

Section I – INTRODUCTION

Economic and Demographic Profile

Location

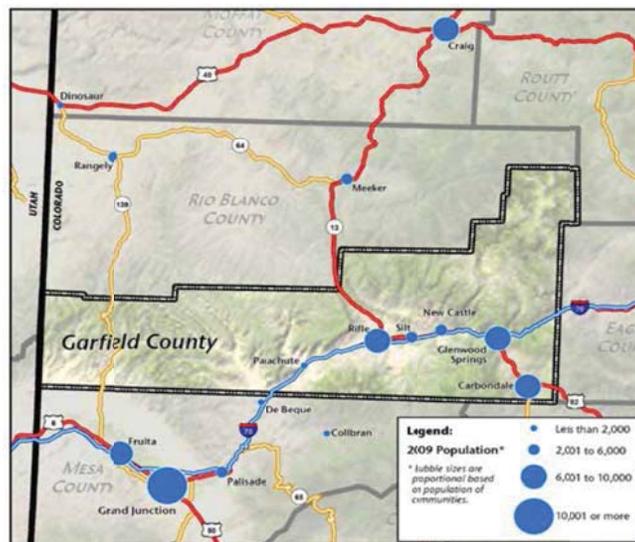
Garfield County is one of the largest counties in Colorado, incorporating nearly 3,000 square miles on the western boundary of the state. The County is situated approximately 150 miles west of Denver and 330 miles southeast of Salt Lake City, Utah. The County is bisected by a 60 mile stretch of I-70, which parallels the Colorado River.

Garfield County, I-70 and the Three-State Rocky Mountain Region



The western portion of the county is a sparsely populated, high desert plateau, while the eastern portion includes the western foothills of the Colorado Rocky Mountains and most of the county's 56,000 residents. Garfield County covers 2,958 square miles or 1,893,120 acres. About sixty percent of all Garfield County lands are federally owned – 1) Bureau of Land Management, 615,973 acres, 2) U.S. Forest Service, 515,865 acres and 3) Bureau of Reclamation, 2,335 acres. There are six towns and cities within Garfield County. They are, in order of incorporation, Glenwood Springs, Carbondale, New Castle, Rifle, Parachute and Silt.

Garfield County, Incorporated Municipalities and the Northwest Colorado Region



Garfield County and its neighbors; Rio Blanco County to the north; Mesa County to the south; and Pitkin County to the southeast, form an integrated economic region. Mesa, Rio Blanco and Garfield counties share a common reliance on natural resource extraction, tourism and ranching. Rio Blanco County is the least populated county in the region, but has considerable natural resource wealth and future development potential. Mesa County's Grand Junction, the largest community in the region, is a shopping, health care and services destination for many residents of western Colorado, as well as for multiple Utah communities to the west.

Pitkin County, and the resort towns of Aspen and Snowmass Village, adjoins Garfield County on its southeastern boundary. During the winter, the only automobile access to these resorts is through the communities of Glenwood Springs and Carbondale along Highway 82 and through the Roaring Fork Valley. As a result, many residents who work in Pitkin County reside in Garfield County.

Glenwood Springs, the largest community in Garfield County, serves as a shopping and service center for a broad regional area. Glenwood Springs garners a significant share of its retail and commercial services from Pitkin County generated demand, and also attracts business from Eagle County to the east, which includes the towns of Eagle and Gypsum. The town of Rifle, about 25 miles west of Glenwood Springs, has grown rapidly in recent years, largely in association with the area's natural gas industry. Rifle is emerging as a second County retail center.

History

Garfield County was founded on February 10, 1883, eight years after Colorado statehood, and named in honor of President James A. Garfield, who was assassinated two years before County formation.

The oldest known human habitation in Garfield County was on Battlement Mesa where an Indian pit house was discovered that dates back approximately 3,000 years. Along the Colorado River and especially along the Roaring Fork River, was the land of the Tabogauche Utes who enjoyed 7,000 square miles of prime hunting ground and the healing waters of the Glenwood Hot Springs. The first white men who visited Garfield County were two Spanish Franciscan Friars, Silvestre Escalante and Francisco Dominguez who came to Colorado in 1776. The top three nationalities that settled in Garfield County were German, Irish and English.

Prospectors from Leadville had reported carbonate deposits in the area as early as 1870. Several parties entered the territory and built Fort Defiance, 3 ½ miles east of the Vapor Caves. Another camp was made on the Flat Tops and named Carbonate City, which later became the first county seat of Garfield County. Carbonate City is now an abandoned mining camp. In August of 1883 by resolution of the County Commissioners Glenwood Springs was named as the county seat. The first election was held on November 6, 1883.

Glenwood Springs, originally called Defiance, is at the confluence of the Roaring Fork and Colorado rivers. In 1887, the Denver and Rio Grande Railroad extended tracks through Glenwood Canyon and into Glenwood Springs, serving Aspen and surrounding mining towns and connecting Garfield County with Denver and points east. Railroad service remains an important economic support of the local economy.

The Glenwood Hot Springs Pool was constructed 1887 and remains a nationally recognized spa and recreation center. The hot springs and pool have been a major visitor attraction for over 120 years. The White River National Forest, which is home to seven of the nation's largest and most recognized ski resorts, was formally instituted 1905 and continues to be a major force influencing the local economy and defining urbanization patterns.

Glenwood Hot Springs Pool



Source: Google Images

Garfield County, particularly the area between Rifle and Parachute, has many producing natural gas wells and large shale gas deposits. Emerging natural gas production technologies, coupled with rising gas prices, produced a notable energy boom between 2002 and 2009 and natural gas production continues to be a major contributor of the Garfield County economy.

Tourism has long been a staple of the Garfield County economy, including the hot springs attractions in Glenwood Springs, overnight accommodations associated with I-70 and a strong hunting and fishing services industry. In recent years, the tourism/second home industry in nearby Pitkin and Eagle counties stimulated significant construction and services employment and residential housing development in Garfield County, particularly in the Carbondale and Glenwood Springs area. Over the past decade, increasing numbers of retirees have relocated to the area for its relatively mild climate, quality of life, recreation opportunities and expansive open space.

Today, the foundations of Garfield County's economy remain very similar to the economic foundations that shaped this area well over 100 years ago: natural resource development, agriculture, regional services and tourism. The County is notable for its concentration of population and urban development in the area's two major river valleys and the counter balancing large expanses of public lands and lightly populated arid plateaus in the remainder of the county.

Garfield County is a service and residential center for a diverse regional economy. As noted previously, the eastern portions of the County are economically intertwined with tourism and second home industries in nearby Eagle and Pitkin counties. Rio Blanco County to the north has large gas and energy reserves but very little housing or support infrastructure. As a result, the Rifle area is home to many Rio Blanco County workers and could be subject to significant growth pressures if oil shale or natural gas activity expands in the future.



Demographics

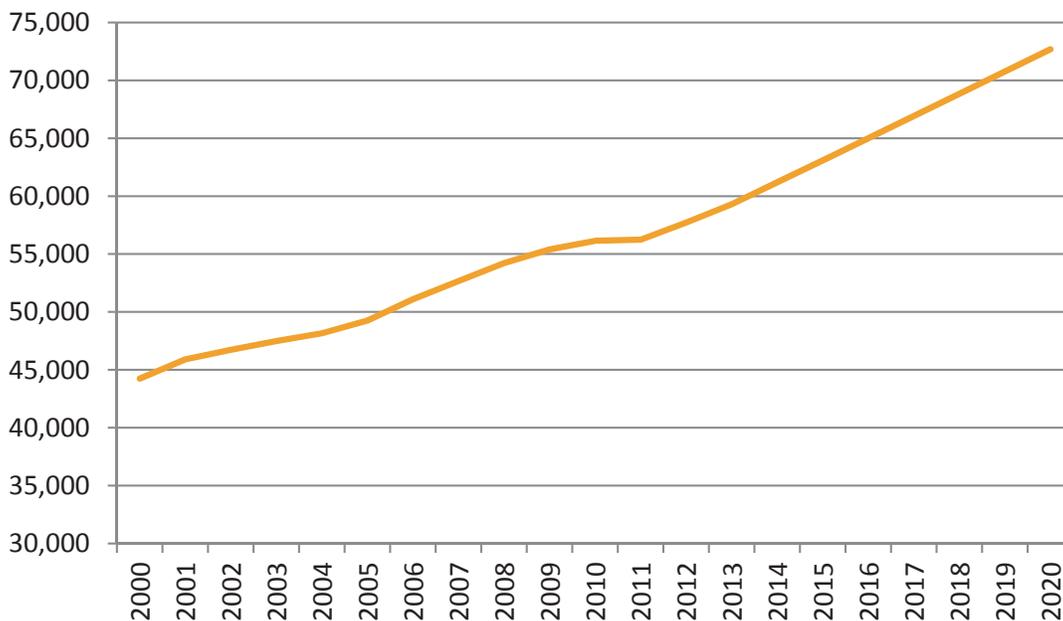
• Population

With 56,953 people, Garfield County is the 12th most populated county in the state of Colorado out of 64 counties. Generally Garfield County has experienced a steady increase in population over the past few decades but with more rapid growth occurring between 2004 and 2009. This was largely the result of a burgeoning natural gas extraction industry, but also due to an ongoing but slower expansion of tourism, second home development and regional services. During this period, there was a significant in-migration of new workers and families, which fueled housing development, retail expansion and rapid wage growth. At times during this period, Garfield County experienced shortages of labor and a rapidly appreciating housing market.

In 2008, an abundance of new natural gas reserves were uncovered elsewhere around the country and the value of natural gas began a national decline. The national recession also cut spending on travel, tourism and second home development, with predictable declines in all measures of local economic activity.

Due to the national and local recession population remained flat in 2011 and experienced a modest 0.2 percent growth rate in 2012. Forecasts indicate that the population of Garfield County will resume an upward trend in 2013 with a robust 3.0 percent per year growth rate over the next 20 years. This is largely predicated on continued growth in managing operating gas wells an eventual resurgence in natural gas exploration and development. The tourism industry is also expected to contribute to local economic expansion. The population is estimated at 61,202 for 2014. The U.S. Census Bureau reported a population of 56,960 in 2012.

Actual and Projected Population of Garfield County



Source: Colorado Division of Local Government (DOLA), <https://dola.colorado.gov>

Garfield County has five municipalities that stretch along the Colorado River and the I-70 corridor and one town, Carbondale, which is situated along the Roaring Fork River and closely tied to the economic fortunes of Aspen and Snowmass Village. Glenwood Springs remains the largest local community in the county. In the

period 1990 to 2010, the town of Rifle, which is about 25 miles west of Glenwood Springs, absorbed the majority share of the county’s new growth—largely because of Rifle’s proximity to the most active natural gas development areas. The incorporated municipalities have absorbed most of the County’s growth for many years, a reflection of expanding services and industrial sectors, as well as the slowly diminishing role for agriculture and ranching. Population in unincorporated areas, as a percent of total county residents, shrank from 57 percent of all county residents in 1990 to 40 percent in 2012.

Population of Cities and Towns within Garfield County, July 2012

Area	Population
Carbondale	6,496
Glenwood Springs	9,707
New Castle	4,565
Parachute	1,096
Rifle	9,297
Silt	2,923
Unincorporated Area	23,004
Total	57,148

Source: Colorado Division of Local Government (DOLA), <https://dola.colorado.gov>

Like much of western Colorado, Garfield County has a largely Anglo population with a significant Hispanic minority population, which grew rapidly during the mid-2000s energy boom. The county’s proportion of Hispanic and Anglo populations mirrors that of the state as a whole.

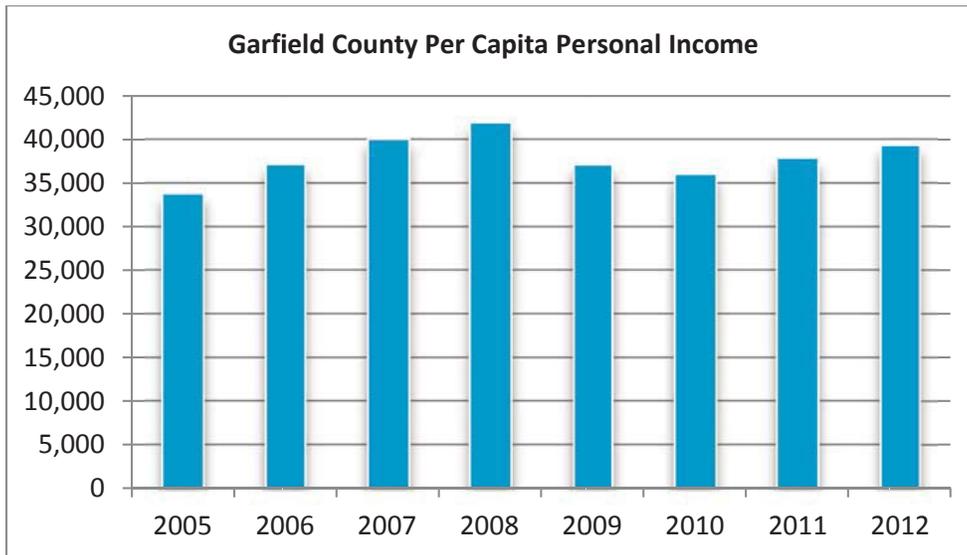
Ethnic Diversity, 2012

Ethnicity or Race	Percent of population
Caucasian or White	68.8%
Hispanic	28.3%
Other	2.9%
Total	100%

Source: http://www.city-data.com/county/Garfield_County-CO.html

- **Income**

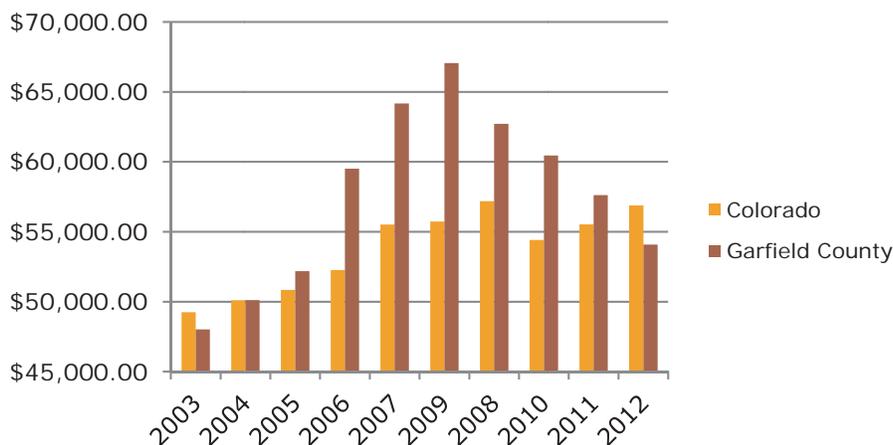
Steady growth in per capita personal incomes took place until 2008 peaking at \$42,666. In 2009 per capita personal income for Garfield County declined by 13 percent followed by a more moderate drop in 2010. 2011 and 2012 saw a return to growth.



Source: U.S. Bureau of Economic Analysis www.bea.gov

During the period 2000-2010, median household income grew significantly. In 2000, county median household income was slightly below the statewide average. By 2010, every community in Garfield County, with the exception of Parachute and Glenwood Springs, reported median household income in excess of the statewide average. The median household income of Garfield County is \$60,456 in 2010 (U.S. Census Bureau), higher than the state median of \$54,411 and the national median of \$50,046. Subsequently the median household income of Garfield County has dropped since then to \$54,088 in 2012.

Median Household Income Comparison of Colorado and Garfield County

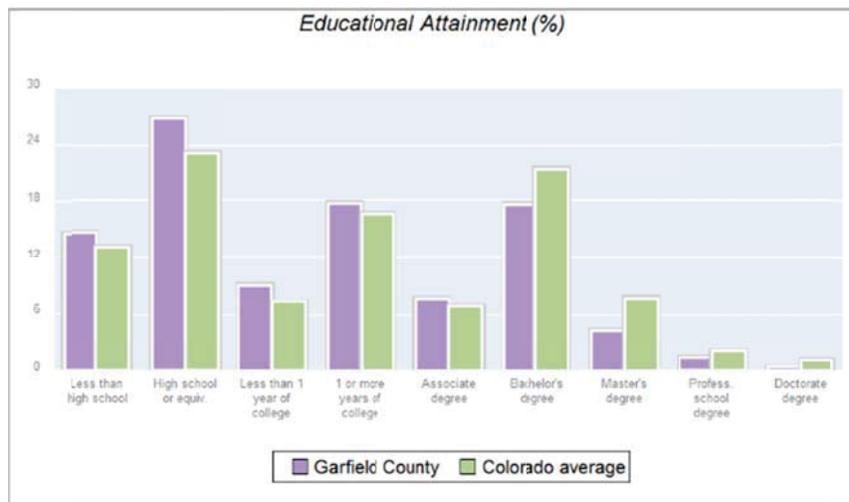


- Educational Attainment and Public School Enrollment**

Educational attainment of a Bachelor's degree or higher, is slightly lower in Garfield County than in the state as a whole.



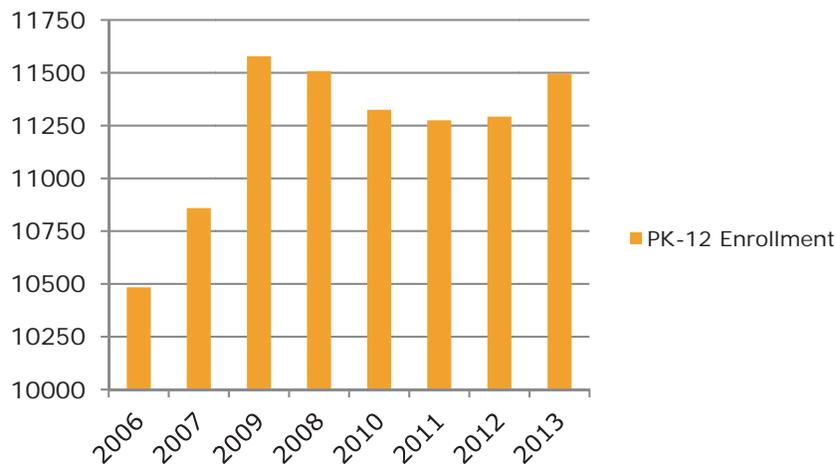
Educational Attainment, Garfield County and Colorado, Residents 18 and older



Source: <http://www.city-data.com>

In total, the number of pupils attending public schools in Garfield County grew by 20 percent between 2000 and 2010, faster than state population growth (11 percent) but slower than overall county population growth. Garfield RE-2 and Garfield 16 school districts, which cover the central part of the County, including the towns of Parachute, Rifle, New Castle and Silt, added the largest number of pupils and grew at the most rapid rates. District RE-1, which serves Carbondale and Glenwood Springs, grew at a much slower pace.

Public School Enrollment in Garfield County: Fall 2006-Fall 2013



Source: Colorado Department of Education, 2006-2013 PK-12 Membership by School District

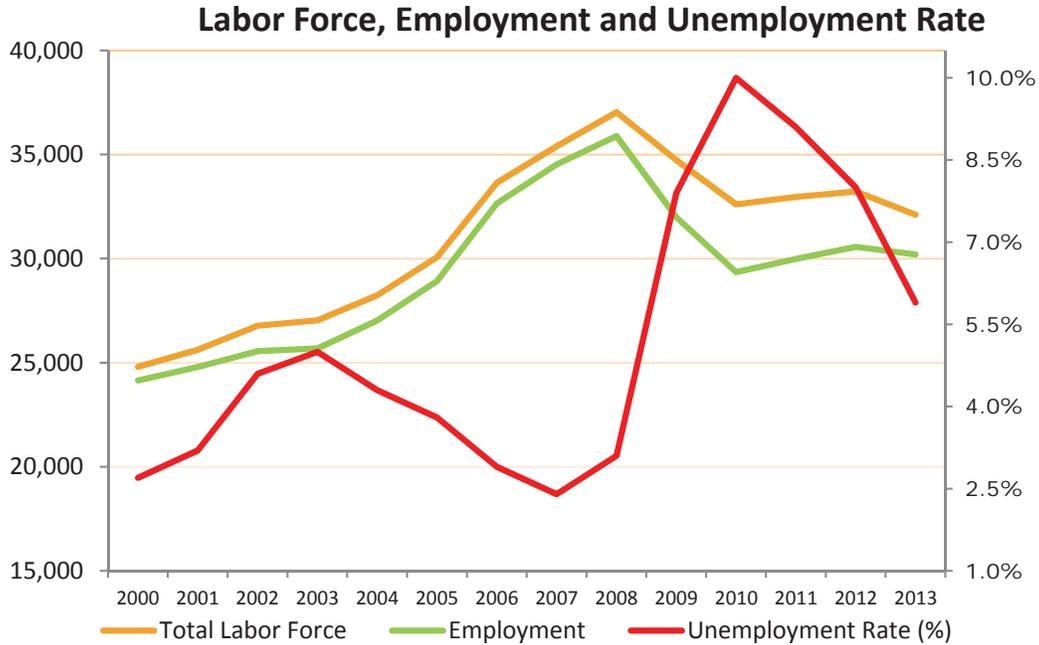
Economic Conditions

• Labor Force and Employment

Garfield County has seen strong job growth and historically low unemployment rates over the last decade. However, with gas drilling reductions, in combination with the effects of a national economic recession and reduced area tourism and second home development, the County's employment outlook began to change



drastically in 2008. There was a significant reduction in both jobs and the available labor force (approximately 14 percent over a two year period) and the unemployment rate spiked, reaching a peak of 11.7 percent in March 2010. Since then there has been a steady drop in unemployment and as of November 2013 Garfield County's unemployment rate was 5.9 percent, lower than both the State at 6.5 percent and nation at 7.0 percent. It is expected this rate will continue to decline albeit at a slow pace.



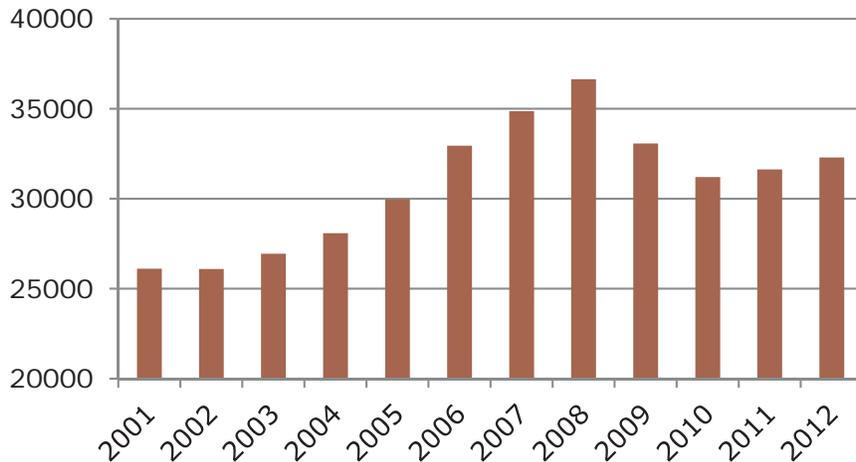
Source: Colorado Department of Labor and Employment (CDLE)

At the end of the 2nd quarter, 2013 the estimated average annual wage in Garfield County was \$43,628, 89 percent of the Colorado average annual wage. Garfield County ranks as the 10th highest wage in the state.

• **Industry Sector Overview**

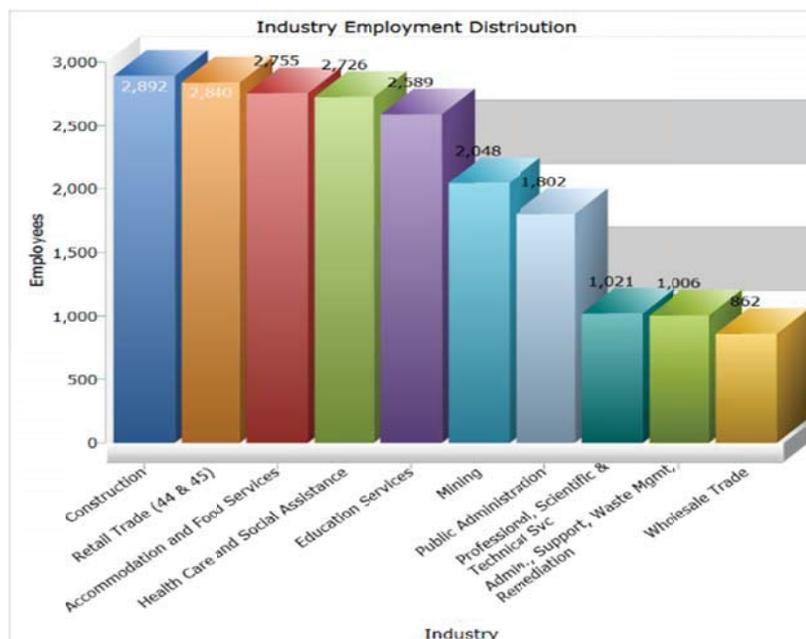
Between 2003 and 2008, Garfield County employment experienced strong growth, increasing by 10,500 jobs, or about 5 percent per year.

Total Jobs in Garfield County from 2001-2012



Source: Colorado Department of Local Affairs

During this same period of rapid economic expansion, there was a significant shift in employment patterns. The largest increase in employment share by category occurred in the mining and natural resources industry, which includes oil and gas production activities. It should also be noted that many natural resource extraction-related jobs occur in other employment categories, such as construction and transportation. The local construction industry lost a significant share of county employment. The downturn in resort-related real estate construction, beginning in about 2009, had a major impact on Garfield County, which was home to a large share of contractors, fabricators and suppliers that support the second home industry in both Eagle and Pitkin counties. Since 2010, Garfield County has seen a rise again in the construction industry. At the end of the 2nd quarter of 2013 the construction industry and retail trade were the leading the employment distribution.



Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program

Top Employers in Garfield County, 2012

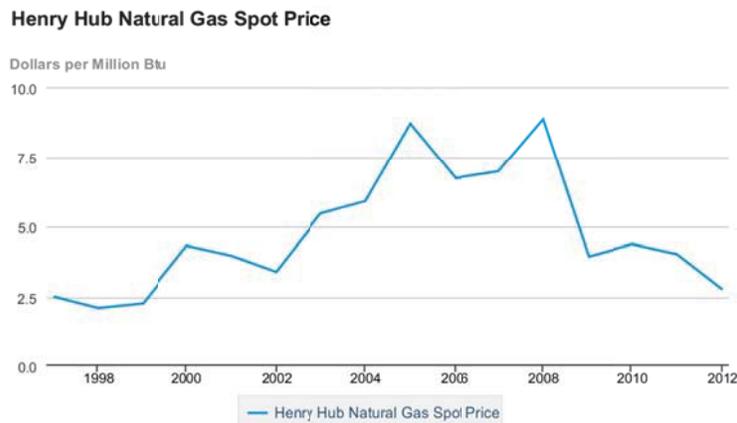
Employer	Rank	Type of Business	Number of Employees	Percentage of Total
Valley View Hospital	1	Healthcare	902	3.09%
Roaring Fork School District RE-1	2	Schcols	750	2.57%
Garfield County School District RE-2	3	Schcols	737	2.53%
Colorado Mountain College	4	College	523	1.79%
Garfield County	5	Government	481	1.65%
Wal-Mart	6	Retail	423	1.45%
City Market	7	Retail	348	1.19%
Grand River Hospital & Medical Center	8	Medical	344	1.18%
City of Glenwood Springs	9	Government	337	1.16%
WPX Energy	10	Oil & Gas	210	0.72%
Total employed by principal employers			5,055	17.33%
Employed by other employers			28,766	82.6729%
Total employed in Garfield County			<u>33,821</u>	<u>100%</u>



- Energy and Natural Resource Industry**

Natural Resource development, specifically natural gas and prospectively oil shale, has had the most dramatic economic influence on Garfield County over the last decade. As of 2008, nearly one-third of all mining industry employment for the State of Colorado was located in Garfield and the neighboring Mesa and Rio Blanco counties. Between 2004 and 2005, Garfield County experienced a rapid increase in its share of statewide mining employees, which then leveled off and modestly declined between 2006 and 2009. The industry slowed in 2009 as gas prices fell and operators began pulling drilling rigs to pursue emerging gas field prospects elsewhere in the U.S. Currently approximately 9.5 percent of Colorado mining employment is within Garfield County.

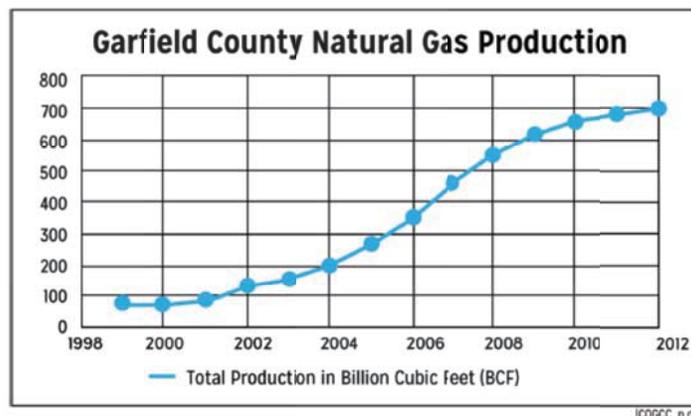
The natural gas boom, which spurred Garfield County’s economy in the 2000s, was driven in part by a rapid escalation in gas prices.



Source: U.S. Energy Information Administration

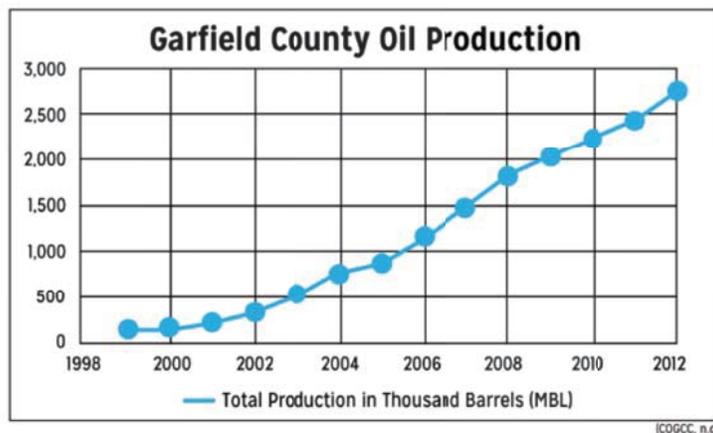
Natural Gas Liquids (NGLs), which are often a byproduct of gas well production, are used to produce lower grade liquid fuels and NGL values typically follow crude oil prices. As the price of natural gas has declined the value of NGL products have become a more important element of the overall economics of well drilling and production. The price of NGLs mirrors the price of crude oil which, although experiences price fluctuations, currently remains at high levels, and boosting the value of gas production within Garfield County.

Garfield County has evolved from a new exploratory play to a large gas producing county. Although natural gas prices have declined, overall Garfield County gas production continues to rise as new wells come on-line, and Garfield County continues to dominate regional gas production.



(COGCC, n.d.)

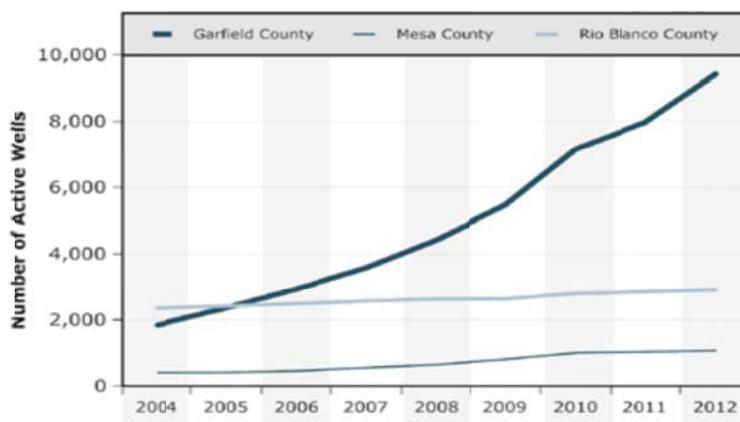




In 2012 Garfield County produced 2.75 million barrels of oil and 701.4 BCF of natural gas. Garfield County’s energy production represents a significant share of the statewide totals. Though it makes up almost 6 percent of state oil production, Garfield County accounted for 41.2 percent of the state’s natural gas production in 2012.

During the last eight years, Garfield County has had a rapid increase in active oil and gas wells.

Total Active Wells, Garfield, Mesa and Rio Blanco Counties, 2004 to 2012



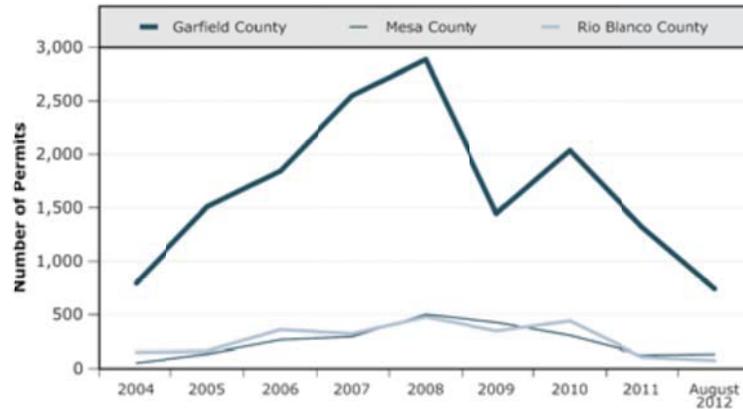
Note: Each year reports active wells at midyear.

Source: Colorado Oil and Gas Conservation Commission (COGCC), Colorado Oil and Gas Information System Production by Colorado County.

Prospects for future growth in northwest Colorado gas drilling have been bolstered by the completion of the \$6.7 billion Rockies Express pipeline, which has alleviated some well to market shipping constraints that had previously restricted local natural gas distributions. Although the growth in production has been notable, the decline in drilling activity, as shown below, has been even more pronounced. In 2011, 27.3 percent of Colorado’s drilling permits were for projects located in Garfield County.



Annual Drilling Permits



Source: Colorado Oil and Gas Conservation Commission (COGCC)

Of 77 total active drill areas in Colorado as of November 2011, 21 were located in Garfield County. As of January 2, 2012, there are 9 active drilling rigs in Garfield County, all of which are natural gas rigs. The number in Garfield County has dropped from 20 rigs in January 2011 but increased since the fall of 2011.

Estimated U.S. natural gas reserves have expanded 30 percent in the past two years, but other reserves in new fields, in places like New York, Pennsylvania, Illinois and Texas, have been found to be developable at lower costs than the relatively difficult and expensive drilling in northwestern Colorado. Large operators (Exxon, Total, Noble) have recently purchased significant positions in U.S. shale gas reserves, ensuring financial resources and development capability. New collection pipeline construction is underway throughout the U.S. and Canada ensuring improved connections between production and demand, although connection to very large reserves in Canada may dampen prices—particularly in a prolonged economic slump.

Nationally, gas reserves will likely grow faster than gas demand for a number of years; prices are likely to remain soft until demand, particularly from electric generation facilities, can respond and pipelines are completed. National gas prices are very sensitive to economic conditions, weather and international stability.

Over a longer period, natural gas has significant environmental advantages over coal and the abundance of gas reserves will likely overcome historic power utility reluctance to make long-term gas-contract commitments. Demand should rise quickly with economic recovery.

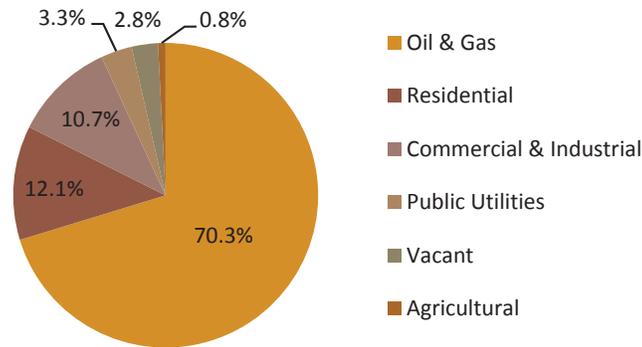
Local gas-related employment consists of two distinct subgroups: well development employment and gas production employment. Well development includes drilling crews and associated support workers that build well pads, drill for gas and complete wells. Gas production workers oversee the operations and maintenance of gas wells in production. Most gas wells in Garfield County have a projected 20-30 year lifespan and gas production workers will be necessary as long as wells are in production.

Well development employment is more volatile and mobile drilling related employment requires approximately 30 workers per well, although numbers fluctuate as efficient newer rigs replace older rigs and as more wells are drilled off a single pad. Maintenance related employment, including work over crews, pumpers and manpower for the gas plants, is estimated to require about one worker per six completed wells. As a result, the long-term transition from exploration and development to operations suggests far fewer jobs.



In addition to the local economy, the natural resources industry also has a significant impact on Garfield County taxes and revenues. In 2013, 70.3 percent of total property tax assessed values were accounted for by the oil and gas industry and of that 66% came from natural gas production.

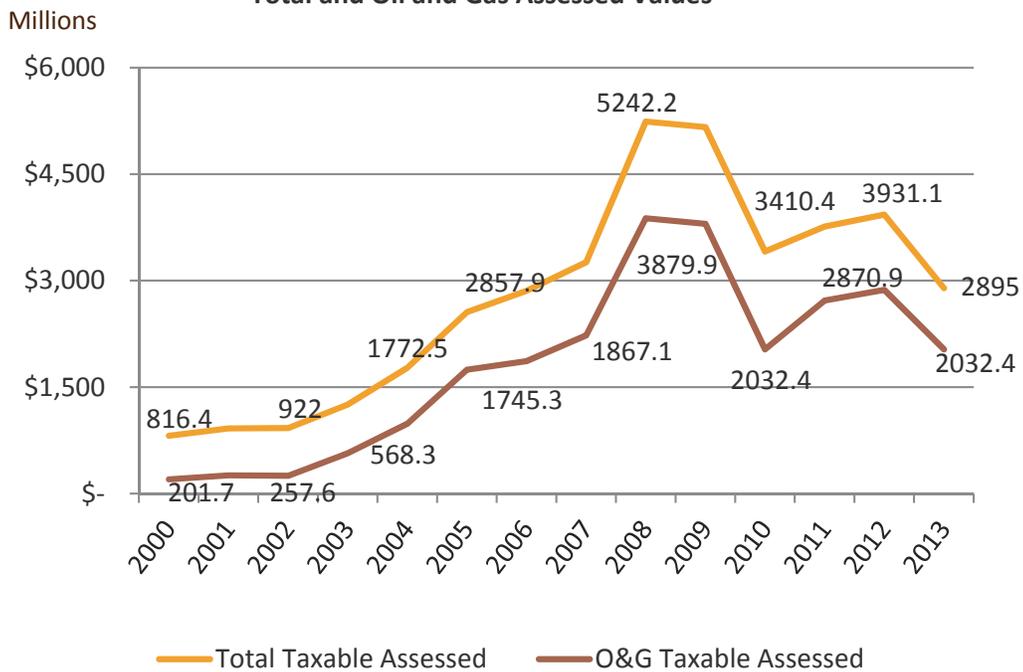
2013 Assessed Value Distribution



Source: Garfield County Assessor

After a substantial drop in value between 2010 and 2011, assessed values increased in 2011 and 2012 and have since then dropped again.

Total and Oil and Gas Assessed Values



Source: Garfield County Assessor

The County's 2013 top taxpayers are in the oil and gas industry.

Company	2012 Assessed Value
WPX Energy Rocky Mountain, LLC	\$894,786,370
Encana Oil & Gas (USA) Inc	\$469,538,300
Bill Barrett Corporation	\$318,725,580
Oxy USA	\$133,424,460
Bargath, Inc	\$82,581,170
Grand River Gathering, LLC	\$66,504,600
Enterprise Gas Processing, LLC	\$59,149,420
Antero Resources	\$57,079,170
Chevron	\$36,397,790

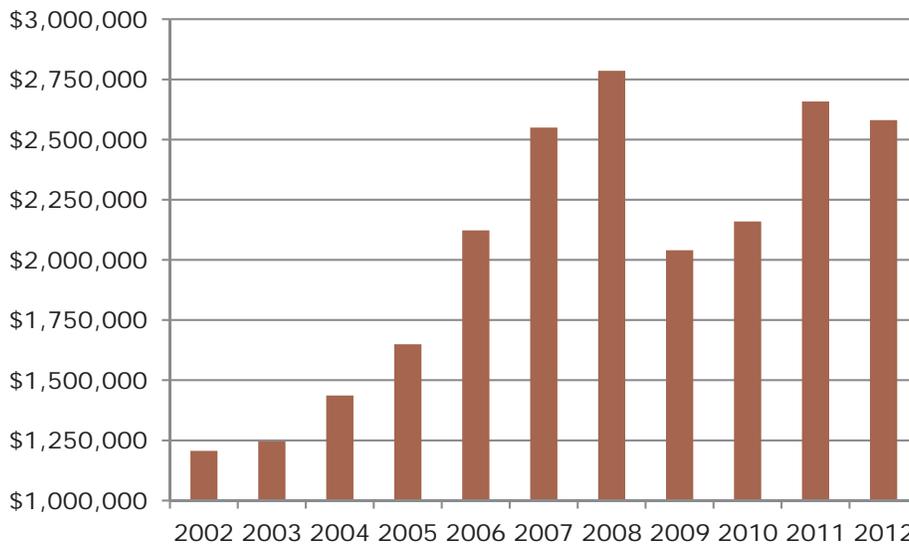
Source: Garfield County Assessor

- Retail and Tourism**

In addition to the natural resources industry, retail and tourism are an important part of the Garfield County economy. The previously noted “boom” period 2002 to 2008 is evident in retail sales trends, as is the sharp economic decline beginning in 2008. Some retail recovery in 2011 and 2012 is evidence suggesting a return to improved economic conditions.

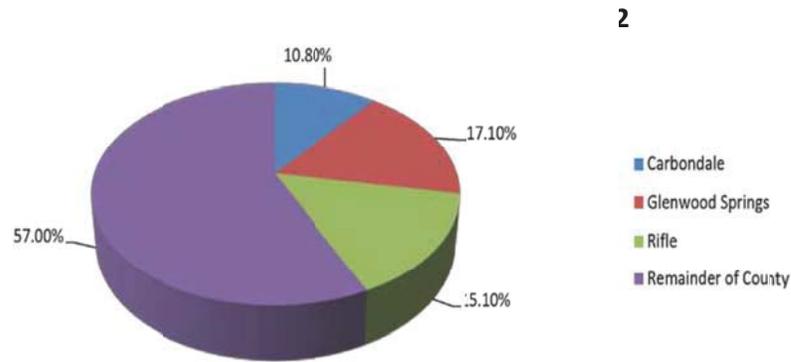
In Garfield County, total sales exceeded expenditures by nearly 55% in 2013, which equates to a total of over \$970M spent by non-residents. This is not surprising, due to the tourist trade and the fact that Glenwood Springs is a major retail hub for Garfield County, as well as adjacent to Pitkin & Eagle Counties.

Garfield County Retail Sales, 2002 to 2012



Source: Glenwood Springs Chamber Resort Association – Trends Newsletter

It is also noteworthy to document the shift in location of sales, as Rifle, Parachute and the unincorporated county have all significantly increased retail activity. In 2013, 57 percent of Garfield County consumer expenditures were made by residents of the smaller towns and unincorporated areas of Garfield County.



Source: Glenwood Springs Chamber Resort Association – Trends Newsletter

Annual sales and lodging tax revenues in Glenwood Springs show positive trends that reflect the increase in retail sales seen earlier. Sales tax revenues rose by 7 percent between 2010 and 2012. The trend for 2013 seems to be a gradual increase yet again.

Not all municipalities collect or report accommodation or lodging tax trends, although these data are one reflection of travel and tourism activity, which otherwise offers few standard statistical measures. Glenwood Springs hosts the majority of hotel rooms and most directly benefits from overnight tourism stays.

From 2005 to 2008, many hotel rooms were rented as temporary lodging during the gas boom and the loss of this steady business probably exaggerates the apparent downturn in overnight tourism shown from 2008 to 2011.

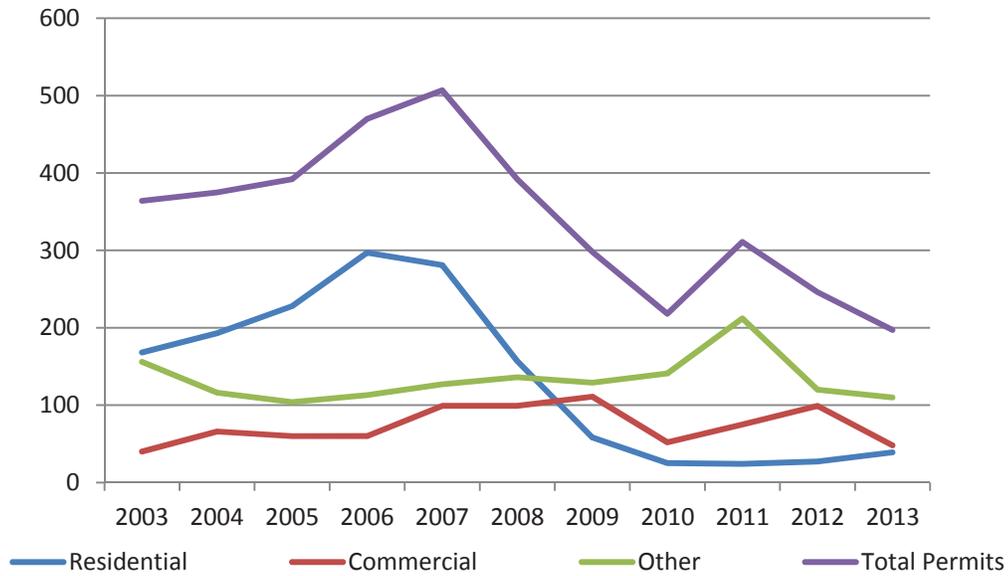
Lodging tax revenues rose by 21 percent between 2010 and 2012. Once again, 2013 trends are showing a slight increase.

- **Construction**

One of the best indicators of construction activity is the number of building permits and the value thereof, issued by the Garfield County Community Development Department. These have declined significantly in recent years though 2011 saw a temporary improvement in the number of building permits issued. Many of these permits were for small home improvement projects. 2012 and 2013 showed a decline once again in total permits though it is expected that 2014 will see an increase from previous years as construction is expected to pick up as a reflection of the local economic conditions.



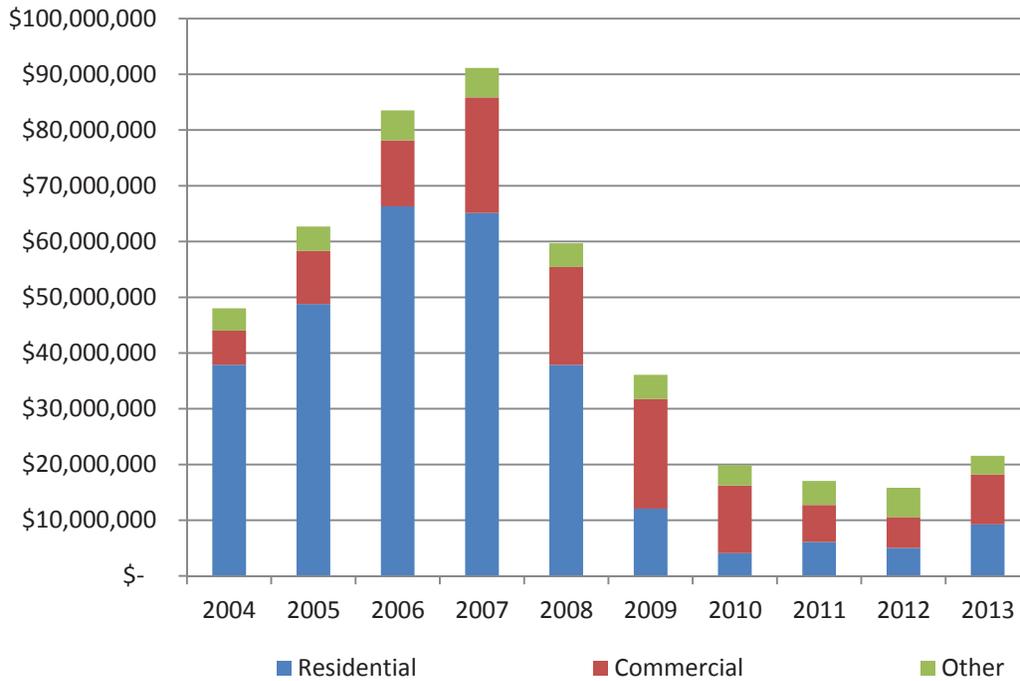
Garfield County Building Permits



Source: Garfield County Community Development Department

The valuations of the building permits issued tells a more positive story however. In 2013 these increased for the first time since 2007. Valuations are spread equally between commercial and residential construction and a small portion to other types.

Garfield County Building Permit Valuations

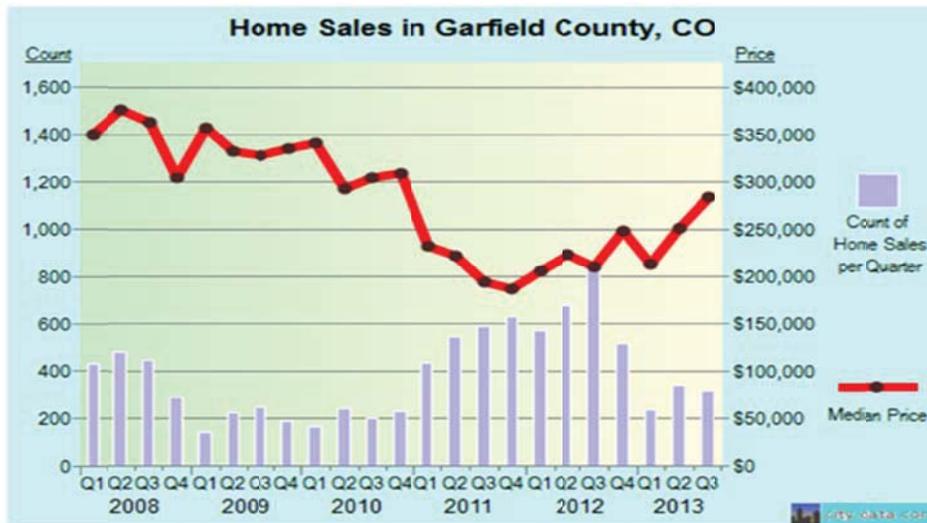


Source: Garfield County Community Development Department

- **Real Estate**

As noted previously, housing values grew rapidly during the energy expansion from 2002 to 2008, concurrent with national trends. Both activity and prices have declined from their 2008 highs but have shown improvement since late 2011 and have held steady up through the end of 2013.

According to the monthly transactions report for Garfield County prepared by Land Title Guarantee Co. of Glenwood Springs, through November 2013 there were 1,110 transactions for a slight decrease of 0.18 percent from the same period in 2012. Total dollars from countywide sales for the 11-month period was \$346.5 million, for a slight increase of 0.47 percent compared to the same period in 2012. Although, at time of writing, numbers were not yet available through December, it is believed the trend appeared to be holding through the final month of the year. Real estate activity in the county, including dollar volume and transaction totals, surpassed totals for each of the previous three years as of the end of October.

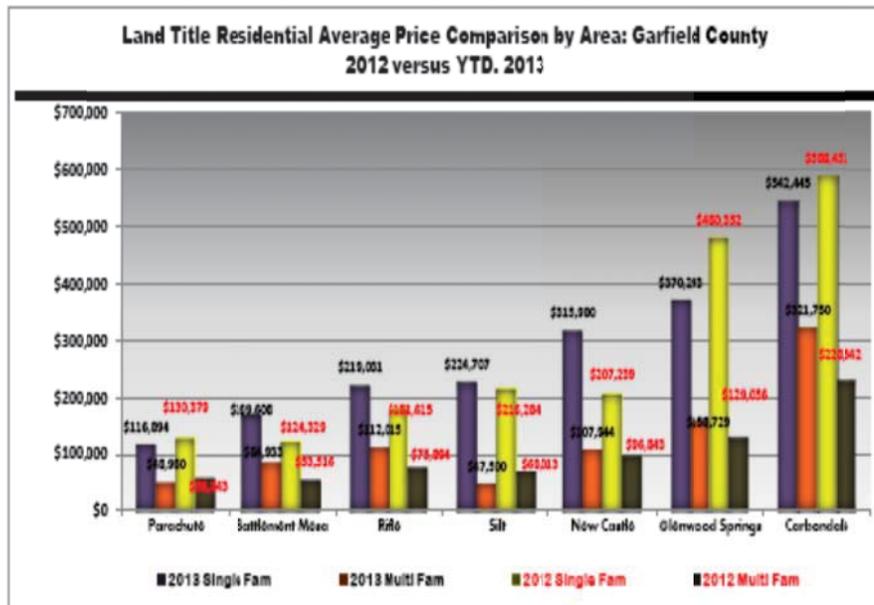


Source: City-data.com

According to the United States Census, Garfield County has not experienced the dramatic decline in values witnessed in many areas around the country. County housing values grew about 30 percent between 2000 and 2010 and remain above the current statewide median home value.

The County's housing stock is comprised largely of single family homes, which in part explains the high property values compared with statewide figures. More notably, Carbondale and Glenwood Springs are significantly influenced by second home ownership, which explains their far higher median home values and influences the countywide averages.

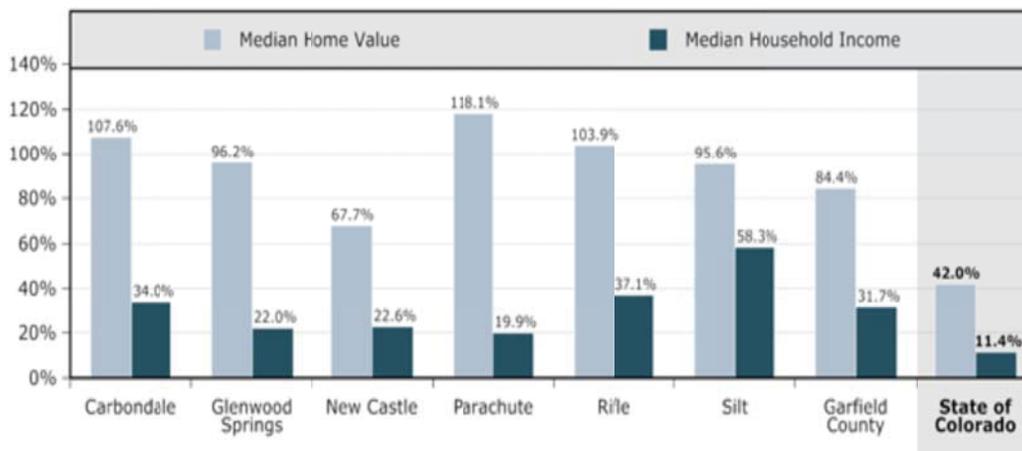




Source: Land Title Guarantee Company

The disparity between median household incomes and median home value is an indication of how affordable a community is to new residents. At least through 2010, Garfield County home values have grown faster than median household income.

Percent Change of Median Income and Median Home Value by City, 2000 to 2010



Source: Claritas, 2000, 2010 5-year census

Home values increased more than median income in all Garfield County markets. The small town of Parachute had the greatest disparity between the growth rates of local income and growth in household value. In 2010, Parachute had many residents in the natural gas development industry. Carbondale and Glenwood Springs home prices also increased dramatically in this period, probably the result of a sizeable second home community.

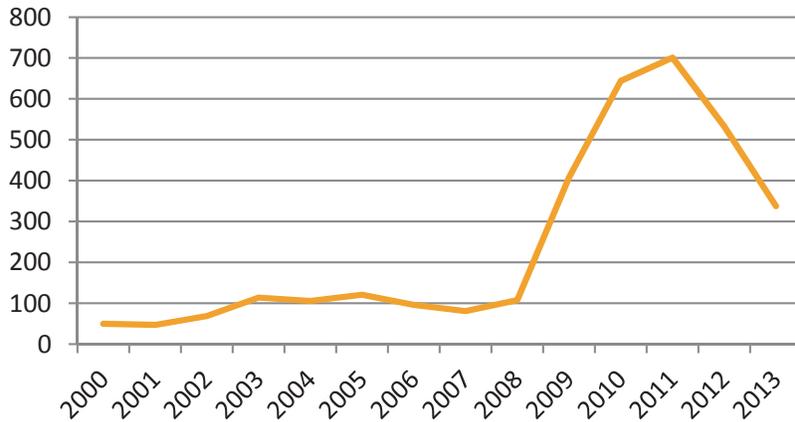
Household income and valuation data are reported in 2010 based on the prior year's information and thus do not capture the most recent trends. Anecdotal information suggests that housing values, particularly in the I-70 corridor communities, have declined further and affordability has risen dramatically.

- Foreclosures



A spike in home foreclosures was one consequence of the most recent economic recession. As the housing market recovers, the nation and Colorado are experiencing a drop in the number of foreclosures. In 2012 the number of foreclosures dropped for the first time since 2007 with a significant decrease of 23 percent from a high of 701. In 2013 foreclosures continued their rapid decline recording 283, 60% off the peak. This trend is expected to continue in 2014 with 197 foreclosures estimated.

Garfield County Foreclosure Filings

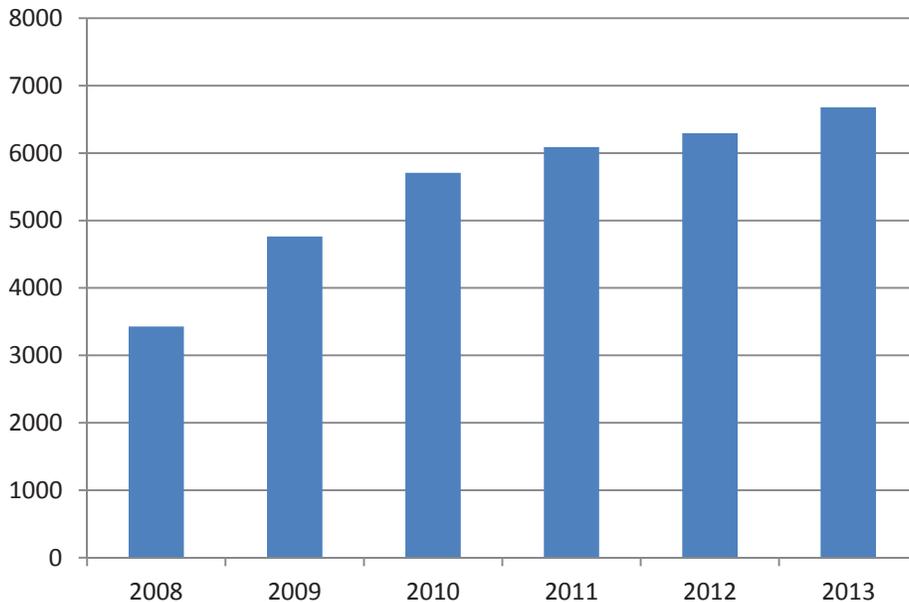


Source: Garfield County Public Trustee

- **Human Services**

The demand for economic security support has progressively increased since 2008 as this chart of the caseloads in the Garfield County Department of Human Services demonstrates:

Garfield County Economic Security Cases



Operating Indicators

Garfield County, Colorado Operating Indicators By Function/Program Last Ten Fiscal Years

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
General Government										
Number of Employees	119	124	134	132	123	111	104	100	Information not available prior to 2005	
Building(s) Sq. footage	33,471	33,471	31,211	31,385	31,385	25,965	30,106	27,882	Information not available prior to 2005	
Service Level										
Tax notices	29,428	29,350	29,316	30,289	51,471	50,586	51,252	50,173	48,947	47,603
Documents recorded	16,672	16,026	16,584	19,085	20,562	26,039	24,946	23,498	22,263	26,083
Number of active voters	25,579	21,081	24,047	23,851	22,955	19,501	18,130	16,752	15,798	13,953
Parcels assessed	31,635	31,468	30,289	51,471	50,586	51,252	50,173	48,947	47,603	46,343
Building permits issued	246	311	218	293	401	525	498	408	392	365
Public Safety										
Number of Employees	171	171	171	169	168	155	131	123	Information not available prior to 2005	
Building(s) Sq. footage	99,768	99,768	99,768	81,010	74,091	30,620	70,948	56,964	Information not available prior to 2005	
Service Level										
Calls for Law Enforcement Service	91,516	90,754	93,276	92,203	83,624	84,948*	101,530*	100,808	97,971	95,645
Jail bookings	2,591	2,717	2,515	2,899	3,231	3,721	3,799	3,270	3,420	2,735
Useful Public Service Clients Sentenced	1,056	1,156	1,087	1,183	1,674	1,896	1,730	1,779	1,625	1,488
Public Works										
Number of Employees	49	55	53	54	49	46	50	47	Information not available prior to 2005	
Building(s) Sq. footage	51,875	51,875	51,875	51,875	51,875	Information not available prior to 2008				
Service Level										
Miles of road maintained	965	942	941	937	926	927	933	938	943	939
Health and Welfare										
Number of Employees	109	115	122	122	119	110	102	95	Information not available prior to 2005	
Building(s) Sq. footage	43,396	43,396	43,396	35,251	35,251	35,251	41,896	41,896	Information not available prior to 2005	
Service Level										
Immunizations	9,195	12,660	12,349	14,801	9,213	10,293	15,259	15,629	Information not available prior to 2005	
Birth Certificates	833	818	866	964	992	991	945	816	803	871
Death Certificates	248	297	281	292	261	277	289	268	271	310
Human Services Caseload	9,050	6,090	5,707	4,763	3,428	3,014	3,334	Information not available prior to 2006		
Culture and Recreation										
Number of Employees	3	3	3	3	3	3	2	2	Information not available prior to 2005	
Building(s) Sq. footage	39,500	39,500	39,500	39,500	39,500	Information not available prior to 2008				
Service Level										
Fairground service days	365	365	365	365	365	365	365	365	365	365
County Fair attendance (estimate)	4,000	4,000	4,000	4,000	3,000	5,000	6,000	8,000	10,000	Information not available prior to 2005
Business-type Activities										
Number of Employees	9	9	14	12	11	7	7	7	Information not available prior to 2005	
Building(s) Sq. footage	4,821	4,821	4,821	4,821	4,821	Information not available prior to 2008				
Service Level										
Cubic yds of landfill space consumed	78,567	72,589	77,127	53,800	87,106	89,252	60,040	55,771	56,053	40,780
Intergovernmental										
Number of Employees	4	4	4	4	4	2	2	2	Information not available prior to 2005	
Building(s) Sq. footage	Information not available									
Library										
Number of Employees	**	**	**	**	**	**	46	46	Information not available prior to 2005	
Building(s) Sq. footage	**	**	**	**	**	**	46,745	46,745	Information not available prior to 2005	

Sources:

Garfield County Offices/Departments and documents
Colorado Department of Public Health and Environment

*Numbers are projected for year based on seven months old data for current year.

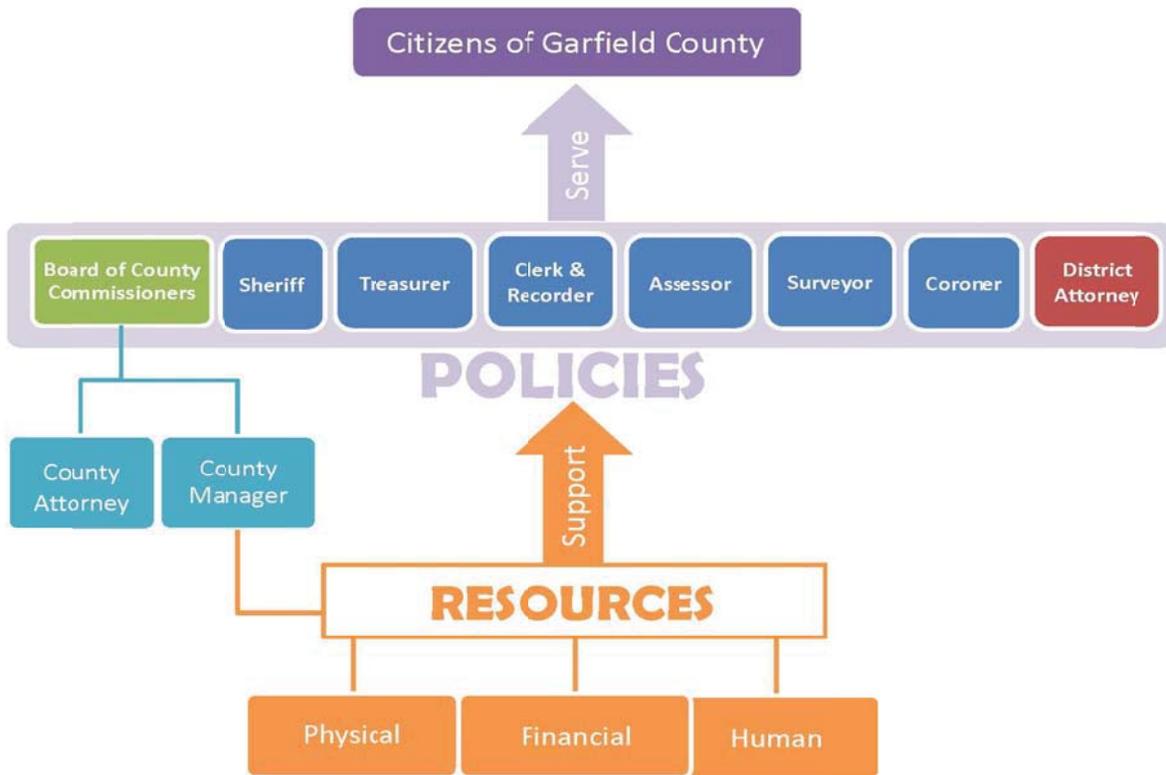
**Library became separate entity after 2006.

Economic Summary and Budget Forecast

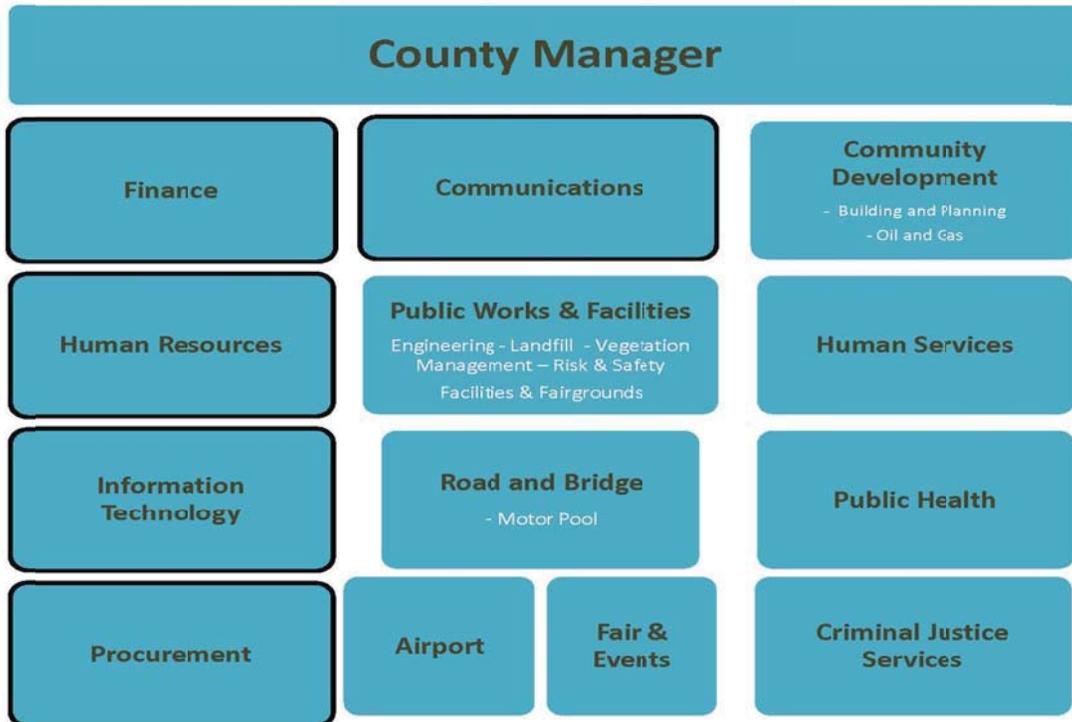
As discussed above, the Garfield County economy has, for the most part, shown signs of improvement in 2013. It is expected that this trend will continue in 2014 albeit at a slow pace. With upturns in the housing and job markets, incomes are expected to rise and with it an increase in retail and tourism and correspondingly sales tax revenues. Despite a decline in 2013 assessed values and corresponding 2014 property tax revenues, the long-term outlook is positive with an expected increase in property tax revenues for 2015. While preparing the 2014 budget recognition of this fact was included and drove decisions both in the short-term and with long term impacts.

At the same time the county continues to experience high demand for many of its services, especially Road and Bridge and Human Services. With careful and prudent management and efficient use of funds and resources it is expected that the county will be continue to provide quality services while maintaining operating expenditures at similar levels in 2014 and beyond.

Organizational Chart



County Administration



*Departments with black outline are internal services departments, those without are public service departments

