

# SUBLETTE COUNTY

## CHAPTER ONE

### DEMOGRAPHIC AND ECONOMIC TRENDS

#### 1.1 LOCATION

Sublette County, Wyoming is situated in west central Wyoming (Figure 1-1). The county seat of Pinedale is situated at the base of the Wind River Mountains and located about 100 miles north of Rock Springs, Wyoming.

#### 1.2 POPULATION SIZE AND GEOGRAPHICAL DISTRIBUTION

The resident population of Sublette County included 5,920 residents in April 2000 (Table 1-1). About 57 percent of the county population was scattered throughout the unincorporated area of Sublette County, which, in part, includes several smaller unincorporated communities such as Big Sandy, Boulder, Cora and Daniel.

The county seat of Pinedale included approximately 24 percent of the county population. Marbleton and Big Piney comprised an additional 19 percent of Sublette County's resident population.

Big Piney	408	6.9
Marbleton	720	12.2
Pinedale	1,412	23.9
Unincorporated Area	3,380	57.1
<b>Sublette County</b>	<b>5,920</b>	<b>100.0</b>

Source: U.S. Census Bureau, 2000.

#### 1.3 RECENT POPULATION GROWTH

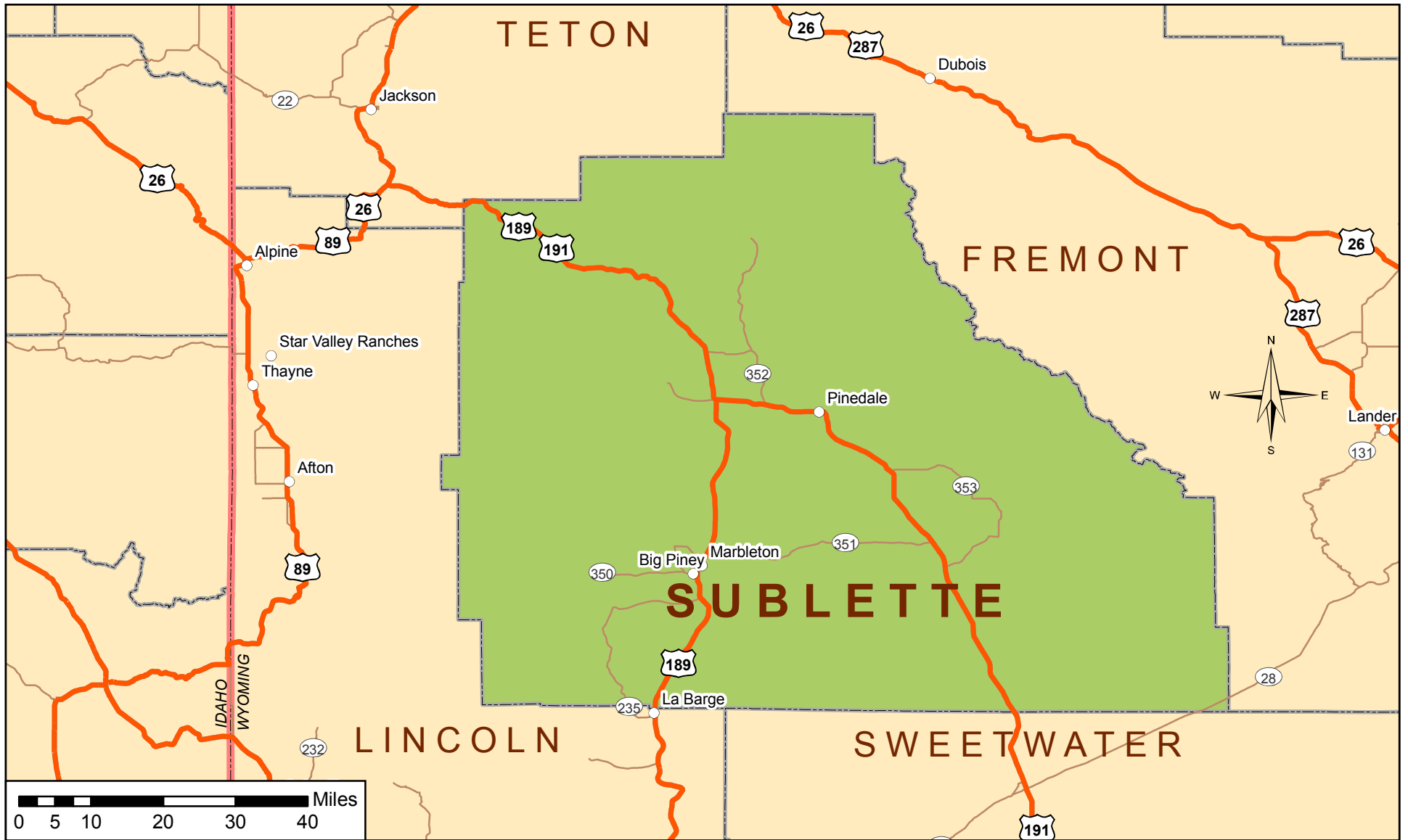
Available natural growth and driver license surrender data for Sublette County provides some insights concerning recent population growth. The number of births and deaths in Sublette County that occurred from May 2000 through December 2005 represents a net decline of 144 persons (Table 1-2).

In contrast, available drivers license surrender data, which provides a general indication of in and out-migration, suggests a net migration of approximately 780 residents into Sublette County from May 2000 through December 2005 (Table 1-3). It is important to note that this data does not reflect the in or out-migration of persons less than 16 years of age. Consequently, actual net migration to Sublette County represents a greater number of incoming residents.

<i>Year</i>	<i>Births</i>	<i>Deaths</i>	<i>Natural Growth</i>
2000 <sup>(a)</sup>	54	43	11
2001	55	40	15
2002	83	54	29
2003	70	44	26
2004	86	52	34
2005 <sup>(b)</sup>	87	58	29
<b>Total</b>	<b>435</b>	<b>291</b>	<b>144</b>

Notes: a) 2000 natural growth data includes births and deaths from May through December 2000 in order to correlate the data with U.S. Census estimates of April 2000; b) 2005 data estimated by Wyoming Department of Health.

Source: Wyoming Department of Health, Bureau of Vital Statistics, 2006.



**Wyoming Workforce  
Child Care Needs Assessment**

**Regional Location  
Sublette County**

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Figure 1-1

**TABLE 1-3  
POPULATION GROWTH  
SUBLETTE COUNTY, WYOMING  
MAY 2000 THROUGH DECEMBER 2005**

<i>Year</i>	<i>Natural Growth</i>	<i>Net Migration</i>	<i>Population</i>
2000 <sup>(a)</sup>			5,920
2000 <sup>(b)</sup>	11	41	5,972
2001	15	109	6,096
2002	29	138	6,263
2003	26	172	6,461
2004	34	164	6,659
2005 <sup>(c)</sup>	29	156	6,844
<b>Total</b>		<b>780</b>	

Notes: a)Population from April 200 Census; b) 2000 natural growth data includes births and deaths from May through December 2000 in order to correlate the data with U.S. Census estimates of April 2000; c) 2005 data estimated by Wyoming Department of Health.

Source: Wyoming Department of Health, Bureau of Vital Statistics, 2006.

Available driver’s license surrender data for 2005 indicates that more recent migration into Sublette County includes persons in the 26-35, 46-55, and 56-65 year old age groups. Consequently, positive net migration into Sublette County primarily comprises a combination of more mature workers in the primary working age population, as well as younger retirees.

The strongest incoming age group to Sublette County includes persons between 26 and 35 years of age. This trend is understandable in light of growing employment opportunities associated with natural gas exploration. Although much of this workforce resides temporarily in contractor housing within the county, or commutes on a weekly basis from other counties within and outside of Wyoming.

Secondarily, the in-migration of persons nearing or in their early retirement years is also evident from the positive net

migration of persons between 55 to 65 years of age. Sublette County remains attractive place to retire. For those who continue to be working, the county similarly represents a desirable place “escape” during one or more seasons of the year.

#### 1.4 AGE CHARACTERISTICS

The age characteristics of the Sublette County population in April 2000 provide some general insight to the size of the 0 to 12 year old age group that could potentially require some form of child care. In April 2000, children from 0 to 12 years of age included approximately 1,037 persons, or almost 18 percent of the total county population (Table 1-4 and Figure 1-2).

The age distribution of the county population also indicates some other trends important to the community. The primary working age population, which includes persons between 25 and 54 years of age, represented about 45 percent of the total population (Table 1-4). The proportional size of the working age population is considerably larger than many other Wyoming communities.

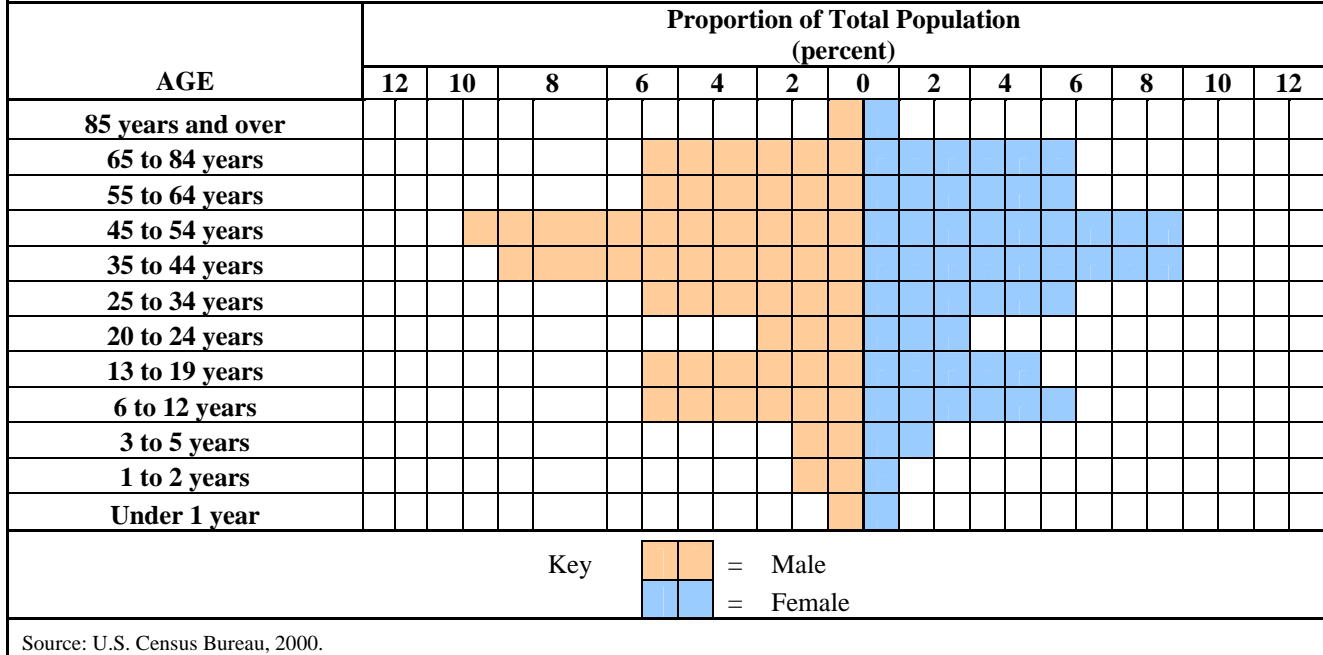
Residents nearing or in their retirement years, who are over 54 years of age, comprised 23 percent of the total resident population (Figure 1-2). The proportional size of this age group is comparable to many Wyoming communities.

**TABLE 1-4  
POPULATION BY AGE GROUP  
SUBLETTE COUNTY, WYOMING  
APRIL 2000**

<i>Age Group</i>	<i>Population</i>
Under 1 year	66
1 to 2 years	127
3 to 5 years	215
6 to 12 years	629
13 to 19 years	600
20 to 24 years	244
25 to 34 years	606
35 to 44 years	1,021
45 to 54 years	1,049
55 to 64 years	652
65 to 84 years	639
85 years and over	72
<b>Total</b>	<b>5,920</b>

Source: U.S. Census Bureau, 2000.

**FIGURE 1-2**  
**AGE CHARACTERISTICS**  
**SUBLETTE COUNTY, WYOMING**  
**APRIL 2000**



**1.5 FAMILY AND HOUSEHOLD CHARACTERISTICS**

In April 2000, there were 2,371 households within Sublette County. About 72 percent of these households were family households, or households with children. Approximately five percent of the households (125 households) included single mothers, i.e., no husband present, residing with children under 18 years of age (U.S. Census Bureau, 2000).

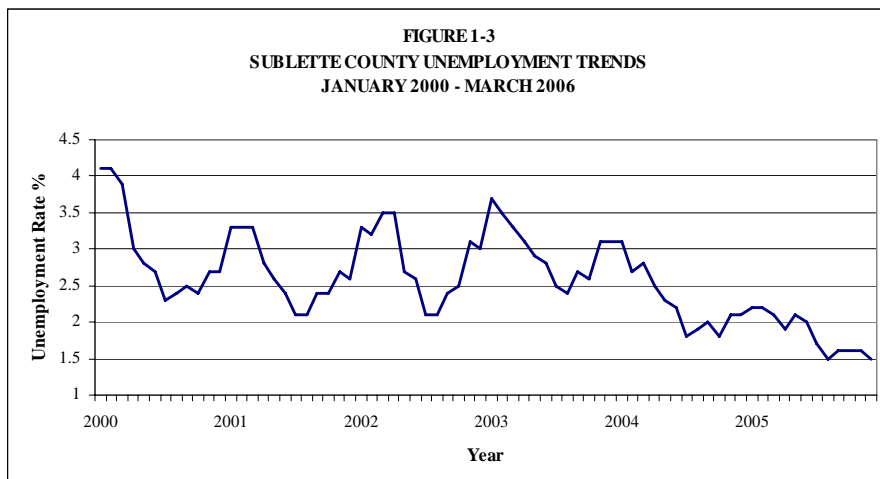
The average household size in Sublette County was 2.47 persons. The average size of families (households with children under 18 years of age) was 2.91 persons.

**1.6 WORKFORCE TRENDS**

**1.6.1 Employed Workforce**

In June 2006, the workforce of Sublette County included 5,882 persons who were 16 years of age or older. About 5,784 residents of the county were employed at that time (Wyoming Department of Employment, 2006).

Unemployment rates in Sublette County between 2000 and 2005 (Figure 1-3) ranged between 1.5 in December 2005 and 4.1 percent in January 2000 (Wyoming Department of Employment, Research and Planning Division, 2005). Higher unemployment rates were experienced during the first quarter of 2002 and 2003. However, unemployment rates did not exceed 3.5 percent.



Source: Wyoming Department of Employment, Research and Planning Division, 2005.

An economy that is characterized by an unemployment rate of three percent or less is generally considered to be “fully employed” as those persons, who wish to work, are actively working in the local economy (U.S. Census Bureau). Since 2004, rising employment needs associated with natural gas exploration and production, technical services, retail trade and accommodation and food services have clearly enabled almost everyone in the employed workforce of Sublette County to obtain, at least, one job

### 1.6.2 Primary Sources of Employment

Soon after the beginning of its most recent economic boom, the Sublette County economy included 5,204 full and part-time jobs (Table 1-5). The predominant sources of employment included jobs associated with:

- Government;
- Mining;
- Construction;
- Retail trade; and,
- Accommodations and food services.

Government jobs accounted for about 15 percent of total full and part-time employment in 2004. This employment included jobs for various federal, state, county and municipal agencies.

Another 15 percent of total full and part-time employment was associated with mining industry. The mining industry included, in part, jobs in natural gas exploration and production. The number of jobs in the mining industry rose from 432 jobs in 2001 to 784 jobs in 2004, an increase of 81 percent in three years. Mining industry employment experienced a sharp rise in 2003 at the outset of current energy boom in Sublette County.

Construction industry jobs represented almost 12 percent of total full and part-time employment in 2004. The expansion of the construction industry between 2001 and 2004 reflected rural residential expansion, increased commercial investments, and other housing development needed to support a growing natural gas exploration and production workforce.

The importance of tourism to the county economy is revealed through the extent of employment in accommodations and food services, as well as retail trade. The cumulative employment from these industries provided almost 18 percent of the total full and part-time employment in 2004.

<b>TABLE 1-5</b>				
<b>TOTAL FULL AND PART-TIME EMPLOYMENT</b>				
<b>SUBLETTE COUNTY, WYOMING</b>				
<b>2001 - 2004</b>				
<i>Employment Sector</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>2004</i>
	<i>Number of Jobs</i>			
<b>Wage and Salary Employment</b>	<b>2,726</b>	<b>2,894</b>	<b>3,100</b>	<b>3,426</b>
<b>Proprietors' Employment</b>	<b>1,525</b>	<b>1,654</b>	<b>1,711</b>	<b>1,778</b>
Farm Proprietors	238	242	235	235
Non-farm Proprietors	1,287	1,412	1,476	1,543
<b>TOTAL FULL AND PART-TIME JOBS</b>	<b>4,251</b>	<b>4,548</b>	<b>4,811</b>	<b>5,204</b>
<b>Farm</b>	<b>396</b>	<b>404</b>	<b>388</b>	<b>390</b>
<b>Private Employment</b>	<b>3,153</b>	<b>3,399</b>	<b>3,664</b>	<b>4,011</b>
Forestry, Fishing, Related Activities, and Other	78	94	89	80
Mining	432	485	675	784
Utilities	(D)	(D)	23	24
Construction	472	494	504	617
Manufacturing	(D)	(D)	(D)	92
Wholesale Trade	(D)	(D)	17	16
Retail Trade	442	471	475	484
Transportation and Warehousing	81	105	108	112
Information	51	44	42	48
Finance and Insurance	81	115	114	118
Real Estate and Rental and Leasing	175	182	186	194
Professional and Technical Services	237	244	251	248
Management of Companies and Enterprises	(D)	(D)	(D)	(D)
Administrative and Waste Services	(D)	(D)	(D)	(D)
Educational Services	(D)	(D)	(D)	(D)
Health Care and Social Assistance	(D)	(D)	(D)	(D)
Arts, Entertainment, and Recreation	95	120	126	127
Accommodation and Food Services	386	399	405	450
Other Services, Except Public Administration	211	227	231	250
<b>Government and Government Enterprises</b>	<b>702</b>	<b>745</b>	<b>759</b>	<b>803</b>
Federal, civilian	105	112	107	119
Military	40	41	41	43
State Government	(D)	(D)	(D)	70
Local Government	(D)	(D)	(D)	571
<b>TOTAL FARM, PRIVATE AND GOVERNMENT EMPLOYMENT</b>	<b>4,251</b>	<b>4,548</b>	<b>4,811</b>	<b>5,204</b>
Notes: (D) - Not shown to avoid disclosure of confidential information, but the estimates for this item is included in the total number of jobs.				
Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System, 2006.				

## **1.7 INDUSTRY TRENDS**

Significant economic expansion has taken place within Sublette County since 2000. Most of this growth has been associated with recent natural gas exploration and production in the Jonah Field and the Pinedale Anticline.

Secondarily, the in-migration of those nearing or in their early retirement years continues to generate new second home construction. In 2000, approximately 26 percent the housing stock in Sublette County represented vacation homes (U.S. Census Bureau, 2000).

### **1.7.1 Natural Gas Development**

Natural gas development in the Jonah Field and the Pinedale Anticline Project Area continues at the time of this report. Recent authorizations by the U.S. Bureau of Land Management indicate that some 3,100 gas wells may be developed in the Jonah Field between 2006 and 2018 (Stiewig, 2006).

Natural gas representatives have proposed the gradual development of roughly 4,399 wells in the Pinedale Anticline Project Area during the 2007-2023 period. This estimate is predicated upon the natural gas industry gaining authorization by the U.S. Bureau of Land Management to carry out natural gas exploration and production activities throughout the year. Otherwise, the future extent of natural gas development might extend for another decade to 2033 (Anderson, 2006).

While anticipated gas exploration will generate significant community impacts upon Sublette County, it is uncertain how much this development will actually increase the size of the resident population. Many of those working in gas exploration activities work rotational schedules that enable employees to return to a permanent place of residence outside of the county. Further, most of the workers that choose to live in Sublette County are residing in temporary man-camps, recreational vehicles and personal vehicles. Such trends, coupled with the lack of affordable housing, are not expected to encourage any significant amount of relocation to the county.

### **1.7.2 Government**

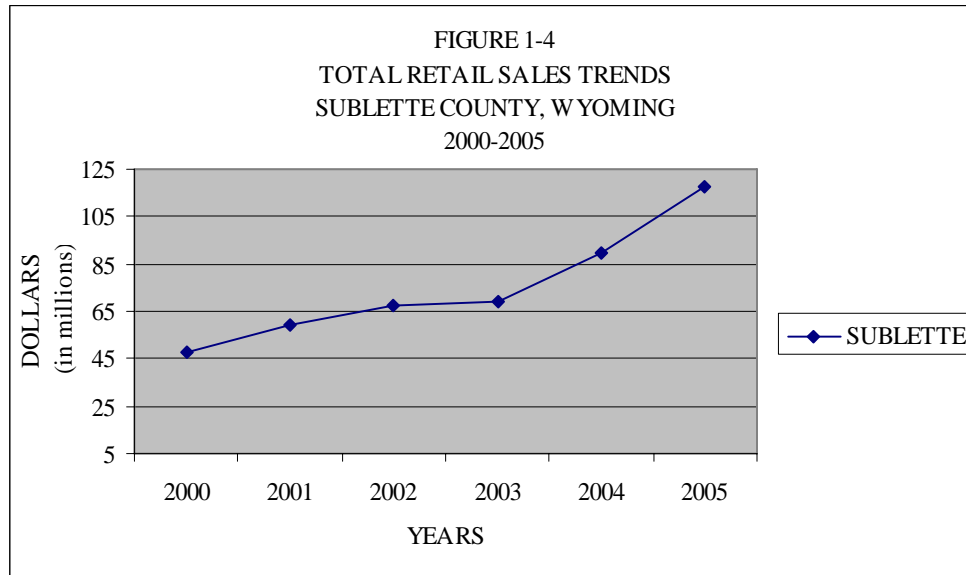
Some increase in the level of employment associated with governmental operations can be expected. The extent of planned natural gas exploration and production will generate increased monitoring activities by both federal and state agencies. Increased demands for public services will also likely generate some expansion of county and municipal agencies.

### **1.7.3 Construction**

An expansion in rural residential development will continue to expand the size of construction industry workforce. Construction activities will also support a growing number of investments related to commercial development within Pinedale and other communities in Sublette County.

### **1.7.4 Retail Trade**

Between 2000 and 2005, retail sales rose from roughly \$48.0 million in 2000 to about \$89.7 million in 2004 (Figure 1-4). The growth in retail sales reflects increased retail expenditures in all merchandise groups.



Source: Wyoming Department of Revenue, 2005.

Consumer expenditures associated with auto dealer and gas services, as well as building materials and hardware, generated significant increases between 2000 and 2004. The volume of auto dealer and gas service sales rose 263 percent while building material and hardware sales increased 146 percent (Table 1-6). The dramatic increase in these types of retail sales again reflects some of the economic benefits being derived from natural gas exploration and production activities.

**TABLE 1-6**  
**RETAIL SALES TRENDS**  
**SUBLETTE COUNTY, WYOMING**  
**2000 - 2004**

<i>Merchandise Group</i>	<i>Total Retail Sales</i>					<i>Percent Change</i>
	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>2004</i>	
Building Material and Hardware	9,059,965	8,872,183	10,358,425	12,879,728	22,294,313	146
General Merchandise	429,750	291,210	262,678	352,382	530,126	23
Food Stores	12,619,130	16,432,565	15,411,768	15,102,205	15,899,290	26
Auto Dealer and Gas Services	3,809,273	5,946,343	6,057,889	7,554,697	13,809,876	263
Apparel and Accessory	795,258	928,140	1,101,187	1,105,859	1,381,121	74
Home Furnishings	2,287,630	2,422,978	3,338,547	2,580,333	2,962,752	30
Restaurants	5,097,380	5,804,673	6,169,203	5,595,229	6,131,035	20
Miscellaneous Retail	13,985,743	18,159,980	24,562,506	24,022,676	26,700,245	91
<b>Total Retail Trade</b>	<b>48,084,128</b>	<b>58,858,070</b>	<b>67,262,201</b>	<b>69,193,108</b>	<b>89,708,756</b>	<b>87</b>

Source: Wyoming Department of Revenue, 2005.

Future growth of retail trade in Sublette County will continue to be generated from the presence of an expanding natural gas development workforce, as well as seasonal visitor traffic. The extent of growth in future retail trade will depend largely upon the quality of services provided, the availability of workers to support retail trade operations, as well as the type and cost of merchandise that is carried by local merchants.

## 1.8 WORKER COMMUTER PATTERNS

In April 2000, approximately 86 percent of the employed workforce in Sublette County commuted to jobs inside the county. Two percent did not commute to work (Table 1-7).

Almost ten percent commuted to jobs in Teton, Lincoln, Sweetwater, Fremont, and Park Counties. Another two and one-half percent of the employed workforce commuted to other locations within and outside of Wyoming.

Other Census data indicates that 204 residents worked at home in 2000 (U.S. Census Bureau, 2000).

<b>TABLE 1-7</b> <b>SUBLETTE COUNTY</b> <b>WORKER COMMUTER PATTERNS</b> <b>BY COUNTY OF WORKPLACE</b> <b>2000</b>		
<i>Location of Work Place</i>	<i>Number of Workers</i>	<i>Proportion of Employed Workforce (percent)</i>
<b>Sublette</b>	<b>2,598</b>	<b>85.7</b>
Teton	134	4.4
Lincoln	103	3.4
Sweetwater	45	1.5
Fremont	9	0.3
Park	6	0.2
Other Locations	76	2.5
<b>Commuting Workers</b>	<b>2,971</b>	<b>98.0</b>
<b>Non-Commuting workers</b>	<b>62</b>	<b>2.0</b>
<b>Total</b>	<b>3,033</b>	<b>100.0</b>
Source: U.S. Census Bureau, 2003.		

## 1.9 COST OF LIVING

Available cost-of-living index data from 4Q 2005 indicates that Sublette County is the second most expensive place to live in Wyoming. Overall consumer costs in 4Q 2005 were considerably higher than the statewide average (Table 1-8). Only medical costs were slightly less than the statewide average.

**TABLE 1-8**  
**WYOMING COMPARATIVE COST OF LIVING INDEX**  
**FOURTH QUARTER 2005**  
**(STATEWIDE AVERAGE - 100)**

<i>County</i>	<i>Index Number by Category</i>						
	<i>All Items</i>	<i>Food</i>	<i>Housing</i>	<i>Apparel</i>	<i>Transportation</i>	<i>Medical</i>	<i>Recreation &amp; Personal Care</i>
Teton	139	104	173	127	105	111	108
Sublette	112	102	118	125	101	99	114
Sheridan	105	109	103	129	98	109	105
Campbell	104	103	108	98	101	95	102
Lincoln-Afton	103	94	107	101	101	103	106
Laramie	103	109	108	86	98	99	93
Albany	102	90	107	103	100	101	99
Sweetwater	102	99	104	95	101	104	98
Johnson	100	108	95	136	100	91	98
Natrona	98	99	96	100	100	95	103
Carbon	96	103	91	90	101	105	100
Park	95	100	90	101	100	103	99
Fremont	94	92	89	90	102	101	104
Converse	93	95	88	87	100	98	104
Uinta	93	93	90	94	99	93	94
Hot-Springs	91	108	76	121	101	103	96
Lincoln-Kemmerer	90	89	83	100	100	88	111
Crook	90	92	81	112	101	94	100
Platte	90	100	78	105	99	106	101
Big Horn	89	96	77	118	100	99	102
Niobrara	89	94	78	109	102	101	94
Washakie	88	95	73	115	100	101	106
Goshen	88	91	78	93	99	104	96
Weston	86	87	76	92	100	102	99

Source: State of Wyoming, Department of Administration and Information, Economic Analysis Division, 2006.

# SUBLETTE COUNTY

## CHAPTER TWO

### AVAILABLE CHILD CARE SERVICES

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#### 2.1 GENERAL

Title 14, Chapter 4, of the Wyoming Statutes requires child care facilities in Wyoming to be certified by the Wyoming Department of Family Services. At the same time, Title 14 also recognizes and exempts various types of child care facilities.

##### 2.1.1 Licensed Facilities

There are three different types of licensed child care facilities in Wyoming:

1. A family child care home (FCCH) is a home of a child care provider that is used concurrently to provide child care for part of a day for 3 to 10 children.
2. A family child care center (FCCC) is a facility used to provide child care for 3 to 15 children, for part of a day, in a residential or commercial structure.
3. A child care center (CCC) is a facility used for part of a day to provide child care for 16 or more children (Wyoming Department of Family Services, 2005).

In addition to the three types of facilities described above, some child care centers (CCC) and family child care centers (FCCC) provide services in more than one facility. These child care facilities are identified as a multiple location facility child care center (MLFCCC) and a multiple location facility family child care center (MLFFCCC).

Licensed child care facilities are required to operate under the administrative rules of the Wyoming Department of Family Services. The administrative rules are outlined in Chapters 1 through 12 of the Wyoming Department of Family Service administrative rules for certification of child care facilities.

##### 2.1.2 Exempt Facilities

There are several possible exemptions to the licensing of a child care operation. However, an individual may claim no more than one of the following possible exemptions:

1. The care of a child is made by a legal parent or legal relative.
2. Child care is occasionally provided by a neighbor or friend of the child's parents.
3. Parents cooperatively exchange child care.
4. Child care is provided by a person employed who comes to the home of a child's parents or guardian.
5. Child care services within a facility are provided to not more than two unrelated children.
6. Child care facilities that are supervised by the State of Wyoming, local government, a school district, agency or other political subdivision.
7. Child care facilities that provide care to the children of only one immediate family unit (Wyoming Department of Family Services, 2005).

If two or more of the preceding potential exemptions pertain to a particular child care operation, then the facility must be licensed by the Wyoming Department of Family Services.

### **2.1.3 Illegal Facilities**

Illegal child care facilities, which are privately operated by local residents, provide child care to more than two unrelated children. Further, they have no license to operate from the Wyoming Department of Family Services.

Any non-exempt child care facility that operates without certification from the Wyoming Department of Family Services is operating illegally. These facilities can be fined between \$50 and \$200 per day for each day that it operates without certification (Wyoming Department of Family Services, 2005).

## **2.2 CHILD CARE IN SUBLETTE COUNTY, WYOMING**

### **2.2.1 Type and Location of Facilities**

#### *2.2.1.1 Licensed Child Care Facilities*

Available data indicates that 11 licensed child care facilities were operating in Sublette County in the second quarter of 2006 (Table 2-1). The majority of the facilities were located within the Town of Pinedale, with facilities also located in Big Piney, Marbleton, and LaBarge.

#### *2.2.1.2 Exempt Child Care Facilities*

There were two exempt child care facilities operating in Sublette County in 2Q 2006. Both exempt facilities were public schools.

#### *2.2.1.3 Illegal Child Care Facilities*

When the Wyoming Department of Family Services (WDFS) becomes aware of a potential illegal operation, the regional licensing representative typically visits the facility and informs the operator of applicable Wyoming Statutes and related administrative rules associated with the certification of child care facilities. The operator is also provided with appropriate forms and other related information to become licensed.

Some illegal child care operations probably operate in Sublette County. At the time of this report, one child care operation was under investigation. The regional WDFS licenser for the area that serves Sublette County believes there are a number of other illegal operations because Sublette County is considered desperate for infant child care. However, until illegal operations are reported and the locations identified, she is unable to investigate (King, 2006).

At a meeting regarding quality child care held at the Carbon County Higher Education Center (CCHEC) in Rawlins in August 2006, Sublette Child Care Coalition representatives expressed their fear of illegal operations that are being established in Sublette County. They reported that they have made attempts to seek and assist potential legal child care providers, but there has been little interest.

**TABLE 2-1  
CAPACITY, ENROLLMENT, AND HOURS OF OPERATION  
CHILD CARE FACILITIES  
SUBLETTE COUNTY, WYOMING  
SECOND QUARTER 2006**

No.	Facility	Hours of Operation Mon thru Fri except holidays	<sup>a</sup> WDFS Type	<sup>a</sup> WDFS Capacity	Total Enrollment	Infants Birth to 12 months	Toddler 12 to 36 months	Preschool 3 to 5 years	School Age 6 to 12 years
<b>Big Piney</b>									
1	Alphabet Soup Child Care	7 am-6 pm	FCCH	10	10	0	0	8	2
2	Big Piney Elem. School, K-5	MTWTh 3:10-4:10 pm	Exempt	NP	20	NP	NP	NP	20
3	Kathy's Kids	6 am-6 pm	FCCH	10	11	1	4	6	0
4	The Learning Center	7:30 am-5pm	MLFCCC	22	66	0	0	66	NP
<b>Big Piney Subtotals</b>				<b>42</b>	<b>107</b>	<b>1</b>	<b>4</b>	<b>80</b>	<b>22</b>
<b>Marbleton</b>									
5	Lil Buckaroo	7 am-6 pm	FCCH	10	8	1	1	4	2
6	Small Hands Daycare	6am-6 pm	FCCH	10	19	1	5	8	5
<b>Marbleton Subtotals</b>				<b>20</b>	<b>27</b>	<b>2</b>	<b>6</b>	<b>12</b>	<b>7</b>
<b>Pinedale</b>									
7	Ann Wright Daycare	7 am-6 pm	FCCH	10	12	2	4	3	3
8	Children's Discovery Center	7:45 am-5:15 pm	CCC	38	53	0	13	24	16
9	Julie's Childcare	6 am-6 pm	FCCC	15	35	1	11	17	6
10	Lisa's Little People	7:30 am-5:30 pm	FCCH	10	9	0	4	4	1
11	Pinedale Preschool	7:45 am-5:15 pm	CCC	33	30	0	0	30	0
12	The Learning Center	multi sessions, vary	MLFCCC	49	78	7	11	60	NP
<b>Pinedale Subtotals</b>				<b>155</b>	<b>217</b>	<b>10</b>	<b>43</b>	<b>138</b>	<b>26</b>
<b>LaBarge (Unincorporated Area)</b>									
13	LaBarge Elem. School, K-5	3-4 pm	Exempt	NP	9	NP	NP	NP	9
<b>Marbleton Subtotals</b>				<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>
<b>SUBLETTE COUNTY Subtotals</b>				<b>217</b>	<b>360</b>	<b>13</b>	<b>53</b>	<b>230</b>	<b>64</b>
Notes: a) WDFS-State of Wyoming, Department of Family Services; CCC-Childcare Center; FCCC-Family Childcare Center; FCCH-Family Childcare Home; MLFCCC-Multiple Location Facility Childcare Center. NP - Not Applicable.									
Sources: Children and Nutrition Services (CNS), 2006; Pedersen Planning Consultants, 2006.									

## 2.2.2 Available Child Care Services and Enrollment

### 2.2.2.1 Available Services

Licensed and exempt child care facilities in Sublette County provide child care for four age groups. These include:

1. infant care for children ranging from birth to 12 months of age;
2. toddlers between 1 and 3 years of age;
3. preschool for children from 3 through 5 years of age;
4. school age children from 6 through 12 years of age.

Approximately 360 children were enrolled in licensed and exempt child care facilities in Sublette County in the second quarter of 2006 (Table 2-1). About 331 of these children were enrolled in licensed facilities. An additional 29 children were enrolled in exempt facilities.

#### *2.2.2.2 Infant Care*

There were 13 infants enrolled in licensed child care facilities in Sublette County in the second quarter of 2006. Child care facilities in the Town of Pinedale provided care for 10 of the 13 infants (Table 2-1). Infant enrollment represented about three and one-half percent of total child care enrollment in Sublette County.

#### *2.2.2.3 Toddler Care*

In the second quarter of 2006, 53 toddlers were enrolled in licensed child care facilities in Sublette County. Child care facilities in Pinedale cared for 43 of these toddlers (Table 2-1). Toddlers represented almost 15 percent of the total child care enrollment of Sublette County.

#### *2.2.2.4 Preschool Care*

The preschool age group represented about 64 percent of the total child care enrollment in Sublette County in 2Q 2006. The 230 enrolled preschoolers represented the largest enrollment of the four child care age groups (Table 2-1).

#### *2.2.2.5 School Age Care*

Child care facilities in Sublette County providing school age care served 64 children from 6 through 12 years of age (Table 2-1). School age care represented approximately 18 percent of the total child care enrollment of children in child care facilities in Sublette County.

In the summer months, children on vacation from school may come to a child care facility on one or more days of the week. About 35 of the 64 school age children in Sublette County were enrolled in a child care facility that provided this kind of care.

Elementary Schools in La Barge and Big Piney provide after school tutoring for a one hour period for their Kindergarten to Grade 5 students during the school year (Meiring, 2006, and Hull, 2006). The 29 children enrolled in after school tutoring represent an average number of children who participate on any given school day. Although after-school care is provided for only a short period of time, the schools provide a valuable form of child care that enables parents to work during most of the afternoon hours.

Summer school classes are provided by some of the public schools for several weeks in the summer. Enrollment sizes, and the number of weeks that classes held, vary. Big Piney Middle School, for example, offered two sessions of summer school classes for grades 6, 7 and 8 for a six-week period in the summer of 2006. A daily average of eight children participated in these classes. The enrollment numbers for summer school are not included in Table 2-1.

### 2.2.3 Authorized Facility Capacity

The facility capacity authorized by the Wyoming Department of Family Services (WDFS) is the number of children that can be served at any given time of the day. Because many parents use child care services on a part-time or hourly basis for selected days of the week, licensed child care facilities in Sublette County provide service to a greater number of children.

In 2Q 2006, for example, the cumulative facility capacity of licensed child care facilities in Sublette County suggested a maximum enrollment of up to 217 children. Yet, the actual enrollment included more than 331 children. Consequently, licensed child care facilities legally served an enrollment of almost 53 percent over the authorized capacity in 2Q 2006.

A comparison of individual facility enrollments to their authorized WDFS capacity numbers reveals that about three facilities were at, or near, their enrollment capacity. The remaining ten facilities were operating at, or above, their enrollment capacity.

### 2.2.4 Hours of Operation

Child care facilities in Sublette County typically operate Mondays through Fridays (Table 2-1). These facilities provide child care services for about 11 hours during each weekday.

### 2.2.5 Planned Child Care Facilities

One active application for a child care facility may open sometime during the third quarter of 2006. One family child care home, authorized to serve 10 children, closed in the second quarter of 2006. Otherwise, no potential closures are anticipated (King, 2006).

### 2.2.6 Cost of Child Care Services

#### 2.2.6.1 General

The average cost of child care services in Sublette County is presented in Table 2-2. It should be noted that average daily care costs provide only a general picture of child care costs. The cost of child care services are sometimes discounted as some child care operators offer discounted rates for clients who bring more than one child to the child care facility. In addition, some parents use child care services for only a few hours of the day and/or selected days of the week.

	<b>Infants Birth to 12 months</b>	<b>Toddler 12 to 36 months</b>	<b>Preschool 3 to 5 years</b>	<b>School Age 6 to 12 years</b>
<b>Sublette County</b>	<b>21.84</b>	<b>21.76</b>	<b>20.88</b>	<b>20.32</b>
Big Piney	22.24	22.24	18.88	15.52
Marbleton	22.24	22.24	22.24	22.24
Pinedale	21.44	21.36	21.12	20.48

Source: Children and Nutrition Services (CNS), 2006; Pedersen Planning Consultants, 2006.

Child care costs vary from \$15.52 to \$22.24 per day, and are largely dependent upon the age of children brought to a child care facility. Variable staff:child ratios required by the Wyoming Department of Family Services significantly influence the cost of delivering child care services. Consequently, variable child care rates reflect the differences in required staffing, as well as other direct operational costs.

#### *2.2.6.2 Infant Care*

Infant care costs average \$21.84 per day in Sublette County, but vary from \$21.42 to \$22.24 per day (Table 2-2). This cost of services is typically higher than the rate of care for other child age groups. Higher costs primarily reflect higher required staff-child ratios, a lower maximum allowable group size, an increased level of responsibility, and other direct operating costs.

#### *2.2.6.3 Toddler Care*

Somewhat lower costs for toddler care (\$21.76 per day) are offered in Sublette County (Table 2-2). Staff:child ratios for toddler care are somewhat less than those required for infants. Maximum allowable group sizes are also larger, particularly for toddlers between 24 and 36 months of age.

#### *2.2.6.4 Preschool Care*

The cost of child care for preschool children is \$20.88 per day, somewhat lower than child care rates for infants and toddlers (Table 2-2). Staff-child ratios are considerably lower for both 3-year olds, as well as children that are 4 and 5 years of age. In addition, allowable maximum group sizes increase considerably.

#### *2.2.6.5 School Age Care*

School age children, between 6 and 12 years of age, are brought to some child care facilities for after-school care. These costs vary during the course of the year because of changing needs.

In the summer months, children on vacation from school may come to a child care facility on one or more days of the week. The average cost for the care of school age children is \$20.32 per day (Table 2-2).

There is no cost to school age children that participate in after school activities at public schools.

# SUBLETTE COUNTY

## CHAPTER THREE

### ANTICIPATED CHILD CARE DEMAND

#### 3.1 INTRODUCTION

The quantification of anticipated child care demands provides some insight concerning potential child care needs. Chapter Three presents anticipated demands for infant, toddler, preschool and school age care. Overall child care demands for the county are also correlated with child care enrollments in July 2006 to calculate the extent of unmet child care needs.

The general methodology used to calculate anticipated child care demands is described more fully in the Introduction section of the overall report.

#### 3.2 RESIDENT POPULATION OF SUBLETTE COUNTY

The resident population of Sublette County included an estimated 6,844 residents in 2005 (see Chapter One).

While anticipated gas exploration will generate significant community impacts upon Sublette County, it is uncertain how much this development will actually increase the size of the resident population. Many of those working in gas exploration activities work rotational schedules that enable employees to return to a permanent place of residence outside of the county. Further, most of the workers that choose to live in Sublette County are residing in temporary man-camps, recreational vehicles and personal vehicles. Such trends, coupled with the lack of affordable housing and higher cost-of-living, are not expected to encourage a significant amount of relocation to the county.

At the same time, Sublette County will continue to attract greater rural residential expansion and related second home development. Some limited in-migration can be expected from these investments.

The application of these assumptions suggests that annual population growth rates will range between roughly 2.5 and 3.5 percent during the next decade. This anticipated growth could boost the size of the county's resident population to about 9,519 persons in 2016.

<i>Year</i>	<i>Population (persons)</i>	<i>Estimated Rate of Growth (percent)</i>
April 2000 Census	5,920	
2001	6,096	2.97
2002	6,263	2.74
2003	6,461	3.16
2004	6,659	3.06
2005 Base Year	6,844	2.77
2006	7,049	3.00
2007	7,296	3.50
2008	7,551	3.50
2009	7,815	3.50
2010	8,089	3.50
2011	8,332	3.00
2012	8,582	3.00
2013	8,839	3.00
2014	9,060	2.50
2015	9,287	2.50
2016	9,519	2.50

Source: Pedersen Planning Consultants, 2006.

### 3.3 FUTURE CHILD CARE DEMAND

#### 3.3.1 Low End of the Anticipated Demand Range

The low end of the anticipated demand range suggests a growing demand for child care services in Sublette County. It is anticipated that these demands will include, at least, 372 Sublette County children in 2007. By 2016, these demands are expected to gradually rise to about 487 children between 0 and 12 years of age (Table 3-2).

#### 3.3.2 High End of the Anticipated Demand Range

The high end of the demand range represents 457 Sublette County children in 2007 and 596 children in 2016 (Table 3-3). While the size of the anticipated child care age population is considerably higher, the high end of the demand range is strongly influenced by:

1. the lack of affordability to roughly 42 percent of Sublette County households, and,
2. the intention or desire of some Sublette County parents, i.e., 22 percent, to provide infant, toddler and school age care for their own children at home, or obtain those services from families or friends.
3. the desire of all parents to seek preschool care even if their children are cared for at home.

Consequently, the potential demand for child care services represents almost 36 percent of the anticipated child care population from 0 through 12 years of age.

<i>Year</i>	<i>Anticipated Low-End Demand (children)</i>
2006	360
2007	372
2008	386
2009	399
2010	413
2011	426
2012	439
2013	450
2014	463
2015	474
2016	487

Source: Pedersen Planning Consultants, 2006.

<i>Year</i>	<i>Anticipated Child Care Population</i>	<i>(-) Children Receiving Other Means of Child Care</i>	<i>(-) Suppressed Demand Due to Affordability</i>	<i>(=) High-End Child Care Demand</i>
2006	1,235	273	521	441
2007	1,278	282	539	457
2008	1,322	290	557	475
2009	1,369	302	578	489
2010	1,417	313	597	507
2011	1,460	323	615	522
2012	1,504	332	634	538
2013	1,549	342	653	554
2014	1,587	351	670	566
2015	1,627	359	686	582
2016	1,667	368	703	596

Source: Pedersen Planning Consultants, 2006.

### 3.3.3 Types of Services

The greatest demand for child care services appears to be for school age children between 6 and 12 years of age. The demands for this age group are considerably more than the demands for infants, toddlers, and preschoolers because, on a comparative basis, it includes a much larger segment of the total county population (Table 3-4).

Child care demands for the 6 to 12 year old group are probably the most difficult to discern. Older children generally have more skills, abilities and experience that enable them to be more self-sufficient in the absence of their parents. Many children in this age are also involved in various organized after-school activities such as sports, girl scouts, and 4-H. Those children not participating in various after-school programs need some adult supervision to monitor, at least, the type and location of their after-school activities, as well as other children whom they may choose to spend time with.

Substantive demand is also evident for preschool children, or children from three through five years of age. Increased demand is also anticipated for toddler and infant care, but these demands are considerably less than those expected for preschool care.

Year	Infant Child Care (birth to 12 months)		Toddler Child Care (12 to 36 months)		Preschool Child Care (3 to 5 years)		School Age Child Care (6 to 12 years)		Net Child Care Demand	
	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End
2006	13	25	53	45	230	145	64	226	360	441
2007	13	25	55	47	238	150	66	235	372	457
2008	14	27	57	49	246	155	69	244	386	475
2009	14	26	59	50	255	161	71	252	399	489
2010	15	27	61	53	264	167	73	260	413	507
2011	15	28	63	54	272	172	76	268	426	522
2012	16	29	65	55	280	177	78	277	439	538
2013	16	30	66	57	288	182	80	285	450	554
2014	17	30	68	58	296	186	82	292	463	566
2015	17	31	70	60	303	191	84	300	474	582
2016	18	32	72	62	311	196	86	306	487	596

Source: Pedersen Planning Consultants, 2006

### 3.3.4 Correlation of Anticipated Demand Range with Existing Facility Enrollment

The correlation of the anticipated child care demand range with 2006 facility enrollment (Table 3-5) provides insights to the extent of potential unmet child care needs in Sublette County between 2007 and 2016. Potential unmet needs represent the number of children which, as of 2006, could not be served unless additional private and/or public investments are made for the expansion of existing facilities or the development of new child care facilities.

This correlation reveals that there is insufficient facility capacity in Sublette County to support anticipated future child care needs. If the potential demand in 2016 conservatively falls near a midpoint of the low and high ends of the anticipated unmet demand range (approximately 182 children), it can be concluded that the potential child care demands in Sublette County warrant the development of, at least, the following facilities by 2016:

- one child care center in the vicinity of Pinedale that has an enrollment of, at least, 75 children;
- a combination of about four family child care centers in Marbleton, Big Piney, Boulder or Cora that each would accommodate 15 children; and,
- three or four family child care homes in Pinedale, Marbleton, Big Piney, Boulder or Cora that would each serve about 10 children.

<b>TABLE 3-5</b> <b>ANTICIPATED UNMET CHILD CARE DEMAND</b> <b>SUBLETTE COUNTY, WYOMING</b> <b>2006 - 2016</b>					
<i>Year</i>	<i>2006 Enrollment</i>	<i>Net Child Care Demand</i>		<i>Unmet Demand</i>	
		<i>Low End</i>	<i>High End</i>	<i>Low End</i>	<i>High End</i>
2006	360	360	441	0	81
2007	360	372	457	12	97
2008	360	386	475	26	115
2009	360	399	489	39	129
2010	360	413	507	53	147
2011	360	426	522	66	162
2012	360	439	538	79	178
2013	360	450	554	90	194
2014	360	463	566	103	206
2015	360	474	582	114	222
2016	360	487	596	127	236

Source: Pedersen Planning Consultants, 2006.

# **SUBLETTE COUNTY**

## **CHAPTER FOUR**

### **ECONOMIC IMPORTANCE OF EXPANDED CHILD CARE SERVICES**

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#### **4.1 GENERAL**

The potential expansion of existing facilities and the development of new child care facilities in Sublette County can generate significant economic benefits to the local economy. Potential employment in the child care industry creates new jobs and increased personal income for child care workers. The delivery of child care services also generates revenues to small business proprietors and other child care service providers.

Employment, personal income, and service revenues generated by the child care industry represent direct economic impacts. The direct economic impact of the child care industry in 2006, as well as the potential impact of the industry in 2016, is discussed more fully in sections 4.2 through 4.4.

The child care industry also generates indirect economic impacts upon other industries that serve the child care industry, e.g., retail trade, in the Wyoming economy. These industries provide goods and services that child care providers purchase to deliver child care services.

Employment and income that are created in the child care industry and other industries serving the child care industry further generate personal expenditures in other industries of the Wyoming economy. These expenditures also create more jobs and income. These economic impacts are referred to as induced economic impacts.

The methodology used to calculate the anticipated amount of direct employment, personal income generation and child care service revenues is summarized in the Introduction section of the overall report. The indirect and induced impacts associated with the child care industry in 2006, as well as the potential impact of the industry in 2016, are presented on a statewide basis in the Executive Summary.

#### **4.2 DIRECT ECONOMIC IMPACTS**

##### **4.2.1 Anticipated Direct Employment**

The analysis of potential direct employment considers and identifies the anticipated number of child care jobs that would be needed to address future child care demands. Anticipated staff requirements include those jobs needed to support the operation of child care centers, family child care centers, and family child care homes.

The estimated amount of direct employment that could be derived from anticipated child care demands in Sublette County could generate the development of 41-59 child care jobs in 2007. The anticipated number of jobs annually required, between 2007 and 2016, is expected to gradually increase with growing demands for child care services. By 2016, the number of child care jobs is expected to rise to roughly 53 to 78 jobs (Table 4-1).

**TABLE 4-1  
ANTICIPATED CHILD CARE STAFF REQUIREMENTS  
SUBLETTE COUNTY, WYOMING  
2006 - 2016**

Year	Teachers		Assistant Teachers		Classroom Aides		Full Time Directors		Net Staff Demand	
	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End
2006	26	27	10	11	3	16	1	1	40	55
2007	26	29	10	11	4	17	1	2	41	59
2008	27	30	11	12	4	18	1	2	43	62
2009	27	30	11	12	4	18	1	2	43	62
2010	29	32	11	13	4	19	1	2	45	66
2011	30	32	12	13	4	19	1	2	47	66
2012	30	32	12	13	4	19	1	2	47	66
2013	30	33	12	13	4	20	2	2	48	68
2014	32	33	13	13	4	20	2	2	51	68
2015	33	36	13	14	4	22	2	2	52	74
2016	33	38	13	15	5	23	2	2	53	78

Notes: Cumulative staff requirements include those needed to support child care centers, family child care centers, and family child care homes.  
Source: Pedersen Planning Consultants, 2006.

#### 4.2.2 Anticipated Personal Income Generation

The anticipated personal income generation that is expected from direct employment in Sublette County's child care industry is presented in Table 4-2 and Table 4-3. The information presented in these statistical tables provides a range of potential income generation. Both low mean and high mean income data from 2Q 2006 were applied to the anticipated child care staff demand range to calculate the amount of potential wages that would be generated from the variable staff requirements.

**TABLE 4-2  
ANTICIPATED PERSONAL INCOME GENERATION  
FROM LOW MEAN ANNUAL WAGES  
SUBLETTE COUNTY, WYOMING  
2006 - 2016  
(dollars)**

Year	Teachers		Assistant Teachers		Classroom Aides		Directors		Net Staff Demand	
	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End
2006	389,657	404,644	159,949	175,944	68,640	366,080	38,722	38,722	<b>656,968</b>	<b>985,390</b>
2007	389,657	434,617	159,949	175,944	91,520	388,960	38,722	48,403	<b>679,848</b>	<b>1,047,924</b>
2008	404,644	449,604	175,944	191,939	91,520	411,840	38,722	48,403	<b>710,830</b>	<b>1,101,786</b>
2009	404,644	449,604	175,944	191,939	91,520	411,840	38,722	48,403	<b>710,830</b>	<b>1,101,786</b>
2010	434,617	479,578	175,944	207,934	91,520	434,720	38,722	48,403	<b>740,804</b>	<b>1,170,634</b>
2011	449,604	479,578	191,939	207,934	91,520	434,720	38,722	48,403	<b>771,785</b>	<b>1,170,634</b>
2012	449,604	479,578	191,939	207,934	91,520	434,720	38,722	48,403	<b>771,785</b>	<b>1,170,634</b>
2013	449,604	494,564	191,939	207,934	91,520	457,600	48,403	58,083	<b>781,466</b>	<b>1,218,182</b>
2014	479,578	494,564	207,934	207,934	91,520	457,600	48,403	58,083	<b>827,434</b>	<b>1,218,182</b>
2015	494,564	539,525	207,934	223,929	91,520	503,360	48,403	58,083	<b>842,421</b>	<b>1,324,897</b>
2016	494,564	569,498	207,934	239,924	114,400	526,240	48,403	58,083	<b>865,301</b>	<b>1,393,746</b>

Source: Pedersen Planning Consultants, 2006.

**TABLE 4-3  
ANTICIPATED PERSONAL INCOME GENERATION  
FROM HIGH MEAN ANNUAL WAGES  
SUBLETTE COUNTY, WYOMING  
2006 - 2016  
(dollars)**

Year	Teachers		Assistant Teachers		Classroom Aides		Directors		Net Staff Demand	
	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End
2006	534,352	554,904	182,558	200,813	72,540	386,880	45,862	45,862	<b>835,312</b>	<b>1,188,459</b>
2007	534,352	596,008	182,558	200,813	96,720	411,060	45,862	57,327	<b>859,492</b>	<b>1,265,209</b>
2008	554,904	616,560	200,813	219,069	96,720	435,240	45,862	57,327	<b>898,299</b>	<b>1,328,197</b>
2009	554,904	616,560	200,813	219,069	96,720	435,240	45,862	57,327	<b>898,299</b>	<b>1,328,197</b>
2010	596,008	657,664	200,813	237,325	96,720	459,420	45,862	57,327	<b>939,403</b>	<b>1,411,736</b>
2011	616,560	657,664	219,069	237,325	96,720	459,420	45,862	57,327	<b>978,211</b>	<b>1,411,736</b>
2012	616,560	657,664	219,069	237,325	96,720	459,420	45,862	57,327	<b>978,211</b>	<b>1,411,736</b>
2013	616,560	678,216	219,069	237,325	96,720	483,600	57,327	68,793	<b>989,677</b>	<b>1,467,934</b>
2014	657,664	678,216	237,325	237,325	96,720	483,600	57,327	68,793	<b>1,049,036</b>	<b>1,467,934</b>
2015	678,216	739,872	237,325	255,581	96,720	531,960	57,327	68,793	<b>1,069,588</b>	<b>1,596,206</b>
2016	678,216	780,976	237,325	273,836	120,900	556,140	57,327	68,793	<b>1,093,768</b>	<b>1,679,745</b>

Source: Pedersen Planning Consultants, 2006.

The anticipated personal income generation derived from low mean annual wages would generate annual personal incomes ranging from almost \$0.7 million to \$1.0 million in 2007. By 2016, it is expected that personal income generation would rise from almost \$0.9 to \$1.4 million per year (Table 4-2).

When anticipated direct employment is applied to high mean annual wages, potential income generation in 2007 would range between roughly \$0.9 million to almost \$1.3 million per year. The annual personal income generation in 2016 would range between roughly \$1.0 million and 1.7 million (Table 4-3).

The mid points of the low and high mean annual wages in 2016 suggest that annual personal income generation will increase between \$1.15 million and \$1.35 million during the next decade.

### 4.2.3 Child Care Service Revenues

In 2006, the child care industry of Sublette County earned approximately \$1.2 million in revenues that were derived from the delivery of child care services. Should the industry address the anticipated child care demands in 2016, child care service revenues are expected to rise to roughly \$1.6 million in 2016 (Table 4-4).

**TABLE 4-4  
ANTICIPATED CHILD CARE SERVICE REVENUES  
SUBLETTE COUNTY  
2006 and 2016  
(In Dollars)**

Child Care Group	2006	2016
Infants (0 to 12 months)	69,206	133,088
Toddlers (1 to 3 years)	281,112	355,368
Preschool (3 to 5 years)	780,390	860,126
School Age (6 to 12 years)	92,659	283,769
<b>TOTAL COUNTY REVENUES</b>	<b>1,223,367</b>	<b>1,632,350</b>

Source: Pedersen Planning Consultants, 2006.

### **4.3 INDIRECT AND INDUCED ECONOMIC BENEFITS**

The indirect and induced impacts associated with the child care industry in 2006, as well as the potential impact of the industry in 2016, are presented on a statewide basis in the Executive Summary of this report.

### **4.4 EMPLOYEE RETENTION AND RECRUITMENT**

An Employer Survey associated with the Wyoming Workforce Child Care Needs Assessment was distributed to employers throughout the state of Wyoming in June 2006. Three out of four employer representatives from Sublette County, which responded to the Employer Survey between June and August 2006, reported that the availability of child care facilities had not hampered their company's ability to recruit new employees. However, one in three employer representatives indicated that the availability of child care facilities had hampered their ability to retain good employees (Appendix A).

Larger and smaller employers in Sublette County need every possible incentive to facilitate the future recruitment and retention of employees. While child care may not equal other challenges such as higher wages, the lack of affordable housing, or the cost of living, it is an important service that is needed to support the needs of existing and potential workers.

The expansion and development of new child care facilities in Sublette County would only improve the future recruitment of company employees of both larger community employers and small businesses in Sublette County. When the capacity of existing facilities is sufficient to meet future child care demands, employers can identify available child care facilities as a community asset to those individuals they desire to hire.

Expanded child care facilities would also influence the future retention of larger company and small business employees. The availability of a greater number of child care facilities would reduce the loss of employees that otherwise might be lost to the unavailability of child care facilities.