



Ruby M. Sisson Memorial Library

Upper San Juan Library District

Library Board:
Andrea Cox, President
Katie Cloudman, Vice President
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811 San Juan Street, Pagosa Springs, CO 81147 • 970-264-2209 • pagosalibrary.org

Barbara Brattin, Library Director

Regular Meeting of the Library Board of Trustees

October 14, 2026

4 pm

811 San Juan St, Pagosa Springs, CO

Online access <https://us02web.zoom.us/j/83398449146>

AGENDA

- I. ROLL CALL AND DETERMINATION OF QUORUM
- II. AGENDA APPROVAL
- III. PUBLIC COMMENTS
 - a. Board candidate introductions
- IV. CONSENT AGENDA
 - a. Approval of the September 16, 2026 regular board meeting minutes
- V. REPORTS
 - a. Foundation/ Development Report (Katie Dobbins, Foundation Director)
 - b. September 30, 2026 Financial Report (David)
 - c. Director's Report
 - d. Construction Report
- VI. NEW BUSINESS
 - a. Strategic Planning
- VII. UNFINISHED BUSINESS
 - a. 2027 Draft Budget
- VIII. LOOKING FORWARD

GOOD OF THE ORDER:

NEXT MEETING: November 18, 2026 hybrid online and in person

Library Vision: Mountains of opportunity to inspire ideas, enrich lives, and create community.

Library Mission: Your Library serves as a welcoming portal for open and equal access to information for residents and visitors of the community. Resources are provided through materials, classes, and events for achieving lifelong learning goals in culture, education, and leisure.

ADJOURNMENT

Kristie Arnold

277 Hatcher Circle
Pagosa Springs, CO 81147
908-239-1040
arnoldteacher@gmail.com

October 8, 2025

Ruby M. Sisson Memorial Library

811 San Juan Street
Pagosa Springs CO 81147

Dear Director,

I am writing to introduce myself and express interest in your unexpected library board vacancy.

My name is Kristie Arnold, and I recently retired after 31 years as a public school educator in New Jersey. During my career, I served school districts as a classroom teacher, reading specialist, and elementary literacy supervisor. In my most recent role as a supervisor I was responsible for curriculum development, coordinating and facilitating professional learning, developing intervention programs, managing the literacy budget for 3,000+ students, conducting community education, and the promotion of the literacy program for a large diverse district. One initiative I successfully implemented was the One District, One Book program, where students across eight elementary schools read and discussed the same book with their families. This initiative brought the community back together after a long virtual schooling session due to COVID, and culminated with community nights at each building. Literacy and reading are my life passions. As a lifelong advocate for children, learning, and literacy, my drive has not ended with my professional career and I seek to serve the community in this capacity. Although I am a new full-time resident of Archuleta County, I have been a part-time resident for six years and I have family roots in Colorado. If you have already filled this role, please reach out to let me know if there is any other capacity where I can use my skillset to support the community.

Sincerely,

Kristie Arnold



Barbara Brattin <director@pagosalibrary.org>

Director position question

Mike Ryan <59ryman@gmail.com>

Mon, Oct 5, 2026 at 4:32 PM

To: Barbara Brattin <director@pagosalibrary.org>

Barb,

I'd like to be considered for the vacant Library Board position. My wife and I built a home in Chromo in 2022 and moved in in January 2023. From the first week we were here we have been heavy library users. Avid readers don't by default make good Board members, so let me share some of my background.

I am retired from a career in sales, sales management, and business operations, running businesses large and small. Success in a career like mine means that I have had to have skills in interpersonal relationships and problem solving; important skills in any non-profit Board position. I have been involved in several non-profits through the years and have been proud of my achievements with those groups.

The role I have been proudest of, however, was my term on the Board of what was the Mark Skinner Library (now the Manchester Community Library) in Manchester, Vermont. I was a Board member for 3 years and then the Chair for my last 3 years. Manchester Vermont bears an uncanny resemblance to Pagosa Springs. The population is about 2000 people, near a ski area (several in fact), a four season recreation area, and the majority of the homes are second homes.

Prior to my joining the Board, there was for years discussion about either renovating the obsolete facility housing the library or building a new library. After dealing with these discussions for years, my first act upon becoming Chair of the Board was to investigate the costs of renovating vs. building, and starting a feasibility study to see if what was going to be needed was even possible. After much research and consideration we decided to build a new facility, raising the funds needed for the building and also to increase our endowment by some \$2 million. The operation of the library was unique in that slightly less than half of our operation funds came from the Town of Manchester and the balance from fundraising.

Shortly after we moved to Chromo we met Cindy G. at the library where she performed Notary services for us. At that time I shared my library background with her and provided her with some contact information and collateral materials from the Manchester Community Library. We also made a small donation to the capital campaign. I offered to be helpful in any way I could and was disappointed that I was never contacted. In any case, if the vacant position hasn't been filled I would enjoy the opportunity to discuss the opportunity further.

Thanks for your consideration,

Mike Ryan
cell: 802.688.4671

On Sun, Oct 4, 2026 at 8:26 PM Barbara Brattin <director@pagosalibrary.org> wrote:

[Quoted text hidden]

Upper San Juan Library District
Balance Sheet
As of September 30, 2026

	Sep 30, 26
ASSETS	
Current Assets	
Checking/Savings	
Bank of the San Juans 1460	531,750.45
Colorado Trust	355,950.05
Total Checking/Savings	887,700.50
Accounts Receivable	
Accounts Receivable	11,195.68
Total Accounts Receivable	11,195.68
Other Current Assets	
Due from Capital Reserve	2,453.47
Property Taxes Receivable	916,577.00
Total Other Current Assets	919,030.47
Total Current Assets	1,817,926.65
Fixed Assets	
Construction in Progress	2,044,793.52
Books (Inventory)	438,993.56
Buldings	1,498,755.00
Building Improvements	168,372.40
Furniture & Equipment	403,380.56
Land	362,254.00
Land Improvements	470,940.00
Accumulated Depreciation	-1,704,033.55
Total Fixed Assets	3,683,455.49
TOTAL ASSETS	5,501,382.14
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
*Accounts Payable	6,090.13
Total Accounts Payable	6,090.13
Credit Cards	
Commerce Bank 1756	2,891.93
Total Credit Cards	2,891.93
Other Current Liabilities	
Deferred Revenue	916,577.00
Payroll Current Liabilities	
Accrued Vacation/PTO	24,910.41
State Withheld & SUTA Payable	-1,026.57
Total Payroll Current Liabilities	23,883.84
Total Other Current Liabilities	940,460.84
Total Current Liabilities	949,442.90
Total Liabilities	949,442.90
Equity	
Transfer In/Out	-898,935.52

8:29 AM

10/12/26

Accrual Basis

Upper San Juan Library District

Balance Sheet

As of September 30, 2026

	Sep 30, 26
Offset for Long Term Liab	-24,910.41
INVESTMENTS IN FIXED ASSETS	3,683,455.49
LIMITED FOR EMERGENCIES (Tabor)	81,650.84
COMMITTED FOR IMP & OUTREACH	162,000.00
Unrestricted Net Assets	1,146,041.65
Net Income	402,637.19
Total Equity	4,551,939.24
TOTAL LIABILITIES & EQUITY	5,501,382.14

Upper San Juan Library District
Profit & Loss - Actuals vs Budget
January through September 2026

	Jan - Sep 26	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
Foundation Admin Fee Income	1,200.00	1,200.00	0.00	100.0%
Gifts/Donations (general)	1,992.00	9,000.00	-7,008.00	22.13%
Gifts/Donations (restricted)	0.00	5,000.00	-5,000.00	0.0%
Grants (general)				
Training Grants	750.00	1,500.00	-750.00	50.0%
Program Grants	15,938.75	24,000.00	-8,061.25	66.41%
Collection Grants	1,635.81	6,132.00	-4,496.19	26.68%
Total Grants (general)	18,324.56	31,632.00	-13,307.44	57.93%
Grants (restricted)	4,000.00	0.00	4,000.00	100.0%
INCOME - PROPERTY TAX				
2025 Abatement Rebate	0.00	4,257.00	-4,257.00	0.0%
Property Tax	899,875.80	912,320.00	-12,444.20	98.64%
Specific Ownership Tax	53,889.48	70,000.00	-16,110.52	76.99%
Misc Tax Income	0.00	20,000.00	-20,000.00	0.0%
Abatements	-781.61	-2,000.00	1,218.39	39.08%
Total INCOME - PROPERTY TAX	952,983.67	1,004,577.00	-51,593.33	94.86%
INCOME - REVENUE				
Book Sales - Taxable	212.75	600.00	-387.25	35.46%
Copies	7,728.08	10,000.00	-2,271.92	77.28%
Lost Books/ILL	606.94	800.00	-193.06	75.87%
Other Revenue (& library cards)	268.00	250.00	18.00	107.2%
Use of Equipment	730.11	600.00	130.11	121.69%
Total INCOME - REVENUE	9,545.88	12,250.00	-2,704.12	77.93%
Interest Income	20,541.63	40,000.00	-19,458.37	51.35%
Total Income	1,008,587.74	1,103,659.00	-95,071.26	91.39%
Gross Profit	1,008,587.74	1,103,659.00	-95,071.26	91.39%
Expense				
CAPITAL OUTLAY & FIXED EXPENSES				
FIXED EXPENSES				
Treasurer's Fees	22,343.72	26,829.39	-4,485.67	83.28%
Total FIXED EXPENSES	22,343.72	26,829.39	-4,485.67	83.28%
Total CAPITAL OUTLAY & FIXED EXPENSES	22,343.72	26,829.39	-4,485.67	83.28%
OPERATING EXPENSES				
BUILDING EXPENSES				
Alarm Monitoring	405.00	990.00	-585.00	40.91%
Bldg Maintenance Costs	1,645.34	1,000.00	645.34	164.53%
Janitorial Service	10,800.00	19,300.00	-8,500.00	55.96%
Janitorial Supplies	2,192.28	2,500.00	-307.72	87.69%
Landscape/Grounds Maint	61.98	500.00	-438.02	12.4%
Snow Removal	0.00	5,000.00	-5,000.00	0.0%
Trash	1,127.81	1,512.00	-384.19	74.59%
Utilities				
Electricity	10,339.58	8,200.00	2,139.58	126.09%
Geothermal	3,700.11	10,833.00	-7,132.89	34.16%
Water & Sewer	2,368.84	6,300.00	-3,931.16	37.6%
Total Utilities	16,408.53	25,333.00	-8,924.47	64.77%
Window Cleaning	0.00	1,000.00	-1,000.00	0.0%
Total BUILDING EXPENSES	32,640.94	57,135.00	-24,494.06	57.13%

Upper San Juan Library District
Profit & Loss - Actuals vs Budget
January through September 2026

	Jan - Sep 26	Budget	\$ Over Budget	% of Budget
LIBRARY OFFICE EXPENSES				
Accounting & Budgeting	4,558.00	5,500.00	-942.00	82.87%
Auditing / Tax Return Prep	18,150.00	15,750.00	2,400.00	115.24%
Collection & Credit Card Fees	708.37	330.00	378.37	214.66%
Equipment & Furniture < \$500	0.00	500.00	-500.00	0.0%
Eqmt & Computer Maint & Parts	245.45	1,250.00	-1,004.55	19.64%
Insurance Expense				
Insurance - Bonding	365.00	400.00	-35.00	91.25%
Insurance-Directors & Officers	2,540.00	2,700.00	-160.00	94.07%
Insurance - Liab/Contents/Bldg	4,890.00	9,560.00	-4,670.00	51.15%
Total Insurance Expense	7,795.00	12,660.00	-4,865.00	61.57%
Internet / ISP	2,577.72	3,114.00	-536.28	82.78%
Legal Services	50.00	500.00	-450.00	10.0%
Maint Agmts & Licenses				
Hardware Maint Agmts (Xerox)	2,213.55	3,000.00	-786.45	73.79%
Software Maint Agmts	15,369.15	13,600.00	1,769.15	113.01%
Total Maint Agmts & Licenses	17,582.70	16,600.00	982.70	105.92%
Office Supplies	3,121.00	3,500.00	-379.00	89.17%
Postage / PO Box	590.54	1,200.00	-609.46	49.21%
Sales Tax Expense	42.52	300.00	-257.48	14.17%
Storage	1,884.48	2,500.00	-615.52	75.38%
Telephone	2,108.00	2,610.00	-502.00	80.77%
SUBCONTRACTORS				
IT Consulting	8,651.25	14,000.00	-5,348.75	61.8%
Total SUBCONTRACTORS	8,651.25	14,000.00	-5,348.75	61.8%
Total LIBRARY OFFICE EXPENSES	68,065.03	80,314.00	-12,248.97	84.75%
PROGRAMS & PUBLIC USE EXPENSES				
PROGRAMS				
Adult Programs (LLL,PALS,ESL)	1,043.75	3,000.00	-1,956.25	34.79%
Children's Programs	1,055.16	2,500.00	-1,444.84	42.21%
Summer Reading Program	2,363.19	2,500.00	-136.81	94.53%
Teen Programs	448.37	1,000.00	-551.63	44.84%
Grant Funded Programs	10,195.85	24,000.00	-13,804.15	42.48%
Total PROGRAMS	15,106.32	33,000.00	-17,893.68	45.78%
PUBLIC RELATIONS				
Advertising - PR	1,850.52	2,000.00	-149.48	92.53%
Flowers	92.70	250.00	-157.30	37.08%
Printing	923.92	2,200.00	-1,276.08	42.0%
Volunteer Background Checks	319.67	400.00	-80.33	79.92%
Volunteer/Staff Expenses	1,054.12	700.00	354.12	150.59%
Total PUBLIC RELATIONS	4,240.93	5,550.00	-1,309.07	76.41%
PUBLIC USE MATERIALS				
Courier Service (ILL)	0.00	7,500.00	-7,500.00	0.0%
Electronic Data Bases	2,493.03	13,500.00	-11,006.97	18.47%
Lost Items Expenses	124.92	150.00	-25.08	83.28%
Non-Print Material				
Audio Books	5,050.31	6,000.00	-949.69	84.17%
DVD/Video	2,908.73	4,000.00	-1,091.27	72.72%
Downloadable E-Books/Audio	8,000.00	17,000.00	-9,000.00	47.06%
Total Non-Print Material	15,959.04	27,000.00	-11,040.96	59.11%

Upper San Juan Library District
Profit & Loss - Actuals vs Budget
January through September 2026

	Jan - Sep 26	Budget	\$ Over Budget	% of Budget
Print Material				
Books	32,265.10	42,000.00	-9,734.90	76.82%
Subscriptions	2,003.24	2,400.00	-396.76	83.47%
Total Print Material	34,268.34	44,400.00	-10,131.66	77.18%
Grant Funded Collections	0.00	6,132.00	-6,132.00	0.0%
Total PUBLIC USE MATERIALS	52,845.33	98,682.00	-45,836.67	53.55%
Total PROGRAMS & PUBLIC USE EXPENSES	72,192.58	137,232.00	-65,039.42	52.61%
Total OPERATING EXPENSES	172,898.55	274,681.00	-101,782.45	62.95%
STAFF, BENEFITS & TRAINING				
STAFF EDUCATION				
Conferences/Workshops	2,526.51	1,800.00	726.51	140.36%
Memberships	2,059.50	2,570.00	-510.50	80.14%
Travel/Food Expenses	1,908.49	5,000.00	-3,091.51	38.17%
Training Grant Expenses	0.00	1,500.00	-1,500.00	0.0%
Total STAFF EDUCATION	6,494.50	10,870.00	-4,375.50	59.75%
SALARIES & BENEFITS				
BENEFITS				
Mileage Reimbursement	1,771.21	1,250.00	521.21	141.7%
Employee Assist Program (EAP)	0.00	3,521.00	-3,521.00	0.0%
Health Insurance Allowance	22,195.00	36,000.00	-13,805.00	61.65%
Social Security	22,354.29	33,320.16	-10,965.87	67.09%
Medicare	5,228.03	7,792.62	-2,564.59	67.09%
Retirement (CRA)	14,857.78	15,238.11	-380.33	97.5%
State Unemployment	721.10	1,612.27	-891.17	44.73%
Worker's Compensation Insurance	0.00	1,612.27	-1,612.27	0.0%
Total BENEFITS	67,127.41	100,346.43	-33,219.02	66.9%
Salaries & PTO				
SALARIES	286,551.77	533,421.97	-246,870.20	53.72%
Holiday Pay	12,876.77	0.00	12,876.77	100.0%
Paid Time Off (PTO)	35,482.27	0.00	35,482.27	100.0%
Total Salaries & PTO	334,910.81	533,421.97	-198,511.16	62.79%
Substitute Staff (subcontract)	3,447.56	4,000.00	-552.44	86.19%
Total SALARIES & BENEFITS	405,485.78	637,768.40	-232,282.62	63.58%
Total STAFF, BENEFITS & TRAINING	411,980.28	648,638.40	-236,658.12	63.52%
Total Expense	607,222.55	950,148.79	-342,926.24	63.91%
Net Ordinary Income	401,365.19	153,510.21	247,854.98	261.46%
Other Income/Expense				
Other Income				
Other Income (dividends,claims)	1,272.00	500.00	772.00	254.4%
Total Other Income	1,272.00	500.00	772.00	254.4%
Other Expense				
Expenses to be Reimb	0.00	0.00	0.00	0.0%
Suspense - Unknown	0.00	0.00	0.00	0.0%
Void	0.00	0.00	0.00	0.0%
Total Other Expense	0.00	0.00	0.00	0.0%
Net Other Income	1,272.00	500.00	772.00	254.4%
Net Income	402,637.19	154,010.21	248,626.98	261.44%

8:37 AM

10/12/26

Accrual Basis

Ruby Sisson Capital Improvement Fund

Balance Sheet

As of September 30, 2026

	Sep 30, 26
ASSETS	
Current Assets	
Checking/Savings	
Bank of San Juans	267,992.50
Total Checking/Savings	267,992.50
Accounts Receivable	
Accounts Receivable	297,679.97
Total Accounts Receivable	297,679.97
Total Current Assets	565,672.47
TOTAL ASSETS	565,672.47
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	151,036.72
Total Accounts Payable	151,036.72
Credit Cards	0.00
Other Current Liabilities	
Due to Operating Acct	1,453.47
Total Other Current Liabilities	1,453.47
Total Current Liabilities	152,490.19
Long Term Liabilities	
N/P-Certificate of Participatio	1,055,000.00
Total Long Term Liabilities	1,055,000.00
Total Liabilities	1,207,490.19
Equity	
Transfer In/Out	300,935.52
Retained Earnings	-301,228.03
Net Income	-641,525.21
Total Equity	-641,817.72
TOTAL LIABILITIES & EQUITY	565,672.47

Ruby Sisson Capital Improvement Fund

Profit & Loss Actuals vs.Budget

January through September 2026

	Jan - Sep 26	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
Grants				
Federal Grants	0.00	25,000.00	-25,000.00	0.0%
State Grants	679,329.81	650,000.00	29,329.81	104.51%
Foundation Grants	1,816,959.76	3,683,653.80	-1,866,694.04	49.33%
Total Grants	2,496,289.57	4,358,653.80	-1,862,364.23	57.27%
Donations & Gifts	46,028.89	500.00	45,528.89	9,205.78%
Interest Income	4,130.74	600.00	3,530.74	688.46%
Other Income	636,654.05	60,000.00	576,654.05	1,061.09%
Total Income	3,183,103.25	4,419,753.80	-1,236,650.55	72.02%
Expense				
Credit Card/Square Fees	51,208.48	0.00	51,208.48	100.0%
Office Supplies	225.67	0.00	225.67	100.0%
Facilities Improvements				
Architect/Professional Fees	70,682.65	31,449.02	39,233.63	224.75%
Contractor Fees	3,611,918.49	3,844,168.50	-232,250.01	93.96%
Furnishings	38,110.92	150,000.00	-111,889.08	25.41%
Unanticipated building repairs	39,832.34	198,915.00	-159,082.66	20.03%
Total Facilities Improvements	3,760,544.40	4,224,532.52	-463,988.12	89.02%
Mechanical Improvements				
Solar Project	0.00	60,000.00	-60,000.00	0.0%
Unanticipated Improvements	685.00	18,000.00	-17,315.00	3.81%
Total Mechanical Improvements	685.00	78,000.00	-77,315.00	0.88%
Technology Improvements				
Computer Replacements	6,159.12	25,000.00	-18,840.88	24.64%
EV Charging	0.00	10,000.00	-10,000.00	0.0%
Technology Improvements - Other	5,805.79	0.00	5,805.79	100.0%
Total Technology Improvements	11,964.91	35,000.00	-23,035.09	34.19%
Total Expense	3,824,628.46	4,337,532.52	-512,904.06	88.18%
Net Ordinary Income	-641,525.21	82,221.28	-723,746.49	-780.24%
Net Income	-641,525.21	82,221.28	-723,746.49	-780.24%

DIRECTORS REPORT

October 2026

As we settle into our new, beautiful spaces, we are thrilled to watch the community embrace all we have to offer. Our meeting rooms are full of community groups and library programs and we are getting rave reviews, ooohs and ahhs about the audiovisual equipment in each space. Our study rooms are booked every day, and the teens are returning to us daily, using not only their dedicated space but the makerspace next door. How lovely to see them engaged in designing and making 3D objects and crafting things. One of the Runway for Rise participants made her costume in our makerspace. A backpacker traveling through Pagosa stopped by to repair his equipment on our sewing machine. The makerspace is proving to be a very popular and useful space.

We have officially ended our contract with our janitorial service and hired a part time person to both clean the building and grounds and keep the gardens in good condition. We can see a difference already.

As the year comes to an end, we are ready to begin strategic planning with the public. Anna from the Colorado Library Consortium will lead focus groups with the public, staff, Library Board, Friends and Foundation Board, parents, and general public the week of November 9th to ask three questions for feedback: What are the challenges of living in Pagosa? How does the library make your life better? How can the library do better? We will conduct short surveys to ask about the convenience of our hours and days of the week. The Board will also be asked to revisit our mission and vision statements for possible revision.

Once all the results are compiled, we will write a draft three year plan of service identifying goals and strategies. Upon approval by the Library Board, we will bring together the Library Board and the Foundation/Friends Board to review our goals and associated funding needs.

CONSTRUCTION REPORT

Our construction has reached the “substantial completion” phase, meaning we only have a few punch list items to go. FCI will be replacing our original geothermal pump which is giving out. There is a sticking panic bar on the west side exit door of the community room which makes it hard to close. That is a warranty issue with the manufacturer and they will be fixing that shortly. We are waiting for a latch on the doors that close the screened-in area leading to the staff door. Our staff restroom exhaust fan is programmed to run 24/7 and we are talking about solutions to make it only work with the lights.

Accuity Insurance has paid out the full repair costs of the sewer backup damage to the public restrooms minus our \$5,000 deductible.

DETAILED LEASE DEBT SERVICE

Upper San Juan Library District
Ten Year Series 2026

Dated Date 08/27/2026
Delivery Date 08/27/2026

Serial bonds 2027 through 2036 (SERIALS)

<i>Period Ending</i>	<i>Principal</i>	<i>Coupon</i>	<i>Interest</i>	<i>Debt Service</i>	<i>Annual Debt Service</i>	<i>Bond Balance</i>	<i>Total Lease Value</i>
08/27/2026						1,055,000	1,055,000
02/01/2027			20,218.49	20,218.49		1,055,000	1,055,000
08/01/2027	88,000	4.480%	23,632.00	111,632.00	131,850.49	967,000	967,000
02/01/2028			21,660.80	21,660.80		967,000	967,000
08/01/2028	90,000	4.480%	21,660.80	111,660.80	133,321.60	877,000	877,000
02/01/2029			19,644.80	19,644.80		877,000	877,000
08/01/2029	94,000	4.480%	19,644.80	113,644.80	133,289.60	783,000	783,000
02/01/2030			17,539.20	17,539.20		783,000	783,000
08/01/2030	98,000	4.480%	17,539.20	115,539.20	133,078.40	685,000	685,000
02/01/2031			15,344.00	15,344.00		685,000	685,000
08/01/2031	102,000	4.480%	15,344.00	117,344.00	132,688.00	583,000	583,000
02/01/2032			13,059.20	13,059.20		583,000	583,000
08/01/2032	107,000	4.480%	13,059.20	120,059.20	133,118.40	476,000	476,000
02/01/2033			10,662.40	10,662.40		476,000	476,000
08/01/2033	111,000	4.480%	10,662.40	121,662.40	132,324.80	365,000	365,000
02/01/2034			8,176.00	8,176.00		365,000	365,000
08/01/2034	116,000	4.480%	8,176.00	124,176.00	132,352.00	249,000	249,000
02/01/2035			5,577.60	5,577.60		249,000	249,000
08/01/2035	122,000	4.480%	5,577.60	127,577.60	133,155.20	127,000	127,000
02/01/2036			2,844.80	2,844.80		127,000	127,000
08/01/2036	127,000	4.480%	2,844.80	129,844.80	132,689.60		
	1,055,000		272,868.09	1,327,868.09	1,327,868.09		

SOURCES AND USES OF FUNDS

Upper San Juan Library District
Ten Year Series 2026

Dated Date 08/27/2026
Delivery Date 08/27/2026

Sources:

Lease Proceeds:	
Par Amount	1,055,000.00
	1,055,000.00

Uses:

Project Fund Deposits:	
Project Fund 1	1,000,000.00
Miscellaneous Project Cost Title etc.	
	4,093.75
	1,004,093.75
Delivery Date Expenses:	
Cost of Issuance	50,906.25
	1,055,000.00

Proposed 2027 Capital Budget

1st Draft

Beginning Balance		\$	82,221.00
Transfer from Operating		\$	100,000.00
Income	2026		2027
Grants			
Federal Grants	25,000.00	\$	-
State Grants	650,000.00	\$	-
Foundation Grants	3,683,653.80	\$	40,000.00
Total Grants	4,358,653.80	\$	40,000.00
Donations & Gifts	500.00	\$	5,000.00
Interest Income	600.00	\$	600.00
Other Income	60,000.00	\$	-
Total Income	4,419,753.80	\$	227,821.00
Expense			
Credit Card/Square Fees		\$	150.00
Facilities Improvements			
Architect/Professional Fees	31,449.02	\$	-
Contractor Fees	3,844,168.50	\$	-
Furnishings	150,000.00	\$	10,000.00
Unanticipated building repairs	198,915.00	\$	30,000.00
Total Facilities Improvements	4,224,532.52	\$	40,000.00
Mechanical Improvements			
Solar Project	60,000.00	\$	40,000.00
Unanticipated Improvements	18,000.00	\$	10,000.00
Total Mechanical Improvements	78,000.00	\$	50,000.00
Technology Improvements			
Computer Replacements	25,000.00	\$	8,000.00
EV Charging	10,000.00	\$	-
Technology Improvements - C	0.00	\$	1,000.00
Total Technology Improvements	35,000.00	\$	9,000.00
Total Expense	4,337,532.52	\$	99,150.00
Fund Balance	82,221	\$	128,671.00

Upper San Juan Library District Proposed 2027 Budget

	2025 Actuals	Approved 2026	Proposed 2027
INCOME AND REVENUE			
INCOME			
Gifts/Donations Unrestricted	\$ 9,280.56	\$ 9,000.00	\$ 6,000.00
Gifts/Donations Restricted	\$ 3,000.00	\$ 5,000.00	\$ 5,000.00
Grants	\$ 93,803.41		
Foundation Grants			\$ 50,000.00
Collection Grants		\$ 6,132.00	\$ 6,273.00
Program Grants		\$ 24,000.00	\$ 18,000.00
Training Grants		\$ 1,500.00	\$ 1,500.00
Total Grants restricted		\$ 31,632.00	\$ 75,773.00
TOTAL GIFTS AND GRANTS	\$ 93,803.41	\$ 45,632.00	\$ 86,773.00
Interest Income	\$ 47,433.83	\$ 40,000.00	\$ 35,000.00
Foundation rent	\$ 1,200.00	\$ 1,200.00	\$ -
Other income	\$ 240,402.48	\$ 500.00	\$ 500.00
Tax Income			
Abatements	\$ (2,012.19)	\$ (2,000.00)	\$ 2,004.54
General Property Tax	\$ 896,287.37	\$ 914,688.03	\$ 905,935.91
Specific Ownership tax	\$ 76,272.15	\$ 70,000.00	\$ 70,000.00
Misc. Tax income	\$ -	\$ 20,000.00	\$ 22,943.24
Total Tax Income	\$ 970,547.33	\$ 1,002,688.03	\$ 1,000,883.69
Total Income	\$ 1,365,667.61	\$ 1,121,652.03	\$ 1,123,156.69
Revenue			
Book Sale (In House)	\$ 639.15	\$ 600.00	\$ 800.00
Copies	\$ 9,204.09	\$ 10,000.00	\$ 11,000.00
Lost books/ILL	\$ 1,061.48	\$ 800.00	\$ 750.00
Other Revenue (& Library Cards)	\$ 282.61	\$ 250.00	\$ 400.00
Use of Equipment (Lamination)	\$ 843.00	\$ 600.00	\$ 600.00
Total Revenue	\$ 12,030.33	\$ 12,250.00	\$ 13,550.00
Total Income and Revenue	\$ 1,377,697.94	\$ 1,133,902.03	\$ 1,136,706.69
EXPENDITURES			

Upper San Juan Library District Proposed 2027 Budget

	2025 Actuals	Approved 2026	Proposed 2027
Operating Expenses			
Building Expenses			
Fire Alarm Monitoring	\$ 540.00	\$ 990.00	\$ 600.00
Building Maintenance	\$ 1,234.49	\$ 1,000.00	\$ 1,250.00
	\$ -	\$ -	
Janitorial service	\$ 14,753.48	\$ 19,300.00	\$ -
Janitorial supplies		\$ 2,500.00	\$ 2,000.00
Landscape/Grounds Maintenance	\$ 41.07	\$ 500.00	\$ 1,000.00
Snow Removal	\$ 1,969.32	\$ 5,000.00	\$ 4,500.00
Trash	\$ 1,499.99	\$ 1,512.00	\$ 1,512.00
Utilities			
Electricity	\$ 7,717.04	\$ 8,200.00	\$ 8,000.00
Gas	\$ 178.44	\$ -	\$ -
Geothermal	\$ 5,410.34	\$ 10,833.00	\$ 10,000.00
Water & Sewer	\$ 2,503.22	\$ 6,300.00	\$ 8,000.00
<i>Total Utilities</i>	\$ 15,809.04	\$ 25,333.00	\$ 26,000.00
Window Cleaning	\$ -	\$ 1,000.00	\$ 1,000.00
Total Building Expenses	\$ 35,847.39	\$ 57,135.00	\$ 37,862.00
Library Office Expenses			
Accounting & Budgeting	\$ 5,696.50	\$ 5,500.00	\$ 6,000.00
Auditing/Tax Return	\$ 15,500.00	\$ 15,750.00	\$ 16,000.00
Credit Card Fees	\$ 468.17	\$ 330.00	\$ 1,000.00
Equipment/Furniture/Fixtures < \$500	\$ 355.36	\$ 500.00	\$ 500.00
Equipment Maint & Parts	\$ 1,240.87	\$ 1,250.00	\$ 1,000.00
Insurance - Bonding Insurance	\$ 365.00	\$ 400.00	\$ 100.00
Insurance - Errors & Omissions	\$ 2,540.00	\$ 2,700.00	\$ 2,985.00
Insurance - Liability/Contents/Bldg.	\$ 7,883.00	\$ 9,560.00	\$ 12,132.00
Internet/ISP	\$ 3,431.52	\$ 3,114.00	\$ 3,500.00
Legal Services	\$ 94.19	\$ 500.00	\$ 500.00
Maintenance Agmts & Licenses			
Hardware Maint Agmts (Copier)	\$ 2,526.22	\$ 3,000.00	\$ 2,700.00
Software Maintenance licenses	\$ 7,913.75	\$ 13,600.00	\$ 16,430.00

Upper San Juan Library District Proposed 2027 Budget

	2025 Actuals	Approved 2026	Proposed 2027
Total Maintenance Agreements	\$ 10,439.97	\$ 16,600.00	\$ 19,130.00
Office Supplies	\$ 5,299.20	\$ 3,500.00	\$ 4,000.00
Postage/PO Box	\$ 1,099.88	\$ 1,200.00	\$ 1,200.00
Sales Tax Expense	\$ 125.44	\$ 300.00	\$ 200.00
Storage	\$ 1,777.95	\$ 2,500.00	\$ 1,250.00
Telephone	\$ 2,607.70	\$ 2,610.00	\$ 2,700.00
Total Library Office Expenses	\$ 58,924.75	\$ 66,314.00	\$ 72,197.00
Outside Contractors			
IT Consulting	\$ 14,554.30	\$ 14,000.00	\$ 14,000.00
Independent Contractors	\$ 8,138.75	\$ -	
Courier Service (ILL)	\$ 7,231.92	\$ 7,500.00	\$ 6,440.00
Total Outside Contractors	\$ 29,924.97	\$ 21,500.00	\$ 20,440.00
Programs			
Children's Programs	\$ 3,552.07	\$ 2,500.00	\$ 2,000.00
Teen Programs	\$ 557.55	\$ 1,000.00	\$ 1,500.00
Adult Programs (AS,ESL,PALS)	\$ 1,939.10	\$ 3,000.00	\$ 4,000.00
Summer Reading	\$ 2,024.76	\$ 2,500.00	\$ 2,000.00
Grant funded programs		\$ 24,000.00	\$ 18,000.00
Total Programs	\$ 8,073.48	\$ 26,500.00	\$ 27,500.00
Public Relations			
Outreach/Marketing/PR	\$ 2,152.26	\$ 2,000.00	\$ 1,500.00
Flowers	\$ -	\$ 250.00	\$ 100.00
Printing		\$ 2,200.00	\$ 1,000.00
Volunteers & Staff	\$ 822.41	\$ 700.00	\$ 700.00
V&S Background Checks	\$ 312.95	\$ 400.00	\$ 500.00
Total Public Relations	\$ 3,287.62	\$ 5,550.00	\$ 3,800.00
Public Use Materials			
Electronic Databases	\$ 19,430.85	\$ 13,500.00	\$ 13,318.00

Upper San Juan Library District Proposed 2027 Budget

	2025 Actuals	Approved 2026	Proposed 2027
Lost Item Expenses	\$ 156.89	\$ 150.00	\$ 150.00
Non-Print Material			
Audio Books -- adults & youth	\$ 7,248.40	\$ 6,000.00	\$ 6,000.00
DVD -- adults & youth	\$ 3,944.74	\$ 4,000.00	\$ 4,000.00
Downloadable Audio/E-Books/Magazines	\$ 11,000.00	\$ 17,000.00	\$ 13,250.00
Total Non-Print Material	\$ 41,780.88	\$ 40,650.00	\$ 36,718.00
Books	\$ 41,678.36	\$ 42,000.00	\$ 41,990.00
Subscriptions	\$ 2,353.27	\$ 2,400.00	\$ 3,000.00
<i>Total Print Material</i>	\$ 44,031.63	\$ 44,400.00	\$ 44,990.00
<i>Grant Funded Collections</i>		\$ 6,132.00	\$ 6,273.00
Total Public Use Materials		\$ 91,182.00	\$ 87,981.00
Total Collections and Programs	\$ 85,812.51	\$ 117,682.00	\$ 115,481.00
TOTAL OPERATING EXPENSES	\$ 226,072.93	\$ 279,051.00	\$ 249,780.00
Staff Education			
Conferences/Workshops	\$ 1,825.32	\$ 1,800.00	\$ 2,300.00
Membership	\$ 2,299.48	\$ 2,570.00	\$ 2,100.00
Travel	\$ 77.41	\$ 5,000.00	\$ 3,300.00
Training grant expenses		\$ 1,500.00	\$ 1,500.00
Total Staff Education	\$ 4,202.21	\$ 10,870.00	\$ 9,200.00
CAPITAL OUTLAY			
Furniture/Fixtures/Equipment > \$500	\$ 7,274.82	\$ -	\$ -
Landscaping (Improvements)	\$ -	\$ -	\$ -
Master Plan Expenses	\$348,886	\$ -	\$ -
Microfilm Digitization	\$ -	\$ -	\$ -
Technology > \$500		\$ -	\$ -
IT Equipment - New	\$ 19,534.80	\$ -	
Phone System	\$ -	\$ -	\$ -
Software - New	\$ 1,377.75	\$ -	\$ -
Technology > \$500 - Other	\$ 11,219.65	\$ -	\$ -
Total Capital Outlay	\$ 388,292.83	\$ -	\$ -

Upper San Juan Library District Proposed 2027 Budget

	2025 Actuals	Approved 2026	Proposed 2027
FIXED EXPENSES			
Treasure's Fee (3% Property Tax Revenue)	\$ 26,856.77	\$ 26,829.39	\$ 30,026.51
Lease repayment			\$ 131,850.49
Total Fixed Expenses	\$ 26,856.77	\$ 26,829.39	\$ 161,877.00
BENEFITS AND PERSONNEL			
Benefits			
Mileage Reimbursement	\$ 998.56	\$ 1,250.00	\$ 1,250.00
Insurance Allowance	\$ 29,500.00	\$ 36,000.00	\$ 30,000.00
Social Security - 6.2	\$ 29,162.62	\$ 33,320.16	\$ 33,799.09
Medicare - 1.45	\$ 6,820.28	\$ 7,792.62	\$ 7,904.63
Retirement 4% FT salaries	\$ 10,809.81	\$ 15,238.11	\$ 13,636.54
State Unemployment 0.3%	\$ 940.58	\$ 1,612.27	\$ 1,635.44
Workman's Comp 0.3%	\$ 695.00	\$ 1,612.27	\$ 1,635.44
Employee Assistance Program	\$ 7,041.70	\$ 3,521.00	\$ 7,200.00
<i>Total Benefits</i>	\$ 85,968.55	\$ 100,346.43	\$ 97,061.14
Personnel			
Regular Salaries	\$ 367,971.11	\$ 533,421.97	\$ 539,146.65
Substitute	\$ 4,711.43	\$ 4,000.00	\$ 6,000.00
Holiday Pay	\$ 18,197.66		
PTO	\$ 42,458.90		
End of year incentive pay	\$ 6,562.50		
<i>Total Personnel</i>	\$ 439,901.60	\$ 537,421.97	\$ 545,146.65
Total Benefits and Personnel	\$ 525,870.15	\$ 637,768.40	\$ 642,207.79
Total Expenditures	\$ 1,253,061.23	\$ 954,518.79	\$ 1,063,064.79
Net change in fund balance	\$ 80,493.17	\$ 187,339.60	\$ 73,641.90
Operating Reserve Fund Balance beginning of year	\$ 1,174,527.11	\$ 1,040,663.01	\$ 628,002.61
Transfer to Capital Improvement Fund	\$ (214,357.27)	\$ (600,000.00)	\$ (100,000.00)
Operating Reserve Fund Balance end of year	\$ 1,040,663.01	\$ 628,002.61	\$ 601,644.51