REGULAR MEETING
FREMONT COUNTY ASSOCIATION OF GOVERNMENTS
11:00am; Thursday, June 25th, 2026
Riverton; City Hall
816 N Federal Blvd, Riverton, WY 82501
https://us02web.zoom.us/j/83901727125?pwd=QMOxjiyc5FbwbyLbtLVSeQDHIabR5s.1

Timothy Hancock - *Chair*
Mayor of Riverton

Patricia Neveaux – *Vice-Chair*
Mayor of Dubois

Sherry Oler – *Treasurer/Secretary*
Mayor of Hudson

Joel Highsmith
Mayor of Shoshoni

Matt Pattison
Mayor of Pavillion

Michael Jones
Fremont County Commissioner

Missy White
Mayor of Lander

BOARD PACKET

Please carefully review the enclosed packet.

It is important that you follow each section page by page as we progress through the meeting.

Agenda Item Title: Roll Call, Call to Order, Pledge of Allegiance

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
- ☐ TBD
- ☐ TBD

☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

N/A

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

N/A

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

11:00am - Chairman requests Roll Call be taken, Roll is taken, a quorum is determined
With a quorum present - Chairman: "I call this June 25th, 2025 Regular Meeting of the Fremont County Association of Governments to order at (*Time),* please stand for the pledge of allegiance"

PROPOSED MOTION:

N/A

ADMINISTRATOR RECOMMENDATION:

N/A

Agenda Item Title: Approval of June 25, 2026 Regular Meeting Agenda

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
  ☒ TBD
  ☐ TBD
☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

N/A

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

N/A

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

N/A

PROPOSED MOTION:

Board Member: "I move to approve the June 25th, 2026 Regular Meeting Agenda *(as amended or as presented)"*

(Second Required)

Chairman: "It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

N/A

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I. **Roll Call**

II. **Call to Order**

III. **Pledge of Allegiance**

IV. **Approval of June 25, 2026 Meeting Agenda**

V. **Consent Agenda**
   a. May 28, 2026 Regular Meeting Minutes
   b. May Financials
   c. Approval of June Expenditures

VI. **Budget Hearing**
   a. FCAG FY27 Budget

VII. **Staff Reports**

VIII. **Public Comment**

IX. **New Business**
   a. LGLP Presentation
   b. FCAG-POL-3.1 Financial Policy and Procedures Handbook
   c. WRTA-POL-4.4 ADA Compliance Policy
   d. Resolution 2026-03 One-Time Bridge Funding for FY27
   e. One-Time Employee Recognition Awards

X. **Old Business**
   a. Regional Ambulance Service Evaluation Committee (RASEC) – Report

XI. **Monthly Forum**

XII. **Adjournment**

United in Progress, Empowered by Engagement

Agenda Item Title: Consent Agenda

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
☐ TBD
☐ TBD
☒ No (Regular Business)

☒ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

This Consent Agenda consolidates several key items for review and streamlined approval. The items include:

May 28, 2026 Meeting Minutes
May Financials
June Expenses

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

This Consent Agenda is presented to expedite the approval process for routine documents that have been thoroughly reviewed in previous meetings. Consolidating these items allows the board to efficiently allocate meeting time to more strategic discussions while ensuring that all procedural records are up-to-date.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

The board is requested to approve the Consent Agenda as presented.

PROPOSED MOTION:

Board Member: "I move to approve the Consent Agenda with its contents being: May 28th, 2026 Meeting Minutes, May Financials, June Expenses *(as amended or as presented)"*

(Second Required)

Chairman: "It has been motioned and seconded, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

After a thorough review, I recommend that the board approve the Consent Agenda as presented.

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CONSENT AGENDA

Please review the enclosed consent agenda materials prior to the meeting. These items are generally routine or procedural and may be approved collectively unless a board member requests separate discussion or action on a specific item. Please follow each section page by page as the meeting progresses.

Fremont County Association of Governments
Regular Meeting: Thursday, May 28, 2026
Meeting Minutes

Attendees:
☒ Fremont County, Commissioner Michael Jones
☒ Dubois, Mayor Patricia Neveaux
☒ Hudson, Mayor Sherry Oler
☒ Lander, Mayor Missy White
☐ Pavillion, Mayor Matt Pattison (Excused)
☒ Riverton, Mayor Tim Hancock
☒ Shoshoni, Mayor Joel Highsmith

Quorum:
☒ Yes
☐ No

Call to Order:
1106

<table>
<tr><td colspan="2">Agenda Item: Roll Call, Call to Order, Pledge of Allegiance</td></tr>
<tr><td>Motion: N/A</td><td rowspan="2">Notes:
Roll call was conducted and a quorum was established. Chairman Tim Hancock called the meeting to order at 11:06 a.m. The Pledge of Allegiance was recited.</td></tr>
<tr><td>Second: N/A</td></tr>
<tr><td colspan="2">Discussion:
(None)</td></tr>
<tr><td colspan="2">Action: N/A</td></tr>
</table>

<table>
<tr><td colspan="2">Agenda Item: Approval of May 28, 2026 Meeting Agenda</td></tr>
<tr><td>Motion: PN</td><td rowspan="2">Notes:
Motion to approve the agenda as presented.</td></tr>
<tr><td>Second: MW</td></tr>
<tr><td colspan="2">Discussion:
(None)</td></tr>
<tr><td colspan="2">Action: PASSED</td></tr>
</table>

<table>
<tr><td colspan="2">Agenda Item: Consent Agenda</td></tr>
<tr><td>Motion: SO</td><td rowspan="2">Notes:
Motion to approve the Consent Agenda, including the prior regular meeting minutes, financials, and expenditures as presented in the board packet.</td></tr>
<tr><td>Second: PN</td></tr>
<tr><td colspan="2">Discussion:
(None)</td></tr>
<tr><td colspan="2">Action: PASSED</td></tr>
</table>

Agenda Item: Staff Reports

<table>
<tr><td>Motion: N/A</td><td rowspan="2">Notes:
Staff reports were received. The Administrator reported continued organizational progress, including reclassification of an operator position into a training and safety focused role, strengthening compliance and administrative systems, continued work tied to regional ambulance evaluation and transit sustainability planning, and ongoing clarification of Project Independence governance and related organizational structure.</td></tr>
<tr><td>Second: N/A</td></tr>
<tr><td colspan="2">Discussion:
Board members expressed appreciation for the amount of work reflected in the report and requested that, for future meetings, lengthy or detailed reports include more written summary material in advance so board members have a clearer opportunity to review the information before discussion. During this portion of the meeting, it was also noted that Zoom participants were temporarily unable to hear audio, and staff worked to correct the issue.</td></tr>
<tr><td colspan="2">Action: (None)</td></tr>
</table>

<table>
<tr><td colspan="2">Agenda Item: Public Comment</td></tr>
<tr><td>Motion: N/A</td><td rowspan="2">Notes:
Public comment was received from Chris Rodkey of Pavillion.</td></tr>
<tr><td>Second: N/A</td></tr>
<tr><td colspan="2">Discussion:
Mr. Rodkey thanked the Chair for allowing public comment during specific agenda items rather than requiring all comments to be made at one time near the beginning of the meeting. He encouraged the Board to consider formalizing that practice in policy. Discussion followed regarding whether such a practice could or should be established in bylaws or a separate policy, and whether one board can bind a future board to a procedural preference. Commissioner Jones noted that the County has a policy related to public comment practices that could be shared for reference.</td></tr>
<tr><td colspan="2">Action: N/A</td></tr>
</table>

<table>
<tr><td colspan="2">Agenda Item: FCAG FY27 – Draft Budget Review</td></tr>
<tr><td>Motion: N/A</td><td rowspan="2">Notes:
The Board reviewed the FY27 draft budget for discussion purposes only. Administrator Nichols advised that corrections had been made to the budget materials originally distributed and that updated information had been provided, including a more accurate comparison reflecting FY26 good-faith estimates and FY27 draft figures.</td></tr>
<tr><td>Second: N/A</td></tr>
<tr><td colspan="2">Discussion:
Discussion focused on the revised budget comparison materials, projected year-end position, and the relationship between current year spending trends and the FY27 draft. Mr. Nichols explained that FCAG was likely to remain under budget again for FY26 and that some capital procurements</td></tr>
</table>

were expected to carry over into the new fiscal year, which contributed to the appearance of increases in certain areas. Board members asked detailed questions regarding vehicle maintenance, shop supplies, fuel and oil, and whether projected reductions in some operational costs were tied to improved preventative maintenance and greater efficiency in fleet usage. Mr. Nichols confirmed that operating efficiencies and service changes had helped produce measurable impacts and that auditor feedback was being considered in current financial practices. Additional discussion centered on the desire for more narrative explanation in future budget materials, particularly regarding significant year-over-year changes and projected fund balances. Board members expressed interest in a more detailed working session similar to the prior year's process so that interested members could review the budget in greater depth before formal action at the June meeting.
Action: Budget review conducted for discussion only. Staff was directed to continue refining the budget narrative, provide additional explanation of major changes and projected balances, and coordinate a more in-depth review with interested board members prior to budget adoption.

Agenda Item: Bank Account Additions/Removals	
Motion: MW	Notes: Motion to authorize the standardization and updating of signers on all FCAG-related financial accounts to remove outdated signatories and align current authorized signers with FCAG leadership and administrative structure. Discussion reflected the intended signer group as the Chair, Vice Chair, Secretary/Treasurer, Director, and Business Manager.
Second: SO	
Discussion: Administrator Nichols explained that the item arose after a recent issue involving access to an account highlighted that some signatories remained listed who were no longer in their respective roles. He requested board authorization to standardize signers across FCAG-associated accounts. Discussion followed regarding whether the motion should also clarify that an elected board official must sign each check, rather than allowing two unelected officials to sign independently. Board members generally agreed that the practice should continue to require elected board participation in the signing process and that the clearer place to formalize that requirement would be in the financial policy rather than in the motion itself. Additional discussion touched on bonding and how check-signing authority is handled by other local governments. The Board agreed that these issues should be incorporated into the upcoming financial policy review.	
Action: PASSED	

Agenda Item: RASEC Update	
Motion: N/A	Notes: he Board received an update from representatives involved in the Regional
Second: N/A	

	Ambulance Service Evaluation Committee. A draft presentation was provided summarizing the committee's work to date, including preliminary service analysis, survey findings, model evaluation, and potential next steps.

Discussion:
The presentation explained that the committee has been using a data-driven process to evaluate ambulance service needs in Fremont County, compare current system performance to identified service gaps, and assess what level of service would be required to provide more sustainable and responsive coverage countywide. The committee reported that current ambulance alignment leaves significant service gaps, and that preliminary analysis suggested a need greater than the currently available coverage. Discussion included the challenge of moving from the current system toward a more sustainable model within realistic funding limits.

The committee also reviewed preliminary survey work. It was reported that approximately 429 public responses had been received over a two-week period. The committee emphasized that the survey was not intended to serve as a fully statistically representative countywide poll, but rather as a means of identifying themes, perceptions, and priorities. Members indicated that the public overwhelmingly views ambulance service as a public service and that both the public and stakeholder responses reflected strong concern about the sustainability of ambulance services in the county. The committee stated that it intends to follow the initial survey with additional public information and a shorter, more targeted follow-up survey.

Discussion also addressed interfacility transfer capacity, the financial importance of capturing more transfer market share, the limits of the current transport model, and the practical barriers created by geography, staffing, payer mix, and training requirements. Frontier and rural service challenges were specifically discussed, including the realities of long distances to higher-level care and the need for collaboration among EMS providers and medical partners.

A substantial portion of the discussion focused on possible service models, including full-time service, hybrid approaches, and limited volunteer-supported response concepts in rural areas. Committee members clarified that volunteer integration was only one of several concepts being examined and that any volunteer-supported model would require a highly structured, well-trained, and sustainable framework. During public comment associated with this agenda item, Kyle Schultz, a critical care flight paramedic and EMS educator, cautioned strongly against reliance on a volunteer ambulance model and emphasized the need for a robust, adequately funded ambulance system staffed by qualified professionals. Board members acknowledged the value of that perspective and encouraged the committee to continue evaluating all models carefully.

Board discussion also emphasized that the committee's final work product should be grounded in a clearly defined problem statement, should distinguish the ambulance-service issue from broader political funding advocacy, and should present models in a way that helps FCAG understand options without appearing to pre-decide political questions. Board members indicated that a final presentation showing each model, its pros and cons, estimated costs, and the likely path from current conditions to improved service would be most useful. Committee representatives indicated that additional time would likely be needed for full implementation-style recommendations after the Board has reviewed the comparative model information.

Action: (None)

Agenda Item: Executive Session	
Motion: MW	Notes: Before entering executive session, the Board amended the order of business to move Executive Session ahead of Monthly Forum. That motion carried unanimously. The Board then entered Executive Session at approximately 1:02 p.m. pursuant to W.S. § 16-4-405(a)(x). Regular session resumed at approximately 1:41 p.m. Motion: PN; Second: MJ; PASSED; Resumed Regular Session 13:41.
Second: JH	
Discussion: (None)	
Action: PASSED	

Agenda Item: Monthly Forum	
Motion: N/A	Notes: (None)
Second: N/A	

Discussion:

Riverton: Mayor Hancock reported that he will not be seeking re-election as mayor. He noted that Council President Mike Bailey had announced his candidacy for mayor and briefly referenced recent Wyoming Association of Municipalities activity and other city matters.

Dubois: Mayor Neveaux reported on pending and active infrastructure work, including grant-related activity for street improvements, Safe Streets for All efforts, bridge work nearing completion, and ongoing issues related to new ball field lighting installation. She also referenced upcoming community events and seasonal activities.

Lander: Mayor White reported that the City is updating its multi-jurisdictional law enforcement agreement so that it remains functional despite leadership turnover and no longer requires continual full re-execution for routine personnel changes. She also raised concerns regarding dispatch cost allocation methods that rely heavily on call volume despite the reality of significant fixed costs, and advocated for a more equitable structure that better separates fixed and variable expenses. She further noted that Lander had recently adopted a social media policy after problematic public interactions online, and discussed major upcoming infrastructure work, including sewer lining and broader capital needs that exceed currently available funding.

Hudson: Mayor Oler reported on significant utility rate restructuring. She explained that the Town is reducing its base rate structure while increasing water and sewer charges by $5 per month each, with annual increases planned over the next four years. She noted that commercial utility rates are also being reworked due to inconsistencies identified in the prior structure.

Fremont County: Commissioner Jones shared observations related to statewide grant review and site visits, the number of funding requests being considered relative to limited available funds, compensation and classification practices in public employment, and an emerging

discussion regarding commissioner districts following recent legal developments and related state-level communication. **Shoshoni:** Mayor Highsmith reported completion of three long-running water projects that had been underway for approximately seven years. He also discussed continued work on additional community infrastructure and trailhead-related efforts, and referenced financing opportunities and the need to continue educating the public on essential service needs and broader community development priorities.
Action: N/A

Agenda Item: Adjournment	
Motion: SO	Notes: Adjourned 14:32
Second: MW	
Discussion: (None)	
Action: PASSED	

Fremont County CSBG

Balance Sheet

As of May 31, 2026

	TOTAL
Assets	
Current Assets	
Bank Accounts	
1010-PI-1 Wy Comm CSBG General Account	76,362.82
Total for Bank Accounts	**$76,362.82**
Accounts Receivable	
Accounts Receivable	0.00
Total for Accounts Receivable	**$0.00**
Other Current Assets	
1340-PI-3 Due From-FCAG	0.00
Total for Other Current Assets	**$0.00**
Total for Current Assets	**$76,362.82**
Total for Assets	**$76,362.82**
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2010-PI Accounts Payable.	17,261.00
Total for Accounts Payable	**$17,261.00**
Credit Cards	
2015-PI-2-1 DOUGLAS SPRIGGS (0051) - 2	11.48
Total for Credit Cards	**$11.48**
Other Current Liabilities	
2290-PI-3 Due To-FCAG	0.00
Total for Other Current Liabilities	**$0.00**
Total for Current Liabilities	**$17,272.48**
Total for Liabilities	**$17,272.48**
Equity	
3800-PI Capital Projects	0.00
3900-PI General Fund	0.00
Opening Bal Equity	0.00
3000-PI Fund Balance	36,574.29
Net Income	22,516.05
Total for Equity	**$59,090.34**
Total for Liabilities and Equity	**$76,362.82**

Fremont County CSBG

Profit and Loss

May 2026

	TOTAL
Income	
4219-PI CSBG Reimbursement	29,674.34
Unapplied Cash Payment Income	0.00
Total for Income	**$29,674.34**
Gross Profit	**$29,674.34**
Expenses	
7230-PI *CSBG SERVICES	
7230-PI-04 SRV 4 Housing	4,196.00
7230-PI-12 Other Rent Office Software Equipment	4.49
Total for 7230-PI *CSBG SERVICES	**$4,200.49**
Total for Expenses	**$4,200.49**
Net Operating Income	**$25,473.85**
Net Income	**$25,473.85**

Fremont County Association of Governments

Balance Sheet

As of May 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1010-FC-1 Wy Comm Bank FCAG Gen Checking	93,519.84
1010-FC-2 Wy Comm FCAG J.P. Project Ac	0.00
1010-FC-3 WCB FCAG Ground Transp	0.00
1010-FC-4 Wy Comm FCAG Shooting Complex	0.00
1060-FC-1 WYOSTAR - General	0.00
1060-FC-2 WYOSTAR - Capital Projects	0.00
Total for Bank Accounts	**$93,519.84**
Accounts Receivable	
1200-FC Accounts Receivable	0.00
2220-FC Deferred Revenue - 1/2% Sales Tax	48,501.00
Total for Accounts Receivable	**$48,501.00**
Other Current Assets	
1060-FC-3 WyoClass - Groud Transportation Fund	34,546.30
1060-FC-4 WyoClass - Joint Projects Fund	3,235.15
1340-FC-2 Due From WRTA	0.00
Total for Other Current Assets	**$37,781.45**
Total for Current Assets	**$179,802.29**
Total for Assets	**$179,802.29**
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2010-FC Accounts Payable	0.00
Total for Accounts Payable	**$0.00**
Credit Cards	
2015-FC FCAG Department Credit Card (0234)	704.69
Total for Credit Cards	**$704.69**
Other Current Liabilities	
2290-FC-1 Due to PI	-1,343.38
2290-FC-2 Due To WR	20,614.92
Total for Other Current Liabilities	**$19,271.54**
Total for Current Liabilities	**$19,976.23**
Total for Liabilities	**$19,976.23**

Fremont County Association of Governments

Balance Sheet

As of May 31, 2026

	Total
Equity	
3800-FC Capital Projects Assigned	0.00
3900-FC General Fund Unassigned	0.00
Opening Bal Equity	0.00
3000-FC Retained Earnings	436,806.80
Net Income	-276,980.74
Total for Equity	**$159,826.06**
Total for Liabilities and Equity	**$179,802.29**

Fremont County Association of Governments

Profit and Loss

May 2026

	Total
Income	
4501-FC General Interest	40.27
Total for Income	**$40.27**
Gross Profit	**$40.27**
Expenses	
7031-FC Office Supplies/Expenses	351.01
7041-FC Staff Training	161.78
7044-FC Other Business Travel	59.45
7055-FC Telecommunications	1,257.95
7070-FC-2 Bank Charges	1.06
7070-FC-3 Dues/Subscriptions	7,610.05
Total for Expenses	**$9,441.30**
Net Operating Income	**-$9,401.03**
Other Income	
4702-FC-2 Transfer In-WR	
4702-FC-2-2 Rent Income	1,430.88
Total for 4702-FC-2 Transfer In-WR	**$1,430.88**
Total for Other Income	**$1,430.88**
Other Expenses	
7450-FC-1 Transfers Out-PI	
7450-FC-1-2 Administrative Support	313.50
Total for 7450-FC-1 Transfers Out-PI	**$313.50**
7450-FC-2 Transfers Out-WR	
7450-FC-2-2 Payroll Reimbursement	1,750.00
Total for 7450-FC-2 Transfers Out-WR	**$1,750.00**
Total for Other Expenses	**$2,063.50**
Net Other Income	**-$632.62**
Net Income	**-$10,033.65**

Wind River Transportation Authority

Statement of Financial Position

As of May 31, 2026

	TOTAL
Assets	
Current Assets	
Bank Accounts	
1010-FC-1 FCAG Gen Checking	128,281.68
1010-PI-1 CSBG General Account	58,177.34
1010-WR-1-1 WCB Checking	337,097.92
1010-WR-2 FIB-Checking	225.88
1040-WR-1 WCB savings	0.00
Total for Bank Accounts	**$523,782.82**
Accounts Receivable	
1200-WR Accounts Receivable (A/R)	$166,223.81
1340- IN INTER-DEPARTMENT TRANSFERAL - IN	
1340-WR-3 Due From - FCAG (WR)	2,860.70
Total for 1340- IN INTER-DEPARTMENT TRANSFERAL - IN	**$2,860.70**
Total for 1200-WR Accounts Receivable (A/R)	**$169,084.51**
Total for Accounts Receivable	**$169,084.51**
Other Current Assets	
1040-FC-1 WyoClass - Groud Transportation Fund	34,546.30
1040-FC-3 WyoClass - Joint Projects Fund	3,235.15
1040-WR-2 WyoClass-WRTA Fund	511,642.79
1199-WR Undeposited Funds	0.00
1610-WR-1 Prepaid Expenses	178.46
1610-WR-2 Employee Advance	0.00
1660-WR Deferred Outflows	0.00
Payroll Refunds	0.02
Undeposited Funds Working	0.00
Total for Other Current Assets	**$549,602.72**
Total for Current Assets	**$1,242,470.05**
Total for Assets	**$1,242,470.05**

Wind River Transportation Authority

Statement of Financial Position

As of May 31, 2026

	TOTAL
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2010-WR Accounts Payable (A/P)	-1,303.24
Total for Accounts Payable	**-$1,303.24**
Credit Cards	
2015-WR-2 CREDIT CARDS	$0.00
2015-WR-1 Credit Card Master Card	0.00
2015-WR-2-1 WRTA 1-Department Credit Card	198.13
2015-WR-2-2 WRTA 2-Department Credit Card	368.00
2015-WR-2-3 WRTA 3-Department Credit Card	471.21
2015-WR-2-4 WRTA Nichols (0440)	-185.53
2015-WR-2-5 WRTA Scadden (0457)	271.82
2015-WR-2-6 WRTA Williams (0465)	0.00
2015-WR-2-8 WRTA Grosinger (0564)	1,536.44
2015-WR-2-9 WRTA McCully (0556)	0.00
Total for 2015-WR-2 CREDIT CARDS	**$2,660.07**
Total for Credit Cards	**$2,660.07**
Other Current Liabilities	
2040-WR-1 WCB Credit Line	0.00
2140-WR Accrued Payroll	0.00
2150-WR-6-1 PAYROLL LIABILITIES	
AFLAC	0.00
Total for 2150-WR-6-1 PAYROLL LIABILITIES	**$0.00**
2150-WR PAYROLL LIABILITIES	$0.00
2150-WR-10 WY Worker's Compensation	-5,372.74
2150-WR-1 Federal Taxes (941/944)	-6,652.86
2150-WR-2 Federal Unemployment 940	0.00
2150-WR-3 WY Unemployment Tax	-342.58
2150-WR-4 Education & Training	-1,302.00
2150-WR-5 State Retirement	10,195.25
2150-WR-6 MEDICAL INSURANCE	
2150-WR-6-1 AFLAC	67.56
2150-WR-6-2 The Standard	-726.75
2150-WR-6-3 Blue Cross WAM-JPIC - Dearborn	9.90
2150-WR-6-4 Blue Cross Blue Shield of Wyoming	0.00
2150-WR-6-5 TelaDoc	-143.50
Total for 2150-WR-6 MEDICAL INSURANCE	**-$792.79**
2150-WR-7 TRANSPORTATION INSURANCE	
2150-WR-7-1 MASA	0.00
2150-WR-7-2 AirMedCare (GMRS)	-2,243.77

Wind River Transportation Authority

Statement of Financial Position

As of May 31, 2026

	TOTAL
Total for 2150-WR-7 TRANSPORTATION INSURANCE	**-$2,243.77**
2150-WR-8 VISION INSURANCE	
2150-WR-8-1 VSP	0.00
2150-WR-8-2 Vision Service Plan	-26.27
Total for 2150-WR-8 VISION INSURANCE	**-$26.27**
2150-WR-9 DENTAL INSURANCE	
2150-WR-9-1 Delta Dental	36.36
Total for 2150-WR-9 DENTAL INSURANCE	**$36.36**
Civil Action No. 2007-4475	0.00
Mary Goff- Civil Action No. 2007-4475	0.00
MASA	0.00
TeleDoc	0.00
The Standard	0.00
Total for 2150-WR PAYROLL LIABILITIES	**-$6,501.40**
2220-WR DEFERRED INFLOWS	0.00
2290- OUT INTER-DEPARTMENTAL TRANSFER - OUT	
2290-FC-2 Due to WRTA (FCAG)	-2,373.64
2290-WR-3 Due To FCAG (WRTA)	1,430.88
Total for 2290- OUT INTER-DEPARTMENTAL TRANSFER - OUT	**-$942.76**
Direct Deposit Payable	0.00
Total for Other Current Liabilities	**-$7,444.16**
Total for Current Liabilities	**-$6,087.33**
Long-term Liabilities	
2550-WR Accrued Leave	0.00
Total for Long-term Liabilities	**$0.00**
Total for Liabilities	**-$6,087.33**
Equity	
Opening Balance Equity	97,164.71
3000 Fund Balance	950,853.48
Net Revenue	200,539.19
Total for Equity	**$1,248,557.38**
Total for Liabilities and Equity	**$1,242,470.05**

Wind River Transportation Authority

Statement of Activity

May 1-30, 2026

	TOTAL
Revenue	
4000-WR INCOME - WR	
4236-WR-1 Operating Grants	
4236-WR-1-1 WYDOT 5311 Operating	0.00
4236-WR-1-2 WYDOT 5311 Administration	0.00
4236-WR-1-3 WYDOT 5311 Maintenance	0.00
Total for 4236-WR-1 Operating Grants	**$0.00**
4236-WR-3 Scholarships and Other Grants	1,263.69
4308-WR-1 Farebox	
4308-WR-1-1 Fixed Route Farebox	87.60
4308-WR-1-3 Demand Response Farebox	983.10
Total for 4308-WR-1 Farebox	**$1,070.70**
4308-WR-2 Bus/Facility Advertising	666.67
4308-WR-3 Route Service Guarantee	3,800.00
4308-WR-5 Special Transportation	36,924.93
4507-WR Other Revenue - WR	
4507-WR-1 Non Profit Income	26,186.00
Total for 4507-WR Other Revenue - WR	**$26,186.00**
4703-WR Gain/Loss on Sale of Equipment	11,349.00
Total for 4000-WR INCOME - WR	**$81,260.99**
Billable Expenditure Revenue	18,523.96
Total for Revenue	**$99,784.95**
Gross Profit	**$99,784.95**
Expenditures	
7000-WR ADMINISTRATION - WR	
7021-WR Legal & Professional Fees	131.50
7030-WR OFFICE EXPENSES	
7031-WR Office Supplies/Expense	648.32
7032-WR OFFICE EQUIPMENT	
7032-WR-1 Office Equipment	1,599.30
7032-WR-2 Office Equipment Rental	164.68
Total for 7032-WR OFFICE EQUIPMENT	**$1,763.98**
Total for 7030-WR OFFICE EXPENSES	**$2,412.30**
7041-WR Training	113.05
7044-WR Travel	4,889.33
7050-WR UTILITIES - WR	
7052-WR Natural Gas	369.31
7053-WR Water/Sewer/Sanitation	109.54
Total for 7050-WR UTILITIES - WR	**$478.85**
7055-WR Telecommunications	
7055-WR-3 Mobile/Wireless Communication	466.75
Total for 7055-WR Telecommunications	**$466.75**

Wind River Transportation Authority

Statement of Activity

May 1-30, 2026

	TOTAL
7061-WR-1 Facility Maintenance & Repair	371.81
7062-WR Rent or Lease of Buildings	1,430.88
7070-WR OTHER	
7070-WR-1 Advertising/Promotional	661.38
7070-WR-3 Dues & Subscriptions	850.27
Total for 7070-WR OTHER	**$1,511.65**
7490-WR-2 Capital Outlay-Machinery & Equipment	3,222.06
Total for 7000-WR ADMINISTRATION - WR	**$15,028.18**
7200-WR OPERATIONS - WR	
7202-WR WAGES FOR OPERATIONS STAFF	
7202-WR-1 ADMINISTRATION STAFF	
7202-WR-1-1 Administration Wages	26,857.04
7202-WR-1-2 Administration Taxes/Benefits	10,150.62
Total for 7202-WR-1 ADMINISTRATION STAFF	**$37,007.66**
7202-WR-2 OPERATIONS STAFF	
7202-WR-2-1 Operations Staff Wages	40,872.49
7202-WR-2-2 Operations Staff Taxes/Benefits	16,996.30
Total for 7202-WR-2 OPERATIONS STAFF	**$57,868.79**
7202-WR-3 MAINTENANCE STAFF	
7202-WR-3-1 Maintenance Staff Wages	9,431.07
7202-WR-3-2 Maintenance Staff Taxes/Benefits	5,265.15
Total for 7202-WR-3 MAINTENANCE STAFF	**$14,696.22**
Total for 7202-WR WAGES FOR OPERATIONS STAFF	**$109,572.67**
7204-WR-2 DOT Physical	150.00
7204-WR-3 Employee Uniforms	1,264.60
7212-WR Travel Expenses	471.21
7220-WR OPERATING SUPPLIES/EXPENSES	
7221-WR Vehicle Maintenance & Repair	5,265.64
7222-WR Shop Supplies	980.73
7223-WR FUEL & OIL	
7223-WR-1 Gas & Diesel	13,315.45
Total for 7223-WR FUEL & OIL	**$13,315.45**
Total for 7220-WR OPERATING SUPPLIES/EXPENSES	**$19,561.82**
Total for 7200-WR OPERATIONS - WR	**$131,020.30**
7202-WR-2-1 WAGES FOR OPERATIONS STAFF	
OPERATIONS STAFF	
Operations Staff Wages	2,448.21
Total for OPERATIONS STAFF	**$2,448.21**
Total for 7202-WR-2-1 WAGES FOR OPERATIONS STAFF	**$2,448.21**

Wind River Transportation Authority

Statement of Activity

May 1-30, 2026

	TOTAL
7202-WR-2-2 WAGES FOR OPERATIONS STAFF	
OPERATIONS STAFF	
Operations Staff Taxes/Benefits	1,899.09
Total for OPERATIONS STAFF	**$1,899.09**
Total for 7202-WR-2-2 WAGES FOR OPERATIONS STAFF	**$1,899.09**
Reimbursement - RECONCILE AT MONTHS END	1,414.88
Total for Expenditures	**$151,810.66**
Net Operating Revenue	**-$52,025.71**
Other Revenue	
4702-IN INTER-DEPARTMENTAL TRANSFER	
4702-WR-1 Transfer In-PI	14,257.69
4702-WR-3 Transfer In-FC	1,750.00
Total for 4702-IN INTER-DEPARTMENTAL TRANSFER	**$16,007.69**
Total for Other Revenue	**$16,007.69**
Net Other Revenue	**$16,007.69**
Net Revenue	**-$36,018.02**

Agenda Item Title: FCAG FY27 Budget Hearing

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
  ☐ TBD
  ☐ TBD
☒ No (Regular Business)

☒ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

In accordance with Wyoming law and the public notice requirements governing local governmental entities, the Fremont County Association of Governments (FCAG) has provided notice of a public hearing on the proposed FY27 Budget. The hearing is scheduled for June 25, 2026, and provides an opportunity for interested citizens to review and comment on the proposed budget prior to its adoption.

The proposed FY27 Budget reflects FCAG's anticipated revenues and expenditures for the fiscal year and incorporates the operations of FCAG and its programs, including the Wind River Transportation Authority (WRTA) and Project Independence. The budget has been developed to support the organization's mission while maintaining fiscal responsibility, transparency, and compliance with applicable federal, state, and local requirements. Following completion of the public hearing, the Board may consider formal adoption of the FY27 Budget.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

May 2026 – Staff initiated development of the FY27 Budget. The board reviewed the draft FY27 Budget and provided direction to staff.

June 2026 – Public notice of the FY27 Budget Hearing was published in accordance with Wyoming law.

WHY IS THIS ITEM BEFORE THE BOARD:

The Board is required to conduct a public hearing prior to adopting the annual budget. Following the hearing, the Board may formally adopt the FY27 Budget.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

1) Open the FY27 Budget Hearing.
2) Receive any public comments.
3) Close the FY27 Budget Hearing.
4) Consider adoption of the FY27 Budget.

PROPOSED MOTION:

1) **To Open the Budget Hearing**

Board Member:
"I move that the Fremont County Association of Governments open the FY27 Budget Hearing."

(Second Required)

Chairman:
"It has been motioned and seconded. Is there any discussion?"

(Call for the question)

(Majority Vote)

2) **Public Hearing**

Chairman:
"The FY27 Budget Hearing is now open. Is there anyone present wishing to provide comment regarding the proposed FY27 Budget?"

(Allow opportunity for public comment.)

3) **To Close the Budget Hearing**

Board Member:
"I move that the Fremont County Association of Governments close the FY27 Budget Hearing."

(Second Required)

Chairman:
"It has been motioned and seconded. Is there any discussion?"

(Call for the question)

(Majority Vote)

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4) **To Adopt the FY27 Budget**

Board Member:
"I move that the Fremont County Association of Governments approve and adopt the FY27 Budget, as presented (or as amended), and authorize the Director to implement the budget and execute all actions necessary to administer the budget in accordance with applicable laws, regulations, and Board policies."

(Second Required)

Chairman:
"It has been motioned and seconded. Is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend that the Board conduct the FY27 Budget Hearing as noticed, receive any public comments, and subsequently adopt the FY27 Budget. Adoption of the budget will provide the financial framework necessary to carry out the programs and services of FCAG while maintaining sound fiscal management and organizational sustainability.

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS

Wind River Transportation Authority • Project Independence • Joint Powers Administration

PROPOSED BUDGET NARRATIVE & RESERVE MESSAGE

Fiscal Year Ending June 30, 2027 (FY2027)

Submitted pursuant to W.S. 16-12-403 to the Fremont County Board of County Commissioners and the Wyoming Department of Audit, Public Funds Division

1. Budget Message

The Fremont County Association of Governments (FCAG) is a joint powers board serving Fremont County, Wyoming, and the Wind River Indian Reservation. FCAG administers public transit through the Wind River Transportation Authority (WRTA), delivers anti-poverty programming through Project Independence under the federal Community Services Block Grant (CSBG), and provides shared administrative, financial, and governance services across its divisions.

The FY2027 proposed budget has been prepared during a period of significant federal funding contraction. The defining feature of this budget is a reduction in the agency's Federal Transit Administration (FTA) Section 5311 award administered through the Wyoming Department of Transportation (WYDOT). The proposed budget responds to this reduction through disciplined expenditure management, a measured draw on accumulated reserves, and continued reliance on local match resources, while preserving core transit service and program delivery to the residents of Fremont County.

On a consolidated basis, the FY2027 proposed budget forecasts total revenue of **$2,921,472.36** and total expenditures of **$3,095,485.16**, resulting in a planned net use of reserves of **$174,012.80**. All figures presented in this narrative are consolidated across the FCAG, WRTA, and Project Independence divisions, with intercompany transfers eliminated to avoid double counting.

2. Important Features of the Budgetary Plan

2.1 Reduction in Section 5311 Federal Transit Funding

The most consequential change in the FY2027 budget is a **ten percent (10%) reduction** in the agency's FTA Section 5311 rural transit award. The FY2027 award is **$880,014.60**, reflecting a reduction of approximately **$97,779** from the prior award level. The reduced award is distributed across the three statutory 5311 cost categories as follows:

Section 5311 Cost Category	FY2027 Award	WYDOT Share
Operating (4236-WR-1-1)	$720,224.11	46.29%
Administration (4236-WR-1-2)	$102,851.71	Up to 100% / De Minimis

Section 5311 Cost Category	FY2027 Award	WYDOT Share
Maintenance (4236-WR-1-3)	$322,965.36	80%
Total 5311 Operating Program	**$1,146,041.18**	

Because the federal operating share is reduced while service obligations remain constant, the local match requirement rises in relative terms. The agency has budgeted total local match resources of $609,327.69 for FY2027, drawn from farebox revenue, contracted services, advertising, non-profit and community grant income, and the one-half percent Ground Transportation Fund.

2.2 Capital Program

The FY2027 budget includes a capital program of **$742,000.00**, supported by a federal capital grant of $609,600 and $132,400 in local match. The capital program comprises vehicle procurement ($395,000) to maintain a state-of-good-repair fleet and facility and maintenance investments ($347,000). Capital outlay is grant-dependent and may be re-timed across fiscal years based on award execution and delivery schedules.

2.3 Organizational Payroll and Cost Allocation

Beginning in the current period, WRTA processes payroll on behalf of the entire organization. Wages and benefits for administrative staff who support Project Independence and FCAG administration are recorded in WRTA’s payroll accounts and reimbursed by the respective divisions through interdepartmental transfers. For purposes of this consolidated budget, each division’s personnel costs are recognized once, and all interdepartmental payroll reimbursements and transfers are eliminated. The FY2027 cost allocation plan apportions shared costs at approximately 78.3% to WRTA, 11.1% to Project Independence, and 10.5% to FCAG administration.

3. Revenue Forecast

Consolidated forecasted revenue for FY2027 totals $2,921,472.36. Revenue estimates have been prepared conservatively, with due consideration for the possibility that the full amount anticipated may not be realized, consistent with sound budgeting practice. The table below summarizes forecasted revenue by State Budget Form category.

Revenue Category (State Form)	FY2027 Proposed
R-2 Government Support (City/Town Aid, Member Dues)	$63,850.00
R-3 Operating Revenues (Sales of Goods or Services)	$679,027.69
R-4 Grants (Federal thru State Agencies)	$2,151,594.67
R-5 Miscellaneous Revenue (Interest)	$27,000.00
TOTAL FORECASTED REVENUE	**$2,921,472.36**

3.1 Grants

Federal grants administered through state agencies remain the largest single source of revenue at $2,151,594.67, or approximately 74% of total revenue. This category includes the reduced WYDOT Section 5311 award, the federal capital grant, the WYDOT Highway Safety Grant ($23,000), and the Project Independence Community Services Block Grant ($372,953.49).

3.2 Operating and Local Match Revenues

Operating revenues of $679,027.69 include farebox receipts, route service guarantee payments, special transportation, bus and facility advertising, and a new contracted service agreement with the Head Start program ($161,926). These locally generated revenues are essential to meeting the federal local match requirement and are budgeted on the basis of current contracts and demonstrated demand.

4. Expenditure Plan

Consolidated expenditures for FY2027 total $3,095,485.16. Expenditure estimates are presented in sufficient detail to show the need for the appropriations requested and cover all items, whether for ordinary operations or capital outlay.

Expenditure Category (State Form)	FY2027 Proposed
E-1 Capital Outlay	$742,000.00
E-6 Administration (Personnel, Contractual, Other)	$948,040.57
E-13 Operations (Personnel, Travel, Supplies, Program Services)	$1,352,063.52
E-14 Indirect Costs – Insurance	$53,381.07
TOTAL EXPENDITURES	**$3,095,485.16**

4.1 Personnel Services

Personnel costs are the agency's largest expenditure, reflecting its role as a direct service provider in transit operations and case-managed CSBG programming. Organization-wide wages and benefits processed through WRTA total approximately $1,577,240 on a gross basis. Operations and maintenance personnel are budgeted within the Operations function, while administrative personnel supporting all three divisions are budgeted within Administration. The budget reflects modest staffing levels sized to the reduced 5311 award.

4.2 Program Services – Project Independence

Project Independence delivers CSBG-funded services including housing assistance, support services, direct case management salaries, agency capacity building, and community linkages. Program services are budgeted at the level of the FY2027 CSBG award of $372,953.49, with the program operating on a balanced basis within its federal allocation.

4.3 Reasons for Changes from the Prior Year

- Federal Section 5311 operating revenue decreased due to the 10% award reduction, requiring greater reliance on local match and reserves.
- Capital outlay decreased from prior capital-intensive years as the major vehicle procurement cycle moderates to $742,000.
- A new Head Start contracted service agreement adds approximately $161,926 in operating revenue, partially offsetting the federal reduction.
- Certain administrative costs, including accounting and audit services and a portion of insurance, have shifted to FCAG administration under the FY2027 cost allocation plan.

5. Reserve Message

This reserve message is submitted in accordance with W.S. 16-12-403, which requires that each proposed budget be accompanied by a reserve message stating the amount of reserves on hand and outlining the reserve policy for the budget year.

The FY2027 proposed budget plans for a net use of reserves of **$174,012.80**, representing the excess of budgeted expenditures over budgeted revenues. This planned draw is a deliberate, one-time response to the Section 5311 funding reduction and is fully supported by accumulated fund balance.

As reflected in the agency's most recent statements of financial position, accumulated fund balance and reserves are sufficient to absorb the planned FY2027 draw while maintaining a prudent operating cushion. The Wind River Transportation Authority division alone carries an accumulated fund balance of approximately $950,853, and the agency reported estimated non-restricted funds available of approximately $667,981 entering the budget year. The planned draw therefore does not impair the agency's ability to meet its obligations or to sustain operations.

Statutory compliance. The governing body may not make any appropriation in excess of the estimated expendable revenues and reserves available to the district for the budget year (W.S. 16-12-407). Because the planned $174,013 excess of expenditures over revenues is fully covered by available, unrestricted reserves, the proposed budget complies with the prohibition on adopting a budget that expends more than the resources available. The use of reserves is non-recurring and the agency intends to return to structural balance in future fiscal years as funding stabilizes and local revenue initiatives mature.

5.1 Reserve Policy for the Budget Year

- Reserves will be used only to bridge the non-recurring gap created by the federal funding reduction, and not to fund ongoing structural operating costs beyond FY2027.
- Management will monitor actual revenue and expenditure performance against budget throughout the year and will adjust spending to minimize the actual draw on reserves where feasible.
- The agency will pursue replacement and supplemental revenue, including expanded contracted services and community and non-profit grant income, to rebuild reserves in subsequent fiscal years.
- Any future use of reserves for capital projects will be identified by amount and project and approved by the governing board in accordance with W.S. 16-12-404.

6. Conclusion

The FY2027 proposed budget sustains essential public transit and anti-poverty services for the residents of Fremont County and the Wind River Indian Reservation in the face of a meaningful reduction in federal transit funding. Through conservative revenue estimation, disciplined cost management, new contracted revenue, and a prudent and fully-supported use of reserves, the budget maintains service continuity while preserving the long-term financial health of the organization. The Director recommends the proposed budget to the governing board for consideration and, following the public hearing required by W.S. 16-12-406, for adoption.

Respectfully submitted,

____
Tim Nichols, Director
Fremont County Association of Governments
Date of Public Budget Hearing: ____________________

FY 7/1/26-6/30/27

Proposed Budget

Fremont County Association of Governments

		Budget Hearing Information
2554 Airport Rd.	**Location:**	Riverton City Hall
Riverton, WY, 82501	**Date:**	6/25/2026
(307) 856-7118	**Time:**	11:00AM
Fremont County	**Budget Prepared by:**	Tim Nichols

S-A **BUDGET MESSAGE** W.S. 16-12-403 (c)

The Fremont County Association of Governments' FY2027 proposed budget has been prepared during a period of significant federal funding contraction, primarily driven by a reduction in Federal Transit Administration Section 5311 rural transit funding administered through WYDOT. FCAG continues to serve Fremont County and the Wind River Indian Reservation through the Wind River Transportation Authority, Project Independence, and shared joint powers administration. The proposed budget is designed to preserve essential public transit, anti-poverty programming, and administrative continuity while responding to reduced federal support through conservative revenue forecasting, disciplined expenditure management, increased reliance on local match resources, and a measured use of accumulated reserves.

For FY2027, FCAG forecasts consolidated revenues of $2,921,472.36 and consolidated expenditures of $3,095,485.16, resulting in a planned savings use of $174,012.80. This draw is intended as a one-time bridge in response to the Section 5311 funding reduction and is supported by available accumulated fund balance. Major revenues include federal and state-administered grants, operating and contracted service revenues, local government support, farebox and advertising income, and interest earnings. The budget also includes a $742,000 capital program for fleet, facility, and maintenance needs, supported by federal capital grant funding and local match. FCAG will continue monitoring revenues and expenditures throughout the year, pursue supplemental local and contracted revenue where feasible, and work toward returning the organization to structural balance in future fiscal years.

S-B **RESERVE DESCRIPTION**

N/A

S-C

Names of Board Members	Date of End of Term	Phone no.	Email:
Tim Hancock	12/31/26	(307) 856-2227	thancock@rivertonwy.gov
Patricia Neveaux	12/31/26	307-455-2345	duboismayorpn@gmail.com
Sherry Oler	12/31/26	307-332-3605	sherry@hudsonwy.org
Joel Highsmith	12/31/26	307 876 2515	jhighsmith@townofshoshoni.org
Matt Pattison	12/31/26	307-709-5197	mayorpattison@wyoming.com
Michael Jones	12/31/26	(970) 297-8957	michael.jones@fremontcountywy.gov
Missy White	12/31/26	307-332-2870	mwhite@landerwy.gov

Does the district have regular office hours exceeding 20 hours per week? **Yes**

W.S. 16-12-303(a) requires special districts to maintain copies of records. Please enter the physical address, phone number, and hours open below.

Address of office:	2554 Airport Rd.
City, State, Zip:	Riverton, Wyoming, 82501
Phone Number:	307 856 8724
Hours Open:	8:00 AM - 5:00 PM

Where are the minutes of your board meeting available for public review?

Digital copies are maintained within the organizations digital archives, and displayed for public viewing on our website fcagwy.gov

How and where are the notices of meeting posted for the public?

Local newspapers and on our website fcagwy.gov

Where are the public meetings held?

Meetings circulate and are hosted by each members municipality each month

PROPOSED BUDGET SUMMARY

	OVERVIEW	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
S-1	**Total Budgeted Expenditures**	$2,713,635	$2,237,029	$3,074,785	$3,074,785
S-2	**Total Principal to Pay on Debt**	$0	$0	$0	$0
S-3	**Total Change to Restricted Funds**	$0	$0	$0	$0
S-4	**Total General Fund and Forecasted Revenues Available**	$3,362,161	$2,670,355	$3,474,566	$3,474,566
S-5	*Amount requested from County Commissioners*	$0	$0	$0	$0
S-6	**Additional Funding Needed :**			**$0**	$0
	Projected Surplus:			**$399,781**	$399,781

	REVENUE SUMMARY	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
S-7	**Operating Revenues**	$259,471	$432,171	$679,028	$679,028
S-8	**Tax levy (From the County Treasurer)**	$0	$0	$0	$0
S-9	**Government Support**	$447,943	$71,917	$63,850	$63,850
S-10	**Grants**	$2,008,281	$1,482,030	$2,151,595	$2,151,595
S-11	**Other County Support (Not from Co. Treas.)**	$0	$0	$0	$0
S-12	**Miscellaneous**	$9,587	$16,256	$27,000	$27,000
S-13	**Other Forecasted Revenue**	$0	$0	$0	$0
S-14	**Total Revenue**	$2,725,282	$2,002,375	$2,921,472	$2,921,472

FY 7/1/26-6/30/27 Fremont County Association of Governments

	EXPENDITURE SUMMARY	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
S-15	**Capital Outlay**	$960,109	$58,261	$742,000	$742,000
S-16	**Interest and Fees On Debt**	$1,201	$0	$0	$0
S-17	**Administration**	$577,567	$830,717	$927,341	$927,341
S-18	**Operations**	$1,125,276	$1,302,147	$1,352,064	$1,352,064
S-19	**Indirect Costs**	$49,483	$45,904	$53,381	$53,381
S-20R	**Expenditures paid by Reserves**	$0	$0	$0	$0
S-20	**Total Expenditures**	$2,713,635	$2,237,029	$3,074,785	$3,074,785

	DEBT SUMMARY	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
S-21	**Principal Paid on Debt**	$0	$0	$0	$0

	CASH AND INVESTMENTS	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
S-22	**TOTAL GENERAL FUNDS**	$636,880	$667,981	$553,094	$553,094
	Summary of Reserve Funds				
S-23	**Beginning Balance in Reserve Accounts**				
S-24	a. Sinking and Debt Service Funds	$0	$0	$0	$0
S-25	b. Reserves	$0	$0	$0	$0
S-26	c. Bond Funds	$0	$0	$0	$0
	Total Reserves (a+b+c)	$0	$0	$0	$0
S-27	**Amount to be added**				
S-28	a. Sinking and Debt Service Funds	$0	$0	$0	$0
S-29	b. Reserves	$0	$0	$0	$0
S-30	c. Bond Funds	$0	$0	$0	$0
	Total to be added (a+b+c)	$0	$0	$0	$0
S-31	**Subtotal**	$0	$0	$0	$0
S-32	**Less Total to be spent**	$0	$0	$0	$0
S-33	**TOTAL RESERVES AT END OF FISCAL YEAR**	$0	$0	$0	$0

End of Summary

Budget Officer / District Official (if not same as "Submitted by")

Date adopted by Special District ____________

DISTRICT ADDRESS: 2554 Airport Rd.
Riverton, WY, 82501

PREPARED BY: Tim Nichols

DISTRICT PHONE: 3078567118

Prepared in compliance with the Uniform Municipal Fiscal Procedures Act (W.S. 16-12-401 et seq.) as it applies.

Proposed Budget

Fremont County Association of Governments
NAME OF DISTRICT/BOARD

FYE 6/30/2027

PROPERTY TAXES AND ASSESSMENTS

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
R-1	**Property Taxes and Assessments Received**					
R-1.1	**Tax Levy (From the County Treasurer)**	4001				
R-1.2	Other County Support (see note on the right)	4005				

FORECASTED REVENUE

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
R-2	**Revenues from Other Governments**					
R-2.1	State Aid	4211				
R-2.2	Additional County Aid (non-treasurer)	4237				
R-2.3	City (or Town) Aid	4237				
R-2.4	Other (Specify)	4237	$447,943	$71,917	$63,850	$63,850
R-2.5	**Total Government Support**		$447,943	$71,917	$63,850	$63,850
R-3	**Operating Revenues**					
R-3.1	Customer Charges	4300				
R-3.2	Sales of Goods or Services	4300	$259,471	$432,171	$679,028	$679,028
R-3.3	Other Assessments	4503				
R-3.4	**Total Operating Revenues**		$259,471	$432,171	$679,028	$679,028
R-4	**Grants**					
R-4.1	Direct Federal Grants	4201				
R-4.2	Federal Grants thru State Agencies	4201	$2,008,281	$1,482,030	$2,151,595	$2,151,595
R-4.3	Grants from State Agencies	4211				
R-4.4	**Total Grants**		$2,008,281	$1,482,030	$2,151,595	$2,151,595
R-5	**Miscellaneous Revenue**					
R-5.1	Interest	4501	$5,070	$14,582	$27,000	$27,000
R-5.2	Other: Specify 4507-PI: PI-Other Revenu	4500	$1,000	$1,675		
R-5.3	Other: See Additior See Additional Details		$3,517			
R-5.4	**Total Miscellaneous**		$9,587	$16,256	$27,000	$27,000
R-5.5	**Total Forecasted Revenue**		$2,725,282	$2,002,375	$2,921,472	$2,921,472
R-6	**Other Forecasted Revenue**					
R-6.1	a. Other past due as estimated by Co. Treas.	4004				
R-6.2	b. Other forecasted revenue (specify):					
R-6.3		4500				
R-6.4		4500				
R-6.5						
R-6.6	**Total Other Forecasted Revenue (a+b)**		$0	$0	$0	$0

Proposed Budget

Fremont County Association of Governments — **FYE** 6/30/2027

NAME OF DISTRICT/BOARD

CAPITAL OUTLAY BUDGET

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
E-1	**Capital Outlay**					
E-1.1	Real Property	6201	$80,172			
E-1.2	Vehicles	6210				
E-1.3	Office Equipment	6211				
E-1.4	Other (Specify)					
E-1.5	7490-WR-2: Capital Outlay, Machinery & Equipment	6200	$879,937	$58,261	$742,000	$742,000
E-1.6		6200				
E-1.7						
E-1.8	**TOTAL CAPITAL OUTLAY**		$960,109	$58,261	$742,000	$742,000

ADMINISTRATION BUDGET

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
E-2	**Personnel Services**					
E-2.1	Administrator	7002				
E-2.2	Secretary	7003				
E-2.3	Clerical	7004				
E-2.4	Other (Specify)					
E-2.5	7202-WR-1-1: Administration Staff Wages	7005	$277,042	$314,457	$516,863	$516,863
E-2.6	7202-WR-1-1: Administration Taxes & Benefits	7005	$63,845	$99,720	$213,888	$213,888
E-2.7						
E-3	**Board Expenses**					
E-3.1	Travel	7011				
E-3.2	Mileage	7012				
E-3.3	Other (Specify)					
E-3.4	7044-WR: Admin Travel	7013	$297	$410	$8,000	$8,000
E-3.5		7013				
E-3.6						
E-4	**Contractual Services**					
E-4.1	Legal	7021				
E-4.2	Accounting/Auditing	7022	$60,513	$88,408	$37,500	$37,500
E-4.3	Other (Specify)					
E-4.4	7021-FC/WR: Legal/Professional Fees	7023	$5,669	$114,998	$5,700	$5,700
E-4.5		7023				
E-4.6						
E-5	**Other Administrative Expenses**					
E-5.1	Office Supplies	7031	$14,675	$11,305	$8,000	$8,000
E-5.2	Office equipment, rent & repair	7032	$17,234	$29,593	$6,500	$6,500
E-5.3	Education	7033	$7,811	$22,273	$8,000	$8,000
E-5.4	Registrations	7034				
E-5.5	Other (Specify)					
E-5.6	7055-FC/WR: Telecommunications	7035	$10,152	$10,767	$15,500	$15,500
E-5.7	7070-FC/WR: Advertising/Promotional	7035	$17,833	$14,307		
E-5.8	see additional details		$102,495	$124,478	$107,389	$107,389
E-6	**TOTAL ADMINISTRATION**		$577,567	$830,717	$927,341	$927,341

Proposed Budget

Fremont County Association of Governments **FYE** 6/30/2027

OPERATIONS BUDGET

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
E-7	**Personnel Services**					
E-7.1	Wages--Operations	7202	$510,022	$636,685	$512,195	$512,195
E-7.2	Service Contracts	7203				
E-7.3	Other (Specify)					
E-7.4	7202-WR-2/3-2: Taxes & Benefits	7204	$194,057	$198,139	$334,294	$334,294
E-7.5	7204-WR-1: Druge/Alcohol Testing	7204	$3,190	$2,924	$2,500	$2,500
E-7.6	see additional details		$3,190	$9,319	$5,350	$5,350
E-8	**Travel**					
E-8.1	Mileage	7211				
E-8.2	Other (Specify)					
E-8.3	7212-WR: Operations Travel	7212	$703	$19,690	$5,000	$5,000
E-8.4		7212				
E-8.5						
E-9	**Operating supplies (List)**					
E-9.1	7220-WR: Operating Supplies/Expenses	7220	$896			
E-9.2	7221-WR: Vehicle Maintenance & Repair	7220	82280.66	$88,335	$66,801	$66,801
E-9.3	7222-WR: Shop Supplies	7220	$17,139	$43,463		
E-9.4	7223-WR-1: Gas & Diesel	7220	$80,334	$84,032	$103,413	$103,413
E-9.5	see additional details		$4,537	$1,865	$5,500	$5,500
E-10	**Program Services (List)**					
E-10.1	Project Independence (CSBG)	7230	$221,425	$217,695	$317,011	$317,011
E-10.2		7230				
E-10.3		7230				
E-10.4		7230				
E-10.5						
E-11	**Contractual Arrangements (List)**					
E-11.1	7450-FC-11: 1/2% GTF Operating Funds Award	7400	$7,502			
E-11.2		7400				
E-11.3		7400				
E-11.4		7400				
E-11.5						
E-12	**Other operations (Specify)**					
E-12.1		7450				
E-12.2		7450				
E-12.3		7450				
E-12.4		7450				
E-12.5						
E-13	**TOTAL OPERATIONS**		$1,125,276	$1,302,147	$1,352,064	$1,352,064

Proposed Budget

Fremont County Association of Governments

FYE 6/30/2027

INDIRECT COSTS BUDGET

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
E-14	**Insurance**					
E-14.1	Liability	7502	$11,060	$5,000	$7,856	$7,856
E-14.2	Buildings and vehicles	7503	$38,423	$40,904	$45,525	$45,525
E-14.3	Equipment	7504				
E-14.4	Other (Specify)					
E-14.5		7505				
E-14.6		7505				
E-14.7						
E-15	**Indirect payroll costs:**					
E-15.1	FICA (Social Security) taxes	7511				
E-15.2	Workers Compensation	7512				
E-15.3	Unemployment Taxes	7513				
E-15.4	Retirement	7514				
E-15.5	Health Insurance	7515				
E-15.6	Other (Specify)					
E-15.7		7516				
E-15.8		7516				
E-15.9						
E-17	**TOTAL INDIRECT COSTS**		$49,483	$45,904	$53,381	$53,381

DEBT SERVICE BUDGET

		DOA Chart of Accounts	2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
D-1	**Debt Service**					
D-1.1	Principal	6401				
D-1.2	Interest	6410	$1,201			
D-1.3	Fees	6420				
D-2	**TOTAL DEBT SERVICE**		$1,201	$0	$0	$0

Proposed Budget

Fremont County Association of Governments

NAME OF DISTRICT/BOARD

FYE 6/30/2027

GENERAL FUNDS

		DOA Chart of Accounts	*End of Year* 2024-2025 Actual	*Beginning* 2025-2026 Estimated	*Beginning* 2026-2027 Proposed	Pending Approval
C-1	**Balances at Beginning of Fiscal Year**					
C-1.1	General Fund Checking	**1010**	$706,407	$706,407	$553,094	$553,094
C-1.2	Savings and Investments	**1040**		$0		
C-1.3	General Fund CD Balance	**1050**		$0		
C-1.4	All Other Funds	**1020**		$0		
C-1.5	Reserves (From Below)		$0	$0	$0	$0
C-1.6	**Total Estimated Cash and Investments on Hand**		$706,407	$706,407	$553,094	$553,094
C-2	**General Fund Reductions:**					
C-2.1	a. Unpaid bills at FYE	**2010**	$69,527	$38,426		
C-2.2	b. Reserves		$0	$0	$0	$0
C-2.3	**Total Deductions (a+b)**		$69,527	$38,426	$0	$0
C-2.4	**Estimated Non-Restricted Funds Available**		$636,880	$667,981	$553,094	$553,094

SINKING & DEBT SERVICE FUNDS

DOA Chart of Accounts: **1070**

		2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
C-3					
C-3.1	Beginning Balance in Reserve Account (**end of previous year**)		$0	$0	
C-3.2	*Date of Reserve Approval in Minutes:*				
C-3.3	Amount to be added to the reserve				
C-3.4	*Date of Reserve Approval in Minutes:*				
C-3.5	SUB-TOTAL	$0	$0	$0	$0
C-3.6	Identify the amount and project to be spent				
C-3.7	a.				
C-3.8	b.				
C-3.9	c.				
C-3.10	*Date of Reserve Approval in Minutes:*				
C-3.11	TOTAL CAPITAL OUTLAY (a+b+c)	$0	$0	$0	$0
C-3.12	Balance to be retained	$0	$0	$0	$0

RESERVES

DOA Chart of Accounts: **1090**

		2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
C-4					
C-4.1	Beginning Balance in Reserve Account (end of previous year)		$0	$0	
C-4.2	*Date of Reserve Approval in Minutes:*				
C-4.3	Amount to be added to the reserve				
C-4.4	*Date of Reserve Approval in Minutes:*				
C-4.5	SUB-TOTAL	$0	$0	$0	$0
C-4.6	Identify the amount and project to be spent				
C-4.7	a.				
C-4.8	b.				
C-4.9	c.				
C-4.10	*Date of Reserve Approval in Minutes:*				
C-4.11	TOTAL OTHER RESERVE OUTLAY (a+b+c)	$0	$0	$0	$0
C-4.12	Balance to be retained	$0	$0	$0	$0

BOND FUNDS

DOA Chart of Accounts: **1060**

		2024-2025 Actual	2025-2026 Estimated	2026-2027 Proposed	Pending Approval
C-5					
C-5.1	Beginning Balance in Reserve Account (end of previous year)		$0	$0	
C-5.2	*Date of Reserve Approval in Minutes:*				
C-5.3	Amount to be added to the reserve				
C-5.4	*Date of Reserve Approval in Minutes:*				
C-5.5	SUB-TOTAL	$0	$0	$0	$0
C-5.6	Identify the amount and project to be spent				
C-5.7	*Date of Reserve Approval in Minutes:*				
C-5.8	Balance to be retained	$0	$0	$0	$0
C-5.9	TOTAL TO BE SPENT	$0	$0	$0	$0

Agenda Item Title: Staff Reports

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
    ☐ TBD
    ☐ TBD
☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

This agenda item provides an opportunity for FCAG Senior Staff to present brief updates to the Board regarding activities, operations, and notable developments within their respective areas of responsibility.

Staff reports are intended to enhance transparency, keep the Board informed of ongoing initiatives, and provide context for upcoming policy decisions or future agenda items. Following each update, Board members may ask questions for clarification or additional information.

This section is informational in nature and does not include formal action unless specifically requested during the discussion.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

To ensure the Board remains informed of current operations, initiatives, and emerging issues across FCAG programs and divisions, and to allow direct engagement between Board members and Senior Staff.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

N/A

PROPOSED MOTION:

N/A

ADMINISTRATOR RECOMMENDATION:

Receive the staff reports and provide feedback or direction as appropriate.

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS
WIND RIVER TRANSPORTATION AUTHORITY • PROJECT INDEPENDENCE
2554 AIRPORT RD RIVERTON WY, 82501 • (307) 856-9782

STAFF REPORT

Date: Thursday, June 25, 2026
TO: June 2026 FCAG Staff Report
FROM: Tim Nichols, Director
SUBJECT: June 2026 FCAG Staff Report

June was a defining month for FCAG. The organization was required to respond quickly and responsibly to significant public transportation funding reductions while continuing to advance the broader mission of FCAG: regional coordination, shared services, public accountability, and practical solutions to community-wide challenges.

The most significant administrative undertaking this month was the complete redesign of the FY27 budget in response to reduced public transportation funding through the Wyoming Department of Transportation and the Federal Transit Administration Section 5311 program. What began as a standard annual budget process quickly became a stabilization effort. Early reduction modeling indicated a substantial reduction to WRTA's 5311 allocation, requiring staff to rebuild assumptions around revenue, expenditures, local match, capital timing, reserves, and service continuity. Rather than simply reducing line items, administration worked through the budget at a structural level to determine how FCAG could preserve essential transportation service while still maintaining the organization's financial and legal obligations.

The FY27 budget presented to the Board reflects conservative revenue forecasting, disciplined expenditure management, continued reliance on local match resources, and a measured use of accumulated reserves. This approach was necessary because the funding reduction does not affect WRTA alone. It affects the broader FCAG structure, including shared administration, payroll allocation, grant management, compliance, local match planning, and the organization's ability to sustain core services. The budget also accounts for continued Project Independence operations, capital needs, WRTA service demands, and the administrative structure necessary to manage federal and state funding responsibly.

In addition to the internal budget redesign, FCAG administration worked to quantify the statewide impact of the 5311 reductions. Staff prepared reduction workbooks, local match tools, and agency data request materials to better understand how reductions would affect all Wyoming public transportation providers. This work was not only for WRTA's internal planning. It was also intended to support meaningful communication with state partners, local governments, legislators, and peer agencies. The analysis identified that the reductions create both a direct federal funding loss and a corresponding local match problem. In practical terms, reduced federal funds will emphasize to local governments and providers either to locate additional local support or reduce service.

Throughout the month, I continued working with colleagues across Wyoming's public transportation network to identify potential solutions. Those discussions included the immediate need for one-time bridge funding for FFY27, but they also began moving into larger questions about the long-term structure of public transportation in Wyoming. Staff prepared Resolution 2026-03 in support of the WYTAC and WYTRANS requests for one-time bridge funding. This resolution recognizes public transportation as an essential service supporting access to medical care, employment, education, nutrition programs, senior services, disability services, early childhood services, and other critical destinations. It also supports the request for a one-time appropriation of $5,785,000 to help stabilize public transportation providers through FY27.

Locally, I have also been working with colleagues and local legislators, including Representative Tim Salazar and Representative Lloyd Larsen, to begin discussing potential responses to the funding reductions. Those conversations are important not only for WRTA, but for the broader question of how Wyoming intends to sustain public transportation in rural communities. The current funding environment has made it clear that annual uncertainty, fragmented service models, and isolated local match struggles are not a sustainable long-term strategy.

As part of that broader discussion, WRTA has also advanced conversations around the regionalization of public transportation in Wyoming. The regionalization concept evaluates whether Wyoming would be better served by a smaller number of regional transit authorities with consolidated administration, coordinated dispatch, shared compliance systems, regional fleet management, and more consistent service planning. This concept builds on WRTA's experience integrating the Riverton Senior Center transit program, where centralized administration and dispatch helped reduce cost while expanding service. The regionalization discussion is still exploratory, but it directly aligns with FCAG's purpose of coordinating local governments, improving efficiency, and addressing regional needs through shared solutions.

WRTA operations continued to demonstrate strong public demand. From January through May 2026, WRTA provided 19,710 passenger trips across fixed route and demand response services. Demand response accounted for the majority of ridership, demonstrating the importance of flexible public transportation for seniors, individuals with disabilities, workers, families, students, and residents without reliable transportation. Based on the January through May trend, WRTA is pacing toward approximately 47,300 annual passenger trips. This level of utilization reinforces that WRTA is not serving a narrow or isolated purpose. It is providing essential transportation access throughout Fremont County.

The June report to the Fremont County Commission also outlined the FY27 local subsidization request and the importance of local support in maintaining service continuity. WRTA requested $124,258.95 from Fremont County for FY27. If the proposed three-quarter percent sales tax is successful, WRTA anticipates that this request may be reduced to approximately $62,129.48, depending on the delay between approval, revenue generation, distribution, and availability of funds. Staff also committed to providing a projected drawdown analysis identifying the point at which service reductions or suspension may need to be considered if adequate local support is not available.

June also included major public-facing work through Fare Free Summer. This temporary fare-relief campaign was developed to reduce transportation barriers for families, workers, students, seniors, individuals with disabilities, and residents facing increased cost-of-living pressures. The campaign is intentionally framed as a public-service effort and is kept separate from any ballot measure, tax proposal, election, or political advocacy. The core message is simple: transportation should not be the barrier that keeps someone from getting to work, medical appointments, groceries, school, services, or family obligations.

On the governance side, June's board materials reflected continued progress in formalizing FCAG's internal systems. The Board packet included the FCAG Financial Policy and Procedures Handbook, WRTA ADA Compliance Policy, and the LGLP presentation. The financial handbook represents an important step in strengthening internal controls, procurement procedures, financial reporting, audit readiness, grant compliance, cost allocation, and organizational accountability across FCAG, WRTA, Project Independence, and other FCAG-administered functions.

The Regional Ambulance Service Evaluation Committee also remained active in June. The June 17 RASEC agenda continued work on the business plan, ambulance service cost, and ambulance alignment. This work is another example of FCAG's role as a regional convener. The organization is helping local governments and stakeholders evaluate complex service delivery issues that no single entity can solve as effectively on its own.

WRTA also participated in the 2026 WYTRANS Conference in Casper from June 16 through June 18. The conference included training, procurement, drug and alcohol compliance, ADA, cost allocation, driver training, and statewide peer engagement. WRTA also contributed directly to the statewide conversation through the "Lessons Learned" session, which focused on the Riverton Senior Center transit integration, operational coordination, cost efficiencies, and how those lessons may apply elsewhere in Wyoming's transit landscape.

Overall, June required FCAG to operate with urgency, creativity, and discipline. Staff had to respond to reduced funding, rebuild the budget, prepare legislative communication tools, support statewide advocacy, continue public service delivery, advance local funding requests, maintain compliance work, and participate in broader discussions about the future of public transportation in Wyoming. This was not a routine administrative month. It was a month in which the organization had to confront a serious fiscal challenge while still moving forward.

The work completed in June demonstrates the strength of this organization and the value of the staff serving it. FCAG continues to make measurable progress because the team is willing to adapt, learn, collaborate, and take on difficult work. The challenges ahead remain significant, particularly as reserves are depleted, and local subsidization becomes increasingly necessary. However, the level of analysis, coordination, and leadership demonstrated this month provides confidence that FCAG is fulfilling its role as a regional problem-solving entity and that WRTA remains a critical public service for Fremont County.

Agenda Item Title: Public Comment

SESSION TYPE:	APPLIES TO STRATEGIC GOALS:
☒ Regular Meeting	☐ Yes (Select below)
☐ Special Meeting	☐ TBD
☐ Work Session	☐ TBD
☐ Other	☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

This agenda item provides an opportunity for public comment. Scheduled speakers include:

(None)

This session is also open for additional comments from members of the audience, subject to the board chair's discretion to limit time as needed.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

To allow public input and provide a platform for presentations from scheduled speakers and other community members.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

N/A

PROPOSED MOTION:

N/A

ADMINISTRATOR RECOMMENDATION:

I recommend reaching out to the audience to invite additional comments following the scheduled speakers. The board chair has the discretion to limit time for each speaker to ensure fairness and maintain meeting efficiency.

Agenda Item Title: LGLP Presentation

SESSION TYPE:	APPLIES TO STRATEGIC GOALS:
☒ Regular Meeting	☐ Yes (Select below)
☐ Special Meeting	☐ TBD
☐ Work Session	☐ TBD
☐ Other	☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

Representatives from the Wyoming Local Government Liability Pool (LGLP) have been invited to provide the Board with an overview of the Pool, its services, and the risk management resources available to participating governmental entities.

LGLP is a Joint Powers Board created pursuant to Wyoming Statute § 1-42-201 with a mission of providing a stable, affordable, and quality source of liability coverage and risk management services to Wyoming local governments. The organization currently serves approximately 550 member entities statewide. The presentation outlines the Pool's mission, liability coverage, claims administration, risk management consultation, human resource consultation, and loss prevention programs.

The Board presentation is also intended to provide elected officials with a broader understanding of governmental liability protections afforded under the Wyoming Governmental Claims Act, coverage limitations, and the resources available to member entities for policy development, training, and loss prevention. Pages 16 and 17 of the attached presentation further highlight the Pool's approach to member contributions and the extensive training opportunities available to local governments.

Although an LGLP presentation had originally been scheduled for June 2026, scheduling conflicts prevented attendance at that time. LGLP representatives have expressed interest in attending a future meeting, and this item provides an opportunity for the Board to receive the presentation and ask questions regarding risk management, liability coverage, and best practices for public entities.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

June 2026 – Board member requested an informational presentation from LGLP.

WHY IS THIS ITEM BEFORE THE BOARD:

To provide Board members with an overview of the Wyoming Local Government Liability Pool and the services and training resources available to FCAG and its member governments.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

N/A

PROPOSED MOTION:

No formal action required – Presentation and Discussion Only.

ADMINISTRATOR RECOMMENDATION:

Receive the presentation and encourage continued engagement with LGLP representatives to ensure FCAG and its member governments remain informed regarding governmental liability, risk management practices, and available training opportunities.

WYOMING

LOCAL GOVERNMENT LIABILITY POOL

LGLP Overview & Board Training

Disclaimer

This presentation and any links provided are for general informational purpose only and shouldn't be construed as legal advice. Receipt of these materials does not create an attorney-client relationship nor is it a solicitation or advertisement to provide legal services. The views expressed in this presentation may be outdated or repealed by current law. Do not act upon this information without seeking professional counsel in the appropriate jurisdiction.

WYOMING
LOCAL GOVERNMENT LIABILITY POOL

Wyoming Local Government Liability Pool

- Mission: providing a stable, affordable, quality source of liability coverage and risk management services
  - Joint Powers Board
  - 550 Local Government Members

Program Services

- Liability Coverage
- Claim Assistance
- Loss Prevention
- Risk Management Consultation
- Human Resource Consultation

Background of LGLP

- W.S. 1-42-201 – Wyoming Statute that enabled a Joint Powers Board to be created with a mission of offering reasonably priced liability coverage and loss prevention services to local government entities through a self-insurance program.

- Coverage for claims for damages made under:
  - the Wyoming Governmental Claims Act and
  - Federal law or laws of other jurisdictions.

Wyoming Governmental Claims Act

WGCA allows state and local governments to be sued in state court for only these actions:

- "negligent operation of any motor vehicle, aircraft or watercraft" (§ 105);
- "negligent operation or maintenance of any building, recreation area or public park" (§ 106);
- "negligent operation of airports" (§ 107);
- "negligent operation of public utilities and services including gas, electricity, water, solid or liquid waste collection or disposal, heating and ground transportation" (§ 108);
- "negligent operation of any public hospital or in providing public outpatient health care" (§ 109);
- "negligent health care providers who are employees of the governmental entity, including contract physicians, physician assistants, nurses, optometrists and dentists who are providing a service for state institutions or county jails, while acting within the scope of their duties" (§ 110);
- "tortious conduct of peace officers while acting within the scope of their duties" (§ 112).
- "enforcement of red flag gun seizure" (§ 122).
- "violation of [Second Amendment Financial Privacy Act]" (§ 123).

Wyoming Governmental Claims Act

1-39-104. Granting immunity from tort liability; liability on contracts; exceptions.

(a) A governmental entity and its public employees while acting within the scope of duties are granted immunity from liability for any tort except as provided by W.S. 1-39-105 through 1-39-112, 1-39-122 and 1-39-123. Any immunity in actions based on a contract entered into by a governmental entity is waived except to the extent provided by the contract if the contract was within the powers granted to the entity and was properly executed and except as provided in W.S. 1-39-120(b). The claims procedures of W.S. 1-39-113 apply to contractual claims against governmental entities.

(b) When liability is alleged against any public employee, if the governmental entity determines he was acting within the scope of his duty, whether or not alleged to have been committed maliciously or fraudulently, the governmental entity shall provide a defense at its expense.

(c) A governmental entity shall assume and pay a judgment entered under this act against any of its public employees, provided:

(i) The act or omission upon which the claim is based has been determined by a court or jury to be within the public employee's scope of duties;

(ii) The payment for the judgment shall not exceed the limits provided by W.S. 1-39-118; and

(iii) All appropriate appeals from the judgment have been exhausted or the time has expired when appeals may be taken.

(d) A governmental entity shall assume and pay settlements of claims under this act against its public employees in accordance with W.S. 1-39-115, 1-41-106 or 1-42-204.

Source - https://wyoleg.gov/statutes/compress/title01.pdf

Wyoming Governmental Claims Act

1-39-105. Liability; operation of motor vehicles, aircraft and watercraft.

A governmental entity is liable for damages resulting from bodily injury, wrongful death or property damage caused by the negligence of public employees while acting within the scope of their duties in the operation of any motor vehicle, aircraft or watercraft.

1-39-106. Liability; buildings, recreation areas and public parks.

A governmental entity is liable for damages resulting from bodily injury, wrongful death or property damage caused by the negligence of public employees while acting within the scope of their duties in the operation or maintenance of any building, recreation area or public park.

1-39-107. Liability; airports.

(a) A governmental entity is liable for damages resulting from bodily injury, wrongful death or property damage caused by the negligence of public employees while acting within the scope of their duties in the operation of airports.

(b) The liability imposed pursuant to subsection (a) of this section does not include liability for damages due to the existence of any condition arising out of compliance with any

Source - https://wyoleg.gov/statutes/compress/title01.pdf

Wyoming Governmental Claims Act

1-39-108. Liability; public utilities.

(a) A governmental entity is liable for damages resulting from bodily injury, wrongful death or property damage caused by the negligence of public employees while acting within the scope of their duties in the operation of public utilities and services including gas, electricity, water, solid or liquid waste collection or disposal, heating and ground transportation.

(b) The liability imposed pursuant to subsection (a) of this section does not include liability for damages resulting from bodily injury, wrongful death or property damage caused by a failure to provide an adequate supply of gas, water, electricity or services as described in subsection (a) of this section.

1-39-109. Liability; medical facilities.

(a) Except as provided in subsection (b) of this section, a governmental entity is liable for damages resulting from bodily injury, wrongful death or property damage caused by the negligence of public employees while acting within the scope of their duties in the operation of any public hospital or in providing public outpatient health care.

(b) The state of Wyoming is solely liable for damages resulting from, and the sole responsible party for, bodily injury or wrongful death to a patient treated under the provisions of W.S. 35-31-101 through 35-31-103 caused by the negligence of a health care provider or a medical facility while performing health care services pursuant to a contract to deliver volunteer health services under W.S. 35-31-101 through 35-31-103.

Source - https://wyoleg.gov/statutes/compress/title01.pdf

Wyoming Governmental Claims Act

1-39-110. Liability; health care providers.

(a) A governmental entity is liable for damages resulting from bodily injury, wrongful death or property damage caused by the medical malpractice of health care providers who are employees of the governmental entity, including contract physicians, physician assistants, nurses, optometrists and dentists who are providing a service for state institutions or county jails, while acting within the scope of their duties.

(b) Notwithstanding W.S. 1-39-118(a), for claims under this section against a physician, physician assistant, nurse, optometrist or dentist who is employed by a governmental entity or who is deemed to be a public employee of the state by virtue of a contract pursuant to W.S. 35-31-101 through 35-31-103, based upon an act, error or omission occurring on or after May 1, 1988, the liability of a governmental entity shall not exceed the sum of one million dollars ($1,000,000.00) to any claimant for any number of claims arising out of a single transaction or occurrence nor exceed the sum of one million dollars ($1,000,000.00) for all claims of all claimants arising out of a single transaction or occurrence.

Source - https://wyoleg.gov/statutes/compress/title01.pdf

Wyoming Governmental Claims Act

1-39-120. Exclusions from waiver of immunity.

(a) The liability imposed by W.S. 1-39-106 through 1-39-112 does not include liability for damages caused by:

(i) A defect in the plan or design of any bridge, culvert, highway, roadway, street, alley, sidewalk or parking area;

(ii) The failure to construct or reconstruct any bridge, culvert, highway, roadway, street, alley, sidewalk or parking area; or

(iii) The maintenance, including maintenance to compensate for weather conditions, of any bridge, culvert, highway, roadway, street, alley, sidewalk or parking area.

(b) Notwithstanding the waiver of immunity for tort liability provided by W.S. 1-39-105 through 1-39-112 or the waiver of immunity in actions based on contract provided by W.S. 1-39-104, a governmental entity and its public employees while acting within the scope of duties are immune from a civil action in tort, contract or otherwise alleging, in whole or in part, the improper seizure of property pursuant to W.S. 35-7-1049.

Source - https://wyoleg.gov/statutes/compress/title01.pdf

WGCA v. Federal Causes of Action

- The WGCA applies to state law tort actions

- Federal Laws apply to Civil Rights Violations such as:
  - Wrongful termination of employee
    - Discrimination
    - Due Process
  - Bill of Rights Violations
    - Free speech, Searches, et al.
  - Rules or ordinances which violate an individual's civil rights

What is Included in Coverage?

- Claim Review
  - Processing and payment of valid claims
- Defense
  - Litigation attorney and costs
- Indemnification
  - Settlement or Judgment

What's Not Covered?

- Workers' Compensation
- Real & personal property owned by participants
- Entity automobile physical damage (comprehensive & collision) and medical payments for employees
- Contractual disputes
- Injunctive relief
- Inverse condemnation
- Exemplary or punitive damages
- Cyber/Technology

Coverage Limits

The Wyoming Governmental Claims Act provides the following on covered claims:

- $250,000 per person/$500,000 per occurrence
- 1.5 million per occurrence for federal law
- Out-of-state claims - Per occurrence for all claimants; the lesser of:

  the statutory cap on damages for out-of-state governmental entities as recognized by the State where the occurrence took place or $1,500,000.
- 5 million maximum annual aggregate

Cost of Program

Entities contribute based on the type of entity they are (relative risk exposure compared to all pool member types) and assigned a base rate per $1,000 of payroll from the previous calendar year.

Loss Prevention Services

- Policy and Handbook Assistance
- In Person or Instructor Led Trainings
  - Board Training including Overview of LGLP;
  - Workplace Harassment: What Employees Need to Know;
  - Preventing Sexual Harassment: What Supervisors Need to Know;
  - Professional Behavior for Supervisors and many more.
- Online trainings
  - Business Legal Resources' Platform

Agenda Item Title: FCAG-POL-3.1 Financial Policies and Procedures Handbook

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
- ☐ TBD
- ☐ TBD

☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

Over the past year, the Fremont County Association of Governments has undertaken a comprehensive review and modernization of its financial management practices. As the organization has continued to grow and administer increasingly complex federal, state, and local funding streams, the need for a single, unified financial governance framework has become evident.

The proposed Financial Handbook establishes standardized policies and procedures governing budgeting, procurement, internal controls, cash management, grant administration, asset management, financial reporting, records retention, and compliance. The handbook applies uniformly across all FCAG programs and divisions, including Wind River Transportation Authority (WRTA), Project Independence/Community Services Block Grant, Regional Transportation Planning, Community Development, Human Services, and Administration.

The handbook incorporates applicable requirements of 2 CFR Part 200 (Uniform Guidance), Federal Transit Administration regulations, Single Audit requirements, Wyoming statutes, Generally Accepted Accounting Principles (GAAP), and industry best practices. It further establishes clear roles and responsibilities for the Board of Directors, Finance Committee, Director, Business Manager, and program managers, while strengthening internal controls intended to safeguard public funds.

Notable provisions include:

- Establishment of formal spending authorities and approval thresholds.
- Enhanced fraud prevention, whistleblower protections, and conflict of interest requirements.
- Adoption of the 15% de minimis indirect cost methodology for eligible federal awards.

- Formal procurement thresholds and competitive bidding procedures consistent with Uniform Guidance and FTA requirements.
- Standardized grant management, asset management, and records retention requirements.
- Annual independent audit requirements and mandatory competitive rebidding of audit services at least every five years.
- Formal quarterly financial reporting requirements and three-year financial planning expectations.
- Annual review and update requirements to ensure continued compliance with changing laws and regulations.

Adoption of the Financial Handbook will replace prior fragmented financial guidance and establish a durable framework intended to support transparency, accountability, operational consistency, and long-term financial sustainability throughout FCAG.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

2025-2026 – Board directed continued modernization of FCAG financial practices.

2025-2026 – QuickBooks Online implementation and transition to true fund accounting.

2025-2026 – Review and revision of procurement procedures, banking structure, internal controls, and grant management practices.

2026 – Finance Committee and staff developed a comprehensive Financial Handbook for Board consideration.

WHY IS THIS ITEM BEFORE THE BOARD:

Board approval is required to formally adopt the Financial Handbook as FCAG's governing financial policy document. Adoption will provide a single authoritative framework for financial administration and supersede previous financial policy documents and informal practices.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Adopt the FCAG Financial Handbook as presented, with any amendments deemed appropriate by the Board.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments adopt the FCAG-POL-3.1 Financial Policies and Procedures Handbook as presented (or as amended), effective immediately, and that this Handbook supersede all previous financial policies and procedures to the extent they are inconsistent with its provisions."

(Second Required)

Chairman:
"It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend approval of the Financial Handbook. The organization has evolved significantly in recent years, and the administration of multiple federal, state, and local funding sources requires a clear and consistent financial governance structure. Adoption of this handbook represents an important milestone in FCAG's ongoing efforts to modernize its operations, strengthen accountability, improve audit readiness, and ensure continued compliance with applicable laws and regulations while providing a durable framework capable of supporting future organizational growth.

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS

FCAG-POL-3.1

Financial Policies and Procedures Handbook

Prepared For:

All Fremont County Association of Governments Employees both existing and prospective.

Effective Click or tap to enter a date., this Financial Policies and Procedures Handbook edition supersedes all previous editions.

TABLE OF CONTENTS

1. PURPOSE

To establish a comprehensive financial management framework that ensures fiscal responsibility, transparency, and accountability in the operations of FCAG. These policies govern budgeting, procurement, financial reporting, audits, asset management, and compliance with state and federal regulations.

The purpose of this document is to provide a structured and standardized approach to financial decision-making, ensuring that all funds are managed with integrity and in alignment with FCAG's mission and strategic objectives. These policies serve as a guideline for financial planning, internal controls, and risk mitigation, helping to safeguard FCAG's financial sustainability and long-term viability.

Furthermore, this framework aims to uphold public trust by ensuring that financial practices are conducted in an ethical, legal, and transparent manner. By establishing clear accountability measures and oversight responsibilities, these policies support compliance with financial regulations while promoting efficiency and effectiveness in financial management.

2. SCOPE

This policy applies to all FCAG Board members, employees, contractors, and any individuals involved in financial transactions on behalf of FCAG. It governs all financial activities, including but not limited to budgeting, revenue management, procurement, expenditures, reimbursements, asset management, audits, and financial compliance.

These policies apply across all FCAG departments, divisions, and programs, including the Wind River Transportation Authority (WRTA), Project Independence/Community Services Block Grant (CSBG), Regional Transportation Planning, Community Development, Human Services, and Administration, ensuring uniform financial management practices. Additionally, they extend to any external partners, grantees, or agencies managing FCAG funds, requiring them to adhere to FCAG's financial policies and oversight procedures.

Any updates to state or federal financial regulations impacting FCAG operations, including FTA Circular 5010, 2 CFR Part 200 (Uniform Guidance), Wyoming State Budget requirements, and CSBG regulations, will be incorporated into these policies to maintain compliance and best financial practices.

3. DEFINITIONS

Term	Definition
2 CFR Part 200	Federal Uniform Guidance governing grants and cooperative agreements, establishing cost principles, administrative requirements, and audit standards for federal award recipients.

Asset Management	The systematic tracking, maintenance, and disposal of FCAG-owned property and resources to ensure proper utilization and accountability.
Audit	An independent examination of FCAG's financial statements, records, and controls to ensure accuracy and regulatory compliance.
Cash Handling	Processes and procedures for receiving, securing, recording, and depositing cash transactions to ensure financial accountability.
Compliance	Adherence to internal financial policies, state and federal regulations, and industry best practices governing financial operations.
De Minimis Indirect Cost Rate	A 15% indirect cost rate applied to Modified Total Direct Costs (MTDC) available to federal award recipients that have never received a Negotiated Indirect Cost Rate Agreement (NICRA), per 2 CFR §200.414(f).
Expense Reimbursement	The process of compensating employees or board members for out-of-pocket expenses incurred while conducting official FCAG business.
Financial Oversight	Ongoing monitoring and evaluation of FCAG's financial management practices to ensure compliance, efficiency, and effectiveness.
Financial Reporting	The process of compiling and presenting financial data, including statements and audits, to ensure transparency and compliance.
Fiscal Year	The 12-month accounting period used for budgeting and financial reporting (July 1 – June 30).
Fraud Prevention	Measures and protocols established to detect, prevent, and respond to fraudulent financial activities.
FTA	Federal Transit Administration – the federal agency overseeing transit grant programs including Sections 5307, 5310, 5311, and 5339.
GAAP	Generally Accepted Accounting Principles – the standard framework for financial accounting and reporting.

Internal Controls	Procedures and safeguards are implemented to protect financial assets, prevent fraud, and ensure accuracy in financial reporting.
MTDC	Modified Total Direct Costs – the base for calculating indirect costs under the de minimis rate, including salaries, wages, fringe benefits, materials, supplies, services, and subawards up to $25,000 per subaward.
NICRA	Negotiated Indirect Cost Rate Agreement – a formal agreement with a federal cognizant agency establishing an organization's indirect cost rate.
Operating Budget	The annual financial plan that details projected revenues, expenditures, and financial allocations to support FCAG's operations.
Procurement	The process of acquiring goods and services through competitive selection or negotiated contracts.
Revenue	All income received by FCAG, including grants, membership dues, program fees, and other funding sources.
Separation of Duties	The internal control practice of dividing financial transaction responsibilities among multiple individuals to reduce risk of error or fraud.
Whistleblower Protections	Policies ensuring that individuals who report financial misconduct or fraud are protected from retaliation.
DBE	Disadvantaged Business Enterprise – a federal program under 49 CFR Part 26 requiring recipients of FTA financial assistance to take affirmative steps to include small businesses owned and controlled by socially and economically disadvantaged individuals in contracting opportunities.
IFB	Invitation for Bids – a formal competitive procurement document used for purchases of goods or construction where specifications can be precisely defined and award is made to the lowest responsive, responsible bidder.
NTD	National Transit Database – FTA's primary source for information and statistics on the transit systems of the United States. WRTA is required to submit annual financial, operating, and service data to the NTD.

RFP	Request for Proposals – a competitive procurement method used when the scope of work cannot be precisely defined and award may be based on qualifications, technical approach, and price, rather than lowest price alone.
SAM.gov	System for Award Management – the federal government's primary database for entities doing business with the federal government. FCAG must verify that vendors are not debarred or suspended via SAM.gov prior to awarding contracts exceeding $25,000 using federal funds.
Single Audit	An audit conducted under 2 CFR Part 200 Subpart F (formerly OMB Circular A-133) required for non-federal entities that expend $750,000 or more in federal awards in a fiscal year. It includes both a financial statement audit and a compliance audit of federal programs.
Sole Source	A non-competitive procurement method used when only one vendor is capable of meeting the requirement. Sole source awards require written justification approved by the Director (and Board approval above $25,000) documenting why competition is not feasible.
TAM Plan	Transit Asset Management Plan – a plan required under 49 CFR Part 625 for FTA recipients that documents the condition of capital assets (vehicles, equipment, facilities) and establishes investment prioritization to maintain assets in a state of good repair.

4. FINANCIAL GOVERNANCE FRAMEWORK

FCAG's financial governance framework establishes the organizational structure, responsibilities, ethical standards, and internal controls necessary to ensure that all financial activities are conducted with integrity, transparency, and in full compliance with applicable federal, state, and local requirements

4.1. ROLES & RESPONSIBILITIES

Clear delineation of financial roles is essential to maintaining accountability and effective oversight. The following table summarizes primary financial responsibilities across the organization:

Role	Key Financial Responsibilities

Board of Directors	Approve annual budget; authorize major contracts and capital expenditures; receive and act on audit findings; set financial policy; approve account openings/closings; ensure compliance with grant obligations.
Finance Committee	Oversee budget development; review quarterly and annual financial reports; recommend budget amendments; monitor compliance; approve departmental reallocations up to 5% of departmental budget.
Director	Overall fiduciary responsibility; authorize expenditures within established thresholds; sign contracts within Board-approved limits; ensure staff compliance with financial policies; report material financial issues to the Board.
Business Manager / Finance Staff	Day-to-day financial operations; accounts payable and receivable; payroll processing; bank reconciliations; grant financial reporting; maintain accounting records; prepare financial statements.
Program / Division Manager	Ensure expenditures within divisional budgets; review and approve program-level invoices and purchase requests; provide cost allocation data; report budget variances to Business Manager.
Treasurer (Board Officer)	Review monthly bank reconciliations; co-sign checks or transfers above designated thresholds; present financial summaries to the Board; provide oversight of audit process.

4.1.1. SIGNATURE AUTHORITY & SPENDING LIMITS

The following signature authority matrix governs financial approvals. All expenditures must be properly authorized prior to commitment or payment:

Transaction Type	Amount Threshold	Approving Authority	Board Action Required
Operational Expenditure	Up to $2,500	Program/Division Manager	No

Operational Expenditure	$2,501 – $10,000	Director	No
Operational Expenditure	$10,001 – $25,000	Director + Finance Committee	No
Operational Expenditure	Above $25,000	Director + Board	Yes
Contract Award	Any amount	Director (per procurement policy)	Yes if > $25,000
Wire Transfer / ACH	Any amount	Business Manager + Director	Yes if > $50,000
Grant Drawdown Request	Any amount	Business Manager + Director	No
Budget Amendment (Major)	> 10% of total budget	Finance Committee recommendation	Yes
Emergency Expenditure	Up to $10,000	Director	Ratify at the next meeting

4.2. ETHICAL STANDARDS & CONFLICT OF INTEREST

All FCAG Board members, employees, and contractors are required to conduct themselves with the highest standards of ethical integrity in all financial matters. The following requirements apply:

4.2.1. STANDARDS OF CONDUCT

- No FCAG employee, officer, or agent shall participate in any aspect of a financial transaction, contract award, or procurement decision in which they have a real or apparent personal or financial interest.
- Employees and Board members shall not solicit or accept gifts, gratuities, favors, entertainment, or anything of monetary value from vendors, contractors, or parties seeking to do business with FCAG. Nominal items with a value under $25 that bear no reasonable expectation of influencing decisions are excluded.
- All Board members and key employees with financial decision-making authority shall complete and sign an annual Conflict of Interest Disclosure form by July 31 of each fiscal year. The Director is responsible for tracking receipt of all required disclosures and shall provide a compliance report to

the Board Chair by August 15. Board members and employees who fail to submit a required disclosure by July 31 shall receive written notice from the Director; if the disclosure remains outstanding after 14 days, the matter shall be reported to the Board Chair for follow-up. Employees in non-compliance may be subject to disciplinary action under Section 11.3.
- Any individual who becomes aware of a potential or actual conflict of interest during the fiscal year must disclose it in writing to the Director (or to the Board Chair if the conflict involves the Director) immediately upon awareness.
- Disclosed conflicts shall be reviewed, and a determination made as to whether recusal from the relevant decision or activity is required.

4.3. INTERNAL CONTROL FRAMEWORK

FCAG shall maintain a system of internal controls consistent with the requirements of 2 CFR §200.303 and applicable GAAP standards. The internal control framework is designed to provide reasonable assurance that financial transactions are properly authorized, recorded, and reported.

4.3.1. FEDERAL STANDARDS OF CONDUCT (2 CFR §200.318)

As a recipient of federal awards, FCAG is required to maintain written standards of conduct covering conflicts of interest and governing the actions of employees engaged in the selection, award, and administration of contracts. These standards shall be consistent with and incorporated into FCAG's procurement procedures.

- No employee, officer, or agent of FCAG shall participate in the selection, award, or administration of a contract supported by a federal award if they have a real or apparent conflict of interest.
- Officers, employees, and agents of FCAG shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts.
- Violations of these standards shall be subject to the disciplinary actions set forth in Section 11.3 of this Handbook.

4.3.2. DUAL SIGNATORY REQUIREMENT

All checks, wire transfers, and ACH payments exceeding $5,000 shall require two authorized signatures or approvals. Authorized signatories shall be designated by Board resolution and reviewed annually. The same individual shall not initiate and approve a payment.

FTA NOTE	For WRTA transit grants, the dual-signatory requirement applies to all federal drawdown requests regardless of amount, consistent with FTA financial management requirements under FTA Circular 5010.1E.

4.4. FRAUD PREVENTION & REPORTING

4.4.1. FRAUD RISK ASSESSMENT

FCAG shall conduct an annual fraud risk assessment as part of its financial management review. The assessment shall identify areas of financial vulnerability, evaluate the adequacy of existing controls, and recommend preventive measures. The Finance Committee shall review the assessment findings and report results to the Board.

4.4.2. INDICATORS OF FRAUD

Employees and supervisors shall be alert to the following potential indicators of fraudulent activity:

- Unexplained variances in financial records or account balances
- Missing, altered, or duplicated invoices or receipts
- Payments to unfamiliar vendors or vendors without physical addresses
- Unusual or unauthorized system access or changes to financial records
- Employees who resist documentation, oversight, or vacation/leave (creating opportunity for concealment)
- Complaints from vendors regarding payment discrepancies

When a potential fraud indicator is identified through routine operations (rather than a formal fraud report), the responsible supervisor or Business Manager shall initiate a preliminary inquiry within 15 business days of becoming aware of the discrepancy. If the inquiry does not resolve the concern within that period, the matter shall be escalated in writing to the Finance Committee. The Finance Committee shall determine whether a formal investigation is warranted and shall document its determination regardless of the outcome.

4.4.3. REPORTING SUSPECTED FRAUD

Any employee, Board member, or contractor who suspects fraud, misappropriation of funds, or financial misconduct shall report the concern as soon as practicable through one of the following channels:

- Direct report to the Director or Business Manager
- Written report to the Board Chair (if the suspected fraud involves the Director)
- Anonymous report to the Finance Committee via sealed written submission to the Board Chair

Reports shall be treated confidentially to the extent practicable. FCAG prohibits retaliation against any person who reports suspected fraud in good faith. See Section 9.4 for Whistleblower Protections.

4.4.4. RESPONSE TO SUSPECTED FRAUD

Upon receipt of a credible fraud report, the Director or Board Chair shall:

1. Immediately preserve all potentially relevant records and restrict access to affected financial systems pending investigation.
2. Engage an independent investigator or auditor if necessary.
3. Report findings to the Board within 30 days or sooner if the situation warrants.
4. If fraud is substantiated, refer the matter to appropriate legal authorities and notify funding agencies as required by grant or contract terms.
5. Implement corrective controls to prevent recurrence.

4.5. FEDERAL COMPLIANCE & MONITORING

FCAG operates as a direct recipient and sub-recipient of federal funds across multiple programs. Federal compliance requirements govern financial management, procurement, cost principles, and audit standards. The following apply to all federally funded programs:

4.5.1. UNIFORM GUIDANCE (2 CFR PART 200)

- All federal awards shall be administered in accordance with 2 CFR Part 200, including Subpart D (Post Federal Award Requirements), Subpart E (Cost Principles), and Subpart F (Audit Requirements).
- Costs charged to federal awards must be allowable, allocable, reasonable, and consistently applied in accordance with 2 CFR §200.405–200.411.
- FCAG shall not use federal funds to pay for costs that are expressly unallowable under 2 CFR Part 200 Appendix XI.

4.5.2. FTA REQUIREMENTS

- All FTA-funded activities under WRTA shall comply with FTA Master Agreement requirements, FTA Circular 5010.1E (Grant Management Requirements), and applicable FTA program circulars for Sections 5307, 5310, 5311, and 5339.
- WRTA shall maintain FTA-compliant financial management systems capable of producing financial data and reports to trace funds to the level of expenditure.
- National Transit Database (NTD) financial and service data shall be reported accurately and on time. The WRTA Director and Business Manager are jointly responsible for NTD submissions.
- Local match requirements shall be documented and verified prior to each grant drawdown. Match sources shall be eligible, non-federal (unless specifically permitted), and properly documented.

Pre-award and post-delivery audits, Buy America certifications, and Charter/School Bus service compliance shall be maintained in WRTA grant files.

4.5.3. SINGLE AUDIT REQUIREMENTS

In any fiscal year in which FCAG expends the federal threshold or more in federal awards in aggregate, FCAG shall arrange for a Single Audit in accordance with 2 CFR Part 200 Subpart F. The Business Manager shall track cumulative federal expenditures throughout the year and notify the Director when the threshold is projected to be met. Audit findings and corrective action plans shall be submitted to the Federal Audit Clearinghouse as required.

5. BUDGETING & FINANCIAL PLANNING

5.1. BUDGET DEVELOPMENT

FCAG operates on a fiscal year that runs from July 1 to June 30. Each year, the Finance Committee is responsible for preparing a proposed budget, which includes projected revenues, planned expenditures, and financial goals aligned with the strategic priorities of the organization. This proposed budget must reflect sound financial management principles and ensure that FCAG maintains fiscal sustainability while fulfilling its mission.

The budget development process shall begin no later than January 1, at least six months prior to the start of the new fiscal year, ensuring sufficient time for analysis, stakeholder engagement, and strategic planning. Each division and department shall assess its funding needs and submit detailed budget requests to the Business Manager no later than March 31 of each fiscal year.

The proposed budget shall include the following key components:

- Revenue Projections: An assessment of all anticipated funding sources, including FTA grants, CSBG, state appropriations, membership dues, and program fees.
- Expenditure Estimates: A breakdown of all anticipated costs, including personnel expenses, operational costs, capital investments, and discretionary spending.
- Contingency & Reserve Funds: A designated allocation for unforeseen expenditures, emergency needs, or revenue shortfalls.
- Debt Obligations & Liabilities: An overview of any existing financial liabilities or anticipated debt service requirements.
- Grant Match Requirements: Documentation of local match obligations for all federal grants anticipated in the upcoming fiscal year.

The finalized budget must be approved by a two-thirds majority vote of the Board no later than May 31. Once approved, the budget shall serve as the financial blueprint for FCAG's operations and be closely monitored throughout the fiscal year.

5.2. COST ALLOCATION

FCAG shall allocate costs in a manner that is reasonable, consistent, documented, and proportionate to the benefit received by each program, division, grant, or restricted funding source. Costs shall not be shifted between programs or funding sources to overcome funding deficiencies, avoid restrictions, or use remaining balances.

5.2.1. COST CATEGORIES

Direct costs are costs specifically identified with a particular program, grant, or funding source. Shared direct costs benefit more than one program but can be allocated on a reasonable basis. Indirect costs are general administrative and organizational support costs not readily assignable to a single program.

5.2.2. ALLOCATION METHODOLOGY

Acceptable allocation bases include personnel time, actual usage, square footage, vehicle usage, number of employees, number of clients or service units, percentage of program activity, or direct assignment. FCAG shall select the basis that most reasonably reflects the benefit received for the specific cost type.

5.2.3. INDIRECT COST RECOVERY

FCAG elects to apply the 15% de minimis indirect cost rate to all eligible federal awards in accordance with 2 CFR §200.414(f). FCAG has not received a NICRA and applies this rate consistently across all federal programs unless restricted by statute or award-specific terms. Indirect costs shall be applied to Modified Total Direct Costs (MTDC) and shall not be front-loaded, estimated as final charges without reconciliation, or charged in excess of the applicable rate. Certain FTA-funded programs (including FTA Section 5311) and

CSBG awards may impose indirect cost limitations more restrictive than the de minimis rate; award-specific terms take precedence. Staff shall review each grant agreement for indirect cost restrictions prior to applying any rate.

MTDC EXCLUSIONS	MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships, fellowships, participant support costs, and the portion of each subaward in excess of $25,000. Per 2 CFR §200.1.

5.3. BUDGET APPROVAL

The annual budget shall be presented to the Board for approval no later than May 31. Approval requires a two-thirds majority vote of the Board. Any Board member with concerns about specific allocations must raise them during the approval process to allow for appropriate discussion before final adoption.

5.4. BUDGET AMENDMENTS & ADJUSTMENTS

- Major Budget Amendments: Proposed changes exceeding 10% of the total budget must undergo formal Finance Committee review and Board approval by majority vote before implementation.
- Departmental Budget Reallocations: Adjustments not exceeding 5% of a department's approved budget may be authorized by the Finance Committee without full Board approval. Such reallocations must be documented and reported to the Board at the next scheduled meeting.
- Emergency Financial Adjustments: The Finance Committee may approve emergency adjustments up to 5% of the total budget. All emergency adjustments must be reported to the Board immediately and ratified at the next scheduled Board meeting. Adjustments exceeding this threshold require prior Board approval.

All budget amendments and reallocations shall be documented and incorporated into financial reports. The Finance Committee shall track all modifications and provide a summary in quarterly financial updates.

5.5. CONTINGENCY & RESERVE FUNDS

FCAG shall maintain a contingency fund of no less than 10% of the annual operating budget. These funds shall only be accessed in cases of emergency, revenue shortfalls, or unforeseen expenditures that cannot be accommodated within the approved budget.

FCAG shall also maintain a reserve fund equivalent to at least three months' worth of operating expenses. Any withdrawal from the reserve fund requires formal Board approval and a structured repayment plan to replenish the balance within the subsequent fiscal year. If replenishment within the subsequent fiscal year is not feasible due to financial constraints, the Board may approve a multi-year repayment schedule by majority vote, not to exceed three years. Reserve and contingency funds shall be held in FDIC-insured accounts or U.S. government-backed instruments at federally insured financial institutions. The use of reserve or contingency funds for non-emergency purposes is prohibited.

5.6. BUDGET OVERSIGHT & MONITORING

The Finance Committee shall monitor budget performance throughout the fiscal year. Quarterly financial reports shall compare actual expenditures against budgeted amounts and be reviewed by the Board. Variances exceeding 10% of allocated departmental budgets must be formally reported to the Finance Committee with justification and a corrective action plan.

5.7. MULTI-YEAR FINANCIAL PLANNING

FCAG shall maintain a three-year financial planning framework projecting anticipated revenues, expenditures, capital investments, and financial risks. The Finance Committee shall update projections annually, incorporating the latest economic conditions, funding opportunities, and organizational priorities. At minimum, the three-year plan shall include: (1) projected revenues by source (federal grants by program, state funding, local contributions, and program fees); (2) projected operating expenditures by major category; (3) capital needs and planned asset acquisitions or replacements, including WRTA fleet and TAM plan alignment; (4) staffing projections and associated fringe cost impacts; (5) local match obligations by grant program; (6) identified financial risks and proposed mitigation strategies; and (7) reserve fund and contingency fund status and trends. The plan shall be presented to the Board annually no later than May 31 alongside the annual budget.

6. REVENUE & CASH MANAGEMENT

6.1. REVENUE SOURCES

FCAG shall maintain a diverse range of revenue sources to ensure financial stability. Primary sources of revenue may include membership dues, state and federal grants, program-related fees, and other approved funding streams. The Finance Committee shall conduct an annual review of revenue sources to identify opportunities for expansion and sustainability. Any new revenue-generating activity must be formally approved by the Board prior to implementation.

6.2. CASH HANDLING & DEPOSITS

All funds received by FCAG shall be deposited into designated FCAG accounts on the same business day received. If same-day deposit is not operationally feasible, funds must be deposited no later than the next business day. Prior to deposit, all funds must be securely stored in a locked safe or other secure location. Access to the safe shall be limited to no more than two authorized personnel designated by the Director. For cash receipts exceeding $100, dual custody is required: a second authorized employee shall verify and co-sign the cash receipt record. The employee who receives and records cash shall not be the same employee who makes the deposit (separation of duties). Cash payments shall only be accepted when absolutely necessary. All cash transactions must be recorded, reconciled daily, and verified by a second authorized employee. Any discrepancies must be immediately reported to the Treasurer and Finance Committee.

6.3. BANK ACCOUNTS & FUND MANAGEMENT

FCAG shall maintain its financial accounts with federally insured banking institutions. Separate accounts shall be established for different operational purposes, such as general funds, grants, and capital reserves, to ensure clear financial tracking. The Board must approve the opening or closing of any FCAG bank account.

Transfers between accounts must be approved by the Finance Committee and executed by authorized personnel. Monthly bank reconciliations shall be performed to ensure that account balances align with financial records. The Treasurer shall provide a financial summary to the Board at each regular meeting.

6.4. GRANT MANAGEMENT & RESTRICTED FUNDS

All grant funds and restricted donations must be accounted for separately from general operating funds. FCAG shall comply with all grant reporting requirements and ensure funds are expended in accordance with grantor specifications. Restricted funds shall not be used for general operating expenses unless express permission is granted by the funding entity.

6.5. INDIRECT COST RATE

FCAG applies the 15% de minimis indirect cost rate to all eligible federal awards in accordance with 2 CFR §200.414(f), applied to Modified Total Direct Costs (MTDC). See Section 5.2.3 for the full indirect cost recovery policy, including MTDC exclusions and program-specific restrictions. FCAG has not received a NICRA. Note that certain FTA-funded programs (including Section 5311) and CSBG awards may impose indirect cost limitations that are more restrictive than the de minimis rate; program-specific award terms govern in those cases.

6.6. ACCOUNTS RECEIVABLE & REVENUE RECOGNITION

Invoices for services rendered shall be issued promptly, with standard payment terms of 30 days unless otherwise specified in a contract. Outstanding balances shall be reviewed monthly by the Business Manager. Balances outstanding beyond 60 days shall receive a written follow-up notice. Balances outstanding beyond 90 days shall be reported to the Director and Finance Committee for determination of collection action, including referral to a collections process or legal action if warranted. The Board must approve formal write-offs of uncollectible accounts exceeding $500. All write-offs shall be documented in the accounting records. Revenue shall be recognized in compliance with GAAP and recorded in the appropriate fiscal period. Deferred revenue shall be recognized over the period in which services are rendered.

6.7. PETTY CASH & MINOR DISBURSEMENTS

A petty cash fund may be maintained for minor operational expenses, with a maximum fund balance of $300. Individual disbursements from the petty cash fund shall not exceed $75 per transaction. Disbursements must be documented with itemized receipts and approved by the Business Manager or their designee prior to disbursement. The individual who authorizes a petty cash disbursement shall not be the same individual who reconciles the fund (separation of duties). Petty cash reconciliations shall be conducted at least monthly, with discrepancies reported to the Finance Committee. The person making petty cash disbursements shall not also conduct the monthly reconciliation.

7. PROCUREMENT & PURCHASING

7.1. PROCUREMENT PRINCIPLES

Procurement at FCAG shall be conducted in a manner that ensures fairness, transparency, and accountability. All procurement activities must be guided by principles of cost-effectiveness, competitive selection, and strict adherence to legal and regulatory requirements, including 2 CFR §200.317–200.327 for federally funded purchases.

7.2. PURCHASING THRESHOLDS & APPROVAL REQUIREMENTS

Purchase Amount	Method Required	Approval Authority
Up to $4,999.99	Micro-purchase; no competition required	Director
$5,000.00 – $24,999.99	Minimum 3 written quotes	Director
Above $25,000.00	Full competitive bidding (IFB or RFP); public notice	Board Approval Required
Sole Source / Emergency	Written justification required	Board Approval Required

Emergency purchases that bypass the standard approval process must be documented with written justification and submitted for Board review at the next scheduled meeting. Note: FCAG's internal micro-purchase threshold of $4,999.99 is intentionally set below the federal threshold of $10,000 established under 2 CFR §200.1 to provide a more conservative internal control posture. This conservative threshold applies to all FCAG purchases regardless of funding source.

FTA PROCUREMENT	For federally funded purchases (FTA grants), additional requirements apply including Buy America provisions, Disadvantaged Business Enterprise (DBE) requirements, Davis-Bacon Act (construction contracts over $2,000), and debarment/suspension verification via SAM.gov for all contracts exceeding $25,000. See FTA Circular 4220.1F.

7.3. COMPETITIVE BIDDING PROCESS

For procurement exceeding established thresholds, FCAG shall adhere to a structured competitive bidding process: (1) preparation of clear bid specifications; (2) public notice posted for a minimum of 14 calendar days for procurements between $5,000 and $25,000 requiring written quotes, and a minimum of 30 calendar days for formal IFB or RFP procurements above $25,000; (3) evaluation of all responses based on price, quality, experience, and compliance; and (4) contract award to the most competitive and compliant bidder with documented rationale. If fewer than the required number of responses are received (e.g., fewer than three quotes for a three-quote requirement), FCAG shall document the solicitation effort and either re-solicit or prepare a written sole source justification approved by the Director prior to award.

7.4. VENDOR & CONFLICT OF INTEREST GUIDELINES

Vendors awarded contracts exceeding $25,000 must undergo a formal review to verify compliance with organizational and regulatory requirements, including verification against the federal System for Award

Management (SAM.gov) debarment list. No employee or Board member shall engage in procurement decisions that benefit their personal financial interests. Vendors are prohibited from offering gifts or favors to FCAG representatives.

7.5. CONTRACT MANAGEMENT & OVERSIGHT

Contracts must outline clear deliverables, payment schedules, and compliance requirements. Performance reviews shall be conducted at least annually for all contracts exceeding $10,000 in value; contracts exceeding $50,000 shall be reviewed semi-annually. Contract files shall include, at minimum: the executed agreement and all amendments, bid or quote documentation, contractor debarment verification (SAM.gov), applicable certifications (Buy America, DBE, Davis-Bacon where applicable), and correspondence related to performance or disputes. Modifications or renewals that alter payment terms, extend duration, or increase overall contract value above originally approved limits require Board approval. All executed contracts shall be maintained in FCAG's contract management system with copies provided to the Business Manager.

7.6. ETHICAL PROCUREMENT & COMPLIANCE

All procurement activities must comply with applicable federal, state, and local procurement laws and 2 CFR §200.318. Employees engaged in procurement shall complete annual training on ethical purchasing practices. Any suspected fraud or unethical behavior in procurement activities must be reported to the Finance Committee immediately.

8. EXPENDITURES & EXPENSE REIMBURSEMENTS

8.1. GENERAL PRINCIPLES

Expense reimbursements at FCAG shall be handled with accountability, fairness, and transparency. All reimbursements must be reasonable, necessary, and supported by appropriate documentation.

8.2. ELIGIBLE EXPENSES

- Travel Expenses: Mileage at the prevailing IRS rate, airfare (coach class), lodging at government per diem rates, and reasonable meal expenses incurred while on FCAG business.
- Business Meetings & Conferences: Registration fees, materials, and meals associated with professional events relevant to FCAG operations.
- Supplies & Equipment: Pre-approved purchases of office supplies, minor equipment, or work-related materials.
- Other Business-Related Costs: Additional costs incurred in direct support of FCAG objectives, subject to prior approval..

8.3. NON-REIMBURSABLE EXPENSES

- Alcoholic beverages, tobacco products, or recreational entertainment
- Personal expenses including laundry, in-room entertainment, or personal travel extensions
- Luxury accommodations or first-class travel unless pre-approved due to medical necessity or extenuating circumstances
- Unauthorized or undocumented expenses, including those lacking itemized receipts
- Fines, penalties, or interest on late payments

- Costs expressly unallowable under 2 CFR Part 200 Appendix XI when charged to a federal award

8.4. SUBMISSION & APPROVAL PROCESS

Employees and Board members must submit a completed reimbursement request form, along with original itemized receipts, within 30 days of the expense being incurred. Reimbursement requests submitted beyond this timeframe may be denied unless an exception is granted by the Director. Requests must include: date of expense; purpose and business justification; vendor or service provider; total amount and breakdown; and supporting documentation.

8.5. TRAVEL ADVANCES & PER DIEM POLICIES

Employees may request a travel advance provided such a request is submitted and approved at least two weeks prior to travel. Employees receiving advances must submit a final reconciliation report with receipts within 10 days of returning from travel. Per diem allowances shall be based on federal GSA per diem rates updated annually. Employees are expected to spend responsibly and stay within allocated daily limits.

9. ASSET MANAGEMENT

9.1. ASSET INVENTORY & TRACKING

All assets owned by FCAG with an individual value exceeding $1,000 (non-expendable personal property) shall be recorded in FCAG's asset inventory system. Each asset shall be assigned a unique identification number and tracked from acquisition to disposal. For FTA-funded assets, the capitalization threshold and tracking requirements of FTA Circular 5010.1E apply; all FTA-funded equipment and vehicles shall be inventoried regardless of value.

An annual asset inspection shall be conducted to verify the physical existence and condition of all assets. Missing or damaged assets shall be reported to the Finance Committee, and corrective actions shall be documented. For FTA-funded assets, any loss, damage, or theft must also be reported to the FTA in accordance with grant agreement requirements.

9.2. ACQUISITION & APPROVAL PROCESS

All acquisitions of assets exceeding $5,000 must be pre-approved by the Board. Requests shall include: justification for the purchase; estimated cost and funding sources; projected lifespan and maintenance considerations; and, for FTA-funded assets, documentation of federal participation percentage and applicable grant program. Asset procurement shall follow FCAG's established Procurement & Purchasing Policies.

9.3. ASSET MAINTENANCE & UTILIZATION

All assets must be maintained in good working condition to maximize their utility and extend their lifespan. The Finance Committee shall develop a maintenance schedule for critical assets such as WRTA transit vehicles, IT infrastructure, and specialized equipment. For FTA-funded transit vehicles, FCAG/WRTA shall maintain a transit asset management (TAM) plan consistent with FTA requirements under 49 CFR Part 625. Employees assigned to use FCAG-owned assets are responsible for their proper use and safeguarding.

9.4. ASSET DISPOSAL & DECOMMISSIONING

When an asset reaches the end of its useful life or is no longer required, FCAG shall follow a formal disposal process. Disposal of assets valued above $5,000 must be approved by the Board and documented. Acceptable disposal methods include resale through open bidding, donation to nonprofit or government entities, or recycling/destruction in compliance with environmental regulations.

For FTA-funded assets, disposal must comply with 2 CFR §200.313 and FTA Circular 5010.1E. Assets purchased with FTA funds that have not reached the end of their useful life require FTA concurrence prior to disposition. Revenue generated from FTA asset disposals must be returned to the applicable grant program unless FTA approves an alternate use.

FTA ASSET DISPOSAL	Vehicles with an acquisition cost of $5,000 or more purchased with FTA funds are subject to federal interest requirements. Contact the FTA Regional Office before disposing of any FTA-funded vehicle or equipment with remaining useful life. Per FTA Circular 5010.1E Ch. IV.

10. FINANCIAL REPORTING & AUDITS

10.1. FINANCIAL REPORTING STANDARDS

FCAG shall maintain a structured approach to financial oversight by ensuring the timely and accurate preparation of financial reports. Financial reporting shall adhere to Generally Accepted Accounting Principles (GAAP) and any applicable state or federal regulations governing financial transparency and accountability. The Finance Committee shall oversee the preparation, review, and submission of financial reports to maintain fiscal integrity.

10.2. QUARTERLY FINANCIAL REPORTS

At the end of each fiscal quarter, FCAG shall prepare quarterly financial reports that provide a detailed overview of revenues, expenditures, and financial performance. These reports shall be reviewed by the Finance Committee before submission to the Board for evaluation and approval. Any discrepancies or anomalies identified in the reports shall be addressed promptly, with corrective actions documented.

Quarter	Period Covered	Report Due to Board
Q1	July 1 – September 30	October 31
Q2	October 1 – December 31	January 31
Q3	January 1 – March 31	April 30
Q4 / Annual	April 1 – June 30	Within 60 days of fiscal year end

10.3. ANNUAL FINANCIAL REPORTS & BUDGETARY REVIEW

FCAG shall compile an annual financial report at the close of each fiscal year, summarizing financial activity, fund balances, outstanding liabilities, and projections for the upcoming year. This report shall include a comparison of actual financial results against the approved budget, highlighting any variances and explaining deviations. The annual financial report shall be presented to the Board for review and approval.

10.4. INDEPENDENT AUDITS

FCAG shall engage an independent certified public accounting firm to conduct an annual financial audit. Auditor selection shall follow FCAG's competitive procurement procedures. To maintain auditor independence, FCAG shall conduct a competitive re-bid of audit services at least every five (5) years. This audit shall assess compliance with applicable accounting standards, evaluate the effectiveness of internal financial controls, and verify the accuracy of FCAG's financial records. The results of the audit shall be presented to the Board, and any identified deficiencies must be addressed with a corrective action plan submitted to the Board within 30 days of the date the audit report is issued.

In any fiscal year in which FCAG expends $750,000 or more in aggregate federal awards, FCAG shall arrange for a Single Audit (also known as an A-133 audit) in accordance with 2 CFR Part 200 Subpart F. Audit reports and corrective action plans shall be submitted to the Federal Audit Clearinghouse within nine months of the fiscal year end.

10.5. GRANT FINANCIAL REPORTING

All federal and state grant financial reports shall be prepared accurately, submitted on time, and reconciled to FCAG's general ledger prior to submission. Late or inaccurate grant reporting may jeopardize future funding and shall be treated as a compliance deficiency. The Business Manager is responsible for maintaining a grant reporting calendar and ensuring timely submission of all required financial reports.

NTD REPORTING	WRTA must submit annual National Transit Database (NTD) reports to FTA including financial, operating, and service data. The WRTA Director and Business Manager are jointly responsible for data accuracy and timely submission. Refer to NTD Reporting Instructions available at www.ntdprogram.gov.

10.6. BANK RECONCILIATIONS & FINANCIAL CONTROLS

To maintain proper oversight of financial assets, monthly bank reconciliations shall be conducted to verify account balances and transactions. These reconciliations shall be prepared by the Business Manager (or designated Finance staff) and reviewed and signed off by the Treasurer to ensure accuracy and completeness. The individual who prepares the reconciliation shall not be the same individual who approves or executes payments in that account during the same period. Any discrepancies identified during the reconciliation process must be investigated and resolved promptly, with a report submitted to the Finance Committee outlining the corrective actions taken.

11. COMPLIANCE, ACCOUNTABILITY, AND ENFORCEMENT

11.1. COMPLIANCE & ACCOUNTABILITY

The Finance Committee shall oversee the enforcement of financial policies and ensure that all transactions, procurement activities, and contractual agreements adhere to established regulations. For purposes of this Handbook, a valid Finance Committee action requires a quorum of at least three (3) members and approval by a majority of those present. Finance Committee decisions made between regular Board meetings shall be reported to the full Board at the next scheduled meeting. Department heads and financial officers are responsible for ensuring compliance within their respective areas, conducting periodic reviews, and reporting any financial discrepancies to the Business Manager or Finance Committee.

11.2. MONITORING & INTERNAL REVIEWS

FCAG shall implement regular internal financial reviews including audits of financial records, budget performance analyses, and evaluations of procurement practices. The Finance Committee shall conduct quarterly compliance checks to identify deviations from financial policies and take corrective actions as needed. All financial records shall be retained and made available for review in accordance with state-mandated records retention laws.

11.3. DISCIPLINARY ACTIONS FOR NON-COMPLIANCE

Failure to comply with financial policies may result in:

- Verbal or written warnings for minor infractions
- Financial penalties or required restitution for unauthorized transactions or policy violations, subject to applicable Wyoming employment law and FCAG HR policy
- Suspension or termination for repeated or severe non-compliance
- Legal action in cases of fraud, embezzlement, or intentional misconduct

The Finance Committee shall review all non-compliance cases and recommend appropriate disciplinary actions to the Board for final determination.

11.4. REPORTING & WHISTLEBLOWER PROTECTIONS

Employees and Board members are encouraged to report any concerns regarding financial misconduct, fraud, or policy violations through the reporting channels established in Section 4.4.3. Reports may be made anonymously. FCAG strictly prohibits retaliation against individuals who report misconduct in good faith. Retaliation itself constitutes a violation of this policy and shall be subject to disciplinary action up to and including termination. In addition to internal protections, employees of federal contractors and grantees (including FCAG) are protected from retaliation under federal law, including 41 U.S.C. §4712 (the National Defense Authorization Act whistleblower provision applicable to federal award recipients). Employees who believe they have experienced retaliation may also file a complaint with the cognizant federal Inspector General office.

The Finance Committee shall investigate all credible reports of financial misconduct, provide documented findings, and recommend corrective measures to the Board. If a violation is substantiated, immediate action shall be taken to address the issue and prevent recurrence.

12. RECORDS MANAGEMENT

12.1. RECORDKEEPING & DOCUMENT RETENTION

FCAG shall create, maintain, and retain records that provide a complete, accurate, and auditable history of FCAG business. Records shall be retained in accordance with the standards and schedules established in this section and all applicable federal and state laws, grant and contractual requirements, accounting standards, and audit requirements.

This policy applies to all FCAG employees, contractors, and agents who create, receive, maintain, or manage records in the course of FCAG business, regardless of format (paper, electronic files, accounting systems, grant platforms, or email correspondence).

12.1.1. RETENTION SCHEDULE

Record Type	Minimum Retention
➢ **FINANCIAL RECORDS**	
General Ledger, Trial Balances	7 years
Bank Statements & Reconciliations	7 years
Accounts Payable & Receivable	7 years
Deposit Slips & Cash Receipts	7 years
Audit Reports	Permanent
Annual Budgets & Amendments	7 years
➢ **PAYROLL & HUMAN RESOURCES**	
Time Records, Leave Reports	7 years
Payroll Registers & Tax Filings	7 years
Employee Personnel Files	7 years after separation

I-9 Forms	3 years after hire or 1 year after separation, whichever is later
Benefit Enrollment & Deductions	7 years
➢ **GRANT & PROGRAM RECORDS**	
Grant Agreements & Amendments	7 years after closeout
Reimbursement Requests	7 years after final payment
Supporting Documentation	7 years
Single Audit Workpapers	7 years
Subrecipient Monitoring Files	7 years
FTA Grant Files (all programs)	7 years after closeout or as required by FTA, whichever is longer
NTD Submissions & Supporting Data	7 years
➢ **PROCUREMENT & VENDOR RECORDS**	
Contracts & Amendments	7 years after expiration
Invoices & Purchase Documentation	7 years
Vendor Files	7 years after last activity
Debarment Verification (SAM.gov)	7 years
Competitive Bid Documentation	7 years

➢ **ASSET RECORDS**	
Asset Inventory Records	7 years after disposal
FTA-Funded Asset Records	7 years after end of federal interest period
Maintenance & Inspection Logs (WRTA Vehicles)	7 years
➢ **GOVERNANCE & ADMINISTRATIVE**	
Board Minutes & Resolutions	Permanent
Policies & SOPs	Permanent
Legal Correspondence	7 years after resolution
Public Records Requests	7 years
Conflict of Interest Disclosures	7 years

12.2. LEGAL HOLDS & AUDIT PRESERVATION

FCAG shall preserve all records subject to litigation, audit, investigation, grant compliance review, or public records requests. No destruction or alteration of records shall occur while a legal hold or preservation requirement is in effect. A legal hold applies when FCAG becomes aware of pending or reasonably anticipated litigation, an external or internal audit, a public records request, or any legal or regulatory inquiry. Preservation shall remain in effect until Executive Management formally releases the hold.

12.3. DESTRUCTION & DISPOSITION OF RECORDS

When the retention period for a record has been met and no legal hold, audit, investigation, or other preservation requirement is in effect, FCAG may authorize the destruction of the record. The Director or designee must authorize destruction in writing prior to any record being destroyed. A destruction log shall be maintained permanently, recording the record type, date range, retention period applied, date of destruction, and method of destruction. Paper records containing personal, financial, or confidential information shall be cross-cut shredded or destroyed by a certified document destruction vendor. Electronic records shall be permanently deleted using methods that prevent recovery, consistent with NIST guidelines. The destruction of records subject to a legal hold is prohibited and may constitute spoliation of evidence.

13. POLICY ADMINISTRATION

13.1. APPROVAL PROCESS

This Financial Handbook has been developed by the Finance Committee with input from the Director and Division Managers. The Handbook is subject to formal Board approval. No changes to the substantive financial policies, thresholds, or compliance requirements contained herein shall take effect until approved by the Board.

The Director is authorized to make minor administrative corrections (e.g., updating regulatory citations, correcting typographical errors, or updating cross-references) without Board approval, provided such changes do not alter the substance of any policy. Administrative corrections shall be noted in the Revision History

13.2. POLICY REVIEW & UPDATES

This Financial Handbook shall be reviewed in its entirety at least annually by the Finance Committee, no later than May 1 of each fiscal year, to ensure continued compliance with applicable federal regulations, FTA requirements, state law, and organizational needs. Reviews shall also be triggered by:

- Material changes to federal regulations or FTA circulars
- Findings from independent audits or federal monitoring reviews
- Significant changes to FCAG's organizational structure, grant portfolio, or operations
- Board direction or identified deficiencies in financial controls

Recommended policy revisions shall be presented to the Board for approval. Upon Board approval, the revised Handbook shall be distributed to all applicable staff and contractors and the Revision History updated accordingly

13.3. REVISION HISTORY

Version	Effective Date	Approved By	Summary of Changes
1.0	*Pending*	FCAG Board of Directors	Initial adoption of Financial Handbook. Supersedes all prior financial policy documents.

14. CERTIFICATION OF ADOPTION

The undersigned, being duly authorized officers of the Fremont County Association of Governments, hereby certify that this Financial Handbook was adopted by the Board of Directors and shall be effective as of ________________________.

By: ____
Authorized Signatory

Name: ____

Title: Board Chair

Date: ____________________________

By: ____
Authorized Signatory

Name: ____

Title: Board Treasurer/Secretary

Date: ____________________________

By: ____
Authorized Signatory

Name: ____

Title: Director

Date: ____________________________

By: ____
Authorized Signatory

Name: ____

Title: FCAG Employee

Date: ____________________________

Agenda Item Title: WRTA-POL-4.4 ADA Compliance Policy

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
- ☐ TBD
- ☐ TBD

☒ No (Regular Business)

☒ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

WRTA-POL-4.4, ADA Compliance, was originally adopted by the Board on October 1, 2025, to establish the Authority's commitment to providing accessible public transportation services consistent with the Americans with Disabilities Act (ADA).

Following WRTA's most recent Federal Transit Administration (FTA) Triennial Review, several opportunities were identified to further clarify and strengthen the policy to ensure full alignment with current ADA regulations and FTA guidance. In response, staff has completed a comprehensive revision of WRTA-POL-4.4.

The revised policy provides additional clarification regarding:

- Passenger assistance and the distinction between ADA-required assistance and incidental or personal services.
- Personal Care Attendants (PCAs) and the responsibilities of passengers requiring assistance beyond that required by the ADA.
- Assistance with personal belongings and limitations on operator responsibilities.
- Procedures governing reasonable modifications and accommodation requests.
- Service animal requirements and exclusions.
- Complaint procedures and accessible communications.
- Responsibilities of employees regarding stop announcements, accessibility equipment, and mobility device securement.

These revisions are intended to address findings identified during the Triennial Review while providing clearer guidance to employees and improving consistency in the delivery of accessible transportation services. The revisions do not represent a change in WRTA's commitment to accessibility, but rather strengthen the existing framework and ensure continued compliance with applicable federal requirements.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

October 2025 - WRTA-POL-4.4 v1 APPROVED

May 2026 – Staff completed revisions to WRTA-POL-4.4 to address review findings and align the policy with current ADA and FTA guidance.

WHY IS THIS ITEM BEFORE THE BOARD:

Board approval is required to formally amend WRTA-POL-4.4 and replace the existing policy with the revised version developed in response to the findings and recommendations arising from WRTA's most recent FTA Triennial Review.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Approve the revised WRTA-POL-4.4, ADA Compliance, and supersede the previously adopted October 1, 2025 version.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments approve the revisions to WRTA-POL-4.4, ADA Compliance, as presented, and that the revised policy supersede the previous version"

(Second Required)

Chairman:
"It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend approval of the revised WRTA-POL-4.4. The proposed revisions are largely clarifications intended to address observations from the recent FTA Triennial Review and strengthen WRTA's already established commitment to accessibility and customer service. Adoption of the revised policy demonstrates the organization's commitment to continuous improvement and ensures that WRTA remains fully compliant with applicable ADA and FTA requirements while providing safe, dignified, and equitable transportation services to all members of the public.

WRTA-POL-4.4
ADA Compliance

SECTION 1: PURPOSE

The purpose of this policy is to ensure that the Wind River Transportation Authority (WRTA) fully complies with the Americans with Disabilities Act (ADA) and provides accessible, safe, and reliable transportation services to individuals with disabilities. This policy outlines the procedures, responsibilities, and practices necessary to maintain full ADA compliance and support an inclusive transportation environment for all passengers.

SECTION 2: SCOPE

This policy applies to all WRTA employees, including drivers, dispatchers, and support staff, as well as all WRTA vehicles and services provided to the public. The scope includes procedures related to bus stop announcements, passenger assistance, accessibility equipment, and any modifications required to accommodate individuals with disabilities.

SECTION 3: COMPLIANCE

To ensure full compliance with ADA regulations, WRTA commits to the following guidelines:

General Accessibility

- **Vehicles:** All revenue service vehicles will be ADA-compliant, equipped with wheelchair lifts or ramps, securement areas, and priority seating.

    - Vehicles will be fitted with operational wheelchair lifts or ramps that comply with ADA standards, providing easy access for passengers with mobility impairments.
    - Designated securement areas will be provided in each vehicle, equipped with appropriate tie-downs and restraints to safely secure wheelchairs and other mobility devices during transit.
    - Vehicles will include designated priority seating areas for individuals with disabilities and seniors. These seats will be clearly marked and maintained to ensure they are available for those who need them.
    - Vehicles will be equipped with systems to provide both audible and visual stop announcements. Automated systems, where available, will announce upcoming stops, major landmarks, and transfer points. If automated systems are not present, drivers will manually announce key stops and destinations to assist all passengers.

- **Mobility Devices:** WRTA will accommodate passengers using mobility devices, provided they meet the size and weight limits of the vehicle's securement areas.

    - Mobility devices must be secured in the designated securement areas of the vehicle using the provided tie-down systems. Drivers are responsible for ensuring that these devices are properly secured to prevent movement during transit.
    - The maximum size and weight for mobility devices will be in accordance with WRTA's guidelines and ADA requirements. Devices exceeding these limits will be reviewed on a case-by-case basis to determine appropriate accommodations or alternative solutions.

Service Animals

- **Access to Service**
    - Service animals are permitted to accompany individuals with disabilities in all areas of WRTA vehicles and facilities where the public is allowed to go.

- **Verification**
    - WRTA staff may ask the passenger only two questions to determine whether an animal qualifies as a service animal:
        1. Is the animal required because of a disability?
        2. What task or work has the animal been trained to perform?

    - WRTA employees are prohibited from requesting documentation, requiring the animal to demonstrate its task, or asking about the passenger's disability.

- **Behavior**
    - The service animal must be under the control of its handler at all times. This can include control through a harness, leash, or tether unless the handler's disability prevents the use of such devices, or such devices interfere with the service animal's work. In those cases, the service animal must be under control through voice commands, signals, or other effective means.
    - Service animals must not display aggressive behavior (e.g., growling, biting, or jumping at other passengers). In the event of unruly behavior, WRTA staff may ask the passenger to remove the animal from the vehicle or facility. The individual may continue using WRTA services without the animal.

- **Responsibility of the Handler**
    - The handler is responsible for the care and supervision of the service animal, including ensuring that it is well-behaved and does not interfere with the safety of WRTA services or other passengers.

    - The handler is liable for any damage caused by their service animal, including but not limited to damages to WRTA property or injury to other passengers or staff.

- **Exclusion of Service Animals**
    - WRTA may exclude a service animal from its services if:
        1. The animal is out of control and the handler does not take effective action to control it.
        2. The animal is not housebroken.
        3. The presence of the animal fundamentally alters the nature of WRTA services or poses a direct threat to the health and safety of others.

Bus Stop Announcements

- **Types of Announcements**
    - WRTA drivers or automated systems will announce the following types of stops:
        - Major intersections or transfer points, including connections to other bus routes, regional transportation services, or key public transportation hubs.
        - Major public attractions, government buildings, medical centers, shopping districts, schools, and other significant landmarks that help orient passengers.
        - Locations where passengers can transfer to other WRTA routes or modes of public transit.
        - The final destination of the route will be announced as the bus approaches the last stop.
        - Any stop requested by a passenger, including specific bus stops not on the major stop list, must be announced when the vehicle is approaching.

- **Timing of Announcements**
    - Announcements will be made in a timely manner to give passengers adequate notice of upcoming stops. Typically, stop announcements should be made:
        - One block prior to the stop, when possible.
        - Immediately upon approaching a requested stop

- **Method of Announcement**
    - Stop announcements can be made either through:
        - Automated Announcements: When available, automated systems will make audible announcements for all designated stops. The volume and clarity of these announcements must be sufficient to be heard throughout the vehicle.
        - Driver Announcements: In the absence of an automated system or when it is not functioning properly, the driver is responsible for

manually announcing stops in a clear, audible voice. Drivers should speak loudly enough to be heard throughout the vehicle but should not disturb passengers.

- **Training**
  - All drivers receive training on making stop announcements, including speaking clearly and providing timely announcements.

Passenger Assistance

- **Type of Assistance**
  - Boarding and Alighting Assistance
    - Assistance will be provided to passengers with disabilities or those who require help boarding or alighting from the vehicle. This includes offering a steady hand or support for those who need it.
  - Securement of Mobility Devices
    - Drivers will assist passengers in securing their mobility devices, such as wheelchairs and scooters, in the designated securement areas of the vehicle.
  - Assistance with Personal Items
    - Drivers will help passengers with personal items if requested, including luggage, shopping bags, and other belongings, provided it does not interfere with the operation of the vehicle or the safety of other passengers.
  - Navigational Help
    - Drivers will offer assistance to passengers in navigating the route, including providing directions to specific stops or landmarks and informing them of upcoming transfers or connections.

- **Timing of Assistance**
  - Assistance will be provided in a timely manner to ensure that passengers receive the support they need. Typically, assistance should be:
    - Provided as soon as a passenger indicates they require help, whether it is at the beginning or end of their journey.
    - Offered promptly when the vehicle arrives at the designated stop, ensuring that boarding and alighting are conducted smoothly and safely.

- **Method of Assistance**
  - Direct Assistance by Drivers:
    - Drivers will provide direct assistance in person, including helping with boarding, alighting, and securing mobility devices. Assistance will be provided with respect and sensitivity, adhering to the needs and preferences of the passenger.
  - Assistance Through Communication:
    - If a driver is unable to provide direct assistance, they will communicate with the passenger to coordinate any needed support,

ensuring that the passenger's needs are understood and addressed as effectively as possible.

ADA Accessible Formats

- WRTA will provide information needed to access its programs in ADA Accessible Formats upon request. Examples include, Large Print, Audio, Braille, etc. To make a request for information in an ADA Accessible Format, please contact Milisa Palmer (307) 856-7118 or TitleVI@fcagwy.gov. You may also contact WRTA through the State Relay TTY service by dialing 711.

Other ADA Requirements

- WRTA comply with all other ADA specified requirements as they apply to public transportation.

Complaint and Feedback Mechanism

- WRTA will provide an accessible process for passengers to submit complaints or feedback related to ADA compliance and will address such concerns promptly.
- Both the ADA Complaint Form and ADA Complaint Procedures are found on our website on the “Civil Rights: Title VI and ADA” tab.

Reasonable Modifications

- No individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of WRTA, or be subject to discrimination by WRTA.
- A reasonable modification is a change or exception to a policy, practice, or procedure that allows persons with disabilities to have equal access to programs, services, and activities. **WRTA will make reasonable modifications to policies, practices, and procedures when necessary to ensure access to transit services for individuals with disabilities,** unless:

    - ♦ Making the accommodation would fundamentally alter the nature of the public transportation service.
    - ♦ Making the accommodation would create a direct threat to the health or safety of other passengers.
    - ♦ The individual with a disability is able to fully use WRTA’s service without the accommodation being made.
    - ♦ Making the accommodation creates an undue financial burden on the transit system.

- ***Requests for Resonable Modification***

  WRTA shall follow these procedures in taking requests:

a. Individuals requesting modifications shall describe the modification to service needed in order to use the service.
b. Individuals requesting modifications are not required to use the term ‘‘reasonable modification’’ when making a request. Personnel at WRTA will determine if the request represents a reasonable modification and proceed in accommodating the request accordingly.

c. Whenever feasible, WRTA requests that individuals make such requests for modifications before WRTA is expected to provide the modified service.
d. Where a request for modification cannot practicably be made and determined in advance (*e.g.*, because of a condition or barrier at the destination of a paratransit, demand response, or fixed route trip of which the individual with a disability was unaware until arriving), operating personnel shall make a determination of whether the modification should be provided at the time of the request. Operating personnel may consult with WRTA's management before making a determination to grant or deny the request.

Requests for accommodation may be made either orally or in writing. The reasonable accommodation process begins as soon as the request for accommodation is made. The request can be submitted in any written format, or via telephone, or direct request to a driver. Requests may be submitted to:

(307) 856-7118
TitleVI@fcagwy.gov
2554 Airport Rd. Riverton WY 82501

- ***Interactive Process***
  When a request for accommodation is made, WRTA and the individual requesting an accommodation must engage in a good faith interactive process to determine what, if any accommodation shall be provided. The individual and the WRTA must communicate with each other about the request, the process for determining whether an accommodation will be provided, and the potential accommodations. Communication is a priority throughout the entire process.

- ***Decision***
  WRTA will advise the rider whether their reasonable modification request was granted. Any denied requests for reasonable modification may be appealed by followng the ADA Complaint Process.

SECTION 4: REVIEW AND REVISION

This policy will be subject to regular review and revision to ensure its continued effectiveness and alignment with best practices. Reviews will be conducted annually, with revisions made as needed based on feedback from employees, passengers, and any changes in operational procedures or regulations.

SECTION 5: IMPLEMENTATION

The implementation of this policy will commence immediately following its approval. Distribution of the policy to all relevant employees will be coordinated by the appropriate department heads, and training sessions will be scheduled to ensure that all employees understand their roles and responsibilities as outlined in this document.

SECTION 6: ACKNOWLEDGMENT

All employees of the Wind River Transportation Authority will acknowledge receipt of this by signing below indicating their understanding and agreement to comply with the policy.

______________________________	______________________________
Employee Signature	Supervisor Signature
__________	__________
Date	Date

Agenda Item Title: Resolution 2026-03 – Support for One-Time Bridge Funding for FY27 Public Transportation Services

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
  ☐ TBD
  ☐ TBD
☒ No (Regular Business)

☒ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

The Wyoming Transit Advisory Committee (WyTAC) and the Wyoming Public Transit Association (WYTRANS) have formally requested consideration of one-time bridge funding to address a significant statewide shortfall in public transportation funding anticipated for Federal Fiscal Year 2027. Resolution 2026-03, attached for consideration, formally expresses the Fremont County Association of Governments' support for these efforts.

The resolution recognizes public transportation as an essential public service supporting access to employment, medical care, education, nutrition programs, senior services, disability services, and other critical destinations for residents throughout Fremont County and Wyoming. The resolution further acknowledges that several Wyoming Department of Transportation public transportation subrecipients serve Fremont County, including Wind River Transportation Authority, the Lander Senior Center, the High Country Senior Center in Dubois, and Child Development Services.

Resolution 2026-03 supports the request advanced by WyTAC and WYTRANS for a one-time appropriation of $5,785,000 from an appropriate funding source, including the Legislative Stabilization Reserve Account if necessary, to sustain public transportation services during FFY2027. The resolution additionally encourages consideration of legally available federal or state carryover funds and encourages continued collaboration among the Wyoming Transportation Commission, WYDOT, the Governor's Office, the Legislature, WCCA, WAM, and other stakeholders to develop a responsible bridge-funding strategy.

Exhibit A and Exhibit B attached to the resolution consist of the June 9, 2026 WyTAC letter and the June 17, 2026 WYTRANS letter, respectively, which provide additional background and justification regarding the statewide funding concerns.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

June 2026 – Board executives received updates regarding statewide FY27 transit funding allocations and anticipated impacts.

June 2026 – Staff provided information regarding reductions affecting Wyoming transit providers and ongoing discussions occurring through WyTAC and WYTRANS.

June 2026 – Staff prepared Resolution 2026-03 for Board consideration.

WHY IS THIS ITEM BEFORE THE BOARD:

The Board is being asked to consider formal support for the bridge funding requests advanced by WyTAC and WYTRANS and to authorize transmission of the resolution to appropriate state and local partners.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Adopt Resolution 2026-03 in support of one-time bridge funding for FFY2027 public transportation services in Wyoming.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments adopt Resolution 2026-03, expressing support for the Wyoming Transit Advisory Committee and Wyoming Public Transit Association requests for one-time bridge funding for Federal Fiscal Year 2027 public transportation services, and authorize the Chair, Executive Director, or their designee to transmit the Resolution and supporting exhibits to appropriate state and local partners."

(Second Required)

Chairman:
"It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend approval of Resolution 2026-03. Public transportation services throughout Wyoming are experiencing extraordinary funding pressures resulting from the exhaustion of temporary federal relief funding and the return to traditional apportionment levels. Adoption of this resolution demonstrates FCAG's support for a responsible statewide bridge-funding strategy and recognizes the importance of maintaining transportation services for the residents of Fremont County and communities throughout Wyoming.

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS
WIND RIVER TRANSPORTATION AUTHORITY • PROJECT INDEPENDENCE
2554 AIRPORT RD RIVERTON WY, 82501 • (307) 856-9782

RESOLUTION NO. 2026-03

A RESOLUTION IN SUPPORT OF THE WYTAC AND WYTRANS REQUESTS FOR ONE-TIME BRIDGE FUNDING FOR FY2027 PUBLIC TRANSPORTATION SERVICES IN WYOMING AND FOR WYDOT PUBLIC TRANSPORTATION SUBRECIPIENTS SERVING FREMONT COUNTY

WHEREAS, the Fremont County Association of Governments Joint Powers Board recognizes public transportation as an essential public service that supports access to medical care, employment, education, nutrition programs, senior services, disability services, early childhood services, and other critical destinations for residents of Fremont County and communities across Wyoming; and

WHEREAS, Fremont County is served by multiple Wyoming Department of Transportation public transportation subrecipients, including Wind River Transportation Authority, the Lander Senior Center, the High Country Senior Center in Dubois, and Child Development Services; and

WHEREAS, the Wyoming Transit Advisory Committee and the Wyoming Public Transit Association have requested consideration of a one-time appropriation of $5,785,000 from an appropriate source, potentially including the Legislative Stabilization Reserve Account, to support Wyoming's public transportation providers during Federal Fiscal Year 2027; and

WHEREAS, the Wyoming Transit Advisory Committee letter dated June 9, 2026, attached hereto as Exhibit A, and the Wyoming Public Transit Association letter dated June 17, 2026, attached hereto as Exhibit B, describe the funding request, the statewide concern regarding FY2027 public transportation funding levels, the anticipated service impacts, and the need for a one-time bridge-funding strategy; and

WHEREAS, the Fremont County Association of Governments Joint Powers Board finds that maintaining the stability of public transportation services in Fremont County is in the best interest of residents, local governments, partner agencies, and the communities served by Fremont County's WYDOT public transportation subrecipients.

NOW, THEREFORE, BE IT RESOLVED, that the Fremont County Association of Governments Joint Powers Board formally supports the Wyoming Transit Advisory Committee and Wyoming Public Transit Association requests for one-time bridge funding for Federal Fiscal Year 2027 public transportation services.

BE IT FURTHER RESOLVED, that the Fremont County Association of Governments Joint Powers Board supports consideration of an appropriation of $5,785,000 from an appropriate source, including, if necessary, a request to the Legislative Stabilization Reserve Account, to help sustain Wyoming's public transportation providers through Federal Fiscal Year 2027.

BE IT FURTHER RESOLVED, that this support is intended to recognize and support the continued operation of public transportation services statewide, including services provided by WYDOT public transportation subrecipients serving Fremont County, including Wind River Transportation Authority, the Lander Senior Center, the High Country Senior Center in Dubois, and Child Development Services.

BE IT FURTHER RESOLVED, that the Fremont County Association of Governments Joint Powers Board also supports consideration of available carry-over funds, whether from Federal Transit Administration Section 5311 funds or other appropriate state sources, if such funds are legally available and can be used to support full FY2027 requests from public transportation agencies statewide.

BE IT FURTHER RESOLVED, that the Fremont County Association of Governments Joint Powers Board encourages the Wyoming Transportation Commission, the Wyoming Department of Transportation, the Office of the Governor, the Wyoming Legislature, the Wyoming County Commissioners Association, the Wyoming Association of Municipalities, state legislators, and other appropriate state and local partners to support a responsible bridge-funding strategy for public transportation.

BE IT FURTHER RESOLVED, that Exhibit A and Exhibit B shall be attached to this Resolution for reference and documentation of the bridge-funding requests supported herein.

BE IT FURTHER RESOLVED, that the Chair of the Fremont County Association of Governments Joint Powers Board, the Executive Director, or their designee is authorized to transmit this Resolution and its attached exhibits to the Wyoming Transportation Commission, the Wyoming Department of Transportation, the Office of the Governor, the Wyoming County Commissioners Association, the Wyoming Association of Municipalities, state legislators, Fremont County WYDOT public transportation subrecipients, and other appropriate parties.

PASSED, APPROVED, AND ADOPTED by the Fremont County Association of Governments Joint Powers Board this ____ day of _________________, 2026**.**

ATTEST:

_________________________________ _________________________________

Tim Hancock, Chairman Sherry Oler, Secretary/Treasurer

EXHIBIT A

To: Wyoming Transportation Commission
From: Wyoming Transit Advisory Committee (WyTAC)
CC: Governor Mark Gordon, Wyoming County Commissioners Association, Wyoming Association of Municipalities
Re: Request for One-Time Bridge Funding for FY2027 Public Transportation Services

June 9, 2026

Dear Wyoming Transportation Commissioners:

On behalf of the Wyoming Transportation Advisory Committee (WYTAC), we respectfully request consideration of a one-time appropriation of $5,785,000 from an appropriate source, and potentially via a request to the Legislative Stabilization Reserve Account (LSRA), to support Wyoming's 37 public transportation providers during Federal Fiscal Year 2027, beginning October 1, 2026.

This request is intended to serve as a bridge funding strategy given the uncertainty surrounding future federal transportation funding. The requested appropriation would allow Wyoming's transit providers to maintain essential services at existing levels through FY2027 while providing state and local partners time to prepare for potential changes associated with the next federal transportation reauthorization cycle. The Wyoming Transit Advisory Committee met recently and voted on an allocation for an estimated $7,586,125 of Federal 5311 funds. Several members of the committee expressed concerns about this FY2027 funding amount compared to prior years' (FY24-FY26) funding levels, and we wonder whether there could be opportunities to provide bridge funding to give agencies adequate preparation time.

Public transportation in Wyoming provides far more than mobility. These services connect seniors to medical appointments, individuals with disabilities to employment and community activities, veterans to healthcare services, and rural residents to essential destinations that would otherwise be inaccessible. For many communities, public transportation is a lifeline that supports independence, health, quality of life, and community connections. STAR Transit reported that 87.7% of riders feel less lonely when they use transit, underscoring that reliable transportation has far-reaching impacts on communities.

Without additional funding, Wyoming's many transit providers face significant reductions compared to FY2026 funding levels. These reductions are expected to result in decreased service levels across the state, particularly affecting seniors, individuals with disabilities, and rural communities. Providers will be forced to eliminate routes, reduce operating hours, defer capital investments, or curtail services that communities have come to depend upon. Smaller providers, with only a handful of employees and vehicles, may be forced to close their doors altogether. This funding reduction will set agencies back significantly, and it will take many years to recover the institutional capacity that they have steadily built.

EXHIBIT A

We believe a one-time 'bridge strategy' is a prudent use of reserve funds. Rather than creating a long-term obligation, it provides a **deliberate transition period** that allows providers, local governments, healthcare organizations, and community partners to evaluate future funding needs and develop sustainable solutions should federal funding levels decline in FY2028 and beyond. This approach would also allow WYDOT to provide advance notice to providers regarding potential future funding reductions. By preserving service levels in FY2027 (October 1, 2026-September 30, 2027) while communicating the likelihood of reduced funding beginning October 1, 2027, communities have an additional year to adjust budgets, pursue local partnerships, identify supplemental funding sources, and prioritize services in a thoughtful and orderly manner – in other words, they can maintain institutional capacity and existing services while preparing for an uncertain future.

Wyoming has consistently sought to maximize the value of federal investments for the benefit of its residents and use its fair share of federal resources to strengthen communities and support critical infrastructure. Wyoming's network of 37 public transportation providers delivers millions of annual passenger trips connecting seniors, individuals with disabilities, veterans, workers, and rural residents to medical care, employment, nutrition programs, education, and other essential services. These providers leverage federal, state, local, and nonprofit funding sources to deliver mobility services in communities throughout Wyoming, many of which have few or no transportation alternatives available.

We respectfully request your consideration of this one-time appropriation from an appropriate source, and, if needed, a request to the LSRA, to provide stability during FY2027 and position Wyoming communities for a successful transition as future federal funding levels become clearer in the next transportation reauthorization. We also wonder whether there are opportunities to leverage 'carry-over' funds, whether from 5311 or other state sources in FY2026, to support the full FY2027 requests from transit agencies statewide.

An indication of your support for this request is needed prior to September 1, 2026 so agencies can allocate or reallocate resources as needed.

Thank you for your consideration and your continued support of Wyoming's transportation system and the residents who depend upon it.

Sincerely,

Ann Clement

Ann Clement, Wyoming 211

Charlotte Frei

Charlotte Frei, PE

EXHIBIT B

To: Wyoming Transportation Commission
From: Wyoming Public Transit Association (WYTRANS) Board
CC: Governor Mark Gordon, Wyoming County Commissioners Association, Wyoming Association of Municipalities
Re: Request for One-Time Bridge Funding for FY2027 Public Transportation Services

June 17, 2026

Dear Wyoming Transportation Commissioners:

Request

On behalf of the members of WYTRANS (all public transit agencies in Wyoming), we respectfully request consideration of a one-time appropriation of $5,785,000 from an appropriate source, and potentially via a request to the Legislative Stabilization Reserve Account (LSRA), to support Wyoming's 37 public transportation providers during Federal Fiscal Year 2027, beginning October 1, 2026.

Why

Recently, all transit agencies in the state of Wyoming were notified of major cuts to their anticipated funding. For the last 4 to 5 years every transit agency in Wyoming has received increased funding from FTA, these funds are administered through WYDOT's Office of Local Government Coordination. On June 4th every agency received their funding allotment, and the amounts were suboptimal compared to what was requested and unexpected. The amounts requested were modest increases based on prior years funding allotments. The awards this year were 30% to 50% less than in previous years. All agencies felt the impact. This reduction in funding drastically reduces transit service levels across the state back 3 to 5 years. These cuts came as a surprise and were not anticipated back when grant applications were submitted to WYDOT in April. Every agency's budgets are complete or close to being approved and agencies are now having to scramble to re-create their budgets and cut service by the end of June.

Therefore, this request is intended to serve as a bridge funding strategy given the uncertainty surrounding future federal transportation funding and funds administered by the Office of Local Government Coordination. The requested appropriation would allow Wyoming's transit providers to maintain essential services at existing levels at least through FY2027 while providing time to prepare for potential changes associated with the next federal transportation reauthorization cycle.

Impacts

Public transportation in Wyoming provides far more than mobility. These services connect seniors to medical appointments, individuals with disabilities to employment and community activities, veterans to healthcare services, and rural residents to essential destinations that would otherwise be inaccessible. For many communities, public transportation is a lifeline that supports independence, health, quality of life, community connections and making living in rural Wyoming possible. For example, STAR Transit reported that 87.7% of riders feel less lonely when they use transit, underscoring that reliable transportation has far-reaching impacts on communities.

Without additional funding, Wyoming's many transit providers face significant reductions compared to FY2026 funding levels. These reductions are expected to result in decreased service levels across the state, largely impacting seniors, individuals with disabilities, and rural communities. These transit agencies will be forced to eliminate routes, reduce operating hours, defer capital investments, or curtail services that communities have come to depend upon. Smaller providers, with only a handful of employees and vehicles, may be forced to close their doors altogether. This funding reduction will set agencies back significantly, and it will take many years to recover the institutional capacity that they have steadily built.

We believe a one-time 'bridge strategy' is a prudent use of reserve funds. Rather than creating a long-term obligation, it provides a **deliberate transition period** that allows providers, local governments, healthcare organizations, and community partners to evaluate future funding needs and develop sustainable solutions should federal funding levels decline again FY2028 and beyond. Right now there is no time or space to respond adequately to these sudden reductions. By preserving service levels in FY2027 (October 1, 2026-September 30, 2027) while communicating the likelihood of reduced funding beginning October 1, 2027, communities have an additional year to adjust budgets, pursue local partnerships, identify supplemental funding sources, and prioritize services in a thoughtful and orderly manner – in other words, they can maintain institutional capacity and existing services while preparing for an uncertain future.

Wyoming has consistently sought to maximize the value of federal investments for the benefit of its residents and use its fair share of federal resources to strengthen communities and support critical infrastructure. Wyoming's network of 37 public transportation providers delivers millions of annual passenger trips connecting seniors, individuals with disabilities, veterans, workers, tourists, and rural residents to medical care, employment, nutrition programs, education, other essential services, and recreation. These providers leverage federal, state, local, and nonprofit funding sources to deliver mobility services in communities throughout Wyoming, many of which have few or no transportation alternatives available.

Request

We respectfully request your consideration of this one-time appropriation from an appropriate source, and, if needed, a request to the LSRA, to provide stability during FY2027 and position Wyoming communities for a successful transition as future federal funding levels become clearer in the next transportation reauthorization.

An indication of your support for this request is needed prior to September 1, 2026 so agencies can allocate or reallocate resources as needed.

Thank you for your consideration and your continued support of Wyoming's transportation system and the residents who depend upon it.

Agenda Item Title: One-Time Employee Recognition Awards

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
  ☐ TBD
  ☐ TBD
☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

During the 2026 Wyoming Public Transit Association (WYTRANS) Conference and State Bus Roadeo, Wind River Transportation Authority drivers represented Fremont County Association of Governments and the State of Wyoming with distinction, earning multiple placements in the statewide competition.

The Board is being asked to consider providing one-time employee recognition awards by matching the awards received from WYTRANS for the following individuals:

- Brent Yost – 1st Place, WYTRANS State Bus Roadeo – $1,000.00 match
- Jerrel Weed – 2nd Place, WYTRANS State Bus Roadeo – $500.00 match
- Alvin Seminole – 4th Place, WYTRANS State Bus Roadeo – $150.00 match

These awards would recognize exceptional professionalism, commitment to safety, and the positive representation of FCAG and WRTA before peers from across Wyoming. The proposed recognition would be a one-time action and would not establish an ongoing compensation practice or employee benefit.

The requested action is intended to acknowledge the significance of these achievements and demonstrate appreciation for the employees' dedication and exemplary representation of the organization.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

The Board is being asked to determine whether it wishes to provide one-time recognition awards to employees who achieved statewide honors and represented FCAG and WRTA with distinction.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Consider approval of one-time employee recognition awards matching the awards received from WYTRANS for the 1st, 2nd, and 4th place finishers in the 2026 State Bus Roadeo.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments authorize one-time employee recognition awards in the amounts of $1,000.00 for Brent Yost, $500.00 for Jerrel Weed, and $150.00 for Alvin Seminole, representing a match of the awards received through the 2026 WYTRANS State Bus Roadeo, in recognition of their outstanding achievement and exemplary representation of FCAG and WRTA."

(Second Required)

Chairman:
"It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend approval of the proposed one-time employee recognition awards. These individuals represented FCAG, WRTA, and Fremont County with professionalism and distinction at the state level. Their accomplishments reflect the organization's commitment to safety, excellence, and service, and merit special recognition by the Board. These awards are intended solely as a one-time acknowledgment of exceptional achievement and are not intended to establish an ongoing compensation or incentive program.

Agenda Item Title: Regional Ambulance Service Evaluation Committee (RASEC) Report

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
- ☐ TBD
- ☐ TBD

☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

Over the past several months, the Regional Ambulance Service Evaluation Committee (RASEC) has undertaken a comprehensive review of ambulance service delivery in Fremont County. The committee was charged with evaluating the current system, identifying operational and financial challenges, gathering public input, and presenting potential models to ensure the long-term sustainability of emergency medical services throughout the county.

The attached report represents the culmination of that effort and provides an analysis of the current operating environment, including declining traditional funding sources, increasing operating costs, workforce recruitment and retention challenges, aging capital assets, and concerns regarding response capabilities in rural and frontier communities. The report incorporates call volume data, community survey results, and extensive discussion among committee members and stakeholders.

RASEC evaluated three principal service delivery approaches:
- Continued operation through a private provider utilizing a competitive Request for Proposal process;
- Establishment of a locally controlled public ambulance system, including alternatives utilizing either fully paid staffing or hybrid volunteer augmentation; and
- Contracting with an external public regional provider.

The report further highlights the importance of strengthening workforce compensation, improving provider retention, addressing deferred capital replacement, enhancing transparency, and ensuring sustainable funding mechanisms to preserve emergency medical services throughout Fremont County.

Acceptance of the report does not constitute adoption of any specific service model. Rather, it acknowledges completion of the committee's charge and formally receives the report into the record of the Fremont County Association of Governments. Future discussions regarding implementation, governance, and funding mechanisms may occur as directed by the Board.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

January 2026 – FCAG authorized the formation of the Regional Ambulance Service Evaluation Committee (RASEC).

February 2026 through June 2026 – RASEC provided periodic progress reports to the Board.

June 2026 – RASEC completed its Final Report and submitted its findings and recommendations to FCAG

WHY IS THIS ITEM BEFORE THE BOARD:

This item is before the Board to formally receive and accept the Final Report prepared by the Regional Ambulance Service Evaluation Committee and acknowledge completion of the work assigned to the committee.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Accept the Regional Ambulance Service Evaluation Committee Final Report and receive it into the official record of the Fremont County Association of Governments.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments formally accept the Final Report of the Regional Ambulance Service Evaluation Committee, acknowledge completion of the committee's charge, and receive the report into the official record of the Association for future consideration and policy direction."

(Second Required)

Chairman:
"It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend acceptance of the Regional Ambulance Service Evaluation Committee Final Report. The committee has invested substantial time and effort evaluating the challenges facing emergency medical services in Fremont County and has provided the Board with a thorough analysis of available options. Acceptance of the report recognizes the committee's work and preserves its findings for future policy discussions regarding the delivery and sustainability of ambulance services within Fremont County.

Regional Ambulance Service Evaluation Committee (RASEC)

Service Delivery Model Evaluation Report
Prepared for the Fremont County Association of Governments
June 2026

Problem Statement

Fremont County's ambulance service is experiencing significant degradation in service quality and sustainability. This is driven by multiple interconnected factors.

Primary among these is the reduced availability of funding through the county general fund, resulting from lower property tax revenues and declining oil and gas activity. As funding has decreased, operational costs for personnel, equipment, training, maintenance, and compliance have continued to rise.

The current contractual arrangement with Frontier Ambulance further exacerbates these issues. The four-year contract renewal cycle creates uncertainty for providers regarding future employment. Compensation remains significantly lower than surrounding areas—often half the pay—despite union negotiations. This has led to recruitment and retention challenges, with providers leaving for better-paying opportunities nearby. Additionally, the county owns the ambulance assets, but they are not included in a proper capital improvement plan, resulting in aging equipment.

These challenges have threatened the availability of emergency medical services in our county, particularly in rural and frontier areas.

Call Volume and Service Coverage Overview

Fremont County covers a large geographic area with varying population densities, resulting in significant disparities in ambulance call volumes across communities. Understanding these patterns is critical for determining appropriate resource allocation and evaluating service delivery models.

Recent data shows that approximately **52%** of all 911 calls originate from the Riverton area, with another **30%** from Lander. Combined, these two population centers account for over 80% of emergency call volume. The Fort Washakie/Ethete area on the Wind River Indian Reservation accounts for roughly **8.6%** of calls. The Dubois zip code represents about **2.6%**.

The remaining calls are distributed across smaller communities, with most rural areas each generating less than 1% of total volume. For example:

- Arapahoe: approximately 2.0%
- Hudson: approximately 1.2%
- Shoshoni and St. Stephens: each under 1%

- Very low-volume areas such as Crowheart (0.2%), Jeffrey City (0.1%), and Lysite/Lost Cabin (0.1%) see extremely limited call activity.

In addition, there were **1,646 inter-facility transfers** during the same period.

This distribution has important implications for service design. High-volume areas can support full-time staffed ambulances, while very low-volume rural areas may benefit from flexible or volunteer-augmented models to improve response times without the full cost of 24/7 staffing.

Partnership with the Wind River Indian Reservation

The Wind River Indian Reservation and the Eastern Shoshone and Northern Arapaho Tribes represent a significant portion of Fremont County's population and service area. Improving emergency medical response times and service quality on the reservation is a priority for RASEC.

All models under consideration, particularly Models 2A and 2B, propose placing an ambulance in the Fort Washakie or Ethete area to better serve residents on the reservation. The committee recognizes that successful implementation of any new service model will require close collaboration with tribal leadership.

While this report does not make specific recommendations regarding funding sources, it acknowledges that the Tribes have a strong interest in participating in the chosen model and that future discussions regarding funding will need to include meaningful partnership opportunities with the Tribes and tribal health organizations.

Public Perception and Community Input

To inform its evaluation of long-term service delivery options, the Regional Ambulance Service Evaluation Committee conducted a comprehensive public survey between April and May 2026. The survey received 429 responses from residents across Fremont County, representing urban, rural, and frontier communities. Results show widespread concern about the current state of ambulance service. Long-term sustainability drew the highest level of concern (81.7% extremely or very concerned), followed by cost and billing practices (72.6%) and coverage in rural and remote areas (72.0%). Confidence in timely response is notably low, with only 32.9% of respondents expressing confidence that service can respond in a timely manner. A majority of respondents (63.1%) perceive that service has either stayed the same or worsened in recent years. Open-ended responses reinforced these findings, with recurring themes of staffing shortages, billing opacity under the current private provider, coverage gaps during transports, and a desire for greater transparency and local accountability.

These results have clear implications for the models under consideration. When asked about preferred service models, respondents strongly favored locally operated public service (27.9%) or hybrid models with public oversight (22.5%). Only 6.3% preferred a private company under contract. There is near-universal agreement on the importance of local input in service planning (90.8%) and public accountability (83.1%), along with strong rejection of primary reliance on user fees and billing as a sustainable funding mechanism. Notably, 44.5% of respondents indicated they would consider or possibly consider serving in a support or volunteer role, suggesting meaningful latent capacity for flexible staffing approaches in lower-volume areas. These findings align closely with the challenges described in the Problem Statement and provide broad community validation for models that emphasize local control, workforce stability, transparency, and sustainable public funding — particularly Models 2A and 2B — while indicating limited public support for simply continuing or modestly reforming the current private contractual arrangement.

Model 1: Private Provider via RFP Process

This model would continue the current approach of contracting with a private ambulance company through a competitive Request for Proposals (RFP) process for a multi-year agreement. Under the existing 2021 Ground Ambulance Service Provider Agreement between Fremont County and Priority Ambulance, LLC (operating as Frontier Ambulance), the private Provider is responsible for the day-to-day operation of the County's ground ambulance service. Key obligations placed on the Provider under that contract include:

• Operating emergency ground ambulance services 24 hours per day, 365 days per year at an Advanced Life Support (ALS) level for all of Fremont County.
• Maintaining a minimum of five (5) full-time ALS ambulances (currently deployed as 2 in Riverton, 2 in Lander, and 1 in Dubois).
• Employing, training, certifying, and supervising all personnel, including paramedics, EMTs, AEMTs, and a Medical Director.
• Handling all billing, collections, and revenue cycle management.
• Maintaining required insurance coverage and naming the County as an additional insured.
• Performing or arranging for vehicle maintenance and repairs (with County oversight and approval for major work).
• Developing and implementing quality improvement, continuing education, and training programs.
• Participating in disaster drills, public education, and coordination with County Emergency Management.
• Meeting established response time standards (80% of emergency responses in under 20 minutes) or facing financial penalties.
• Providing quarterly reports to the County on run statistics, response times, customer satisfaction, and asset condition.

Fremont County retains ownership of all ambulances, equipment, and facilities, which are leased to the Provider at no cost. The County pays the Provider an annual subsidy (approximately $1.8 million in recent years) to augment user fee revenues. The initial contract term was five years (beginning July 2021), with automatic one-year renewals unless terminated with proper notice.

If this model is selected going forward, RASEC strongly recommends that any new RFP or contract renegotiation include significantly strengthened provisions focused on enforceable service level commitments (particularly for rural and remote areas), enhanced transparency and real-time data sharing with the County, clearer accountability mechanisms with meaningful performance incentives and penalties, and compensation structures that support the recruitment and retention of qualified EMS providers.

Current Costs with Frontier Ambulance:
The total estimated annual cost to operate the service is approximately $5.85 million based on current force breakdown modeling. Under the current contract with Frontier Ambulance, the previous annual subsidy from the County general fund was approximately $1.8 million. The projected subsidy required moving forward is currently being discussed at $2.8 million, reflecting increased operational costs, the need for competitive provider compensation, and sustainability requirements. The private provider handles billing and collections for the remainder of the revenue.

Current Force Breakdown:
Frontier Ambulance currently deploys 5 full-time Advanced Life Support (ALS) ambulances: 2 in Riverton, 2 in Lander, and 1 in Dubois.

In addition to chronic understaffing driven by uncompetitive wages, this distribution results in extended response times in areas without dedicated ambulances. For example, communities such as Shoshoni have experienced response times exceeding 30 minutes due to the distance ambulances must travel.

Pros: - Shifts responsibility for wage negotiations, hiring, HR, billing, and collections to the private provider. - Lower immediate subsidy cost to the county compared to full public operation. - Reduces direct administrative burden on county/FCAG staff.

Cons: - Limited county control over operations, staffing, compensation, and service levels. - Lack of transparency on detailed costs and data. - Ongoing instability for providers due to contract cycles, leading to high turnover. - Subsidy continues to increase year-over-year without new revenue sources. - County owns assets but they are not properly maintained/replaced. - Risk of reduced coverage in remote areas (e.g., Dubois) if additional funding is not provided. - Difficulty retaining providers due to uncompetitive wages compared to surrounding regions.

Model 2: Locally-Controlled Public Entity (Joint Powers / FCAG / County / EMS District)

This model would establish a publicly-run ambulance service under local governance. Under this model, the County or a newly established public entity (such as a Joint Powers Board, an EMS District, or an entity under direct FCAG or County oversight) would assume full direct operational responsibility for all functions currently performed by the private Provider under the existing Ground Ambulance Service Provider Agreement. This means the public entity would internalize every obligation that the current contract places on Frontier Ambulance / Priority Ambulance, LLC, eliminating the need for periodic competitive RFPs and contract renewals.

Specifically, the public entity would be directly responsible for:

• Operating emergency ground ambulance services 24 hours per day, 365 days per year at an Advanced Life Support (ALS) level across the county, maintaining or enhancing current service levels in accordance with industry standards and Wyoming Department of Health requirements.

• Directly employing, training, certifying, scheduling, and managing all necessary staff — including paramedics, EMTs, AEMTs, supervisors, a Medical Director, and administrative personnel — with full responsibility for payroll, benefits, Wyoming Retirement System (WRS) contributions, workers' compensation, and compliance with all state and federal employment laws.

• Establishing, billing at, and collecting user fees at rates approved through the appropriate public process, while maintaining complete accounting records and handling all revenue cycle functions (or overseeing contracted billing services).

• Securing and maintaining all required insurance coverage, including automobile liability, general liability, medical professional liability, workers' compensation, and excess liability, with the public entity as the named insured.

• Developing and implementing comprehensive quality improvement, training, and continuing education programs for all personnel (including any volunteer components under Model 2B), as well as participating in County disaster drills, public education efforts, and coordination with emergency management agencies.

• Maintaining all facilities (stations in Lander, Riverton, Dubois, and the proposed Fort Washakie/Ethete location), including utilities, repairs, snow removal, and code compliance.

• Managing the County-owned ambulance fleet and equipment, including responsibility for repairs, preventive maintenance coordination, ensuring at least five (or more per the proposed force breakdown) rigs are operational, and contributing to long-term capital replacement planning to address the current aging equipment backlog.

• Complying with all patient care protocols, record-keeping, HIPAA/privacy requirements, and reporting obligations currently required of the Provider.

• Coordinating with Fremont County Sheriff's Dispatch for 24-hour communication and 911 services while retaining operational control over ambulance deployment.

In essence, Model 2 would convert the current outsourced contractual relationship into a fully public operation. The County/FCAG would no longer rely on an external contractor to deliver the service; instead, it would directly provide — or directly oversee through a public entity — every aspect of ambulance operations, clinical care, administration, fleet management, and regulatory compliance that the private Provider currently handles under the 2021 Agreement. This shift removes the instability of contract cycles and gives local leaders direct control over service levels, workforce compensation, and accountability, but it also requires building significant internal (or contracted) capacity in human resources, finance, fleet maintenance, and regulatory compliance that does not currently exist within county government for this function.

Two sub-options are open for consideration:

Model 2A: Fully paid, employee-based model with no volunteer component. All staffing would be full-time public employees.

Model 2A (Core Full-Time Model) Force Breakdown: - 3 ambulances in Riverton - 1 ambulance in Lander - 1 ambulance in Fort Washakie or Ethete - 1 ambulance in Dubois - Plus 1 dedicated transfer truck.

The benefit of this force breakdown is better positioning of our assets to represent the call volume data.

Model 2B: Hybrid model with core full-time paid staff supplemented by paid volunteers in low-call-volume rural areas (e.g., Jeffrey City, Crowheart, Shoshoni) to improve response times without the full cost of additional 24/7 units.

Model 2B (Hybrid with Volunteer Augmentation): - Same core full-time deployment as Model 2A - Additional paid volunteer response vehicles positioned in Jeffrey City, Crowheart, and Shoshoni - 2 transfer trucks as above (1 transfer truck dedicated full-time- the other serving as a dual-purpose unit providing backup coverage in Dubois when not in use for transfers).

This model would provide more robust coverage and response times in the county's frontier areas, where the data does not justify a full-time staffed ambulance.

Estimated Costs for a Publicly Operated Model (Model 2)

Important Context on Cost Estimate:
The cost figures presented below are based on a **5-ambulance deployment model** (2 in Riverton, 1 in Lander, 1 in Dubois, 1 in Fort Washakie/Ethete) operating 24/7. This reflects the current force breakdown under the existing contract. The full Model 2 proposal envisions additional ambulances and paid volunteer capacity in low-volume areas (as described above), which would increase both total costs and service capability across the county. These figures therefore represent a **conservative baseline** for discussion and decision-making.

Total Estimated Annual Cost of Service: $5,851,315

Cost Breakdown:

Category	Annual Cost	Percentage of Total
Personnel (wages, benefits, WRS pension)	$3,567,971	61%
Capital — Annual Equipment Replacement Reserve	$774,830	13%

Category	Annual Cost	Percentage of Total
Operations (fuel, supplies, dispatch, billing, insurance, training, etc.)	$1,349,413	23%
Facilities (stations & overhead)	$159,100	3%
Total Annual Cost	**$5,851,315**	**100%**

Key Observation — Capital Equipment Replacement:
A critical and previously under-recognized cost is the need to set aside approximately **$774,830 per year** for equipment replacement. This reserve covers ambulances, cardiac monitors/defibrillators, power stretchers, radios, and other essential equipment on an appropriate lifecycle schedule. Under the current private contract model, this capital renewal has not been occurring on a scheduled basis, resulting in aging assets. A publicly operated model makes this cost transparent and requires it to be funded as part of ongoing operations to maintain service reliability and safety.

Revenue and Funding Gap:
Current net billing revenue (after non-pay/write-offs and contractual adjustments) is estimated at approximately **$3.49 million**. This covers only about **60%** of the true cost of operating the system. Relying on billing revenue alone is estimated to result in an annual funding gap of approximately **$2.36 million**.

These scenarios demonstrate that sustainable public funding—whether through a dedicated sales tax, district mill tax, or otherwise increased county subsidy, or combination thereof—is necessary to close the gap, properly compensate staff at competitive levels, and maintain equipment on a responsible replacement cycle.

Pros: - Full local control over operations, data, and decision-making. - Better access to grants and alternative funding sources unavailable to private providers. - Ability to set competitive wages and benefits to attract and retain qualified providers. - Eliminates the instability of four-year contract renewal cycles. - Opportunity to operate inter-facility transfer services for improved reimbursement and revenue generation. - Flexibility in Model 2B to utilize paid volunteers for expanded rural coverage in low-volume areas.

Cons: - High initial startup and equipment upgrade costs (many county assets are aging and require near-term replacement). - Governance coordination required between FCAG, the county, and potentially other entities. - Significant change management and transition challenges. - Higher initial operating costs to the county (full responsibility for staffing, benefits, and operations). - Revenue from expanded transfer services will take time to build and stabilize.

Model 3: Regionalization through Contract with an External Public Provider

This model would involve Fremont County contracting with an existing public regional ambulance service provider (such as one operated by or affiliated with a Critical Access Hospital) to deliver ambulance services within Fremont County. Under this arrangement, the regional public entity would assume day-to-day operational responsibility, while Fremont County would retain ownership of its current assets (ambulances, equipment, and facilities) and lease them to the provider under terms similar to the existing RFP agreement.

Because the contracted provider would be a public, non-profit entity rather than a for-profit company, this model offers several advantages similar to Model 1 while addressing some of its limitations. The County would avoid the need to build internal capacity for direct hiring, payroll administration, benefits management, and billing/collections, as these functions would remain the responsibility of the regional provider. At the same time, because the provider would not seek to generate profit from the arrangement, the County may be able to negotiate a more competitive subsidy structure with better long-term cost control than is possible under a traditional private for-profit contract.

However, this model would still result in limited direct local control over operations, staffing levels, and service deployment decisions compared to a locally governed public model (Model 2). The Committee recommends that any negotiation under this model begin with a proposed force breakdown consistent with Model 2A (three ambulances in Riverton, one in Lander, one in Fort Washakie or Ethete, and one in Dubois) as a baseline for discussion.

Summary

The Regional Ambulance Service Evaluation Committee has presented three distinct models for consideration by the Fremont County Association of Governments. Each model offers different opportunities to address the serious challenges outlined in the Problem Statement, including declining funding, workforce instability, inadequate compensation, and inconsistent service coverage.

Model 1 offers the potential for continued private operation with reduced administrative burden on the county. Models 2A and 2B provide pathways for local public control and significantly improved provider compensation and stability. Model 3 offers a regional public solution that may reduce some administrative responsibilities while still providing better transparency than the current private model.

No matter which model is ultimately selected, success will require strong contract negotiations and close collaboration between Fremont County and FCAG representatives. Most importantly, any chosen path must prioritize meaningful improvement in the recruitment, retention, and fair compensation of our EMS providers.

The current situation is critical. Our ambulance providers are severely underpaid, overworked, and undervalued. Many qualified individuals who want to serve Fremont County are unable to do so because surrounding communities offer nearly double the wages. Without meaningful action, service reliability will continue to decline and our dedicated EMS professionals will continue to leave for better opportunities.

The RASEC strongly urges FCAG to move forward with deliberate action. Our community and our emergency medical providers deserve a sustainable, stable, and fairly compensated ambulance service.

Next Steps

The Regional Ambulance Service Evaluation Committee has completed its evaluation of available service delivery models and presented this report to assist the Fremont County Association of Governments in making an informed decision.

It is now up to FCAG to select the preferred model for ambulance service delivery in Fremont County. Once a model is chosen, the RASEC stands ready to work with FCAG to develop a detailed implementation plan, including timelines, transition steps, governance structure, and funding considerations.

We look forward to receiving direction from FCAG so that meaningful improvements to our ambulance service can begin.

Prepared by: Regional Ambulance Service Evaluation Committee (RASEC)
For: Fremont County Association of Governments
Date: June 2026

Agenda Item Title: Monthly Forum

SESSION TYPE:
- ☒ Regular Meeting
- ☐ Special Meeting
- ☐ Work Session
- ☐ Other

APPLIES TO STRATEGIC GOALS:
- ☐ Yes (Select below)
  - ☐ TBD
  - ☐ TBD
- ☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

The monthly forum scheduled for the Fremont County Association of Governments serves as a vital platform for collaborative discussion and decision-making among key stakeholders in the Fremont County Community. This forum offers an opportunity for representatives from various municipalities, stakeholders, and community members to convene and address pertinent issues facing Fremont County. Topics slated for discussion encompass a wide range of areas, including but not limited to infrastructure development, public services, economic growth initiatives, and community welfare programs. Through this forum, participants aim to foster cooperation, exchange insights, and formulate strategies to address the evolving needs and challenges of Fremont County.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

N/A

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

To collaborate by focusing on clear communication, respect for differing viewpoints, and a shared commitment to the communities. Work efficiently, stay solution-focused, and ensure that discussions remain constructive. The goal is to align on key issues, address challenges together, and make facilitate collaboration that benefits the entire region.

PROPOSED MOTION:

N/A

ADMINISTRATOR RECOMMENDATION:

The productivity and reputation of the Fremont County Association of Governments, an initiative with the potential to create a significant positive impact through collaboration, depend on your commitment to mutual respect and your dedication to serving those in need. I urge the board to embody the spirit of community by approaching this forum as colleagues united in the shared goal of uplifting and strengthening our community.

Agenda Item Title: Adjournment

SESSION TYPE:
☒ Regular Meeting
☐ Special Meeting
☐ Work Session
☐ Other

APPLIES TO STRATEGIC GOALS:
☐ Yes (Select below)
☐ TBD
☐ TBD
☒ No (Regular Business)

☐ Attachments are provided with the narrative

EXECUTIVE SUMMARY:

N/A

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY IS THIS ITEM BEFORE THE BOARD:

N/A

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

N/A

PROPOSED MOTION:

Board Member: "I move to Adjourn"

(Second Required)

Chairman: "It has been motioned and second, is there any discussion?"

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

N/A