

Agenda
FREMONT COUNTY ASSOCIATION OF GOVERNMENTS
Regional Ambulance Service Evaluation Committee

12:00PM; Wednesday, July 15, 2026

Riverton; WRTA Facility

2554 Airport Rd, Riverton, WY 82501

<https://us02web.zoom.us/j/87542789880?pwd=xlwKQ1Ae48DfObecpFkJcHoyP3CbU0.1>

Chris Konija - Chair
Shoshoni

Amanda Ysen
Dubois

Mick Prior - Vice-Chair
Hudson

Jared White Bull
Northern Arapaho Tribe

Clint Glick
Eastern Shoshone Tribe

Lisa Mallon - Secretary
Riverton

Kim Lee
At Large

-
- I. Roll Call**
 - II. Call to Order**
 - III. Pledge of Allegiance**
 - IV. Approval of July 15th, 2026 Meeting Agenda**
 - V. Public Comment**
 - VI. New Business**
 - a. Rural Health Transformation Grant Application
 - VII. Old Business**
 - VIII. Adjournment**



WYOMING

RURAL HEALTH TRANSFORMATION



(<https://www.submittable.com/help/submitter?orgId=26728>)

(<https://health.wyo.gov/admin/rural-health-transformation-program/>)

1.2. EMS Regionalization

Ends on Sun, Aug 2, 2026 11:59 PM

Purpose

The purpose of this request for applications (RFA) is to **create incentives for ground EMS agencies to regionalize and consolidate around sustainable revenue sources**. This uses time-limited funding to encourage sustainable business practices for the long-term.

Eligibility

The only applicants that are eligible to apply for this RFA are 2 or more ground EMS agencies that are applying together in order to regionalize, or an entity that has already regionalized through consolidation around a CAH or fire department.

Applying on behalf of:

FREMONT COUNTY ASSOCIATION OF GOVERNMENTS

UEI: JNC2NEE3L5Q5



Address: 2554 AIRPORT DR, RIVERTON, WY 82501, USA

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(<https://submittable.help/en/articles/8417693-organization-search>)

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The goal of regionalization is not merely to regionalize; it is to consolidate around sustainable revenue sources like a CAH (cost-based Medicare reimbursement if it owns/operates the only ambulance within 35 miles) or a fire department (ongoing tax revenue).

Please provide the name of the entity your new region will be based around.

Limit: 10 words

Which agency will provide medical direction, after regionalization?

Limit: 20 words

How will training ensure that these new protocols will be carried out by all providers in the new region?

Limit: 150 words

How will your service area change as a result of regionalization?

Limit: 150 words

How will regionalized medical dispatch be integrated with existing Public Safety Answering Points (PSAPs)?

Limit: 200 words

What interoperable equipment/technology will be used across the new region?

Limit: 200 words

Detail costs in the table below. Please briefly justify (tell us how you got to that number) each line.



	A	B	C
1	Object code	Amount	Justification
2	A. Personnel salaries and wages		
3	B. Fringe benefits		
4	C. Travel		
5	D. Equipment		
6	E. Supplies		
7	F. Contractual		
8	H. Other		

Interoperable dispatch equipment and/or integrated billing and revenue management

Detail costs in the table below. Please briefly justify (tell us how you got to that number) each line.



	A	B	C
1	Object code	Amount	Justification
2	A. Personnel salaries and wages		
3	B. Fringe benefits		
4	C. Travel		
5	D. Equipment		
6	E. Supplies		
7	F. Contractual		
8	H. Other		

Deliverable Commitments

Will your new regionalized EMS agency provide the only ground ambulance service within 35 miles?

official views of, nor an endorsement by, CMS/HHS, or the U.S. Government.

 [Technical Help \(https://www.submittable.com/help/submitter?orgId=26728\)](https://www.submittable.com/help/submitter?orgId=26728) | [Privacy Policy \(http://www.submittable.com/privacy\)](http://www.submittable.com/privacy)

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BOARD OF COUNTY COMMISSIONERS
FREMONT COUNTY, WYOMING
RESOLUTION NO. [____-____]

A RESOLUTION DESIGNATING THE FREMONT COUNTY ASSOCIATION OF GOVERNMENTS AS THE REGIONAL EMERGENCY MEDICAL SERVICES LEAD ENTITY FOR FREMONT COUNTY; AUTHORIZING SUBMISSION OF AN APPLICATION UNDER THE WYOMING RURAL HEALTH TRANSFORMATION PROGRAM, INITIATIVE 1.2 (EMS REGIONALIZATION); AND DECLARING THE COUNTY'S INTENT TO CONVEY EMERGENCY MEDICAL SERVICES TO PUBLIC OVERSIGHT

RECITALS

WHEREAS, emergency medical services are an essential governmental service, and the sustained availability of ground ambulance service is fundamental to the health, safety, and welfare of the residents of Fremont County, Wyoming, including the residents of the Wind River Reservation; and

WHEREAS, Fremont County (the "County") presently secures ground ambulance service for the County service area by contract with a private provider, Frontier Ambulance, and the Town of Shoshoni separately holds and operates licensed ambulance service within its service area; and

WHEREAS, the County has determined that the present fragmented and contract-dependent delivery model presents risks to long-term service availability, response-time performance in frontier service areas, financial sustainability, and public accountability; and

WHEREAS, the Board of County Commissioners (the "Board") convened, through the Fremont County Association of Governments, the Regional Ambulance Service Evaluation Committee ("RASEC") to evaluate governance, operational, and financial models for a consolidated countywide emergency medical services system; and

WHEREAS, RASEC has recommended the establishment of a publicly governed, regionally consolidated emergency medical services system for Fremont County, under the oversight of a public entity accountable to the citizens of Fremont County and its municipalities; and

WHEREAS, the Fremont County Association of Governments ("FCAG") is a joint powers board duly organized under the Wyoming Joint Powers Act, W.S. § 16-1-101 et seq., whose members include Fremont County and the incorporated municipalities of Fremont County, and which possesses existing governance, procurement, financial management, and federal subrecipient compliance capacity; and

WHEREAS, the United States Department of Health and Human Services, Centers for Medicare & Medicaid Services ("CMS"), has awarded the State of Wyoming funding under the Rural Health Transformation Program ("RHTP"), authorized by Section 71401 of Public Law 119-21, in the amount of \$205,004,742.95 for Budget Period 1, administered by the Wyoming Department of Health ("WDH"); and

WHEREAS, the Wyoming Rural Health Transformation Plan includes Initiative 1.2, EMS Regionalization, which provides startup funding for ambulance service acquisition and merger costs, new ambulances, and interoperable dispatch and integrated billing and revenue management systems, together with annual deliverable-based incentive payments made to a designated lead EMS entity, and which identifies counties among the allowable applicant pool; and

WHEREAS, the Board finds that the designation of a single regional lead entity, empowered to consolidate the ambulance services presently operated by Frontier Ambulance and the Town of Shoshoni, is necessary to present a competitive and administratively sound application under RHTP Initiative 1.2 and to achieve a sustainable countywide system; and

WHEREAS, the Board further finds that FCAG, as a joint powers board comprising the County and its municipalities, is the appropriate public entity to serve as the Regional EMS Lead Entity, to receive and administer RHTP funds as a subrecipient in accordance with 2 CFR Part 200, and to assume ownership and oversight of emergency medical services for Fremont County; and

WHEREAS, the Board recognizes the Eastern Shoshone Tribe and the Northern Arapaho Tribe as sovereign governments whose members are served by the emergency medical services system, and finds that meaningful Tribal representation in the governance of the regional system is essential; and

WHEREAS, the Board intends that federal RHTP funds be applied to one-time capital, acquisition, and system startup costs, and not to supplant existing federal, state, or local funding, and that the long-term operation of the regional system be sustained through a durable local revenue mechanism, consolidated billing and revenue capture, and the operating efficiencies of regionalization;

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Fremont County, Wyoming, as follows:

1. Recitals Incorporated. The foregoing recitals are true and correct and are incorporated into this Resolution as though fully set forth herein.
2. Designation of Regional EMS Lead Entity. The Fremont County Association of Governments is hereby designated as the Regional Emergency Medical Services Lead Entity for Fremont County, Wyoming, for all purposes of the Wyoming Rural Health Transformation Program, including Initiative 1.2 (EMS Regionalization), and is recognized by this Board as the coordinating public entity for the consolidation, governance, and future operation of ground ambulance service throughout Fremont County.
3. Authorization to Apply. FCAG is hereby authorized to prepare and submit, as applicant of record and as lead EMS entity, one or more applications to the Wyoming Department of Health under the Rural Health Transformation Program, including Initiative 1.2 (EMS Regionalization) and any complementary initiative component, and to negotiate, execute, and administer any resulting subrecipient agreement, contract, or award on behalf of the regional system. The County joins in and supports such application as a co-signatory and as a member of FCAG.

4. **Alternative Applicant Structure.** In the event the Wyoming Department of Health determines that a joint powers board is not an eligible applicant under Initiative 1.2, the Chairman is authorized to execute the application on behalf of Fremont County as applicant of record, provided that FCAG is designated therein as the implementing entity, subrecipient, and Regional EMS Lead Entity, and that the substance of the regional model set forth in this Resolution is preserved.
5. **Intent to Convey Emergency Medical Services.** The Board declares its intent to convey, transfer, and assign to FCAG the County's emergency medical services function, including the County's rights and obligations under its existing ambulance service contract, together with such real and personal property, equipment, apparatus, facilities, records, and other assets as are used in the provision of ground ambulance service, upon terms and conditions to be set forth in one or more definitive conveyance, transfer, or joint powers agreements approved by this Board. [County Attorney to confirm the statutory mechanism and any required public notice, hearing, or election.]
6. **Consolidation of Providers.** The Board supports and endorses the consolidation into the regional system of the ground ambulance services presently provided by Frontier Ambulance and by the Town of Shoshoni, and authorizes FCAG to negotiate acquisition, merger, transition, and operating agreements with each such provider, subject to final approval by the governing bodies of the respective parties.
7. **Asset Transfer.** County-owned assets used in the provision of emergency medical services may be conveyed to FCAG by transfer, contribution, or sale at depreciated book value as determined by an independent valuation, as the Board shall direct. County staff are directed to identify and disclose any asset acquired in whole or in part with federal funds, and no such asset shall be conveyed except in accordance with applicable federal property disposition requirements.
8. **Licensure.** FCAG is authorized and directed to pursue ambulance service licensure with the Wyoming Department of Health, Office of Emergency Medical Services. Until such licensure is effective, the regional system shall operate under the existing licenses of the consolidating providers, under the coordination and governance of FCAG as Regional EMS Lead Entity.
9. **Tribal Representation.** The Board affirms that the governance structure of the regional emergency medical services system shall provide for meaningful representation of the Eastern Shoshone Tribe and the Northern Arapaho Tribe, and directs that Tribal governments be engaged as partners in the design, governance, and implementation of the regional system.
10. **Sustainability and Non-Supplantation.** Federal funds received under the Rural Health Transformation Program shall be applied to one-time capital, acquisition, startup, and system transformation costs, and shall not be used to supplant existing federal, state, or local funding. The Board directs FCAG to develop and present a long-term sustainability plan for the regional system, including a durable local revenue mechanism, consolidated billing and revenue cycle management, and the operating efficiencies achieved through regionalization.
11. **Federal Compliance.** FCAG shall administer any award received hereunder in accordance with 2 CFR Part 200, the terms and conditions of the CMS Notice of Award, and all applicable requirements of

the Wyoming Department of Health, and shall maintain such financial management, procurement, and audit systems as are required of a federal subrecipient.

12. Further Authority. The Chairman of the Board, or the Chairman's designee, is authorized to execute such applications, certifications, assurances, agreements, and other documents, and to take such further actions, as are necessary or convenient to carry out the intent of this Resolution.

13. Effective Date. This Resolution shall take effect immediately upon its passage and adoption.

PASSED, APPROVED, AND ADOPTED this _____ day of _____, 2026.

**BOARD OF COUNTY COMMISSIONERS
FREMONT COUNTY, WYOMING**

[Name], Chairman
Fremont County Board of County Commissioners

[Name], Commissioner
Fremont County Board of County Commissioners

[Name], Commissioner
Fremont County Board of County Commissioners

[Name], Commissioner
Fremont County Board of County Commissioners

[Name], Commissioner
Fremont County Board of County Commissioners

ATTEST:

[Name], Fremont County Clerk

APPROVED AS TO FORM:

[Name], Fremont County Attorney

DRAFTING NOTES — NOT PART OF THE RESOLUTION

Remove this page before the Resolution is placed on the agenda. These notes identify items requiring confirmation by the County Attorney and by FCAG staff.

Items for County Attorney review

- Conveyance mechanism (Section 5). The statutory pathway for transferring the County's EMS function — whether by joint powers agreement under W.S. § 16-1-101 et seq., by creation of a service district, or otherwise — should be confirmed and cited, together with any notice, hearing, or election requirements.
- Existing contract. Confirm the assignment, novation, or termination provisions of the County's current ambulance service contract with Frontier Ambulance, and whether Board action beyond this Resolution is required.
- Asset disposition (Section 7). Any EMS asset acquired with federal funds is subject to federal property disposition rules; identify these before conveyance.
- FCAG powers. Confirm that FCAG's joint powers agreement and bylaws authorize it to own, govern, and operate an ambulance service, and amend if necessary.
- Resolution numbering, quorum, and posting requirements per County practice.

Items for FCAG staff

- Confirm with WDH whether a joint powers board is an eligible applicant under Initiative 1.2. Section 4 is drafted as a fallback if it is not; if WDH confirms JPB eligibility, Section 4 may be retained as a protective provision or struck.
- Confirm the eligibility status of the Town of Shoshoni's ambulance service, which does not appear on the Initiative 1.2 eligible-provider list published in the WDH budget narrative. This affects both the co-applicant structure and the per-provider startup caps.
- Confirm with WDH whether a consolidating lead entity may claim per-provider startup caps for each consolidated provider or only once.
- Pre-award costs are prohibited. No expenditure made before execution of a subrecipient agreement is reimbursable.

[PROVIDER LETTERHEAD]
COMMITMENT OF CONSOLIDATING PROVIDER

[Date], 2026

Tim Nichols, Director
Fremont County Association of Governments
[Address]
Riverton, Wyoming [ZIP]

RE: Commitment as Consolidating Provider — Fremont County Regional EMS System; Wyoming Rural Health Transformation Program, Initiative 1.2 (EMS Regionalization)

Dear Mr. Nichols:

Frontier Ambulance presently provides licensed ground ambulance service in Fremont County, Wyoming, under contract with Fremont County. We understand that the Fremont County Board of County Commissioners has designated the Fremont County Association of Governments as the Regional Emergency Medical Services Lead Entity for Fremont County, and that FCAG intends to submit an application to the Wyoming Department of Health under Initiative 1.2 (EMS Regionalization) of Wyoming's Rural Health Transformation Program. Frontier Ambulance is identified as an eligible EMS agency in the Wyoming Department of Health's published Initiative 1.2 provider list, and we write to confirm our support for and participation in that application.

On behalf of Frontier Ambulance, and subject to the conditions stated below, we commit as follows:

1. **Support for the Regional Model.** Frontier Ambulance supports the establishment of a publicly governed, regionally consolidated emergency medical services system for Fremont County, and supports the designation of the Fremont County Association of Governments ("FCAG") as the Regional EMS Lead Entity for that system.
2. **Named Consolidating Provider.** Frontier Ambulance consents to be named in FCAG's application to the Wyoming Department of Health ("WDH") under RHTP Initiative 1.2 as a consolidating provider, and authorizes FCAG to reference Frontier Ambulance's service area, licensure, call volume, staffing, apparatus, and operational data in support of that application.
3. **Good-Faith Negotiation.** Frontier Ambulance commits to negotiate in good faith with FCAG the definitive agreements necessary to effect consolidation, which may include an asset purchase or acquisition agreement, a merger or transition agreement, an interim operating or service agreement, and agreements addressing personnel transition and continuity of employment. Nothing in this letter obligates Frontier Ambulance to execute any such agreement except on terms acceptable to the ownership and management of Frontier Ambulance.

4. Continuity of Service and Licensure. Frontier Ambulance will maintain its current licensure and continue to provide uninterrupted ground ambulance service within its service area during the transition period, and will operate in coordination with FCAG as Regional EMS Lead Entity, so that the regional system meets its service and reporting obligations while FCAG pursues ambulance service licensure in its own right.
5. Data and Reporting. Frontier Ambulance will provide FCAG with the operational, financial, response-time, and Wyoming Ambulance Trip Reporting System (WATRS) data reasonably necessary to prepare the application, to document deliverables, and to satisfy federal and state reporting requirements.
6. Federal Compliance. Frontier Ambulance acknowledges that any funds received under the Rural Health Transformation Program are federal funds subject to 2 CFR Part 200 and to the terms and conditions imposed by CMS and WDH, that pre-award costs are not reimbursable, and that federal funds may not be used to supplant existing funding. Frontier Ambulance will cooperate with FCAG's subrecipient monitoring, procurement, audit, and documentation requirements.
7. Personnel. The parties share the objective of retaining Frontier Ambulance's qualified emergency medical personnel within the regional system, and will address personnel transition, credentialing, and continuity of employment in the definitive agreements.
8. Conditions. This letter is a statement of intent and commitment to proceed in good faith. It is expressly conditioned upon (a) award of funding to FCAG by WDH under RHTP Initiative 1.2; (b) approval of definitive agreements by the ownership and management of Frontier Ambulance; and (c) confirmation by WDH of Frontier Ambulance's eligibility to participate as a consolidating provider under Initiative 1.2. It does not create a binding obligation to convey assets, transfer licensure, or cease operations.

We appreciate FCAG's leadership in pursuing this opportunity on behalf of Fremont County and its residents, and we look forward to working with you.

Sincerely,

[Name]

[Title], Frontier Ambulance
Frontier Ambulance

[PROVIDER LETTERHEAD]
COMMITMENT OF CONSOLIDATING PROVIDER

[Date], 2026

Tim Nichols, Director
Fremont County Association of Governments
[Address]
Riverton, Wyoming [ZIP]

RE: Commitment as Consolidating Provider — Fremont County Regional EMS System; Wyoming Rural Health Transformation Program, Initiative 1.2 (EMS Regionalization)

Dear Mr. Nichols:

The Town of Shoshoni holds licensure for and operates ground ambulance service within its service area in Fremont County, Wyoming. We understand that the Fremont County Board of County Commissioners has designated the Fremont County Association of Governments as the Regional Emergency Medical Services Lead Entity for Fremont County, and that FCAG intends to submit an application to the Wyoming Department of Health under Initiative 1.2 (EMS Regionalization) of Wyoming's Rural Health Transformation Program. The Town of Shoshoni, as a member of FCAG, writes to confirm its support for and participation in that application as a consolidating provider.

On behalf of Town of Shoshoni, Wyoming, and subject to the conditions stated below, we commit as follows:

- 1. Support for the Regional Model.** the Town of Shoshoni supports the establishment of a publicly governed, regionally consolidated emergency medical services system for Fremont County, and supports the designation of the Fremont County Association of Governments ("FCAG") as the Regional EMS Lead Entity for that system.
- 2. Named Consolidating Provider.** the Town of Shoshoni consents to be named in FCAG's application to the Wyoming Department of Health ("WDH") under RHTP Initiative 1.2 as a consolidating provider, and authorizes FCAG to reference the Town of Shoshoni's service area, licensure, call volume, staffing, apparatus, and operational data in support of that application.
- 3. Good-Faith Negotiation.** the Town of Shoshoni commits to negotiate in good faith with FCAG the definitive agreements necessary to effect consolidation, which may include a transfer, merger, or consolidation agreement; an interim operating or service agreement; agreements addressing the disposition of Town-owned apparatus, equipment, and facilities; and agreements addressing personnel transition and continuity of employment. Nothing in this letter obligates the Town of Shoshoni to execute any such agreement except on terms acceptable to the Town Council of the Town of Shoshoni.

4. Continuity of Service and Licensure. the Town of Shoshoni will maintain its current licensure and continue to provide uninterrupted ground ambulance service within its service area during the transition period, and will operate in coordination with FCAG as Regional EMS Lead Entity, so that the regional system meets its service and reporting obligations while FCAG pursues ambulance service licensure in its own right.
5. Data and Reporting. the Town of Shoshoni will provide FCAG with the operational, financial, response-time, and Wyoming Ambulance Trip Reporting System (WATRS) data reasonably necessary to prepare the application, to document deliverables, and to satisfy federal and state reporting requirements.
6. Federal Compliance. the Town of Shoshoni acknowledges that any funds received under the Rural Health Transformation Program are federal funds subject to 2 CFR Part 200 and to the terms and conditions imposed by CMS and WDH, that pre-award costs are not reimbursable, and that federal funds may not be used to supplant existing funding. the Town of Shoshoni will cooperate with FCAG's subrecipient monitoring, procurement, audit, and documentation requirements.
7. Personnel. The parties share the objective of retaining the Town of Shoshoni's qualified emergency medical personnel within the regional system, and will address personnel transition, credentialing, and continuity of employment in the definitive agreements.
8. Conditions. This letter is a statement of intent and commitment to proceed in good faith. It is expressly conditioned upon (a) award of funding to FCAG by WDH under RHTP Initiative 1.2; (b) approval of definitive agreements by the Town Council of the Town of Shoshoni; and (c) confirmation by WDH of the Town of Shoshoni's eligibility to participate as a consolidating provider under Initiative 1.2. It does not create a binding obligation to convey assets, transfer licensure, or cease operations.

We appreciate FCAG's leadership in pursuing this opportunity on behalf of Fremont County and its residents, and we look forward to working with you.

Sincerely,

[Name]

Mayor, Town of Shoshoni, Wyoming
Town of Shoshoni, Wyoming

ATTEST:

[Name], Town Clerk

Town of Shoshoni, Wyoming

NOTES ON USE — NOT PART OF THE LETTERS

Each letter is drafted to be printed on the provider's own letterhead and signed by that provider. Remove this page before circulation.

Why the letters are conditional

- These are commitment letters, not binding conveyance agreements. A provider asked to sign away its business before an award exists will not sign. Conditioning the commitment on award, on approval of definitive agreements, and on confirmation of eligibility is what makes them signable now — and WDH needs evidence of a committed coalition, not completed transactions.
- Frontier Ambulance is a private entity; its signature is a business decision by its ownership. The Town of Shoshoni is a public body; its commitment should be supported by a Town Council motion or resolution, and an attestation block is provided for that reason.

Open items to resolve before circulating

- Shoshoni eligibility. The Town of Shoshoni's ambulance service does not appear on the Initiative 1.2 eligible-provider list published in WDH's post-award budget narrative, while Frontier Ambulance does. Confirm with WDH how Shoshoni is treated — this affects both the co-applicant structure and the per-provider startup caps, and paragraph 8(c) of the Shoshoni letter is drafted to preserve that condition.
- Per-provider caps. Confirm with WDH whether a consolidating lead entity may claim the startup caps (acquisition/merger up to \$400,000; new ambulances up to \$500,000; interoperable dispatch and integrated billing up to \$100,000) once per consolidated provider or only once in the aggregate.
- Third-party ambulance services. Confirm that no other ground ambulance service operates independently in the county. The Initiative 1.2 deliverable worth \$500,000 annually requires the regional system to be the only ground ambulance service within 35 miles; any unconsolidated service jeopardizes it and should be brought into the coalition.
- Valuation. Any acquisition of Frontier Ambulance's assets, or conveyance of County- or Town-owned apparatus, should rest on an independent valuation. Identify any asset acquired with federal funds before conveyance.

Suggested accompanying letters

- Parallel letters of support from SageWest Health Care, the Eastern Shoshone Tribe, and the Northern Arapaho Tribe will materially strengthen the application, and the Tribal letters are consistent with the governance commitment in Section 9 of the County Resolution.