

A report from the Sublette Board of County Commissioners Sublette County, Wyoming

FAST FACTS

- Sublette County's assessed valuation reached its historic peak in 2009, with a countywide valuation of \$6,397,654,034. That number declined by more than half by 2013, at which point the county's assessed value was \$3,022,001,112. SUBLETTE COUNTY ASSESSOR
- Sublette County contributed 16 percent of all taxes collected in Wyoming counties in FY 2012, second only to Campbell County.
 WYOMING DEPARTMENT OF REVENUE
- Sublette County's four-percent sales and tax collection declined 21 percent from Fiscal Year 2012 to Fiscal Year 2013, from \$61.7 million to \$40.7 million. This amount includes both the

state and local shares of the statewide 4 percent sales and use tax collections. Fifty-three percent of collections are retained in the state's general fund, and the remainder is distributed to local governments (counties and towns). WYOMING DEPARTMENT OF REVENUE, ECONOMIC ANALYSIS DIVISION

- Sublette County was the largest natural gas producer in the state in 2012, followed by Johnson and Sweetwater counties.
 PETROLEUM ASSOCIATION OF WYOMING
- Sublette County ranked third in the state in crude oil production in 2012, following Campbell and Park counties.

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How much does it cost Sublette County government to ...

Operate for one month: \$3.7 million

Change the dirt in the fairgrounds (Ag Center) arena: \$30,000, every 3 years

Pave one mile of road:

Paving only, \$300,000 Complete rebuild and paving, \$1 million

Landfill one ton of waste: \$34.82

Supply electricity to the courthouse for

one month: \$5,000

Replace a tire on a road grader: \$1,700

without labor

Operate the emergency dispatch center for one month: \$66,000

Feed a jail inmate for one day: \$35

Maintain a mile of road for a year: \$5,000

Front cover: A great blue heron prepares to land on its nest in a rookery near Boulder, Wyoming, with the Wind River Mountains in the background.



County Commissioners Jim Latta, Andy Nelson, and Joel Bousman sit down at the table to begin budget deliberations.

Total budget holds at more than \$202 million

Commission cuts spending, tucks more away

The Sublette County Commission approved a budget totaling \$202,790,213 for the 2013-2014 year. Reacting to an economic decline and decreased mineral revenue, the commission instituted across-the-board budget cuts. The budget includes nearly \$135 million allocated to reserve accounts (up about \$3 million from last year), and \$36.2 million is new tax money generated from the latest 12-mill levy (a steep decline from the prior year's \$52.5 million).

In response to prompts from the commission, many departmental budgets declined last year, and the commission insisted on further cuts this year, while also continuing a downward trend in county staff positions. In the last two years, as staff positions became vacant (such as

through retirements) positions have been left vacant or eliminated due to the decreased workload resulting from the economic downturn.

The Sublette County Commission began its budget deliberations in June 2013 with a full week of work sessions, but the first few hours of the discussion set the tone for the remainder and the resulting budget adoption: Tis the season for reductions.

Commission Chairman Joel Bousman explained: "The revenue stream for Sublette County for the coming fiscal year is reduced about \$20 million. We've got to make cuts."

Commission Vice Chairman Andy Nelson added, "We're hoping this is just a dip – not a long-term decline or downward trend."

Operating budget of \$59 million

Although the total county budget is \$202 million, the county commission allocated only \$59 million of that amount to general fund spending accounts. This includes funding for all county departments and county-supported organizations and activities, with the exception of those that have separate mill levy allocations (fair, airport, library, museum, recreation and fire).

Faced with an anticipated 40-percent decline in revenue from natural gas production, and 50-percent decline in oil production revenues, the commission tackled its own budget first, with commissioner Andy Nelson pledging, "We can lead by example."

As Commissioner Jim Latta scrutinized various departmental budgets, he noted, "We've been living beyond our means and it's time to scale that back."

The commission then worked with each department and organization that receives county funding to ensure across-the-board cuts were put in place. The focus was on providing needed items and services, rather than simply wanted items. The result is that even with declining revenues, the commission was able to tuck a few more million dollars into county reserve accounts.

Funding for the Future: Nearly \$135 million in reserves

Budget by the numbers

The entire county government budget for Fiscal Year 2014 rings in at more than \$202 million, of which \$36.2 million is tax money assessed this year, with the balance being carryover from existing accounts.

The Sublette County Commission voted to assess the tax rate in the county at 12 mills to generate the \$36.2 million mentioned earlier. That money funds all county departments, boards, and social/human service programs – everything from road projects and museums, to law enforcement and recreational programs. The budget also includes nearly \$135 million in reserves.

Fund	Total
General Fund	\$194,128,336
Fair Fund	\$1,612,576
Airport Fund	\$717,505
Library Fund	\$1,642,920
Museum Fund	\$387,162
Recreation Fund	\$1,308,496
Fire Fund	\$2,993,218
TOTAL	\$202,790,213

The budget includes \$134,847,903 in reserve accounts, split between cash (\$10 million); equipment (\$8.1 million); and depreciation (\$116.7 million). Reserve money is held in interest-earning accounts. In order to be spent, the budget must be amended to transfer the required funding from a reserve account to a spending account.

Cash reserve: \$10 million. This money provides cash flow for county government operations.

Equipment reserve: \$8.1 million. Each year, money is set aside to pay for future equipment purchases.

Depreciation reserve: \$116.7 million. Since the county does not have the statutory authority to establish a trust fund or rainy day account for future county needs, money is earmarked and set aside in specific reserve accounts for use in the future.

The Depreciation Reserve budget includes the following accounts:

Landfill
(remediation, closure, reserve) \$4.5 million
State/County road fund\$5.1 million
Building projects, equipment, and maintenance\$32.3 million•
Senior centers/facilities (operation and capital)\$7.7 million
Road and bridge projects\$6 million
Recreation (operations and capital)\$9.7 million••
Ag and Fair (operations and capital)\$12.7 million•••
Human services\$4.5 million
Courthouse and maintenance\$6 million
Airports\$5 million
Museums (operations and capital)\$8.5 million
Library (operations and capital)\$10.2 million••••

Resource monitoring	\$2 million
Communications and IT	\$ 2 million
Elections	\$200,000
Rural Health Care District	\$48,627•••••

- This is the fund from which the commission provides allocations for building projects, now or in the future.
- •• Included is \$1 million for a clubhouse for the county-owned golf course.
- ••• Including \$1 million for a new building for the property donated from QEP in early 2012 to support the county 4-H program.
- **** Includes \$6 million as a seed account for the eventual renovation or construction of a new library in Big Piney.
- ***** The county receives \$100,000 per year in rent from the Rural Health Care District for use of the two clinics. The county uses those funds to provide for maintenance on the buildings, and any remaining funds are placed into this reserve account.

Designated mill funding

Six program areas receive a portion of the county's 12-mill levy established by the county commission because of their special status as determined by state statute. These boards include: fair, fire, library, museum, airport, and recreation. The total budget amounts for each of these budgets includes some cash carry-over from the previous budget year, as well as the mill levy allocation from the current year. Boards appointed by the county commissioners supervise these budgets and the commission must approve their final budgets.

FAIR

The fair fund totals \$1.6 million, including \$75,034 in new funding (.02 of a mill). A portion of this amount goes toward hosting the county fair, while the remainder provides for operating the events center, and all maintenance and improvements of the fairgrounds and all its facilities.

The fair budget totals \$705,900 and includes enough funding to host two fairs in order to provide for adequate cash flow during the budget year (since the fair is held at the start of the budget year). The fair board oversees this spending,



A pinecone on the forest floor in the Wyoming Range Mountains.

providing for all events at the annual county fair, personnel and administration, and a reserve account. The fair board budgeted \$320,400 to host the county fair in 2013, and \$300,000 for the 2014 fair, with a total of \$85,500 for administration in the annual budget.

The fairgrounds budget totals \$906,676 (down from last year's \$1.7 million due to construction and other projects that were funded but did not occur), and includes \$186,176 in staff salaries. Major spending categories include: \$125,000 for equipment in buildings; \$50,000 for building maintenance; \$162,000 for utilities and phone; \$60,000 for equipment; and \$100,000 for projects. Entertainment is budgeted \$50,000 and landscaping is allocated \$50,000.

Gas and oil is budgeted \$25,000, and training and travel is allocated \$15,000. Supplies, repairs and trash removal are allocated a combined \$73,000; \$500 is allocated for refunds; and the budget also includes \$10,000 for a new vehicle reserve.

The commission also set aside \$328,692 in a "fairgrounds expansion" account for eventual or possible improvements to or expansion of existing facilities.

FIRE

The fire budget totals \$2.9 million (down from last year's \$3.1 million), and includes new funding of \$659,886 (.22 of a mill). This budget includes funding for all six fire stations and

volunteer fire departments in the county (Big Piney/Marbleton, Bondurant, Boulder, Daniel, Kendall Valley, and Pinedale), as well as an allocation for the countywide fire board. The fire budget includes \$2.3 million in reserves.

The county budget also includes two other fire-related line items. About \$70,000 from a discontinued federal program has been transferred to a fire suppression account. This account can be used to pay for additional fire trucks from neighboring stations to stand-by in support of the county's firefighting resources.

The other fire allocation in the budget totals \$97,000 and is the retainer for completion of the new fire training facility (tower) outside of Marbleton.

LIBRARY

The \$1.6 million library budget (down from last year's \$1.7 million) includes \$1.2 million in new funding (.40 of a mill). Although much of the library budget involves fixed costs, the library made cuts in acquisition of circulating library materials and personnel costs, as well as completely eliminating the building, grounds, and furniture/equipment line spending categories. The budget also reflects improved efficiencies in purchasing and an ongoing focus on fiscal responsibility.

With the downturn in the economy, the library system has experienced increased use and circulation has also increased. An average of 429 visits to the Pinedale library occur each day, and 189 visits per day in Big Piney. The library system also provides circulation materials and

support to the seasonally operated Bondurant library, which is operated by volunteers.

MUSEUM

The county museum budget totals \$387,162 (down from last year's \$525,000), with \$362,337 coming from .11 of a mill in the new year. The Sublette County Museum Board supervises this budget, and money is allocated to the Sublette County Historical Society (which operates the Museum of the Mountain Man in Pinedale) and the Green River Valley Museum in Big Piney. The county also provides about \$17,000 in funding for the county's historic preservation board. Major projects this year include continued work on historic signs and markers, an oral history project, documentation of historic gravesites, and sponsorship of student participation in "History Day," a national educational program.

AIRPORT

The airport budget totals \$717,505 (down from last year's \$1.1 million), and includes \$255,000 in new funding (.08 of a mill). This provides necessary funding to operate the Big Piney-Marbleton airport, and for the Ralph Wenz Field outside of Pinedale. The commission also made a separate allocation of \$67,198 as a local match for Federal Aviation Administration grant projects at the Marbleton airport.

RECREATION

The recreation budget totals \$1.3 million (down from last year's budgeted

\$2.1 million), including \$363,783 of new funding (.12 of a mill) to provide programs approved by the county recreation board, as well as operations of the ice arena in Pinedale.

The Sublette County Recreation Board supervises the funds supporting a wide variety of recreational pursuits, from equipment for the Big Piney recreation program, Nordic trail grooming, and marathon support, to pathway maintenance and improvements at the golf course.

The county also funds operations of the ice rink from this mill levy allocation. The \$329,355 ice arena budget includes \$153,735 in salaries, \$35,000 for building maintenance, and \$20,000 for equipment and tools. The budget also includes \$75,000 for utilities, \$15,000 for equipment maintenance, \$11,000 for rink supplies, \$5,000 for training, and lesser amounts for miscellaneous items related to operating the arena.



Important brood-rearing habitat for sage grouse is found on irrigated agricultural lands.

Property Taxation

All property tax is based on the assessed value of the property. Assessed value actually means taxable value, which is a percent of the fair market value.

Gross product of minerals and mine products is taxed at 100 percent of its fair market value; industrial property is taxed at 11.5 percent; and all other property (real and personal) is taxed at 9.5 percent.

The county assessor establishes taxable values for most properties within the county. Minerals are valued by the state for ad valorem and severance tax purposes. The values are allocated back to the counties for ad valorem purposes.

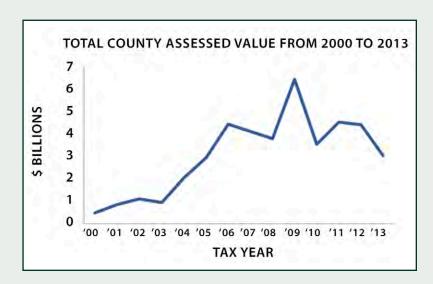
Property taxes are one of the primary sources of funds for local governments, counties, school districts, cities, towns and special agencies such as service and improvement districts. The federal government does not receive any revenue from your property tax.

Tax rates are set by political entities with the legal power to levy taxes. These governmental entities include counties; school districts; cities and towns; and special tax districts such as service and improvement districts, the Rural Health Care District, and cemetery districts.

Sublette County property owners have among the lowest average mill levies in the state, with a total of about 64 mills. The total mills levied in Sublette County includes not

only the 12 mills established by the county commission, but also school funding and the above-mentioned special districts.

The majority of the taxes you pay funds Wyoming schools – 44 mills of your tax burden pays for the state's educational system. The tax is collected here at the local level, but the revenue is remitted to the state for redistribution.



Residential tax example:

Since one mill is one-thousandth, that means that \$1 of tax is generated for every \$1,000 of assessed value. Using 64 mills as the average mill levy in Sublette County, the tax amount for a \$100,000 home is determined as follows:

Fair market value:		\$100,000
Assessment rate (9.5%):	Χ	.095
Assessed value:	=	\$9,500
Mill levy (64 mills):	Χ	.064
Amount of tax due:	=	\$608

Property sales

The fair market value of a property is determined by sales of similar properties on the open

TOP 10 TAXPAYERS IN SUBLETTE COUNTY

Company	iotal Assessed value
EnCana Oil & Gas USA, Inc	. \$733,252,789
Ultra Resources, Inc.	553,073,445
Jonah Gas Gathering Co.	516,666,330
QEP Energy Co.	391,465,911
SWEPI LP	289,786,107
BP America Production Co	o. 149,518,296
Lance Oil & Gas Co., Inc.	120,670,930
Exxon Mobil Corp.	51,670,333
EOG Resources, Inc.	49,017,139
Wexpro Co.	46,803,616
TOTAL	\$2,901,924,896

Definition, please!

Ad valorem tax: a property tax based on the assessed value of the property. **Severance tax:** a tax on the removal of nonrenewable resources.

market in 2012, according to Sublette County Assessor Jeness Saxton. In 2012, foreclosure sales comprised 20 percent of all the sales documents recorded in the county. Some of the 2011 foreclosed homes were "flipped" in 2012 at a substantial profit.

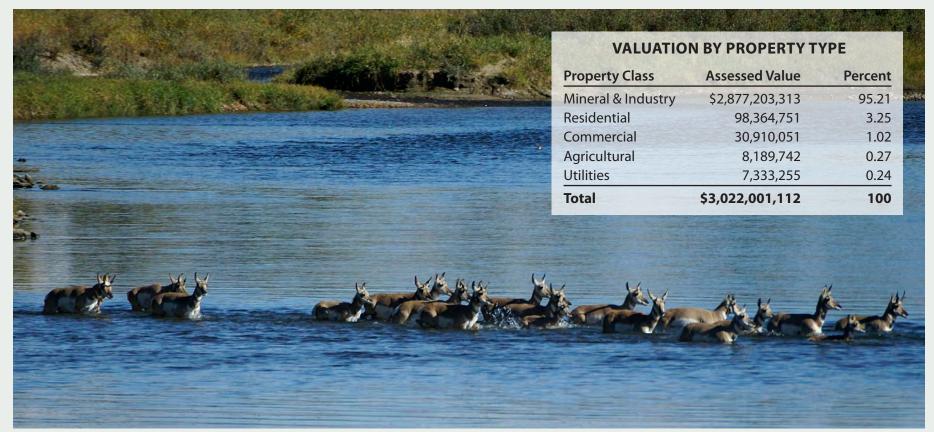
Also in 2012, many older homes sold in the county. Fifty-eight percent of residential homes sold in Pinedale were 20 years old or older; and 26 percent were 30 years or older. In Marbleton, 40 percent of home sales involved homes more than 30 years old. In Big Piney, 50 percent of homes sold were more than 44 years old.

Ag valuation

Assessor Saxton notes that the Wyoming Department of Revenue determines the state-wide productivity values for agricultural lands, using a five-year weighted average for the price of hay and grazing lease fees. Although the Sublette County Assessor uses the lowest value

from each soil type range, the value of irrigated land increased 6.39 percent, while grazing land had a slight decrease.

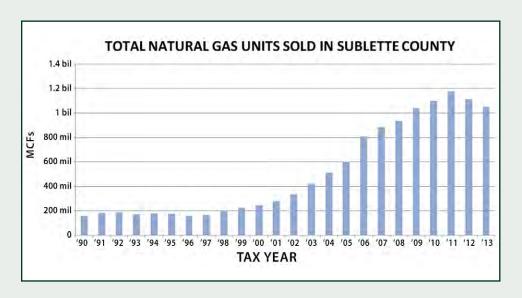
Saxton adds, "Agricultural producers should be aware that because the price of hay and grazing fees are high, probably due to drought, preliminary reports from the Department of Revenue indicate that agricultural land values may go up significantly next year, perhaps as much as 44 percent for irrigated land and 16 percent for grazing land."

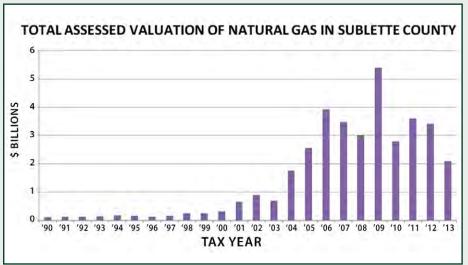


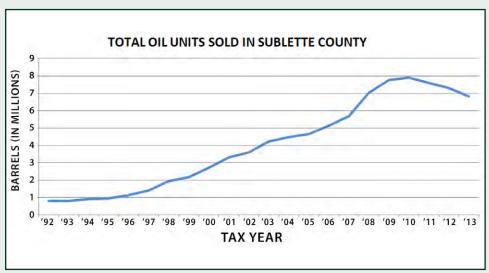
A herd of pronghorn antelope swims the New Fork River in its annual migration.

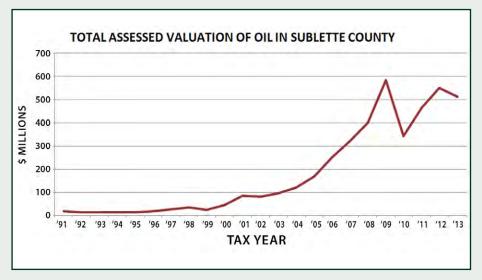
Natural gas and oil production and valuation

These charts show oil and gas productivity and assessed valuation in Sublette County for each year since 1990. SUBLETTE COUNTY ASSESSOR









Elected officials and their departments

Seven county departments are operated by elected officials who work full time in those positions: clerk; treasurer; assessor; attorney; district court clerk; and coroner. Each elected official supervises their department and staff, with the board of county commissioners serving as the final authority over budget expenditures. Funding for each of these departments comes from the county general fund. The county commission also has its own budget, but has no specific department or staff.

Commission

The commissioners hold a budget of \$216,500 (down from last year's \$328,350), with about \$100,000 of that amount allocated to salaries (each of the three commissioners receives an annual salary of \$33,250). Large spending categories in this budget include \$75,000 for special attorneys, and \$25,000 for consultants. The commission retains lawyers and consultants to help the county participate in land use planning, natural resource litigation, assess impacts of federal actions, and to report back to the public. The commission retains the Davis and Cannon law firm, and provides funding to support litigation regarding natural resource issues.

The commission has set aside \$6,000 for travel, meals, and mileage. Each of the county's three commissioners serve

on various boards and commissions, and participate in governmental partnerships at the local, state and national level. Commissioners also travel to attend meetings, to testify at and lobby the Wyoming Legislature, and to various locations where they work to have an impact on regional and national policies that affect Sublette County.

The commission has also set aside \$10,100 in a new vehicle reserve account for eventual replacement of the vehicle used by the commission on official business.

Clerk

The clerk's budget totals \$347,304 (down from last year's budget of \$404,901), and includes \$325,000 in salaries for Clerk Mary Lankford and her four deputies that staff this service-oriented office. The remainder of the budget covers costs associated with operating the office, including office supplies, equipment, repairs, and telephone.

The clerk's office has a wide variety of duties and responsibilities, including serving as the clerk to the board of county commissioners, chief budget officer, county accounting and personnel office, chief elections officer, maintaining motor vehicle records, and maintaining and recording of land transactions, subdivisions, mineral leases, mining claims, marriage licenses, and liquor licenses.

Salaries

The county commission sets salaries for elected officials, using the guidance of state statutes that establish salary caps for certain elected positions.

Salaries for the county clerk, treasurer, assessor, clerk of district court, sheriff are set at \$82,688. The county attorney's annual salary is \$93,713 per year. The county coroner's salary is set at \$29,390.

The 2014 budget does not include salary increases for county employees, with the exception of certain elected officials whose salaries were set by resolution four years ago. In that resolution, salaries were maintained at the same level for the first year, increased in the second year, increased in the third year, and remained at that level in the fourth year. The 2014 budget coincides with the fourth year.

During the peak of industrial activity in the county, the commission offered a yearly bonus to county employees for retaining their positions with the county instead of pursuing more lucrative jobs in private enterprise. This year, the commission voted to cut the bonus in half, providing a bonus of \$200 per year for each year of service, up to five years, with a maximum bonus of \$1,000. The commission has pledged that this is the last year the county will offer a bonus. The commission also agreed to cover a small increase in retirement system costs, and provide additional money to the staff health savings account program.

Clerk Lankford noted that although she had two vacancies on her staff, it was her intention to fill only one of the positions, and at a lower rate than the previous employee who had been with her office for a number of years.

"We've had a reduction in work in my office, plus we've had an increase in fees charged, allowing further budget cuts," Lankford said.

The Clerk oversees a separate budget for elections. Since this is not an election year, Lankford was able to cut the elections budget by 47 percent, to \$23,300. This allocation covers maintenance on all county-owned election equipment.

Treasurer

Treasurer Roxanna Jensen's budget totals \$306,002 (down from last year's allocation of \$338,041), with the majority of this budget (\$282,902) allocated to cover personnel expenses for Jensen and her three staff members. Jensen reduced her staff by one position this year. The remaining \$23,100 budget covers office operational expenses, including telephone, postage, office supplies, and equipment.

The treasurer's office is responsible for vehicle registrations, sales and property tax collections, as well as maintaining the books for our county government.

Assessor

Assessor Jeness Saxton's budget totals \$459,204 (down from last year's \$473,814), with the majority of that amount (\$344,204) funding the salaries of the five people who staff that office. This office has been reduced from its



Long-billed curlews find prime nesting habitat in Sublette County hay meadows.

peak of seven staff positions to five. The budget also includes: \$68,000 for appraisal and audit services; \$7,000 for education and travel; \$6,000 for a new vehicle reserve; and \$3,750 for vehicle expenses. The remainder covers costs associated with operating the office.

The assessor's office is charged with the duty to locate, identify and value all taxable property in the county and to do so in accordance with state statutes and guidelines.

Attorney

County and Prosecuting Attorney Neal Stelting's budget rings in at \$748,356 (down from last year's allocation of \$786,828), and includes \$581,942 in costs associated with the staffing this department. Stelting also reduced staff in his department by one position. The budget includes: \$65,000 for prosecutions; \$16,258 for the crime victims program; \$15,000 for educational training; \$12,000 for online legal database access; \$7,350 for a reserve account for a new vehicle; \$7,306 for books and publications; and \$5,000 for vehicle mileage and maintenance. The remainder of the line items in this budget covers office operational and equipment

expenses. Traffic school and other items provide some revenue recapture.

The county attorney's office provides legal representation county government, including both civil matters and criminal prosecutions.

Clerk of District Court

District Court Clerk Janet Montgomery's budget totals \$339,714 (down from last year's \$365,144), with \$196,414 of this amount allocated toward personnel costs associated with this office. The budget also includes \$105,000 for the public defender program; \$1,500 for guardian ad litem, which provides for legal representation of children or those judged incompetent; \$5,000 for court-appointed attorneys; \$10,000 for juror and witness fees; \$5,000 for transcripts; \$300 to maintain the law library; \$7,500 for telephone, office supplies, and equipment; \$1,500 for travel expenses; \$1,000 each for jurors board and district court commissioners; and \$500 for appointed medical examiners.

The district court clerk is responsible for maintaining and preserving the records of all legal cases filed in the Ninth Judicial District Court.

Coroner

The Coroner's budget totals \$86,327 (down from \$119,900 last year), with the major expenditures going toward Coroner Donald Schooley's salary (\$29,390), autopsies (\$20,000), county burials (\$4,000), new vehicle purchase (\$9,337), new vehicle reserve (\$7,750), and supplies (\$8,000). A few other minor items make up the balance of this budget.

Sheriff's Office

Sublette County Sheriff Dave Lankford has a broad range of responsibilities, and the budgets he supervises total over \$8.7 million (down from last year's \$9.1 million) as follows:

Total:	\$8,766,107
Emergency Management	t \$151,810
Search and Rescue	\$633,172
Communication	\$847,235
Detention	\$2,548,230
Law enforcement	\$4,585,660

The Sublette County Sheriff's Office staff includes all sworn officers, courtroom security, detention center personnel, emergency dispatchers, and clerical staff. The law-enforcement budget includes 33 sworn officers and five clerical staff. Detention (jail and court security) includes 23 positions, and communications (dispatch center) includes 9 positions. Search and rescue includes one paid position, as does emergency management.

Sublette County is unique in that the sheriff's office serves not just the county, but also serves as metro law enforcement for the county's three incorporated towns. All other counties in the state have metro police departments.

The size and importance of the sheriff's budget ensures continuance of the long-standing tradition that the sheriff personally appears before the commission with his proposed budget, after undergoing early review by the budget officer (County Clerk Mary Lankford), who reviews

all departmental budgets. It is the commission's decision to provide metro law-enforcement coverage, as well as patrol within the borders of the National Forest system. The county's general policy is that elected officials do not have to personally appear before the commission with their budget requests unless there is a request for additional staffing or other special request.

The value of law-enforcement services provided by the county to the three incorporated towns free of charge is substantial: a total of about \$2.8 million.

The Sublette County Sheriff's office provides for service to a county covering nearly 5,000 square miles, and provides that service around the clock. Sublette County's estimated population of about 10,000 residents is joined by a huge influx of summer visitors, many of whom enter the mountains for recreational pursuits and also require services.

Law enforcement

This \$4.58 million budget includes \$2.8 million in salaries. The budget includes a variety of expenses for vehicles: \$695,000 in new vehicle purchases; \$150,000 in a new vehicle reserve; and \$365,000 for tires, gas, oil and maintenance. Other major budget items include \$127,164 in grant expenditures, \$36,700 for animal control, \$11,000 for the drug dog program, and \$4,000 for courtroom security. Criminal investigation and investigative equipment total \$51,800, patrol equipment

is allocated \$22,000, and training is allocated \$64,100.

The budget includes about \$14,000 to patrol U.S. Forest Service-administered properties, which is reimbursed by the federal agency.

"I believe it's important for the County to have a presence on the Forest," said Sheriff Lankford.

Commission Chairman Bousman agreed, adding, "It puts law enforcement on the national forest under the jurisdiction of the sheriff."

Publications and periodicals are budgeted at \$7,500, school resource supplies are allocated \$5,500, and utilities and telephone total \$92,500. Radio maintenance is allocated \$24,600, while DARE will be funded with \$7,000, and public services will receive \$8,000. Medical expenses and uniforms are budgeted at \$35,000. Office equipment, supplies, and other operational expenses balance out the remaining budget expenditures.

Detention

The \$2.5 million detention budget includes \$1.7 million in salaries. Prisoners' expenses include \$260,000 in board, \$95,000 in medical expenses, \$15,000 in juvenile board, and \$7,500 in transport. Training and uniforms are budgeted at \$31,000, while medical expenses for officers are allocated \$5,000. Jail maintenance and supplies are budgeted \$219,000, and that amount includes about \$196,000 for an upgrade to the detention center door and intercom system.

The Title 25 program, which provides for emergency and involuntary hospitalizations of persons suffering from mental illness, is allocated \$150,000.

New vehicle purchases, a new vehicle reserve, and vehicle maintenance are allocated a total of \$43,750. Equipment is budgeted at about \$25,750, and a variety of lesser amounts associated with operations of the jail are allocated the remainder of the budget.

Communications

The \$847,235 communications budget includes \$583,285 in salaries and \$15,000 for training and uniforms. Communications center maintenance is allocated \$179,800, radio maintenance is budgeted \$45,000, equipment is allocated \$21,500, and the E-911 system is budgeted at \$30,400. The remaining line items in this budget total \$13,000.

Search and Rescue

The search and rescue budget totals \$633,172, including \$62,141 for Administrator Kenna Tanner's salary. The seasonal contract for helicopter services is the single largest budget item, at \$282,125. The county is able to recover some of that cost each year through agreements with other counties for use of the helicopter, as well as state reimbursements.

The budget includes about \$74,000 for building repair and maintenance, \$70,500 for training, and \$28,000 for search operations. The budget includes \$16,000 for a new vehicle reserve, \$15,000 for an ATV/snowmobile reserve,



Kenna Tanner is the administrator of Tip Top Search and Rescue.

and \$2,000 for a dive and swiftwater equipment reserve. Gas, oil and maintenance on vehicles are budgeted at about \$23,000. Radios and phone are budgeted at \$10,000. Utilities and office operations expenses are allotted \$21,000, and mapping is budgeted \$1,500.

The budget in-

cludes a variety of equipment purchases for

high angle, swift water and other technical rescues, totaling about \$15,000.

Emergency Management

The emergency management budget totals \$151, 810, of which about \$65,000 is for coordinator Jim Mitchell's salary.

Gas, oil and vehicle maintenance are allocated \$13,000, and \$20,000 is allocated for a new vehicle reserve. Emergency and hazardous materials equipment/supplies are budgeted at \$27,000. Office equipment, radio maintenance, and utilities are allocated \$30,500. Training is allocated \$5,000, and the Local Emergency Planning Committee program is allocated \$1,000.



Elk rest on a hillside near Bondurant.

Other county departments

WASTE MANAGEMENT

The county has undergone several changes in its waste management program in recent years, including ending the contract allowing garbage from Teton County to be placed in the Marbleton Sanitary Landfill, and restructuring the department to replace a full-time waste management superintendent with a quarter-time contract position.

The waste management budget totals \$729,966, (down from last year's \$1.2 million), and that amount includes about \$340,000 in salaries. Other major budget categories include \$80,000 in environmental bags for bales, and \$110,000 for gas, oil, tires and repairs. Engineering is budgeted \$30,000, and water monitoring is budgeted at \$20,000.

Operation of the balefill and baler is allocated \$50,000; utilities are provided \$45,000; and equipment hire is estimated at \$15,000. The remainder of the line items in this budget are lesser amounts that provide for materials, supplies, and operations for this department.

TRANSFER STATION

The county waste management program includes the transfer station near Pinedale, which has a budget of \$357,496. It should be noted that more than 60 percent of this budget (\$225,000) covers the cost of the contract for hauling refuse to the Marbleton landfill. Other major spending categories include about \$99,000 for salaries, \$7,500 for disposal of e-waste and household hazardous wastes, and \$5,000 for equipment hire. Repairs are allocated \$2,500, while engineering is estimated at \$3,000, and all other remaining spending categories are for lesser amounts, with a combined total of about \$15,000.

\$83,346, which includes \$56,446 for wages and \$10,000 for transportation of materials. Office expenses total just under \$8,000; gas, oil, and repairs total about \$3,000; shipping

RECYCLING The recycling budget totals just under

and sorting materials total \$5,000; and training is allocated \$700.

ROAD AND BRIDGE

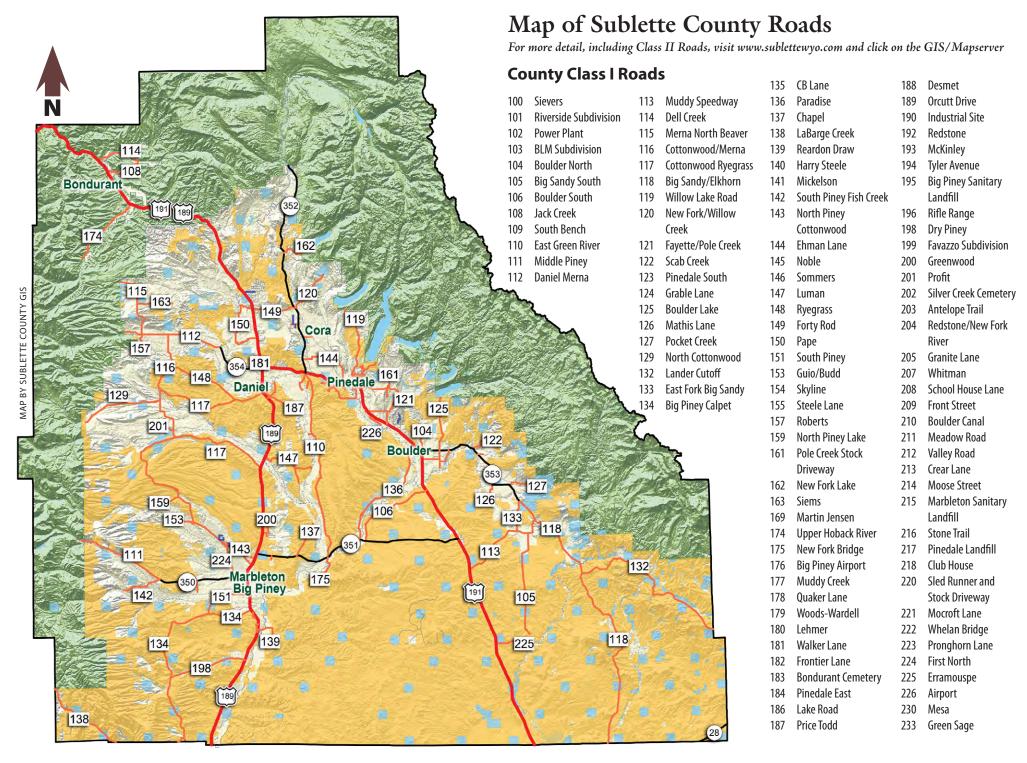
The Sublette County Road and Bridge Department has a budget of \$23 million, down from last year's allocation of 28.5 million, with about \$2 million of that amount paying the salaries of the 35 full-time and nine parttime employees of this department that works to maintain the estimated 500 miles of county roads in its inventory. The majority of this budget - \$15 million - is set aside for major road projects, including work on Fremont Lake, Calpet, and Horse Creek roads, as well as chip seal projects.

> The purchase of heavy equipment is allocated \$1 million, while \$500,000 is allocated back to the new vehicle reserve. Soil stabilizer is budgeted at \$800,000, materials at \$400,000, gravel at \$500,000, paving at \$500,000, and the crusher is allocated \$200,000. Repairs to buildings in Daniel and Bondurant are budgeted at \$300,000, and equipment hire is allocated \$100,000.

Utilities, telephone and office operational expenses total about \$120,000, while safety is allocated \$15.000. Gas, oil, miscellaneous supplies, parts, repairs and tires have a combined budget of \$1.5 million.



Sublette County is in the process of replacing the asphalt on Skyline Drive, as well as improving the shoulders and drainage and installing a bike path.



HEALTH OFFICER AND SANITARIAN

Steve Kipp serves as the county sanitarian, while Dr. J. Thomas Johnston is the appointed official public health officer. The combined budget for these two programs totals \$51,915 (down from last year's \$92,765) and that amount includes \$27,000 for the sanitarian salary (half-time), and \$18,000 for the health officer's salary. The remaining \$6,875 covers office and travel expenses.

Kipp's job as sanitarian involves food safety and swimming pool inspections, and responding to environmental and public health emergencies.

Johnston's duties as health officer are under the direction and supervision of the Wyoming Department of Health, and involve investigation of communicable diseases, preventing the spread of disease, and promoting the health of the county's citizenry.



Steve Kipp, County Sanitarian

HEALTH

The county health budget totals \$318,606 (down from last year's \$324,402), and covers the county's expenses associated with the public health office, which operates in a partnership with the Wyoming Department of Health. The budget includes about \$150,000 in personnel costs. Other major items include \$48,000 for vaccine purchases, \$63,300 for bioterrorism prevention, and \$17,500 for the health fair. The budget includes \$12,000 for janitorial services, and about \$22,000 for office equipment, supplies and other expenses associated with operating the health office. The budget includes \$3,000 for educational training, \$1,000 for county employee services, and \$2,000 in advertising.

TREATMENT COURT

The Treatment Court budget rings in at \$258,276 (down from last year's \$269,376), and includes \$50,776 for Coordinator Kathy Anderson's salary. Major budget items include \$115,000 for mental health/treatment, \$65,000 for drug testing, \$5,000 for indigent services/recovery, and \$12,000 for team training and travel. The remaining budget categories (totaling less than \$10,000) include office operational expenses, as well as incentives and graduation for those involved in treatment court.

P&Z

The Planning and Zoning (P&Z) department budget of \$154,613 is one of the few budgets that received an increase, coming in about 4-percent higher than last year. Salaries total

about \$129,000 for the two staff positions of County Planning Director Bart Myers and Associate Planner EJ Leniger. The remaining \$25,000 covers a variety of lesser items associated with operating the office and providing for plat reviews.

Although one staff position was eliminated from this office in recent years, the P&Z office recently took over the small wastewater program (which had previously been handled by the county sanitarian), and some overtime pay is anticipated.

GIS

The county's geographic information systems office has a \$57,100 budget (down from last year's allocation of \$72,700), with \$45,600 of that amount consisting of the county's contract for services with Rich Greenwood of Greenwood Mapping, Inc., of Jackson to maintain the county's GIS system. This budget also includes \$10,000 for consultations/projects (including historical mapping and additional data layering), and lesser amounts for office supplies and equipment.

SURVEYOR

The budget includes \$15,000 for the county surveyor (down from \$20,000 last year). This budget provides for per diem reimbursement for services rendered on behalf of the county. Skylar Wilson currently serves as the county surveyor, with his primary duties involving county roads (alignment, rights-of-way, surveying, mapping, legal documents, etc.), and boundary surveys of parcels the County intends to acquire.

INFORMATION TECHNOLOGY

Information Technology is a relatively new department headed by Michael Christie, who works to assist county departments with IT needs. The IT budget is slated to increase from \$127,500 last year to \$221,000: with \$166,000 set for administrative salaries (with one additional staff member being added to this previously one-man office); \$43,000 for IT equipment and supplies (including 20 computers, an additional server and miscellaneous printers and monitors, as well as IT training and certification); \$4,000 for vehicle expenses; \$3,000 for office sup-

plies; \$3,000 for telephone; and \$2,000 for office equipment.

COURTHOUSE AND MAINTENANCE

The Courthouse and Maintenance Department budget totals \$2.9 million, with the majority of the budget allocated to staffing (\$1.25 million) to clean and maintain 10 county buildings and five fire halls, in addition to maintaining the landscaping at more than a dozen county facilities.

Other major budget items for this department include: insurance on buildings (\$525,000); cleaning and maintenance of government facilities, including rural health care buildings (\$600,000); building maintenance



Michael Christie oversees the county's Information Technology.

and supplies (\$175,000); utilities (\$150,000); equipment and tools (\$70,000); janitorial supplies (\$40,000); and \$60,000 for gas, oil and vehicle maintenance, with a few minor spending items providing for the balance of this budget.

CLASS II ROADS

The Class II Roads program has been allocated a budget of \$1,075 million, which includes \$1 million in grants to projects, and \$75,000 in consultant fees. This is a substantial increase from last year's \$451,567 which was used for design and bid preparation for several road projects. This year's allocation will see the Rim Road project to fruition.

Class II roads

Bill Budd Rd. Lynn Dr.

Buck Rd. Meadowlark Lane
First West Rd. Monte Vista Rd.

Iroquois Trail Second North Rd.

Leigh Dr. Second West

Little Mountain Rd. Tanner Lane

COUNTY OPERATIONS

The costs associated with county government operations are substantial. The budget includes \$5.25 million for FICA insurance and retirement, \$100,000 for financial administration, and \$34,500 for the county's annual financial audit. Worker's compensation and unemployment compensation are covered in an allocation totaling \$400,000. County officers' expenses are allocated \$55,000, while printing and publications are budgeted \$95,000. Postage is estimated at \$30,000, and telephone expenses are budgeted \$75,000. The county also budgeted \$12,000 for office rental for the public defender's office.

RURAL TELEVISION

The county holds about \$39,000 in federal grant funding for support of rural translator systems in the county, and this amount has been placed in a spending account for upgrades as needed.

Support for children

The Sublette County Commission allocates considerable resources in support of youth-services programs and organizations, including some that are very specialized.

The Children's Discovery Center is a non-profit licensed childcare facility offering preschool programming for about 40 children, as well as after-school enrichment and summer day camps. In addition to standard curriculum practices, the CDC provides socially educational programs and works to encourage literacy, healthy lifestyles, and stewardship of natural resources through focused programming. The CDC will receive about \$97,000 in funding from the county, which helps to provide a variety of operational functions, as well as meeting the expenses associated with providing three balanced meals per day.

The Children's Learning Center is the only early childhood program serving both Big Piney and Pinedale. This educational non-profit agency will receive \$256,500 to support its inclusive preschool programs that bring students from regular education together with students from special education. Last year, this program involved 121 students, including 91 with special needs. Research demonstrates that for every dollar invested in early childhood programs, the amount saved later on varies from \$9 to \$13. More than half the students receiving special services by the Children's Learning Center no longer require services when they enter school. This organization offers free screening clinics,

and provides early intervention and special education services at no charge to families, but does charge tuition for preschool, with a limited scholarship program.

The Pinedale Preschool will receive \$40,500 to support holistic early childhood educational programing for children aged two and a half to five years. This preschool provides services to 46 families, and provides a limited amount of needsbased tuition assistance. The Pinedale Preschool prides itself on its highly qualified teaching staff that is focused on providing students entering kindergarten in the fall with exposure to reading, math and science. The results are impressive, with many students reading independently, writing in sentences, and counting to 100 and beyond.

The county administers \$113,970 in support of the **4-H Afterschool Program**, in partnership with the University of Wyoming and its **4-H** office. This program – developed in response to a growing need for afterschool programming for working families in the county – provides educational enrichment in supportive environments for students in K-5th grades.

The Sublette County Commission allocated \$116,000 for scholarships for 25 selected high school seniors to attend an institution of higher learning, as well as continued support for college students from the county.

The Van Vleck House (a division of Teton Youth and Family Services located in Jackson) will receive \$45,000 from the Sublette County budget to provide prevention, early intervention,

and treatment services to Sublette County youth (ages 10 to 18) in a group home and crisis shelter. In addition, the facility handles crisis placements from Sublette County.

The county will provide \$28,800 for mentoring services to Sublette County youth through **Big Brothers Big Sisters of Sublette County**. The goal of the program is to provide children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better, forever.

Construction projects

Sublette Center

\$6.5 million

Construction of independent living facility

Transfer station

\$500,000

Renovations on building

Boulder Community Center \$318,944

Completion of renovations

Daniel Schoolhouse

Completion of renovations

White Pine Tower

\$384,367

\$5,000

Construction of a new communications tower building and equipment

Shooting Range

\$6,969

Carryover to complete improvements at Daniel law-enforcement shooting range

Human services

The Pregnancy Resource Center will receive \$37,520 in the county budget as pass-through grant money from the state. This program serves women and their families who are experiencing an unplanned pregnancy, or

difficulties during a planned pregnancy, or who are parenting young children.

The **Veteran's Services** program is allocated \$100,000 to provide services to veterans in the county. Sublette County partners with

neighboring Lincoln and Sweetwater counties in providing veteran services programs.

The Sexual Assault and Family Violence Task Force will receive \$51,382, which includes both county support and pass-through

state grant funding. SAFV provides a 24-hour crisis line, emergency shelter, emergency legal advocacy, peer counseling, victim advocacy, assistance with victim compensation, life skills training, emergency financial assistance, resources/reading materials, and prevention/awareness activities. Last year, SAFV served 74 individuals affected by domestic violence, sexual assault, and/or stalking. Thirty percent of the clients served indicated they were from Pinedale, and seven percent of SAFV clients were men.

The M.E.S.A. Therapeutic Horsemanship program will receive an allocation of \$25,000. This non-profit program provides equine-related therapy activities to individuals with disabilities in the county, promoting self-esteem, self-confidence, physical independence, and social interaction. The program serves participants with a range of physical, mental and behavioral challenges.

Home-Based Family Services will receive \$13,500 in pass-through grant funds for providing mental health services in the county.



Young rider Aiden Rhea with volunteers Neal Stelting, Des Brunette, and Darren Rhea at the M.E.S.A. Horse Show. PHOTO COURTESY CARLA SULLIVAN, M.E.S.A. THERAPEUTIC HORSEMANSHIP, INC.

Senior support

The county budget supports senior citizens services through regular budget allocations.

The **Southwest Sublette County Pioneers** senior center in Marbleton will receive \$161,000 in general operational support from the county. The center has become a vital community hub, where seniors and other citizens of the county come for community functions, senior services, and excellent meals. The Pioneer center serves its family-style meals three days a week, with a wait staff, and suggests a donation

of \$5 for meals for seniors dining there, with an average of 50 seniors attending each day. The Pioneer senior center serves an important social connection to seniors, some of whom have no other social contact outside of meal attendance at the center.

Rendezvous Pointe in Pinedale will receive \$177,408 in operational support. The county's contribution helps to support the noon meal program five days a week, annual blood draw and flu clinics, and other services such as the lending

closet, blood pressure monitoring, and help with tax returns, property tax relief, and transportation to dental and medical appointments.

The **Sublette Center** will receive \$660,000 in operational support from the county general fund budget. The commission has also allocated \$6.5 million for construction of an independent living facility.

The commission allocated an additional \$100,000 for repairs and maintenance of the of county's senior citizen facilities.

Natural Resources

Extension

The Extension Service program budget totals \$192,417, which includes about \$96,000 in salaries for staff, including the clerk, 4-H program associate, and part-time assistants. The budget includes \$41,000 for office rent; office supplies, utilities, and postage combined total about \$13,000. The program expenses for 4-H are budgeted \$23,250, while travel expenses for both the ag educator and 4-H participants are tallied at \$8,000. The budget includes a new vehicle reserve of \$2,000, and vehicle expenses of \$3,000. Equipment repairs and the remaining lesser line items combined total \$6,500.

The Extension Service provides reliable, research-based information in agriculture and

natural resources, consumer and family economics, community and economic development, and 4-H youth development.

Conservation District

The Sublette County Conservation District will receive \$675,499 (down from last year's \$750,000) from the county coffers to provide general operational support for the district's natural resource programming. The district is a subdivision of state government, with an elected board of five supervisors and a staff of eight full-time employees, and two seasonal employees. The district's major programming areas include seedling tree sales, surface water quality monitoring, rangeland

Economics

The Sublette Economic Resource Council will receive \$45,000 to promote economic development in Sublette County. The group plans to focus on workforce development, business recruitment and strengthening, technical assistance and consulting to businesses, and work on a countywide economic development plan.

The Sublette County Visitor Center will receive \$53,552 to cover operational costs of the center, which hosted nearly 30,000 visitors last year, and sent out 17 relocation packets and 197 visitor center packets.

monitoring, and the natural resources, wildlife and habitat program.

The district is actively monitoring surface water quality at 54 stations on streams throughout the county, where samples are taken four to five times a year. This is in addition to the district's groundwater program, which monitors

groundwater wells within one mile of any Pinedale Anticline gas well. To date, the program has tested 2,342 samples from 253 water wells.

District data also augment other rangeland monitoring data in the process of renewing federal grazing permits for livestock permittees. The district works on conservation planning, sage grouse conservation, and conservation innovations aimed at creating a market system where the ecological services provided by landowners may be capitalized.

Predators

The county budget allocated \$40,000 for

the county predatory animal management district board. This board consists of cattle and sheep producers elected by livestock producers to represent their interests, as well as one member of the public appointed by the county commission. The board contracts with USDA Wildlife Services to provide coyote, wolf, and raven control in the county.

Coalition of governments

The Sublette County Commission allocated \$30,000 to fund the Coalition of Governments, which allows county governments from throughout southwestern Wyoming to work together in dealing with federal land management issues and resource planning projects undertaken by state and federal agencies.



A coyote peers through a rangeland fence.

Understanding Revenues

Revenue generated by taxing 12 mills funds the majority of county services, but the county budget does include more than \$17.3 million in revenue from a variety of other sources (federal, state, and local). It is also worth noting that the county has lost two major federal funding sources (Secure Local Schools/Forest Reserve and Payment in Lieu of Taxes) because although Congress has expressed interest in continuing these programs, they have not been funded. Last year, these two funding sources brought in an additional \$1.1 million to the county budget.

County Budget Officer Mary Lankford and County Treasurer Roxanna Jensen developed the revenue projections for the budget, and their mineral tax revenue estimates are markedly less than projections offered by state officials, giving the county a more conservative budget perspective as a safeguard.

State revenues

Several sources of revenue are funneled to the counties from the state, including severance taxes, sales and use taxes, all fuels revenue, and the county's assessed valuation for personal property tax.

Sales and use taxes

Sublette County's sales tax rate is four percent, the lowest allowable under statute. Thirty percent of the state's 4 percent sales/ use tax goes to cities, towns and counties. The

taxes are first returned to the county of origin, and are then distributed to the county and its cities and towns based on the percentage of the population each bears to the total county population. An additional one percent goes directly to counties without municipal distribution, and is distributed by first allocating \$50,000 to each county, with the remainder distributed by population. The remaining 69 percent of the sales tax collected in the state is retained by the state. Sublette County estimates it will receive \$9 million in sales and use taxes this year, a steep drop from 2012's \$11.6 million.

Severance taxes

Mineral severance tax distributions to local governments, the state's water development, Wyoming Department of Transportation, and the University of Wyoming are capped at \$155 million. Allocations over that amount must be directly appropriated by the legislature. Of the \$155 million, counties receive 0.78 percent and 3.1 percent for their general fund using different distribution formulas.

The amount received by the counties from the 0.78 percent is distributed based 50 percent on the percentage of population each county bears to the total state population and 50 percent on the inverse of its assessed valuation.

"Over-the-cap" (over the \$155 million limit) mineral severance revenues are distributed



Cactus buds and blooms signal spring in Sublette County.

among the counties, with 85 percent allocated by population and 15 percent allocated equally among the counties.

The Sublette County budget includes \$100,000 in under-the-cap revenues, and \$525,000 in over-the-cap revenues.

Diesel fuel tax

Effective July 1, 2013, the state diesel tax was raised 10 cents to a total of 24 cents per gallon, the first such tax hike since 1998. The largest chunk of this increase will be directed to the Wyoming Transportation Department for highway maintenance, but the balance is distributed to towns and counties based on a formula that combines areas of the county, percentage of the rural population of the county, and assessed valuation. Sublette County's budget includes \$1 million in this revenue.

Gasoline tax

Like diesel, the state tax rate for gasoline is now 24 cents per gallon, with a similar distribution program as the diesel fuel tax. Sublette County anticipates it will receive \$800,000 in this revenue.

County Road Fund

The County Road Fund was originally designed to help counties with their road construction needs and was once known as the farm-to-market program. Funds allocated under the CRF program may be used for both road construction and maintenance. These funds come from the state through gasoline and severance

taxes, using a formula for distribution. Sublette County estimates it will receive about \$554,000 in county road funds this year.

Cigarette

Sublette County estimates it will receive \$8,000 in cigarette tax revenue in the new year.

Local revenues

The Sublette County budget includes a wide variety of local revenue sources – everything from local fees to grant funding.

The new budget includes \$700,000 in interest revenue from investment of county funds.

Local fees include those paid to the following departments:

County clerk	\$175,000
County attorney	\$136,000
District court	\$40,000
P&Z	\$6,000
Sanitarian	\$4,000
Assessor	\$400
Sheriff	\$35,000
Fairgrounds	\$35,000
Ice arena	\$15,000
Misc.	\$100,000

The county receives \$150,000 in tipping fees at the landfill, \$50,000 for recycling materials, and \$75,000 from fees at the Pinedale trash transfer station.

Motor vehicle fees are expected to generate \$700,000. The county attorney's office will receive about \$47,000 in state grant funding for

Victim Witness Services, while the county will also receive \$30,000 for emergency management efforts from the State of Wyoming.

Federal grant funding of \$500,000 is expected to pass through the county coffers for air quality concerns, as well as \$52,000 in state funding for the Temporary Assistance for Needy Families program.

Revenues include more than \$1 million in other grant support for specific programs and projects, including those that address bioterrorism, homeland security, health issues, and renovations at the Boulder Community Center.

Liquor license fees will generate about \$7,500, traffic school will bring \$24,200, and the county will receive \$13,548 for providing law-enforcement services at nearby U.S. Forest Service installations.

A handful of other miscellaneous smaller revenue streams are expected to generate an additional \$100,000.



A red fox hides in tall grass.

Sublette County Commission meetings are generally held the first and third Tuesdays of the month, but there is some variation from month to month. Meetings begin at 9 a.m. in the commission meeting room of the courthouse in Pinedale. Commission meetings are open to the public. To schedule an appointment to appear on the commission's agenda, please contact Sublette County Clerk Mary Lankford at (307) 367-4372.



Commission Chairman Joel Bousman joel.bousman@sublettewyo.com (307) 749-6154



Vice Chairman Andy Nelson andy.nelson@sublettewyo.com (307) 749-7886



Commissioner Jim Latta jim.latta@sublettewyo.com (307) 360-8047

A pair of sandhill cranes in a Sublette County hay meadow.