FIVE COUNTY ASSOCIATION OF GOVERNMENTS

Financial Snapshot: FY2026 in Review, FY2027 to Date

Why reserves matter: a nine-month operating cash story through August 2026

December 2025 · January · February · March · April · May · June 2026 (FY2026 close) · July · August 2026 (FY2027)

MONTHS FY2026 CLOSED WITH NEGATIVE UNRESTRICTED CASH
4 of 6
January, February, April, and June

LOWEST TOTAL CASH ON HAND
$7,824
June 30, before year-end reimbursements landed

UNRESTRICTED CASH, AUGUST 31
$1.03M
Up $226K from July, $1.52M above the June 30 low

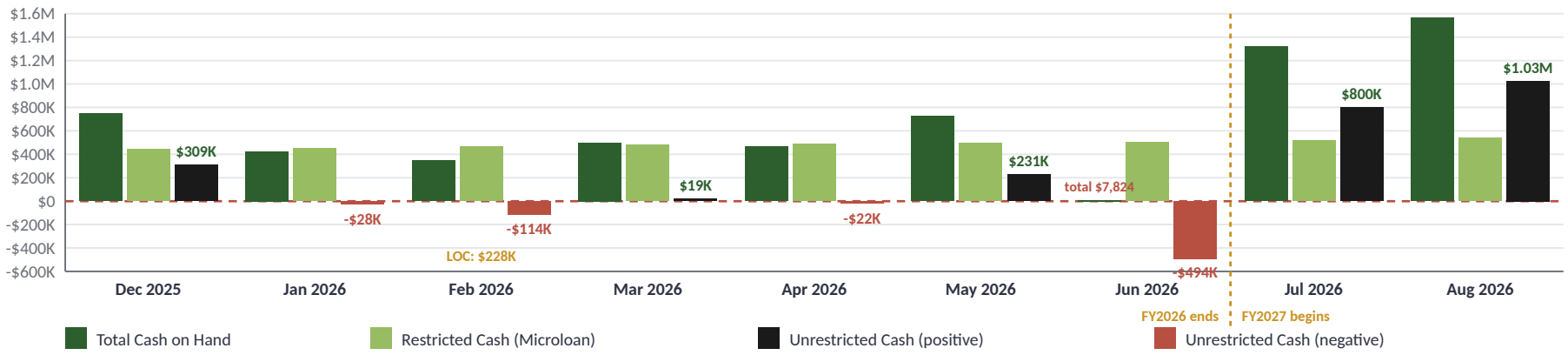
RLF DELINQUENCY (AUGUST)
65.2%
Up from 55.3% in July, highest this year

1. Cash Position: Month-End Balances

Unrestricted cash, the money actually available for operations, spent most of the year at or below zero

Total Cash, Restricted RLF Cash, and Unrestricted Cash

December 2025 baseline through August 2026. The June trough reflects year-end accruals and receivables recorded to match fiscal years; the cash was owed to FCAOG, it simply had not arrived yet.

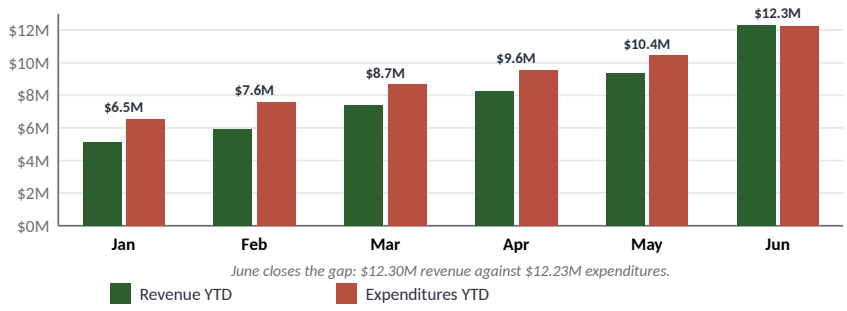


2. Year-to-Date Performance

FY2026 cumulative revenue, expenditures, and the reimbursement gap that ran all year

Cumulative Revenue vs. Expenditures (FY2026)

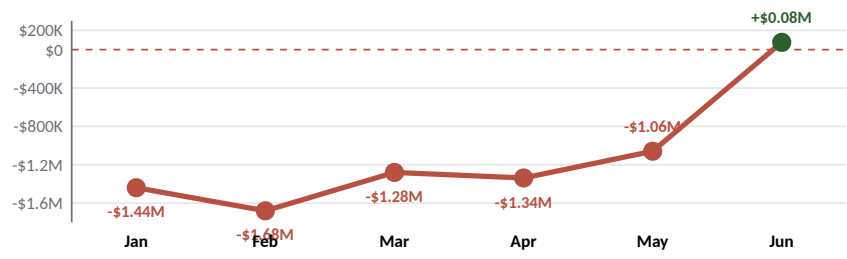
Expenditures outpaced revenue every month until year-end reimbursements arrived



June closes the gap: $12.30M revenue against $12.23M expenditures.

Cumulative Net Position (Reimbursement Lag)

Money already spent that grants had not yet reimbursed



The gap closed only at year end, and only because reimbursements finally landed.

FY2026 REVENUE (THRU 6/30)
$12,304,338

FY2026 EXPENDITURES (THRU 6/30)
$12,228,860

FY2026 NET (0.6% MARGIN)
+$75,479

FY2027 YTD NET (THRU 8/31)
-$619,621

3. Program Health Status

Department-level finance health by month, color-coded per CFO assessment

Department / Program	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Trend
Aging	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Steady all year
Heat	Par	Par	Par	Par	Par	Par	Par	Par	Lease + draw scrutiny ongoing
Human Services / CAP	Subpar	Subpar	Par	Par	Par	Par	Par	Par	Improving, draws caught up
Weatherization	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Steady all year
Dixie MPO	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Steady all year
Iron County RPO	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Steady (semi-annual draw)
Community & Economic Dev.	Fair	Par	Strong	Strong	Strong	Strong	Strong	Strong	Improving, holding at Strong
Child Care	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Strong	Steady all year

4. Wins and Watchlist

Where the year improved, and where pressure sits two months into FY2027

✓ What got better

FY2026 closed in the black: $12.30M in revenue against $12.23M in expenditures, a $75,479 net surplus after six straight months of deficit.

Cash kept climbing: Unrestricted cash hit $1,025,865 on August 31, up $226,114 from July. Total cash on hand is $1.56M, up from $7,824 on June 30.

Draws current: The CSBG backlog cleared at year end, and ELOCCS access has Continuum of Care draws caught up.

Line of credit: Zero balance every month since March.

Housekeeping done: Mid-year and FY2027 budget revisions completed. Electronic invoicing and purchase order training finished.

⚠ Still on the watchlist

FY2027 is $619,621 behind through August: $913,209 in, $1,532,829 out. $536,422 is August not yet reimbursed, $83,199 still out from July. Cash looks good because FY2026 money is still landing.

RLF delinquency up to 65.2%: $260,615 delinquent against $399,799 outstanding. Two new loans on the list: Jewels Legacy Garden (70 days) and Zion Glamping Adventures (259 days). Seven loans are more than 500 days past last activity.

Budget pace (16.66% of year gone): Ahead: Emergency Food Assistance 95.0%, CSBG FY2024 29.0%, Emergency Food Program 28.0%, TANF Housing 26.1%. Behind: Medical Vouchers 0%, Volunteer Center 0%, SSBG 1.5%, CoC ICCS 3.3%.

Medical Vouchers still unfunded: No contract, zero spending.

Open risks: Heat building lease, possible federal government shutdown, and two grants not renewed (TANF Poverty Mitigation and CIRCLES TANF).

THE TAKEAWAY

FY2026 ended with a surplus, but the surplus was timing, not cushion. On June 30 the organization held $7,824 in total cash and ran operations $494,000 underwater while waiting on money it had already earned. Two months into FY2027, cash is back above $1.5 million and $620,000 is already waiting on reimbursement. Same cycle, starting over. An operating reserve policy would carry it without the scramble.

Source: Monthly Financial Snapshots, December 2025 through August 2026. FY2026 and FY2027 figures unaudited, subject to final audit.

Five County Association of Governments · Finance Committee