REGULAR MEETING
FREMONT COUNTY ASSOCIATION OF GOVERNMENTS
11:00am; Thursday, June 25th, 2026
Dubois; Town Hall
712 Meckem St, Dubois, WY 82513
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 July 23rd, 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 July 23, 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 July 23rd, 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

REGULAR MEETING
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I. **Roll Call**

II. **Call to Order**

III. **Pledge of Allegiance**

IV. **Approval of July 23, 2026 Meeting Agenda**

V. **Consent Agenda**
   a. June 25, 2026 Regular Meeting Minutes
   b. June Financials
   c. Approval of July Expenditures

VI. **Staff Reports**

VII. **Public Comment**

VIII. **New Business**
   a. FCAG Tribal Membership
      i. Resolution Package
      ii. Amended and Restated Joint Powers Agreement
      iii. Resolution 2026-04 - Tribal Membership
   b. FCAG-POL-1.1 Board Governance - Adoption
   c. FCAG-POL-3.1 Financial Policy and Procedures Handbook – Revision 1
   d. FCAG Personnel Handbook – Revision 3
   e. WRTA Service Reductions

IX. **Old Business**
   a. Regional Ambulance Service Evaluation Committee (RASEC) – UPDATE
      i. Resolution 2026-05 Rural Health Transformation Fund Grant Application Authorization

X. **Monthly Forum**

XI. **Adjournment**

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:

June 25, 2026 Meeting Minutes
June Financials
July 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: June 25, 2026 Meeting Minutes, June Financials, July 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.

Agenda Item Title: Staff Reports

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 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, July 23, 2026
TO: July 2026 FCAG Staff Report
FROM: Tim Nichols, Director
SUBJECT: July 2026 FCAG Staff Report

July continued to be a month of significant transition, urgent financial response, and meaningful regional progress for the Fremont County Association of Governments. The work of the organization this month has centered on three major priorities: responding to the public transportation funding crisis, advancing regional emergency medical services coordination, and strengthening FCAG's governance and administrative infrastructure.

The most immediate operational challenge facing FCAG and WRTA remains the reduction in public transportation funding and the resulting local match shortfall. Following the June budget redesign, July required continued analysis, public communication, service planning, and stakeholder coordination. Staff continued to work through the practical consequences of the reduced Federal Transit Administration Section 5311 funding administered through WYDOT, including the effect on local match requirements, service levels, reserves, staffing assumptions, and long-term sustainability.

WRTA issued public notice of fixed-route service reductions effective July 13, 2026. These reductions affected portions of the Orange and Purple fixed-route schedules and were presented as targeted adjustments intended to preserve as much core service as possible while responding to the realities of reduced funding. Staff worked with local media and internal stakeholders to communicate the changes clearly and responsibly. This included coordination with County 10 and continued attention to route graphics, public messaging, and rider understanding.

In addition to the July 13 service adjustments, staff also prepared further public communication regarding anticipated service reductions effective August 1. The August 1 notice reflects the larger funding reality facing WRTA, including the $365,675 local match shortfall, reduced federal operating support, the City of Riverton's $25,000 contribution, and the fact that passenger fare revenue represents less than two percent of WRTA's operating budget and cannot be used to satisfy the Section 5311 local match requirement. These communications were developed to ensure the public receives accurate, transparent, and responsible information regarding why service reductions are being considered and how the organization is working to preserve essential service where possible.

Throughout this process, staff has continued to emphasize that the reductions are not the result of Fare Free Summer. Fare Free Summer was developed as a temporary fare-relief initiative supported through sponsorships and intended to reduce transportation barriers during a period of increased household cost pressure. The larger service reduction issue is tied to federal funding reductions, local match requirements, and the absence of sufficient local operating support. Staff has worked to keep these messages separate so the public understands both the benefit of the temporary fare-free initiative and the seriousness of the broader operating funding challenge.

WRTA also continued to respond to public interest in its operations and financial data. Staff coordinated responses to data requests, including general ledger information and explanations regarding publicly available transit data. Administration continued to emphasize transparency, compliance with the Wyoming Public Records Act, and the importance of helping community members understand the data behind WRTA's operations. This work is especially important in the current funding environment, where public understanding of service utilization, funding restrictions, and local match requirements is critical.

Regional emergency medical services work also advanced significantly in July. At the beginning of the month, FCAG distributed the RASEC Final Report and Cost Tool to local governments, stakeholders, and regional partners. These materials represented the culmination of the committee's work to evaluate the current condition, sustainability, and potential future structure of ambulance service in Fremont County. The report and cost tool provide an important foundation for continued local government discussion and for consideration of possible regionalized service models.

RASEC activity continued throughout July, including continued discussion of ambulance service costs, service alignment, business planning, and regional structure. The committee's work remains directly connected to FCAG's purpose as a regional convener and problem-solving entity. Emergency medical services are not a single-jurisdiction issue. They affect municipalities, the county, tribal governments, healthcare providers, fire service partners, law enforcement, public health, and residents throughout the region. FCAG's role has been to support the structure, documentation, and regional coordination necessary for those discussions to move forward in an organized manner.

A major development this month was the advancement of Resolution 2026-05, supporting and authorizing the submission of a Rural Health Transformation Funding Grant application for regionalized emergency medical services in Fremont County. The resolution recognizes emergency medical services as an essential public health and public safety function and authorizes the Executive Director, in consultation with the Board Chair and appropriate project partners, to prepare, finalize, and submit application materials on behalf of FCAG. The resolution also makes clear that submission of an application does not independently obligate FCAG to accept an award, incur matching funds, assume ongoing operational responsibility, or enter into a grant agreement requiring separate Board approval.

The RHTF grant work is important because it offers a potential mechanism to support planning, coordination, implementation readiness, system development, and stakeholder engagement related to a regionalized EMS model. Staff has coordinated with the Fremont County Commission, municipal representatives, emergency medical service stakeholders, healthcare partners, and others regarding how this opportunity may support a sustainable regional approach. This work is still developing, but it represents one of the most important regional service discussions currently before FCAG.

Tribal government engagement also remained a major focus in July. The July board packet includes the FCAG Tribal Membership item, including the resolution package, Amended and Restated Joint Powers Agreement, and Resolution 2026-04. The purpose of this work is to initiate the formal admission of the Northern Arapaho Business Council and the Eastern Shoshone Business Council as participating agencies of FCAG. This is a significant step in the organization's history and directly supports FCAG's mission of regional coordination, shared problem-solving, and respect for governmental partners throughout Fremont County and the Wind River Indian Reservation.

The proposed Tribal Membership resolution recognizes that admitting the Northern Arapaho Business Council and Eastern Shoshone Business Council would strengthen regional coordination on transportation, planning, grant administration, emergency medical services, public health, and other matters of regional significance. It also recognizes that admitting new participating agencies is not merely an internal housekeeping change. It requires member-government approval, an Amended and Restated Joint Powers Agreement, Attorney General review, and conforming amendments to FCAG's bylaws. Staff has worked to structure this item carefully so the Board, member agencies, and tribal governments have a clear process for consideration.

This tribal membership work is also directly connected to the EMS and RHTF discussions. A responsible regional EMS model must meaningfully include the Eastern Shoshone and Northern Arapaho governments, particularly given the geography, population distribution, and service needs of the Wind River Indian Reservation. Formal tribal representation on the FCAG Joint Powers Board would strengthen the organization's ability to coordinate on these issues in a respectful, durable, and legally structured manner.

Governance modernization was another major administrative focus in July. Staff continued development of FCAG-POL-1.1 Board Governance Policy, which is before the Board for consideration. This policy is intended to establish a clear, consistent, and accountable framework for Board governance, officer responsibilities, Board and Executive Director roles, committee oversight, transparency, fiscal stewardship, strategic direction, ethical conduct, and the distinction between governance and administration.

The Board Governance Policy is an important foundational document. FCAG has historically relied on bylaws, resolutions, institutional practice, and individual documents to guide governance. As the organization continues to expand in complexity through WRTA, Project Independence, regional EMS work, tribal membership, grant administration, and policy development, it is increasingly important to have a clear policy framework that supports continuity, transparency, and accountability. This policy is intended to help the Board govern collectively, preserve the appropriate role of individual Board Members, and clarify the delegated authority of administration.

Staff also continued work on FCAG-POL-3.1 Financial Policy and Procedures Handbook. The financial handbook strengthens the organization's framework for internal controls, procurement, budgeting, financial reporting, fraud prevention, conflict-of-interest disclosure, grant management, FTA compliance, local match documentation, indirect cost treatment, reserves, cash handling, and audit readiness. This work is especially timely given the current public transportation funding environment and the need to ensure FCAG can document, explain, and defend its financial decisions with clarity.

The Personnel Handbook revision was also advanced for Board review. This work is intended to modernize FCAG's employee-facing personnel guidance while better aligning the handbook with the developing FCAG policy structure. Areas of emphasis include corrective action, due process, grievance procedures, benefits language, classification structure, public engagement, workplace conduct, political activity considerations, fitness-for-duty, and consistency with the broader policy framework. The goal is to create a personnel document that is professional, legally aware, practical for supervisors, and clear for employees.

Together, the Board Governance Policy, Financial Policy and Procedures Handbook, and Personnel Handbook revision represent a major step toward professionalizing FCAG's internal administrative systems. These documents are not simply paperwork. They establish the structure by which FCAG manages public funds, supervises employees, supports the Board, complies with federal and state requirements, and provides services to the public. This policy work is part of building the long-term institutional capacity necessary for FCAG to continue growing responsibly.

WRTA operations and technology also remained active in July. Staff worked through vehicle technology issues related to Passio equipment and new Forest River vehicles. Internal review identified that Passio equipment had not been installed on one vehicle, requiring coordination with vendors, review of wiring diagrams, and discussion of how to reallocate or install equipment in a cost-effective way. These issues are operationally important because Passio supports rider information, vehicle tracking, and system visibility. Staff's response reflects the continued need to manage vendors carefully while preserving the function of existing transit technology systems.

WRTA also reviewed possible technology solutions related to fare collection and rider tracking, including a Matawan demonstration. While fare revenue cannot resolve the current local match shortfall, accurate fare collection and rider tracking tools remain important for operational analysis, public reporting, grant compliance, and customer service. Staff will continue to evaluate technology options carefully in light of the current fiscal environment.

Dispatch and communications infrastructure also continued to be refined. Staff worked with Fusion Connect regarding call sharing, Microsoft Teams, dispatch call queues, and whether individual dispatcher direct inward dial numbers are necessary when dispatch staff are only receiving calls from the queue. This work is part of the broader effort to control costs, simplify dispatch operations, and ensure WRTA's communication systems match actual operational needs.

Staff also reviewed additional federal funding opportunities, including the Federal Transit Administration notice of funding opportunity intended to help connect people to healthcare and other critical services. Internal discussion identified possible alignment with regional travel planning, mobility management, healthcare access, senior services, disability access, and coordinated transportation. While no final recommendation is included in this report, the review reflects staff's continued effort to identify funding opportunities that support FCAG's mission and WRTA's public transportation role.

Public outreach and civic education continued through The Parliamentary Pause. The July 16 edition was sent as part of FCAG's weekly parliamentary procedure and governance education effort. This initiative supports better understanding of public meetings, motions, amendments, agendas, voting, and the structure of board decision-making. Staff also worked internally on consistency, formatting, source references, and future website use for this effort. The Parliamentary Pause remains a low-cost, mission-aligned way to strengthen civic understanding and support better public meeting practices across the region.

The organization also remained engaged in broader community visibility and communication work during July. WRTA's 30th anniversary and USA 250th commemorative bus wrap was used in Independence Day activities in Riverton and Lander, supporting public awareness of WRTA's history and role in the community. SafeRide and impaired-driving prevention messaging also continued to be part of WRTA's public-facing identity, reinforcing the agency's role in both mobility and community safety.

July also included continued work around the three-quarter percent sales tax discussion and the related memorandum of agreement among local governments. Communications during the month reflected ongoing municipal consideration of the proposed MOA and its relationship to the RASEC report, key services funding, and broader regional service sustainability. These conversations are important to FCAG because they directly relate to how Fremont County communities fund and sustain essential services that cross municipal boundaries.

Overall, July required FCAG to operate on multiple fronts at once. The organization continued responding to a serious public transportation funding challenge, preparing service reduction communications, advancing regional EMS planning, developing a Rural Health Transformation Funding application, supporting tribal membership expansion, modernizing governance and personnel policies, strengthening financial controls, managing technology issues, responding to data requests, and continuing public education efforts.

The work completed this month demonstrates the increasing role FCAG is playing as a regional problem-solving entity. The issues before the organization are complex and often difficult. Public transportation, emergency medical services, tribal representation, local match funding, policy modernization, public transparency, and regional service coordination all require careful administration and responsible Board governance. July showed that FCAG is continuing to build the tools, relationships, documentation, and institutional capacity necessary to meet those responsibilities.

The challenges ahead remain significant. WRTA's funding situation will require continued attention, local support, and difficult service planning. RASEC and EMS regionalization will require careful governance, stakeholder engagement, and sustained communication. Tribal membership will require a deliberate approval process among existing member agencies and the tribal governments. Policy implementation will require training, consistency, and continued revision. However, the work completed in July reflects meaningful progress and demonstrates that FCAG is actively fulfilling its purpose: bringing governments and partners together to address shared regional challenges in a practical, transparent, and accountable manner.

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: FCAG Tribal Membership

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 item advances FCAG's ongoing effort to establish formal membership for the Northern Arapaho Tribe and Eastern Shoshone Tribe within the Fremont County Association of Governments Joint Powers Board.

The Wyoming Joint Powers Act expressly recognizes the Northern Arapaho Business Council and Eastern Shoshone Business Council as agencies eligible to participate in joint powers agreements. The proposed action would begin the formal process necessary to admit both Tribal governments as participating agencies of FCAG.

The materials presented for Board consideration include:

i. Tribal Admission Resolution Package
A coordinated resolution package has been developed to provide the necessary approval documents for the Northern Arapaho Business Council, Eastern Shoshone Business Council, FCAG Joint Powers Board, and each of FCAG's seven existing member governments.

ii. Amended and Restated Joint Powers Agreement
The proposed Amended and Restated Joint Powers Agreement would formally incorporate the Northern Arapaho and Eastern Shoshone Tribal governments as participating agencies and establish the updated legal framework governing FCAG membership and representation.

Because the proposed amendment adds new participating agencies rather than merely modifying an internal administrative provision, the admission process requires broader approval than prior administrative addenda. The resolution package identifies approval by each participating government, approval by the Wyoming Attorney General, and required filing as necessary steps before the amended agreement becomes effective.

iii. Resolution 2026-04 – Tribal Membership

Resolution 2026-04 would constitute FCAG's formal approval and recommendation of the Amended and Restated Joint Powers Agreement and authorize staff to proceed with the remaining approval process.

Following FCAG Board action, the agreement and applicable resolution materials would be transmitted to the Northern Arapaho Business Council, Eastern Shoshone Business Council, and FCAG's seven existing participating governments for their respective consideration and approval.

Final membership would become effective only upon completion of all required approvals, execution, Wyoming Attorney General review and approval, and required filings.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

September 2024–2025 – Board initiated and continued discussions regarding formal Tribal representation within FCAG.
2025–2026 – FCAG leadership engaged Tribal representatives regarding potential participation and membership.
2026 – Board developed and considered a standardized membership and dues framework intended to provide an equitable pathway for Tribal participation.
2026 – Staff developed the Tribal Admission Resolution Package, proposed Amended and Restated Joint Powers Agreement, and Resolution 2026-04 for formal consideration.

WHY IS THIS ITEM BEFORE THE BOARD:

Formal Board action is required to approve the proposed Amended and Restated Joint Powers Agreement and initiate the governmental approval process necessary to admit the Northern Arapaho and Eastern Shoshone Tribal governments as participating agencies of FCAG.

Approval by FCAG represents an important procedural step but does not independently finalize membership. Additional approvals and statutory requirements must be completed before the amended agreement becomes effective.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Review and consider:

1. The Tribal Admission Resolution Package;
2. The Amended and Restated Joint Powers Agreement; and

3. Adoption of Resolution 2026-04 authorizing advancement of the Tribal membership process.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments adopt Resolution 2026-04, approve the Amended and Restated Joint Powers Agreement as presented [or as amended], and authorize the Executive Director to transmit the agreement and associated resolution materials to the Northern Arapaho Business Council, Eastern Shoshone Business Council, and FCAG participating governments for consideration and to take the administrative actions necessary to advance the agreement through the required approval, execution, legal review, and filing process."

(Second Required)

Chair:
"It has been moved and seconded. Is there any discussion?"

(Call for the Question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

Staff recommends adoption of Resolution 2026-04 and approval of the Amended and Restated Joint Powers Agreement, subject to any final legal or technical revisions required during the approval process.

Formal inclusion of the Northern Arapaho and Eastern Shoshone Tribal governments would strengthen FCAG's regional governance structure by providing direct governmental representation for two sovereign governments that share substantial geographic, community, infrastructure, transportation, and public-service interests with Fremont County and its municipalities.

Approval of this item does not independently complete the admission process. Rather, it formally establishes FCAG's intent to proceed and authorizes advancement of the agreement through the required intergovernmental approval process.

RESOLUTION PACKAGE

Admission of the Northern Arapaho and Eastern Shoshone Business Councils to the

Fremont County Association of Governments Joint Powers Board

Four Resolutions: NABC | ESBC | FCAG Board | FCAG Member Government (template)

Purpose

This document provides four resolution templates covering every governing body whose approval is needed to admit the Northern Arapaho Tribe and the Eastern Shoshone Tribe as participating agencies of the Fremont County Association of Governments ("FCAG") Joint Powers Board: (1) the Northern Arapaho Business Council, (2) the Eastern Shoshone Business Council, (3) the FCAG Joint Powers Board itself, and (4) a generic template for use by each of FCAG's seven current member governments. Each template is drafted to align with the Wyoming Joint Powers Act, Wyo. Stat. Ann. §§ 16-1-101 through 16-1-110, and with FCAG's own founding and amendment records.

Who Needs to Approve — Two Layers on the FCAG Side

Adding a new participating agency to FCAG is not a single vote. Wyo. Stat. Ann. § 16-1-105(a)(i) requires that "the governing body of each participating agency" approve the agreement or amendment before it is effective. The FCAG Joint Powers Board is itself a separate body corporate created by the original 1983 agreement among its member governments (§ 16-1-106(b)) — it is not, itself, one of the "participating agencies." That has two practical consequences:

- FCAG Board resolution — required under FCAG's own bylaws, which list amendments to the Joint Powers Agreement as a formal organizational decision needing Board approval. This resolution is the Board's internal act of approving and recommending the Amended and Restated Joint Powers Agreement.
- Each of the seven current member governments — the Town of Dubois, Fremont County, the Town of Hudson, the City of Lander, the Town of Pavillion, the City of Riverton, and the Town of Shoshoni — independently approves the amendment through its own council or commission, because each of those entities, not the FCAG Board, is the "participating agency" whose governing-body approval the statute (and FCAG's own founding Agreement) requires.

A generic member-government template is included so the same form can be adapted and routed to all seven councils/commission.

What FCAG's Own Records Show

FCAG's founding and amendment documents confirm, rather than merely suggest, this two-layer structure. The original 1983 Joint Powers Agreement, at Section Eight (Effective Date), provided that the Agreement would not be effective until (1) the governing body of each Participating Agency approved it, (2) the Wyoming Attorney General approved it, and (3) it was filed with each

Participating Agency's clerk. Consistent with that clause, each of the seven original members — Fremont County, the City of Riverton, the City of Lander, the Town of Dubois, the Town of Shoshoni, the Town of Hudson, and the Town of Pavillion — separately adopted its own 1983 resolution authorizing its mayor or chairman to sign, several of which name a specific board representative and are notarized.

That same approval structure was not used for every later change, however. In 2018 FCAG circulated a full restated Joint Powers Agreement that dropped Section Eight's approval language entirely and was signed only by the Board's Chair and Secretary/Treasurer; FCAG's records indicate the State directed FCAG to submit a narrower Addendum instead. The Addenda that were actually adopted, in January 2018 and August 2022, changed internal Board-operations details — how each existing member's representative is designated, and how members may attend meetings — and were likewise executed by the Board Chair and Secretary/Treasurer alone, without a fresh vote of each member's governing body.

Admitting the NABC and the ESBC is a different kind of change: it adds new parties to the underlying multi-party Agreement, rather than adjusting how the existing parties operate internally. That places it squarely within Section Eight's original approval process — and within Wyo. Stat. Ann. § 16-1-105(a), which extends the same three-part requirement to amendments — rather than within the lighter Board-addendum practice used for housekeeping changes in 2018 and 2022. The FCAG Board resolution and member-government template in this package are drafted accordingly, and each flags this history for confirmation by legal counsel.

Why the Wyoming Joint Powers Act Applies to the Tribes

The Wyoming Joint Powers Act names the Wind River tribal governments directly. Wyo. Stat. Ann. § 16-1-101 authorizes cooperation between Wyoming political subdivisions and "the Eastern Shoshone and Northern Arapaho Tribes of the Wind River Reservation." Wyo. Stat. Ann. § 16-1-103(a)(i) goes further, defining "Agencies" eligible to enter joint powers agreements to include the joint business council of the two tribes, the Eastern Shoshone Business Council individually, and the Northern Arapaho Business Council individually. This means each Business Council may participate in a joint powers board on the same statutory footing as a Wyoming county or municipality — no separate state enabling legislation is needed.

Wyo. Stat. Ann. § 16-1-104(a) adds an important protection: a tribal business council's participation in a joint powers board "neither increases or decreases" its powers. Each template's Resolved Clause 5 restates this protection and separately reserves sovereign immunity, which the Joint Powers Act does not itself address.

What the Wyoming Joint Powers Act Requires for a Valid Agreement

- Governing body approval — each participating agency's governing body must formally approve the agreement or amendment. Wyo. Stat. Ann. § 16-1-105(a)(i).

- Attorney General approval — the agreement or amendment must be submitted to and approved by the Wyoming Attorney General. Wyo. Stat. Ann. § 16-1-105(a)(ii).
- Filing — the approved agreement must be filed with the keeper of records of each participating agency. Wyo. Stat. Ann. § 16-1-105(a)(iii).
- Required content — the agreement itself (not the resolution) must state its duration; the organization, composition, and delegated powers of the joint powers board; its purpose; each agency's ownership or interest in board facilities/services; the manner of financing; and terms for partial or complete termination and distribution of assets. Wyo. Stat. Ann. § 16-1-105(b).
- Board composition — a joint powers board must have at least five members, all qualified electors of the counties in which the board operates, appointed by the participating agencies' governing bodies in a proportion reflecting their interest. Wyo. Stat. Ann. § 16-1-106(a). FCAG and each Tribe should confirm, as part of drafting Exhibit A, how tribal representation on the board will be structured and how the "qualified elector" requirement will be satisfied.

How to Use These Templates

- Each of the four resolutions stands alone and must be adopted by its own governing body in accordance with that body's own charter, code, bylaws, and quorum/voting requirements; the templates do not attempt to prescribe internal procedure for any entity.
- Complete all bracketed fields in every resolution: resolution numbers, dates, officer names and titles, meeting quorum and vote counts, and (for the two tribal resolutions) the tribal law citation establishing each Business Council's authority to act.
- Attach the actual Amended and Restated Joint Powers Agreement as Exhibit A to every resolution before adoption; each resolution authorizes and references that agreement but does not substitute for it.
- Suggested sequence: (1) FCAG Board approves and recommends the Amended and Restated Joint Powers Agreement; (2) NABC and ESBC each adopt their resolutions; (3) each of FCAG's seven current member governments adopts the member-government template; (4) the agreement is submitted to the Wyoming Attorney General under § 16-1-105(a)(ii); (5) upon AG approval, the agreement is filed with the keeper of records of all nine participating agencies under § 16-1-105(a)(iii).
- Have legal counsel for each Tribe, for FCAG, and for each member government review the resolution and agreement before adoption; shaded drafting notes throughout flag points that need entity-specific legal confirmation.

[TRIBAL SEAL]

NORTHERN ARAPAHO TRIBE

NORTHERN ARAPAHO BUSINESS COUNCIL

Wind River Indian Reservation, Wyoming

RESOLUTION NO. NABC-[YY]-[###]

A RESOLUTION OF THE NORTHERN ARAPAHO BUSINESS COUNCIL AUTHORIZING THE NORTHERN ARAPAHO TRIBE'S PARTICIPATION IN THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS JOINT POWERS BOARD PURSUANT TO THE WYOMING JOINT POWERS ACT, WYO. STAT. ANN. §§ 16-1-101 THROUGH 16-1-110

DRAFTING NOTE: This is a template. Bracketed text must be completed, and the entire document reviewed and approved by the Tribe's legal counsel before adoption, to confirm consistency with the Tribe's constitution, law and order code, and internal quorum and ratification requirements.

WHEREAS, the Northern Arapaho Tribe ("Tribe") is a sovereign Indian tribe recognized by the United States, possessing inherent sovereign authority to govern its members, lands, and internal and external affairs; and

WHEREAS, the Northern Arapaho Business Council ("NABC" or "Council") is the governing body of the Tribe, vested with authority under [Northern Arapaho Tribal Constitution and/or Law and Order Code, Article ___, § ___] to act on behalf of the Tribe in matters of tribal governance, intergovernmental relations, and business affairs; and

WHEREAS, the Wyoming Legislature, in the Wyoming Joint Powers Act, Wyo. Stat. Ann. § 16-1-101, has expressly recognized the authority of the State of Wyoming and its counties, municipal corporations, and other political subdivisions to cooperate with "the Eastern Shoshone and Northern Arapaho Tribes of the Wind River Reservation"; and

WHEREAS, Wyo. Stat. Ann. § 16-1-103(a)(i) expressly defines "Agencies" eligible to enter into joint powers agreements under the Act to include "the business council of the Northern Arapaho Indian tribe"; and

WHEREAS, Wyo. Stat. Ann. § 16-1-104(a) provides that where the NABC participates in a joint powers board with Wyoming political subdivisions and special districts, the powers of the NABC are neither increased nor decreased by that participation, and that such participation is intended solely to facilitate the implementation of programs and projects that more effectively benefit the citizens of Wyoming, including members of the Tribe; and

WHEREAS, the Fremont County Association of Governments ("FCAG") is a Wyoming joint powers board organized in 1983 pursuant to the Wyoming Joint Powers Act, presently composed of the Town of Dubois, Fremont County, the Town of Hudson, the City of Lander, the Town of Pavillion, the City of Riverton, and the Town of Shoshoni, which serves as a forum for regional cooperation among Fremont County governments and governs joint undertakings including the Wind River Transportation Authority and Fremont County Project Independence; and

WHEREAS, a substantial portion of Fremont County, including lands within the exterior boundaries of the Wind River Indian Reservation, is home to members of the Tribe, and the Tribe has a direct and substantial interest in the transportation, planning, and coordinated grant administration services undertaken by FCAG; and

WHEREAS, the NABC has determined that it is in the best interest of the Tribe and its members to participate as a member agency of the FCAG Joint Powers Board, in order to secure a formal voice in regional decision-making and to coordinate more effectively with Fremont County and its municipalities on matters of shared concern; and

WHEREAS, admission of the Tribe as a participating agency of FCAG requires execution of a Joint Powers Agreement, or an amendment to FCAG's existing Joint Powers Agreement, containing the provisions required by Wyo. Stat. Ann. § 16-1-105(b), including the duration of the agreement, the organization, composition, and powers of the joint powers board, the purpose of the agreement, the Tribe's interest in FCAG's services or facilities, the manner of financing the joint undertaking, and the terms of partial or complete termination; and

WHEREAS, a proposed [Amended and Restated] Joint Powers Agreement reflecting the Tribe's participation, attached hereto as Exhibit A, has been reviewed by the NABC and by legal counsel for the Tribe; and

WHEREAS, no agreement under the Wyoming Joint Powers Act is effective until it has been approved by the governing body of each participating agency, submitted to and approved by the Wyoming Attorney General pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and filed with the keeper of records of each participating agency pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii); and

WHEREAS, nothing in this Resolution, or in the Tribe's participation in FCAG, shall be construed to diminish, waive, or otherwise affect the sovereign immunity of the Tribe or the NABC except as may be expressly and specifically provided by separate written waiver duly authorized by the NABC;

NOW, THEREFORE, BE IT RESOLVED by the Northern Arapaho Business Council that:

1. **Authorization to Participate.** The NABC hereby authorizes the Tribe's participation as a member agency of the Fremont County Association of Governments Joint Powers Board, pursuant to and consistent with the Wyoming Joint Powers Act, Wyo. Stat. Ann. §§ 16-1-101 through 16-1-110.

2. **Approval and Execution of Agreement.** The NABC approves the Joint Powers Agreement attached as Exhibit A and authorizes the Chairman/Co-Chairman of the NABC, or a designee appointed by the NABC, to execute the Agreement, and any amendments necessary to effectuate the Tribe's participation, on behalf of the Tribe.

3. **Submission for State Approval and Filing.** The Secretary of the NABC (or other officer designated by the NABC) is directed to submit the executed Agreement to the Wyoming Attorney General for review and approval pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and, upon such approval, to file the Agreement with the keeper of records of the Tribe and to confirm filing with the keeper of records of each other participating agency, pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii).

4. **Designation of Representatives.** Pursuant to Wyo. Stat. Ann. § 16-1-106(a), the NABC designates [Name/Title] to serve as the Tribe's representative, and [Name/Title] to serve as alternate representative, on the FCAG Joint Powers Board, each to serve at the pleasure of the NABC and subject to removal and replacement at any time by resolution of the NABC.

5. **Reservation of Sovereignty and Immunity.** Nothing in this Resolution or in the Agreement authorized hereby shall be construed as a waiver of the sovereign immunity of the Tribe, the NABC, or their officials and employees, and no such waiver shall be effective unless made expressly and specifically in writing and duly authorized by separate resolution of the NABC. Participation in the FCAG Joint Powers Board shall not diminish, limit, or waive any right, power, jurisdiction, or authority of the Tribe arising under federal law, treaty, or its inherent sovereignty, consistent with Wyo. Stat. Ann. § 16-1-104(a).

6. **Severability.** If any provision of this Resolution is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

7. **Effective Date.** This Resolution shall take effect immediately upon adoption by the NABC.

CERTIFICATION

The undersigned, as Secretary of the Northern Arapaho Business Council, hereby certifies that the foregoing Resolution was duly presented and adopted at a [regular/special] meeting of the NABC held on [DATE], [Wind River Indian Reservation], Wyoming, at which a quorum of [___] of [___] members was present and voting, by a vote of: [___] For; [___] Against; [___] Abstaining; [___] Absent.

ADOPTED this ____ day of _______________, 20____.

____

[Name], Chairman/Co-Chairman

Northern Arapaho Business Council

ATTEST:

[Name], Secretary

[TRIBAL SEAL]

EASTERN SHOSHONE TRIBE

EASTERN SHOSHONE BUSINESS COUNCIL

Wind River Indian Reservation, Wyoming

RESOLUTION NO. ESBC-[YY]-[###]

A RESOLUTION OF THE EASTERN SHOSHONE BUSINESS COUNCIL AUTHORIZING THE EASTERN SHOSHONE TRIBE'S PARTICIPATION IN THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS JOINT POWERS BOARD PURSUANT TO THE WYOMING JOINT POWERS ACT, WYO. STAT. ANN. §§ 16-1-101 THROUGH 16-1-110

DRAFTING NOTE: This is a template. Bracketed text must be completed, and the entire document reviewed and approved by the Tribe's legal counsel before adoption, to confirm consistency with the Tribe's constitution, law and order code, and internal quorum and ratification requirements.

WHEREAS, the Eastern Shoshone Tribe ("Tribe") is a sovereign Indian tribe recognized by the United States, possessing inherent sovereign authority to govern its members, lands, and internal and external affairs; and

WHEREAS, the Eastern Shoshone Business Council ("ESBC" or "Council") is the governing body of the Tribe, vested with authority under [Eastern Shoshone Tribal Constitution and/or Law and Order Code, Article ___, § ___] to act on behalf of the Tribe in matters of tribal governance, intergovernmental relations, and business affairs; and

WHEREAS, the Wyoming Legislature, in the Wyoming Joint Powers Act, Wyo. Stat. Ann. § 16-1-101, has expressly recognized the authority of the State of Wyoming and its counties, municipal corporations, and other political subdivisions to cooperate with "the Eastern Shoshone and Northern Arapaho Tribes of the Wind River Reservation"; and

WHEREAS, Wyo. Stat. Ann. § 16-1-103(a)(i) expressly defines "Agencies" eligible to enter into joint powers agreements under the Act to include "the business council of the Eastern Shoshone Indian tribe"; and

WHEREAS, Wyo. Stat. Ann. § 16-1-104(a) provides that where the ESBC participates in a joint powers board with Wyoming political subdivisions and special districts, the powers of the ESBC are neither increased nor decreased by that participation, and that such participation is intended solely to facilitate the implementation of programs and projects that more effectively benefit the citizens of Wyoming, including members of the Tribe; and

WHEREAS, the Fremont County Association of Governments ("FCAG") is a Wyoming joint powers board organized in 1983 pursuant to the Wyoming Joint Powers Act, presently composed of the Town of Dubois, Fremont County, the Town of Hudson, the City of Lander, the Town of Pavillion, the City of Riverton, and the Town of Shoshoni, which serves as a forum for regional cooperation among Fremont County governments and governs joint undertakings including the Wind River Transportation Authority and Fremont County Project Independence; and

WHEREAS, a substantial portion of Fremont County, including lands within the exterior boundaries of the Wind River Indian Reservation, is home to members of the Tribe, and the Tribe has a direct and substantial interest in the transportation, planning, and coordinated grant administration services undertaken by FCAG; and

WHEREAS, the ESBC has determined that it is in the best interest of the Tribe and its members to participate as a member agency of the FCAG Joint Powers Board, in order to secure a formal voice in regional decision-making and to coordinate more effectively with Fremont County and its municipalities on matters of shared concern; and

WHEREAS, under the traditional governance structure of the Eastern Shoshone Tribe, the General Council retains ultimate authority over certain matters, and the ESBC exercises its authority as the elected body authorized to conduct the day-to-day governmental and business affairs of the Tribe, including entry into intergovernmental agreements of the type authorized by this Resolution, subject to any ratification or reporting obligations owed to the General Council under Tribal law; and

WHEREAS, admission of the Tribe as a participating agency of FCAG requires execution of a Joint Powers Agreement, or an amendment to FCAG's existing Joint Powers Agreement, containing the provisions required by Wyo. Stat. Ann. § 16-1-105(b), including the duration of the agreement, the organization, composition, and powers of the joint powers board, the purpose of the agreement, the Tribe's interest in FCAG's services or facilities, the manner of financing the joint undertaking, and the terms of partial or complete termination; and

WHEREAS, a proposed [Amended and Restated] Joint Powers Agreement reflecting the Tribe's participation, attached hereto as Exhibit A, has been reviewed by the ESBC and by legal counsel for the Tribe; and

WHEREAS, no agreement under the Wyoming Joint Powers Act is effective until it has been approved by the governing body of each participating agency, submitted to and approved by the Wyoming Attorney General pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and filed with the keeper of records of each participating agency pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii); and

WHEREAS, nothing in this Resolution, or in the Tribe's participation in FCAG, shall be construed to diminish, waive, or otherwise affect the sovereign immunity of the Tribe or the ESBC except as may be expressly and specifically provided by separate written waiver duly authorized by the ESBC;

NOW, THEREFORE, BE IT RESOLVED by the Eastern Shoshone Business Council that:

1. **Authorization to Participate.** The ESBC hereby authorizes the Tribe's participation as a member agency of the Fremont County Association of Governments Joint Powers Board, pursuant to and consistent with the Wyoming Joint Powers Act, Wyo. Stat. Ann. §§ 16-1-101 through 16-1-110.

2. **Approval and Execution of Agreement.** The ESBC approves the Joint Powers Agreement attached as Exhibit A and authorizes the Chairman/Co-Chairman of the ESBC, or a designee appointed by the ESBC, to execute the Agreement, and any amendments necessary to effectuate the Tribe's participation, on behalf of the Tribe.

3. **Submission for State Approval and Filing.** The Secretary of the ESBC (or other officer designated by the ESBC) is directed to submit the executed Agreement to the Wyoming Attorney General for review and approval pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and, upon such approval, to file the Agreement with the keeper of records of the Tribe and to confirm filing with the keeper of records of each other participating agency, pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii).

4. **Designation of Representatives.** Pursuant to Wyo. Stat. Ann. § 16-1-106(a), the ESBC designates [Name/Title] to serve as the Tribe's representative, and [Name/Title] to serve as alternate representative, on the FCAG Joint Powers Board, each to serve at the pleasure of the ESBC and subject to removal and replacement at any time by resolution of the ESBC.

5. **Reservation of Sovereignty and Immunity.** Nothing in this Resolution or in the Agreement authorized hereby shall be construed as a waiver of the sovereign immunity of the Tribe, the ESBC, or their officials and employees, and no such waiver shall be effective unless made expressly and specifically in writing and duly authorized by separate resolution of the ESBC. Participation in the FCAG Joint Powers Board shall not diminish, limit, or waive any right, power, jurisdiction, or authority of the Tribe arising under federal law, treaty, or its inherent sovereignty, consistent with Wyo. Stat. Ann. § 16-1-104(a).

6. **Severability.** If any provision of this Resolution is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

7. **Effective Date.** This Resolution shall take effect immediately upon adoption by the ESBC.

CERTIFICATION

The undersigned, as Secretary of the Eastern Shoshone Business Council, hereby certifies that the foregoing Resolution was duly presented and adopted at a [regular/special] meeting of the ESBC held on [DATE], [Wind River Indian Reservation], Wyoming, at which a quorum of [___] of [___]

members was present and voting, by a vote of: [___] For; [___] Against; [___] Abstaining; [___] Absent.

DRAFTING NOTE: The Eastern Shoshone Tribe's governance structure gives the General Council a role in certain matters. Confirm with ESBC legal counsel whether this Resolution requires notice to, or ratification by, the General Council under current Tribal law before or after adoption, and add any required recital or clause accordingly.

ADOPTED this ____ day of _______________, 20____.

____

[Name], Chairman/Co-Chairman
Eastern Shoshone Business Council

ATTEST:

____

[Name], Secretary

[FCAG SEAL]

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS

JOINT POWERS BOARD

Fremont County, Wyoming

RESOLUTION NO. FCAG-[YY]-[###]

A RESOLUTION OF THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS JOINT POWERS BOARD APPROVING AND RECOMMENDING AN AMENDED AND RESTATED JOINT POWERS AGREEMENT ADMITTING THE NORTHERN ARAPAHO BUSINESS COUNCIL AND THE EASTERN SHOSHONE BUSINESS COUNCIL AS PARTICIPATING AGENCIES, PURSUANT TO THE WYOMING JOINT POWERS ACT, WYO. STAT. ANN. §§ 16-1-101 THROUGH 16-1-110

DRAFTING NOTE: FCAG's own records show a mixed amendment practice: the 1983 Joint Powers Agreement was approved individually by all seven original Member Agencies, while the 2018 and 2022 Addenda (limited to internal Board-operations details) were executed by the Board Chair and Secretary/Treasurer alone. Because this amendment adds new participating agencies rather than adjusting an internal detail, it is drafted here to follow the fuller 1983 process. Confirm this approach, and the vote threshold for approving a Joint Powers Agreement amendment, with FCAG's legal counsel before adoption.

WHEREAS, the Fremont County Association of Governments ("FCAG") is a joint powers board organized in 1983 pursuant to the Wyoming Joint Powers Act, and is a body corporate and politic under Wyo. Stat. Ann. § 16-1-106(b), presently composed of seven participating agencies: the Town of Dubois, Fremont County, the Town of Hudson, the City of Lander, the Town of Pavillion, the City of Riverton, and the Town of Shoshoni (collectively, the "Member Agencies"); and

WHEREAS, the original 1983 Joint Powers Agreement, at Section Eight (Effective Date), provided that the Agreement would not be effective until (1) the governing body of each Participating Agency approved the Agreement, (2) the Agreement was submitted to and approved by the Wyoming Attorney General, and (3) the Agreement was filed with the respective City, Town, or County Clerks of the Participating Agencies; and, consistent with that requirement, each of the seven original Member Agencies in fact adopted its own individual resolution in 1983 authorizing its mayor or chairman to execute the Agreement and its clerk to attest it; and

WHEREAS, FCAG's subsequent amendment practice has distinguished between changes to the Board's internal operations and changes to the identity of the participating agencies: a proposed full restatement of the Joint Powers Agreement circulated in 2018 was not adopted in that form, and FCAG was directed to proceed by Addendum instead; the Addenda actually adopted, in January 2018 and August 2022, addressed matters such as how each existing Member Agency designates its board representative and meeting logistics, and were executed by the Board's Chair and Secretary/Treasurer alone, without a separate vote of each Member Agency's own governing body; and

WHEREAS, admitting the NABC and the ESBC as new participating agencies changes who the participating agencies of FCAG are, rather than adjusting an internal operating detail, and this Board finds that such an admission falls within the original Section Eight approval process contemplated by the 1983 Agreement and Wyo. Stat. Ann. § 16-1-105(a), rather than the lighter Board-addendum practice used for administrative housekeeping in 2018 and 2022; and

WHEREAS, Wyo. Stat. Ann. § 16-1-101 expressly recognizes the authority of Wyoming counties, municipal corporations, and other political subdivisions to cooperate with “the Eastern Shoshone and Northern Arapaho Tribes of the Wind River Reservation”, and Wyo. Stat. Ann. § 16-1-103(a)(i) defines “Agencies” eligible to participate in a joint powers agreement to include the Northern Arapaho Business Council (“NABC”) and the Eastern Shoshone Business Council (“ESBC”), each individually; and

WHEREAS, the NABC and the ESBC have each adopted a resolution — NABC Resolution No. [___], dated [DATE], and ESBC Resolution No. [___], dated [DATE], copies attached as Exhibit B and Exhibit C — authorizing their respective tribe’s participation as a member agency of FCAG; and

WHEREAS, admission of the NABC and the ESBC as participating agencies requires an Amended and Restated Joint Powers Agreement containing the provisions required by Wyo. Stat. Ann. § 16-1-105(b), including the agreement’s duration, the organization, composition, and powers of the joint powers board, its purpose, each participating agency’s interest in FCAG’s services and facilities, the manner of financing, and the terms of partial or complete termination, a proposed form of which is attached hereto as Exhibit A; and

WHEREAS, no agreement or amendment under the Wyoming Joint Powers Act is effective until it has been approved by the governing body of each participating agency, submitted to and approved by the Wyoming Attorney General pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and filed with the keeper of records of each participating agency pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii); and

WHEREAS, because each Member Agency, and not this Board, is a “participating agency” for purposes of Wyo. Stat. Ann. § 16-1-105(a)(i) and of Section Eight of the original 1983 Agreement, the governing body of each Member Agency — namely, the town council or city council of each town and city, and the Board of County Commissioners of Fremont County — must separately approve the Amended and Restated Joint Powers Agreement before it is effective, in addition to this Board’s own approval; and

WHEREAS, admission of the NABC and the ESBC will require this Board to reconsider, consistent with Wyo. Stat. Ann. § 16-1-106(a), the composition of the Board and the manner in which each participating agency, including the NABC and the ESBC, appoints qualified elector representatives to the Board; and

WHEREAS, this Board finds that admitting the NABC and the ESBC as participating agencies will strengthen regional coordination on transportation, planning, and grant administration throughout Fremont County, including the Wind River Indian Reservation, and is in the best interest of FCAG and its Member Agencies;

NOW, THEREFORE, BE IT RESOLVED by the Fremont County Association of Governments Joint Powers Board that:

1. **Approval of Amended and Restated Agreement.** This Board approves the Amended and Restated Joint Powers Agreement attached as Exhibit A, admitting the NABC and the ESBC as participating agencies of FCAG pursuant to the Wyoming Joint Powers Act, Wyo. Stat. Ann. §§ 16-1-101 through 16-1-110.

2. **Transmittal to Member Agencies.** The FCAG Administrator is directed to transmit Exhibit A, together with the form member-government resolution attached as Exhibit D, to the governing body of each Member Agency for approval pursuant to Wyo. Stat. Ann. § 16-1-105(a)(i), following the same practice used by each Member Agency in 1983.

3. **Execution.** Upon approval of Exhibit A by the governing body of each Member Agency and by the NABC and the ESBC, the Chair of this Board is authorized to execute the Amended and Restated Joint Powers Agreement on behalf of FCAG, attested by the Secretary/Treasurer.

4. **Submission to the Attorney General and Filing.** Following execution, the FCAG Administrator is directed to submit the Amended and Restated Joint Powers Agreement to the Wyoming Attorney General for review and approval pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and, upon such approval, to file the agreement with the keeper of records of each of the nine participating agencies and with the Fremont County Clerk and the Wyoming Secretary of State, consistent with the filing practice reflected in FCAG's 1983 and 2018 filings.

5. **Bylaws Conformance.** The FCAG Administrator is directed to bring conforming amendments to FCAG's bylaws — reflecting the NABC's and the ESBC's board seats and any resulting changes to Board size, quorum, or officer provisions — before this Board for consideration in accordance with the amendment procedure set forth in the bylaws.

6. **Severability.** If any provision of this Resolution is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

7. **Effective Date.** This Resolution shall take effect immediately upon adoption by this Board.

CERTIFICATION

The undersigned, as Secretary/Treasurer of the Fremont County Association of Governments Joint Powers Board, hereby certifies that the foregoing Resolution was duly presented and adopted at a [regular/special] meeting of the Board held on [DATE], in [LOCATION], Wyoming, at which a quorum of [___] of [___] members was present and voting, by a vote of: [___] For; [___] Against; [___] Abstaining; [___] Absent.

ADOPTED this ____ day of _______________, 20____.

____

[Name], Chair
Fremont County Association of Governments Joint Powers Board

ATTEST:

____

[Name], Secretary/Treasurer

[SEAL / LETTERHEAD OF MEMBER GOVERNMENT]

[TOWN OF ___ / CITY OF ___ / FREMONT COUNTY], WYOMING

[TOWN COUNCIL / CITY COUNCIL / BOARD OF COUNTY COMMISSIONERS]

RESOLUTION NO. [___]

A RESOLUTION OF THE [GOVERNING BODY] OF THE [TOWN/CITY OF ___ / FREMONT COUNTY], WYOMING, APPROVING AN AMENDED AND RESTATED JOINT POWERS AGREEMENT ADMITTING THE NORTHERN ARAPAHO BUSINESS COUNCIL AND THE EASTERN SHOSHONE BUSINESS COUNCIL AS PARTICIPATING AGENCIES OF THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS, PURSUANT TO THE WYOMING JOINT POWERS ACT

DRAFTING NOTE: This is a generic template for use by any one of FCAG's seven current member governments — the Town of Dubois, Fremont County, the Town of Hudson, the City of Lander, the Town of Pavillion, the City of Riverton, or the Town of Shoshoni. It mirrors the format each of these governments used for its own 1983 resolution joining FCAG. Before use, replace bracketed entity and officer terms throughout, confirm whether local practice requires approval by resolution or by ordinance, and have the entity's own legal counsel review. A separate, adopted copy of this resolution is needed from each of the seven governing bodies.

WHEREAS, the [Town/City] of [___] is a Wyoming municipal corporation organized under Title 15 of the Wyoming Statutes [OR, for Fremont County: Fremont County is a political subdivision of the State of Wyoming organized under Title 18 of the Wyoming Statutes], and is an "agency" as defined by Wyo. Stat. Ann. § 16-1-103(a)(i); and

WHEREAS, the [Town/City of ___ / Fremont County] is a participating agency and current member of the Fremont County Association of Governments ("FCAG"), a joint powers board organized in 1983 pursuant to the Wyoming Joint Powers Act, together with [list the other six Member Agencies]; and

WHEREAS, in 1983 this governing body [OR, for a Member Agency that joined after 1983: this governing body's predecessor] adopted its own resolution approving the original Fremont County Joint Powers Agreement and authorizing its execution, consistent with Section Eight of that Agreement, which provided that the Agreement would not be effective until the governing body of each Participating Agency had approved it, the Agreement was submitted to and approved by the Wyoming Attorney General, and the Agreement was filed with the respective City, Town, or County Clerk of each Participating Agency; and

WHEREAS, Wyo. Stat. Ann. § 16-1-101 expressly authorizes cooperation between Wyoming political subdivisions and "the Eastern Shoshone and Northern Arapaho Tribes of the Wind River Reservation", and Wyo. Stat. Ann. § 16-1-103(a)(i) defines "Agencies" eligible to participate in a joint powers agreement to include the Northern Arapaho Business Council ("NABC") and the Eastern Shoshone Business Council ("ESBC"), each individually; and

WHEREAS, the NABC and the ESBC have each adopted a resolution authorizing their respective tribe's participation as a member agency of FCAG, and the FCAG Joint Powers Board has, by Resolution No. [___], approved and recommended an Amended and Restated Joint Powers Agreement admitting the NABC and the ESBC as participating agencies, a copy of which is attached hereto as Exhibit A; and

WHEREAS, Wyo. Stat. Ann. § 16-1-105(a)(i) provides that no agreement or amendment under the Wyoming Joint Powers Act is effective until the governing body of each participating agency has approved it, and this governing body, as the governing body of a current participating agency of FCAG, must accordingly approve the Amended and Restated Joint Powers Agreement, in the same manner it approved the original 1983 Agreement; and

WHEREAS, this governing body finds that admitting the NABC and the ESBC as participating agencies of FCAG will strengthen regional coordination on transportation, planning, and grant administration throughout Fremont County, including the Wind River Indian Reservation, and is in the best interest of the [Town/City of ___ / Fremont County] and its residents; and

WHEREAS, this governing body has reviewed Exhibit A and confirms that it contains the provisions required by Wyo. Stat. Ann. § 16-1-105(b), including duration, organization and powers of the joint powers board, purpose, each participating agency's interest in FCAG's services and facilities, manner of financing, and terms of termination;

NOW, THEREFORE, BE IT RESOLVED by the [Town Council / City Council / Board of County Commissioners] of the [Town/City of ___ / Fremont County], Wyoming, that:

1. Approval. The [Town/City of ___ / Fremont County] approves the Amended and Restated Joint Powers Agreement attached as Exhibit A, admitting the NABC and the ESBC as participating agencies of FCAG.

2. Execution. The [Mayor / Chairman of the Board of County Commissioners] is authorized to execute the Amended and Restated Joint Powers Agreement on behalf of the [Town/City of ___ / Fremont County], attested by the [Town/City Clerk / County Clerk].

3. Filing. The [Town/City Clerk / County Clerk], as keeper of records for the [Town/City of ___ / Fremont County], is directed to file the executed Amended and Restated Joint Powers Agreement in the official records of the [Town/City / County] pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii), and to transmit an executed copy to the FCAG Administrator for compilation and submission to the Wyoming Attorney General pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii).

4. Continued Participation. Except as expressly modified by Exhibit A, the [Town/City of ___ / Fremont County]'s rights and obligations as a participating agency of FCAG remain unchanged, and this Resolution shall not be construed to alter its representation on, or obligations to, FCAG except as reflected in Exhibit A.

5. Severability. If any provision of this Resolution is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

6. Effective Date. This Resolution shall take effect immediately upon adoption.

CERTIFICATION

The undersigned, as [Town/City Clerk / County Clerk], hereby certifies that the foregoing Resolution was duly presented and adopted at a [regular/special] meeting of the [governing body] held on [DATE], at which a quorum was present, by a vote of: [___] Ayes; [___] Nays; [___] Abstaining; [___] Absent.

ADOPTED this ____ day of _______________, 20____.

____

[Name], [Mayor / Chairman of the Board of County Commissioners]
[Town/City of ___ / Fremont County], Wyoming

ATTEST:

____

[Name], [Town/City Clerk / County Clerk]

Appendix: Wyoming Joint Powers Act Compliance Checklist

This checklist maps each statutory requirement to where it is addressed across the four resolutions and the Amended and Restated Joint Powers Agreement (Exhibit A). It is provided for drafting and review purposes and is not itself part of any resolution.

Requirement	Wyo. Stat. Ann. Citation	Where Addressed
NABC governing body approves the agreement	§ 16-1-105(a)(i)	NABC Resolution, Clause 1–2
ESBC governing body approves the agreement	§ 16-1-105(a)(i)	ESBC Resolution, Clause 1–2
FCAG Board approves & recommends the amendment	FCAG Bylaws § II.5.2.1	FCAG Board Resolution, Clause 1
Each of the 7 current Member Agencies' governing bodies approves the agreement (as in 1983)	§ 16-1-105(a)(i); 1983 JPA § Eight	Member-Government Resolution template, Clause 1 (adapt x7)
Agreement submitted to & approved by WY Attorney General	§ 16-1-105(a)(ii)	FCAG Board Resolution, Clause 4; each resolution's filing clause
Agreement filed with keeper of records of each of the 9 participating agencies	§ 16-1-105(a)(iii)	FCAG Board Resolution, Clause 4; each resolution's filing clause
Agreement states duration, organization/powers, purpose, ownership/interest, financing, and termination terms	§ 16-1-105(b)	Exhibit A (Amended and Restated Joint Powers Agreement) — drafted separately
Joint powers board: ≥ 5 members, qualified electors, staggered terms	§ 16-1-106(a)	Exhibit A + FCAG Board Resolution, Clause 5; confirm elector status of tribal appointees
Tribal participation does not increase or decrease Business Council powers	§ 16-1-104(a)	NABC/ESBC Resolutions, Clause 5 / Recitals
Tribes named as eligible cooperating parties	§ 16-1-101; § 16-1-103(a)(i)	Recitals, all four resolutions

Note: This template summarizes the Wyoming Joint Powers Act, FCAG's founding and amendment records, and general resolution drafting practice. It is not a substitute for review by legal counsel for the Northern Arapaho Tribe, the Eastern Shoshone Tribe, FCAG, and each of FCAG's member governments, each of whom should confirm the final agreement and resolutions before adoption and execution.

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

RESOLUTION NO. 2026-04

A RESOLUTION OF THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS JOINT POWERS BOARD APPROVING AND RECOMMENDING AN AMENDED AND RESTATED JOINT POWERS AGREEMENT ADMITTING THE NORTHERN ARAPAHO BUSINESS COUNCIL AND THE EASTERN SHOSHONE BUSINESS COUNCIL AS PARTICIPATING AGENCIES, PURSUANT TO THE WYOMING JOINT POWERS ACT, WYO. STAT. ANN. §§ 16-1-101 THROUGH 16-1-110

WHEREAS, the Fremont County Association of Governments ("FCAG") is a joint powers board organized in 1983 pursuant to the Wyoming Joint Powers Act, and is a body corporate and politic under Wyo. Stat. Ann. § 16-1-106(b), presently composed of seven participating agencies: the Town of Dubois, Fremont County, the Town of Hudson, the City of Lander, the Town of Pavillion, the City of Riverton, and the Town of Shoshoni (collectively, the "Member Agencies"); and

WHEREAS, the original 1983 Joint Powers Agreement, at Section Eight (Effective Date), provided that the Agreement would not be effective until (1) the governing body of each Participating Agency approved the Agreement, (2) the Agreement was submitted to and approved by the Wyoming Attorney General, and (3) the Agreement was filed with the respective City, Town, or County Clerks of the Participating Agencies; and, consistent with that requirement, each of the seven original Member Agencies in fact adopted its own individual resolution in 1983 authorizing its mayor or chairman to execute the Agreement and its clerk to attest it; and

WHEREAS, FCAG's subsequent amendment practice has distinguished between changes to the Board's internal operations and changes to the identity of the participating agencies: a proposed full restatement of the Joint Powers Agreement circulated in 2018 was not adopted in that form, and FCAG was directed to proceed by Addendum instead; the Addenda actually adopted, in January 2018 and August 2022, addressed matters such as how each existing Member Agency designates its board representative and meeting logistics, and were executed by the Board's Chair and Secretary/Treasurer alone, without a separate vote of each Member Agency's own governing body; and

WHEREAS, admitting the NABC and the ESBC as new participating agencies changes who the participating agencies of FCAG are, rather than adjusting an internal operating detail, and this Board finds that such an admission falls within the original Section Eight approval process contemplated by the 1983 Agreement and Wyo. Stat. Ann. § 16-1-105(a), rather than the lighter Board-addendum practice used for administrative housekeeping in 2018 and 2022; and

WHEREAS, Wyo. Stat. Ann. § 16-1-101 expressly recognizes the authority of Wyoming counties, municipal corporations, and other political subdivisions to cooperate with "the Eastern Shoshone and Northern Arapaho Tribes of the Wind River Reservation", and Wyo. Stat. Ann. § 16-1-103(a)(i) defines "Agencies" eligible to participate in a joint powers agreement to include the Northern Arapaho Business Council ("NABC") and the Eastern Shoshone Business Council ("ESBC"), each individually; and

WHEREAS, the NABC and the ESBC have each adopted a resolution — NABC Resolution No. [___], dated [DATE], and ESBC Resolution No. [___], dated [DATE], copies attached as Exhibit B and Exhibit C — authorizing their respective tribe's participation as a member agency of FCAG; and

WHEREAS, admission of the NABC and the ESBC as participating agencies requires an Amended and Restated Joint Powers Agreement containing the provisions required by Wyo. Stat. Ann. § 16-1-105(b), including the agreement's duration, the organization, composition, and powers of the joint powers board, its purpose, each participating agency's interest in FCAG's services and facilities, the manner of financing, and the terms of partial or complete termination, a proposed form of which is attached hereto as Exhibit A; and

WHEREAS, no agreement or amendment under the Wyoming Joint Powers Act is effective until it has been approved by the governing body of each participating agency, submitted to and approved by the Wyoming Attorney General pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and filed with the keeper of records of each participating agency pursuant to Wyo. Stat. Ann. § 16-1-105(a)(iii); and

WHEREAS, because each Member Agency, and not this Board, is a "participating agency" for purposes of Wyo. Stat. Ann. § 16-1-105(a)(i) and of Section Eight of the original 1983 Agreement, the governing body of each Member Agency, namely, the town council or city council of each town and city, and the Board of County Commissioners of Fremont County, must separately approve the Amended and Restated Joint Powers Agreement before it is effective, in addition to this Board's own approval; and

WHEREAS, admission of the NABC and the ESBC will require this Board to reconsider, consistent with Wyo. Stat. Ann. § 16-1-106(a), the composition of the Board and the manner in which each participating agency, including the NABC and the ESBC, appoints qualified elector representatives to the Board; and

WHEREAS, this Board finds that admitting the NABC and the ESBC as participating agencies will strengthen regional coordination on transportation, planning, and grant administration throughout Fremont County, including the Wind River Indian Reservation, and is in the best interest of FCAG and its Member Agencies;

NOW, THEREFORE, BE IT RESOLVED by the Fremont County Association of Governments Joint Powers Board that:

1. **Approval of Amended and Restated Agreement.** This Board approves the Amended and Restated Joint Powers Agreement attached as Exhibit A, admitting the NABC and the ESBC as participating agencies of FCAG pursuant to the Wyoming Joint Powers Act, Wyo. Stat. Ann. §§ 16-1-101 through 16-1-110.

2. **Transmittal to Member Agencies.** The FCAG Administrator is directed to transmit Exhibit A, together with the form member-government resolution attached as Exhibit D, to the governing body of each Member Agency for approval pursuant to Wyo. Stat. Ann. § 16-1-105(a)(i), following the same practice used by each Member Agency in 1983.

3. **Execution.** Upon approval of Exhibit A by the governing body of each Member Agency and by the NABC and the ESBC, the Chair of this Board is authorized to execute the Amended and Restated Joint Powers Agreement on behalf of FCAG, attested by the Secretary/Treasurer.

4. **Submission to the Attorney General and Filing.** Following execution, the FCAG Administrator is directed to submit the Amended and Restated Joint Powers Agreement to the Wyoming Attorney General for review and approval pursuant to Wyo. Stat. Ann. § 16-1-105(a)(ii), and, upon such approval, to file the agreement with the keeper of records of each of the nine participating agencies and with the Fremont County Clerk and the Wyoming Secretary of State, consistent with the filing practice reflected in FCAG's 1983 and 2018 filings.

5. **Bylaws Conformance.** The FCAG Administrator is directed to bring conforming amendments to FCAG's bylaws, reflecting the NABC's and the ESBC's board seats and any resulting changes to Board size, quorum, or officer provisions, before this Board

for consideration in accordance with the amendment procedure set forth in the bylaws.

6. **Severability.** If any provision of this Resolution is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

7. **Effective Date.** This Resolution shall take effect immediately upon adoption by this Board.

CERTIFICATION

The undersigned, as Secretary/Treasurer of the Fremont County Association of Governments Joint Powers Board, hereby certifies that the foregoing Resolution was duly presented and adopted at a [regular/special] meeting of the Board held on [DATE], in [LOCATION], Wyoming, at which a quorum of [___] of [___] members was present and voting, by a vote of: [___] For; [___] Against; [___] Abstaining; [___] Absent.

ADOPTED this ____ day of _______________, 20____.

ATTEST:

____
Tim Hancock, Chairman

____
Sherry Oler, Secretary/Treasurer

EXHIBIT A

Agenda Item Title: FCAG-POL-1.1 Board Governance

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:

FCAG-POL-1.1, Board Governance Policy, is presented for review and adoption as the foundational governance policy of the Fremont County Association of Governments. The policy establishes a clear framework for the exercise of Board authority, Board Member and officer responsibilities, delegation of administrative authority, committee governance, financial and strategic oversight, ethics, transparency, records, and the relationship between the Board and Executive Director.

A principal purpose of the policy is to clarify the distinction between governance and administration. The Joint Powers Board retains collective authority over policy, strategic direction, financial oversight, and matters reserved to the governing body, while the Executive Director is responsible for day-to-day administration and implementation of lawful Board direction.

Some provisions intentionally restate or expand upon concepts contained in the FCAG Bylaws. This does not amend or supersede the Bylaws. Rather, the policy provides the detailed governance framework necessary to administer those higher-order governing documents consistently.

FCAG's governance structure is intended to follow the following hierarchy:

Applicable Law → Joint Powers Agreement → Bylaws → Board Policies → Administrative Procedures

The Joint Powers Agreement and Bylaws remain the appropriate instruments for foundational matters such as membership, Board composition, officers, quorum, voting, and fundamental organizational authority. Board policy is the more appropriate mechanism for detailed governance standards, delegations, responsibilities, and administrative relationships that may require refinement over time.

Adoption of FCAG-POL-1.1 will establish a consistent and durable governance framework while preserving the authority and stability of FCAG's existing governing documents.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

1983 – FCAG established pursuant to its Joint Powers Agreement.
2022 – FCAG Bylaws updated.
2025–2026 – Board and administration continued modernization of FCAG governance, financial management, personnel administration, and organizational policy.
2026 – FCAG initiated development of a standardized organization-wide policy framework.

WHY IS THIS ITEM BEFORE THE BOARD:

FCAG's Joint Powers Agreement and Bylaws establish the Association's foundational governance structure but do not address every governance and administrative practice necessary for the operation of the organization.

FCAG-POL-1.1 provides that additional framework through formal Board policy without unnecessarily expanding or repeatedly amending the Bylaws.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Review and consider adoption of FCAG-POL-1.1, Board Governance Policy, as presented or as amended.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments adopt FCAG-POL-1.1, Board Governance Policy, as presented [or as amended], subject to applicable law, the FCAG Joint Powers Agreement, and the FCAG Bylaws."

(Second Required)

Chair:
"It has been moved and seconded. Is there any discussion?"

(Call for the Question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

Staff recommends adoption of FCAG-POL-1.1.

The policy establishes a clear distinction between FCAG's foundational governing documents and its Board-adopted policy framework. The Joint Powers Agreement and Bylaws remain controlling for fundamental organizational matters, while FCAG-POL-1.1 provides the detailed standards necessary for consistent, accountable, and professional governance.

Adoption will strengthen institutional continuity, clarify authority and responsibility, and provide a foundational framework for future FCAG policies.

Policy Number	FCAG-POL-1.1
Policy Title	Board Governance Policy

Policy Category	Governance and Policy Administration
Adopting Authority	Fremont County Association of Governments
Administrative Responsibility	Executive Director
Approved and Adopted	Click or tap to enter a date.
Effective Date	Click or tap to enter a date.
Last Reviewed	Click or tap to enter a date.
Supersedes	Click or tap here to enter text.

1. PURPOSE

1.1. The purpose of this policy is to establish a clear, consistent, and accountable framework for the governance, exercise of authority, and oversight of the Fremont County Association of Governments ("FCAG") by the FCAG Joint Powers Board. This policy is intended to define the respective roles and responsibilities of the Board, its officers, individual Board Members, committees, and the Executive Director; promote collective decision-making, regional cooperation, ethical conduct, transparency, fiscal stewardship, strategic leadership, and an appropriate distinction between governance and administration; and ensure that FCAG activities are conducted in a lawful, transparent, efficient, and responsible manner.

2. SCOPE

2.1. This policy applies to the FCAG Joint Powers Board, its officers, individual Board Members, committees, subcommittees, and advisory bodies; the Executive Director; and FCAG employees, departments, divisions, programs, contractors, and other persons acting on behalf of FCAG to the extent their duties, activities, or responsibilities relate to Board governance, organizational oversight, delegated authority, policy implementation, or support of official Board business.

3. AUTHORITY AND GOVERNING REFERENCES

3.1. GOVERNING AUTHORITY
This policy is adopted pursuant to the lawful authority of the Fremont County Association of Governments Joint Powers Board and shall be administered and interpreted in accordance with applicable federal and state law; the then-effective FCAG Joint Powers Agreement and all duly approved amendments; the FCAG Bylaws and all duly adopted amendments; and any other controlling legal, regulatory, contractual, or grant authority applicable to FCAG or the subject matter of this policy.

The adoption of this policy constitutes an exercise of the Board's authority to establish policies necessary for the governance, administration, and conduct of FCAG business within the powers lawfully conferred upon the organization.

3.2. ORDER OF PRECEDENCE

This policy shall be interpreted and administered consistently with all controlling legal, regulatory, contractual, and governing authorities.

In the event of an actual and irreconcilable conflict between this policy and a controlling authority, the following general order of precedence shall apply, unless applicable law or the terms of a binding authority require otherwise:

1. Applicable constitutions, statutes, regulations, and binding judicial or administrative orders;
2. The then-current and legally effective FCAG Joint Powers Agreement and all duly approved and legally effective amendments;
3. The FCAG Bylaws and all duly adopted amendments;
4. Legally binding agreements, grant and award requirements, licenses, permits, and other controlling authorities applicable to the specific matter;
5. Duly adopted FCAG resolutions, policies, and other formal actions of the Joint Powers Board; and
6. Administrative procedures, standard operating procedures, work instructions, directives, forms, guidance documents, and other implementing materials.

Where authorities at the same level of precedence appear to conflict, they shall first be interpreted, to the extent reasonably possible, in a manner that gives effect to each authority. If the conflict cannot be reconciled, the authority that more specifically governs the subject matter shall control to the extent permitted by law.

No FCAG policy, resolution, procedure, standard operating procedure, work instruction, administrative directive, form, guidance document, past practice, or other implementing material shall be interpreted as amending or superseding a higher-order governing authority by implication.

A later action of the Joint Powers Board shall not be interpreted as amending or repealing an existing policy unless the action expressly provides for the amendment or repeal, or the actions are irreconcilably inconsistent, and the later action was adopted by an authority possessing the power to make the change.

If any provision of this policy cannot be reconciled with a controlling authority, the controlling authority shall prevail to the extent of the conflict. The remaining provisions of this policy shall continue in effect to the greatest extent permitted by law.

3.3. REFERENCES

The following authorities and related documents govern, inform, or support the administration and interpretation of this policy, as applicable:

1. Wyoming Joint Powers Act, W.S. 16-1-101 et seq.;
2. Wyoming Public Records Act, W.S. 16-4-201 et seq.;
3. Wyoming Public Meetings Act, W.S. 16-4-401 et seq.;
4. The then-current and legally effective FCAG Joint Powers Agreement, including all duly approved and legally effective amendments and addenda;
5. The then-current FCAG Bylaws, including all duly adopted amendments and addenda;
6. The FCAG Articles of Association, to the extent they remain legally operative and have not been superseded by a later governing instrument;
7. The parliamentary authority designated by the FCAG Bylaws; and
8. Duly adopted FCAG resolutions, policies, and other formal Board Actions applicable to governance, administration, ethics, public meetings, public records, financial oversight, or delegation of authority.

The Wyoming Joint Powers Act establishes the statutory framework for FCAG's joint powers authority, Board organization, participating-agency representation, employment of administrative assistance, and related governmental functions. FCAG's Joint Powers Agreement and Bylaws provide the organization-specific governance framework to which this policy shall defer.

References are identified for administrative convenience and context. The omission, amendment, or inaccurate citation of a reference shall not limit the applicability of any controlling law, regulation, agreement, grant requirement, order, or other authority governing the subject matter of this policy. In the event of a conflict, the order of precedence established in Section 3.2 shall control.

4. DEFINITIONS

For purposes of this policy, the following definitions apply. Terms not specifically defined in this policy shall be interpreted according to their ordinary meaning, applicable law, or definitions established by controlling governing or regulatory authorities, as appropriate.

TERM	DEFINITION
Board	The Fremont County Association of Governments Joint Powers Board established and constituted in accordance with the FCAG Governing Documents and applicable law.
Board Action	A decision, authorization, direction, or other action taken by the Board collectively through a method authorized by applicable law and the FCAG Governing Documents and documented in the Official Records of FCAG. Board Action may include the adoption of a motion, resolution, policy, budget, agreement, appointment, or other formal action.
Board Member	A person serving on the Board as the representative of a Participating Government in accordance with the FCAG Governing Documents. The term includes an authorized alternate or proxy only to the extent that such representation is recognized and permitted by the FCAG Governing Documents and applicable law.
Board Officer	A Board Member elected, appointed, or otherwise designated to serve as Chair, Vice-Chair, Secretary, Treasurer, Secretary/Treasurer, or another office lawfully established by the Board or the FCAG Governing Documents.

Committee or Advisory Body	A committee, subcommittee, task force, working group, advisory body, or similar body created or formally recognized by the Board to perform assigned governance, advisory, investigative, planning, or oversight functions.
Controlling Authority	An applicable constitution, statute, regulation, judicial or administrative order, FCAG Governing Document, legally binding agreement, grant or award condition, license, permit, or other authority that legally governs the specific matter under consideration.
Delegated Authority	Authority formally assigned by the Board or another authorized official or body to an officer, employee, committee, organizational unit, or other authorized person, subject to all stated limitations and higher-order governing authorities.
Executive Director	The individual appointed or employed by the Board to serve as FCAG's chief executive and administrative officer and principal professional advisor to the Board. The term includes an authorized designee only when delegation is permitted and the context does not require personal action by the Executive Director.
FCAG	The Fremont County Association of Governments, including its departments, divisions, programs, and organizational units, as applicable to the context.
FCAG Governing Documents	The then-current and legally effective FCAG Joint Powers Agreement and all duly approved and legally effective amendments and addenda; the FCAG Bylaws and all duly adopted amendments and addenda; and the FCAG Articles of Association to the extent they remain legally operative and have not been superseded.
Official FCAG Business	Any activity, communication, deliberation, decision, transaction, program, service, responsibility, or governmental function conducted by or on behalf of FCAG.
Official Record	Recorded information created, received, maintained, or relied upon in connection with Official FCAG Business, regardless of its physical or electronic format, storage location, device, account, or method of communication, and subject to applicable records-management requirements.
Participating Government	A governmental entity that is a party to the then-effective FCAG Joint Powers Agreement or is otherwise recognized as a member or Participating Government under the FCAG Governing Documents.
Policy	A formal statement adopted by the Board that establishes organizational direction, governance principles, requirements, authorities, responsibilities, limitations, or standards.
Quorum	The minimum number of Board Members required to conduct business or take Board Action, as established by applicable law and the FCAG Governing Documents.
Resolution	A formal written instrument adopted by the Board to document a Board Action, authorization, declaration, finding, commitment, or official position.
May	Indicates authorization, permission, or discretion and does not create a mandatory requirement.
Shall	Indicates a mandatory requirement.
Should	Indicates an expected, recommended, or preferred action or practice, but does not establish a mandatory requirement unless the context or a Controlling Authority provides otherwise.

5. POLICY

It is the policy of the Fremont County Association of Governments that the FCAG Joint Powers Board shall govern the organization collectively through lawful public action, adopted policy, strategic direction, financial stewardship, oversight, and accountability. The Board shall exercise its authority in furtherance of FCAG's regional governmental purposes, while maintaining an appropriate distinction between Board governance and professional administration.

FCAG governance shall be conducted in a manner that promotes regional cooperation, respect for Participating Governments, transparency, ethical conduct, fiscal responsibility, organizational effectiveness, continuity, and public trust.

5.1. GENERAL REQUIREMENTS

The Board shall govern FCAG in accordance with applicable law, the FCAG Joint Powers Agreement, the FCAG Bylaws, duly adopted Board Actions, and this policy.

Board governance shall be guided by the following principles:

1. Lawful Authority. FCAG shall exercise only those powers lawfully conferred upon the organization.
2. Collective Governance. The authority of the Board shall be exercised collectively through official action taken at a lawfully convened meeting.
3. Regional Cooperation. FCAG shall promote cooperation, coordination, and constructive relationships among Participating Governments and regional partners.
4. Respect for Governmental Autonomy. FCAG shall respect the lawful authority and autonomy of its Participating Governmental entities.
5. Transparency and Accountability. FCAG shall conduct public business openly and maintain appropriate accountability for decisions, public resources, and organizational performance.
6. Policy-Based Governance. The Board shall govern primarily through formally adopted policies, strategic direction, budgets, resolutions, and other official actions.
7. Professional Administration. The Board shall maintain a clear distinction between governance and the day-to-day administration of FCAG.
8. Fiscal Stewardship. The Board shall safeguard public funds and assets and promote responsible, sustainable financial management.
9. Ethical Conduct. Board Members and FCAG officials shall conduct public business with integrity, impartiality, professionalism, and respect.
10. Continuity and Institutional Stability. FCAG shall maintain governance systems that support continuity despite changes in Board membership, leadership, or organizational structure.

5.2. COLLECTIVE AUTHORITY AND OFFICIAL BOARD ACTION

The legal and governing authority of FCAG rests with the Joint Powers Board acting collectively.

Except where otherwise authorized by law or formal Board Action, an individual Board Member shall not independently:

1. Bind or commit FCAG;
2. Authorize the expenditure of FCAG funds;
3. Direct the use of FCAG personnel or resources;
4. Enter into or negotiate agreements on behalf of FCAG;
5. Represent an individual opinion as an official position of FCAG;
6. Direct, supervise, discipline, or assign work to FCAG employees; or

7. Exercise authority reserved to the Board or delegated to the Executive Director or another authorized official.

Nothing in this section restricts a Board Member from:

1. Asking questions;
2. Requesting information through established channels;
3. Expressing an individual opinion;
4. Voting in opposition to a proposed action;
5. Requesting that a matter be considered by the Board;
6. Referring public or participating-agency concerns to FCAG administration; or
7. Carrying out duties specifically authorized by the Board.

5.3. GOVERNANCE RESPONSIBILITIES OF THE BOARD

The Board shall provide governance and oversight concerning:

1. FCAG's mission, public purpose, and regional role;
2. Strategic direction and organizational priorities;
3. Adoption and maintenance of organizational policies;
4. Annual budgets and major financial commitments;
5. Appointment, employment, evaluation, and oversight of the Executive Director;
6. Organizational performance and accountability;
7. Major legal, financial, compliance, safety, and operational risks;
8. Stewardship of FCAG assets and public resources;
9. Significant contracts, agreements, programs, and initiatives;
10. Relationships with Participating Governments and regional partners; and
11. Matters otherwise reserved to the Board by law, the governing documents, or Board policy.

The Board shall focus primarily on organizational direction, outcomes, accountability, and oversight rather than routine operational administration.

5.4. MATTERS RESERVED TO THE BOARD

Unless a controlling authority provides otherwise, the following matters shall remain reserved to the Board:

1. Adoption, amendment, or repeal of Board policies;
2. Adoption and material amendment of the annual budget;
3. Appointment, employment, evaluation, compensation, discipline, or removal of the Executive Director;
4. Approval of matters expressly reserved to the Board under the Joint Powers Agreement or Bylaws;
5. Approval of significant contracts, agreements, capital commitments, or asset transactions requiring Board Action;
6. Establishment or material modification of FCAG's strategic direction;

7. Creation or dissolution of major departments, programs, or governmental service functions;
8. Establishment of bank signatory authority;
9. Creation of standing committees or other bodies exercising delegated Board authority;
10. Approval of borrowing, indebtedness, or other material financial obligations;
11. Approval of matters that applicable law, grant requirements, or contract terms require the governing body to approve; and
12. Other matters the Board expressly reserves through policy, resolution, budget action, or other formal action.

Detailed approval thresholds and financial authorities may be established in applicable financial, procurement, personnel, or delegation-of-authority policies.

5.5. INDIVIDUAL BOARD MEMBER RESPONSIBILITIES

Each Board Member shall:

1. Prepare for and participate meaningfully in Board meetings;
2. Review relevant materials before Board consideration;
3. Exercise independent and informed judgment;
4. Comply with applicable law, the FCAG Governing Documents, and Board policies;
5. Disclose actual or potential conflicts of interest;
6. Protect confidential and privileged information;
7. Treat other Board Members, employees, Participating Governments, and members of the public with professionalism and respect;
8. Distinguish personal opinions from official FCAG positions;
9. Respect the Board's collective decision-making authority;
10. Use established channels when requesting information or raising administrative concerns;
11. Avoid interfering with established personnel reporting relationships; and
12. Participate in Board orientation and governance education as required or appropriate.

A Board Member may disagree with, oppose, or seek lawful reconsideration of a Board decision. Once the Board has acted, however, the official action of the Board shall remain controlling unless amended, rescinded, overturned, or otherwise modified through lawful action.

5.6. BOARD OFFICERS

Board officers shall perform the duties established by applicable law, the FCAG Governing Documents, Board policy, and formal Board Action.

An officer's authority arises from the office held and the authority granted by the Board. No officer, including the Chair, independently possesses the full authority of the Board.

The Chair shall facilitate orderly governance, preside over meetings, coordinate Board business with the Executive Director, and represent official Board positions when authorized.

The Vice-Chair shall perform the duties of the Chair in the Chair's absence or inability to act and shall perform other duties assigned by the Board.

Secretary and Treasurer functions shall be carried out in accordance with applicable law and the FCAG Governing Documents. Administrative or clerical performance of those functions may be delegated to FCAG staff, but such delegation shall not alter the responsibilities assigned to the applicable Board office.

5.7. BOARD AND EXECUTIVE DIRECTOR RELATIONSHIP

The Board shall establish organizational policy, strategic direction, budgetary authority, governance expectations, and performance accountability.

The Executive Director shall serve as FCAG's chief executive and administrative officer and principal professional advisor to the Board.

The Executive Director shall be responsible for implementing lawful Board direction and administering FCAG within the authority delegated by the Board.

All FCAG personnel are ultimately accountable to the Board through FCAG's established governance and organizational structure. Except for positions, decisions, or responsibilities expressly reserved to the Board, day-to-day personnel direction, supervision, assignment of work, and operational administration shall be exercised through the Executive Director and the established chain of authority.

The Executive Director shall be accountable to the Board acting collectively and shall not be subject to independent supervision or direction by an individual Board Member unless specifically authorized by the Board.

The Executive Director shall ordinarily attend and participate in Board meetings as the Board's principal administrative advisor but shall not vote or be counted in determining a quorum unless a controlling governing instrument lawfully provides otherwise.

The Board may meet without the Executive Director when considering matters involving the Executive Director's employment, evaluation, compensation, performance, privileged legal matters, or other circumstances in which the Executive Director's absence is appropriate or required.

5.8. DELEGATION OF ADMINISTRATIVE AUTHORITY

The Board may delegate administrative authority to the Executive Director or another authorized official to promote efficient and effective administration.

Delegated authority may include:

1. Implementation of Board policy;
2. Administration of the approved budget;
3. Personnel administration;
4. Program and service management;
5. Execution of routine contracts and transactions within approved limits;

6. Procurement and expenditure authority within established thresholds;
7. Establishment of administrative procedures;
8. Management of FCAG property and resources;
9. Compliance administration; and
10. Other administrative functions assigned by the Board.

Delegation shall not diminish the Board's ultimate governance and oversight authority.

No delegation shall authorize an official or employee to exercise authority that applicable law, the Joint Powers Agreement, the Bylaws, or Board policy expressly reserves to the Board.

5.9. BOARD MEETINGS AND DECISION-MAKING

Board meetings and official actions shall be conducted in accordance with applicable public-meeting law, the FCAG Governing Documents, adopted parliamentary authority, and applicable Board policy.

Board Members may participate remotely when permitted by the FCAG Governing Documents and applicable law. FCAG's corrected 2022 Bylaw addendum authorizes participation in person, by video conference, or by telephone.

Electronic communications, sequential communications, informal polling, or other communications shall not be used to circumvent public-meeting requirements or predetermine official Board Action outside a lawfully convened meeting.

The Board shall endeavor to make decisions based on accurate information, appropriate public deliberation, fiscal and legal considerations, and the best interests of FCAG's regional governmental purposes.

5.10. COMMITTEES AND ADVISORY BODIES

The Board may create committees, subcommittees, task forces, or advisory bodies when doing so supports effective governance, regional coordination, technical review, or public participation.

Each body created by the Board should have a defined:

1. Purpose;
2. Scope of authority;
3. Membership;
4. Duration, if temporary;
5. Reporting relationship;
6. Meeting and records requirements; and
7. Staff-support arrangement.

Unless expressly granted lawful decision-making authority, committees and advisory bodies shall make recommendations and shall not independently bind FCAG.

Staff support for committees and advisory bodies shall be coordinated through the Executive Director.

5.11. ETHICS, CONFLICTS OF INTEREST, AND CONFIDENTIALITY

Board governance shall be conducted in accordance with applicable ethical standards and conflict-of-interest requirements.

Board Members shall:

1. Act honestly and in good faith;
2. Avoid using public office for improper personal benefit;
3. Disclose actual or potential conflicts of interest;
4. Refrain from participation when required by law;
5. Avoid improper influence or favoritism;
6. Protect attorney-client privileged information;
7. Safeguard confidential personnel, legal, financial, and other protected information; and
8. Avoid retaliation against persons making lawful, good-faith reports.

Confidentiality requirements shall not be used to conceal information that applicable law requires to be public.

5.12. TRANSPARENCY AND OPEN GOVERNMENT

FCAG shall conduct its governance activities in a manner that promotes meaningful public access, transparency, accountability, and confidence in regional government.

Subject to applicable law and confidentiality requirements, FCAG should make governance information reasonably available, including:

1. Meeting notices and agendas;
2. Approved minutes;
3. Adopted policies and resolutions;
4. Budgets and financial reports;
5. Audit reports;
6. Strategic plans;
7. Significant Board Actions; and
8. Other information appropriate for public access.

FCAG shall seek to provide meaningful access to governmental information beyond minimum legal compliance when doing so is lawful, practical, fiscally responsible, and consistent with the protection of confidential or privileged information.

5.13. FINANCIAL STEWARDSHIP AND OVERSIGHT

The Board shall maintain governance-level oversight of FCAG's financial condition and stewardship of public resources.

Financial oversight shall include consideration of:

1. Annual budgets;
2. Revenue and expenditure trends;
3. Financial reports;
4. Internal controls;
5. Audits and corrective actions;
6. Grant obligations;
7. Reserves and long-term sustainability;
8. Significant assets and capital commitments;
9. Fraud and financial risk; and
10. Material financial liabilities or exposures.

Board oversight shall not be interpreted as requiring Board administration of routine financial transactions.

Detailed financial controls, approval limits, and administrative responsibilities shall be established in FCAG's financial policies and procedures.

5.14. STRATEGIC DIRECTION AND ORGANIZATIONAL PERFORMANCE

The Board shall establish or approve FCAG's strategic direction and shall receive sufficient information to evaluate organizational progress and performance.

The Board may consider:

1. Progress toward strategic priorities;
2. Program and service outcomes;
3. Financial sustainability;
4. Legal and regulatory compliance;
5. Regional impact;
6. Needs of Participating Governments;
7. Operational risks;
8. Public value; and
9. Opportunities for organizational improvement.

The Board shall evaluate programs and initiatives based on their relationship to FCAG's lawful purposes, available resources, measurable outcomes, and regional benefit.

5.15. INTERGOVERNMENTAL AND PARTICIPATING-AGENCY RELATIONS

FCAG shall maintain constructive, transparent, and cooperative relationships with Participating Governments.

The Board shall support:

1. Regular communication with participating agencies;

2. Meaningful opportunities for Participating Governments to provide advice and recommendations;
3. Coordination on matters of mutual interest;
4. Respect for Tribal sovereignty and other governmental authority, as applicable;
5. Regional planning and collaborative problem-solving; and
6. Timely communication regarding significant FCAG activities, finances, programs, and initiatives.

The original Joint Powers Agreement specifically directs the Board to cooperate with participating agencies, solicit their advice, and keep their governing bodies informed regarding FCAG activities and finances.

5.16. BOARD ACCESS TO INFORMATION

Board Members shall have reasonable access to information necessary to carry out their governance responsibilities.

Requests for organizational information should ordinarily be directed through the Executive Director to ensure consistency, accuracy, proper coordination, and protection of confidential information.

A request that would require substantial staff resources, significant expense, legal review, creation of new analysis, or access to legally restricted information may be referred to the Chair or Board for direction.

Nothing in this section limits a Board Member's lawful right to access information necessary to fulfill official duties.

5.17. COMMUNICATIONS AND REPRESENTATION OF FCAG

Official FCAG positions shall be established through Board Action, adopted policy, or authorized administrative communication.

The Chair may communicate official Board positions and governance matters.

The Executive Director may communicate official organizational, administrative, and operational information within delegated authority.

Individual Board Members may express personal opinions but shall not represent those opinions as official FCAG positions unless authorized by the Board.

Public statements regarding confidential, privileged, personnel, legal, or other protected matters shall be made only as authorized or permitted by law.

5.18. BOARD ORIENTATION AND GOVERNANCE DEVELOPMENT

New Board Members should receive orientation regarding:

1. FCAG's history, legal authority, and regional purpose;
2. The Joint Powers Agreement and Bylaws;
3. Board governance policies;
4. Organizational structure;
5. Major programs and services;
6. Budget and financial condition;
7. Public-meeting and public-records obligations;
8. Ethics and conflicts of interest;
9. Current strategic priorities;
10. Major grants and regulatory obligations; and
11. The distinction between Board governance and administration.

The Board should periodically evaluate its governance practices and identify opportunities for improved effectiveness, transparency, continuity, and accountability.

6. ROLES AND RESPONSIBILITIES

Responsibility for implementation of and compliance with this policy shall be assigned according to the organizational authority and duties established below.

The assignment or delegation of responsibility under this policy does not eliminate the oversight responsibilities of a higher authority or expand the authority of any person beyond that otherwise established by applicable law, the FCAG Governing Documents, formal Board Action, employment authority, or other valid delegation.

6.1. FCAG JOINT POWERS BOARD

The FCAG Joint Powers Board is responsible for the governance and oversight of FCAG and shall exercise its authority collectively through official action taken at a lawfully convened meeting.

The Board is responsible for:

1. Establishing FCAG's mission, strategic direction, and organizational priorities;
2. Adopting, amending, and repealing Board policies;
3. Adopting the annual budget and exercising governance-level financial oversight;
4. Appointing, employing, evaluating, compensating, and overseeing the Executive Director;
5. Approving matters reserved to the Board by law, the FCAG Governing Documents, or Board policy;
6. Monitoring organizational performance, legal compliance, financial condition, and material risk;
7. Maintaining accountability to FCAG's Participating Governments and the public;
8. Establishing delegations of authority necessary for effective administration;
9. Ensuring that FCAG operates within its lawful authority and regional governmental purpose; and
10. Periodically evaluating the effectiveness of its governance practices.

The Board shall not delegate authority that applicable law or the FCAG Governing Documents expressly require the Board to exercise.

6.2. BOARD CHAIR

The Chair is responsible for facilitating the orderly and effective conduct of Board governance.

The Chair shall:

1. Preside over meetings of the Board;
2. Support compliance with applicable public-meeting requirements, the FCAG Governing Documents, and adopted parliamentary authority;
3. Coordinate with the Executive Director regarding Board agendas, meeting preparation, and governance matters;
4. Facilitate fair, orderly, and productive Board deliberation;
5. Represent official positions of the Board when authorized;
6. Execute or attest documents when required by law, the governing documents, or Board Action;
7. Appoint committees or committee members when authorized;
8. Serve as the principal governance contact for the Executive Director between Board meetings;
9. Bring significant governance concerns to the full Board; and
10. Perform other responsibilities assigned by law, the FCAG Governing Documents, or formal Board Action.

The Chair shall not independently exercise authority reserved to the full Board or assume day-to-day administrative control of FCAG.

6.3. VICE-CHAIR

The Vice-Chair shall perform the responsibilities of the Chair during the Chair's absence, incapacity, vacancy, or recusal.

The Vice-Chair shall also:

1. Support the Chair in carrying out Board governance responsibilities;
2. Perform duties assigned by the Board;
3. Preside over meetings when authorized or required; and
4. Exercise only the authority assigned to the office by applicable law, the FCAG Governing Documents, or Board Action.

6.4. SECRETARY AND TREASURER

Secretary and Treasurer functions shall be carried out by the officer or officers designated in accordance with applicable law and the FCAG Governing Documents.

6.4.1. Secretary Functions

Secretary functions include:

1. Ensuring that official Board records are properly maintained;
2. Attesting or certifying Board Actions and official documents when required;
3. Supporting the preparation and preservation of meeting minutes;
4. Ensuring that adopted resolutions, policies, and other official actions are appropriately recorded;
5. Supporting required organizational filings and certifications; and
6. Performing other duties assigned by law, the governing documents, or the Board.

6.4.2. Treasurer Functions

Treasurer functions include:

1. Providing governance-level oversight of FCAG's financial condition;
2. Reviewing financial reports, reconciliations, and other information assigned to the Treasurer;
3. Performing authorized signatory or approval functions;
4. Supporting Board oversight of audits and corrective actions;
5. Reporting material financial concerns to the Board; and
6. Performing other duties assigned by law, the governing documents, financial policy, or Board Action.

Administrative, accounting, recordkeeping, and clerical duties supporting the Secretary or Treasurer may be performed by FCAG staff. Delegation of those administrative tasks does not eliminate the governance responsibilities assigned to the applicable Board office.

6.5. BOARD MEMBERS

Each Board Member is responsible for fulfilling the duties of public governance with diligence, integrity, independence, and professionalism.

Each Board Member shall:

1. Prepare for and participate in Board meetings;
2. Review materials provided for Board consideration;
3. Exercise independent and informed judgment;
4. Comply with applicable law, the FCAG Governing Documents, and Board policies;
5. Disclose conflicts of interest and refrain from participation when required;
6. Protect confidential, privileged, and legally restricted information;
7. Distinguish personal views from official positions of FCAG;
8. Respect the collective authority and lawful actions of the Board;
9. Use established channels for information requests and administrative concerns;
10. Avoid independently directing or supervising FCAG personnel;
11. Participate in orientation and governance education as appropriate; and
12. Maintain professional and respectful relationships with other Board Members, employees, Participating Governments, and the public.

A Board Member shall not represent that the Member possesses authority to bind FCAG unless the authority has been expressly granted by the Board or otherwise established by law.

6.6. COMMITTEES, SUBCOMMITTEES, AND ADVISORY BODIES

Committees, subcommittees, task forces, and advisory bodies created by the Board are responsible for carrying out the purpose and duties assigned to them by formal Board Action.

Each such body shall:

1. Operate within its approved scope of authority;
2. Comply with applicable public-meeting and records requirements;
3. Maintain appropriate records of its activities;
4. Report findings and recommendations to the Board;
5. Avoid independently binding FCAG unless lawful decision-making authority has been expressly delegated;
6. Coordinate requests for staff support through the Executive Director; and
7. Cease operation upon completion of its assigned purpose or expiration of its authorized duration, unless continued by the Board.

Committee members do not possess greater authority by virtue of committee service than that granted by the Board.

6.7. EXECUTIVE DIRECTOR

The Executive Director is FCAG's chief executive and administrative officer and principal professional advisor to the Board.

The Executive Director is responsible for:

1. Implementing lawful Board Actions, policies, budgets, and strategic direction;
2. Administering FCAG's departments, divisions, programs, personnel, assets, and resources;
3. Establishing and maintaining an effective organizational and supervisory structure;
4. Directing and supervising FCAG personnel, except where authority is expressly reserved to the Board;
5. Preparing recommendations, reports, proposed budgets, policies, and other materials for Board consideration;
6. Providing the Board with accurate, timely, and material information necessary for informed governance;
7. Advising the Board regarding organizational operations, finances, compliance, risk, and strategic matters;
8. Administering contracts, grants, procurements, and expenditures within delegated authority;
9. Establishing supporting procedures, standard operating procedures, work instructions, and administrative controls;
10. Maintaining communication with Participating Governments and regional partners;
11. Reporting material legal, financial, operational, safety, compliance, or reputational concerns to the Board;
12. Supporting Board meetings, committees, public transparency, and Official Records;
13. Ensuring that FCAG activities remain within applicable law and delegated authority; and

14. Performing other responsibilities assigned by the Board.

The Executive Director is accountable to the Board acting collectively and shall not be subject to independent supervision or direction by an individual Board Member unless expressly authorized by the Board.

The Executive Director may delegate administrative responsibilities to qualified personnel but remains accountable for the proper administration of delegated functions.

6.8. DEPARTMENT DIRECTORS, MANAGERS, AND SUPERVISORS

Department Directors, Managers, and Supervisors are responsible for implementing Board policy and Executive Director direction within their assigned areas of authority.

They shall, as applicable:

1. Communicate policy requirements to personnel;
2. Establish appropriate operational controls and work processes;
3. Monitor performance and compliance;
4. Maintain required records and documentation;
5. Report material concerns through the established chain of authority;
6. Ensure that personnel receive appropriate training and direction;
7. Administer budgets, programs, contracts, assets, and other resources within delegated authority;
8. Support preparation of information requested for Board oversight; and
9. Avoid exercising authority beyond that assigned through the organizational structure, job description, policy, or formal delegation.

Department and division leadership shall not independently establish policy on matters reserved to the Board.

6.9. EMPLOYEES

FCAG employees are responsible for:

1. Understanding and complying with policies applicable to their duties;
2. Carrying out lawful instructions issued through the established organizational structure;
3. Maintaining accurate and complete records;
4. Protecting public resources and confidential information;
5. Reporting known or suspected violations, risks, or irregularities through appropriate channels;
6. Supporting Board and committee activities when assigned; and
7. Acting professionally when representing FCAG.

Employees shall not accept direction from an individual Board Member that conflicts with the established chain of authority. Any such direction should be referred to the employee's supervisor or the Executive Director for clarification.

Nothing in this section restricts an employee from making a good-faith report through an alternative channel authorized by law or FCAG policy.

6.10. BOARD ADMINISTRATIVE SUPPORT

Employees assigned to support Board administration are responsible for carrying out duties such as:

1. Preparing and distributing meeting notices, agendas, and Board packets;
2. Supporting meeting logistics and public access;
3. Preparing draft minutes and maintaining Official Records;
4. Tracking resolutions, policies, motions, and assigned follow-up actions;
5. Supporting public-record and document-publication requirements;
6. Maintaining Board calendars, rosters, and governance files; and
7. Performing other administrative functions assigned by the Executive Director or authorized Board officer.

Administrative support personnel perform these duties under delegated authority and do not independently determine Board policy, official positions, or governance outcomes.

6.11. LEGAL COUNSEL

FCAG legal counsel is responsible for providing legal advice and representation to FCAG as an organization within the scope of the engagement authorized by the Board or Executive Director.

Legal counsel may:

1. Advise the Board and Executive Director regarding applicable law and legal risk;
2. Review policies, contracts, resolutions, and other legal instruments;
3. Advise regarding public meetings, public records, conflicts of interest, employment, procurement, grants, and other legal matters;
4. Represent FCAG in legal or administrative proceedings;
5. Protect attorney-client privilege and other applicable legal protections; and
6. Perform other legal services authorized by FCAG.

Legal counsel represents FCAG as an organizational client and does not represent an individual Board Member, officer, or employee in a personal capacity unless a separate representation is expressly established.

6.12. AUDITORS, CONSULTANTS, AND OTHER PROFESSIONAL ADVISORS

Auditors, consultants, and other professional advisors retained by FCAG shall perform their responsibilities according to the terms of their engagement, applicable professional standards, and lawful direction from the authorized FCAG official or body.

Such advisors shall:

1. Maintain independence when required by law or professional standards;

2. Protect confidential and privileged information;
3. Disclose actual or potential conflicts of interest;
4. Provide accurate and objective professional advice;
5. Report material findings to the appropriate FCAG authority; and
6. Avoid representing that they possess decision-making authority unless expressly delegated.

The Board, Executive Director, and FCAG personnel remain responsible for decisions and actions within their respective authority and may not transfer governmental accountability solely through the retention of an outside advisor.

7. COMPLIANCE, EXCEPTIONS, AND ENFORCEMENT

7.1. COMPLIANCE

All persons and organizational units subject to this policy shall comply with its applicable requirements and with all controlling laws, regulations, agreements, grant conditions, and governing authorities.

Responsibility for compliance includes the duty to reasonably identify and report known or suspected violations, inconsistencies, or circumstances that may prevent the lawful or effective implementation of this policy through the appropriate supervisory, administrative, governance, legal, or reporting channel.

No person shall be directed or required to take action that the person reasonably believes would violate applicable law or a controlling governing authority. Questions concerning the legality, authority, or proper application of a requirement shall be referred through the appropriate administrative, governance, or legal review process.

Good-faith reporting of a suspected violation or governance concern shall not, by itself, constitute insubordination, disloyalty, or a violation of this policy.

7.2. NONCOMPLIANCE

Failure to comply with this policy may result in corrective, administrative, disciplinary, contractual, governance, financial, or other lawful action, as applicable to the individual, entity, conduct, and circumstances involved.

Any response to noncompliance shall be administered consistently with applicable law, the FCAG Governing Documents, contractual obligations, personnel policies, due process requirements, and the authority of the person or body taking action.

Nothing in this policy creates disciplinary, removal, enforcement, or other authority that is not otherwise provided by law, contract, the FCAG Governing Documents, formal Board Action, or valid delegation.

When alleged noncompliance involves a Board Member or Board officer, the matter may be addressed through consultation with legal counsel, corrective guidance, formal Board findings, censure, removal from an officer or committee assignment when lawfully authorized, referral to the appointing governmental entity, or other action within the lawful authority of the Board.

Nothing in this policy authorizes the Board to remove a Board Member from membership when removal authority is vested in a Participating Government or otherwise governed by applicable law or the FCAG Governing Documents.

Violations that may constitute unlawful conduct, fraud, misuse of public resources, threats to public safety, grant noncompliance, or other material organizational risk may be referred to legal counsel, law enforcement, funding agencies, regulatory authorities, auditors, insurers, appointing governmental entities, or other appropriate parties when required or permitted by law.

7.3. EXCEPTIONS

Exceptions to this policy shall be limited and may be authorized only when:

1. The exception is not prohibited by applicable law, regulation, grant condition, contract, the FCAG Joint Powers Agreement, the FCAG Bylaws, or another higher-order governing authority;
2. The exception is supported by a documented operational, administrative, legal, financial, safety, accessibility, continuity-of-government, or other legitimate organizational need;
3. The exception is approved by the Board or by an official to whom the Board has expressly delegated authority over the specific subject matter; and
4. The basis, scope, duration, and approving authority for the exception are documented.

No individual Board Member or officer, including the Chair, may independently waive or suspend a requirement of this policy unless expressly authorized by the Board or a controlling governing authority.

No exception may be granted from requirements governing:

1. Public notice, public meetings, or public access;
2. Quorum or voting requirements;
3. Conflicts of interest or ethical obligations;
4. Public records or legally required record retention;
5. Authority expressly reserved to the Board;
6. Rights or responsibilities established by the Joint Powers Agreement or Bylaws; or
7. Any other requirement that applicable law or a controlling authority makes mandatory.

No exception may be granted for the purpose of circumventing legal requirements, internal controls, procurement requirements, ethical obligations, public accountability, or the intent of this policy.

An approved exception shall be limited to the specific circumstances and period for which it was granted and shall not constitute a permanent amendment, continuing waiver, or binding precedent.

Where immediate action is reasonably necessary to protect life, safety, public property, continuity of essential operations, or FCAG's legal interests, the Executive Director may take temporary administrative action within existing lawful authority. Any material departure from this policy shall be documented and reported to the Board at the earliest practicable opportunity.

8. RECORDS AND DOCUMENTATION

Records created, received, maintained, or relied upon in the administration of this policy shall be created, preserved, and managed in a manner sufficient to document compliance, accountability, decision-making, and the conduct of official FCAG business.

Governance records may include, as applicable:

1. Meeting notices and agendas;
2. Board packets and supporting materials;
3. Minutes and recordings;
4. Resolutions, policies, motions, and other formal Board Actions;
5. Committee and advisory body records;
6. Officer certifications and attestations;
7. Conflict-of-interest disclosures and recusals;
8. Financial, audit, and oversight reports presented to the Board;
9. Legal opinions and privileged communications;
10. Board Member appointments, resignations, and related documentation;
11. Delegations of authority;
12. Governance training and orientation records; and
13. Correspondence or communications documenting official FCAG business.

Records shall be maintained in accordance with applicable federal and state law, approved records-retention requirements, grant and contractual requirements, audit requirements, litigation holds, investigations, and other applicable records-management obligations.

The official status of a record shall be determined by its content, purpose, and relationship to FCAG business rather than solely by its format, location, device, account, or method of communication. Communications concerning official FCAG business may constitute governmental records even when created or received through electronic messaging, personal devices, personal accounts, or other informal communication methods.

Board Members, officers, employees, committees, and other persons acting on behalf of FCAG shall take reasonable steps to ensure that Official Records are preserved in FCAG's authorized recordkeeping systems.

Records subject to public inspection or disclosure shall be made available in accordance with applicable public-records law and FCAG procedures. Records that are confidential, privileged, protected, or otherwise exempt from disclosure shall be safeguarded and disclosed only as authorized or required by law.

Attorney-client privilege, executive-session confidentiality, personnel confidentiality, and other lawful protections shall be preserved. Confidentiality shall not be asserted for the purpose of concealing information that is required by law to be public.

No person shall knowingly conceal, alter, destroy, falsify, improperly remove, or direct the improper handling of an Official Record in violation of applicable law, records-retention requirements, an audit requirement, litigation hold, investigation, or other lawful preservation obligation.

The form, location, custodianship, and method of maintaining governance records may be established through supporting procedures, provided that such procedures preserve the records' authenticity, integrity, accessibility, confidentiality, security, and required retention.

The Executive Director, or an authorized designee, shall coordinate the administrative maintenance of Board and governance records. Assignment of administrative custody does not alter any responsibility assigned to a Board officer under applicable law or the FCAG Governing Documents..

9. POLICY ADMINISTRATION

9.1. ADMINISTRATIVE RESPONSIBILITY

Administrative responsibility for this policy is assigned to the Executive Director, as identified in the document control record.

The Executive Director shall oversee the implementation, administration, communication, monitoring, and periodic review of this policy within the scope of lawful and delegated authority. Administrative responsibilities may include:

1. Coordinating Board orientation and governance education;
2. Supporting preparation of agendas, Board materials, minutes, resolutions, policies, and other governance records;
3. Maintaining current and accessible copies of FCAG Governing Documents and Board policies;
4. Monitoring administrative compliance with Board Actions and delegated authority;
5. Coordinating policy review and proposed revisions;
6. Supporting committees, advisory bodies, and participating-government communications;
7. Coordinating legal, financial, compliance, and professional review when appropriate; and
8. Reporting material governance concerns or implementation issues to the Board.

The Executive Director may assign administrative tasks supporting this policy to qualified FCAG personnel. Any such assignment shall remain subject to the Executive Director's supervision and shall not transfer authority reserved to the Board, a Board officer, or another governing authority.

Administrative responsibility for this policy does not authorize the Executive Director or any other official to:

1. Amend the substantive requirements of this policy outside the authorized revision process;
2. Exercise authority reserved to the Joint Powers Board;

3. Alter the duties or authority of a Board officer;
4. Waive a mandatory legal or governance requirement; or
5. Bind the Board to an interpretation or course of action not authorized by law, the FCAG Governing Documents, or formal Board Action.

The Board retains ultimate authority over its governance practices and this policy..

9.2. INTERPRETATION

This policy shall be interpreted in a manner that gives effect to its purpose, maintains consistency with controlling legal and governing authorities, preserves the collective authority of the Board, and promotes uniform, reasonable, and effective administration.

Questions concerning the routine administrative application of this policy shall be referred to the Executive Director.

Questions concerning Board procedure, officer responsibilities, or governance practices may be referred to the Board Chair and Executive Director for coordination, provided that neither the Chair nor the Executive Director may independently issue an interpretation that alters the collective authority, rights, duties, or responsibilities of the Board or its Members.

Questions involving:

1. Legal interpretation;
2. An actual or potential conflict with a higher-order authority;
3. The scope or limitation of Board authority;
4. Public-meeting or public-records requirements;
5. Conflicts of interest;
6. Membership, voting, quorum, or officer authority; or
7. Another material legal or governance issue

may be referred to FCAG legal counsel and, when appropriate, presented to the Joint Powers Board for determination or formal action.

Legal counsel may advise FCAG regarding the meaning and application of this policy but does not independently amend the policy or exercise authority reserved to the Board.

The Joint Powers Board retains final institutional authority to interpret this policy, subject to applicable law and controlling governing authorities.

No informal interpretation, past practice, administrative custom, individual Board Member direction, or verbal instruction shall amend this policy, establish a permanent exception, or create authority not otherwise lawfully granted.

9.3. SUPPORTING PROCEDURES

The Executive Director may develop, approve, maintain, and revise procedures, standard operating procedures, work instructions, forms, templates, guidance documents, orientation materials, and other administrative resources necessary to implement and support this policy, provided that such materials:

1. Are consistent with this policy and all higher-order governing authorities;
2. Remain within the scope of delegated administrative authority;
3. Do not materially amend, waive, or diminish a requirement established by this policy;
4. Do not alter the membership, voting rights, quorum requirements, officer authority, or collective powers of the Board;
5. Do not impose obligations upon individual Board Members beyond those established by law, the FCAG Governing Documents, this policy, or formal Board Action;
6. Do not assign administrative personnel authority over matters reserved to the Board or a Board officer; and

Are maintained in accordance with FCAG's policy-management, records-management, and document-control requirements.

Supporting materials related specifically to Board meeting administration, agendas, records, orientation, or other governance functions should be developed in coordination with the Board Chair or other appropriate Board officer when the subject directly affects that office.

Supporting administrative documents may be revised without formal amendment of this policy when the revisions are procedural, technical, or administrative in nature. Formal Board approval shall be required when a proposed revision would:

1. Materially alter a requirement established by this policy;
2. Change a delegation of authority;
3. Affect a matter reserved to the Board;
4. Modify the rights, duties, or responsibilities of Board Members or officers;
5. Conflict with the FCAG Governing Documents; or
6. Otherwise require approval by law, policy, or another controlling authority.

Supporting procedures and administrative materials shall be interpreted as subordinate to this policy and shall not create independent authority beyond that established by the Board..

10. REVIEW AND REVISION

10.1. REVIEW

This policy shall be reviewed at least once every three years, or more frequently when warranted by changes in law, regulation, the FCAG Governing Documents, Board direction, organizational structure, audit findings, governance experience, or other material circumstances.

The Executive Director, as the official assigned administrative responsibility, shall coordinate the review in consultation with the Board Chair, legal counsel, affected Board officers, and other appropriate officials or advisors.

The review shall consider, as applicable:

1. Continued consistency with applicable law and the FCAG Governing Documents;

2. Effectiveness of the policy in supporting lawful, transparent, and accountable governance;
3. Clarity of the respective roles of the Board, Board officers, individual Board Members, committees, and the Executive Director;
4. Consistency with other FCAG policies and delegations of authority;
5. Relevant audit findings, legal guidance, governance concerns, or operational experience;
6. Changes in FCAG membership, organizational structure, programs, or responsibilities; and
7. Opportunities to improve governance effectiveness, continuity, transparency, or public accountability.

Following review, the Executive Director shall recommend, as appropriate, that the policy be:

1. Reaffirmed without substantive change;
2. Revised;
3. Replaced;
4. Consolidated with another policy; or
5. Repealed.

A scheduled review resulting in no substantive change may be documented as a review or reaffirmation without republication of the full policy, unless republication is otherwise required by law, Board Action, or FCAG policy.

Reaffirmation should be documented through the policy record, Board minutes, resolution, or other formal record sufficient to establish the date and authority of the review.

Nothing in this section limits the authority of the Joint Powers Board to initiate review, revision, replacement, or repeal of this policy at any time.

10.2.ADMINISTRATIVE CORRECTIONS

Any substantive revision, replacement, or repeal of this policy shall require approval by the FCAG Joint Powers Board through formal action taken at a lawfully convened public meeting.

A change shall be considered substantive when it alters or may reasonably be interpreted as altering:

1. The authority, duties, responsibilities, rights, or limitations of the Board, a Board officer, an individual Board Member, committee, or the Executive Director;
2. A delegation or reservation of authority;
3. A mandatory governance, compliance, transparency, or accountability requirement;
4. The meaning, scope, applicability, or legal effect of the policy;
5. The relationship between this policy and another controlling authority; or
6. Any other material requirement established by this policy.

Proposed substantive revisions should be reviewed for consistency with applicable law, the Joint Powers Agreement, the Bylaws, and related FCAG policies before being presented for Board Action.

10.3.ADMINISTRATIVE CORRECTIONS

Administrative corrections that do not alter the substantive meaning, authority, requirements, or legal effect of this policy may be made in accordance with FCAG document-control procedures without formal policy readoption.

Administrative corrections may include:

1. Correction of typographical, grammatical, spelling, or punctuation errors;
2. Formatting, pagination, numbering, or layout corrections;
3. Repair of broken or inaccurate internal cross-references;
4. Updating an agency name, position title, address, citation, or similar administrative information when the update does not alter substantive authority or responsibility;
5. Conforming terminology to an already approved organizational or governing-document change; and
6. Other non-substantive editorial or technical corrections.

Administrative corrections shall:

1. Be approved by the official assigned administrative responsibility;
2. Be documented in the revision history or document-control record;
3. Identify the nature and date of the correction; and
4. Not be used to avoid required Board approval of a substantive change.

When uncertainty exists as to whether a proposed change is substantive, the matter shall be referred to the Board Chair, Executive Director, legal counsel, or Joint Powers Board, as appropriate. A change reasonably capable of affecting the interpretation or application of the policy should be treated as substantive.

10.4. REVISION HISTORY

All adopted revisions to this policy shall be documented in the revision history. The revision history shall identify, at minimum, the revision number or version, effective date, general description of the change, and approving authority.

Administrative corrections that do not alter the substantive meaning or requirements of the policy, including correction of typographical errors, formatting, pagination, broken cross-references, or other non-substantive matters, may be made in accordance with FCAG document-control procedures without formal policy readoption, provided the correction is appropriately documented.

Revision	**Effective Date**	**Description**	**Approval Authority**
Pending	*Pending*	APPROVAL and ADOPTION	Board Approval

11. IMPLEMENTATION AND EFFECTIVE DATE

11.1. EFFECTIVE DATE

This policy shall become effective on the effective date identified in the document control record following adoption by the FCAG Joint Powers Board.

The date of adoption and the effective date may differ when the Board establishes a delayed effective date to allow for implementation, transition, training, publication, or coordination with related policies and governing documents.

If no separate effective date is identified, the policy shall become effective on the date of Board adoption.

11.2. IMPLEMENTATION

The Executive Director, as the official assigned administrative responsibility, shall take reasonable and appropriate steps to implement this policy.

Implementation may include:

1. Distribution and publication of the adopted policy;
2. Communication of applicable requirements to Board Members, officers, committees, employees, Participating Governments, and other affected parties;
3. Development or revision of supporting procedures, forms, templates, orientation materials, and governance resources;
4. Training or orientation concerning Board roles, delegated authority, public accountability, records, ethics, and other applicable requirements;
5. Updating internal references, organizational documents, and administrative practices;
6. Identification and transition of superseded or inconsistent policies, procedures, delegations, and practices;
7. Coordination with the Board Chair, Board officers, legal counsel, and affected organizational units; and
8. Documentation of implementation actions when appropriate.

Board officers and individual Board Members shall reasonably cooperate with implementation activities applicable to their governance responsibilities.

Failure to complete an administrative implementation action by the effective date shall not suspend or delay any requirement of this policy that is otherwise capable of lawful application.

11.3. TRANSITION AND SUPERSESSION

Upon its effective date, this policy supersedes the policies, provisions, practices, or other documents expressly identified in the document control record.

Supersession shall not:

1. Invalidate an action lawfully taken under a prior policy or authority while that policy or authority was in effect;
2. Alter the legal effect of a previously adopted resolution, executed agreement, approved expenditure, appointment, or other completed official action;
3. Create retroactive noncompliance for conduct that was lawful when undertaken;
4. Reopen a matter finally decided before the effective date; or
5. Impair a vested right, contractual obligation, grant condition, or other legal interest except as permitted by law.

Existing delegations of authority, officer appointments, committee assignments, administrative procedures, and governance practices shall remain in effect to the extent they are not inconsistent with this policy or another controlling authority. They shall continue until amended, rescinded, replaced, expired, or otherwise terminated by the appropriate authority.

Any existing delegation, procedure, practice, or document that conflicts with this policy shall be reviewed and brought into conformity as soon as reasonably practicable. Until the conflict is resolved, the order of precedence established in Section 3.2 shall apply.

11.4. PROSPECTIVE APPLICATION

Unless otherwise expressly provided by the Board or required by controlling law, this policy shall apply prospectively beginning on its effective date.

The policy shall apply to ongoing matters, relationships, and responsibilities from and after its effective date, even when the matter originated before that date, provided that application of the policy does not improperly alter the legal effect of an action already completed.

Procedural provisions may be applied to pending matters when lawful and practicable. Substantive requirements shall not be applied retroactively unless expressly authorized by the Board and permitted by law.

This version protects prior lawful Board Actions while ensuring that continuing delegations, committees, procedures, and governance practices are brought into alignment with the new policy. It also prevents an unfinished administrative task, such as updating a form or orientation packet, from delaying the policy's legal effectiveness.

12. CERTIFICATION OF ADOPTION

The undersigned, being duly authorized officers of the Fremont County Association of Governments, hereby certify that this policy was adopted by the FCAG Joint Powers Board on ________________________ and shall be effective as of ________________________.

By: ____________________________________	By: ____________________________________
Authorized Signatory	*Authorized Signatory*
Name: __________________________________	Name: __________________________________
Title: Board Chair	Title: Board Treasurer/Secretary

Date: ______________________________	Date: ______________________________
By: ____ *Authorized Signatory*	By: ____ *Authorized Signatory*
Name: ____	Name: ____
Title: Director	Title: FCAG Employee
Date: ______________________________	Date: ______________________________

Agenda Item Title: FCAG-POL-3.1 Financial Policy and Procedures Handbook Rev.1

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:

A limited revision to the FCAG Financial Handbook is presented to correct an error identified following adoption of the original document.

During drafting, the capitalization threshold for capital assets was inadvertently stated as $1,000. FCAG's established capitalization threshold is $5,000.

The proposed revision corrects the applicable provision of the Financial Handbook to reflect the proper $5,000 capitalization threshold.

Under the corrected policy, qualifying assets with an acquisition cost of $5,000 or more will be capitalized in accordance with applicable accounting requirements and FCAG policy. Items below the capitalization threshold will continue to be accounted for in accordance with applicable financial, grant, inventory, and asset-control requirements.

This revision is limited to correcting the capitalization threshold and does not otherwise modify the financial policies or internal controls established by the Financial Handbook.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

2026 – FCAG Board adopted the FCAG Financial Handbook establishing the organization's comprehensive financial management and internal control framework.
2026 – Staff identified a drafting error stating the capitalization threshold as $1,000 rather than FCAG's established $5,000 threshold.

WHY IS THIS ITEM BEFORE THE BOARD:

Because the capitalization threshold is contained within a formally adopted Board policy, correction of the threshold requires Board approval.

The proposed revision ensures that the Financial Handbook accurately reflects FCAG's established capitalization policy and accounting practices.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Review and approve the revision to the FCAG Financial Handbook changing the capitalization threshold from $1,000 to $5,000.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments approve the revision to the FCAG Financial Handbook as presented."

(Second Required)

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

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

Staff recommends approval of the revision.
The $1,000 capitalization threshold included in the adopted Financial Handbook was a drafting error and does not reflect FCAG's established $5,000 capitalization threshold. Approval of this revision will correct the policy record and ensure consistency between the Financial Handbook and FCAG's accounting and asset-management practices.

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 $5,000 (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	*June 25, 2026*	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: Personnel Handbook

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:

The FCAG Personnel Handbook was originally adopted by the Fremont County Association of Governments Board of Directors on July 24, 2025, establishing a comprehensive and standardized framework for personnel administration across the organization. Since its adoption, FCAG's workforce, employee benefit offerings, administrative practices, and organizational governance needs have continued to evolve.

Revision 2 of the FCAG Personnel Handbook is presented for Board consideration with a proposed effective date of July 23, 2026. This revision represents a comprehensive administrative and policy update intended to ensure the Handbook accurately reflects current employee benefits, strengthens long-term policy governance, establishes clear standards concerning employee civic and political engagement, and creates a more sustainable framework for maintaining the Handbook as laws, benefits, and organizational practices change.

The principal revisions include:

Employee Benefits Administration
The Employee Benefits section has been substantially updated to establish a formal framework governing benefit eligibility, enrollment, qualifying changes, payroll deductions, and administration.

Rather than embedding benefit-specific premiums, employer contribution percentages, insurance carriers, coverage tiers, and other frequently changing terms directly within the Personnel Handbook, these variables will be governed through applicable plan documents and the current Board-approved Employee Benefits Schedule.

This structure allows the Personnel Handbook to establish enduring policy while benefit-specific terms may be administered and updated through the appropriate governing documents and Board actions without requiring unnecessary amendments to the entire Handbook.

Medical and Insurance Benefits
The Handbook has been updated to remove outdated provisions stating that FCAG does not provide employer-sponsored medical insurance.

The revised language formally recognizes FCAG's current employer-sponsored medical coverage and establishes an administrative framework capable of accommodating employee and dependent coverage in accordance with the current Board-approved Employee Benefits Schedule and applicable plan documents.

Dental, vision, life, and disability insurance provisions have similarly been modernized. References to individual insurance carriers and fixed plan-specific provisions have been removed where appropriate so that changing benefit terms do not render the Personnel Handbook outdated.

Retirement and Payroll Administration
Retirement provisions have been revised to defer eligibility requirements, contribution rates, and other plan-specific requirements to the Wyoming Retirement System and applicable governing documents.

Payroll deduction provisions have also been modernized to address legally required deductions and properly authorized voluntary deductions without unnecessarily embedding references to specific benefit products or arrangements that may change over time.

Public Service, Civic Engagement, and Political Activity
A comprehensive new policy section establishes standards governing the intersection between an employee's responsibilities as a public servant and the employee's lawful rights as a private citizen.

The new section addresses:

- Impartiality in the performance of official duties;
- Lawful personal civic and political participation;
- Separation between personal and official capacities;
- Use of FCAG property, time, resources, titles, and organizational identity;
- Political solicitation, coercion, and workplace political activity;
- Interactions with elected officials, candidates, and governmental bodies;
- Government relations and authorized organizational advocacy;
- Ballot questions and election-related matters;
- Personal social media activity;
- Participation in political organizations and campaigns;
- Candidacy for public office; and
- Conflicts of interest and compliance with applicable law.

The policy is designed to protect both employees' lawful rights as private citizens and FCAG's institutional obligation to administer public programs impartially and maintain public confidence in the organization.

Public Trust and Political Neutrality in Official Duties
Revision 2 expressly distinguishes lawful personal civic participation from conduct undertaken in an employee's official capacity.

Employees retain the ability to participate lawfully in civic and political activities as private citizens. At the same time, FCAG programs, services, employment decisions, procurement activities, grant administration, allocation of public resources, and other governmental functions must remain impartial and free from improper political influence.
These provisions establish clearer organizational safeguards while recognizing the unique environment in which FCAG employees regularly interact with elected officials, governmental entities, community organizations, and members of the public.

Review and Revision Framework
A formal Review and Revision section has been added to establish an ongoing process for maintaining the Personnel Handbook.
The Handbook will be reviewed at least annually and may be reviewed more frequently when material changes occur involving applicable law, regulation, employee benefits, compensation, organizational structure, operations, or other circumstances affecting personnel administration.
This approach is intended to prevent the Handbook from becoming outdated and establish clear administrative responsibility for maintaining its accuracy.

Substantive and Administrative Changes
Revision 2 establishes an important distinction between substantive policy amendments and non-substantive administrative updates.
Changes affecting employee rights, responsibilities, benefits, compensation, substantive employment conditions, or the intent of Board-adopted policy remain subject to formal Board approval.
Non-substantive administrative corrections and updates that do not materially alter Board policy may be processed administratively in accordance with the authority established by the Handbook.
This distinction allows routine document maintenance to occur efficiently while preserving Board authority over substantive personnel policy.

Document Control and Revision History
Formal document control provisions have been incorporated to improve institutional recordkeeping and policy governance.
Future revisions will document applicable approval and effective dates, affected sections, approval authority, employee notification, and supersession of prior provisions. A formal

Revision History has also been incorporated to establish a clear historical record of amendments to the Personnel Handbook.

Employee Notice and Distribution
The revised Handbook establishes procedures for communicating substantive policy revisions to employees.
Updated policies may be distributed electronically, through replacement pages, or through complete reissuance of the Handbook, as appropriate. Employee acknowledgment may be required when warranted by the nature of the revision.
Collectively, these revisions represent the continued maturation of FCAG's personnel administration framework. Revision 2 is intended not only to update provisions that no longer reflect current operations, but also to establish a more durable governance structure capable of adapting to future changes without requiring unnecessary or repetitive amendments to the Personnel Handbook.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

July 24, 2025 – FCAG Board of Directors adopted the FCAG Personnel Handbook, establishing the organization's comprehensive personnel policy framework.

Revision 1 – FCAG subsequently approved the first revision to the Personnel Handbook, modifying the employee sick leave accrual rate from two hours per pay period to four hours per pay period.

2026 – Staff conducted a broader review of the Personnel Handbook to identify provisions requiring modernization based upon changes in employee benefits, administrative practices, organizational governance, and ongoing policy development.

July 23, 2026 – Revision 2 presented to the FCAG Board of Directors for consideration and approval.

WHY IS THIS ITEM BEFORE THE BOARD:

Several provisions of Revision 2 constitute substantive changes to Board-adopted personnel policy and therefore require formal Board approval.

The revision is also being presented as a comprehensive update rather than a series of isolated amendments so that the Personnel Handbook accurately reflects FCAG's current employee benefit structure, personnel administration practices, public-sector responsibilities, and policy governance framework.

Formal adoption will establish Revision 2 as the official and controlling version of the FCAG Personnel Handbook effective July 23, 2026, and supersede inconsistent provisions of prior versions.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Review and approve Revision 2 of the FCAG Personnel Handbook, effective July 23, 2026, including the substantive policy revisions and administrative updates incorporated therein.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments approve Revision 2 of the FCAG Personnel Handbook, as presented (or as amended), effective July 23, 2026, and authorize the Director to implement and distribute the revised Handbook in accordance with its provisions."

(Second Required)

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

(Call for the question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

I recommend approval of Revision 2 of the FCAG Personnel Handbook.

The Personnel Handbook was originally adopted in July 2025 as part of FCAG's broader effort to establish consistent, professional, and accountable organizational policies. As FCAG has continued to mature administratively, several provisions require updating to accurately reflect benefits now offered to employees, current administrative practices, and the responsibilities inherent in operating a public organization.

Of particular importance, this revision moves variable benefit details out of permanent Handbook language and establishes a more sustainable structure through Board-approved benefit schedules and applicable plan documents. This will allow FCAG to maintain accurate benefit administration without repeatedly amending its foundational personnel policy whenever premiums, carriers, contribution levels, or plan terms change.

The addition of standards governing civic engagement and political activity is similarly important given FCAG's unique intergovernmental role. Employees should be able to exercise their lawful rights as private citizens while maintaining a clear separation between personal political activity and the impartial administration of public programs and resources.

Finally, the addition of formal review, revision, document control, and administrative amendment procedures establishes a durable governance framework for maintaining the Personnel Handbook over time.

Approval of Revision 2 will ensure FCAG's personnel policies accurately reflect current organizational practices while strengthening consistency, transparency, administrative efficiency, and long-term policy governance.

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS

Personnel Handbook

Prepared For:

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

Effective 7/24/2025, this Personnel Handbook edition supersedes all previous Employee Handbook editions.

TABLE OF CONTENTS

Welcome

Welcome to the Fremont County Association of Governments (FCAG)! We are thrilled to have you join our team. FCAG is dedicated to unifying the entities within Fremont County to collectively solve problems and strategically plan for our community's future. Your role is vital in helping us achieve our mission.

As a team member of FCAG, you are part of a collaborative and innovative organization that values teamwork, integrity, and excellence. Our mission is to improve the quality of life for all residents of Fremont County through effective governance, community engagement, and strategic planning. We believe in fostering an inclusive environment where all team member's contributions are valued and respected.

This Personnel Handbook is designed to familiarize you with our policies, procedures, and the benefits available to you as an employee. It outlines our expectations and provides a framework to ensure a productive and harmonious work environment. Please take the time to read through this handbook and keep it as a reference for future questions.

Your skills, dedication, and commitment will play a crucial role in our success, and we are committed to supporting your growth and development within our organization. We encourage you to take advantage of the resources and opportunities available to you and to actively participate in the various initiatives and projects we undertake.

Thank you for choosing to be a part of the FCAG family. We look forward to working together to make a positive impact on our community.

ABOUT THIS HANDBOOK

This handbook has been compiled to help team members find the answers to many questions that they may have regarding their employment with Fremont County Association of Governments. Please take the necessary time to read it.

We do not expect this handbook to answer all questions. Supervisors and Human Resources representatives also serve as a major source of information.

Neither this handbook nor any other verbal or written communication by a management representative is, nor should it be considered to be, an agreement, contract of employment, express or implied, or a promise of treatment in any particular manner in any given situation, nor does it confer any contractual rights whatsoever. Fremont County Association of Governments adheres to the policy of employment at will, which permits Fremont County Association of Governments or the team member to end the employment relationship at any time, for any reason, with or without cause or notice.

No Fremont County Association of Governments representative other than the Board may modify at-will status and/or provide any special arrangement concerning terms or conditions of employment in an individual case or generally and any such modification must be in a signed writing.

Many matters covered by this handbook, such as benefit plan descriptions, are also described in separate Fremont County Association of Governments documents. These Fremont County Association of Governments documents are always controlling over any statement made in this handbook or by any member of management.

This handbook states only general Fremont County Association of Governments guidelines. Fremont County Association of Governments may, at any time, in its sole discretion, modify or vary from anything stated in this handbook, with or without notice, except for the rights of the parties to end employment at will, which may only be modified by an express written agreement signed by the team member and the Board.

GOVERNING PRINCIPLES OF EMPLOYMENT

EQUAL EMPLOYMENT OPPORTUNITY

Fremont County Association of Governments provides equal opportunity in all of our employment practices to all qualified employees and applicants without regard to race, color, religion, gender, national origin, age, disability, marital status, military status or any other category protected by federal, state and local laws. This policy applies to all aspects of the employment relationship, including recruitment, hiring, compensation, promotion, transfer, disciplinary action, layoff, return from layoff, training and social, and recreational programs. All such employment decisions will be made without unlawful discrimination on any prohibited basis.

IMMIGRATION REFORM AND CONTROL ACT OF 1986

Fremont County Association of Governments complies with the Immigration Reform and Control Act of 1986 by employing only U.S. citizens and non-citizens who are authorized to work in the United States. All employees are asked on their first day of work to provide original documents verifying the right to work in the United States and to sign a verification form required by federal law (Form I-9). If you cannot verify your right to work in the United States within three (3) days of hire, Fremont County Association of Governments is required by law to terminate your employment.

AMERICANS WITH DISABILITIES ACT

The federal Americans with Disabilities Act (ADA) prohibits discrimination against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, fringe benefits, job training, and other terms, conditions, and privileges of employment. The ADA does not alter Fremont County Association of Government's right to hire the best-qualified applicant, but it does prohibit discrimination against a qualified applicant or employee because of his or her disability, or because of a perceived disability. As a matter of Company policy, the Fremont County Association of Governments prohibits discrimination of any kind against people with disabilities.

WHISTLEBLOWER PROTECTION ACT (WPA) OF 1989

Fremont County Association of Governments complies with federal and state whistleblower protection laws that safeguard employees who report illegal activities, mismanagement, waste of public funds, abuse of authority, or dangers to public health or safety. Under these laws, employees are encouraged to disclose such matters without fear of retaliation.

Fremont County Association of Governments will not tolerate any form of retaliation against an employee who, in good faith, reports concerns regarding violations of law or unethical conduct. Employees who believe they have been retaliated against should report the matter to their Department's Director, or to a member of the Fremont County Association of Governments Board. Retaliation against whistleblowers is a serious offense and will result in disciplinary action, up to and including termination.

If you report fraudulent activity involving federal or state funds, you may be further protected under the False Claims Act or state-specific whistleblower statutes, allowing you to file a claim and potentially receive compensation for successful claims. Fremont County Association of Governments is committed to fostering a transparent and ethical work environment, encouraging the safe reporting of any wrongdoing.

DISCRIMINATION, HARASSMENT, AND RETALIATION

INTRODUCTION

The Fremont County Association of Governments (FCAG) is committed to maintaining an environment free from discrimination, harassment, hostility, and retaliation. We believe in treating all individuals with respect, dignity, and courtesy. This policy applies to all phases of employment and extends to interactions with customers, clients, and suppliers.

PROHIBITED BEHAVIOR

FCAG does not and will not tolerate any type of harassment of our employees, applicants for employment, or our customers. Discriminatory conduct or conduct characterized as harassment as defined below is prohibited.

If it is determined that inappropriate conduct has occurred, Fremont County Association of Governments will act promptly to eliminate the offending conduct, and take such action as is appropriate under the circumstances. Such action may range from counseling to termination of employment and may include such other forms of disciplinary action (such as, for example, suspension), as Fremont County Association of Governments deems appropriate under the circumstances and in accordance with applicable law.

DEFINITION OF HARASSMENT

For the purposes of this policy, harassment includes any verbal or physical conduct that unreasonably interferes with an individual's work performance or creates an intimidating or hostile work environment. This includes, but is not limited to:

- Slurs, jokes, and other verbal or physical conduct relating to a person's gender, ethnicity, race, color, creed, religion, sexual orientation, national origin, age, disability, marital status, military service status, or any other protected classification.
- Conduct that unreasonably interferes with a person's work performance or creates an intimidating, hostile, or offensive working environment.

HOSTILE WORK ENVIRONMENT

A hostile environment includes unwelcome conduct by an individual against another individual that is sufficiently severe or pervasive that it alters the conditions of employment and creates an environment that a reasonable person would find intimidating, hostile, or offensive. The determination of whether an environment is "hostile" must be based on all of the circumstances, including, but not limited to, the frequency of the conduct, its severity, and whether it is threatening or humiliating. Petty slights, annoyances, disagreements, and isolated incidents (unless extremely serious) will not rise to the level of a violation.

HARASSMENT BY NON-EMPLOYEES

FCAG will endeavor to protect employees, to the extent possible, from reported harassment by non-employees in the workplace, including customers, clients, and suppliers.

COMPLAINT PROCEDURE AND INVESTIGATION

Employees who wish to report a possible incident of sexual harassment, other unlawful harassment, or discrimination should first notify the harasser if possible. If that person is not available, or it would be inappropriate to contact the person, contact your supervisor immediately, or an elected official if your supervisor is not available or if your supervisor is the harasser.

FCAG will conduct a prompt investigation as confidentially as possible under the circumstances. Employees who raise concerns and make reports in good faith can do so without fear of reprisal. At the same time, employees have an obligation to cooperate with FCAG in enforcing the policy and investigating and remedying complaints.

Any employee who becomes aware of possible sexual harassment or other illegal discrimination against others should promptly advise their supervisor or any other appropriate member of management.

Any employee that files a false complaint will be subject to appropriate disciplinary action up to and including termination. Anyone found to have engaged in wrongful behavior will be subject to appropriate discipline, which may include termination.

RETALIATION

Any employee who files a complaint of harassment or other discrimination in good faith will not be adversely affected in terms and conditions of employment and will not be retaliated against or discharged because of the complaint. FCAG will not tolerate retaliation against any employee who, in good faith, cooperates in the investigation of the complaint. Anyone who engages in such retaliatory behavior will be subject to appropriate discipline, up to and including termination.

NEPOTISM

Fremont County Association of Governments is committed to ensuring that employment decisions are based on qualifications, performance, and the best interests of the organization rather than personal relationships. To avoid conflicts of interest or the appearance of favoritism, employees are prohibited from making or influencing employment-related decisions, such as hiring, promotion, or disciplinary actions, concerning their relatives.

For the purposes of this policy, "relative" includes spouses, domestic partners, parents, children, siblings, in-laws, or any individual with a significant familial relationship to the employee. Employees must immediately disclose any existing or potential familial relationships with applicants or current employees to their supervisor or Human Resources. Failure to adhere to this policy may result in corrective action, up to and including termination of employment.

SUBSTANCE ABUSE AND TESTING

Fremont County Association of Governments maintains a drug-free workplace in accordance with applicable federal, state, and local laws. Employees are expected to perform their duties free from the influence of illegal drugs, the misuse of prescription medications, or alcohol impairment. Any violation of this policy may result in disciplinary action, up to and including termination of employment.

If there is reasonable suspicion that an employee is under the influence of drugs or alcohol while on duty, Fremont County Association of Governments may require a substance test as permitted by law. The organization reserves the right to implement more stringent testing standards in specific divisions where safety or regulatory requirements demand additional precautions.

Employees who believe they may have a substance abuse problem are encouraged to seek professional help from external providers or community resources. Maintaining a safe, productive, and healthy work environment is a shared responsibility, and all employees are expected to comply fully with this policy.

YOUR EMPLOYMENT RELATIONSHIP

Like most employers, Fremont County Association of Governments generally does not offer individual employees a formal employment contract with the Organization. Employment is "at will," meaning that you or Fremont County Association of Governments may end your employment at any time with or without cause, and with or without notice, for any lawful reason or no reason at all.

This Personnel Handbook is not a contract. It does not create any agreement, express or implied, guaranteeing you any specific terms or conditions of employment. Nothing contained in this Handbook should be construed as creating a contract guaranteeing employment for any specific duration, nor does the Handbook obligate you to continue your employment for a specific period of time. Unless you have entered into an employment agreement that supersedes this document, either you or Fremont County Association of Governments may terminate the employment relationship at any time. The Handbook does not guarantee any prescribed process for discipline and discharge.

No manager or other representative of Fremont County Association of Governments, other than the Board, has the authority to enter into any agreement guaranteeing employment for any specific period. No such agreement shall be enforceable unless it is in writing and signed by the Board Chair and the employee.

RECRUITMENT AND HIRING

INTRODUCTION

The Fremont County Association of Governments (FCAG) is committed to selecting and hiring the most qualified candidates to join our team. Our hiring process is designed to ensure fairness, consistency, and compliance with all applicable laws and regulations. This section outlines the steps involved in our selection and hiring process.

JOB POSTING AND RECRUITMENT

- **Job Analysis and Description:**
  - Conduct a thorough job analysis to create or update job descriptions, outlining the essential duties, responsibilities, qualifications, and skills required for the position.
- **Equivalencies:**
  - Ensure all job postings include equivalencies for education and experience to provide equitable access to a diverse pool of candidates. Equivalencies allow candidates to qualify for positions based on relevant experience and skills in lieu of formal educational requirements.
- **Job Posting:**
  - Post job openings internally and externally through various channels, including the FCAG website, job boards, professional networks, and social media. Ensure that job postings are clear, detailed, and accessible to a diverse pool of candidates.

- **Application Submission:**
    - Interested candidates are required to submit a resume, cover letter, and any other specified documents by the application deadline. Applications must be submitted through the designated platform or as instructed in the job posting.

SCREENING AND SELECTION

- **Initial Screening:**
    - Human Resources (HR) will review all applications to ensure they meet the minimum qualifications and requirements outlined in the job description, including equivalencies. Candidates who do not meet these criteria will be notified of their status.
- **Phone/Video Screening:**
    - Selected candidates may be contacted for a preliminary phone or video interview to further assess their qualifications, experience, and fit for the position.
- **In-Person/Virtual Interviews:**
    - Qualified candidates will be invited for an in-person or virtual interview with the hiring manager and/or selection committee. The interview process may include multiple rounds to thoroughly evaluate the candidates.

EVALUATION AND DECISION-MAKING

- **Interview Assessment:**
    - Interviewers will evaluate candidates based on their responses, experience, skills, and overall fit for the organization. Structured interview guides and scoring rubrics may be used to ensure consistency and fairness.
- **Reference Checks:**
    - HR will conduct reference checks for the final candidates to verify their employment history, qualifications, and suitability for the position.
- **Selection Decision:**
    - The hiring manager, in consultation with HR and the selection committee, will make the final hiring decision based on the interview assessments, reference checks, and overall fit for the role and organization.

JOB OFFER AND ONBOARDING

- **Job Offer:**
    - Department Directors in consultation with a Human Resource representative will extend a formal job offer to the selected candidate, outlining the terms and conditions of employment, including salary, benefits, start date, and any other relevant details.
- **Offer Acceptance:**
    - The candidate must formally accept the job offer, by signing and returning the offer letter within the specified time frame.
- **Pre-Employment Requirements:**
    - The selected candidate may be required to complete pre-employment requirements, such as background checks or drug testing depending on the position and department policies.
- **Onboarding:**
    - Once the offer is accepted and pre-employment requirements are met, the Department Director in consultation with a Human Resource representative will coordinate the onboarding process. This includes completing necessary paperwork, introducing the new employee to the team, providing orientation and training, and ensuring a smooth transition into the organization.

EMPLOYMENT CLASSIFICATIONS

EXEMPT EMPLOYEES

An exempt employee is one who is exempt from the overtime provisions of the Fair Labor Standards Act (FLSA). This means exempt employees are not entitled to receive overtime pay for hours worked beyond 40 in a workweek.

To be classified as exempt, an employee's job must satisfy all three of the following criteria:

1. **Salary Basis Test**: The employee is paid a regular, fixed salary that is not subject to reduction based on the number of hours worked or the quality/quantity of their work.
2. **Salary Level Test**: The employee’s salary meets or exceeds the minimum threshold established by the FLSA.
3. **Duties Test**: The employee’s primary job duties must fall under one of the FLSA exemption categories, such as executive, administrative, professional, computer, or outside sales roles.

All three criteria must be satisfied for an employee to be classified as exempt.

Full-time exempt employees play a critical role in FCAG, contributing through their expertise and leadership. Their compensation reflects their level of responsibility and the expectation that they will fulfill their job duties effectively, even if it requires working beyond standard hours without additional pay.

NON-EXEMPT EMPLOYEES

A non-exempt employee is one who is covered by the overtime provisions of the Fair Labor Standards Act (FLSA). This means non-exempt employees are entitled to receive overtime pay for any hours worked beyond 40 hours in a workweek.

Key points for non-exempt employees include:

- Overtime pay must be at least 1.5 times their regular hourly rate for hours worked over 40 in a single workweek.
- Non-exempt employees may be paid on an hourly or salaried basis, but overtime eligibility remains based on hours worked.

Employers are required to track and record hours worked for all non-exempt employees to ensure compliance with FLSA requirements.

Non-exempt employees are critical to the daily operations of an organization, contributing through their adherence to processes, efficiency, and execution of essential tasks. Their compensation structure ensures that they are fairly paid for all hours worked, including additional pay for overtime when applicable.

FULL-TIME EMPLOYEES

A **Full-Time Employee** is defined as a staff member who meets the following criteria:

Work Hours:

- Full-time employees are scheduled to work a standard number of hours, typically ranging from 35 to 40 hours per week, as determined by the organization's or department's policies.

Employment Status:

- Full-time employees are classified as regular, ongoing employees of the organization, distinct from temporary or part-time staff.

Benefits Eligibility:

- Full-time employees are eligible to participate in the organization's comprehensive benefits program, which may include retirement plans, health insurance, paid time off, and other applicable benefits.

Consistent Schedule:

- Full-time employees are expected to maintain a consistent and predictable work schedule that aligns with departmental needs. While this typically involves a traditional Monday through Friday workweek, schedules may vary based on operational requirements.

Compensation:

- Full-time employees may be salaried or hourly, depending on their role, responsibilities, and the organization's compensation structure.

Job Duties:

- Full-time employees are responsible for performing essential duties and responsibilities that directly contribute to the organization's operations, goals, and strategic objectives. The scope of duties varies based on the employee's role and departmental requirements.

Full-time employees are essential to the Department's core operations, providing stability, continuity, and expertise. Their roles are often critical to achieving the long-term goals and objectives of the organization.

PART-TIME EMPLOYEES

A **Part-Time Employee** is defined as a staff member who meets the following criteria:

Work Hours:

- Part-time employees are scheduled to work fewer hours than full-time employees, *generally* less than 30 hours per week, as determined by the organization's or department's policies.

Employment Status:

- Part-time employees are classified as regular, ongoing employees of the organization but work on a reduced-hour schedule compared to full-time staff.

Benefits Eligibility:

- Part-time employees are not eligible for the organization's benefits programs unless otherwise specified.

Flexible Schedule:

- Part-time employees often work a flexible schedule that may vary in terms of days and hours worked each week. Schedules are determined based on departmental needs and mutual agreement between the employee and the organization.

Compensation:

- Part-time employees are typically paid on an hourly basis, with compensation based on the number of hours worked during each pay period.

Job Duties:

- Part-time employees perform assigned job duties and responsibilities that support the organization's operations. While their contributions are essential, duties may be adjusted to reflect the reduced work schedule.

Part-time employees play a critical role in providing flexibility and operational support, allowing the organization to efficiently manage fluctuating workloads, staffing needs, and operational demands.

TEMPORARY EMPLOYEES

A **Temporary Employee** is defined as a staff member who meets the following criteria:

Work Duration:

- Temporary employees are hired for a specific and limited period of time or the duration of a particular project. Employment is not intended to be ongoing or permanent.

Employment Status:

- Temporary employees are classified as non-regular employees and are distinct from part-time and full-time staff. Employment typically includes predetermined start and end dates or is project-based.

Benefits Eligibility:

- Temporary employees are not eligible for the organization's benefits programs unless required by applicable law or policy

Work Hours:

- Temporary employees may work full-time or part-time hours during the duration of their assignment, based on the organization's or department's needs.

Compensation:

- Temporary employees are typically paid on an hourly basis, although some roles may include a fixed salary for the duration of the temporary assignment.

Job Duties:

- Temporary employees are assigned specific duties that address short-term staffing needs, such as filling in for absent employees, assisting during peak periods, or completing designated projects. Job responsibilities are clearly defined and limited to the scope of the temporary assignment.

Temporary employees provide the organization with critical flexibility to address short-term staffing challenges and project demands. They enable the organization to maintain productivity and operational continuity without long-term employment commitments.

ORIENTATION AND TRAINING

New employees will be provided a comprehensive introduction to FCAG's mission, history, and organizational structure, along with an overview of its role in key programs. Orientation covers internal policies, procedures, and ethical standards, ensuring employees understand organizational expectations. New hires receive job-specific training tailored to their roles, including operational procedures, software systems, and compliance requirements. Safety and compliance are a priority, with training on workplace safety protocols, emergency procedures, and adherence to local, state, and federal regulations. FCAG also emphasizes continuous professional development, offering opportunities for ongoing learning and growth to support employees' long-term success within the organization.

COMPENSATION

PAY GRADE AND CLASSIFICATION MATRIX

All positions at FCAG will be aligned with a centralized pay grade and job classification matrix approved by the Board. This matrix serves as the foundation for determining compensation levels across the organization and will be periodically assessed and updated as necessary to ensure alignment with industry standards, internal equity, and organizational goals. Adjustments to the pay grade schedule may occur based on factors such as market conditions, job responsibilities, and performance evaluations. This approach ensures transparency, consistency, and fairness in compensation practices at FCAG, supporting our commitment to attracting, retaining, and rewarding talented employees.

Fremont County Association of Governments -Pay Grade and Job Classification Matrix-					
Pay Grade	**Job Classification**	**Minimum**	**Midpoint**	**Maximum**	**Qualifications & Responsibilities**
Grade 1	Operations Staff	$34,320	$39,996	$45,996	**Qualifications**: High School Diploma or GED. **Responsibilities**: No supervisory duties, assists in daily operations (e.g., dispatching, driving), and supports administrative tasks.
Grade 2	Program and Administrative Support	$39,996	$47,496	$54,996	**Qualifications**: High School Diploma or GED, plus 1+ year(s) of relevent experience. **Responsibilities**: May supervise lower-level staff, manage day-to-day office functions, coordinate scheduling, and assist with budget tracking.
Grade 3	Project Coordinators and Supervisors	$47,988	$57,996	$67,992	**Qualifications**: High School Diploma or GED, and 3+ years of relevent experience. **Responsibilities**: Supervises teams, ensures compliance with operational procedures, manages mid-level budgets, and supports program execution.
Grade 4	Operations and Program Managers	$59,988	$71,988	$83,988	**Qualifications**: Associates Degree, and/or 5+ years of relevant experience. **Responsibilities**: Oversees multiple programs or departments, manages complex budgets, ensures compliance with regulations, handles grant management and reporting.
Grade 5	Department and Division Leadership	$74,988	$89,988	$104,988	**Qualifications**: Bachelor's Degree, or 8+ years of equivalent experience. **Responsibilities**: Leads departments or divisions, responsible for large-scale budget management, oversees grant applications and compliance, strategic program direction, and long-term planning.
Grade 6	Organizational Leadership	$89,988	$109,992	$129,996	**Qualifications**: Bachelor's Degree or higher, or 10+ years of equivalent experience. **Responsibilities**: Leads the entire organization, responsible for overall strategy, high-level financial management, grant oversight, public relations, and board-level reporting.

COMPENSATION ADJUSTMENTS

Fremont county Association of Governments values fair and transparent compensation practices to maintain accountability and promote employee satisfaction. To achieve these goals, FCAG has established a structured approach to periodic compensation adjustments, ensuring they align with both organizational budget constraints and board-approved standards. This section outlines the procedures for regular compensation reviews, eligibility criteria for adjustments, the approval process, and documentation requirements.

Types of Compensation Adjustments

Compensation adjustments may be made for the following reasons:

- **Addressing Inequities:** Adjustments to correct pay disparities that may arise due to inconsistencies in pay for similar roles or based on historical pay data. Ensuring equitable pay within FCAG fosters fairness and supports an inclusive workplace culture.

- **Managing Compression:** Salary compression can occur when new hires are paid close to or higher than long-tenured employees in the same role. To address this, adjustments may be made to ensure that employee compensation reflects experience and tenure within the organization.

- **Preventing Inversion:** Inversion adjustments help manage situations where subordinate positions earn similar or higher salaries than those in supervisory roles, which can hinder organizational hierarchy and morale. These adjustments help maintain a balanced and transparent pay structure.

- **Meritorious Performance Increases:** Employees who demonstrate exceptional performance, exceed established goals, or contribute significantly to the organization may be eligible for merit-based increases. These adjustments serve to reward outstanding contributions and motivate continued excellence.

- **Incentive-Based Adjustments:** Incentive adjustments recognize employees who achieve specific, measurable outcomes, such as obtaining certifications, completing professional development programs, or meeting organizational milestones. These increases support skill development and align with FCAG's strategic goals.

Annual Compensation Review Process

Each fiscal year, the Division Director will initiate a comprehensive review of employee compensation, considering factors such as organizational budget, market rates, employee performance, and changes in responsibilities. This process will begin early in the budgeting cycle to allow sufficient time for analysis and necessary adjustments. During this review:

- Each employee's performance and contributions over the past year will be assessed to determine eligibility for merit-based increases.
- Salary adjustments will be proposed based on the available budget and the organization's long-term financial outlook.
- Cost-of-living adjustments (COLA) may also be considered to keep compensation competitive with regional and industry standards.

Eligibility for Adjustments

Employees may be eligible for salary adjustments based on criteria such as tenure, job performance, additional certifications, or changes in job responsibilities. Eligibility criteria will be clearly outlined in employment contracts to provide transparency and set expectations. Regular evaluations, conducted by the division Director or a designated supervisor, will provide the basis for identifying eligible employees, ensuring that adjustments reflect both individual achievements and organizational needs.

Approval Process for Compensation Adjustments

All compensation adjustments must undergo a multi-step approval process to ensure transparency and board oversight:

- **Initial Review:** The designated supervisor or division Director prepares a detailed proposal outlining each recommended adjustment, justifying the need and alignment with the fiscal budget.
- **Budget Verification:** The Business/Finance Manager reviews the proposal to confirm it aligns with the current budget allocation for compensation. If any adjustments exceed the budget, additional board approval may be required.

- **Board Approval:** The finalized proposal is presented to the board for approval. The board's role is to ensure that all adjustments meet organizational policies, and financial constraints, and reflect fair compensation practices.

Documentation and Record-Keeping

To maintain accountability and streamline future audits, FCAG will implement a comprehensive record-keeping system that logs all compensation adjustments and their supporting documentation. Each adjustment must be documented with:

- **Justification for the Adjustment:** A summary detailing why the adjustment was made, including any relevant performance data, market adjustments, or changes in job responsibilities.

- **Approval Documentation:** Records of board meeting minutes or formal approval documentation indicating board consent for each adjustment.

- **Updated Employment Contracts or Addenda:** Revised contracts or formal addenda will reflect the new compensation terms, signed by both the employee and the Director.

Quarterly Monitoring and Compliance

To ensure compliance with board-approved standards, the Business/Finance Manager will conduct quarterly audits of the payroll system to verify that all compensation adjustments are accurately reflected and that there are no discrepancies in pay rates. Any discrepancies will be addressed promptly and reported to the board if needed. Regular monitoring will support long-term financial planning, provide accurate budgeting data, and contribute to a transparent, fair compensation environment.

By following these steps, FCAG ensures that all compensation adjustments are conducted with integrity, transparency, and in alignment with board oversight. This policy fosters accountability mitigates the risk of misclassification or unauthorized adjustments and supports a fair and competitive workplace.

PAYROLL PRACTICES

PAY PERIOD

The pay period for FCAG employees is based on a bi-weekly payment schedule. It begins at 12:01 a.m. on Sunday and ends at 12:00 p.m. the following Saturday. For hourly employees, hours worked are in accordance with supervisory authority.

PAYCHECK PROCESSING

Employees are paid bi-weekly on the Wednesday following the end of the pay period. If a payday falls on a holiday, checks could be delayed by one (1) day. FCAG processes all paychecks electronically.

All required employee paperwork for the pay period must be submitted to FCAG Business Offices no later than 10 a.m. on the Monday following the end of the pay period.

DIRECT DEPOSIT

Employees may have their paychecks deposited directly into their bank accounts. Authorization forms for direct deposit are available from your immediate supervisor, designated manager, or Human Resources representative.

SALARY DEDUCTIONS AND WITHHOLDING

FCAG shall make payroll deductions required by law and deductions voluntarily authorized by the employee, including applicable employee contributions for insurance coverage, retirement programs, deferred compensation, and other approved benefit programs.

Employee medical premium contributions and any employee-paid dependent premiums shall be deducted from payroll in accordance with the applicable enrollment authorization and payroll schedule.

EMPLOYEE BENEFITS

ADMINISTRATION OF BENEFITS

The benefits described in this Handbook are general summaries and do not contain all terms, conditions, exclusions, eligibility requirements, or limitations applicable to each benefit.

Current insurance carriers, plan designs, coverage levels, deductibles, premium rates, employer contributions, employee contributions, and dependent coverage costs shall be identified in the applicable plan documents and the current Board-approved employee benefits schedule.

Benefit offerings are subject to available funding, carrier availability, plan requirements, and authorization by the FCAG Board of Directors. FCAG may amend, replace, suspend, or discontinue a benefit or modify contribution arrangements through appropriate Board action and in accordance with applicable law.

In the event of a conflict among this Handbook, the employee benefits schedule, enrollment materials, insurance certificates, or official plan documents, the official plan documents shall control.

BENEFIT ENROLLMENT AND CHANGES

Eligible employees are responsible for completing all required enrollment or waiver documentation within the time established by FCAG and the applicable benefit plan.

Employees who decline available coverage may be required to complete a written waiver acknowledging that coverage was offered and declined.

Changes to benefit elections outside an established enrollment period may be permitted only when authorized by the applicable plan or following an eligible change in circumstances. Employees are responsible for promptly notifying Human Resources of changes that may affect benefit eligibility, including marriage, divorce, birth, adoption, loss of other coverage, or a change in dependent status.

Federal health-plan rules provide special enrollment rights following certain events, including marriage, birth, adoption, placement for adoption, or loss of other coverage, subject to applicable deadlines.

ELIGIBILITY

Regular full-time employees who are normally scheduled to work forty (40) hours per week are eligible to participate in FCAG's employee benefit programs, subject to the eligibility requirements, waiting periods, enrollment provisions, and other terms of each applicable benefit plan.

Part-time, temporary, seasonal, and intermittent employees are not eligible for FCAG-sponsored benefits unless eligibility is expressly provided by law, the applicable plan document, an employment agreement, or formal action of the FCAG Board of Directors.

Eligibility may differ among individual benefit programs. Employees should consult the applicable plan documents and benefit materials for complete eligibility and enrollment information.

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RETIREMENT

Eligible FCAG employees shall participate in the applicable Wyoming Retirement System plan in accordance with Wyoming law, WRS requirements, and FCAG's participation agreement.

Employer and employee contributions shall be made at the rates established for the applicable WRS plan. Contribution rates, eligibility requirements, service credit, vesting, retirement eligibility, and benefit calculations are governed by WRS and may change independently of this Handbook.

Information regarding WRS benefits and optional retirement savings programs is available through Human Resources and the Wyoming Retirement System.

MEDICAL

FCAG provides access to employer-sponsored medical insurance for eligible employees in accordance with the terms of the current insurance plan and the Board-approved employee benefits schedule.

FCAG currently contributes toward the cost of employee-only medical coverage. The amount or percentage paid by FCAG and the amount for which the employee is responsible shall be established through the current Board-approved employee benefits schedule and applicable plan documents. Required employee contributions shall be collected through payroll deduction in accordance with FCAG payroll procedures and applicable law.

Dependent coverage may be available subject to the eligibility, enrollment, and coverage provisions of the applicable insurance plan. FCAG does not currently contribute toward the cost of dependent coverage unless otherwise authorized in the current Board-approved employee benefits schedule. Employees electing dependent coverage are responsible for any applicable costs not paid by FCAG.

FCAG may evaluate opportunities to provide or increase financial assistance for dependent coverage as funding and plan options permit. This statement expresses an organizational objective and does not create a guarantee or vested right to a future benefit or employer contribution.

Eligibility, enrollment periods, effective dates, qualifying life events, continuation rights, exclusions, deductibles, coverage limitations, and other requirements are governed by the official plan documents and applicable law. In the event of a conflict between this Handbook, the employee benefits schedule, and the official plan documents, the official plan documents shall govern.

Medical insurance offerings and employer contributions are subject to plan availability, available funding, Board authorization, and applicable law. FCAG reserves the right to amend, replace, or discontinue coverage or modify contribution arrangements through appropriate Board action.

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DENTAL

FCAG may provide access to dental insurance for eligible employees in accordance with the current Board-approved employee benefits schedule and applicable plan documents.

Eligibility, coverage options, employer and employee contributions, dependent coverage, enrollment requirements, exclusions, and limitations are governed by the applicable plan documents and current employee benefits schedule.

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VISION

FCAG may provide access to vision insurance for eligible employees in accordance with the current Board-approved employee benefits schedule and applicable plan documents.

Eligibility, coverage options, employer and employee contributions, dependent coverage, enrollment requirements, exclusions, and limitations are governed by the applicable plan documents and current employee benefits schedule.

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LIFE INSURANCE

FCAG may provide access to life insurance for eligible employees in accordance with the current Board-approved employee benefits schedule and applicable plan documents.

Eligibility, coverage options, employer and employee contributions, dependent coverage, enrollment requirements, exclusions, and limitations are governed by the applicable plan documents and current employee benefits schedule.

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LONG-TERM/SHORT-TERM

FCAG may provide access to short- and long-term disability for eligible employees in accordance with the current Board-approved employee benefits schedule and applicable plan documents.

Eligibility, coverage options, employer and employee contributions, dependent coverage, enrollment requirements, exclusions, and limitations are governed by the applicable plan documents and current employee benefits schedule.

VACATION AND SICK

VACATION LEAVE

ACCRUAL

Benefitted Exempt and Non-Exempt employees accrue vacation leave according to the following schedule:

0-1 Year of Service: 15 days per year (4.62 hours accrued per pay period)
1-5 Years of Service: 17 days per year (5.23 hours accrued per pay period)
5-10 Years of Service: 19 days per year (5.85 hours accrued per pay period)
10+ Years of Service: 22 days per year (6.77 hours accrued per pay period)

LEAVE USAGE

Fremont County Association of Governments provides vacation leave for two main purposes: (a) to allow for an annual extended period of rest and recreation, and (b) to provide time off for personal and emergency purposes, such as family deaths not covered by Bereavement Leave, religious observances, or personal business that can only be addressed during regular working hours. Employees begin accruing annual leave from their date of employment.

For more details on vacation accrual and usage policies, please contact your Human Resource Representative.

Vacation Leave cannot exceed forty (40) paid hours per work week. For example, if an employee works 35 hours from Monday through Thursday and requests Friday off using vacation leave, they will receive 5 hours of vacation pay to total 40 hours. If an employee works 43 hours from Monday through Wednesday and requests Thursday and Friday off, they will receive 40 hours at their regular rate and 3 hours at overtime (time and a half), with no additional payment for Thursday or Friday.

Vacation Leave must be requested and approved at least 10 business days in advance. Employees must complete a leave form and submit it to their supervisor for approval. Supervisors consider the workload and prior requests when evaluating vacation requests.

Employees discharged for misconduct, including incidents related to their job duties or responsibilities, are not eligible to receive a payout for accrued vacation leave.

The maximum vacation pay is equivalent to the total amount of vacation time an employee can accrue in one year.

Upon separation from employment, any accrued, unused vacation leave will be paid out in full in the next payroll cycle, provided the employee has not been terminated for cause and has given adequate notice of resignation as outlined in this handbook. Employees who do not meet these conditions may forfeit their right to payment of accrued vacation leave.

SICK LEAVE

ACCRUAL

Benefitted Exempt and Non-Exempt employees accrue sick leave at a rate of 2 hours per pay period.

LEAVE USAGE

An employee can use sick leave for medical, psychological, dental, or optical examinations or treatment. Sick leave is also available for the medical care of immediate family. Immediate family members include and is limited to parent, spouse/domestic partner, child, or another person who lives in the same immediate household. An employee does not accrue sick leave while on terminal leave, leave without pay, or a break in service.

If an employee is absent for three or more consecutive days, they are required to provide a note from a licensed healthcare provider indicating that they are cleared to return to work. This note should also specify any applicable restrictions or accommodations necessary for the employee's safe return.

Failure to provide this documentation may result in delay of return-to-work authorization until adequate documentation is received. The company reserves the right to request additional verification of illness or ability to return to work as needed.

Sick leave may not be used in advance of accrual, or in the month in which it is accrued. An employee may not use sick leave to extend the workday or work week beyond the normally scheduled hours. Supervisors are required to review and approve time each pay period. Holidays occurring while an employee is on sick leave are not deducted from the employee's sick leave bank.

When using sick leave, an employee must notify the supervisor as soon as possible on the first day of absence and on subsequent days. Failure to do so will result in corrective action up to and including termination. Sick leave is intended for short-term illnesses and or injury where the employee's return to work is expected in a reasonable length of time. Substantiated abuse of sick leave is cause for corrective action.

The employee must provide appropriate written medical documentation when requested. Employees who do not provide such documentation may be placed on leave without pay for the period in question, and/or corrective action may be initiated.

If approved, an employee may use sick leave instead of vacation if the employee becomes disabled or ill while on vacation, provided that satisfactory medical verification has been submitted upon return to work.

Accrued sick leave is not eligible for payout upon separation from employment unless otherwise specified in a specific employment agreement or applicable policy.

TUITION REIMBURSEMENT

The Fremont County Association of Governments (FCAG) supports the professional development and continued education of its employees through a Tuition Reimbursement Program. This program aims to enhance employees' skills and knowledge in areas related to their current positions or potential career growth within FCAG. Full-time employees who have completed their probationary period are eligible to apply, provided the courses or degree programs are directly related to their current job or future advancement opportunities within FCAG.

FCAG may reimburse a percentage of tuition costs, books, and mandatory fees, with the maximum reimbursement amount per year being subject to budgetary constraints and determined annually. To qualify for reimbursement, employees must achieve a grade of "C" or better (or equivalent) for undergraduate courses and "B" or better (or equivalent) for graduate courses.

Employees must submit a written request to their supervisor and the HR department, detailing the course or program, its relevance to their role, and the associated costs. The request will be reviewed by the supervisor and HR, with approval based on the course's relevance, the employee's performance, and available budget. Upon course completion, employees must submit proof of payment and final grades to the HR department to receive reimbursement.

Employees receiving tuition reimbursement may be required to commit to a specified period of continued employment with FCAG after course completion. If the employee leaves FCAG before this period, they may need to repay the reimbursed amount. All courses or programs must receive pre-approval from the supervisor and HR to qualify for reimbursement. This program underscores FCAG's commitment to fostering a culture of continuous learning and professional development.

HOLIDAYS, LEAVE, AND CLOSURES

PAID HOLIDAYS

The following are Fremont County Association of Governments official Holiday Closures:

New Year's Day	January 1st
Martin Luther King Jr. Day/ Wyoming Equality Day	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4th
Labor Day	First Monday in September
Veterans Day	November 11th
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25th
Floating Holiday	*This organization-wide day off is selected by employees by poll each year*

If a holiday falls on a Saturday, the Office will be closed the day before (Friday). If the holiday falls on a Sunday, the Office will be closed the next day (Monday).

Employees are eligible to be paid for all FCAG-determined holidays falling within the dates of the benefited assignment, provided the employee has been paid for the scheduled workday both preceding and following that holiday. Employees will not be paid for holidays that immediately precede the first day of an employee's appointment, reappointment to a position, or during leave without pay.

Employees may use vacation leave, or unpaid leave to observe religious holidays not recognized as official FCAG holidays. Requests must be submitted to and require prior approval from the employee's supervisor. Approval will be granted unless it would significantly disrupt departmental operations.

LEAVE OF ABSENCE

Department Directors may approve requests for a short-term leave without pay of up to four weeks in any 12 months when circumstances require absence from work and vacation, compensatory time, or sick leave credits are not available or are inappropriate to use. Extended leave without pay must be reviewed on a case-by-case basis and approved by the Fremont County Association of Governments Board. All accrued sick leave and vacation must be used before leave of absence without pay will be granted, unless the employee is covered by Workers' Compensation and entitled to Temporary Total Disability (loss of wages) for a work-related disability or injury.

A leave of absence that is granted to an employee is without the assurance of reinstatement to the former or comparable position unless circumstances make it practical. An employee who fails to return from leave without pay may be considered by Fremont County Association of Governments to have abandoned the position and subject to termination.

All such leave requests must be approved by an immediate supervisor and an Department Director. Extended leave without pay must be approved by the Fremont County Association of Governments Board.

MILITARY LEAVE

FCAG recognizes the importance of supporting employees who serve in the military. Employees who are members of the National Guard or Reserve components are entitled to Military Leave to fulfill their military obligations.

Employees will be granted Military Leave for required training, which typically includes two weeks per year for annual training and special sessions as mandated by a commanding officer. This leave will not be deducted from the employee's accrued leave balances.

For induction into the armed forces or extended active duty, employees are entitled to an unpaid leave of absence. Upon completion of their military service, employees are eligible for reemployment in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA).

Employees must provide advance notice to their supervisor as soon as they receive their military orders. A copy of the official orders should be submitted to Human Resources for documentation. Supervisors will make every effort to accommodate the leave request while ensuring minimal disruption to departmental operations.

During Military Leave, employees will continue to accrue seniority and benefits as required by law. This policy ensures that employees can fulfill their military duties without fear of losing their employment or benefits at FCAG.

BEREAVEMENT LEAVE

FCAG offers Bereavement Leave to support employees during the difficult time following the death of an immediate family member. This leave is intended to provide time for employees to grieve, attend funeral services, and handle any necessary arrangements.

Employees are eligible for up to three (3) days of paid Bereavement Leave in the event of the death of an immediate family member, which includes a spouse, parent, child, sibling, in-law, grandparent, or grandchild.

Employees must notify their supervisor as soon as possible when Bereavement Leave is needed. Documentation, such as a funeral program or obituary, may be required for the leave to be approved. Supervisors will work with employees to ensure their leave is accommodated without causing significant disruption to the department's operations.

If additional time is needed beyond the three days, employees may request to use vacation leave, compensatory time, or unpaid leave, subject to supervisor approval. This policy aims to provide employees with the necessary time to manage their personal and family obligations during a period of loss.

FIREFIGHTING LEAVE

FCAG provides Firefighting Leave for employees who are volunteer firefighters or who serve in an official capacity with firefighting agencies. This leave is designed to support employees in their vital roles in community safety and emergency response.

Employees must notify their supervisor and HR department as soon as they are aware of the need for Firefighting Leave. The notification should include the expected duration of the leave and any relevant documentation from the firefighting agency. Supervisors will work with employees to accommodate their leave, ensuring minimal disruption to department operations.

Firefighting Leave may be granted as paid or unpaid leave, depending on the circumstances and at the discretion of the supervisor and HR department. During this leave, employees will retain their employment status and benefits, though extended leave may require a review of benefits eligibility.

EDUCATIVE LEAVE

FCAG supports the continuous professional development and education of its employees through Educative Leave, prioritizing those engaged in the Tuition Reimbursement Program. Full-time employees who have completed their probationary period are eligible to request Educative Leave. This leave may be used to attend classes, seminars, workshops, or other educational activities relevant to their professional development.

Employees must submit a written request detailing the course, its relevance to their role, and the duration of the leave. The request will be reviewed by the employee's supervisor and the HR department, taking into account the workload and staffing needs of the department. Approval of Educative Leave is subject to budgetary constraints and departmental needs, with priority given to employees participating in the Tuition Reimbursement Program.

Approved Educative Leave may be paid or unpaid, depending on the nature of the course and at the discretion of the supervisor and HR department. The application process involves submitting a detailed written request, which will be reviewed by the supervisor and HR. If approved, the employee will be granted leave to attend the educational activity.

This policy ensures that FCAG employees have the necessary resources and support for professional development, contributing to their personal growth and the organization's overall success.

HOURS OF OPERATION

FCAG is committed to providing accessible and reliable services to our community. Our standard hours of operation are designed to ensure that our services meet the needs of the public effectively. However, due to the diverse nature of FCAG's divisions and the specific services they offer, operating hours may vary. Each division will communicate any variations in hours of operation to the public as needed.

Standard Hours of Operation:

- **Monday to Friday:** 8:00 AM to 5:00 PM
- **Saturday and Sunday:** Closed

These hours reflect the general availability of FCAG's administrative offices. Staff are expected to adhere to these hours unless their specific division has communicated different hours or they have received prior authorization from their supervisor.

Each division within FCAG may have unique operating hours based on the specific needs of the community it serves. Division heads are responsible for notifying both the public and employees of any variations in operating hours. This information will be posted in a visible location at each division's physical site and on the division's web page.

Employees should ensure they are aware of their division's operating hours and schedule any required attendance accordingly. Any changes to the hours of operation will be communicated in advance, whenever possible.

If you have any questions regarding your division's hours of operation, please contact your immediate supervisor.

FLEX TIME AND TELECOMMUTING

FCAG understands that flexibility is essential for balancing professional responsibilities with personal commitments. To support this, FCAG offers options for flex time and telecommuting, based on operational needs and job requirements.

Flex Time allows employees to adjust their working hours within a set range. Employees who are interested in flex time should submit a request to their supervisor, detailing their proposed work hours and explaining how the arrangement will not negatively impact their job performance or the team's effectiveness. Supervisors will review these requests based on department needs, employee performance, and the ability to maintain service levels. Approved flex time schedules should include core hours during which all employees are expected to be available, as determined by the division's needs.

Telecommuting enables employees to perform their duties from a remote location, typically their home, for part of the workweek. This option is available for roles where job functions can be effectively performed remotely without compromising productivity or service quality. Employees interested in telecommuting must submit a request that includes their work plan, communication strategies, and measures to ensure productivity. Supervisors will evaluate these requests, considering factors such as job requirements, past performance, and the division's operational needs.

Employees participating in telecommuting are expected to maintain the same level of availability, responsiveness, and productivity as they would on-site. Regular communication with supervisors and team members is essential to ensure alignment and address any issues promptly.

Both flex time and telecommuting arrangements are subject to change based on FCAG's evolving needs or an employee's performance. Employees must communicate any changes to their arrangement to their supervisor and obtain approval in advance. Final approval of all flex time and telecommuting requests rests with the FCAG board, ensuring that these arrangements align with the organization's strategic goals and operational requirements. FCAG reserves the right to modify or discontinue these arrangements if they no longer meet the organization's needs or if performance issues arise.

OVERTIME

We prioritize efficient resource management and respect for our employees' work-life balance. Consequently, overtime is generally not allowed unless it is deemed necessary and receives prior approval from the Division Director. Employees or their immediate supervisors who anticipate needing to work overtime must submit a request to the Division Director, including a detailed justification, the expected duration, and the specific tasks to be accomplished. The Division Director will evaluate the request based on the operational needs and budgetary constraints.

All approved overtime must be accurately documented and included in the employee’s monthly time report. These reports will be reviewed by the FCAG board on a monthly basis to ensure that overtime use is consistent with the organization’s goals and budgetary guidelines. Compliance with this policy is mandatory for both employees and supervisors to maintain operational efficiency and fiscal responsibility. Unauthorized overtime will not be compensated and may lead to disciplinary action.

FCAG reserves the right to modify or discontinue the overtime policy as necessary, depending on organizational needs and resources.

GENERAL ORGANIZATIONAL POLICIES AND PRACTICES

ATTENDANCE AND PUNCTUALITY

Regular attendance and punctuality are crucial for maintaining effective performance and operational success. Employees are expected to arrive on time and be prepared to start their workday at the designated start time. This punctuality reflects respect for colleagues and the workplace, contributing to a smooth workflow and helping us achieve our goals efficiently.

In cases of absence due to illness, personal emergencies, or other valid reasons, employees must notify their immediate supervisor as soon as possible, ideally before the start of their scheduled shift. This advance notice allows for adequate planning and adjustment of workloads to minimize the impact on operations. Similarly, employees who anticipate being late should inform their supervisor at the earliest opportunity, providing the reason for their tardiness and the expected time of arrival. Repeated unexcused tardiness may lead to disciplinary action.

It is important to note that some divisions within FCAG may have additional attendance policies with more rigid guidelines. Employees working in these divisions must adhere to these specific policies in addition to the organizational standards outlined here. Supervisors within these divisions will communicate any additional requirements to their team members.

Supervisors are responsible for maintaining accurate records of employee attendance and punctuality, and this information will be reviewed periodically to ensure compliance with FCAG’s standards and to identify any patterns that may need to be addressed. All employees are accountable for adhering to both the general and division-specific policies. FCAG reserves the right to take appropriate corrective action in cases of excessive absenteeism or tardiness, which may include disciplinary measures up to and including termination of employment.

FCAG is committed to working with employees to address any challenges that may affect attendance and punctuality and encourages open communication between employees and their supervisors.

DRESS CODE AND PUBLIC IMAGE

Presenting a professional appearance is essential for reflecting the organization's values and maintaining a positive public image. Employees are expected to dress appropriately for their roles, with business casual attire generally being suitable for most office environments. This includes clean, well-fitting clothing that is free from offensive graphics or language. For positions that involve public interaction or representation, more formal business attire may be required.

Different roles or departments within FCAG may have specific dress code requirements tailored to the nature of their work. Supervisors will provide guidance on what is deemed appropriate for these roles and ensure that employees are informed of and comply with these standards.

As representatives of FCAG, employees are also expected to uphold the organization's reputation through their conduct. This means maintaining a professional demeanor in all interactions, whether with colleagues, clients, or the public. Attire and behavior should avoid any perception of unprofessionalism or disrespect, as these can impact how FCAG is viewed by others.

While personal expression is encouraged, it should be balanced with the need for a professional appearance. Exceptions to the dress code may be made for religious practices, medical reasons, or other special circumstances, provided they are communicated to and approved by a supervisor. Employees with questions about acceptable attire or who need accommodation should consult their supervisor.

By following these guidelines, employees help foster a positive work environment and support FCAG's commitment to professionalism and public service.

WORKSPACE

It is essential for employees to maintain a clean, organized, and functional workspace to promote productivity and professionalism. Each employee is responsible for keeping their personal work area tidy and organized. This includes regularly clearing clutter, ensuring cleanliness, and making sure that personal items do not interfere with the functionality of the workspace or disrupt the work of others. Personal decorations should be appropriate and should not cause distractions or create an unprofessional atmosphere.

In shared spaces, such as conference rooms, break rooms, and common areas, employees are expected to clean up after themselves and leave these areas in good condition for others. Adhering to any posted guidelines for the use of shared spaces, including proper waste disposal and following safety protocols, is important for maintaining a positive and functional environment.

Employees should also use office equipment and supplies responsibly. Any malfunctions or needs for replacement should be reported to a supervisor or the designated facilities team. Proper use of equipment ensures its longevity and availability for all staff, and unauthorized use or removal of office supplies or equipment is prohibited.

Modifications to workspaces, including changes to furniture or installation of personal equipment, must be approved by a supervisor or facilities management. This process ensures that modifications do not disrupt the workspace layout or pose safety hazards. Additionally, employees are expected to adhere to health and safety regulations within their workspace. This involves keeping walkways clear, properly storing hazardous materials, and following ergonomic guidelines to prevent workplace injuries.

FCAG is committed to providing a safe and efficient working environment. Employees are encouraged to communicate any concerns or suggestions regarding their workspace to their supervisor to ensure a productive and harmonious work environment.

PUBLIC SERVICE, CIVIC ENGAGEMENT, AND POLITICAL ACTIVITY

The Fremont County Association of Governments (FCAG) recognizes that its employees are both public servants and private citizens. Employees retain the right to participate lawfully in civic affairs, public discourse, political activity, and the democratic process in their personal capacities.

At the same time, employment with FCAG carries a responsibility to preserve public confidence in the impartial, professional, and lawful administration of public programs and resources.

Employees shall maintain a clear distinction between personal civic or political activity and actions undertaken on behalf of FCAG. No employee shall use FCAG employment, authority, resources, confidential information, or access to public programs for an improper political or campaign purpose.

Nothing in this section shall be interpreted to restrict lawful activity protected by applicable law or to authorize activity otherwise prohibited by federal, state, or local law.

PUBLIC SERVICE AND IMPARTIALITY

Employees shall perform their official duties fairly, professionally, impartially, and without improper political influence.

Personal political beliefs, affiliations, relationships, campaign involvement, or positions on public issues shall not improperly influence:

- The delivery of FCAG programs or services;
- Eligibility for or access to public assistance, transportation, programs, or benefits;
- Employment or personnel decisions;
- Procurement, contracting, or vendor relationships;

- Grant administration or funding decisions;
- Treatment of members of the public or governmental partners; or
- Any other official action undertaken on behalf of FCAG.

Employees shall treat members of the public, elected and appointed officials, governmental entities, Tribal governments, candidates for public office, community organizations, and other stakeholders professionally and consistently regardless of political affiliation, viewpoint, or position on a public issue.

Employees acting in an official capacity shall provide information that is accurate, factual, appropriately supported, and within the scope of their assigned authority.

Only individuals authorized to speak on behalf of FCAG may represent a position as an official position of the organization.

PERSONAL CIVIC AND POLITICAL PARTICIPATION

FCAG recognizes the right of employees to engage in lawful civic and political activities in their personal capacities, subject to applicable law and the requirements of this Handbook.

Such activities may include, as permitted by law:

- Registering and voting;
- Attending public meetings and governmental proceedings;
- Communicating with elected officials;
- Expressing personal opinions concerning public policy, legislation, candidates, or ballot questions;
- Signing or circulating petitions;
- Participating in civic, nonprofit, advocacy, political, or community organizations;
- Attending political meetings, rallies, or fundraising events;
- Volunteering for political campaigns or organizations;
- Making lawful political contributions;
- Supporting or opposing candidates or ballot propositions; and
- Seeking or holding public office when permitted by applicable law.

Personal civic or political activity shall be undertaken in the employee's individual capacity and not as a representative of FCAG unless the employee has been expressly authorized to act on behalf of the organization.

Employment with FCAG shall not, by itself, restrict an employee from holding personal political beliefs, affiliations, memberships, or viewpoints.

SEPERATION OF PERSONAL AND OFFICIAL CAPACITY

Employees engaging in personal civic or political activity shall maintain a clear separation between that activity and their official FCAG responsibilities.

Employees shall not:

- State or imply that FCAG endorses a personal political position, candidate, political party, organization, campaign, or ballot position;
- Present a personal political opinion as an official position of FCAG;
- Use an FCAG title, position, uniform, identification, logo, branding, or other official identifier in a manner that implies FCAG endorsement or sponsorship;
- Use confidential, privileged, protected, or nonpublic information obtained through FCAG employment for political or campaign purposes; or
- Exercise official authority for the purpose of advancing or disadvantaging a candidate, campaign, political organization, or political position.

An employee may factually identify their employment, position, or professional experience when reasonably necessary for a biography, résumé, candidate filing, public disclosure, professional credential, or similar legitimate purpose.

Such identification shall not be presented in a manner that reasonably implies FCAG endorsement unless expressly authorized by FCAG.

USE OF FCAG TIME, PROPERTY, AND RESOURCES

FCAG property, personnel, funds, systems, and resources are provided for the conduct of official public business.

Except as expressly authorized by law and FCAG policy, employees shall not use FCAG resources for personal political or campaign activity, including:

- Compensated work time;
- FCAG email accounts or communication systems;
- Computers, telephones, printers, copiers, or other equipment;
- Vehicles;
- Office space or facilities;
- Mailing lists, customer records, employee records, or organizational databases;
- Official social media accounts or websites;
- Office supplies, postage, purchasing accounts, or other financial resources;
- Grant-funded property, equipment, or resources; or
- The compensated work time or services of another FCAG employee.

Use of FCAG facilities by political organizations, candidates, or other outside entities may occur only when permitted under an otherwise applicable facility-use, rental, public-access, or governmental-use policy and shall be administered on consistent terms.

Incidental personal use of FCAG technology otherwise permitted by policy does not authorize political campaigning, political fundraising, campaign solicitation, or other activity prohibited by this section.

POLITICAL SOLICITATION AND COERCION

No employee shall use an FCAG position, supervisory authority, employment relationship, official influence, access to programs, or control over organizational resources to coerce, pressure, reward, or retaliate against another person based upon political activity or political choice.

Employees shall not use official authority to require or pressure an employee, applicant, contractor, vendor, program participant, or other person to:

- Support or oppose a candidate, political party, political organization, or ballot proposition;
- Make a political contribution;
- Purchase tickets to a political fundraiser;
- Volunteer for a campaign or political organization;
- Sign or circulate a political petition;
- Display political materials;
- Attend a political event; or
- Engage in political activity as a condition or expectation of employment, advancement, contracting, favorable treatment, or access to FCAG programs or services.

Political solicitation or fundraising shall not be conducted during compensated FCAG work time or through FCAG communication systems or organizational resources.

Employees shall not be subjected to retaliation or preferential treatment solely because of lawful personal political participation, affiliation, support, opposition, or nonparticipation.

INTERACTIONS WITH ELECTED OFFICIALS, CANDIDATES, AND POLITICAL ORGANIZATIONS

FCAG employees routinely interact with elected officials, appointed officials, governmental representatives, and community leaders as part of the organization's public responsibilities.

The fact that an elected official is also a candidate for reelection does not, by itself, convert ordinary governmental communication or official interaction into political campaign activity.

Employees shall continue to perform legitimate governmental functions professionally and consistently.

FCAG programs, events, facilities, communications, data, photographs, employees, or other organizational resources shall not be used for the purpose of providing an improper campaign advantage to any candidate or political organization.

Requests from candidates or political organizations for access to FCAG facilities, information, events, programs, or personnel shall be handled under generally applicable FCAG policies and applicable law.

Campaign events, candidate appearances, political filming or photography, campaign use of FCAG facilities, or other activities that could reasonably create an appearance of FCAG endorsement shall require appropriate administrative review before authorization.

OFFICIAL ADVOCACY, GOVERNMENT RELATIONS, AND PUBLIC POLICY

Nothing in this section prohibits FCAG from participating lawfully in governmental relations, legislative affairs, intergovernmental coordination, public policy development, or advocacy concerning matters affecting FCAG, its programs, its member governments, or the communities it serves.

When authorized as part of their official duties, employees may:

- Provide factual information, data, and technical expertise;
- Communicate with elected and appointed officials;
- Provide testimony or presentations before governmental bodies;
- Comment on proposed legislation, regulations, policies, or funding decisions;
- Advocate for grants, appropriations, programs, infrastructure, or public policy;
- Communicate positions formally adopted or authorized by the FCAG Board of Directors;
- Participate in intergovernmental associations, committees, and coalitions; and
- Educate policymakers and the public regarding FCAG programs, services, funding, operations, and community needs.

Employees undertaking such activities shall accurately represent the authorized position of FCAG and shall not substitute a personal political position for an organizational position.

Official government relations and public policy advocacy are distinct from partisan political campaign activity.

The use and allocation of FCAG funds for government relations or advocacy shall comply with applicable funding-source restrictions, grant requirements, and law. Certain lobbying costs are restricted or unallowable under federal award rules, and federal appropriated funds are subject to additional statutory lobbying restrictions.

BALLOT QUESTIONS AND PUBLIC INFORMATION

When a ballot proposition, tax proposal, bond measure, referendum, initiative, or similar public question materially affects FCAG operations, programs, funding, or services, FCAG may provide factual public information consistent with applicable law and organizational authority.

Official informational communications may address matters including:

- Current FCAG programs and services;
- Financial conditions and funding sources;
- Revenue and expenditure information;
- Operational or service impacts;
- Program performance and utilization;
- Identified funding or infrastructure needs;
- Existing or proposed governmental actions; and
- Other factual information relevant to public understanding of the issue.

Official communications concerning a matter submitted to voters shall be accurate, supportable, and clearly distinguish factual governmental information from campaign activity.

FCAG funds, personnel, property, or resources shall not be used to support or oppose a ballot proposition except when such activity is lawful and specifically authorized through appropriate organizational action.

Employees remain free to personally support or oppose ballot propositions in their individual capacities, subject to the requirements of this section governing separation of personal and official activity.

PERSONAL SOCIAL MEDIA AND PUBLIC COMMENT

Employees may lawfully participate in civic and political discussion through personal social media accounts, public meetings, letters to the editor, public comments, community organizations, and other personal forums.

When engaging in personal public expression, employees shall not:

- Use an official FCAG communication account to express an unauthorized personal political position;
- Represent personal statements as official FCAG statements;
- Disclose confidential, privileged, protected, or nonpublic information;
- Use FCAG branding or official materials in a manner that implies organizational endorsement;
- Use official authority to pressure, threaten, coerce, or retaliate against another person for political purposes; or
- Otherwise violate applicable FCAG policies governing confidentiality, employee conduct, information security, or public communications.

When an employee's FCAG affiliation is readily apparent and circumstances could reasonably create confusion regarding whether the employee is speaking personally or officially, the employee should take reasonable steps to distinguish personal commentary from official FCAG communications.

A personal disclaimer, such as *"The views expressed are my own and do not represent FCAG,"* may assist in clarifying the capacity in which the employee is speaking. A disclaimer does not, however, authorize conduct otherwise prohibited by law or FCAG policy.

POLITICAL ORGANIZATIONS, CAMPAIGNS, AND POLITICAL COMMITTEES

Personal membership or participation in a political party, campaign, political committee, political action committee, advocacy organization, or similar organization is not, by itself, prohibited by FCAG.

Such participation shall:

- Be undertaken in the employee's personal capacity;
- Remain separate from FCAG resources and official communications;
- Not materially interfere with the employee's performance of assigned duties;
- Not involve misuse of confidential, privileged, or nonpublic information;
- Not involve misuse of FCAG authority or position;
- Not create an improper expectation of favorable treatment by FCAG; and
- Comply with applicable federal, state, and local law.

An employee shall disclose an actual or potential conflict of interest when outside civic or political activity materially intersects with an FCAG decision, procurement, grant, contract, personnel matter, program, or other official responsibility assigned to that employee.

CANDIDACY FOR PUBLIC OFFICE

An employee who becomes a candidate for elective public office shall promptly notify the Executive Director or the official assigned responsibility for Human Resources Administration.

The purpose of notification is to permit a confidential review of:

- Applicable federal, state, or local legal requirements;
- Federal funding considerations;
- Potential conflicts of interest;
- Incompatible duties or decision-making responsibilities;
- Work schedules and leave requirements;
- Supervisory relationships;
- Use of organizational resources; and
- Any other circumstances requiring administrative safeguards.

Notification does not, by itself, constitute a request for FCAG permission to exercise a lawful right to seek public office.

Any required restriction, recusal, reassignment, leave arrangement, or other safeguard shall be based upon applicable law, documented organizational interests, or an identified conflict of interest and shall be administered as narrowly as reasonably practicable.

Because FCAG administers federally funded programs, the federal Hatch Act may apply to individual employees depending upon their duties and connection to federally financed activities. Under current U.S. Office of Special Counsel guidance, covered state and local employees may not misuse official authority to affect an election or coerce political contributions. A restriction on candidacy for partisan office may also apply when an employee’s salary is entirely federally funded. Applicability is fact-specific and shall be evaluated individually.

FCAG may seek legal counsel or an advisory opinion from the appropriate governmental authority when necessary to determine the permissibility of a proposed candidacy or political activity.

CONFLICTS OF INTEREST AND RECUSAL

Employees shall promptly disclose any civic, political, organizational, financial, professional, or personal relationship that creates an actual conflict of interest or a reasonable concern regarding the employee's ability to perform an assigned official function impartially.

FCAG may implement appropriate safeguards, including:

- Disclosure of the conflict;
- Recusal from a specific decision or matter;
- Reassignment of a matter or responsibility;
- Separation from procurement, contracting, grant, funding, or employment decisions;
- Restriction of access to confidential or nonpublic information; or
- Other reasonable measures necessary to protect the integrity of FCAG operations.

Lawful political affiliation, personal political belief, or civic participation alone shall not constitute a conflict of interest.

COMPLIANCE WITH APPLICABLE LAW

Employees shall comply with all federal, state, and local laws applicable to civic and political activity, including any requirements arising from federally funded programs or the employee's assigned duties.

The federal Hatch Act applies to certain state and local employees whose principal employment is with a state or local executive agency and whose duties connect them with programs financed in whole or in part by federal loans or grants. The Act's applicability and restrictions depend upon the employee's duties, funding, and proposed activity.

FCAG shall not assume that the same restriction applies uniformly to every employee. Questions involving candidacy, political organization leadership, campaign activity, federal funding, or potential conflicts shall be evaluated based upon the specific circumstances.

Where this Handbook establishes an organizational standard that is more restrictive than conduct otherwise permitted by law, employees shall comply with the organizational standard to the extent it is lawful and applicable.

QUESTIONS, INTERPRETATION, AND COMPLIANCE

Employees are encouraged to seek guidance before undertaking an activity when there is a reasonable question regarding whether the activity could:

- Involve FCAG resources or official authority;
- Create an actual or apparent conflict of interest;
- Implicate federal funding or grant requirements;
- Be perceived as an official FCAG communication or endorsement;
- Affect the employee's ability to perform assigned duties impartially; or
- Be restricted by applicable law.

Questions shall be directed to the Executive Director or the official assigned responsibility for Human Resources Administration. FCAG may consult legal counsel or the appropriate federal, state, or local authority when necessary.

Violations of this section may result in corrective action consistent with this Handbook and applicable law.

Nothing in this section shall be interpreted to prohibit lawful protected activity, restrict an employee solely because of a personal political belief or affiliation, or authorize retaliation for lawful civic or political participation.

EMPLOYEE CONDUCT, CORRECTIVE ACTION, AND ASSESSMENT

EXPECTATION FOR EMPLOYEE CONDUCT

At the Fremont County Association of Governments (FCAG), we are committed to fostering a positive and professional work environment where every employee can thrive. Employees are expected to exhibit professional behavior at all times. This means approaching their duties with diligence, maintaining a positive attitude, and demonstrating reliability in their work. Professionalism includes being punctual, reliable, and effective in performing job responsibilities.

Respect for others is fundamental to our workplace culture. Employees must treat their colleagues, supervisors, and clients with courtesy and consideration. This involves actively listening, valuing diverse perspectives, and engaging in respectful communication. Any form of disrespect, including derogatory comments or inappropriate actions, is unacceptable.

Effective communication is crucial in maintaining a harmonious work environment. Employees should strive to communicate openly and honestly, while being mindful of others' viewpoints. This includes avoiding gossip, steering clear of inflammatory language, and addressing conflicts in a professional and direct manner.

Collaboration and teamwork are essential to our organizational success. Employees are expected to work cooperatively with their colleagues, sharing information and offering support to achieve common goals. A team-oriented attitude helps ensure a productive and cohesive work environment.

Integrity and accountability are core values at FCAG. Employees are expected to act with honesty and transparency, taking responsibility for their actions and performance. Upholding these values maintains trust and credibility within the organization.

Adhering to FCAG policies and procedures is a key aspect of professional conduct. Employees must familiarize themselves with and follow all organizational guidelines related to conduct, safety, and job performance. Compliance with these policies helps ensure a fair and consistent work environment.

In situations of conflict or disagreement, employees should address issues professionally. This involves seeking resolution through appropriate channels, such as direct discussions with the involved parties and, if necessary, escalating the issue to supervisors or HR for further assistance.

By adhering to these expectations, FCAG aims to create a respectful and productive work environment that supports the success and well-being of all employees.

PERFORMANCE EVALUATIONS

At Fremont County Association of Governments (FCAG), performance evaluations are a vital component of professional development and organizational alignment. We conduct performance evaluations quarterly and complete a comprehensive annual performance assessment between January and March, with the final review completed no later than March 31st each year.

Quarterly evaluations provide ongoing opportunities for employees and supervisors to assess performance, discuss progress, and adjust goals as necessary. These evaluations focus on recent achievements and immediate areas for improvement, ensuring timely feedback and support for continuous development.

The annual performance assessment offers a thorough review of an employee’s performance over the past year. It includes an evaluation of long-term accomplishments, overall contributions, and goal-setting for the future. Performance management measures such as verbal coaching, written coaching, Performance Improvement Plans (PIPs), Behavior Improvement Plans (BIPs), administrative leave, and termination are all documented and taken into account during this assessment. This comprehensive approach ensures that any performance or behavioral issues are cataloged and weighed effectively, providing a complete picture of the employee's performance throughout the year.

To ensure accuracy and alignment with organizational goals, completed performance evaluations must be approved by the Division Director. Following this, they require approval by the board. Additionally, a summary of the funding plan for the next fiscal year's performance-based salary increases, if applicable, must be included. This process ensures that any performance-related adjustments are appropriately considered and planned within the annual budget.

Supervisors are responsible for providing honest and constructive feedback during both quarterly evaluations and the annual assessment. These discussions should be collaborative, helping employees understand their strengths and areas for growth while setting actionable goals. Employees are encouraged to actively participate in these evaluations, sharing their perspectives on their performance and career aspirations.

Informal feedback throughout the year complements the formal evaluations, ensuring that expectations remain clear, and any issues are addressed promptly.

By adhering to this evaluation schedule and approval process, FCAG aims to support ongoing professional development, ensure consistency in performance reviews, and align individual performance with organizational objectives. The annual assessment, completed by March 31st, is essential for effective planning and informed decision-making regarding performance-based adjustments.

CAUSE FOR PERFORMANCE MANAGEMENT MEASURES

At the Fremont County Association of Governments (FCAG), corrective action may be initiated when an employee’s conduct, behavior, or performance falls below the standards set forth by the organization. While this list is not exhaustive, it provides guidance on the types of situations that may warrant corrective measures. FCAG evaluates each case individually, taking into account the severity of the offense, relevant circumstances, and the best interests of the organization, its employees, and the communities we serve.

Violations of Organizational Policies and Legal Requirements

- Non-compliance with FCAG policies, procedures, or safety guidelines.
- Failure to adhere to applicable federal, state, or local laws and regulations.
- Disregard for established operational protocols or directives from authorized personnel.

Inappropriate Workplace Behavior

- Insubordination or the willful refusal to follow lawful instructions.

- Harassment, discrimination, bullying, intimidation, or any conduct creating a hostile work environment.
- Use of derogatory, abusive, or inflammatory language in any form.
- Physical altercations, threats of violence, or introducing unauthorized weapons into the workplace.

Attendance and Performance-Related Issues

- Excessive absenteeism, chronic tardiness, or unauthorized early departures.
- Persistent failure to meet established performance standards or complete assigned duties.
- Inability or refusal to maintain required certifications, licenses, or professional qualifications.

Integrity, Honesty, and Ethical Conduct

- Falsification, forgery, or unauthorized alteration of official documents, records, or reports.
- Knowingly providing false or misleading information to supervisors, auditors, or investigators.
- Submitting inaccurate or deceptive information on employment applications or related documents.

Use and Protection of Resources

- Theft, fraud, embezzlement, or misuse of FCAG assets, equipment, funds, or materials.
- Unauthorized access, disclosure, or distribution of confidential or proprietary information.
- Negligent or willful damage, destruction, or tampering with FCAG property or data systems.
- Personal use of organizational resources that violates policy or impairs work performance.

Health, Safety, and Security Violations

- Gross negligence or misconduct that endangers individuals, property, or the organization's well-being.
- Willful non-compliance with health, safety, or emergency protocols designed to protect staff, clients, and the public.

Ethical Violations and Professional Misconduct

- Utilizing one's position or authority for personal gain, including accepting bribes or kickbacks.
- Participating in unethical practices, corruption, or conflicts of interest that undermine FCAG's integrity.
- Engaging in retaliatory actions against individuals who report misconduct or cooperate with investigations.

Employees are expected to familiarize themselves with all relevant FCAG policies and to conduct themselves in a manner that upholds the highest professional and ethical standards. When corrective action is deemed necessary, FCAG will follow established procedures to ensure fair treatment, consistency, and accountability.

PERFORMANCE MANAGEMENT MEASURES

At the Fremont County Association of Governments, we employ a variety of performance management measures to effectively address performance or behavioral issues while supporting employee development. Our goal is to enhance performance and uphold a positive work environment through a structured approach. Below are the key measures utilized:

Verbal Coaching
Verbal coaching is a commonly used tool to address minor performance concerns. Supervisors may provide immediate, constructive feedback during one-on-one discussions to support employee growth and course correction.

Written Coaching
Written coaching documents concerns and provides clear guidance for improvement. This may be used independently or following verbal coaching, depending on the nature or severity of the issue. It typically outlines specific expectations and reasonable timelines for improvement.

Performance Improvement Plan (PIP)
A Performance Improvement Plan (PIP) may be implemented when job performance issues require structured attention. The PIP establishes defined goals, measurable outcomes, and a timeline for achieving improvements, with regular check-ins to provide support and assess progress.

Behavior Improvement Plan (BIP)
In cases involving conduct or interpersonal challenges, a Behavior Improvement Plan (BIP) may be developed. This plan outlines targeted behavioral changes, expectations, and guidance to foster a more productive and respectful work environment

Paid or Unpaid Administrative Leave
At the discretion of FCAG, an employee may be placed on paid or unpaid administrative leave. This option can be used in various contexts, including when time away from duties is necessary to evaluate or resolve a concern.

Termination
Termination of employment may occur when it is determined to be the appropriate response to performance, behavioral, or other significant concerns. This action may follow other interventions or, in some cases, be implemented without prior measures if the situation warrants it.

An extended or reinitiated Probationary Period may accompany any corrective action beyond written coaching. During this time, the employee's performance and/or behavior will be closely monitored with the expectation of meaningful and sustained improvement as a condition of continued employment.

Additional Training and Development may also be implemented as part of any corrective action, tailored to address specific areas of concern and support the employee in meeting performance or conduct expectations.

Employees subject to corrective action beyond written coaching will be temporarily ineligible for participation in FCAG Incentive Programs for a period of six (6) months.

FCAG acknowledges that each situation is distinct and requires a case-by-case approach. As such, there is no mandatory progression or sequence of corrective actions. Measures will be determined based on the nature, severity, and context of the issue, with the goal of ensuring fairness, accountability, and organizational effectiveness..

DUE PROCESS AND APPEALS

FCAG is committed to ensuring that disciplinary actions are administered in a fair, consistent, and transparent manner. While FCAG operates as an at-will employer in accordance with Wyoming state law, meaning employment may be terminated at any time, with or without cause or notice, employees subject to performance management measures may be afforded the following procedural protections as a matter of internal policy (not contractual obligation):

Notification of Allegations

- Employees will receive written notice outlining the reason(s) for the disciplinary action being considered.

Opportunity to Respond

- Employees will have five (5) business days to respond to the allegations, present relevant evidence, or offer mitigating information before a final decision is rendered.

Appeal Procedures

- For disciplinary actions involving termination or other severe sanctions, employees may submit a written appeal within five (5) business days of receiving the decision. Appeals should be directed to the Division Director or another designated reviewing authority, as outlined by the FCAG Board.

Review by Uninvolved Authority

- Appeals will be reviewed by the FCAG Board or an impartial decision-making body not involved in the original disciplinary action, ensuring an unbiased examination of the circumstances.

Final Determination

- The reviewing authority will issue a written determination that may uphold, amend, or overturn the original action. This decision is final and not subject to further internal appeal.

Nothing in this section alters the at-will nature of employment with FCAG. This process is intended to promote organizational fairness and accountability but does not guarantee continued employment or constitute a binding employment contract.

EMPLOYEE GRIEVANCES

FCAG is committed to a respectful, professional workplace. To support this, employees may use the following grievance procedure to address concerns such as unfair treatment, policy violations, discrimination, or disputes related to evaluations, discipline, or working conditions.

Informal Resolution

- Employees are encouraged to first speak directly with their supervisor or the involved party to resolve concerns informally.

Formal Grievance

- If informal resolution is not feasible or successful, a written grievance may be submitted to the employee's supervisor or HR within 10 business days of the issue. The grievance should briefly describe the concern, steps taken to resolve it, and the desired outcome.

Review and Response

- FCAG will acknowledge the grievance within 3 business days, review it promptly, and provide a written response within 10 business days. If needed, a meeting may be scheduled.

Appeals

- If unresolved, the employee may escalate to the Division Director within 5 business days, who will respond within 10 business days. A final appeal may be submitted to the FCAG Board within 5 business days of that decision. The Board or a designated committee will issue a final decision within 30 days.

Protections

- Confidentiality will be maintained to the greatest extent possible.
- Retaliation is strictly prohibited and subject to disciplinary action.

This procedure does not alter the at-will status of employment or create a contractual right to continued employment. FCAG reserves the right to adapt timelines or procedures as necessary based on the situation.

TECHNOLOGY AND COMMUNICATION

The use of technology resources is essential for performing job responsibilities and enhancing productivity. To ensure these resources are used effectively and securely, employees must adhere to the following guidelines for acceptable use.

Technology resources, including computers, smartphones, email systems, and internet access, are provided to support work-related activities. Employees are expected to use these resources primarily for FCAG business purposes. Personal use of technology should be minimal and must not interfere with work duties or productivity.

Employees must maintain the confidentiality and security of FCAG's data and technology systems. This includes protecting passwords, not sharing login credentials, and securing devices against unauthorized access. Sensitive or confidential information should only be accessed and shared according to established policies and procedures to prevent data breaches or misuse.

Software and applications must be used in accordance with licensing agreements and legal requirements. Employees are prohibited from installing unauthorized software or applications on FCAG devices. Any software required for work must be approved and installed by the authorized FCAG personnel.

Internet usage should be professional and work-related. Accessing inappropriate or non-work-related websites during business hours is discouraged and may be monitored. Employees should exercise caution when downloading files or clicking on links to avoid malware or phishing attacks.

Email and communication tools should be used respectfully and professionally. Harassment, inappropriate language, or content is not permitted. Employees should also be mindful of privacy and confidentiality when communicating electronically, ensuring that sensitive information is only shared with appropriate recipients.

In cases of suspected misuse or violation of technology policies, FCAG reserves the right to review and monitor technology use. Any instances of misuse, including unauthorized access, data breaches, or excessive personal use, will be addressed according to the organization's disciplinary procedures.

By following these guidelines, employees contribute to a secure and efficient work environment, supporting the effective use of technology resources in achieving FCAG's goals.

TRAVEL AND EXPENSE REIMBURSEMENT

Employees may incur travel and other expenses related to their job responsibilities. To ensure these expenses are managed effectively and reimbursed appropriately, FCAG has established the following guidelines for travel and expense reimbursement.

Travel for business purposes must be pre-approved by the employee's supervisor or Division Director. This includes all out-of-town trips, including conferences, meetings, and site visits. Employees should submit a detailed travel request outlining the purpose, destination, and estimated costs prior to departure. Approval must be obtained to ensure alignment with FCAG's budget and policies.

Allowable Expenses: When traveling on behalf of FCAG, employees should adhere to the organization's guidelines for acceptable expenses.

Allowable expenses include:

- **Transportation:** Costs for airfare, train tickets, rental cars, and taxis or rideshare services. Employees should opt for the most economical transportation options available. Employees traveling on FCAG business are required to use FCAG-insured vehicles for all work-related travel whenever possible. This ensures that travel is covered under FCAG's insurance policy, minimizing liability risks.

- **Lodging:** Reasonable costs for hotel accommodations or other lodging arrangements that are necessary for the trip. Employees should book accommodations that are both cost-effective and suitable for their needs.

- **Meals:** Costs for meals incurred during travel. Employees should follow per diem rates, if applicable, or submit actual meal receipts. Expenses for personal meals or entertainment are not reimbursable.

    - **Alcohol**: No alcohol may be purchased with FCAG funds. Expenses submitted for reimbursement that include alcohol will not be eligible for reimbursement.

    - **Gratuity:** Gratuities will be reimbursed up to a maximum of 15% of the meal cost. Employees should calculate tips accordingly, as any amount exceeding this maximum will not be reimbursed.

- **Incidentals:** Necessary expenses such as parking fees, tolls, or internet access charges. Receipts for incidental expenses should be provided as part of the reimbursement request.

- **Other Approved Expenses:** Any additional expenses that are pre-approved and directly related to the business purpose of the trip, such as conference registration fees.

Expense Reporting: Upon return from travel, employees must submit a travel expense report within 10 business days. This report should include itemized receipts, a summary of expenses, and any necessary explanations. The report will be reviewed by the employee's supervisor or designated approver to ensure compliance with FCAG's reimbursement policies.

Reimbursement Procedures: FCAG will reimburse employees for pre-approved travel expenses that are directly related to their job duties. Reimbursement requests should be submitted along with the travel expense report and supporting documentation. Employees should follow the organization's procedures for submitting these requests to ensure timely processing.

Non-Allowable Expenses: Expenses not directly related to job duties, or those exceeding pre-approved amounts, may not be eligible for reimbursement. Personal expenses incurred during travel must be covered by the employee. Employees are responsible for understanding and adhering to FCAG's travel and expense policies to avoid any discrepancies or disallowed expenses.

Misuse of travel and expense reimbursement policies, including falsification of expenses or failure to adhere to approval procedures, may result in disciplinary action. FCAG aims to ensure fair and transparent management of travel-related expenses while supporting employees in their professional responsibilities.

By following these guidelines, employees help maintain effective financial management and support the organization's commitment to responsible use of resources.

DIVISION-SPECIFIC POLICIES AND PROCEDURES

In addition to the policies outlined in this handbook, individual divisions within the Fremont County Association of Governments (FCAG) may have specific policies (POL), standard operating procedures (SOP), or work instructions (WI) to their operational needs. These division-specific policies are designed to address unique responsibilities, workflows, or regulatory requirements that may not be covered by FCAG-wide policies. While all policies POL's require board approval, SOP's and WI's required division Director approval.

Employees are required to comply with both the FCAG Personnel Handbook and any additional policies or procedures established by their division. Division heads are responsible for communicating any supplemental policies to their team members, and employees should familiarize themselves with these additional guidelines as they pertain to their role. In cases where division policies differ or impose stricter standards than those in the general FCAG handbook, the division policy shall take precedence.

This dual framework ensures that while FCAG maintains consistent organizational standards, each division has the flexibility to operate effectively within its specialized area.

REVIEW AND REVISION

This Personnel Handbook shall be reviewed at least annually to ensure that its provisions remain accurate, legally compliant, operationally appropriate, and consistent with the policies, programs, and administrative practices of the Fremont County Association of Governments.

The Executive Director, in coordination with the official or office assigned responsibility for human resources administration, shall oversee the review process. The review shall include consultation with affected supervisors, program administrators, financial personnel, legal counsel, benefit providers, and other subject-matter experts, as appropriate.

An interim review shall be initiated whenever there is a material change involving:

1. Applicable federal, state, or local law or regulation;
2. Employee compensation, benefits, leave, or payroll administration;
3. Organizational structure, delegated authority, or supervisory responsibility;
4. Grant, contract, or regulatory requirements affecting FCAG personnel;
5. Safety-sensitive or program-specific employment requirements;
6. Audit findings, legal guidance, workplace investigations, or identified compliance concerns; or
7. FCAG operations, programs, technology, or administrative practices that materially affect employees.

SUBSTANTIVE REVISIONS

Substantive revisions include changes that establish, remove, or materially alter employee rights, responsibilities, benefits, standards of conduct, corrective-action processes, compensation practices, approval authority, or other conditions of employment.

Substantive revisions shall require formal approval by the FCAG Board of Directors before becoming effective, unless a controlling law or regulation requires immediate implementation. When immediate implementation is legally necessary, the Executive Director may issue temporary administrative guidance pending formal Board consideration.

ADMINISTRATIVE UPDATES

The Executive Director may approve non-substantive administrative updates that do not change the intent, meaning, or effect of the Handbook. Administrative updates may include:

- Correction of typographical, formatting, numbering, or cross-reference errors;
- Updates to organizational titles, office names, contact information, or document references;
- Replacement of outdated forms or links;
- Updates to benefit-provider information or annual contribution schedules previously authorized by the Board;

- Clarification of existing requirements without creating a new obligation or materially changing an employee right; and
- Changes necessary to maintain consistency with a separately adopted controlling policy.

Administrative updates shall be documented and incorporated into the next formal revision presented to the Board.

REVISION DOCUMENTATION

Each approved revision shall be documented in the Handbook's revision history and shall identify, at minimum:

- The revision or version number;
- The date approved;
- The effective date;
- The sections revised;
- A concise description of the changes;
- The approving authority; and
- Any prior handbook, policy, or provision superseded by the revision.

The responsible office shall maintain the official version of the Handbook and supporting records of review, approval, legal consultation, employee distribution, and acknowledgment.

DISTRIBUTION AND EMPLOYEE NOTICE

Employees shall be notified of substantive revisions within a reasonable period following approval and before the revised requirements are enforced, except where immediate implementation is required by law, safety considerations, or an emergency condition.

FCAG may distribute revisions electronically, by replacement pages, through a complete reissuance of the Handbook, or by another documented method. Employees may be required to acknowledge receipt of the revised Handbook or a material amendment. An employee's failure to sign an acknowledgment does not invalidate the revision or excuse compliance with an otherwise effective policy.

SUPERSESSION

Upon its effective date, an approved revision supersedes the prior version of the affected provision. Actions lawfully taken under a previous version remain valid unless otherwise directed by the Board or required by law.

REVISION HISTORY

Revision	**Effective Date**	**Description**	**Approval Authority**

Adoption	July 24, 2025	APPROVAL AND ADOPTION	Board Approval
Revision 1	December 25, 2025	Revised sick leave accrual from 2 per pay period to 3 per pay period.	Board Approval
Revision 2	July 23, 2026	Updated employee benefits administration; added public service, civic engagement, and political activity standards; and established formal handbook review and revision procedures.	Pending Approval

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received a copy of the Fremont County Association of Governments Employee Handbook ("Handbook"). I understand that I am responsible for reading and abiding by all policies and procedures in this Handbook, as well as all other policies and procedures of Fremont County Association of Governments.

I also understand that the purpose of this Handbook is to inform me of Fremont County Association of Governments policies and procedures, and that it is not a contract of employment. Nothing in this Handbook provides any entitlement to me or to any FCAG employee, nor is it intended to create contractual obligations of any kind. I understand that FCAG has the right to change any provision of this Handbook at any time and that I will be bound by any such changes.

By: ____

Authorized Signatory

Name: ____

Title: Board Chair

Date: ______________________________

By: ____

Authorized Signatory

Name: ____

Title: Board Treasurer/Secretary

Date: ______________________________

By: ____

Authorized Signatory

By: ____

Authorized Signatory

Effective 12/25/2025, this Personnel Handbook edition supersedes all previous Employee Handbook editions.

Name: ____	Name: ____
Title: Director	Title: FCAG Employee
Date: ___________________________	Date: ___________________________

Please sign and date one copy of this acknowledgement and return it to the Human Resource Representative. Retain a second copy for your reference.

Agenda Item Title: WRTA Service Reductions

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:

WRTA is preparing to implement significant service reductions in response to substantial reductions in public transportation funding occurring across Wyoming and an unresolved local funding shortfall that presents an immediate risk to the financial sustainability of the system.

The proposed service reduction plan is scheduled to be communicated publicly beginning July 27, 2026, following Board discussion and consensus regarding the operational strategy.

WRTA is currently facing an estimated $356,675 local match funding gap for FY27. This shortfall has been compounded by notice from the Governor's Office that the State local match assistance program utilized by WRTA during FY26 has been sunset and will no longer be available.

Additionally, local funding requests submitted to Fremont County and the municipalities were not funded at the amounts requested. As a result, WRTA does not presently have sufficient committed local funding to sustain existing service levels while meeting the local match requirements associated with available federal and state transit funding.

Current financial projections indicate that, without corrective action or additional local subsidization:

- Available local match resources could be fully depleted by approximately February 2027; and
- Cash-flow conditions could become critically constrained as early as November 2026.

These conditions require WRTA to begin reducing expenditures now rather than waiting for the financial impact to fully materialize.

The potential passage of a proposed local sales tax does not eliminate the immediate financial concern. Regardless of the ultimate outcome of the sales tax initiative, WRTA must account for the interim period before any potential new revenue would become available.

Maintaining current operating levels during that period without adequate local subsidization would place the organization's financial health and long-term service continuity at significant risk.

In response, staff has developed a coordinated cost-reduction strategy focused on two primary areas:

1. Reduction of Personnel Hours
Operating schedules and staffing levels will be adjusted to reduce personnel costs while attempting to preserve the greatest level of essential service possible.

2. Reduction of Revenue Miles
Fixed-route service will be redesigned to substantially reduce revenue miles, fuel consumption, vehicle utilization, and associated operating costs.

The proposed fixed-route redesign would:

- Eliminate the existing Purple Line;
- Eliminate the existing Orange Line;
- Replace the current route structure with a significantly reduced Yellow Line; and
- Establish a revised Blue Line intended to preserve a minimum level of transportation access to communities on the Wind River Indian Reservation.

The redesign is intended to concentrate limited operating resources where they can provide the greatest essential mobility benefit while reducing the overall cost of fixed-route operations.

WRTA has also received a draft report from the Community Transportation Association of America (CTAA) as part of its ongoing technical assistance and service evaluation work. While the report remains in draft form and is subject to revision, its preliminary findings identify several strategies consistent with actions WRTA is now pursuing, including service redesign, improved alignment of resources with demonstrated demand, operational efficiency, and long-term financial sustainability.

The proposed reductions are not being presented as a preferred expansion or service-development strategy. They are a necessary financial stabilization measure resulting from the combined effect of reduced transit funding, loss of the prior State local match assistance mechanism, insufficient local subsidization, and the need to preserve WRTA's ability to continue providing essential public transportation services over the long term.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

FY26–FY27 Budget Development – Board received ongoing updates regarding anticipated reductions in federal and state public transportation funding and the resulting impact on WRTA operations.
2026 – WRTA submitted local funding requests to Fremont County and participating municipalities to address anticipated local match and operating requirements.
2026 – WRTA was notified that the State local match assistance mechanism utilized during FY26 would no longer be available.
2026 – Board and staff reviewed service utilization, operating costs, revenue miles, staffing requirements, and potential service-reduction scenarios in preparation for anticipated FY27 funding constraints.
2026 – CTAA conducted technical assistance and service evaluation work for WRTA. A draft report has been received and is currently under review.

WHY IS THIS ITEM BEFORE THE BOARD:

WRTA is approaching a point at which maintaining existing service levels without corresponding local financial support would materially threaten the organization's financial position.

Service reductions must begin sufficiently early to preserve available cash and local match resources, reduce operating expenditures, and position WRTA to continue providing essential transportation services through the anticipated funding transition.

Staff is seeking Board consensus regarding the proposed service reduction strategy prior to public communication scheduled for July 27, 2026.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Review the proposed WRTA service reduction and fixed-route redesign plan and provide Board consensus regarding implementation and public communication of the proposed changes.

PROPOSED MOTION:

Board Member:
"I move that the Fremont County Association of Governments endorse the proposed WRTA service reduction and fixed-route redesign strategy, including reductions in personnel hours and revenue miles, elimination of the Purple and Orange Lines, and implementation of revised Yellow and Blue Lines, and authorize staff to proceed with public communication and implementation of the service changes as administratively appropriate."

(Second Required)

Chair:
"It has been moved and seconded. Is there any discussion?"

(Call for the Question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

Staff recommends Board support for the proposed service reduction strategy.
The combined loss of State local match assistance, insufficient local subsidization, and reductions in available public transportation funding have created a financial condition that cannot responsibly be addressed by maintaining existing service levels and waiting for future revenue solutions to materialize.

Even if a future sales tax initiative is ultimately successful, WRTA must remain financially viable during the interim period. Current projections indicate that delaying corrective action could result in depletion of available local match resources by approximately February 2027 and significant cash-flow constraints as early as November 2026.

The proposed strategy is intended to reduce operating costs while preserving the greatest practical level of essential mobility. By combining reductions in personnel hours with a substantial reduction in revenue miles, WRTA can begin aligning operations with the financial resources currently available.

The redesigned fixed-route system will necessarily provide less service than the existing network. However, staff has attempted to preserve core transportation access through a reduced Yellow Line and a Blue Line intended to maintain a minimum level of connectivity with Wind River Indian Reservation communities.

These reductions are difficult but necessary. Taking action now provides WRTA with a greater opportunity to stabilize its financial position, preserve essential services, and avoid more abrupt or severe reductions later in the fiscal year.

27-Apr-26

WRTA Shortfall Forecast (FY22-FY27)

This document provides a detailed financial forecast for the Wind River Transportation Authority (WRTA) from FY22 to FY27, highlighting program revenues, expenses, farebox contributions, and required local match funds. It identifies projected shortfalls and funding gaps for future months if no further changes to operations occur, meaning no further adjustments beyond those WRTA has already implemented to date. In red, highlights the date the 1/2% sales tax failed on the ballot. In blue, highlights the date a potential new ballot measure could be passed. In green, would be the first anticipated month funds from a ballot measure could be recieved. The potential gap, is outlined in red.

#UNKNOWN!

FY 22

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 22,675.60	$ 19,941.50	$ 8,289.90	$ 21,738.90	$ 24,595.80	$ 16,254.00	$ 20,302.94	$ 23,211.40	$ 35,408.30	$ 28,374.00	$ 10,742.00	$ 17,826.40	
Program Expenses	$ 67,734.20	$ 63,649.40	$ 65,893.60	$ 65,273.80	$ 63,133.40	$ 99,090.12	$ 99,335.33	$ 92,000.51	$ 89,311.79	$ 85,594.93	$ 113,756.63	$ 135,291.71	
Farebox	$ 3,239.20	$ 614.40	$ 1,781.60	$ 2,116.80	$ 818.40	$ 1,748.12	$ 1,053.33	$ 2,083.51	$ 3,036.79	$ 8,260.93	$ 11,295.63	$ 7,654.71	
FTA 5311 (Operating)	$ 44,045.00	$ 41,971.00	$ 42,770.00	$ 42,410.00	$ 41,830.00	$ 64,391.00	$ 67,806.00	$ 60,013.00	$ 56,407.00	$ 52,113.00	$ 68,521.00	$ 84,472.00	
Local Match Required	$ 20,450.00	$ 21,064.00	$ 21,342.00	$ 20,747.00	$ 20,485.00	$ 32,951.00	$ 30,476.00	$ 29,904.00	$ 29,868.00	$ 25,221.00	$ 33,940.00	$ 43,165.00	
Remaining	$ (2,225.60)	$ 1,122.50	$ 13,052.10	$ (991.90)	$ (4,110.80)	$ 16,697.00	$ 10,173.06	$ 6,692.60	$ (5,540.30)	$ (3,153.00)	$ 23,198.00	$ 25,338.60	$ 80,252.26

FY 23

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 29,757.00	$ 22,206.00	$ 23,314.00	$ 19,197.00	$ 12,263.21	$ 18,219.25	$ 20,302.94	$ 22,933.53	$ 15,608.96	$ 32,875.66	$ 4,676.00	$ 35,907.30	
Program Expenses	$ 94,369.10	$ 99,294.98	$ 90,730.63	$ 85,310.95	$ 89,353.49	$ 112,817.00	$ 79,252.20	$ 89,074.16	$ 86,972.65	$ 89,168.39	$ 120,451.84	$ 85,261.09	
Farebox	$ 3,648.10	$ 1,520.98	$ 2,371.63	$ 1,222.95	$ 695.49	$ 1,728.00	$ 2,747.20	$ 3,333.16	$ 6,030.65	$ 9,284.39	$ 18,666.84	$ 16,180.09	
FTA 5311 (Operating)	$ 61,756.00	$ 66,005.00	$ 59,535.00	$ 56,130.00	$ 60,152.00	$ 73,174.00	$ 50,490.00	$ 56,641.00	$ 52,914.00	$ 52,449.00	$ 67,480.00	$ 46,118.00	
Local Match Required	$ 28,965.00	$ 31,769.00	$ 28,824.00	$ 27,958.00	$ 28,506.00	$ 37,915.00	$ 26,015.00	$ 29,100.00	$ 28,028.00	$ 27,435.00	$ 34,305.00	$ 22,963.00	
Remaining	$ (792.00)	$ 9,563.00	$ 5,510.00	$ 8,761.00	$ 16,242.79	$ 19,695.75	$ 5,712.06	$ 6,166.47	$ 12,419.04	$ (5,440.66)	$ 29,629.00	$ (12,944.30)	$ 94,522.15

FY 24

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 27,908.00	$ 3,725.30	$ 21,920.00	$ 31,532.00	$ -	$ 26,211.00	$ 11,957.97	$ 17,863.00	$ 12,742.00	$ 6,949.60	$ 1,850.00	$ -	
Program Expenses	$ 94,210.05	$ 96,820.93	$ 87,029.82	$ 120,716.84	$ 88,228.01	$ 84,626.09	$ 89,105.39	$ 86,934.73	$ 98,017.41	$ 124,199.49	$ 92,105.73	$ 113,759.71	
Farebox	$ 3,873.05	$ 2,543.93	$ 2,926.82	$ 1,547.84	$ 2,008.01	$ 2,604.09	$ 2,107.39	$ 1,928.73	$ 4,108.41	$ 8,743.49	$ 12,719.73	$ 10,813.71	
FTA 5311 (Operating)	$ 63,242.00	$ 65,181.00	$ 58,045.00	$ 82,056.00	$ 58,392.00	$ 55,878.00	$ 59,062.00	$ 57,166.00	$ 63,633.00	$ 76,817.00	$ 53,992.00	$ 72,760.00	
Local Match Required	$ 27,095.00	$ 29,096.00	$ 26,058.00	$ 37,113.00	$ 27,828.00	$ 26,144.00	$ 27,936.00	$ 27,840.00	$ 30,276.00	$ 38,639.00	$ 25,394.00	$ 30,186.00	
Remaining	$ (813.00)	$ 25,370.70	$ 4,138.00	$ 5,581.00	$ 27,828.00	$ (67.00)	$ 15,978.03	$ 9,977.00	$ 17,534.00	$ 31,689.40	$ 23,544.00	$ 30,186.00	$ 190,946.13

FY 25

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 14,686.00	$ 14,441.00	$ 19,297.50	$ 13,225.79	$ 26,896.00	$ 1,876.34	$ 33,662.43	$ 3,559.51	$ 27,152.09	$ 14,485.00	$ 13,554.91	$ 23,626.00	
Program Expenses	$ 94,713.96	$ 89,075.47	$ 124,947.19	$ 83,360.21	$ 83,544.57	$ 94,015.58	$ 90,262.27	$ 102,585.48	$ 91,519.00	$ 111,078.16	$ 111,533.45	$ 174,625.00	
Farebox	$ 2,424.96	$ 1,805.47	$ 1,845.19	$ 1,172.21	$ 1,141.57	$ 2,238.58	$ 998.27	$ 1,341.48	$ 1,626.00	$ 4,119.16	$ 4,782.45	$ 3,708.00	
FTA 5311 (Operating)	$ 64,236.00	$ 58,975.00	$ 82,735.00	$ 54,802.00	$ 55,321.00	$ 63,388.00	$ 59,632.00	$ 68,612.00	$ 61,035.00	$ 71,635.00	$ 73,281.00	$ 113,192.00	
Local Match Required	$ 28,053.00	$ 28,295.00	$ 40,367.00	$ 27,386.00	$ 27,082.00	$ 28,389.00	$ 29,632.00	$ 32,632.00	$ 28,858.00	$ 35,324.00	$ 33,470.00	$ 57,725.00	
Remaining	$ 13,367.00	$ 13,854.00	$ 21,069.50	$ 14,160.21	$ 186.00	$ 26,512.66	$ (4,030.43)	$ 29,072.49	$ 1,705.91	$ 20,839.00	$ 19,915.09	$ 34,099.00	$ 190,750.43

FY 26

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 13,025.00	$ 26,818.00	$ 16,719.98	$ 21,668.70	$ 13,554.91	$ 35,108.46	$ 13,554.91	$ 13,554.91	$ 13,554.91	$ 13,554.91	$13,554.91	$ 13,554.91	
Program Expenses	$ 111,647.00	$ 108,230.59	$ 135,673.98	$ 116,848.93	$ 118,595.20	$ 114,273.33	$ 122,727.43	$ 122,727.43	$ 122,727.43	$ 122,727.43	$ 122,727.43	$ 122,727.43	
Farebox	$ 2,332.00	$ 1,683.59	$ 1,499.98	$ 942.93	$ 2,861.20	$ 3,128.33	$ 4,660.43	$ 4,660.43	$ 4,660.43	$ 4,660.43	$4,660.43	$ 4,660.43	
FTA 5311 (Operating)	$ 74,806.00	$ 72,308.00	$ 91,756.00	$ 77,894.00	$ 78,956.00	$ 74,036.00	$ 81,482.00	$ 81,482.00	$ 81,482.00	$ 81,482.00	$ 81,482.00	$ 81,482.00	
Local Match Required	$ 34,509.00	$ 34,239.00	$ 42,418.00	$ 38,012.00	$ 36,778.00	$ 37,109.00	$ 36,585.00	$ 36,585.00	$ 36,585.00	$ 36,585.00	$ 36,585.00	$ 36,585.00	
Remaining	$ 21,484.00	$ 7,421.00	$ 25,698.02	$ 16,343.30	$ 23,223.09	$ 2,000.54	$ 23,030.09	$ 23,030.09	$ 23,030.09	$ 23,030.09	$ 23,030.09	$ 23,030.09	$ 234,350.52

FY 27 - No Subsization

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 21,149.17	$ 21,149.17	$ 21,149.17	$21,149.17	$21,149.17	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	
Program Expenses	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 39,734.93	$ 39,734.93	$ 39,734.93	$ 39,734.93	$ 39,734.93	$ 39,734.93	$ 39,734.93	
Farebox	$ 4,120.66	$ 4,120.66	$ 4,120.66	$4,120.66	$ 4,120.66	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	
FTA 5311 (Operating)	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 31,787.94	$ 31,787.94	$ 31,787.94	$ 31,787.94	$ 31,787.94	$ 31,787.94	$ 31,787.94	
Local Match Required	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	
Remaining	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 7,946.98	$ 175,857.06

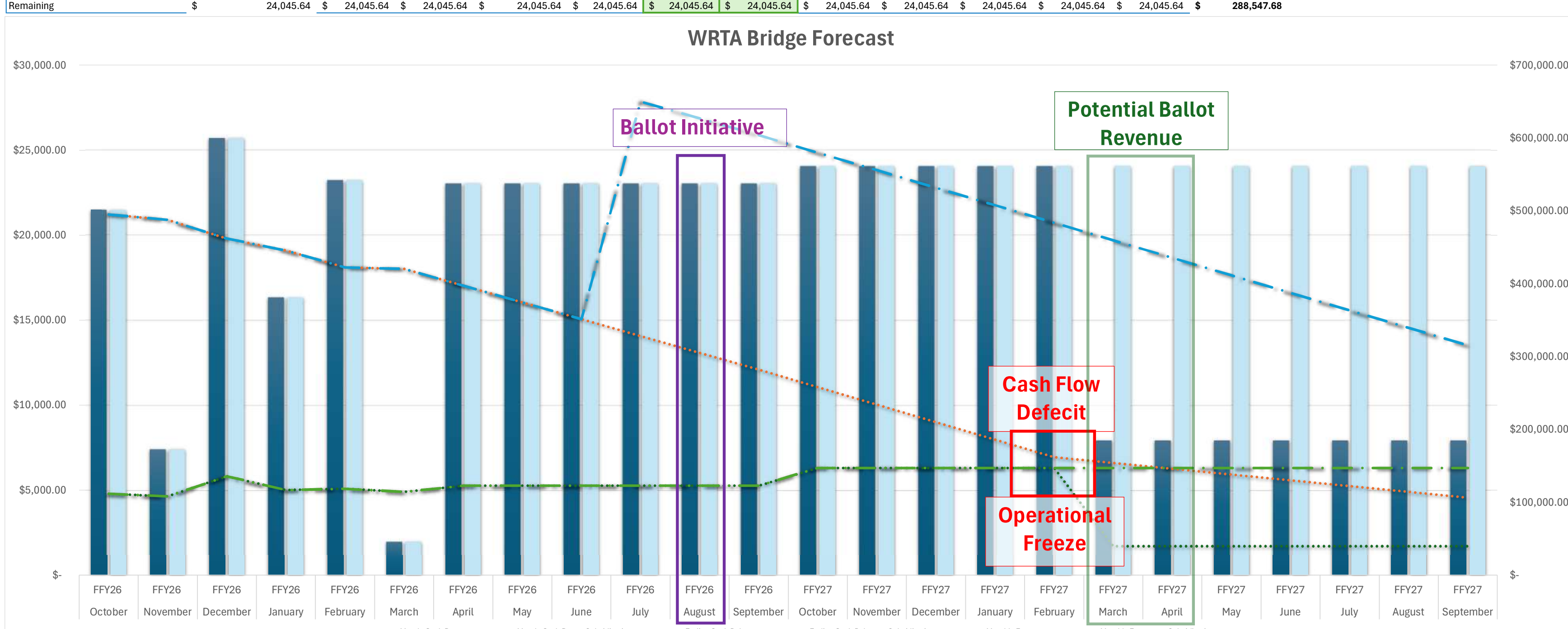
FY 27 - Subsidization Inflow

	October	November	December	January	February	March	April	May	June	July	August	September	
Program Revenue	$ 21,149.17	$ 21,149.17	$ 21,149.17	$ 21,149.17	$ 21,149.17	$21,149.17	$21,149.17	$ 21,149.17	$ 21,149.17	$ 21,149.17	$ 21,149.17	$ 21,149.17	
Program Expenses	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	$ 147,166.43	
Farebox	$ 4,120.66	$ 4,120.66	$ 4,120.66	$ 4,120.66	$ 4,120.66	$4,120.66	$4,120.66	$ 4,120.66	$ 4,120.66	$ 4,120.66	$ 4,120.66	$ 4,120.66	
FTA 5311 (Operating)	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	$ 97,850.96	
Local Match Required	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	$ 45,194.81	
Remaining	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 24,045.64	$ 288,547.68

Projected Shortfall		
Current Pool	$	611,677.89
FY24 5339 Bus Procurement Local Match	$	72,000.00
FY25 5339 FT25577	$	25,471.00
FY25 5339 FT25578	$	3,604.00
FY25 5339 FT25557	$	20,590.00
FY26 5339 FT26564	$	21,920.00
FY26 5339 Remaining Captial Local Match	$	79,200.00
FY27 5304 State Planning	$	55,000.00
FY27 5339 Captial Projects	$	103,820.00
Remaining Post Capital Procurement	$	230,072.89
FY26 Riverton Subsidization	$	42,000.00
FY26 Governors Funds	$	244,448.50
FY26 Projected Pool Total	$	516,521.39
FY26 Operating Shortfall	$	282,170.87
FY27 Operating Shortfall	$	106,313.81

		No Subsidization			W/ Subsidization		
WRTA Bridge Forecast	FY	Montly Cash Draw	Ending Cash Balance	Monthly Expenses	Montly Cash Draw - Subsidization	Ending Cash Balance - Subsidization	Monthly Expenses - Subsidization
October	FFY26	$ 21,484.00	$ 495,037.39	$ 111,647.00	$ 21,484.00	$ 495,037.39	$ 111,647.00
November	FFY26	$ 7,421.00	$ 487,616.39	$ 108,230.59	$ 7,421.00	$ 487,616.39	$ 108,230.59
December	FFY26	$ 25,698.02	$ 461,918.37	$ 135,673.98	$ 25,698.02	$ 461,918.37	$ 135,673.98
January	FFY26	$ 16,343.30	$ 445,575.07	$ 116,848.93	$ 16,343.30	$ 445,575.07	$ 116,848.93
February	FFY26	$ 23,223.09	$ 422,351.98	$ 118,595.20	$ 23,223.09	$ 422,351.98	$ 118,595.20
March	FFY26	$ 2,000.54	$ 420,351.44	$ 114,273.33	$ 2,000.54	$ 420,351.44	$ 114,273.33
April	FFY26	$ 23,030.09	$ 397,321.34	$ 122,727.43	$ 23,030.09	$ 397,321.34	$ 122,727.43
May	FFY26	$ 23,030.09	$ 374,291.25	$ 122,727.43	$ 23,030.09	$ 374,291.25	$ 122,727.43
June	FFY26	$ 23,030.09	$ 351,261.15	$ 122,727.43	$ 23,030.09	$ 351,261.15	$ 122,727.43
July	FFY26	$ 23,030.09	$ 328,231.06	$ 122,727.43	$ 23,030.09	$ 649,948.06	$ 122,727.43
August	FFY26	$ 23,030.09	$ 305,200.97	$ 122,727.43	$ 23,030.09	$ 626,917.97	$ 122,727.43
September	FFY26	$ 23,030.09	$ 282,170.87	$ 122,727.43	$ 23,030.09	$ 603,887.87	$ 122,727.43
		$ 282,170.87					
October	FFY27	$ 24,045.64	$ 258,125.23	$ 147,166.43	$ 24,045.64	$ 579,842.23	$ 147,166.43
November	FFY27	$ 24,045.64	$ 234,079.59	$ 147,166.43	$ 24,045.64	$ 555,796.59	$ 147,166.43
December	FFY27	$ 24,045.64	$ 210,033.95	$ 147,166.43	$ 24,045.64	$ 531,750.95	$ 147,166.43
January	FFY27	**$ 24,045.64**	**$ 185,988.31**	**$ 147,166.43**	$ 24,045.64	$ 507,705.31	$ 147,166.43
February	FFY27	$ 24,045.64	$ 161,942.67	$ 147,166.43	$ 24,045.64	$ 483,659.67	$ 147,166.43
March	FFY27	$ 7,946.98	$ 153,995.69	$ 39,734.93	$ 24,045.64	$ 459,614.03	$ 147,166.43
April	FFY27	$ 7,946.98	$ 146,048.71	$ 39,734.93	$ 24,045.64	$ 435,568.39	$ 147,166.43
May	FFY27	$ 7,946.98	$ 138,101.73	$ 39,734.93	$ 24,045.64	$ 411,522.75	$ 147,166.43
June	FFY27	$ 7,946.98	$ 130,154.75	$ 39,734.93	$ 24,045.64	$ 387,477.11	$ 147,166.43
July	FFY27	$ 7,946.98	$ 122,207.77	$ 39,734.93	$ 24,045.64	$ 363,431.47	$ 147,166.43
August	FFY27	$ 7,946.98	$ 114,260.79	$ 39,734.93	$ 24,045.64	$ 339,385.83	$ 147,166.43
September	FFY27	$ 7,946.98	$ 106,313.81	$ 39,734.93	$ 24,045.64	$ 315,340.19	$ 147,166.43

$ 321,717.00



FREMONT COUNTY TECHNICAL ASSISTANCE RECOMMENDATIONS

Prepared by:
The Community Transportation Association of America (CTAA)

Prepared for:
Wind River Transportation Authority (WRTA)

May 2026

Table of Contents

Executive Summary

The Wind River Transportation Authority (WRTA) serves Fremont County, Wyoming. The county is a geographically vast area of 9,266 square miles with a population of approximately 39,234 residents. Since its establishment in 1989 as the Shoshone and Arapaho Nations Transit and its subsequent reorganization in 1996, WRTA has been the backbone of public mobility for residents across one of the largest counties in the Rocky Mountain region.

Through the United States Department of Agriculture (USDA) Rural and Tribal Transportation Project, WRTA engaged the Community Transportation Association of America (CTAA) to conduct a comprehensive technical assistance (TA) project. The scope of this engagement included an assessment of WRTA's financial and operational performance, an analysis of transit demand and ridership patterns across the county, and the development of potential service redesign scenarios to guide WRTA's long-term planning.

WRTA currently operates two fixed routes — the Orange Line and the Purple Line — connecting Riverton, Lander, Fort Washakie, the Wind River Reservation, and the Central Wyoming Regional Airport. The agency also operates the Share-A-Ride Wyoming demand responsive service and the SafeRide Program for late-night trips on weekends. In FY2025, the agency provided a total of 32,016 rides across all service types at an annualized operating cost of approximately $1,822,421.

A ridership survey conducted in June 2025 suggested that the typical WRTA rider is employed, lives alone, earns less than $15,000 annually, and has no personal vehicle available. These riders depend on WRTA for access to employment, healthcare, and commercial opportunities. Critically, 32 of 39 survey respondents indicated they would use WRTA services more if hours or routes were expanded, signaling unmet demand. The small sample size of the survey indicates further research is needed before any conclusions on this data are drawn.

At the same time, the agency faces significant challenges with its cost. The current fixed route system costs $83.58 per unlinked passenger trip which is well above the National Transit Database (NTD)-reported benchmark of $44.45 per trip. The fixed routes are operating across long corridors with low ridership density, driving up cost per ride and cost per Vehicle Revenue Mile (VRM) relative to peer systems.

To address these challenges and position WRTA for a more financially sustainable future, CTAA developed four service redesign scenarios: a Baseline scenario maintaining current operations; a Modified Routes scenario that concentrates fixed route service on the Riverton-Lander corridor; a Full Demand Response scenario that reimagines all service as microtransit; and a Hybrid scenario that pairs demand response in the population core with fixed route coverage for the rest of the county.

Each scenario involves trade-offs across cost, ridership, VRM, and service. The findings of this analysis, the advantages and disadvantages of each scenario, and CTAA's considerations for WRTA's path forward are detailed in the sections that follow.

Background and Introduction

The Wind River Transportation Authority (WRTA), the not-for-profit organization providing public transportation services in Fremont County, Wyoming received funding from the United States Department of Agriculture Rural and Tribal Transportation Project. The scope and complexity of the project, involving multiple partners and stakeholders in the community, required activities and engagement that exceeded the technical expertise and capacity of the WRTA, and the Authority therefore requested assistance from CTAA. This project assisted WRTA in planning and building a sustainable foundation for mobility services in Fremont County.

Fremont County is in west central Wyoming, extending over an area of 9,266 square miles. It is the second largest county in Wyoming as well as in the six Rocky Mountain states of Montana, Idaho, Colorado, Utah, New Mexico and Wyoming. It has a total population of 39,234 and a population density of 4.2 persons per square mile. The county seat is Lander, while the largest community is Riverton, with a population of 10,682. The office and base of operations of the WRTA is also in Riverton.

Established in 1989, the Shoshone and Arapaho Nations Transit (SANTA) commenced public transportation services on the Wind River Indian Reservations and Fremont County. In 1996, governance transitioned to the Fremont County Association of Governments, leading to the transformation of the organization into WRTA. Since then, the WRTA team has been steadfast in its commitment to serving central Wyoming with transportation.

WRTA operates two fixed routes serving Riverton, Lander, Fort Washakie, the Wind River Reservation and the Central Wyoming Regional Airport in the county. The two routes run in circular, clockwise and counterclockwise directions. The service operates Monday through Friday from 5:15 am to 7:24 pm, with a one-way fare of $2.00. WRTA also operates the Share-A- -A-Ride Wyoming demand responsive service linking communities throughout the county beyond the fixed route system. Fares are based upon distance as well as the number of riders on a vehicle. In addition, WRTA operates the SafeRide Program which provides responsive trips within Riverton and Lander between the hours of 8:00 pm and 12:00am on Friday and Saturday nights as an initiative to reduce impaired driving. There is no fare for SafeRide trips. WRTA also provides contract services for its buses that are not included on any schedule.

The technical assistance project entailed establishing and growing the WRTA's business relationships in the County, and evaluating the levels, scopes and range of transit services. The partners of WRTA include Child Development Services of Fremont County, Inc., the Fremont County Association of Governments, High County Senior Citizens, Lander Senior Citizens Center, Inc., Riverton Senior Citizens Center, Inc., Shoshone Senior Citizens, Inc., Fremont County Emergency Management Agency, and the Wind River Inter-Tribal Council. These organizations are working to formalize a cooperative framework to pursue shared objectives, including but not limited to the facilitation of cost-sharing arrangements, unified service delivery, and maximization of operational efficiency for the benefit of Fremont County residents.

WRTA Costs

WRTA — Annualized Cost by Mode								
Cost Category	Type	Annualized Total	Bus (Fixed Route)	Demand Response	Exempt / Contract	Other	Bus %	DR %
DIRECT COSTS								
Wages - Operations Staff	Direct	$634,582	$384,070	$78,134	$154,941	$17,436	60.5%	12.3%
Wages - Maintenance Staff	Direct	$148,011	$89,581	$18,224	$36,139	$4,067	60.5%	12.3%
Operations / Travel	Direct	$4,580	$2,772	$564	$1,118	$126	60.5%	12.3%
Drug/Alcohol Testing	Direct	$2,940	$1,779	$362	$718	$81	60.5%	12.3%
DOT Physical	Direct	$0	$0	$0	$0	$0	0.0%	0.0%
Employee Uniforms	Direct	$5,295	$3,205	$652	$1,293	$145	60.5%	12.3%
Vehicle Maintenance & Repair	Direct	$77,419	$46,856	$9,532	$18,903	$2,127	60.5%	12.3%
Shop Supplies	Direct	$44,322	$26,825	$5,457	$10,822	$1,218	60.5%	12.3%
Fuel & Oil	Direct	$93,999	$56,891	$11,574	$22,951	$2,583	60.5%	12.3%
Subtotal — Direct Costs		$1,011,147	$611,980	$124,500	$246,884	$27,783	60.5%	12.3%

SHARED COSTS (allocated by VRM share)								
Wages - Admin Staff	Shared	$385,949	$233,589	$47,521	$94,234	$10,605	60.5%	12.3%
Administration (non-wage overhead)	Shared	$37,645	$22,784	$4,635	$9,192	$1,034	60.5%	12.3%
Utilities	Shared	$11,343	$6,865	$1,397	$2,770	$312	60.5%	12.3%
Facility Maintenance & Repair	Shared	$56,890	$34,431	$7,005	$13,890	$1,563	60.5%	12.3%
Rent / Lease	Shared	$6,612	$4,002	$814	$1,614	$182	60.5%	12.3%
Building/Vehicle Insurance	Shared	$40,904	$24,756	$5,036	$9,987	$1,124	60.5%	12.3%
Subtotal — Shared Costs		$539,343	$326,428	$66,408	$131,687	$14,819	60.5%	12.3%
GRAND TOTAL — ANNUALIZED OPERATING COST								
Total Annualized Operating Cost		$1,822,421	$938,408	$190,908	$378,572	$42,602	51.5%	10.5%

Per WRTA, the agency has an annualized total operating cost of $1,822,421. Of that, $938,408 is towards the Fixed Route service, $190,908 to the Demand Response service, and $421,174 towards all other services including Exempt/Contract services.

A significant portion of these costs are attributed to personnel wages including operations, maintenance, and administrative staff. Maintenance for vehicles as well as facilities is also a large portion of costs for the agency.

Per data, Year-over-Year ridership for the Fixed Route service was 11,228 rides, Demand Response was 4,263 rides, and all other services, including Exempt/Contract services were 17,244 rides.

According to the agency's latest NTD report, the Fixed Service cost $44.45 per unlinked passenger trip (UPT) and the Demand Response cost $39.03 per UPT. The NTD data indicated an operating expense (OE) per Vehicle Revenue Mile (VRM) at $3.00 and the Demand Response OE/VRM at $5.10. The total operating expense per the latest available NTD report, was $1,175,755.

However, per WRTA's data the Fixed Service cost $83.58 per (UPT) and the Demand Response cost $44.78 per UPT (Exempt/Contract UPT was $22.91 per UPT). The WRTA indicated an Operating Efficiency (OE) per VRM at $6.27 across all mode types.

For purposes of this analysis, we utilized the UPT Cost Per Ride of $83.58 as we defaulted to the agency reported data. For consistency, we also utilized the agency reported $44.78 for Demand Response services, although this is above the reported NTD numbers. This study does not cross-reference different data sources given the inconsistency in overall cost per trip between them.

Existing Services and Conditions

WRTA currently runs two fixed route lines, the Purple Line and the Orange Line and both routes begin near the Central Wyoming Regional Airport. The Orange Line runs in a clockwise direction beginning at the Airport and traversing southeast towards Riverton with stops that include the local hospital, library, City Hall, and several casinos. The Purple Line runs in a counterclockwise direction beginning at the Airport and traversing northwest with stops at the Fire Hall, Ethete Store and Safeway, among others. Both routes service the same stops in different directions.

Monday through Thursday, the Orange Line runs every five hours between 5:15am and 5:15pm. There is an additional trip beginning at the Sinclair stop in Fort Washakie at 8:16am. Fridays, summer days, and holidays follow a similar schedule except with no additional trip at Sinclair but stops extend to the Ethete Store, Little Wind Casino, Fire Hall, and Airport.

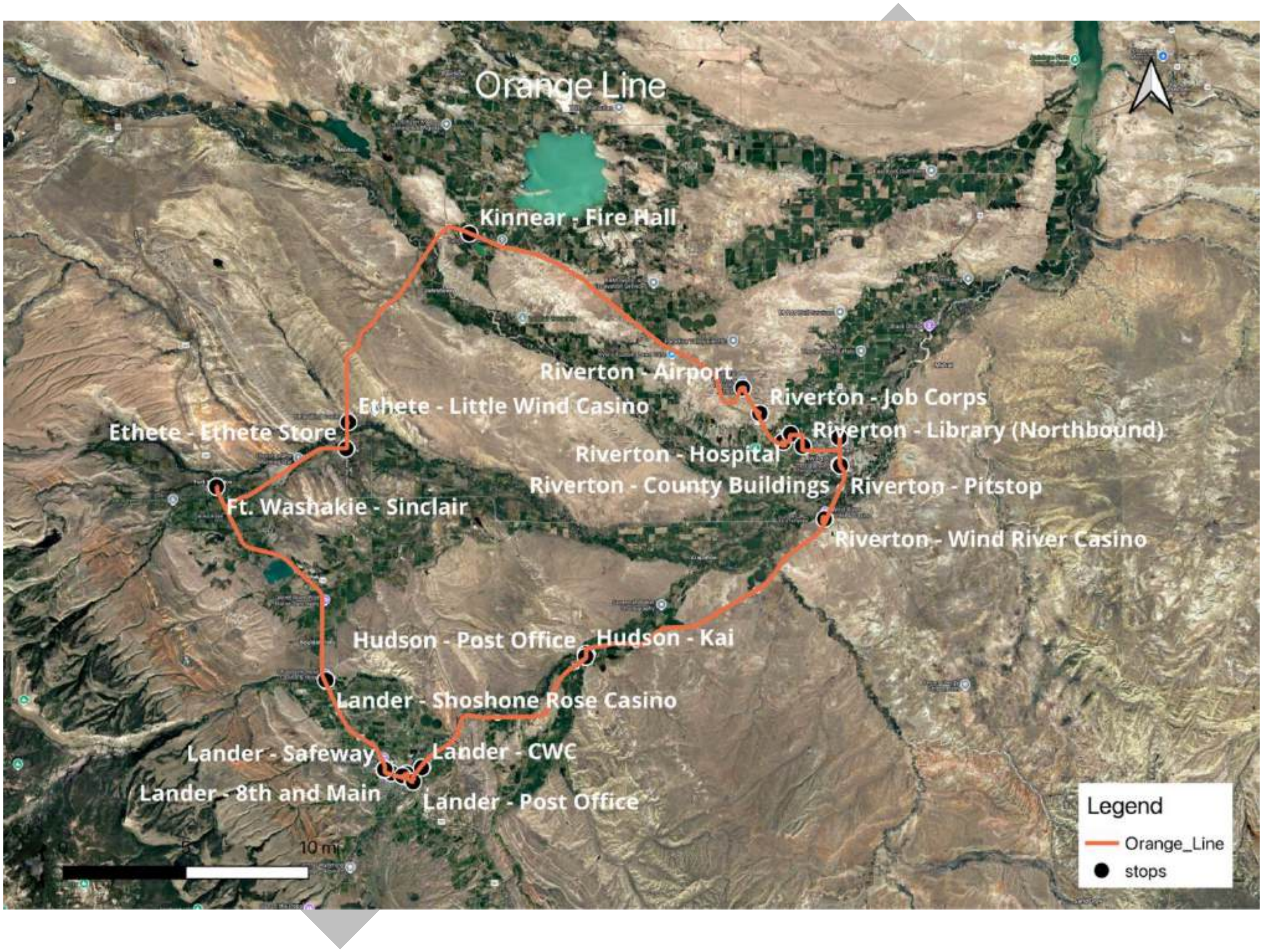
Monday through Thursday, the Purple Line runs every five hours between 5:30am and 4:08pm. However, the Airport and Fire Hall are not served by trips beginning at 8:08am and 4:08pm. Those trips begin from the Little Wind Casino. Fridays, summer days, and holidays follow a similar schedule except there are four trips between 5:30am and 3:40pm, all stops are serviced by this line on those dates. The timetables for both lines are in the image below.

WRTA Fixed Route Schedule

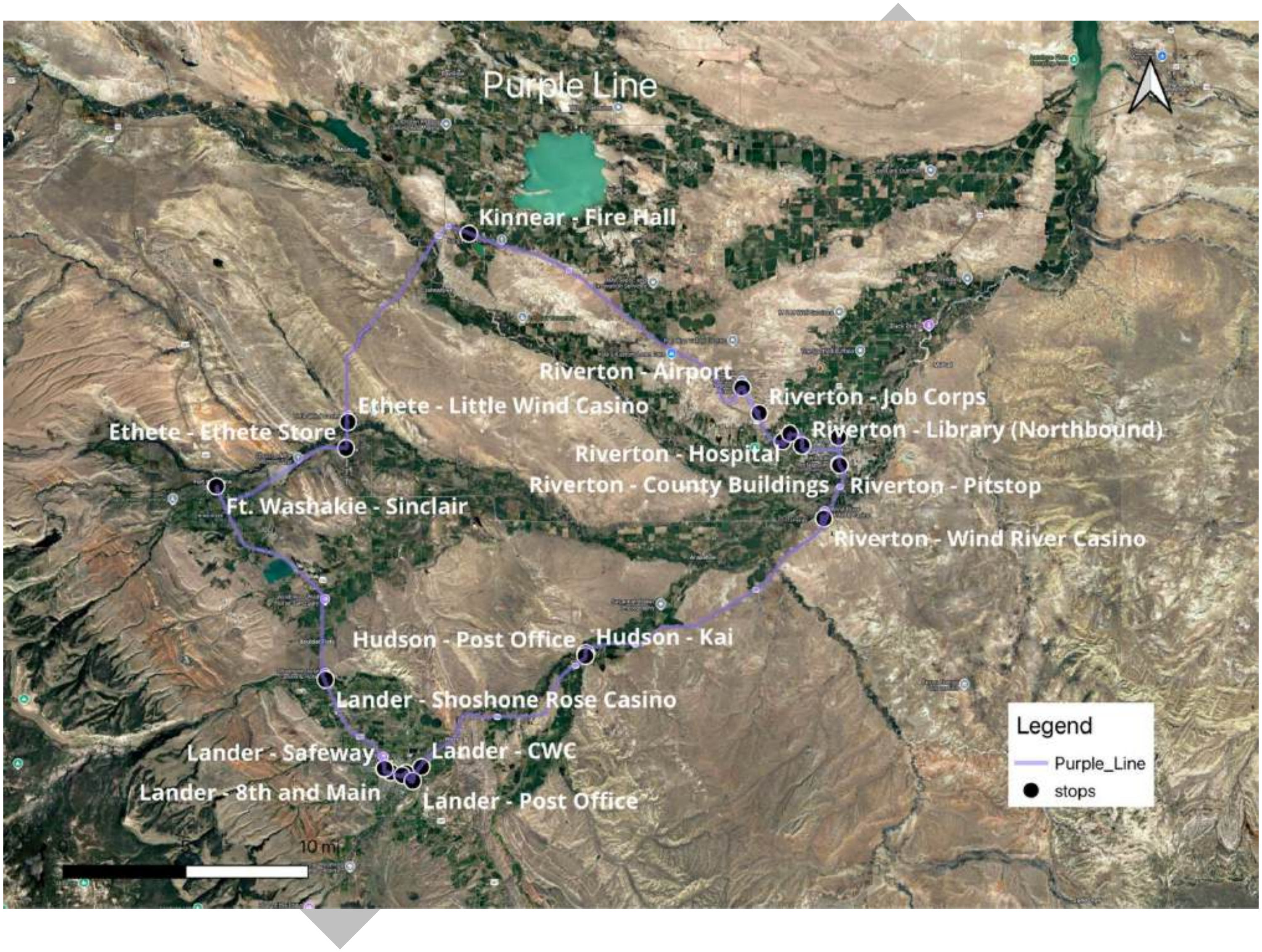
WRTA FIXED ROUTES										
Direction	City & Bus Stop		Stop Times							
			Monday - Thursday Schedule				Friday, Summer, and Holiday Schedule			
			Orange							
	Riverton	1 Airport	5:15 AM		12:15 PM	5:15 PM	5:15 AM		12:15 PM	5:15 PM
	Riverton	2 Job Corps	5:19 AM		12:19 PM	5:19 PM	5:19 AM		12:19 PM	5:19 PM
	Riverton	3 CWC	5:25 AM		12:25 PM	5:25 PM	5:25 AM		12:25 PM	5:25 PM
	Riverton	4 Hospital	5:28 AM		12:28 PM	5:28 PM	5:28 AM		12:28 PM	5:28 PM
	Riverton	5 Library	5:33 AM		12:33 PM	5:33 PM	5:33 AM		12:33 PM	5:33 PM
	Riverton	6 City Hall	5:43 AM		12:43 PM	5:43 PM	5:43 AM		12:43 PM	5:43 PM
	Riverton	9 County Buildings	5:48 AM		12:48 PM	5:48 PM	5:48 AM		12:48 PM	5:48 PM
	Riverton	10 Wind River Casino	5:54 AM		12:54 PM	5:54 PM	5:54 AM		12:54 PM	5:54 PM
	Hudson	11 Post Office - Hudson	6:08 AM		1:08 PM	6:08 PM	6:08 AM		1:08 PM	6:08 PM
	Lander	13 CWC - Lander	6:20 AM		1:20 PM	6:20 PM	6:20 AM		1:20 PM	6:20 PM
	Lander	14 Post Office - Lander	6:23 AM		1:23 PM	6:23 PM	6:23 AM		1:23 PM	6:23 PM
	Lander	15 NOLS	6:27 AM		1:27 PM	6:27 PM	6:27 AM		1:27 PM	6:27 PM
	Lander	16 1st & Amoretti	6:29 AM		1:29 PM	6:29 PM	6:29 AM		1:29 PM	6:29 PM
	Lander	17 8th & Main	6:33 AM		1:33 PM	6:33 PM	6:33 AM		1:33 PM	6:33 PM
	Lander	18 Washakie & Main	6:34 AM		1:34 PM	6:34 PM	6:34 AM		1:34 PM	6:34 PM
	Lander	21 Shoshone Rose Casino	6:44 AM		1:44 PM	6:44 PM	6:44 AM		1:44 PM	6:44 PM
	Ft. Washakie	41 Sinclair	6:56 AM	8:16 AM	1:56 PM	6:56 PM	6:56 AM		1:56 PM	6:56 PM
	Ethete	23 Ethete Store		8:29 AM	2:09 PM	7:09 PM	7:09 AM		2:09 PM	7:09 PM
	Ethete	24 Little Wind Casino		8:33 AM	2:13 PM	7:13 PM	7:13 AM		2:13 PM	7:13 PM
	Kinnear	25 Fire Hall		8:44 AM	2:24 PM	7:24 PM	7:24 AM		2:24 PM	7:24 PM
	Riverton	1 Airport		Riverton Drop Off			Riv. Drop Off		Riverton Drop Off	
Direction			Purple							
	Riverton	1 Airport	5:30 AM		10:30 AM		5:30 AM	7:40 AM	10:30 AM	3:40 PM
	Kinnear	25 Fire Hall	5:47 AM		10:47 AM		5:47 AM	7:57 AM	10:47 AM	3:57 PM
	Ethete	24 Little Wind Casino	5:58 AM	8:08 AM	10:58 AM	4:08 PM	5:58 AM	8:08 AM	10:58 AM	4:08 PM
	Ethete	23 Ethete Store	6:02 AM	8:12 AM	11:02 AM	4:12 PM	6:02 AM	8:12 AM	11:02 AM	4:12 PM
	Ft. Washakie	41 Sinclair	6:15 AM	8:25 AM	11:15 AM	4:25 PM	6:15 AM	8:25 AM	11:15 AM	4:25 PM
	Lander	21 Shoshone Rose Casino	6:27 AM	8:37 AM	11:27 AM	4:37 PM	6:27 AM	8:37 AM	11:27 AM	4:37 PM
	Lander	19 Safeway	6:37 AM	8:47 AM	11:37 AM	4:47 PM	6:37 AM	8:47 AM	11:37 AM	4:47 PM
	Lander	17 8th & Main	6:38 AM	8:48 AM	11:38 AM	4:48 PM	6:38 AM	8:48 AM	11:38 AM	4:48 PM
	Lander	15 NOLS	6:42 AM	8:52 AM	11:42 AM	4:52 PM	6:42 AM	8:52 AM	11:42 AM	4:52 PM
	Lander	16 1st & Amoretti	6:44 AM	8:54 AM	11:44 AM	4:54 PM	6:44 AM	8:54 AM	11:44 AM	4:54 PM
	Lander	14 Post Office	6:48 AM	8:58 AM	11:48 AM	4:58 PM	6:48 AM	8:58 AM	11:48 AM	4:58 PM
	Lander	13 CWC - Lander	6:51 AM	9:01 AM	11:51 AM	5:01 PM	6:51 AM	9:01 AM	11:51 AM	5:01 PM
	Hudson	12 Kai	7:03 AM	9:13 AM	12:03 PM	5:13 PM	7:03 AM	9:13 AM	12:03 PM	5:13 PM
	Riverton	10 Wind River Casino	7:17 AM	9:27 AM	12:17 PM	5:27 PM	7:17 AM	9:27 AM	12:17 PM	5:27 PM
	Riverton	8 Pit Stop	7:23 AM	9:33 AM	12:23 PM	5:33 PM	7:23 AM	9:33 AM	12:23 PM	5:33 PM
	Riverton	6 City Hall	7:30 AM	9:40 AM	12:30 PM	5:40 PM	7:30 AM	9:40 AM	12:30 PM	5:40 PM
	Riverton	5 Library	7:38 AM	9:48 AM	12:38 PM	5:48 PM	7:38 AM	9:48 AM	12:38 PM	5:48 PM
	Riverton	4 Hospital	7:43 AM	9:53 AM	12:43 PM	5:53 PM	7:43 AM	9:53 AM	12:43 PM	5:53 PM
	Riverton	3 CWC	7:46 AM	9:56 AM	12:46 PM	5:56 PM	7:46 AM	9:56 AM	12:46 PM	5:56 PM
	Riverton	2 Job Corps	7:52 AM	10:02 AM	12:52 PM	6:02 PM	7:52 AM	10:02 AM	12:52 PM	6:02 PM
	Riverton	1 Airport	7:57 AM	10:07 AM	12:57 PM	6:07 PM	7:57 AM	10:07 AM	12:57 PM	6:07 PM

All listed times are departure times. You must be present at the bus stop prior to the listed departure time.

WRTA Orange Line



WRTA Purple Line

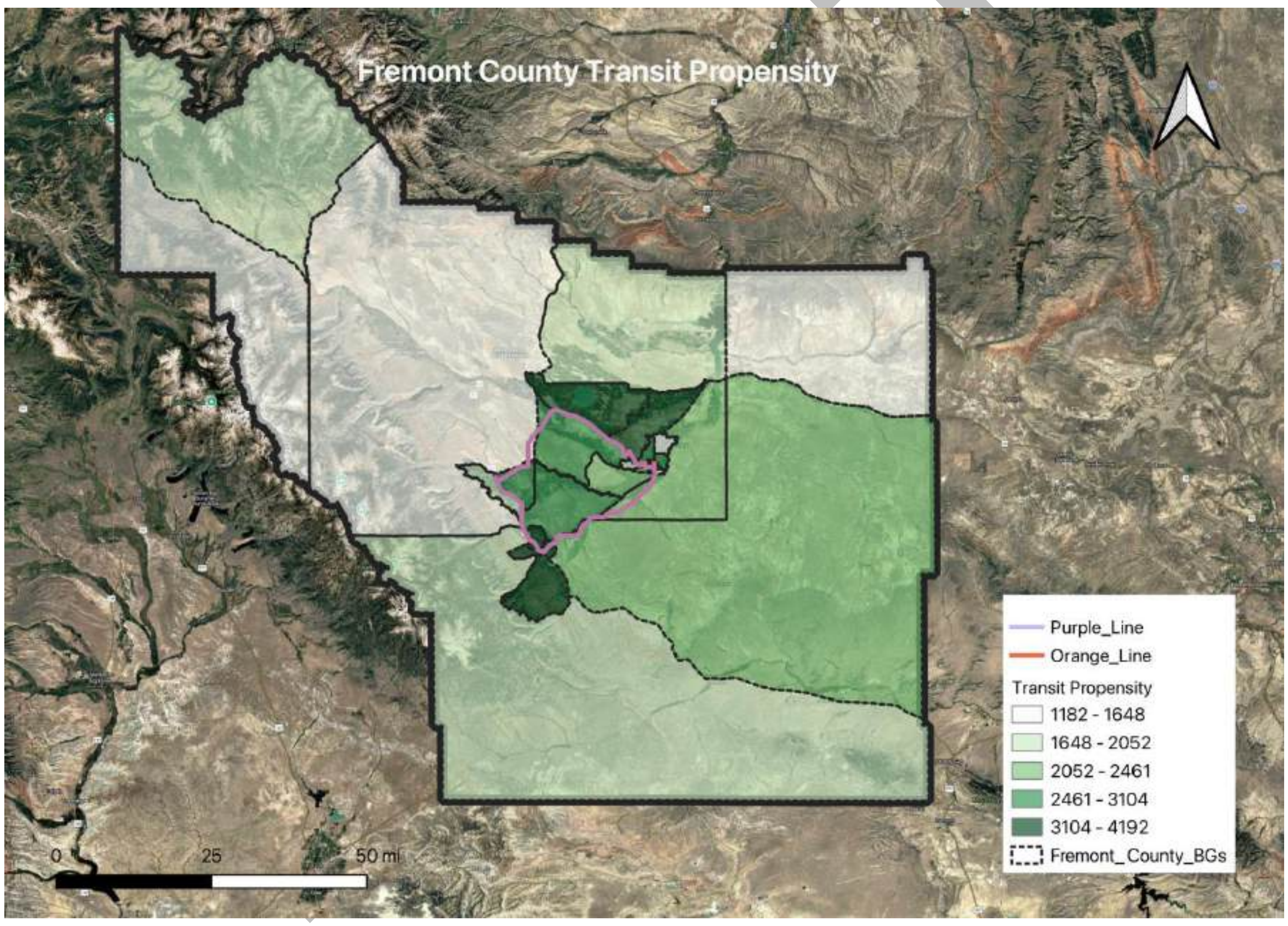


Major Employers

Fremont County's major employers are generally found along WRTA's fixed bus routes allowing current customers access to employment opportunities throughout the county.

Transit Propensity

Per Census Block Group data, the WRTA routes operate in the areas with the highest transit propensity in Fremont County. Transit Propensity is defined as areas that have the highest potential for transit ridership. This is based on the areas of highest concentration of residents and housing units and the areas are made up of Riverton and Lander, the two largest cities in the county.



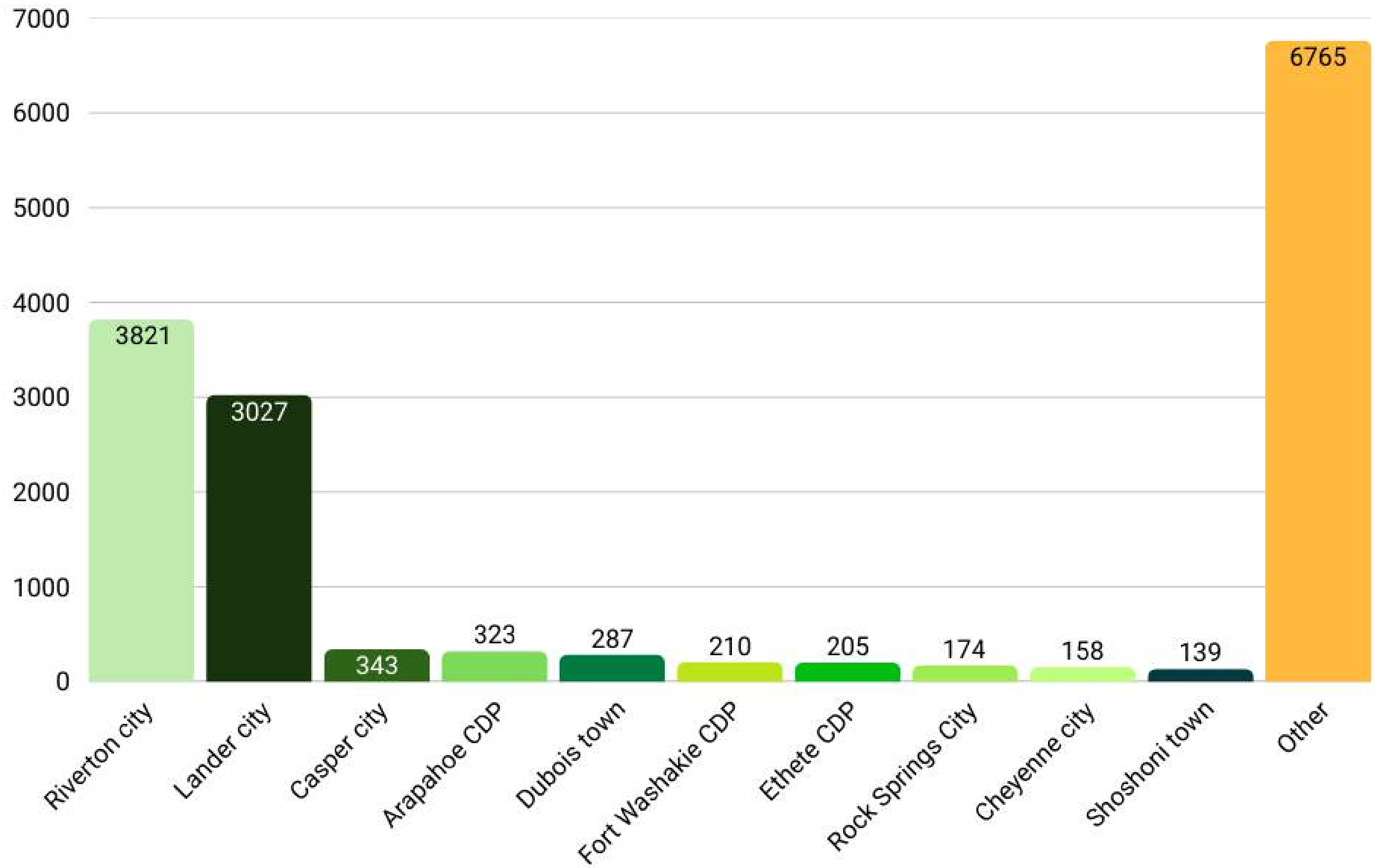
Inflow/Outflow

Per OnTheMap[1] data from the US Census, most workers in Fremont County both live and work in the county, at a total of 12,318 people. There are slightly more people leaving the county for work every day, 3,700 residents, than come into the county from outside of it, 3,134.

[1] OnTheMap

Fremont County Workers Residence

Most of the workers in Fremont County live in the cities of Riverton and Lander, areas such as Casper, Arapahoe, and Fort Washakie are other major areas. The largest number, 6,765 live in unincorporated areas within the county.



2025 WRTA Ridership Survey Summary

In June 2025, WRTA conducted a ridership survey. A total of 39 people responded to the survey. The following questions were asked:

- What is your current employment status?
- Do you consider yourself to have a disability?
- Do you have a personal vehicle available to you today?
- How often do you use WRTA services?
- Including yourself, how many people live in your household?
- What is the biggest barrier you face in getting transportation in Fremont County?
- What is the main reason you use WRTA?
- What is your age group?
- What is your estimated household income?
- What services do you use most?
- Would you recommend WRTA services to others?
- Would you use WRTA services more if service hours were expanded?

The results of the survey indicate that the average WRTA rider is employed and doesn't have access to a personal vehicle. They typically live alone and use WRTA for work, shopping, and leisure activities such as visiting friends and family. Most riders are between the ages of 45 and 64, with the next largest cohort being 25-44. Nearly two-thirds of respondents' report earning $15,000 a year or less.

Most respondents, 34 of them, reported they used the Fixed Route services and all 39 respondents reported they would recommend WRTA services to others. Additionally, and perhaps most importantly, 32 of the respondents reported they would use WRTA services more if service hours or routes were expanded.

Overall, while only 39 people responded to the survey, the results highlight the key role that WRTA serves for its customers. By and large, riders on the system have little to no alternative to the service and would benefit from expanded service options for employment, familial, and recreational opportunities. Further ridership surveys as well as stakeholder engagement in the form of focus groups will be needed in the coming months and years as WRTA decides what sort of service design changes to implement.

Potential Service Design Changes

This section details four potential service designs that WRTA can consider. These four scenarios are not exhaustive but provide a baseline that the county and its relevant stakeholders can consider for potential service design changes improves financial efficiency and passenger experience. The first scenario is the baseline scenario that makes no changes to the current service. The other three scenarios are compared to this baseline, both in potential ridership, costs, and Vehicle Revenue Miles.

These scenarios have several assumptions used in their development.

First, it is assumed that the service will operate for 260 days per year which considers weekdays as well as holidays that Fremont County observes. The average speed used is 18 miles per hour (MPH) and in Scenario 2, it is assumed that the Purple Line will make 8 total trips per day - four clockwise and four counterclockwise. Scenario 4 assumes that Demand Response services would be available for riders in Riverton and Lander, owing to the lower per capita costs, with Fixed Route services providing coverage to the rest of the county. WRTA provided rates for Cost Per Ride for Fixed Route and Demand Response, $83.58 and $44.78, respectively, were used. A cost per Vehicle Revenue Mile of $7.37 was also utilized.

These scenarios are further described in this section; a summary chart is provided below. The potential service redesign scenarios are as follows:

1. Status Quo (no changes to current service)
2. Modification of Existing Routes
3. Full Demand Response
4. Hybrid Fixed Route and Demand Response

Metric	Scenario 1 Status Quo	Scenario 2 Modified Routes	% Diff from 1	Scenario 3 Full Demand Response	% Diff from 1	Scenario 4 Hybrid	% Diff from 1
Vehicle Revenue Miles (VRM)							
Fixed Route VRM	149,564	134,086	-10%	-	-100%	128,073	-14%
Demand Response VRM	30,427	30,427	0%	514,800	1592%	308,880	915%
Exempt/Contract VRM	60,337	60,337	0%	-	-100%	24,135	-60%
Total VRM	240,328	224,850	-6%	514,800	114%	461,088	92%
Estimated Annual Ridership							
Fixed Route	11,228	10,462	-7%	-	-100%	10,041	-11%
Demand Response	4,263	4,263	0%	33,425	684%	20,055	370%
Exempt/Contract Service	16,525	16,525	0%	-	-100%	6,610	-60%
Total Annual Ridership	32,016	31,250	-2%	33,425	4%	36,706	15%
Estimated Annual Expense							
Fixed Route	$ 938,436	$ 874,414	-7%	$ -	-100%	$ 839,227	-11%
Demand Response	$ 190,897	$ 190,897	0%	$ 1,496,772	684%	$ 898,063	370%
Exempt/Contract Service	$ 739,990	$ 739,990	0%	$ -	-100%	$ 295,996	-60%

Total Annual Expenses	$ 1,869,323	$ 1,805,301	-3%	$ 1,496,772	-20%	$ 2,033,286	9%
Efficiency Metrics							
Cost per ride	$ 58.39	$ 57.77	-1%	$ 44.78	-23%	$ 55.39	-5%
Cost per VRM	$ 7.78	$ 6.52	-16%	$ 2.91	-63%	$ 4.41	-43%
Rides per VRM	0.133	0.139	4%	0.065	-51%	0.080	-40%
Cost Comparison to Scenario 1		$ (64,022)		$ (372,551)		$ 2,033,286	

Scenario 1 - As Is Baseline

The first potential option for WRTA is to keep the existing service as is. Currently, WRTA operates two fixed routes, the Orange Line and the Purple Line. These two routes connect communities across the County, including Riverton, Hudson, Lander, Fort Washakie, Ethete, and Kinnear. As mentioned in the previous section, both routes run under the same schedule on Monday to Thursday and on Fridays, Summer days, and Holidays.

Metric	*Annual Total*
Annual Ridership	***32,016***
Annual VRM	***240,328***
Total Cost per Ride	***$58.39***
Cost per VRM	***$7.78***
Total Annualized Operating Cost	***$1,869,323***

Advantages and Disadvantages

The advantages to maintaining current system operations are the costs are well known and understood by WRTA staff. It is predictable and easier to plan for both now and in the future. Additional advantages include familiarity for current riders as well as the ability for those same riders to pass on that knowledge to potential new customers. Advantages also include no additional administrative work or changes for WRTA staff.

The disadvantages to maintaining the current system are the very high cost per ride on the fixed route system, $83.58 per ride, far above the national average of between $10-$20 for comparable rural systems per NTD data. The current system structure has significant mileage cost due to extreme distances while productivity is minimal. Steps to reduce non-revenue miles and increase ridership should be considered.

Maintaining the current system is the lowest-risk option operationally as it requires no new investments in technology, no retraining of staff, and no changes to the rider experience.

Scenario 1 works well if WRTA needs time to build internal capacity before pursuing a larger change; stakeholder engagement has not yet reached the point where a redesign would have community support; or near-term funding constraints make capital investments in new service models infeasible.

Scenario 2 - Modify Existing Routes

Another option that WRTA has is it can modify its existing routes to better cover the higher ridership areas.

The Orange Line could be modified to solely focus on locations in Riverton and Lander, essentially allowing WRTA to double service to those areas by decreasing the current headways and departure times from the Riverton Airport and reducing the deadhead miles which would have the benefit of increasing efficiency across the system.

The Purple Line could remain the existing circulation route at present with the same stops focused on serving Riverton and Lander but continuing to service existing stops in the northwest part of the county. There would be eight trips per day, two more than currently provided, four would go clockwise, and the other four would go counterclockwise.

This scenario would have the benefit of increasing headways, or frequency, and potentially ridership in the highest ridership areas.

Metric	*Annual Total*
Annual Ridership	***31,250***
Annual VRM	***224,850***
Total Cost per Ride	***$57.77***
Cost per VRM	***$8.03***
Total Annualized Operating Cost	***$1,805,301***

Change vs Scenario 1 Baseline

Metric	*Annual Total*
Rides Change	***-766***
Annual Cost Change	***-$64,022***
Annual % Cost Change	***-3.4%***
VRM Difference	***-15,478***

Advantages and Disadvantages

The advantage of this system is that the two largest population areas, Riverton and Lander, would see increased service due to the shorter routes and increased frequency. Given these are the areas where transit propensity and ridership density are highest, the current riders would benefit from shorter headways. The shorter Orange Line route could enable more frequent departures without adding vehicles or staff. This would also reduce operating cost by $84,416 annually.

The Modified Routes scenario offers a relatively low-disruption option as well as cost efficiency gains as the cost per ride also declines from $58.39 to $57.77. WRTA would experience an initial decline of 766 annual trips, however, the increased headways between Lander and Riverton could lead to a long-term increase in riders not fully captured by this model.

The disadvantage of this system is that it would increase trips in the higher density areas of Riverton and Lander while not increasing service in other areas of the county. These are the areas of the county that would likely see the bulk of the rides lost. Communities in the northwest portions of the county that currently rely on the Orange Line for access to Riverton and Lander would see reduced or eliminated coverage. So, while on paper, this scenario has fiscal advantages, the real-world implications could be more negative.

Scenario 2 is best suited for WRTA if the agency wants a fast, implementable change that improves cost efficiency without a full system overhaul. The existing Demand Response service can absorb the riders who would lose fixed route access in outlying areas. It would also be suitable if WRTA intends to use this scenario as an interim step toward a more significant redesign in the future.

Scenario 3 - Demand Response

The Demand Response Scenario represents the largest change and potential for innovation for WRTA. By reimagining all transit services in the service area as microtransit or demand response, WRTA has the potential to radically transform its service for its customers.

For example, the base charge to travel anywhere near the Riverton Zone could be a $2 cash fare and then travel to Ethete would be an additional dollar charge. Importantly, customers outside these zones could request service from the drivers and travel to one of the zones. For logistical reasons, all travel would have to either begin or end in a zone.

Per WRTA data, the current Demand Response service provided 4,263 rides in FY25, not including Exempt/Contract rides, totaling 16,525. A full Demand Response service would have to account for these rides as well as the 11,228 Fixed Route rides. Based on this ridership for the current system, as well as 260 service days per year, the WRTA service serves approximately 65 customers per day, on average.

Metric	Annual Total
Annual Ridership	***33,425***
Annual VRM	***514,800***
Total Cost per Ride	***$44.78***
Cost per VRM	***$2.91***
Total Annualized Operating Cost	***$1,496,772***

Change vs Scenario 1 Baseline

Metric	Annual Total
Rides Change	***+1,409***
Annual Cost Change	***-$372,551***
Annual % Cost Change	***-19.9%***
VRM Difference	***+274,472***

Advantages and Disadvantages

The advantage of this system is that on demand coverage is provided to the areas with the highest transit propensity and highest transit demand. Rather than wait at undefined bus stops for fixed routes with long headways, customers can schedule a ride, usually within 24 hours, and get to their destinations faster and more efficiently. This also lets WRTA focus on the customers with the highest needs and who have few, if any, alternatives to county transportation services. This service would also cost less to operate as the operating cost per ride in the county is less than fixed route services bus service. It also projects an increase in total ridership of 1,409 riders and delivers coverage across the entire service area without requiring riders to organize their travel around infrequent headways.

The disadvantages of a full Demand Response system are that riders can no longer plan around a fixed route schedule, nor can they show up to a bus stop they know. They must schedule a ride and may have to wait longer than they're accustomed to. Even fixed route schedules such as WRTA's current service that have infrequent headways can be managed when you have the timetables. This scenario also carries the most significant implementation risk. A full Demand Response system requires a platform for trip booking and dispatch, a reliable fleet of appropriately sized vehicles, driver training, and sustained rider education. The VRM also increases the most out of all scenarios, 240,328 to 514,800 which will increase fuel, maintenance, and long-term fleet replacement costs in ways that the per-ride cost estimate does not fully capture.

The results of the ridership survey also are a consideration. Most survey respondents currently use fixed route service and have built their travel habits around WRTA's schedule. A full transition requires those riders to adapt. Meaningful community engagement before any transition would be essential to its success.

Scenario 3 is best suited for WRTA if the agency has the organizational capacity and funding to invest in the technology and operational infrastructure required, community and stakeholder engagement supports this reimagining of the service, or a phased approach such as beginning in a defined service zone before expanding countywide, is feasible and fundable.

Scenario 4 - Hybrid

The last option that WRTA could consider is a Hybrid option. This scenario imagines a Demand Response service in Riverton and Lander while Fixed Route serves the rest of the county. This was chosen for a couple reasons:

1. Riverton and Lander would likely have consistent stops for the Demand Response services - the largest employers as well as commercial destinations. There would be familiarity but flexibility for other destinations in the two largest cities.
2. Providing Fixed Route services to the rest of the county allows planning for longer trips while keeping VRM down across the system. The destinations in the rest of the county are likely to be centered on healthcare and employment destinations.

Metric	*Annual Total*
Annual Ridership	***36,706***
Annual VRM	***461,088***
Total Cost per Ride	***$55.39***
Cost per VRM	***$4.41***
Total Annualized Operating Cost	***$2,033,285***

Change vs Scenario 1 Baseline

Metric	*Annual Total*
Rides Change	***+4,690***
Annual Cost Change	***+$163,963***
Annual % Cost Change	***+7.8%***
VRM Difference	***+208,880***

Advantages and Disadvantages

The advantage of this system is that riders in Riverton and Lander would have access to a Demand Response system to take them to their desired destinations without the need to stop at areas in between. It would also add the most riders of the scenarios, 4,690, as service would increase in the rest of the county. VRM would be less than a full Demand Response system and the system's Cost Per Ride would go down as Demand Response takes up a greater percentage of the system's use. This scenario attempts to deliver the benefits of both service models where each is most appropriate.

The disadvantages of this system would be the expense. It is the most expensive option, a $163,963 increase over the baseline and substantially increases the VRM on the system, potentially exacerbating the maintenance costs of the system. You would also remove the Fixed Route service from the two highest population areas of the county, the areas where you may already have the most riders. Customers are asked to learn a new and more complex system.

The additional cost reflects the reality that running two distinct service models simultaneously, each with its own operational requirements, is inherently more expensive than a single model.

WRTA should also consider the needs of its riders carefully. Removing Fixed Route service from Riverton and Lander, the areas where current ridership is most concentrated, in favor of Demand Response, asks the agency's highest-volume riders to learn a new system. That transition could reduce ridership in the short term even if the long-term outcome is better service.

Scenario 4 is best suited for WRTA if growing total ridership is the agency's primary objective, the grant funding is available to offset the higher operating cost, or WRTA has strong evidence that the Demand Response component in Riverton-Lander will generate ridership well above the model's current estimates. Robust community engagement prior to this implementation could help answer that question.

Recommendations and Conclusions

Transit service in Fremont County is at a crossroads. The current service model has served Fremont County residents for decades, but the financial and operational data make clear that meaningful change is both necessary and achievable. The four scenarios presented in this report each represent a potential path forward. The right choice for WRTA will ultimately depend on the agency's priorities, financial capacity, and stakeholder input. There are considerations WRTA must make when weighing the best decision for the county and its riders.

Regardless of which scenario WRTA pursues, several actions are recommended as part of the path forward.

Stakeholder and Community Engagement

The ridership survey conducted in 2025 was a valuable first step, but 39 respondents is a limited sample for a county of nearly 40,000 residents. Before implementing any significant service change, WRTA should conduct broader community engagement. This includes public meetings, focus groups with community partners, and outreach to tribal governments and senior service organizations. This will ensure the chosen service design reflects the needs and preferences of Fremont County residents.

Financial Data Reconciliation

There is a gap between the NTD-reported operating costs ($1,175,755) and WRTA's internally annualized costs ($1,822,421). A reconciled, consistent cost baseline will strengthen the agency's grant applications, NTD submissions, and long-term financial planning. WRTA should work to ensure that its internal financial reporting and its federal reporting are aligned before any scenario cost estimates are presented externally during the community engagement process.

Phased Implementation

None of these scenarios need to be implemented all at once. WRTA could, for example, begin with the route modifications in Scenario 2 as a near-term step while piloting Demand Response in a defined geographic zone. This would build the operational experience and community trust that a larger transition would require.

Lastly, WRTA has an opportunity to build a more efficient and financially sustainable transit system for Fremont County. Relative to peer systems, WRTA has a high operating cost and there is unmet demand for transit services. Each of the four scenarios in this report offers a credible path forward, and the right choice will reflect a combination of community values, financial realities, and organizational capacity.

CTAA recommends that WRTA use this report as the foundation for a broader community conversation. It should be one that engages riders, partners, elected officials, and tribal leadership in shaping the agency's future. The technical analysis presented here provides the framework. The decision belongs to WRTA and the community it serves.

Appendix

2025 WRTA Customer Survey

Question	Response	Count
Are you currently:	Unemployed	18
Are you currently:	Employed Part-Time	7
Are you currently:	Employed Full-Time	6
Are you currently:	Student	3
Are you currently:	Retired	3
Are you currently:	(No response)	1
Are you currently:	Unemployed and Retired	1
Do you consider yourself to have a disability?	No	29
Do you consider yourself to have a disability?	Yes	7
Do you consider yourself to have a disability?	Prefer not to answer	3
Do you have a personal vehicle available to you today?	No	32
Do you have a personal vehicle available to you today?	Yes	7
How often do you use WRTA services?	A few times a week	16
How often do you use WRTA services?	a few times a month	9
How often do you use WRTA services?	Daily	8
How often do you use WRTA services?	This is my first time	3
How often do you use WRTA services?	Rarely (once a month or less)	3

Including yourself, how many people live in your household?	1	19
Including yourself, how many people live in your household?	4	6
Including yourself, how many people live in your household?	3	5
Including yourself, how many people live in your household?	2	4
Including yourself, how many people live in your household?	5	2
Including yourself, how many people live in your household?	8	1
Including yourself, how many people live in your household?	10+	1
Including yourself, how many people live in your household?	6	1
What is the biggest barrier you face getting transportation in Fremont County?	Limited hours	13
What is the biggest barrier you face getting transportation in Fremont County?	Long distances	10
What is the biggest barrier you face getting transportation in Fremont County?	Cost	6
What is the biggest barrier you face getting transportation in Fremont County?	No service in my area	2
What is the biggest barrier you face getting transportation in Fremont County?	Weekend job	1
What is the biggest barrier you face getting transportation in Fremont County?	Limited hours, Long distances, and cost	1
What is the biggest barrier you face getting transportation in Fremont County?	Limited hours, not enough routes to/from Lander to Ft. Washakie	1
What is the biggest barrier you face getting transportation in Fremont County?	Limited hours and long distances	1
What is the biggest barrier you face getting transportation in Fremont County?	Long distances, cost, no service in my area, disability access	1

What is the biggest barrier you face getting transportation in Fremont County?	Disability access	1
What is the biggest barrier you face getting transportation in Fremont County?	Walking roads because of dogs	1
What is the biggest barrier you face getting transportation in Fremont County?	All of the above	1
What is the main reason you use WRTA?	Work or Job-Related	8
What is the main reason you use WRTA?	Shopping or Errands	6
What is the main reason you use WRTA?	Recreation/Leisure	6
What is the main reason you use WRTA?	Visiting Family/Friends	5
What is the main reason you use WRTA?	School or Education	3
What is the main reason you use WRTA?	job related, medical appt and visiting family	1
What is the main reason you use WRTA?	Released from jail	1
What is the main reason you use WRTA?	Work or job related and visiting family/friends	1
What is the main reason you use WRTA?	Recreation/ leisure and day vacation	1
What is the main reason you use WRTA?	Ride to warming hut	1
What is the main reason you use WRTA?	(No response)	1
What is the main reason you use WRTA?	Out of jail	1
What is the main reason you use WRTA?	Jail release	1
What is the main reason you use WRTA?	Work or job-related and shopping or errands	1
What is the main reason you use WRTA?	Medical Appointment	1
What is the main reason you use WRTA?	Visiting family/ friends and Recreation/ Leisure	1
What is your age group?	45 - 64	20

What is your age group?	25 - 44	12
What is your age group?	65+	4
What is your age group?	18 - 24	2
What is your age group?	Under 18	1
What is your estimated household income?	Under $15,000	25
What is your estimated household income?	Prefer not to answer	6
What is your estimated household income?	$35,000 - $50,000	3
What is your estimated household income?	$15,001 - $25,000	2
What is your estimated household income?	Over $50,000	2
What is your estimated household income?	$25,001 - $35,000	1
What services do you use most?	Fixed Route	34
What services do you use most?	SafeRide	4
What services do you use most?	Share a Ride	1
Would you recommend WRTA services to others?	Yes	39
Would you use WRTA services more if service hours or routes were expanded?	Yes	32
Would you use WRTA services more if service hours or routes were expanded?	Maybe	5
Would you use WRTA services more if service hours or routes were expanded?	No	2

Agenda Item Title: RASEC Update – Resolution 2026-05

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:

Resolution 2026-05 is presented for Board consideration to formally support and authorize submission of a Rural Health Transformation Funding (RHTF) Grant Application for regionalized Emergency Medical Services in Fremont County.

Development of the application has included ongoing coordination with the Fremont County Commission and regional stakeholders regarding the future sustainability, governance, workforce, operations, and implementation needs of emergency medical services.

The initiative has also included meaningful engagement with the Eastern Shoshone Business Council and Northern Arapaho Business Council. FCAG recognizes that Tribal participation is essential to the development of a comprehensive regional EMS framework serving Fremont County and the Wind River Indian Reservation.

In parallel with this initiative, FCAG is advancing the process of establishing formal Tribal representation within the FCAG Joint Powers Board. Expedited advancement of Tribal membership is intended to strengthen direct governmental participation in regional decision-making, including the continued development of the regional EMS initiative.

Resolution 2026-05 would:

- Formally support development and submission of the RHTF Grant Application;
- Authorize the Executive Director to prepare, finalize, and submit the application and related materials;
- Recognize the regional purpose of the EMS initiative;
- Formally acknowledge and support continued Eastern Shoshone and Northern Arapaho Tribal participation;
- Recognize FCAG's ongoing effort to establish formal Tribal representation within FCAG;
- Authorize continued coordination with Fremont County, municipalities, Tribal governments, EMS stakeholders, healthcare partners, and other appropriate parties; and
- Preserve the Board's authority over any future grant award, required local match, grant agreement, assumption of operational responsibility, or other material ongoing obligation.

Adoption of the Resolution authorizes submission of the application but does not independently commit FCAG to accept an award or assume responsibility for operation of a regional EMS system.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

2025–2026 – FCAG, Fremont County, Tribal representatives, and regional stakeholders engaged in ongoing discussions regarding the sustainability and future structure of ground ambulance services.
2026 – FCAG established the Regional Ambulance Service Evaluation Committee (RASEC) to evaluate regional ambulance service delivery models.
2026 – RASEC completed its evaluation and presented findings regarding potential regional EMS service delivery alternatives.
2026 – Staff initiated development of an RHTF grant application and continued coordination with the Fremont County Commission and Tribal partners regarding regional EMS planning and implementation considerations.
2026 – FCAG initiated formal actions to expedite consideration of Eastern Shoshone and Northern Arapaho Tribal membership within FCAG to strengthen direct governmental participation in regional initiatives.

WHY IS THIS ITEM BEFORE THE BOARD:

Formal Board action is requested to authorize FCAG to submit the RHTF Grant Application and establish the Board’s official support for continued development of a collaborative regional EMS initiative.

Adoption of Resolution 2026-05 provides the formal governmental authorization necessary to proceed with submission while preserving future Board authority over implementation, funding commitments, governance arrangements, and acceptance of any resulting grant award.

ACTION REQUIRED/REQUESTED AT THIS BOARD MEETING

Review and consider adoption of Resolution 2026-05, supporting and authorizing submission of the Rural Health Transformation Funding Grant Application for Regionalized Emergency Medical Services in Fremont County.

PROPOSED MOTION:

Board Member:
“I move that the Fremont County Association of Governments adopt Resolution 2026-05, supporting and authorizing submission of the Rural Health Transformation Funding Grant Application for Regionalized Emergency Medical Services in Fremont County.”

(Second Required)

Chair:
"It has been moved and seconded. Is there any discussion?"

(Call for the Question)

(Majority Vote)

ADMINISTRATOR RECOMMENDATION:

Staff recommends adoption of Resolution 2026-05.

The RHTF grant opportunity provides a significant opportunity to pursue resources that may support development and implementation of a more sustainable, coordinated, and regionally responsive EMS system.

The initiative has been developed through ongoing coordination with the Fremont County Commission and meaningful engagement with the Eastern Shoshone and Northern Arapaho Tribal governments. Continued collaboration among these governments and regional partners will be essential to the success of any future regional EMS framework.

Adoption of the Resolution will formally authorize FCAG to pursue the funding opportunity while maintaining the Board's authority to separately consider any future grant award, financial commitment, governance structure, implementation agreement, or assumption of operational responsibility.

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

RESOLUTION NO. 2026-05

A RESOLUTION OF THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS JOINT POWERS BOARD SUPPORTING AND AUTHORIZING THE SUBMISSION OF A RURAL HEALTH TRANSFORMATION FUNDING GRANT APPLICATION FOR REGIONALIZED EMERGENCY MEDICAL SERVICES IN FREMONT COUNTY

WHEREAS, the Fremont County Association of Governments ("FCAG") is a joint powers board organized pursuant to the Wyoming Joint Powers Act and is presently composed of participating local government agencies within Fremont County; and

WHEREAS, FCAG exists to provide a regional forum for discussion of matters of mutual interest, to promote cooperation among local governments, and to support coordinated approaches to regional issues affecting Fremont County residents; and

WHEREAS, emergency medical services are an essential public health and public safety function supporting access to emergency response, stabilization, transport, medical care, and continuity of care for residents and visitors throughout Fremont County; and

WHEREAS, Fremont County's geography, rural population distribution, municipal and unincorporated communities, frontier conditions, and the presence of the Wind River Indian Reservation require a coordinated and regionally responsive approach to emergency medical services; and

WHEREAS, FCAG has participated in ongoing discussions with Fremont County, municipal governments, emergency medical service stakeholders, healthcare partners, and community partners regarding the need to evaluate and pursue sustainable regional solutions for emergency medical services; and

WHEREAS, the Rural Health Transformation Funding Grant opportunity provides a potential mechanism to support planning, coordination, implementation, system development, and related work necessary to advance a regionalized emergency medical services model for Fremont County; and

WHEREAS, the proposed Rural Health Transformation Funding Grant Application for EMS Regionalization is intended to support a coordinated countywide and regionwide approach to emergency medical services that improves sustainability, response readiness, operational coordination, and service continuity; and

WHEREAS, the Fremont County Commission has been actively engaged in discussions regarding the future of emergency medical services and the need to explore sustainable regional options; and

WHEREAS, FCAG recognizes the importance of continued coordination with the Fremont County Commission, municipalities, existing emergency medical service providers, healthcare providers, fire service partners, law enforcement, public health, and other affected stakeholders as this work proceeds; and

WHEREAS, FCAG further recognizes and expressly acknowledges the engagement of the Eastern Shoshone Business Council and the Northern Arapaho Business Council in discussions related to regionalized emergency medical services and the broader need for inclusive regional governance and planning; and

WHEREAS, meaningful engagement with the Eastern Shoshone Business Council and the Northern Arapaho Business Council is essential to any regional approach affecting emergency medical services within Fremont County and the Wind River Indian Reservation; and

WHEREAS, FCAG has initiated the process of establishing formal representation for the Eastern Shoshone Business Council and the Northern Arapaho Business Council on the FCAG Joint Powers Board through the consideration of an Amended and Restated Joint Powers Agreement admitting both tribal governments as participating agencies of FCAG; and

WHEREAS, FCAG finds that formal tribal representation on the FCAG Joint Powers Board would strengthen regional coordination, improve communication, and support more inclusive planning on matters of countywide and regional significance, including emergency medical services, transportation, grant administration, public health, and other shared priorities; and

WHEREAS, FCAG desires to pursue the Rural Health Transformation Funding Grant Application in a manner that recognizes and supports continued collaboration with the Fremont County Commission, municipal governments, the Eastern Shoshone Business Council, the Northern Arapaho Business Council, and other regional partners; and

WHEREAS, the FCAG Joint Powers Board finds that submission of the Rural Health Transformation Funding Grant Application for EMS Regionalization is in the best interest of Fremont County residents, local governments, tribal governments, emergency responders, healthcare partners, and the communities served throughout the region.

NOW, THEREFORE, BE IT RESOLVED by the Fremont County Association of Governments Joint Powers Board that:

1. **Support for Grant Application**. The FCAG Joint Powers Board formally supports the development and submission of a Rural Health Transformation Funding Grant Application for EMS Regionalization in Fremont County.

2. **Authorization to Submit**. The FCAG Executive Director, in consultation with the Board Chair and appropriate project partners, is authorized to prepare, finalize, and submit the Rural Health Transformation Funding Grant Application and related application materials on behalf of FCAG.

3. **Recognition of Regional Purpose**. The FCAG Joint Powers Board finds that the purpose of the application is to support a coordinated regional approach to emergency medical services, including planning, governance, implementation readiness, stakeholder engagement, and other eligible activities necessary to evaluate and advance regionalized emergency medical services in Fremont County.

4. **Tribal Government Engagement**. The FCAG Joint Powers Board expressly recognizes the engagement of the Eastern Shoshone Business Council and the Northern Arapaho Business Council in this process and affirms that continued tribal participation is essential to the development of a responsible and inclusive regional EMS framework.

5. **Formal Tribal Representation**. The FCAG Joint Powers Board further recognizes that FCAG has initiated the process of establishing formal representation for the Eastern Shoshone Business Council and the Northern Arapaho Business Council on the FCAG Joint Powers Board through the consideration of an Amended and Restated Joint Powers Agreement, and finds that such representation is directly aligned with FCAG's regional coordination responsibilities.

6. **Coordination with Local and Regional Partners**. The FCAG Executive Director is authorized and directed to continue coordinating with the Fremont County Commission, municipal governments, tribal governments, emergency medical service stakeholders, healthcare partners, and other appropriate parties in support of the application and related regional EMS planning.

7. **No Independent Obligation to Accept Award**. Submission of the application shall not, by itself, obligate FCAG to accept a grant award, incur matching funds, assume ongoing operational responsibility, or enter into any grant agreement requiring separate Board approval. Any grant award, grant agreement, required local match, or material ongoing obligation shall be presented to the FCAG Joint Powers Board for consideration and approval as required.

8. **Transmittal.** The Board Chair, Executive Director, or their designee is authorized to transmit this Resolution to the Fremont County Commission, member municipalities, the Eastern Shoshone Business Council, the Northern Arapaho Business Council, emergency medical service stakeholders, healthcare partners, state officials, grant administrators, and other appropriate parties.

9. **Severability**. If any provision of this Resolution is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

10. **Effective Date**. This Resolution shall take effect immediately upon adoption by the FCAG Joint Powers Board.

CERTIFICATION
The undersigned, as Secretary/Treasurer of the Fremont County Association of Governments Joint Powers Board, hereby certifies that the foregoing Resolution was duly presented and adopted at a [regular/special] meeting of the Board held on [DATE], in [LOCATION], Wyoming, at which a quorum of [] *of* [] members was present and voting, by a vote of: [] *For;* [] Against; [] *Abstaining;* [] Absent.

ADOPTED this ____ day of ______________, 20____.

ATTEST:

_______________________________ _______________________________

Tim Hancock, Chairman Sherry Oler, Secretary/Treasurer

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