

# Library

PUEBLO CITY-COUNTY

news & events

May 2016

PRINTED THANKS TO THE GENEROUS SUPPORT OF FRIENDS OF THE LIBRARY

## Locations Key:

AV Avondale  
Satellite  
BK Barkman

BS Beulah Satellite  
GI Giodone  
LU Lucero  
LB Lamb

LY Library @ the Y  
GV Greenhorn Valley  
PW Pueblo West  
RA Rawlings



**Second annual  
IDEA Con!**

See page 8 for details

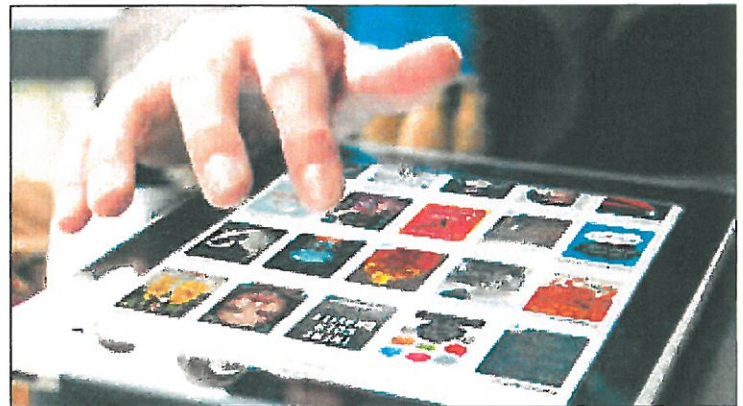
## The Cloud: A better digital-book experience

Pueblo City-County Library District is launching a new, easy to use e-book and downloadable audiobooks lending service from global leader, 3M Library Systems on Monday, June 6. 3M Cloud Library is a free app that includes thousands of electronic titles for all ages through a library account. The new app will replace OverDrive. Those currently using OverDrive will have access to their items until July 14.

The Cloud provides e-books and e-audiobooks in many formats. 3M Cloud Library is compatible with Apple devices, Android tablets and phones, Kindle Fires, PCs and Macs. There are also features such as Cloud Link (which allows PCCLD customers to borrow e-books from other libraries).

The Cloud will have a new collection of titles specifically purchased for this transition as well as what customers request in the Wishlist feature. Roughly 90 percent of PCCLD's current OverDrive content will transfer over to the Cloud on July 16.

The set-up is simple—download the app, log in one time with a library card, and then read or listen to your favorite e-books



and downloadable audiobooks anytime, anywhere. Check out up to 10 titles at one time, and keep them for up to 21 days, when the items will automatically expire from an account.

Questions? Ask library staff, call 562-5600 or visit [www.pueblolibrary.org](http://www.pueblolibrary.org).

## On your mark, get set . . . READ!



Summer Reading kicks off on Wednesday, June 1. Copies of the guide will be available in *The Pueblo Chieftain* or all Pueblo City-County library locations at the end of May. A variety of events for families, teens and adults will keep calendars full while school is out for summer.

New this year, babies, kids and teens will complete reading activities on a bingo board. For completing one row, all will receive a prize and coupon pack. When blackout (all squares) is achieved, entries are earned for grand prize packs. Kids also receive a reading medal.

Adults receive a \$5 Books Again coupon (just for registering) and are asked to read five books (maximum of 15) to be entered into the grand prize drawing for a Fitbit (fitness tracker).

### Hours:

Monday - Thursday  
9 a.m. to 9 p.m.  
10 a.m. to 7 p.m. (Greenhorn,  
Giodone and Lucero only)  
Friday & Saturday  
9 a.m. - 6 p.m.  
10 a.m. - 6 p.m. (Greenhorn,  
Giodone and Lucero only)  
Sunday (Rawlings only)  
1 - 5 p.m.

Phone: 562-5600

### Locations:

Barkman Library  
1300 Jerry Murphy Rd.  
Greenhorn Valley Library  
4801 Cibola Dr.  
Colorado City, Colo.  
Giodone Library  
24655 U.S. Hwy 50 E.  
Lamb Library  
2525 S. Pueblo Blvd.  
Library @ the Y  
3200 Spaulding

Lucero Library  
1315 E. 7th St.  
Pueblo West Library  
298 S. Joe Martinez Blvd.  
Rawlings Library  
100 E. Abriendo Ave.  
**Satellite library locations:**  
Avondale Elementary  
213 Hwy. 50 E.  
Beulah School  
8734 Schoolhouse Ln.

### Board of Trustees:

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[www.pueblolibrary.org](http://www.pueblolibrary.org)



## Impacts of moving from a step increase compensation structure to pay for performance

Pueblo City County Library District  
Sara Rose, COO  
March 11, 2016

## Pueblo City County Library District Step Increase ➡ Pay for Performance

- ▶ 2011 Concept
- ▶ 2012 Consultant Work - Buy-in, Market Study, New Compensation Structure
- ▶ 2013 Performance Review, Job Descriptions, Begin Transition Process
- ▶ 2014 Implement SMART Goals with PFP
- ▶ 2015 Review, Revise, Refine

## Where We Were

2011 Step System

2012 Pay for Performance

- ▶ Long-Standing Compensation Structure -- Step Increase System
- ▶ Performance Vaguely Tied to Compensation (increase unless under review)
- ▶ Attitude of Entitlement
- ▶ Goals Visible Only at Top Level of Organization
- ▶ Disconnect from Top to Bottom of Organization
- ▶ Started Making Changes to Improve the Work Culture

## 2012 Annual Goal

Modify the current PCCLD pay plan to adopt a Pay for Performance model to tie performance more closely to salary and recognize individual contributions.

## 2012 Pay for Performance

## The Singer Group

Paula Singer, Ph.D. and Laura Francisco, SPHR

- ▶ Inclusive Process Employees, START, PSM, Steering Committee
- ▶ Series of Meetings Step, PFP, Reviews
- ▶ On-line Survey
- ▶ Confidential Hot Line
- ▶ Communicated Results Dept Meetings, Portal
- ▶ Market Salary Survey
- ▶ Redesigned the Compensation Structure

From: Salary Grades 2 – 16

From: 13 Steps A-M (Square)

## Compensation Structure 2012

Puerto Rico City & County District #2 Salary Schedule - Effective 11/1/2013 (This table goes from 2013 to 2015)												
			2013	2014	2015	%	2013	2014	2015	%	2013	2014
1	Chief of Police	Annual	125,000	130,000	135,000	4.0	125,000	130,000	135,000	4.0	125,000	130,000
2	Deputy Chief of Police	Annual	85,000	88,000	91,000	3.5	85,000	88,000	91,000	3.5	85,000	88,000
3	Police Captain	Annual	70,000	73,000	76,000	4.3	70,000	73,000	76,000	4.3	70,000	73,000
4	Police Sergeant	Annual	55,000	57,000	59,000	3.6	55,000	57,000	59,000	3.6	55,000	57,000
5	Police Officer	Annual	45,000	47,000	49,000	4.4	45,000	47,000	49,000	4.4	45,000	47,000
6	Police Officer	Annual	40,000	42,000	44,000	5.0	40,000	42,000	44,000	5.0	40,000	42,000
7	Police Officer	Annual	35,000	37,000	39,000	5.7	35,000	37,000	39,000	5.7	35,000	37,000
8	Police Officer	Annual	30,000	32,000	34,000	6.7	30,000	32,000	34,000	6.7	30,000	32,000
9	Police Officer	Annual	25,000	27,000	29,000	8.0	25,000	27,000	29,000	8.0	25,000	27,000
10	Police Officer	Annual	20,000	22,000	24,000	10.0	20,000	22,000	24,000	10.0	20,000	22,000
11	Police Officer	Annual	15,000	17,000	19,000	13.3	15,000	17,000	19,000	13.3	15,000	17,000
12	Police Officer	Annual	10,000	12,000	14,000	20.0	10,000	12,000	14,000	20.0	10,000	12,000
13	Police Officer	Annual	5,000	7,000	9,000	40.0	5,000	7,000	9,000	40.0	5,000	7,000
14	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
15	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
16	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
17	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
18	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
19	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
20	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
21	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
22	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
23	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
24	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
25	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
26	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
27	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
28	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
29	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
30	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
31	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
32	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0
33	Police Officer	Annual	0	0	0	0.0	0	0	0	0.0	0	0

To: Organization Groups (6)

Levels A – B – C ...

To: Ranges (Greater Bandwidth at Top)

## Compensation Structure 2013

[illegible]



## 2012 Compensation Structure

## Pay for Performance

POTENTIALITY RISK EVALUATION SHEET No. 1										SCHEDULE OF IMPACTS (SPR) FOR THE (S)	
		Activity		Description of Activity		Potentiality of Impact		Severity of Impact		Mitigation Measure	
Construction Phase	1	Site Preparation	Clearing and grubbing	Removal of vegetation and topsoil	Loss of vegetation and topsoil	High	High	Loss of vegetation and topsoil	High	High	Re-planting and topsoil replacement
	2	Excavation	Excavation of foundation	Excavation of foundation	Excavation of foundation	High	High	Excavation of foundation	High	High	Re-planting and topsoil replacement
	3	Foundation	Foundation work	Foundation work	Foundation work	High	High	Foundation work	High	High	Re-planting and topsoil replacement
	4	Structure	Structure work	Structure work	Structure work	High	High	Structure work	High	High	Re-planting and topsoil replacement
	5	Roofing	Roofing work	Roofing work	Roofing work	High	High	Roofing work	High	High	Re-planting and topsoil replacement
	6	Finishing	Finishing work	Finishing work	Finishing work	High	High	Finishing work	High	High	Re-planting and topsoil replacement
	7	Landscaping	Landscaping work	Landscaping work	Landscaping work	High	High	Landscaping work	High	High	Re-planting and topsoil replacement
	8	Site Restoration	Site Restoration work	Site Restoration work	Site Restoration work	High	High	Site Restoration work	High	High	Re-planting and topsoil replacement
	9	Construction	Construction work	Construction work	Construction work	High	High	Construction work	High	High	Re-planting and topsoil replacement
	10	Construction	Construction work	Construction work	Construction work	High	High	Construction work	High	High	Re-planting and topsoil replacement
Operation Phase	1	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	2	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	3	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	4	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	5	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	6	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	7	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	8	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	9	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement
	10	Operation	Operation work	Operation work	Operation work	High	High	Operation work	High	High	Re-planting and topsoil replacement

## Changes

- ▶ Organization Groups
  - ▶ Associate
  - ▶ Specialist
  - ▶ Master
  - ▶ Leadership
  - ▶ Director
  - ▶ Executive
- ▶ Levels: A - 
- ▶ Ranges (no steps) Levels may overlap
- ▶ Updated Titles

## 2013 Pay For Performance

- ▶ Continued inclusive process
- ▶ Implemented Monthly Walk Around the Block
- ▶ Revised the Performance Appraisal Tools
- ▶ Updated Job Descriptions reflecting purpose and impact
- ▶ Implemented Paychex - on-line performance reviews & WAB
- ▶ Transition from Step Increase to PFP

## 2013 Transition Compensation System

Step Pay System	Transition to Pay For Performance
Pay reviews on employee anniversary dates	Pay reviews on employee anniversary dates January - October
2.5% Step Increases	<b>Prorated Step Increases Jan - Oct</b> January 2.5%                      June 1.46% February 2.29%                  July 1.25% March 2.08%                      Aug 1.04% April 1.87%                        Sept 0.83% May 1.66%                        Oct 0.62%
	<b>First Organization Wide Review Nov.</b>
	Two Scores Weighted / Averaged
	<b>Increases effective Jan. 1, 2014</b>

## 2014 Pay for Performance

- ▶ Pay for Performance Awards issued January 1, 2014
- ▶ Implemented SMART goals: individual, department, organization
- ▶ Training, Training, Training
- ▶ Performance Data available
- ▶ Opened 3 new libraries, more new hires, more promotions

## Compensation Distribution (2.5% Budget)

New Hires  
Prorated  
Increase

Promotions  
not eligible  
for Bonus

Savings from  
Vacancies

Performance  
Score  
Analysis

\$ Distribution  
to Base +  
Bonus

## 2014 Pay Awards

- ▶ 2.5% increase to base went to 95% highest scores
- ▶ 2% increase to base for 4% lowest scores
- ▶ 1% increase to base “needs improvement”, 90 day PIP (potential 1%)
- ▶ Under review = no increase
- ▶ Merit Award 1% one time bonus highest performers
- ▶ 42% of the eligible Management Team received a Merit Award
- ▶ 61% of the eligible non-supervising staff received a Merit Award



## Impact to the Work Culture

- ▶ No “Number Identification” in Compensation Structure
- ▶ Organization Levels - Positive, Identify Individual’s Role
- ▶ It’s OURS - we created it! Pride and Buy-In
- ▶ Job Titles and Job Descriptions updated to support cultural change
- ▶ Begin Speaking a NEW LANGUAGE

## 2015 Pay For Performance Cycle





## 2015 Pay For Performance

- ▶ Drive consistency WAB
- ▶ Timing improved
- ▶ Training, Training, Training
- ▶ Improve Goals Management Process
- ▶ Continue Manager Training

## 2015 Compensation Distribution Effective 1-1-2016

- ▶ 2.5% increase to base provided to top 70% scores
- ▶ 2.% increase to base went to 29%
- ▶ 1% increase to base to 1% (90 day PIP - eligible for additional 1%)
- ▶ 0 - under review
- ▶ A \$200 merit bonus went to top 20%
- ▶ A \$100 merit bonus went to next 30%
- ▶ New hire increases were pro-rated
- ▶ Promotions not eligible for the Merit Bonus

## Current Impacts

- ▶ Employees accept and seek greater pay differential
- ▶ Lower scoring employees seeking feedback to improve performance
- ▶ Inclusive Process Continues
- ▶ REAL-TIME feedback WAB found to be most useful
- ▶ Options for eliminating annual review
- ▶ Developing System for Monthly Scoring
  - ▶ 12 month rolling score
  - ▶ November score drives annual pay adjustments
  - ▶ Real time awareness of performance and opportunity to plan for improvement

## 2016 More Options for the Future

- ▶ Group Rewards
- ▶ New Tools for Managing Goals
- ▶ Maintain Fresh Recognition Programs
- ▶ Non-Monetary Rewards
- ▶ Employee Development
- ▶ Digital Badge Program



**MEMORANDUM OF UNDERSTANDING  
REGARDING  
THE PUEBLO CITY-COUNTY LIBRARY DISTRICT COLLABORATION WITH  
PUEBLO SCHOOL DISTRICT NO. 60**

This Memorandum of Understanding (this “Agreement”) is made and entered into as of the \_\_\_\_ day of \_\_\_\_\_, 2016, between Pueblo School District No. 60 (known as “PSD60”) located at 315 W. 11<sup>th</sup> Street, Pueblo, Colorado 81003 and Pueblo City-County Library District (known as “PCCLD”) located at 100 E. Abriendo Avenue, Pueblo, Colorado 81004.

**Background**

**WHEREAS**, in the Spring of 2015 PCCLD was contacted by the White House to participate in an initiative called “ConnectED.” The goal of the ConnectED initiative calls upon library directors to work with their school leaders, school librarians, and city officials to provide wider access to the learning resources and books of America’s libraries; and

**WHEREAS**, shortly after President Obama announced his ConnectED initiative in April 2015, PCCLD began a discussion with city and school officials exploring a method and commitment to this initiative; and

**WHEREAS**, more than 60 cities are participating in the ConnectED Library Challenge and, in addition to PCCLD and the local school districts, this initiative includes partnerships with the Institute of Museum and Library Services (IMLS), the American Library Association (ALA), the Urban Libraries Council (ULC), and the White House; and

**WHEREAS**, the purpose of the ConnectED initiative is to develop an infrastructure that will give Pueblo County students access to and use of PCCLD’s physical and digital materials freely and leverage the collaboration of PCCLD and PSD60 for innovative and cost effective ways to better utilize PCCLD’s resources to serve PSD60 students, families, and staff; and

**WHEREAS**, PCCLD and the PSD60 have had an ongoing relationship in their mutual effort to improve the lives of the citizens of Pueblo by providing access to books, computers, and online resources; providing opportunities for Early Literacy, STEM exploration, seasonal reading incentives, visiting authors; and many more educational opportunities, both in-school outreach and during out-of-school activities; and

**WHEREAS**, both organizations have aligned around a focus on literacy and are committed to creating a community of readers; empowering individuals with free access to information;

building a welcoming place where reading, learning, and imagination thrive; maximizing academic achievement; and preparing every child to lead a rich and productive life.

**NOW, THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH IN THIS AGREEMENT, THE PARTIES AGREE AS FOLLOWS:**

1. Services Provided without Cost: Both PSD60 and PCCLD agree that the services to be provided by PCCLD shall be provided at no cost to PSD60.
2. Term: Subject to earlier termination as provided herein, the term of this Agreement shall commence as of the date first written above and continue through June 30, 2017.
3. PCCLD's Obligations: In connection with this Agreement, PCCLD agrees to the following:
  - A. Streamline student access to databases and materials by integrating PSD60 Student ID numbers into PCCLD accounts through the ConnectED initiative. This will allow every student in PSD60 instant access to PCCLD databases and materials. Implementation will include training for students and staff in how to efficiently and effectively access PCCLD's educational resources.
  - B. Work collaboratively with PSD60 to further the partnership between PCCLD and PSD60 and their common goals.
  - C. Provide PSD60 with data about student participation in annual summer reading program, including student name, grade, and school.
  - D. Establish a data field into PCCLD's integrated library system ("System") and identify all cards issued to the PSD60 students through the ConnectED initiative. The PSD60 Student ID Number will be stored in the System and used as the User ID and the PCCLD card number.
  - E. Work jointly with PSD60 to develop a handout/letter describing the policy/goals of the ConnectED initiative.
  - F. Work jointly with PSD60 to develop and disseminate external media coverage.
  - G. Provide ongoing training related to use of library resources including, but not limited to, online resources.



- H. PCCLD will continue to develop and provide appropriate collections to promote reading by children and adults in the whole community.
4. PSD60's Obligations: In connection with this Agreement, PSD60 agrees to the following:
- A. Support implementation of the ConnectED initiative by providing to PCCLD: Student ID Number, first and last name, birthdate, address, phone number, email address, and parent/guardian of each student enrolled in 2016. The database will be updated bi-annually beginning in July 2016 as new students enroll in the district. For the 2016-2017 school year data shall be provided during October 2016 and February 2017. Beginning October 2016, school year data shall be provided every October and February of each school year.
  - B. Provide an option at registration or during record updates for the parent/guardian to opt-out of this program, and provide that information to PCCLD so the records may be updated.
  - C. In collaboration with PCCLD staff, help to facilitate the introduction of professional development opportunities for PSD60 teachers on an annual basis, surrounding the ConnectED initiative and other PCCLD projects.
  - D. Distribute information about the ConnectED initiative to all students and guardians of PSD60.
  - E. Work jointly with PCCLD to develop a handout/letter describing the policy/goals of the card initiative.
  - F. Work jointly with PCCLD to develop and disseminate external media coverage.
5. Data Privacy and Security: The parties agree that all student data or student personally identifiable information, as defined herein, provided by PSD60 is considered confidential under this Agreement as well as under the Family Educational Rights and Privacy Act (FERPA), and any other federal or state regulations pertaining to students' education records. "Student Personally Identifiable Information" (hereinafter, PII) means information that, alone or in combination, personally identifies an individual student or the student's parent or family, and that is collected, maintained, generated, or inferred by PSD60 or PCCLD including, but not limited to, a student's name, the name of the student's parent or other family member, the address of the student or a student's family, a personal identifier such as a student's social security number, student number

or biometric record, and other indirect student identifiers such as a student's date of birth, place of birth, or mother's maiden name. To the extent that PCCLD has access to any PII from students' education records or otherwise, PCCLD agrees that it shall not use such information except for the legitimate educational purpose of providing services pursuant to this Agreement and that it shall not re-disclose this information to any other party for any other reason. PCCLD's staff agrees to comply with all applicable federal and state regulations governing the student records, including FERPA. For purposes of this Agreement, it is acknowledged that PSD60 shall at all times have direct control over PCCLD with respect to PCCLD's use and maintenance of PII and PCCLD will, at PSD60's written request or upon termination or expiration of this Agreement, promptly return to PSD60 all PII or securely dispose of all PII.

6. Confidentiality of PCCLD Users: The parties agree that PCCLD supports and complies with the Colorado Library User Records Privacy Act (C.R.S. § 24-90-119, 2015) with respect to the confidentiality of library records. All library records relating to a customer's use of PCCLD and its resources are confidential.
7. Confidentiality Compliance: PCCLD's staff will sign a statement in which they agree to keep confidential all PSD60 student record information.
8. Project Coordinator: R. Dalton Sprouse, Director of Communication, is designated as the Project Coordinator for PSD60. The project coordinator shall be the PSD60's representative in connection with the performance of PCCLD under this Agreement.
9. PCCLD Supervisor: Jon Walker, PCCLD Executive Director, is designated as the Project Coordinator and Supervisor for PCCLD. The PCCLD Supervisor is fully authorized to act on behalf of PCCLD in connection with this Agreement.
10. Indemnity: To the extent permitted by law but without waiving any of the protections provided by the Colorado Governmental Immunity Act, each party shall indemnify, protect, defend and hold the other, its members, officers, directors and employees harmless from and against any and all losses in connection with injury (including death) or damage to any person, property, or business sustained resulting from negligence of its agents, contractors, employees and licensees.
11. Expenses: Any expenses related to the provision of services incurred by PCCLD shall be the sole responsibility of PCCLD incurring such costs.
12. Termination for Convenience: In addition to all the other rights which PSD60 or PCCLD may have to cancel this Agreement, each shall have the further right, without



assigning any reason therefor, to terminate any work under this Agreement, in whole or in part, at any time at its complete discretion by providing thirty (30) days notice in writing to the other party at the address identified below.

13. No Partnership: The provisions of this Agreement are not intended to create, and shall not be interpreted to create a joint venture, a partnership or any similar relationship between the parties. No officer, manager, director, employee, agent, affiliate or other person associated with one party shall be deemed to be an officer, manager, director, employee, agent, contractor subcontractor of the other party by reason of this agreement.

IN WITNESS HEREOF, the parties hereto have caused this Agreement to be executed as of the day of the year first above written.

**PUEBLO SCHOOL DISTRICT NO. 60  
BOARD OF EDUCATION**

By: \_\_\_\_\_  
Phyllis Sanchez, President, Board of Education  
Address: 315 W. 11<sup>th</sup> Street, Pueblo, CO 81003

Approved as to form:

\_\_\_\_\_  
Richard Bump  
Caplan and Earnest LLC  
Attorneys for Pueblo School District No. 60

**PUEBLO CITY-COUNTY LIBRARY DISTRICT**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: 100 E. Abriendo Avenue, Pueblo, CO 81004