrumental in closing the communications loop between the excavator and the facility owner.
UNCC ended 2008 with a total of 1,279 members, comprised of 766 Tier One members and 513 Tier Two members.

The chart below shows the multiple classifications of members between the Tier groups.

The following chart depicts the results of the 92 member packets sent in 2008.
Public Relations Administrator - Brent Sumner

In 2008 UNCC’s Public Relations Department maintained the same philosophy as in years past and actively supported all the Damage Prevention Councils (DPC) as well as the Joint Underground Utilities Committees (JUUC) across the state. Damage Prevention Councils are a vital part of promoting and educating the public on the importance of calling before you dig and safe digging practices. Areas currently hosting DPC meetings consist of: Denver Metro County, Weld County, El Paso County, Las Animas County, Mesa County, the Western Slope, and the Four Corners. The two JUUC’s are located in Aurora and Pueblo. Plans are under way for the addition of three new councils to be added in 2009. These councils will be located in Larimer, Freemont, and Summit counties.

Member Services Goals 2009

- Continue education for the WebTMS (Ticket Management System) and strive to bring 25% of the Tier One membership into the automated system.
- Encourage all Tier One members to use the Positive Response tool and encourage the excavators to follow their requests with the positive response postings.
- Work with the Board of Directors to assist Tier Two members to begin receiving the requests directly through a Tier One membership. Continue to search for facility owners that are not yet in membership with UNCC.
- Research more automated options for IVR solutions for member information on requests and use call outs for emergency and damage tickets.
The Western Slope DPC hosted thirteen First Responder/Excavator meetings. Attendees at each meeting included local officials, excavators, and emergency personnel who received instructions on the proper procedures involving pipeline emergencies and standard safety policies. UNCC was given the opportunity to present at each meeting. Questions pertaining to UNCC’s policies and procedures were addressed. UNCC will continue to provide educational resources and support for any future concerns that may arise.

The Weld County DPC once again hosted their annual Conscientious Contractor Breakfast in February. Over 300 excavators and first responders attended this event. Keynote speaker J.D. Maniscalco, Executive Director of UNCC, informed all attendees of the new legislative proposals and reviewed Colorado’s latest damage statistics. After the breakfast meeting, the first responders stayed and met with local facility owner/operators to review procedures for emergency situations and the proper actions by all involved. The Weld County DPC also hosted their first annual Damage Prevention Golf Tournament at Coyote Creek golf course in Ft. Lupton. Eighty four participants had a fantastic time that concluded with a BBQ lunch, prizes, and numerous raffle items. The tournament allowed facility owner/operators, excavators, contract locators, and UNCC the opportunity to network and share experiences within the industry.
UTILITY NOTIFICATION CENTER OF COLORADO
(a 501(c)(4) organization)
FINANCIAL STATEMENTS
December 31, 2008 and 2007
UTILITY NOTIFICATION CENTER OF COLORADO
(a 501(c)(4) organization)

FINANCIAL STATEMENTS

December 31, 2008 and 2007

Independent auditors' report............................................................... 1
Statements of financial position ...................................................... 2
Statements of activities................................................................. 3
Statements of cash flows............................................................... 4
Notes to the financial statements.................................................. 5
Supplemental information

Schedules of general and administrative expenses.......................... 10
Independent Auditors' Report

Board of Directors
Utility Notification Center of Colorado
Golden, CO

We have audited the accompanying Statement of Financial Position of Utility Notification Center of Colorado (a nonprofit corporation) as of December 31, 2008, and the related Statement of Activities and Cash Flows for the year 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 in the United States of America. 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, 2008, and the changes in its net assets and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

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.

Wagner, Burke & Barnes, LLP
Golden, Colorado
May 27, 2009
<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$730,350</td>
<td>$445,143</td>
</tr>
<tr>
<td>Accounts receivable - trade</td>
<td>219,933</td>
<td>246,889</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>42,298</td>
<td>48,003</td>
</tr>
<tr>
<td>Total current assets</td>
<td>992,581</td>
<td>740,035</td>
</tr>
<tr>
<td><strong>RESTRICTED CASH</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,243</td>
<td>4,802</td>
</tr>
<tr>
<td><strong>PROPERTY AND EQUIPMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>304,162</td>
<td>304,162</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>1,935,811</td>
<td>1,935,811</td>
</tr>
<tr>
<td>Other property and equipment</td>
<td>524,304</td>
<td>879,443</td>
</tr>
<tr>
<td>Less: accumulated depreciation</td>
<td>2,764,277</td>
<td>2,819,416</td>
</tr>
<tr>
<td>Net property and equipment</td>
<td>717,859</td>
<td>680,137</td>
</tr>
<tr>
<td></td>
<td>2,046,618</td>
<td>2,159,279</td>
</tr>
<tr>
<td><strong>OTHER ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer software, net of accumulated amortization</td>
<td>190,420</td>
<td>265,975</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$3,237,862</td>
<td>$3,170,091</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$44,450</td>
<td>$17,907</td>
</tr>
<tr>
<td>Accrued wages and benefits</td>
<td>95,825</td>
<td>78,772</td>
</tr>
<tr>
<td>Profit sharing contribution payable</td>
<td>75,386</td>
<td>83,172</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>118,067</td>
<td>146,592</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>333,728</td>
<td>326,443</td>
</tr>
<tr>
<td>CURRENT LIABILITIES FROM RESTRICTED ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds held in agency</td>
<td>2,243</td>
<td>4,802</td>
</tr>
<tr>
<td><strong>LONG-TERM LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wells Fargo - generator loan</td>
<td>41,046</td>
<td>59,613</td>
</tr>
<tr>
<td>Wells Fargo - building loan</td>
<td>1,090,601</td>
<td>1,160,159</td>
</tr>
<tr>
<td>Ford Credit - vehicles</td>
<td>49,782</td>
<td>60,731.00</td>
</tr>
<tr>
<td>Northfield - web TMS loan</td>
<td>7,125</td>
<td>49,875.00</td>
</tr>
<tr>
<td>Less: current portion of long-term debt</td>
<td>1,165,554</td>
<td>1,330,378</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td>1,067,487</td>
<td>1,183,786</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>1,403,458</td>
<td>1,516,031</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,834,404</td>
<td>1,655,080</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>1,834,404</td>
<td>1,655,080</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$3,237,862</td>
<td>$3,170,091</td>
</tr>
</tbody>
</table>

The accompanying Notes to Financial Statements are an integral part of these statements.
## Changes in Unrestricted Net Assets

### Operating Revenues

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locate revenue</td>
<td>$3,877,630</td>
<td>$3,867,128</td>
</tr>
<tr>
<td>Membership dues</td>
<td>1,950</td>
<td>1,350</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>3,879,580</strong></td>
<td><strong>3,868,478</strong></td>
</tr>
</tbody>
</table>

### Cost of Operations

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortization</td>
<td>91,005</td>
<td>67,918</td>
</tr>
<tr>
<td>Depreciation</td>
<td>27,632</td>
<td>31,751</td>
</tr>
<tr>
<td>Direct labor</td>
<td>1,243,957</td>
<td>1,423,640</td>
</tr>
<tr>
<td>Education and incentives</td>
<td>30,685</td>
<td>41,386</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>189,418</td>
<td>209,244</td>
</tr>
<tr>
<td>Information system supplies</td>
<td>6,478</td>
<td>12,183</td>
</tr>
<tr>
<td>Maintenance agreements</td>
<td>194,764</td>
<td>177,324</td>
</tr>
<tr>
<td>Maps and publications</td>
<td>13,555</td>
<td>21,132</td>
</tr>
<tr>
<td>Operating supplies and expenses</td>
<td>375</td>
<td>9,014</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>81,661</td>
<td>93,946</td>
</tr>
<tr>
<td>Profit sharing contribution</td>
<td>48,535</td>
<td>51,288</td>
</tr>
<tr>
<td>Telephone and communication</td>
<td>287,120</td>
<td>325,841</td>
</tr>
<tr>
<td><strong>Total cost of operations</strong></td>
<td><strong>2,215,185</strong></td>
<td><strong>2,464,667</strong></td>
</tr>
</tbody>
</table>

**Net operating revenue**

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,064,395</td>
<td>1,403,811</td>
</tr>
</tbody>
</table>

### General and Administrative Expenses - Schedule

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,530,316</td>
<td>1,637,861</td>
</tr>
</tbody>
</table>

### (Decrease) in Net Assets From Operations

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>134,079</td>
<td>(234,070)</td>
</tr>
</tbody>
</table>

### Other Income (Expense)

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGA software revenue</td>
<td>52,440</td>
<td>64,933</td>
</tr>
<tr>
<td>CGA DIRT software revenue</td>
<td>-</td>
<td>141,667</td>
</tr>
<tr>
<td>CGA software expense</td>
<td>(24,720)</td>
<td>(37,763)</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(88,393)</td>
<td>(94,464)</td>
</tr>
<tr>
<td>Interest income</td>
<td>5,050</td>
<td>5,374</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>4,631</td>
<td>3,921</td>
</tr>
<tr>
<td>Grant Funds</td>
<td>98,257</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total other income (expense)</strong></td>
<td><strong>45,265</strong></td>
<td><strong>83,648</strong></td>
</tr>
</tbody>
</table>

### (Decrease) in Unrestricted Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>179,344</td>
<td>(150,422)</td>
</tr>
</tbody>
</table>

### Unrestricted Net Assets - Beginning of Year

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,855,060</td>
<td>1,805,482</td>
</tr>
</tbody>
</table>

### Unrestricted Net Assets - End of Year

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,934,404</td>
<td>$1,655,060</td>
</tr>
</tbody>
</table>

The accompanying Notes to Financial Statements are an integral part of these statements.
UTILITY NOTIFICATION CENTER OF COLORADO  
(a 501(c)(4) organization)  
STATEMENTS OF CASH FLOWS  
For The Year Ended December 31,

<table>
<thead>
<tr>
<th>Cash Flows From Operating Activities</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash received from customers</td>
<td>$ 3,911,168</td>
<td>$ 3,939,285</td>
</tr>
<tr>
<td>Cash paid to suppliers and employees</td>
<td>(3,500,321)</td>
<td>(4,036,318)</td>
</tr>
<tr>
<td>Interest received</td>
<td>5,050</td>
<td>5,374</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(88,393)</td>
<td>(94,484)</td>
</tr>
<tr>
<td>Grant Funds</td>
<td>96,257</td>
<td>-</td>
</tr>
<tr>
<td>Software revenue received</td>
<td>52,440</td>
<td>206,600</td>
</tr>
<tr>
<td>CGA software expensed</td>
<td>(24,720)</td>
<td>(37,783)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by operating activities</strong></td>
<td><strong>451,481</strong></td>
<td><strong>(17,306)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows From Investing Activities</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditures</td>
<td>(15,450)</td>
<td>(289,892)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by investing activities</strong></td>
<td><strong>(15,450)</strong></td>
<td><strong>(289,892)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows From Financing Activities</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from long-term debt</td>
<td>-</td>
<td>143,197</td>
</tr>
<tr>
<td>Payments on long-term debt</td>
<td>(144,824)</td>
<td>(114,775)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by financing activities</strong></td>
<td><strong>(144,824)</strong></td>
<td><strong>28,422</strong></td>
</tr>
</tbody>
</table>

| Net Increase (Decrease) In Cash    | 291,207       | (278,776)     |

| Cash and Cash Equivalents - Beginning of year | 445,143 | 723,919 |
| Cash and Cash Equivalents - End of year      | $ 736,350 | $ 445,143 |

<table>
<thead>
<tr>
<th>Cash Provided (Used) By Operating Activities</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease) in unrestricted net assets</td>
<td>$ 179,344</td>
<td>$ (150,422)</td>
</tr>
</tbody>
</table>

Adjustments to reconcile increase (decrease) in unrestricted net assets to cash provided (used) by operating activities:

| Depreciation                       | 112,650       | 113,801       |
| Amortization                       | 91,005        | 67,918        |
| (Increase)/Decrease in accounts receivable | 26,956       | 66,886        |
| (Increase)/Decrease in prepaid expense | 5,705        | (1,462)       |
| Increase/(Decrease) in accounts payable | 26,544       | (10,234)      |
| Increase/(Decrease) in accrued wages  | 17,063        | (8,390)       |
| Increase/(Decrease) in profit sharing contribution | (7,786)    | (94,009)      |
| Increase/(Decrease) in personal property and use taxes payable | -           | (1,394)       |
| **Total adjustments**              | **272,137**   | **133,116**   |

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

<table>
<thead>
<tr>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 451,481</td>
<td>$(17,306)</td>
</tr>
</tbody>
</table>

The accompanying Notes to Financial Statements are an integral part of these statements.
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 was established pursuant to Colorado State Statute 93-155 and 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, 2008, 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 and private utility companies, city, county, and local government entities that provide utilities in a specific area, located within the State of Colorado. There are two types of revenue:

- Locate Revenue: Tier One members are charged $1.34 per ticket.
- Membership Dues: New members are charged a $25 membership fee.

Allocation of Expenses
Expenses are charged directly to operating or general and administrative categories based on specific identification.
NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Allowance for Doubtful Accounts
Management maintains a review and collection procedure utilizing the Jefferson County Courts for collection of bad debts. Due to the limited number of bad debts, management does not provide an allowance for doubtful accounts. Amounts determined to be uncollectible and written-off as a bad debt were $46 in 2006 and $0 in 2007.

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 and Colorado Business Bank, insured by the Federal Deposit Insurance Corporation up to $250,000.

Restricted Cash/Funds Held in Agency
The Organization held $2,243 at December 31, 2008 and $4,802 at December 31, 2007 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
UNCC is a not-for-profit corporation that is tax-exempt under Internal Revenue Code Section 501(c)(4).

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. Balances as of December 31, 2008 and 2007 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$304,162</td>
<td>$304,162</td>
</tr>
<tr>
<td>Building and Improvements</td>
<td>1,935,811</td>
<td>1,935,811</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>51,142</td>
<td>91,440</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>267,076</td>
<td>270,135</td>
</tr>
<tr>
<td>Office Furniture</td>
<td>134,139</td>
<td>145,921</td>
</tr>
<tr>
<td>Vehicles</td>
<td>71,947</td>
<td>71,947</td>
</tr>
<tr>
<td></td>
<td>2,764,277</td>
<td>2,819,416</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>717,659</td>
<td>660,137</td>
</tr>
<tr>
<td></td>
<td>$2,046,618</td>
<td>$2,159,279</td>
</tr>
</tbody>
</table>
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, 2008 and 2007 computer software consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Software</td>
<td>$707,944</td>
<td>$692,494</td>
</tr>
<tr>
<td>Less: Accumulated Amortization</td>
<td>517,524</td>
<td>426,519</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$190,420</strong></td>
<td><strong>$265,975</strong></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 years ended December 31, 2008 and 2007, UNCC contributed 5% or $75,386 and $83,172, respectively, to the plan.

Advertising
The Organization expenses advertising costs as they are incurred.

NOTE 2 – CGA SOFTWARE REVENUE/EXPENSE

The Organization received $52,440 during 2008 and $64,933 during 2007 under a damage reporting agreement through Common Ground Alliance (CGA) to develop and host a national damage reporting tool of which $24,720 was expended in 2008 and $37,763 in 2007 for this purpose.

NOTE 3 – 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 as of December 31, 2008 or 2007.
NOTE 4 – LONG-TERM DEBT

Long-term debt at December 31, 2008 consists of the following:

Loan payable to Wells Fargo Bank West for purchase and installation of the 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 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. $ 41,046

Loan payable to Wells Fargo Bank West for construction of the office building dated March 19, 2004; payable in monthly installments of $12,730 until maturity at March 5, 2019; interest at 7.25%; secured by all inventory, equipment and general intangibles of the Organization as well as a Deed of Trust on real property 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. 1,090,601

Loan payable to Ford Motor Credit dated February 16, 2007; payable in monthly installments of $1,290 until maturity at February 15, 2012; interest at 2.9%; secured by two vehicles. 46,782

Loan payable to Cosmic Computers dated July 1, 2007; payable in monthly installments of $3,563 until maturity in February 2009; interest at 0%. 7,125

Less: current portion 118,067

$ 1,067,487

Principle maturities of long-term debt are as follows:

<table>
<thead>
<tr>
<th>Year ending December 31,</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$ 118,067</td>
</tr>
<tr>
<td>2010</td>
<td>118,134</td>
</tr>
<tr>
<td>2011</td>
<td>103,704</td>
</tr>
<tr>
<td>2012</td>
<td>97,764</td>
</tr>
<tr>
<td>2013</td>
<td>102,314</td>
</tr>
<tr>
<td>Thereafter</td>
<td>645,571</td>
</tr>
<tr>
<td></td>
<td>$ 1,185,554</td>
</tr>
</tbody>
</table>
NOTE 5 – OPERATING LEASES

In January 2004, the Organization entered into a lease for telephone and switch equipment for a term of 72 months, requiring monthly payments of $7,942. The Organization also holds various operating leases for furniture, equipment and computers expiring in 36 to 60 months. Minimum future rental payments under these leases as of December 31, 2008 for each year and in the aggregate are as follows:

<table>
<thead>
<tr>
<th>Year ending December 31,</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rent expense under these leases were $175,094 and $155,075 for the years ended December 31, 2008 and December 31, 2007, respectively.

*****
UTILITY NOTIFICATION CENTER OF COLORADO  
(a 501(c)(4) organization)  
SCHEDULES OF GENERAL AND ADMINISTRATIVE EXPENSES  
For The Year Ended December 31,

<table>
<thead>
<tr>
<th>General and Administrative Expenses</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$23,765</td>
<td>$177,093</td>
</tr>
<tr>
<td>Advertising - promotion</td>
<td>10,421</td>
<td>35,717</td>
</tr>
<tr>
<td>Auto expense</td>
<td>15,421</td>
<td>14,962</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>46</td>
<td>-</td>
</tr>
<tr>
<td>Building maintenance/utilities</td>
<td>55,444</td>
<td>50,830</td>
</tr>
<tr>
<td>Contributions</td>
<td>531</td>
<td>466</td>
</tr>
<tr>
<td>Depreciation</td>
<td>85,028</td>
<td>82,050</td>
</tr>
<tr>
<td>Dues and publications</td>
<td>10,042</td>
<td>10,332</td>
</tr>
<tr>
<td>Education and training</td>
<td>7,482</td>
<td>3,816</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>59,928</td>
<td>73,107</td>
</tr>
<tr>
<td>Insurance</td>
<td>31,483</td>
<td>33,281</td>
</tr>
<tr>
<td>Legal and professional fees</td>
<td>263,723</td>
<td>185,754</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>8,407</td>
<td>7,541</td>
</tr>
<tr>
<td>Office expenses</td>
<td>8,142</td>
<td>8,448</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>42,562</td>
<td>43,864</td>
</tr>
<tr>
<td>Postage and shipping</td>
<td>7,093</td>
<td>10,218</td>
</tr>
<tr>
<td>Profit sharing contribution</td>
<td>26,851</td>
<td>31,884</td>
</tr>
<tr>
<td>Rent - equipment and furniture</td>
<td>175,094</td>
<td>155,075</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>5,880</td>
<td>5,880</td>
</tr>
<tr>
<td>Salaries</td>
<td>648,470</td>
<td>615,739</td>
</tr>
<tr>
<td>Taxes</td>
<td>2,141</td>
<td>3,340</td>
</tr>
<tr>
<td>Telephone and communication</td>
<td>9,075</td>
<td>11,814</td>
</tr>
<tr>
<td>Travel and entertainment</td>
<td>35,287</td>
<td>76,670</td>
</tr>
<tr>
<td><strong>Total General and administrative expenses</strong></td>
<td><strong>$1,530,316</strong></td>
<td><strong>$1,637,881</strong></td>
</tr>
</tbody>
</table>