

UTILITY NOTIFICATION CENTER OF COLORADO

Annual Report for Fiscal Year 2003

Dig Safely.



Table of Contents

CHAIRMAN AND EXECUTIVE DIRECTOR'S LETTER	1
FINANCIAL STATEMENTS	2
BOARD OF DIRECTORS AND MEMBERSHIP	14
UNCC TEAM MEMBERS	24
CENTER MANAGER	25
OPERATIONS SUPERVISOR	27
PUBLIC RELATIONS ADMINISTRATOR	29
MEMBER SERVICES ADMINISTRATOR	30
HUMAN RESOURCES ADMINISTRATOR	32
NETWORK ADMINISTRATOR	33

blank

***A message from Chairman of the Board of Directors
Dan Sherer and the Executive Director J.D. Maniscalco***

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

UTILITY NOTIFICATION CENTER OF COLORADO

FINANCIAL STATEMENTS

December 31, 2003

Adducci and Associates, P.C.

Certified Public Accountants

UTILITY NOTIFICATION CENTER OF COLORADO

Financial Statements

December 31, 2003

Table of Contents

Independent Auditor's Report	1
Statement of Financial Position	2
Statement of Activities	3
Statement of Cash Flows	4
Notes to the Financial Statements	5-9
SUPPLEMENTAL INFORMATION	
Schedule of General and Administrative Expenses	10

Adducci and Associates, P.C.

Certified Public Accountants

12601 West 32nd Avenue
Suite 100
Wheat Ridge, Colorado 80033
(303) 233-8721 Fax: (303) 238-7820

Joseph Adducci
Christine Adducci. Maher

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.

Adducci and Associates, P.C.

ADDUCCI AND ASSOCIATES, P.C.

April 19, 2004

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

STATEMENT OF FINANCIAL POSITION

For the Year Ended December 31, 2003 & 2002

	<u>2003</u>	<u>2002</u>
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 555,288	\$ 631,274
Investments	0	129,781
Accounts Receivable - Trade	284,306	317,157
Prepaid Expenses	<u>113,531</u>	<u>85,975</u>
Total Current Assets	<u>953,125</u>	<u>1,164,187</u>
Restricted Cash	4,835	0
Land	304,162	304,592
Property and Equipment	2,229,339	942,193
Less: Accumulated Depreciation	<u>703,968</u>	<u>738,850</u>
Total Property and Equipment - Net	<u>1,525,371</u>	<u>203,343</u>
Other Assets		
Computer Software - Net	118,430	174,456
Deposits	<u>5,863</u>	<u>5,863</u>
Total Other Assets	<u>124,293</u>	<u>180,319</u>
TOTAL ASSETS	<u>\$ 2,911,786</u>	<u>\$ 1,852,441</u>
LIABILITIES AND STOCKHOLDER'S EQUITY		
Current Liabilities		
Accounts Payable	\$ 35,083	\$ 46,663
Accrued Wages	117,323	98,726
Profit Sharing Contribution Payable	158,145	139,980
Medical Self Insurance Claims Payable	0	14,668
Property and Use Taxes Payable	10,610	13,235
Current Portion of Long-Term Debt	<u>54,312</u>	<u>0</u>
Total Current Liabilities	<u>375,473</u>	<u>313,272</u>
Current Liabilities from Restricted Assets		
Funds Held in Agency	4,835	0
Commitments	0	0
Long-Term Liabilities		
Wells Fargo Generator Loan	122,050	0
Wells Fargo Construction Loan	<u>674,298</u>	<u>0</u>
	<u>796,348</u>	<u>0</u>
Less: Current Portion of Long-Term Debt	<u>54,312</u>	<u>0</u>
Total Long-Term Liabilities	<u>742,036</u>	<u>0</u>
Total Liabilities	1,122,344	313,272
Net Assets		
Unrestricted	1,789,442	1,539,169
Temporarily Restricted	0	0
Permanently Restricted	<u>0</u>	<u>0</u>
Total Net Assets	<u>1,789,442</u>	<u>1,539,169</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,911,786</u>	<u>\$ 1,852,441</u>

The accompanying Notes to Financial Statements are an integral part of these statements.

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

STATEMENT OF ACTIVITIES

For the Year Ended December 31, 2003 & 2002

	<u>2003</u>	<u>2002</u>
CHANGES IN UNRESTRICTED NET ASSETS:		
OPERATING REVENUE		
Locate Revenue	\$ 3,978,827	\$ 3,687,500
Membership Dues	2,175	1,925
Promotion Revenue	<u>37,276</u>	<u>37,658</u>
Total Operating Revenue	<u>4,018,278</u>	<u>3,727,083</u>
COST OF OPERATIONS		
Amortization	55,468	58,297
Depreciation	61,294	101,421
Direct Labor	1,309,860	1,273,773
Education and Incentives	41,417	1,032
Employee Benefits	217,248	230,172
Information System Supplies	13,944	14,991
Maintenance Agreements	93,675	89,585
Maps and Publications	26,821	33,505
Operating Supplies and Expenses	1,983	4,362
Payroll Taxes	97,362	92,567
Profit Sharing Contribution	108,608	97,376
Telephone and Communication	<u>363,473</u>	<u>395,992</u>
Total Cost of Operations	<u>2,391,153</u>	<u>2,393,073</u>
NET OPERATING REVENUE	<u>1,627,125</u>	<u>1,334,010</u>
GENERAL AND ADMINISTRATIVE EXPENSES - SCHEDULE A	<u>1,459,891</u>	<u>1,494,109</u>
INCREASE (DECREASE) IN NET ASSETS FROM OPERATIONS	<u>167,234</u>	<u>(160,099)</u>
OTHER INCOME (EXPENSE)		
Grant Proceeds	0	10,418
CGA Software Revenue	73,080	15,730
Interest Income	2,062	12,447
Loss on Sale of Equipment	0	0
Miscellaneous Income	<u>7,897</u>	<u>297</u>
Total Other Income (Expense)	<u>83,039</u>	<u>38,892</u>
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	250,273	(121,207)
UNRESTRICTED NET ASSETS, BEGINNING OF YEAR	<u>1,539,169</u>	<u>1,660,376</u>
UNRESTRICTED NET ASSETS, END OF YEAR	<u><u>\$ 1,789,442</u></u>	<u><u>\$ 1,539,169</u></u>

The accompanying Notes to Financial Statements are an integral part of these statements.

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2003 & 2002

	<u>2003</u>	<u>2002</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash Received from Customers	\$ 4,051,129	\$ 3,763,325
Cash Paid to Suppliers and Employees	(3,662,968)	(3,597,106)
Interest Received	2,062	12,447
Grant Proceeds	0	10,418
CGA Software Revenue Received	73,080	15,730
CGA Software Expensed	(57,080)	(15,730)
Net Cash Provided (Used) by Operating Activities	<u>406,223</u>	<u>189,084</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Capital Expenditures	(1,408,768)	(19,534)
Rebate of Closing Costs on Land	430	0
Purchase of Land	0	(304,592)
Net Investment in Certificates of Deposit	129,781	200,865
Net Cash Provided (Used) by Investing Activities	<u>(1,278,557)</u>	<u>(123,261)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Issuance of Long-Term Debt	796,348	0
Net Cash Provided (Used) by Financing Activities	<u>796,348</u>	<u>0</u>
 NET INCREASE (DECREASE) IN CASH	 (75,986)	 65,823
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	<u>631,274</u>	<u>565,451</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	<u>\$ 555,288</u>	<u>\$ 631,274</u>
 INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	 <u>\$ 250,273</u>	 <u>\$ (121,207)</u>
Adjustments to Reconcile Increase (Decrease) in Unrestricted Net Assets to Cash Provided (Used) by Operating Activities:		
Depreciation	74,783	122,069
Amoritzation	67,983	69,250
Loss on Sale of Equipment	0	0
(Increase)/Decrease in Accounts Receivable	32,851	36,242
(Increase)/Decrease in Prepaid Expense	(27,556)	7,952
(Increase)/Decrease in Accounts Payable	(11,580)	18,452
(Increase)/Decrease in Accrued Wages	18,597	17,349
(Increase)/Decrease in Profit Sharing Contribution	18,165	16,752
(Increase)/Decrease in Medical Self-Insurance Claims	(14,668)	14,668
(Increase)/Decrease in Personal Property and Use Taxes Payable	(2,625)	7,557
Total Adjustments	<u>155,950</u>	<u>310,291</u>
CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>\$ 406,223</u>	<u>\$ 189,084</u>

The accompanying Notes to Financial Statements are an integral part of these statements.

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

NOTES TO FINANCIAL STATEMENTS

December 31, 2003

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.

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

NOTES TO FINANCIAL STATEMENTS

December 31, 2003

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

In November 2002, the Company purchased land in Golden for \$304,162 for the construction of an office building. Construction was completed in January 2004.

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:

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

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

NOTES TO FINANCIAL STATEMENTS

December 31, 2003

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:

	2003
Computer Software	\$ 280,731
Less: Accumulated Amortization	162,301
	<u>\$ 118,430</u>

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.

UTILITY NOTIFICATION CENTER OF COLORADO
(a 501(c)(4) organization)
NOTES TO FINANCIAL STATEMENTS
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.	<u>122,050</u>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------

Less: current portion (see NOTE 9)	796,348
	<u>54,312</u>
	<u>\$ 742,036</u>

Principle maturities of long-term debt are as follows:

Year ending December 31,	
2004	\$ 14,115
2005	15,135
2006	16,229
2007	17,402
2008	18,660
Thereafter	<u>40,509</u>

Construction loan draws (see NOTE 9):	122,050
	<u>674,298</u>
	<u><u>\$ 796,348</u></u>

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.

UTILITY NOTIFICATION CENTER OF COLORADO

(a 501(c)(4) organization)

NOTES TO FINANCIAL STATEMENTS

December 31, 2003

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:

Year ending December 31,	
2004	\$ 97,056
2005	97,056
2006	97,056
2007	97,056
2008	97,056
Thereafter	<u>48,528</u>
	<u>\$ 533,808</u>

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.

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

Year ending December 31,	
2004	\$ 40,398
2005	57,386
2006	61,687
2007	66,311
2008	71,282
Thereafter	<u>1,084,844</u>
	<u>\$ 1,381,908</u>

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:

Year ending December 31,	
2004	\$ 19,681
2005	19,681
2006	19,681
2007	9,173
2008	<u>9,173</u>
	<u>\$ 77,389</u>

UTILITY NOTIFICATION CENTER OF COLORADO
(a 501(c)(4) organization)
SCHEDULE OF GENERAL AND ADMINISTRATIVE EXPENSES
For the Year Ended December 31, 2003 & 2002

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

The accompanying Notes to Financial Statements are an integral part of these statements.

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 Digiaco
Not Shown: Jeff Farrells, Randy Meek, Jed Reed, Krista Shoe



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

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&T 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 Communitcations Inc
Xspedius Managment CO., LLC.
Yipes Enterprise Services, Inc.
Young Life

Board of Director

Dan Sherer - Chairman
Intermountain Rural Electric Assn
5496 N Hwy 85
Sedalia, CO 80135
(303) 688-3100
sherer@intermountain-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.
Comfurt Gas, Inc.
Eastern Colorado Utility Company
Ferrell Gas

Kinder Morgan
Delta District
Frederick District
Fruita District
Julesburg District
La Junta District

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

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 Petroleum, Inc.
Unocal Chemicals
Valero Logistics Operations, L.P.
Westport Oil & Gas Company, L.P.

GAS TRANSMISSION

Board of Director

Jeff Farrells - Vice Chairman
El Paso Corporation
2060 Briargate Pkwy, Suite 200
Colorado Springs, CO 80920
(719) 388-5719
jeffrey.farrells@elpaso.com

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
Xeric Oil & Gas
XTO Energy, Inc.
 Durango
 Westin
YMCA of the Rockies-Schlessman Ctr

MUNICIPALITY

Board of Director

No Board of Director at this time

Adams-Weld School District 27J	City of Victor	Town of Hotchkiss
Auraria Higher Education Ctr.	City of Walsenburg	Town of Hudson
Buell Mansion Owners Assoc.	City of Westminster - Fiber	Town of Ignacio
Center Municipal Utilities	City of Westminster Water & Sewer	Town of Iliff
Cherokee/CDOT	City of Wheat Ridge	Town of Johnstown
Cherry Creek North BID	City of Woodland Park	Town of Julesburg
City of Blackhawk	City of Wray	Town of Lake City
City of Boulder	City of Yuma	Town of Limon
City of Brighton	Colorado Rockies	Town of Lochbuie
City of Burlington	Colorado Springs Airport	Town of Lyons
City of Canon City	Colorado Springs Utilities	Town of Mancos
City of Central	Denver Health & Hospital	Town of Mead
City of Cortez	Denver Int'l Airport	Town of Meeker
City of Cripple Creek	Denver Public Schools	Town of Merino
City of Dacono	Durango Mountain Resort	Town of Milliken
City of Delta	E-470 Public Highway Authority	Town of Monument
City of Englewood	Eldorado Artesian Springs, Inc.	Town of Mount Crested Butte
City of Englewood -Traffic	Larimer County Public Works	Town of Naturita
City of Florence	LB&B Associates	Town of Nederland
City of Fort Collins	Peregrine Masters Assn., Inc.	Town of Norwood
City of Fort Collins -Traffic	State of Colorado, Colorado Lottery	Town of Nucla
City of Fort Morgan	Town of Aguilar	Town of Nunn
City of Fountain	Town of Alma	Town of Olathe
City of Fruita	Town of Bayfield	Town of Otis
City of Grand Junction	Town of Bennett	Town of Ovid
City of Greeley	Town of Boone	Town of Palisade
City of Greenwood Village	Town of Buena Vista	Town of Paonia
City of Gunnison	Town of Carbondale	Town of Parachute
City of Holyoke	Town of Castle Rock	Town of Pierce
City of Lafayette	Town of Cheyenne Wells	Town of Platteville
City of LaJunta	Town of Coal Creek	Town of Poncha Springs
City of Lakewood - Streets	Town of Collbran	Town of Ramah
City of Lamar - Utilities	Town of Crested Butte	Town of Rangely
City of Lamar - Water & Sewer	Town of Crestone	Town of Red Cliff
City of Las Animas	Town of Deer Trail	Town of Rico
City of Littleton	Town of Dillon	Town of Severance
City of Longmont - Electric	Town of Dolores	Town of Silt
City of Louisville	Town of Dove Creek	Town of Silverthorne
City of Loveland - Water & Power	Town of Eads	Town of Silverton
City of Manitou Springs	Town of Eaton	Town of Simla
City of Montrose	Town of Erie	Town of Walden
City of Northglenn	Town of Estes Park	Town of Walsh
City of Ouray	Town of Fairplay	Town of Wellington
City of Rifle	Town of Flagler	Town of Wiley
City of Salida	Town of Fraser	Town of Windsor
City of Steamboat Springs	Town of Frisco	U.S. Army Rocky Mountain Arsenal
City of Sterling	Town of Granada	University of CO - Health Science Ctr
City of Thornton	Town of Granby	
City of Trinidad	Town of Haxtun	

WATER/SEWER

Board of Director

Dennis Morse
Platte Canyon Water & Sanitation
8739 W. Coal Mine Ave
Littleton, CO 80123
(303) 979-2333
dj Morse@plattecanyon.org

Academy Water and Sanitation District
Anheuser - Busch, Inc.
Animas Water Company
Arabian Acres Metropolitan District
Arcadis / 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
Chatfield South 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 Comapny
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 Svs. Corp.
St. Mary's Glacier Water & San. District
Stonegate 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
Tucson 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

TIER 2 MEMBERS

Board of Director

Bob Brandstetter
High View Water/Daniels Sanitation
1002 Kipling Street
Lakewood, CO 80215
(303) 233-2182
hvwaterbob@estreet.com

ABC Self Storage, LLC.
Adams School District #12
Agate Mutual Telephone Coop. Assoc.
Agricultural Ditch & Reservoir Co.
Alameda Water & Sanitation
Albertson's, Inc.
American Civil Constructors
Andrews Farwell Ditch Company
Applewood Sanitation District
Arapahoe County
Arapahoe Cty Water/Wastewater Auth.
Arriola Group Pipeline
Arrowhead Metropolitan District
Aspen Consolidated Sanitation
Aspen Highlands Commercial Metro
Aspen Mountain View HOA
Aspen Skiing Company
Aurora Centre Tech Park Association
B&R Engineering Services, LLC.
Baca Grande Water & Sanitation Dist.
Baca Townhouse Association
Baldy Mountain Owners Association
Bancroft-Clover Water & Sanitation
Baseline Water District
Bass Lake Estates HOA
Bear Creek Water & Sanitation
Beaver Creek Metro District
Beaver Park Water, Inc.
Bell Mountain Ranch Metropolitan
Belly Ache Metropolitan District
Bennett Bear Creek Farms
Bent's Fort Water Association
Berry Creek Metropolitan District
Beulah Water Works District
Beverly Hills Mutual Water Company
Big Sandy Telecommunication
Blackhawk-Central City Sanitation
Blair A. Kiefer
Blue Mountain Water District
Board of Water Works of Pueblo
Bonvue Water and Sanitation
Bowles Metropolitan District
Boxelder Sanitation District
Bresnan Communications - Durango
Buffalo Highlands Metropolitan District
Buffalo Mountain Metropolitan District
Buffalo Ridge Metropolitan District
Burgess Water Company
Butte Irrigating & Milling Company
Buttermilk Metropolitan District
C BAR H, Inc.
C/C of Denver-20th St. Pedestrian Mall

Canon Heights Irrigation & Reservoir
Canterberry Crossing Metro District II
Canterberry Crossing Metro District
Canterberry Golf Course
Capital Pacific Homes of Colorado, Inc
Cascade Public Service Company, Inc.
Castle Pines Commercial Metro # 1
Castle Pines Commercial Metro #2
Castle Pines Commercial Metro #3
Castle Pines Commercial Metro #4
Castle Pines Metropolitan District
Castlewood Sanitation District
Castlewood Water District
Centennial Water & Sanitation
Centex Homes
Central Grand Valley Sanitation
Central Weld County Water District
Chaparral Metropolitan District
Cherry Creek Schools District #5
Cherry Creek Valley Water & Sanitation
Cherry Creek Village Water
Cherry Hills Sanitation
Chicago Creek Sanitation
Chipeta Water District
City of Alamosa
City of Arvada
City of Aspen - Electric
City of Aspen - Water
City of Aurora - Parks & Recreation
City of Aurora - Raw Water
City of Aurora - Saddle Rock Golf Crs
City of Aurora - Traffic
City of Aurora - Wastewater
City of Aurora - Water
City of Broomfield
City of Brush
City of Colorado Springs - Traffic
City of Commerce City, Dept Public Wks
City of Craig
City of Durango
City of Edgewater
City of Evans
City of Federal Heights
City of Fort Collins - Parks
City of Fort Collins - Streets
City of Fort Lupton
City of Glendale
City of Glenwood Springs
City of Golden
City of Idaho Springs
City of Longmont Central Locating
City of Loveland - Traffic

City of Pueblo - Parks & Recreation
City of Rocky Ford
City of Steamboat Springs, Utility Sys
City/County of Denver - Traffic
Clear Creek Valley Water
Clearwater Metropolitan District
Clifton Sanitation District
Clifton Sanitation District # 2
Clifton Water District
College Park Water and Sanitation
Colorado City Metropolitan District
CO Springs Park & Recreation Dept
Colorado State University
Colorado Sweet Gold, LLC.
Columbine Lake Water & Sanitation
Columbine Water/Sanitation District
Conejos County
Consolidated Bell Mountain Ranch
Consolidated Mutual Water
Cordillera Metropolitan District
Cottonwood Water & Sanitation District
Country Homes Metropolitan District
Crawford Mesa Water Association
Crestview Water and Sanitation
Crowley County Water Association, Inc.
Crystal Crossing Metropolitan District
Crystal Springs Ranch
Cucharas Sanitation & Water
Dacono Sanitation District
Dakota Ridge Homeowners
Daniels Sanitation District
Davidson Ditch & Reservoir Comapny
Dawson Ridge Metropolitan Dist. 1-5
Delta Montrose Electric Association
Denver Parks & Recreation
Denver Suburban Water District
Denver Wastewater Management
Denver Water Department
Devonshire Heights Water
Dickens House, LLC.
Digatron Security
Divide South Water Users & Ditch Co.
Domestic Pipeline, Inc.
Donala Water & Sanitation District
Dove Valley Metropolitan District
Dry Creek-Davidson Ditch Company, Inc
Dry Creek Valley Ditch Company
E-470 Business Metropolitan District
Eagle Crest Homeowners Assoc., Inc.
Eagle River Water & Sanitation District
Eagle-Vail Metropolitan District
East Alamosa Water & Sanitation District

Tier 2 Membership (cont'd)

East Boulder County Water District
East Boulder Ditch Company
East Cherry Creek Valley Water & San.
East Dillon Water District
East Lakewood Sanitation
East Larimer Co. Water, AKA Elco Water
East Valley Water & Sanitation District
Eastern Adams County Metropolitan Dist
Eastern Slope Rural Telephone
Eastlake Water & Sanitation District
Eckhardt Farms, Inc.
Edwards Metropolitan District
El Paso County Telephone
Environmental Property Investigations
Erie Coal Creek Ditch & Reservoir Co.
ERO Resources
Fairlake Metropolitan District
Fairplay Sanitation
Fairways Metropolitan District
Falcon Heights Development Corp.
Falls Creek Ranch Association, Inc.
Fisher Ditch Company
Five Trees Metropolitan District
Flagstaff House, Inc.
Florissant Fossil Beds Natl. Monument
Foot Hills II Water
Foothills Parks & Recreation District
Forest Hills Metropolitan District
Forest View Acres Water District
Fort Garland Water & Sanitation District
Fountain Sanitation District
Fox Meadow HOA
Fraser Sanitation District
Fremont Sanitation District
Fruitdale Sanitation District
Fruitvale Water & Sanitation District
Gardeners Mutual Ditch Company
Garnet Lateral Ditch
Gates Rubber Company
Gateway Regional Metropolitan District
Gazett, James A.
Genesee Water & Sanitation District
Gleneagle Golf Club
Golden Hills Mobile Home Park
Goldsmith Gulch Sanitation District
Goldsmith Metropolitan District
Goodhue Ditch & Reservoir Company
Granada Rural Water Association
Grand County Water & Sanitation
Grand Junction Drainage District
Grand Valley Rural Power
Great Western Park Metropolitan District
Greatrock North Water & Sanitation
Green Ditch Company
Green Mountain Water & Sanitation Dist
Greenwood Plaza Water District
Gunnison Valley Domestic Water Co.
Hamilton Creek Metropolitan District
Hanson Mesa Domestic Pipeline
Harold & Warren Luhmn
Hasty Water Company
Havana Water & Sanitation District
Head, Head and Rizzardi Water
Heather Gardens Association
Heeney Water, Incorporated
Hidden View Estates Homeowners
High Plains Water Users Association
High View Water District
Highland Lake Lateral Ditch Company
Highland Park Lateral Ditch
Highland Park Metropolitan District
Highlands Ranch Metropolitan Dist #1
Highlands Ranch Metropolitan Dist #2
Highlands Ranch Metropolitan Dist #4
Highline Business Improvement District
Highline Electric Association
Hi-Land Acres Water & Sanitation Dist.
Hillcrest Ditch & Reservoir
Hillcrest Water & Sanitation District
Hilltop Water Company
Holland Hills Metropolitan District
Holly Hills Water & Sanitation District
Howard Ditch Company
Hudson Gardens & Event Center
Idledale Water & Sanitation District
Iliff Care Center
Indian Hills Water District
John F. Glass, Jr.
Johnson Ditch Company
Jones and Donnelly Ditch Company
K2 Communications, LLC.
Kehmeier Water Pipeline
Ken-Caryl Ranch Water & San District
Ken-Caryl West Ranch Water District
KK Water Association
Klein Farms
Kremmling Sanitation District
Lake Arrowhead Water Association
Lake Catamount #1 Metropolitan District
Lake Creek Meadows Water District
Lakehurst Water & Sanitation District
Lamborn Mesa Water Company
Lazy Glen Homeowners Association
Leadville Sanitation District
Lee Lateral Ditch Company
Left Hand Water District
Legacy Ridge Golf Course
Lehman, Robert H/O
Lewis H. Davidson Ditch
Lincoln Park Metropolitan District
Little Thompson Water District
Littleton Public Schools
Lochmoor Water & Sanitation District
Lost Shoe Metropolitan District
Lowry Redevelopment Authority
Mancos Rural Water Company
Mansfield Heights Water & San. District
Matrix Energy, LLC.
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 Hinman 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
Northern Douglas Cty. Water & San.
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
Palmerton Consolidated Ditch Co.
Park 36 Metropolitan District
Park County
Park Forest Water District
Park Meadows Metropolitan District
Parker Water & Sanitation
Parkview Medical Center

Tier 2 Membership (cont'd)

Piedra Park Metropolitan District
Pikes Peak BOCES
Pine Brook Water District
Pine Drive Telephone
Pine Drive Water Company
Pine Drive Water District
Pinewood Springs Water District
Plains Coop Telephone Assoc., Inc.
Plum Creek Waste Water Authority
Ponderosa Retreat & Conference Ctr.
Poudre School District
Poudre Tech Metropolitan District
Poudre Valley Rural Electric
Pratt Management. LLC.
Prosperity Lane Community Water/San
PS Ltd. IV
Pueblo Public Works - Sanitation
Pueblo Public Works - Streets
R.A. Waffensmith & Company, Inc.
Ralston Valley Water & Sanitation Dist
ResortQuest - Telluride
Rio Grande County Road Department
Robert L. Wright, Jr. - Irrigation
Robinson Dairy, Inc.
Rock Creek Mesa Water District
Ron Arnett Irrigation Pipeline
Round Mountain Water & Sanitation
Routt County Road & Bridge
Roxborough Village Metropolitan Dist.
S/W Suburban Denver Water & San.
Saddleback Homeowners Association
Sagebrush Development, LLC.
San Juan Del Centro Apts.
Section 18 Water Users Association
Sedalia Water & Sanitation
Sedgwick County Road & Bridge
Sharman Ranch
Shawnee Water Consumers Assoc.
Sheridan Sanitation District #2
Shorewood Owners Association
Silver Creek Water & Sanitation Dist.
Silver Heights Water & Sanitation Dist
Snake River Wastewater Treatment
Snake River Water District
Somerset Meadows, LLC.
South Adams County Water & San.
South Arapahoe Sanitation
South Flat Ditch Company
South Fork Water & Sanitation
South Sheridan Sanitation District
South Suburban Parks & Recreation
South Swink Water Company
Southgate Sanitation District
Southgate Water District
Southwest Plaza Metro District
Sovereign Telecommunications, LLC.
Spread Eagle Homeowners Assoc.
Spring Canyon Water & Sanitation
Spring Valley Water
St. Charles Mesa Sanitation
St. Vrain Sanitation District
Starwood Water District
Steamboat II Water & Sanitation
Steamboat Lake Water & Sanitation
Strasburg Sanitation & Water
Stratmoor Hills Water & Sanitation
Sunset Water District
TAC Management-Wolf Creek HOA
Talbot Reservoir Irrigation, LLC.
Talbot Enterprises, Inc.
Teller County Wastewater Utility
Telluride Ski & Golf Company
Terra Exploration & Production Co.
Texas Tea of Colorado
The New Coal Ridge Ditch Company
The Original Cottonwood Ditch Co.
Thirteen Well Association
Thirty Road Group Irrigation Project
Thompson, Garneau & Sweetwater
Thunderbird Water & Sanitation
Tidd, Charles & Barbara
Timbers Estates Metro
Todd Creek Farms Metro District #1
Tom Delehant Ditch
Town Center Metropolitan District
Town of Akron
Town of Alamosa
Town of Arriba
Town of Avon
Town of Basalt
Town of Berthoud
Town of Bethune
Town of Calhan
Town of Cedaredge
Town of Cheraw
Town of Crowley
Town of Dinosaur
Town of Eagle
Town of Elizabeth
Town of Fairplay
Town of Firestone
Town of Fleming
Town of Frederick
Town of Genoa
Town of Georgetown
Town of Gilcrest
Town of Grand Lake
Town of Gypsum
Town of Hayden
Town of Holly
Town of Hot Sulphur Springs
Town of Hugo
Town of Jamestown
Town of Keenesburg
Town of Kiowa
Town of Kit Carson
Town of Kremmling
Town of Larkspur
Town of LaSalle
Town of Lochbuie
Town of Manzanola
Town of Minturn
Town of Morrison
Town of Mountain View
Town of Nunn
Town of Orchard City
Town of Ordway
Town of Pagosa Springs
Town of Palmer Lake
Town of Parker
Town of Rockvale
Town of Saguache
Town of Seibert
Town of Silver Plume
Town of Snowmass Village
Town of Springfield
Town of Stratton
Town of Swink
Town of Telluride
Town of Vail
Town of Wiggins
Town of Winter Park
Trailmark Metropolitan District
Tree Haus Metropolitan District
Tri-County Water
Tri-Lakes Wastewater Treatment Plant
United Water Company
Urban Drain and Flood Control
Valley Maintenance Corporation
Valley Water District
Village Homes
Village Nursery, Inc.
Villages at Castle Rock Metro. Dist. #7
Wadley Farms #3 HOA
Walden Corporation
Warm Springs Ranch Mutual Water
Weld County School District RE-4
Weld County School District RE-8
Weld County Tri-Area Sanitation
West Fort Collins Water
West Grand Valley Water, Inc
West Montrose Sanitation
Western Forge Corporation
Westridge Sanitation District
Wheat Ridge Water District
White Horse Springs Water
Wiggins Telephone Association
Willard Telephone Company
William P. Moore
Willow Brook Metropolitan District
Willow Brook Water Association
Willowbrook Metropolitan District
Willowbrook Water & Sanitation
Willows Water District
Winter Park West Water & Sanitation
Woodmoor Water & Sanitation
Y-W Electric Association, Inc.

SPECIAL DIRECTOR - 2003

Qwest Communications
Jerry Buekelman
700 W. Mineral Ave WYQ33.28
Littleton CO 80120
(303) 707-5052
jbeukel@qwest.com

ADVISORY DIRECTOR

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

Legal Counsel

Digiacoimo & Jagers, LLP
David Digiacoimo
5400 Ward Road, Bldg III
Suite 200
Arvada, CO 80002
(303) 420-4220
drd@qadas.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

EXECUTIVE DIRECTOR

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

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:

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

Support Staff:

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

Customer Service Representatives:

Earl Bennett	5 yrs	Reda Bergh	3 yrs	Ronelle Black	4 yrs
Barbara Bruder	7 yrs	Danita Bruder	6 yrs	Bonnie Crabtree	2 yr
Alisha Eversole	2 yrs	Annette Ficco	2 yrs	Stacie Gaines	1st yr
Sara Georgopoulos	1yr	Amy Graham	6 yrs	Arnetta Hoyt	4 yrs
Milo Johnson	1st yr	Mahlon Knight	1 yr	Phillip Le	1 yr
Erica Martinez	1 yr	Jacquelyn McClure	5 yrs	Sue Moosdorf	9 yrs
Timothy Peacock	1st yr	Nancy Pemberton	3 yrs	Phoenix Ragland	8 yrs
Janice Raney	10 yrs	Delia Rodriguez	1 yr	Andrea Salazar	1 yr
Eleanor Schoumacher	3 yrs	Ericka Silvas	5 yrs	Carolyn Southworth	3 yrs
Valerie Sparks	2 yrs	Lori Taylor	3 yrs	Timothy Tomlin	3 yrs
Kellee Walton	2 yrs	Judith Wilhelm	4 yrs		

Center Manager Marty Mead

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 began 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

YEAR END 2003 STATS

<u>CATEGORY</u>	<u>2003</u>	<u>2002</u>	<u>2001</u>	<u>2000</u>
Total incoming calls	361,579	379,206	374,840	362,239
Average talk time (per call)	5.58	5.50	5.50	5.26
Average delay (per call)	59 sec	47 sec	91 sec	58 sec
New ticket count/ minus cancels	735,073	776,976	773,371	674,074
Total tickets processed	750,994	798,382	794,627	703,975
Transmissions (per ticket)	6.57	6.46	6.42	6.16
Transmissions Tier 1	4,916,010	5,147,574	5,022,752	4,279,239
Fax-a-locate tickets	31,745	54,802	68,946	75,795
E/mail tickets	N/A	18,555	15,870	
Web tickets	174,908	82,271	34,099	N/A
Remote Users tickets	N/A	9,016	48,361	
Spanish requests	3,112	7,443	5,869	1,460
Tier 1 Members	613	583	542	484
Tier 2 Members	507	477	422	396
Emergencies requests	17,840	17,579	16,982	15,945
Damages requests	11,918	12,823	13,979	13,144
After Hours Emergencies	3,093	3,043	2,479	2,430
After Hours Damages	859	1,059	1,032	1,011
Agents/operators F-T	43	43	41	39
Temporary/seasonal	5	5	5	0

Utility Notification Center of Colorado - © 2002-2003

Operations Supervisor Jose Espino

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 excavating 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 &

I 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 monetary 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



Public Relations Administrator Steve Allen

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.

**Member Services Administrator
Sandy Samuelson**

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 roll is at UNCC. The final event was the Annual Employee Appreciation Awards Dinner held at Jillan'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 Pinnacle 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.
- JoAnn Wise who celebrated 5 years with UNCC on May 5, 2003.
- Lisa McCracken who celebrated 5 years with UNCC on November 2, 2003.
- A. Earl Bennett who celebrated 5 years with UNCC on May 7, 2003.
- Arnetta Hoyt who celebrated 5 years with UNCC on March 30, 2003.
- Jacquelyn McClure who celebrated 5 years with UNCC on June 21, 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

Network Administrator Joseph "Steve" Alarid

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.

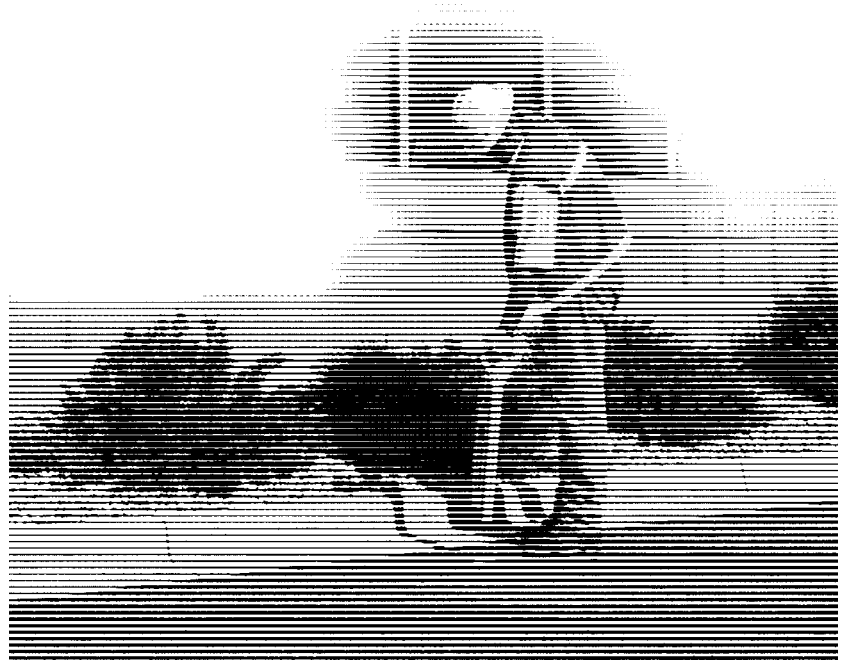
Due to the change in network design and infrastructure, I enrolled in the Cisco Networks Basics course. UNCC's Table Mountain facility's network has

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



UTILITY NOTIFICATION CENTER
OF COLORADO

Annual Report for Fiscal Year 2003