



M A G

Expert Resources. Enriching Lives.

# DRAFT BUDGET FY27

July 1, 2026 – June 30, 2027

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# BUDGET MESSAGE

The FY27 Budget for the Mountainland Association of Governments reflects our continued commitment to regional collaboration, fiscal responsibility, and responsive public service. This budget was developed through extensive evaluation of organizational priorities, funding realities, operational needs, and the evolving challenges facing the communities we serve throughout Utah, Summit, and Wasatch counties.

MAG continues to play a unique and essential role in our region by bringing communities together to address complex issues that no single jurisdiction can solve alone. Whether through long-range transportation planning, aging and senior services, housing and energy assistance, economic development initiatives, or technical support to local governments, MAG remains focused on providing practical solutions and high-value services that strengthen our region and improve quality of life.

The FY27 budget totals approximately \$32.9 million and reflects both strategic investments and careful fiscal stewardship. While overall revenues are lower than prior years due primarily to fluctuations in one-time project funding and grant cycles, the organization remains financially stable and well-positioned to continue delivering core services and fulfilling our regional responsibilities. This budget maintains a strong balance between operational sustainability and mission-focused investment.

Several important themes shaped this year's budget development process.

First, we remain committed to supporting and retaining a highly qualified workforce. MAG's employees are the foundation of our success, and the work they perform directly impacts residents across the region. To remain competitive in a challenging labor market and to help offset continued cost-of-living pressures, the FY27 budget includes a proposed 2% COLA adjustment and a performance-based merit increase of up to 3%. At the same time, we worked diligently to minimize the impact of rising benefit costs and maintain stable, high-quality employee benefits.

Second, this budget reflects continued investment in essential regional services. Demand for aging services, particularly senior nutrition and in-home support programs, continues to increase significantly as our region grows and ages. MAG remains committed to meeting those needs through innovative partnerships, expanded fundraising efforts, and careful stewardship of federal, state, and local resources. Similarly, our Home Programs continue to provide critical assistance that helps vulnerable residents remain safe in their homes while reducing energy burdens and preserving housing stability.

Third, the budget continues to prioritize regional planning and coordination efforts that support responsible growth and infrastructure investment. MAG's Planning Department oversees transportation planning, economic development initiatives, technical assistance to local governments, and administration of multiple state and federal programs that directly benefit communities throughout the region. As growth pressures continue across the Wasatch Front and Wasatch Back, these services remain increasingly important to ensuring long-term economic vitality and quality of life.

This budget also reflects several operational transitions and long-term organizational investments. Notably, FY27 includes funding related to the furnishing and operation of MAG's new building acquired in FY26. Importantly, furnishing costs are anticipated to be funded entirely through proceeds from the sale of the current Orem facility, without impacting general operating funds. The new facility positions MAG to better serve member governments, residents, and partner organizations well into the future.

MAG's financial position remains strong because of the trust and collaboration of our member governments, partner agencies, funding entities, and community stakeholders. I want to express my sincere appreciation to the MAG Executive Council, Budget and Audit Committee, governing boards, and staff for their leadership, professionalism, and commitment throughout the budget development process. Their collective efforts ensure that MAG continues to operate with transparency, accountability, and a clear focus on service.

As we move into FY27, MAG remains committed to being a trusted regional partner, an effective steward of public resources, and a responsive organization prepared to meet both current needs and future opportunities.

Respectfully,



Michelle Carroll, MPA  
Executive Director



## ABOUT MAG

Designated as the Association of Governments for Summit, Utah & Wasatch counties, MAG strives to accomplish the best work we can for those we serve. We thrive on seeing the communities in our area grow and succeed. Our emphasis areas include Informed Aging, Community and Economic Development and Planning for Growth.

## STRATEGIC GOALS

### → Regional Collaboration

Helping counties, cities, towns and communities work together to improve the region.

### → Access Funding and Services

Connecting individuals, groups and communities with essential services and funding opportunities.

### → Advocate for Local Issues

Making local concerns regionally relevant.

### → Facilitate Solutions

Bringing together partners to solve problems as unbiased facilitators.

# GOVERNING BODIES



# ORGANIZATIONAL CHART



Michelle Carroll  
Executive Director



Jimmy Golding  
Co-Director  
of Aging

Senior Nutrition  
Senior Health Insurance  
Program (SHIP)



Linda Cole  
Co-Director of  
Aging

In-Home & Community-  
Based Programs  
Caregiver Support Program  
LTC Ombudsman



Jessica DeLora  
Chief of Staff

HEAT  
Weatherization  
Single-Family Rehab  
IT  
Human Resources  
Operations



LaNiece Davenport  
Director of Metropolitan  
Planning Organization

Transportation Division  
Community Planning Division  
Analytics Division



April Crane  
Director of Finance



Johnathon Knapton  
Director of Public &  
Government Relations

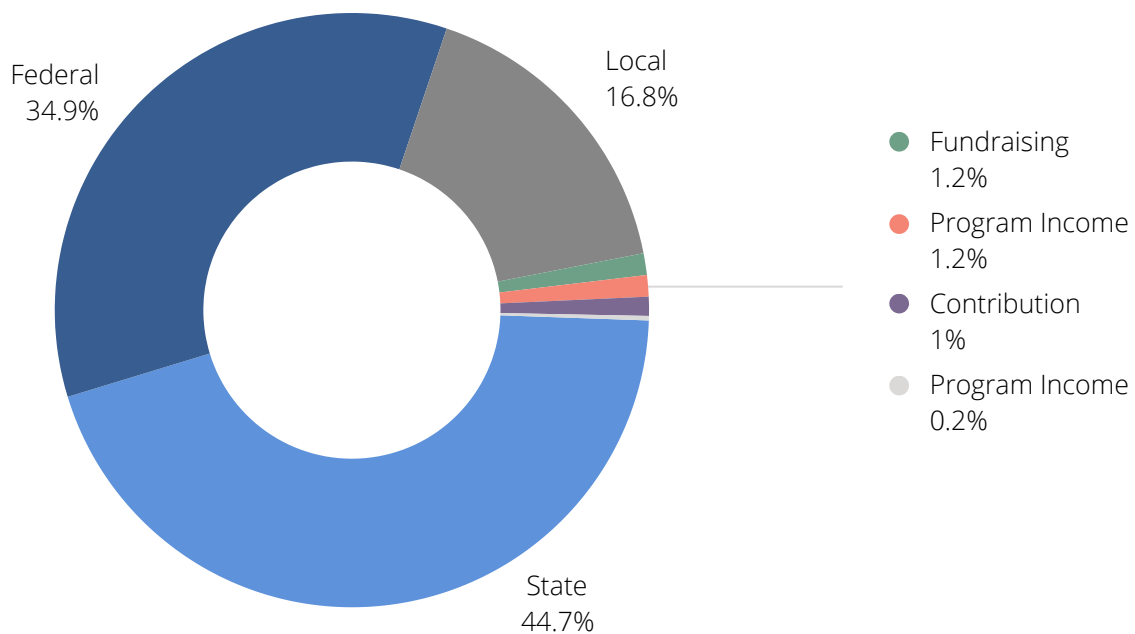


Shelly Leavitt  
Executive Assistant

# OVERALL MAG REVENUES

Revenue Type	FY25 Actual	FY26 Budget	FY27 Budget
Federal	\$12,012,494	\$10,855,293	\$11,463,259
State	\$19,523,749	\$16,135,837	\$14,700,016
Local	\$5,989,021	\$6,802,628	\$5,508,186
Fundraising	\$71,808	\$350,000	\$387,741
Contribution	\$404,903	\$275,000	\$340,000
Program Income	\$377,091	\$377,822	\$383,000
Interest	\$0	\$100,000	\$80,000
<b>Total</b>	<b>\$38,379,067</b>	<b>\$34,896,580</b>	<b>\$32,862,201</b>

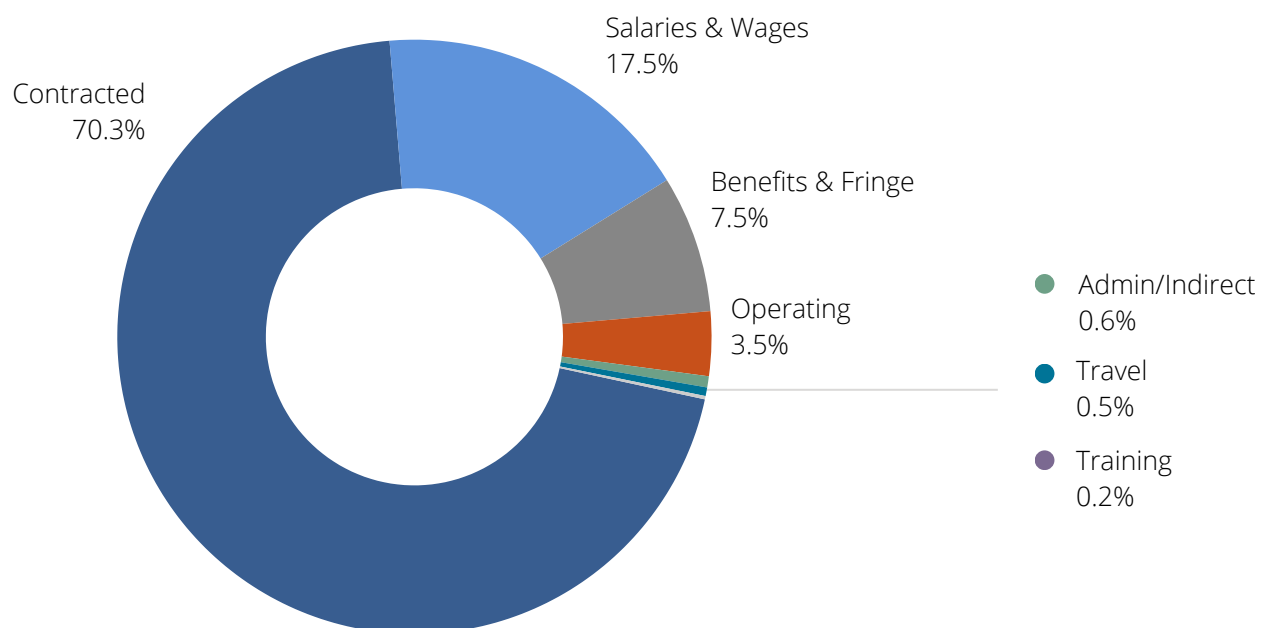
## FY27 REVENUES BY TYPE



# OVERALL MAG EXPENDITURES

Expenditure Type	FY25 Actual	FY26 Budget	FY27 Budget
Admin/Indirect	\$313,810	\$220,477	\$199,089
Benefits/Fringe	\$2,863,378	\$2,426,145	\$2,452,310
Contracted	\$27,989,239	\$24,872,033	\$23,097,758
Operating	\$1,714,163	\$1,489,941	\$1,150,741
Salaries & Wages	\$5,230,046	\$5,628,242	\$5,749,134
Training	\$68,509	\$71,909	\$59,669
Travel	\$130,017	\$187,833	\$153,502
<b>Total</b>	<b>\$38,379,067</b>	<b>\$34,896,580</b>	<b>\$32,862,201</b>

## FY27 EXPENDITURES BY TYPE





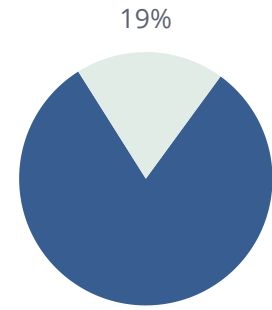
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AGING & FAMILY SERVICES



# AGING & FAMILY SERVICES

The MAG Department of Aging and Family Services is the designated Area Agency on Aging for Summit, Utah and Wasatch counties. The department promotes the well-being of older adults by providing services and programs designed to empower vulnerable individuals to live with independence and dignity in their homes and communities. We provide assistance with everyday living through in-home services, caregiver support and community connections.



Percent of Overall MAG Budget

## DEPARTMENT GOALS

- Build capacity through regional collaboration.
- Broaden access to senior services through greater visibility and cross-program cooperation.
- Amplify the voices of older adults through sharing their stories with engaged public figures and community members.
- Identify and focus on areas of concern for older adults in our region.



Linda Cole  
Co-Director

In-Home & Community Based Services and Caregiver Support Program

LTC Ombudsman Program



Jimmy Golding  
Co-Director

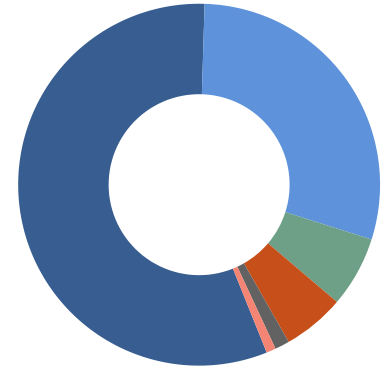
Meals on Wheels & Congregate Meals

Senior Health Insurance Program

# AGING BUDGET OVERALL

Revenue Type	FY25 Actuals	FY26 Budget	FY27 Budget
Federal	\$3,679,215	\$3,881,885	\$3,471,839
State	\$2,428,403	\$1,776,864	\$1,805,202
Local	\$49,453	\$149,767	\$51,805
Carry Over	\$0	\$5,674	\$0
Fundraising	\$71,808	\$350,000	\$387,741
Contributions	\$404,903	\$275,000	\$340,000
Interest	\$0	\$100,000	\$80,000
<b>Total</b>	<b>\$6,633,782</b>	<b>\$6,539,191</b>	<b>\$6,136,587</b>

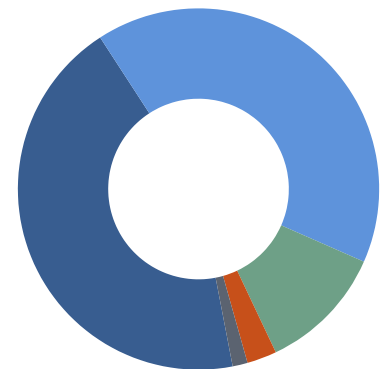
FY27 REVENUES



- Federal – 56.6%
- State – 29.4%
- Fundraising – 6.3%
- Contributions – 5.5%
- Interest – 1.3%
- Local – 0.8%

Expenditure Type	FY25 Actuals	FY26 Budget	FY27 Budget
Admin/Indirect	\$569,074	\$543,731	\$588,304
Benefits/Fringe	\$970,565	\$738,981	\$723,124
Contracted	\$2,639,114	\$3,117,491	\$2,458,758
Operating	\$879,637	\$355,383	\$473,454
Salaries & Wages	\$1,520,996	\$1,705,269	\$1,818,031
Training	\$8,452	\$8,046	\$7,038
Travel	\$45,944	\$70,290	\$67,878
<b>Total</b>	<b>\$6,633,782</b>	<b>\$6,539,191</b>	<b>\$6,136,587</b>

EXPENDITURES BY PROGRAM



- Nutrition – 43.9%
- In-Home – 40.8%
- Additional Programs – 11.4%
- Omb – 2.7%
- SHIP – 1.3%

## IN-HOME & COMMUNITY BASED SERVICES

Provides essential personal care that allows low-income seniors to age safely and with dignity at home, helping avoid costly institutional care.

Revenue Type	ALM	Aging Wvr Admin	Aging Waiver	RST	VDHCBS MAG	VDHCBS UBAG	Total
Federal	\$201,000	\$129,275	\$108,870	\$235,800	\$1,031,644	\$148,416	\$1,855,005
State	\$288,100	\$129,475	\$108,870	\$95,800	\$0	\$0	\$622,245
Fundraising	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
<b>Total</b>	<b>\$489,100</b>	<b>\$258,750</b>	<b>\$217,740</b>	<b>\$341,600</b>	<b>\$1,031,644</b>	<b>\$148,416</b>	<b>\$2,487,250</b>

Expenditure Type	ALM	Aging Wvr Admin	Aging Waiver	RST	VDHCBS MAG	VDHCBS UBAG	Total
Admin/Indirect	\$77,323	\$39,819	\$33,516	\$49,840	\$31,036	\$4,600	\$236,134
Benefit/Fringe	\$75,430	\$69,799	\$52,193	\$65,202	\$49,037	\$10,748	\$322,409
Contracted	\$172,982	\$1,365	\$22,561	\$35,989	\$835,040	\$109,267	\$1,177,204
Operating	\$9,732	\$9,714	\$5,829	\$25,430	\$8,052	\$1,670	\$60,425
Salaries & Wages	\$150,701	\$135,572	\$95,854	\$160,534	\$106,320	\$20,303	\$669,283
Training	\$0	\$0	\$0	\$301	\$0	\$0	\$301
Travel	\$2,931	\$2,482	\$7,788	\$4,304	\$2,160	\$1,828	\$21,493
<b>Total</b>	<b>\$489,100</b>	<b>\$258,750</b>	<b>\$217,740</b>	<b>\$341,600</b>	<b>\$1,031,644</b>	<b>\$148,416</b>	<b>\$2,487,250</b>

ALM = Respite Care Services

RST = National Caregiver Support Program

VDHCBS = Veteran-Directed Home & Community Based Service Program

UBAG = Uintah Basin Association of Governments

## SENIOR NUTRITION

Delivers healthy meals, promotes social interaction, connects individuals with community resources, and helps maintain independence. The program is facing significantly higher demand for both congregate and home-delivered meals in Utah County. To cover this increased cost, a 501c3 nonprofit organization was established and is actively participating in fundraising efforts to assist in meeting the demand.

Revenue Type	HDM	CMM	Total
Federal	\$662,053	\$533,676	\$1,195,729
State	\$616,534	\$83,958	\$700,492
Local	\$15,000	\$1,805	\$16,805
Fundraising	\$377,740	\$0	\$377,740
Interest	\$80,000	\$0	\$80,000
Contributions	\$165,000	\$175,000	\$340,000
<b>Total</b>	<b>\$1,916,327</b>	<b>\$794,439</b>	<b>\$2,710,767</b>

Expenditure Type	HDM	CMM	Total
Admin/Indirect	\$155,738	\$58,999	\$214,737
Benefit/Fringe	\$194,702	\$54,075	\$248,777
Contracted	\$632,540	\$518,906	\$1,151,446
Operating	\$340,268	\$14,628	\$354,896
Salaries & Wages	\$555,494	\$146,653	\$702,147
Training	\$5,005	\$0	\$5,005
Travel	\$32,580	\$1,178	\$33,758
<b>Total</b>	<b>\$1,916,327</b>	<b>\$794,439</b>	<b>\$2,710,766</b>

HDM = Home-Delivered Meals (Meals on Wheels)

CMM = Congregate Meal Management (Senior center meals)

## STATE HEALTH INSURANCE PROGRAM (SHIP)

Provides free, unbiased Medicare counseling, enrollment assistance, cost-saving guidance, and fraud prevention education.

Revenue Type	HIC	MIPPA	SMP	Total
Federal	\$23,300	\$20,500	\$28,150	\$71,950
Local	\$3,333	\$3,333	\$3,334	\$10,000
<b>Total</b>	<b>\$26,633</b>	<b>\$23,833</b>	<b>\$31,484</b>	<b>\$81,951</b>

Expenditure Type	HIC	MIPPA	SMP	Total
Admin/Indirect	\$3,600	\$3,238	\$4,249	\$11,088
Benefit/Fringe	\$2,843	\$2,391	\$2,988	\$8,222
Contracted	\$206	\$256	\$376	\$838
Operating	\$1,600	\$1,573	\$2,365	\$5,538
Salaries & Wages	\$17,935	\$16,356	\$21,306	\$55,596
Travel	\$449	\$20	\$200	\$669
<b>Total</b>	<b>\$26,633</b>	<b>\$23,833</b>	<b>\$31,484</b>	<b>\$81,951</b>

HIC = Health Insurance Counseling

MIPPA = Medicare Improvement for Patients and Providers Act

SMP = Senior Medicare Patrol

## LONG-TERM CARE OMBUDSMAN

Advocates for residents of nursing homes and assisted living facilities through complaint investigation, education, and confidential support.

Revenue Type	OMB	SSBG OMB	Total
Federal	\$18,700	\$45,000	\$63,700
State	\$73,800	\$0	\$73,800
Local	\$0	\$25,000	\$25,000
<b>Total</b>	<b>\$92,500</b>	<b>\$70,000</b>	<b>\$162,500</b>

Expenditure Type	OMB	SSBG OMB	Total
Admin/Indirect	\$15,413	\$10,309	\$25,722
Benefit/Fringe	\$21,389	\$15,402	\$36,792
Contracted	\$494	\$378	\$872
Operating	\$3,558	\$2,671	\$6,230
Salaries & Wages	\$49,646	\$39,164	\$88,810
Travel	\$2,000	\$2,075	\$4,075
<b>Total</b>	<b>\$92,500</b>	<b>\$70,000</b>	<b>\$162,500</b>

OMB = Ombudsman

SSBG = Social Services Block Grant Ombudsman

## ADDITIONAL AGING FUNDING

Revenue Type	AAD	ALZ	PDS	PEA	PHP	Total
Federal	\$75,911	\$0	\$179,861	\$2,084	\$27,600	\$285,455
State	\$159,533	\$9,700	\$190,275	\$0	\$0	\$359,508
Carry Over	\$0	\$0	\$49,157	\$0	\$0	\$49,157
<b>Total</b>	<b>\$235,444</b>	<b>\$9,700</b>	<b>\$419,292</b>	<b>\$2,084</b>	<b>\$27,600</b>	<b>\$694,120</b>

Expenditure Type	AAD	ALZ	PDS	PEA	PHP	Total
Admin/Indirect	\$38,062	\$1,714	\$56,942	\$274	\$3,631	\$100,623
Benefit/Fringe	\$53,585	\$1,106	\$47,249	\$709	\$4,276	\$106,925
Contracted	\$1,067	\$39	\$127,151	\$0	\$142	\$128,398
Operating	\$17,064	\$622	\$27,330	\$21	\$1,327	\$46,364
Salaries & Wages	\$121,763	\$6,220	\$154,909	\$1,081	\$18,223	\$302,195
Training	\$0	\$0	\$1,732	\$0	\$0	\$1,732
Travel	\$3,903	\$0	\$3,980	\$0	\$0	\$7,883
<b>Total</b>	<b>\$235,444</b>	<b>\$9,700</b>	<b>\$419,292</b>	<b>\$2,084</b>	<b>\$27,600</b>	<b>\$694,120</b>

AAD = Area Administration

ALZ = Alzheimer's Funding

PDS = Home and Community-based Services Funding

PEA = Elder Abuse Prevention

PHP = Preventative Health Programming



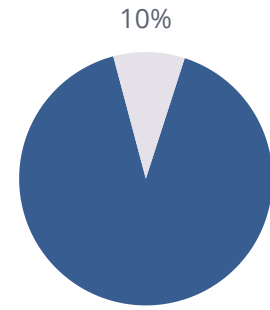
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HOME PROGRAMS



# HOME PROGRAMS

MAG’s Home Programs are dedicated to ensuring that residents across Summit, Utah, and Wasatch counties can "thrive in place" by increasing the safety, comfort, and energy efficiency of their most important asset: their home. The department provides a critical safety net for low- to moderate-income households, seniors, and individuals with disabilities. These initiatives alleviate the burden of rising utility costs, eliminate hazardous living conditions, and preserve the region's existing housing stock.



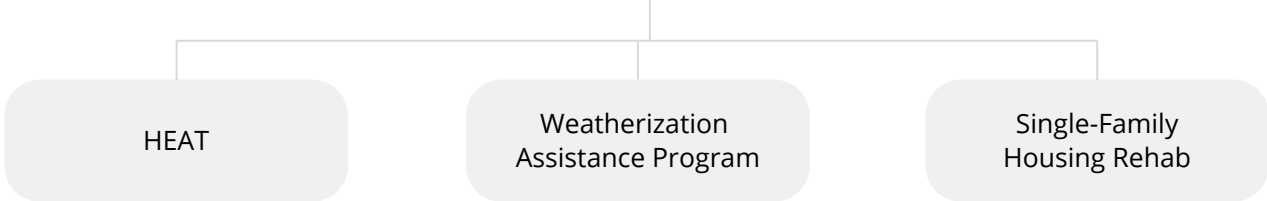
Percent of Overall  
MAG Budget

## PROGRAM GOALS

- Streamline the application and referral process to reduce average processing times for home-based services.
- Establish a post-project "Impact Assessment" for the Weatherization and Single-Family Home Repair Program to measure long-term resident stability and satisfaction 6 months after project completion.



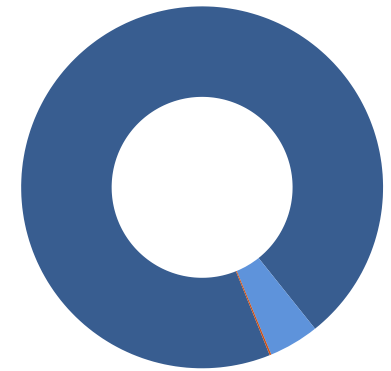
Jessica DeLora  
Chief of Staff



# HOME PROGRAMS BUDGET OVERALL

Revenue Type	FY25 Actuals	FY26 Budget	FY27 Budget
Federal	\$5,076,752	\$5,206,460	\$3,145,696
State	\$38,798	\$64,000	\$147,851
Local	\$69,999	\$75,000	\$5,000
Program Income	\$377,091	\$377,822	\$0
<b>Total</b>	<b>\$5,562,640</b>	<b>\$5,723,282</b>	<b>\$3,298,547</b>

FY27 REVENUES



- Federal – 95.4%
- State – 4.4%
- Local – 0.2%

Expenditure Type	FY25 Actuals	FY26 Budget	FY27 Budget
Admin/Indirect	\$373,735	\$247,274	\$206,204
Benefits/Fringe	\$665,644	\$663,250	\$593,950
Contracted	\$2,567,929	\$2,414,455	\$957,057
Operating	\$594,845	\$818,135	\$382,804
Salaries & Wages	\$1,305,539	\$1,504,320	\$1,115,050
Training	\$24,403	\$19,851	\$22,831
Travel	\$30,546	\$55,997	\$20,651
<b>Total</b>	<b>\$5,562,640</b>	<b>\$5,723,282</b>	<b>\$3,298,547</b>

EXPENDITURES BY PROGRAM



- Weatherization – 61.2%
- Single-Family Housing Rehab – 20.5%
- HEAT – 18.3%

## PROGRAMS REVENUES AND EXPENDITURES

These programs work together to support income-qualified homeowners and low-income households by addressing home repair needs, offsetting energy utility costs during both regular and crisis situations, and reducing energy costs through weatherization to improve home comfort and safety.

Revenue Type	SFHRP	HEAT	WX	Total
Federal	\$527,538	\$603,221	\$2,014,936	\$3,145,695
State	\$147,851	\$0	\$0	\$147,851
Local	\$0	\$1,667	\$3,333	\$5,000
<b>Total</b>	<b>\$675,389</b>	<b>\$604,888</b>	<b>\$2,018,269</b>	<b>\$3,298,547</b>

Expenditure Type	SFHRP	HEAT	WX	Total
Admin/Indirect	\$16,547	\$70,013	\$119,644	\$206,204
Benefit/Fringe	\$19,651	\$182,996	\$391,302	\$593,950
Contracted	\$561,745	\$3,675	\$391,637	\$957,057
Operating	\$8,329	\$39,556	\$334,918	\$382,804
Salaries & Wages	\$65,185	\$296,545	\$753,320	\$1,115,050
Training	\$2,529	\$5,500	\$14,802	\$22,831
Travel	\$1,402	\$6,603	\$12,646	\$20,651
<b>Total</b>	<b>\$675,389</b>	<b>\$604,888</b>	<b>\$2,018,269</b>	<b>\$3,298,547</b>

SFHRP = Single-Family Housing Rehab Program

HEAT = Home Energy Assistance Program

WX = Weatherization



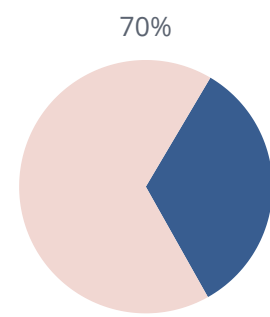
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PLANNING



# PLANNING DEPARTMENT

MAG's Planning Department houses the Metropolitan Planning Organization (MPO) for Utah County, and the Regional Planning Organization (RPO) for Summit and Wasatch Counties, and the Community Planning and Economic Development Division. It oversees transportation planning and programming, air quality, policy, mapping, modeling, demographics, community planning and visioning efforts, Economic Development District initiatives as well as Community Development Block Grant and Social Services Bock Grant activities.



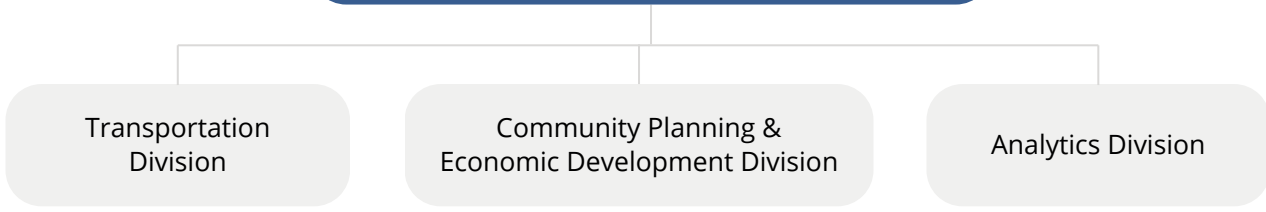
Percent of Overall MAG Budget

## DEPARTMENT GOALS

- Strengthen trust, transparency, and proactive regional leadership.
- Program and project compliance and implementation.
- Strengthen capacity and internal alignment.



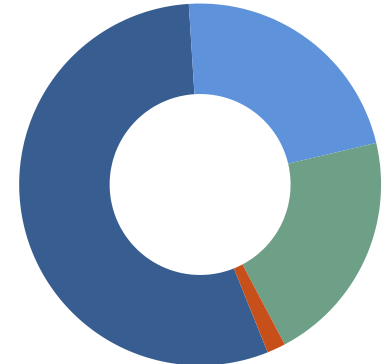
**LaNiece Davenport**  
Director of Metropolitan Planning Organization



# PLANNING BUDGET OVERALL

Revenue Type	FY25 Actuals	FY26 Budget	FY27 Budget
Federal	\$3,256,527	\$1,761,274	\$4,845,722
State	\$17,056,548	\$14,294,973	\$12,746,963
Local	\$5,549,369	\$6,298,182	\$5,161,511
Program Income	\$0	\$0	\$383,000
<b>Total</b>	<b>\$25,862,444</b>	<b>\$22,354,429</b>	<b>\$23,137,196</b>

FY27 REVENUES



- State – 55.1%
- Local – 22.3%
- Federal – 20.9%
- Program Income – 1.7%

Expenditure Type	FY25 Actuals	FY26 Budget	FY27 Budget
Admin/Indirect	\$440,496	\$417,108	\$378,716
Benefit/Fringe	\$819,154	\$642,872	\$783,781
Contracted	\$22,782,196	\$19,340,088	\$19,681,942
Operating	\$239,682	\$316,373	\$294,482
Salaries & Wages	\$1,491,735	\$1,532,380	\$1,903,502
Training	\$35,654	\$44,012	\$29,800
Travel	\$53,528	\$61,596	\$64,973
<b>Total</b>	<b>\$25,862,444</b>	<b>\$22,354,429</b>	<b>\$23,137,196</b>

EXPENDITURES BY PROGRAM



- Transportation & Analytics Studies – 77.3%
- Transportation & Analytics – 11.2%
- Community Planning Studies – 7.7%
- Community Planning – 3.8%

## TRANSPORTATION & ANALYTICS

Helps communities plan for the future by coordinating transportation and land use across Utah, Summit, and Wasatch counties. By providing data-driven analysis and regional planning, the department plays a vital role in keeping our transportation network efficient and accessible for all residents.

### Staff Revenue & Expenditures

Rev. Type	RTP	AQ	TIP	TMS	SS	TDM	RPO	PI	Admin	Total
Federal	\$455,237	\$20,132	\$242,483	\$104,729	\$102,043	\$571,578	\$0	\$112,275	\$714,495	\$2,322,972
State	\$26,345	\$1,462	\$1,822	\$761	\$754	\$5,421	\$0	\$1,665	\$39,647	\$77,877
Local	\$82,000	\$0	\$0	\$0	\$0	\$0	\$90,601	\$0	\$18,000	\$190,601
<b>Total</b>	<b>\$563,582</b>	<b>\$21,594</b>	<b>\$244,305</b>	<b>\$105,490</b>	<b>\$102,797</b>	<b>\$576,999</b>	<b>\$90,601</b>	<b>\$113,940</b>	<b>\$772,142</b>	<b>\$2,591,450</b>

Exp. Type	RTP	AQ	TIP	TMS	SS	TDM	RPO	PI	Admin	Total
Admin/Indirect	\$58,653	\$2,575	\$28,736	\$12,441	\$12,074	\$44,167	\$16,006	\$11,924	\$44,167	\$230,743
Benefit/Fringe	\$126,479	\$1,127	\$48,414	\$25,514	\$26,413	\$140,324	\$14,053	\$29,372	\$181,747	\$593,444
Contracted	\$2,081	\$545	\$780	\$554	\$404	\$2,900	\$241	\$545	\$2,752	\$10,802
Operating	\$57,982	\$4,177	\$38,652	\$4,138	\$3,278	\$55,979	\$5,025	\$4,177	\$56,633	\$230,041
Salaries & Wages	\$297,787	\$13,169	\$114,022	\$62,844	\$60,628	\$314,429	\$55,276	\$67,922	\$458,794	\$1,444,870
Training	\$5,900	\$0	\$3,200	\$0	\$0	\$6,700	\$0	\$0	\$10,000	\$25,800
Travel	\$14,700	\$0	\$10,500	\$0	\$0	\$12,500	\$0	\$0	\$18,050	\$55,750
<b>Total</b>	<b>\$563,582</b>	<b>\$21,594</b>	<b>\$244,305</b>	<b>\$105,490</b>	<b>\$102,797</b>	<b>\$576,999</b>	<b>\$90,601</b>	<b>\$113,940</b>	<b>\$772,142</b>	<b>\$2,591,450</b>

RTP = Regional Transportation Plan  
 AQ = Air Quality  
 TIP = Transportation Improvement Program  
 TMS = Transportation Management Systems

SS = Special Studies  
 TDM = Travel Demand Model  
 RPO = Regional Planning Organization  
 PI = Public Involvement

# TRANSPORTATION & ANALYTICS

## Projects and Studies Revenue & Expenditures

Revenue Type	
Federal	\$1,049,327
State	\$11,952,635
Local	\$4,882,160
<b>Total</b>	<b>\$17,884,122</b>

Expenditure Type	
Contracted	\$17,884,122
<b>Total</b>	<b>\$17,884,122</b>

## COMMUNITY PLANNING & ECONOMIC DEVELOPMENT

Helps communities grow and thrive by coordinating land use planning, technical assistance, and economic development across the MAG region. By offering funding, planning support, and local government guidance, the division plays a vital role in building stronger, more connected, and economically vibrant communities for all residents.

### Staff Revenue & Expenditures

Revenue Type	PDM	LAA	TAG	CDBG	EDA	SSBG	RLF	Total
Federal	\$26,250	\$0	\$0	\$180,000	\$70,000	\$19,000	\$0	\$295,250
State	\$0	\$159,451	\$287,000	\$0	\$0	\$0	\$0	\$446,451
Local	\$18,750	\$0	\$0	\$3,000	\$67,000	\$0	\$0	\$88,750
Program Income	\$0	\$0	\$0	\$0	\$0	\$0	\$47,750	\$47,750
<b>Total</b>	<b>\$45,000</b>	<b>\$159,451</b>	<b>\$287,000</b>	<b>\$183,000</b>	<b>\$137,000</b>	<b>\$19,000</b>	<b>\$47,750</b>	<b>\$878,201</b>

Exp. Type	PDM	LAA	TAG	CDBG	EDA	SSBG	RLF	Total
Admin/Indirect	\$6,377	\$26,500	\$50,703	\$23,692	\$21,420	\$2,497	\$16,783	\$147,972
Benefit/Fringe	\$1,342	\$40,177	\$60,933	\$45,738	\$30,366	\$551	\$7,168	\$186,275
Contracted	\$363	\$671	\$932	\$805	\$738	\$144	\$0	\$3,653
Operating	\$5,643	\$5,840	\$9,153	\$26,742	\$7,631	\$3,238	\$5,744	\$63,991
Salaries & Wages	\$31,276	\$80,763	\$160,778	\$82,800	\$76,845	\$12,570	\$18,055	\$463,087
Training	\$0	\$3,000	\$1,000	\$0	\$0	\$0	\$0	\$4,000
Travel	\$0	\$2,500	\$3,500	\$3,223	\$0	\$0	\$0	\$9,223
<b>Total</b>	<b>\$45,001</b>	<b>\$159,451</b>	<b>\$286,999</b>	<b>\$183,000</b>	<b>\$137,000</b>	<b>\$19,000</b>	<b>\$47,750</b>	<b>\$878,201</b>

PDM = Pre-Disaster Mitigation  
 LAA = Local Administrator Advisory  
 TAG = Technical Assistance to Governments  
 CDBG = Community Development Block Grant

EDA = Economic Development Administration  
 SSBG = Social Services Block Grant  
 RLF = Revolving Loan Fund

## COMMUNITY PLANNING & ECONOMIC DEVELOPMENT

### Projects and Studies

Revenue Type	
Federal	\$1,178,173
State	\$270,000
Program Income	\$335,250
<b>Total</b>	<b>\$1,783,423</b>

Expenditure Type	
Contracted	\$1,783,423
<b>Total</b>	<b>\$1,783,423</b>



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Administrative Services

# ADMINISTRATIVE SERVICES

The MAG Department of Administrative Services handles central administration, personnel, purchasing, public relations, network support, reception, accounting, and fiscal management. It supports the Executive Council, represents the Association in meetings with officials and the public, and ensures effective coordination, recordkeeping, and internal and external relations. The Steering Committee provides oversight through the Executive Director.



**April Crane**  
Director of Finance

**Jessica DeLora**  
Chief of Staff

**Johnathon Knapton**  
Director of Public & Government Relations

IT

Operations

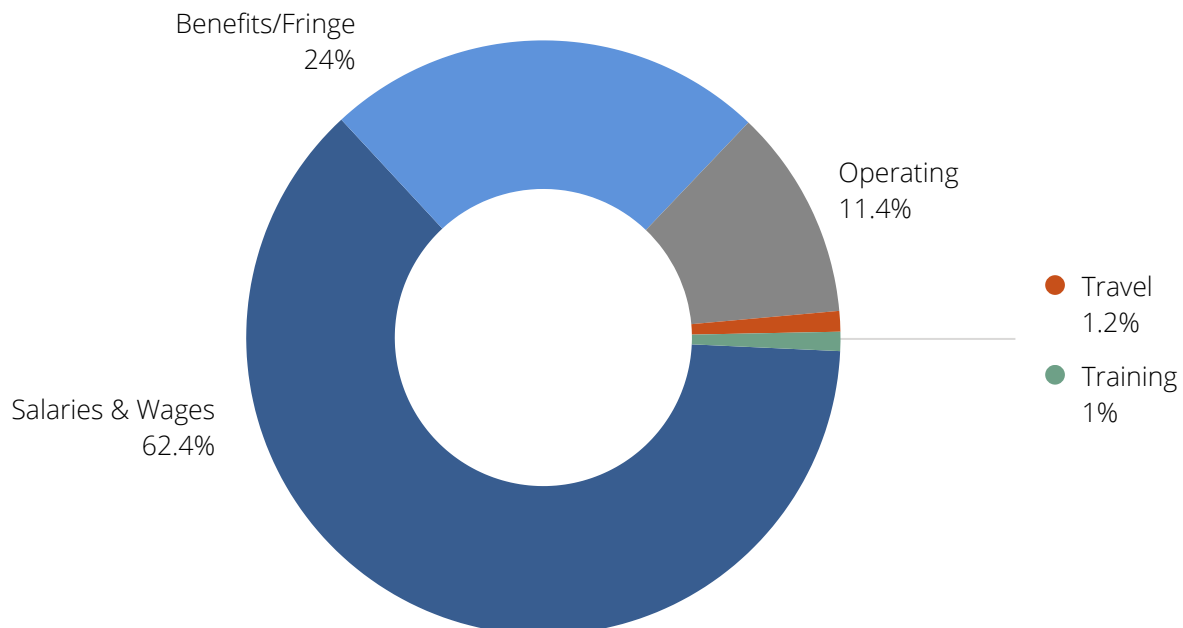
Human Resources

# OVERALL ADMINISTRATIVE BUDGET

Revenue Type	FY25 Actuals	FY26 Budget	FY27 Budget
Local	\$320,201	\$279,677	\$289,870
<b>Total</b>	<b>\$320,201</b>	<b>\$279,677</b>	<b>\$289,870</b>

Expenditure Type	FY25 Actuals	FY26 Budget	FY27 Budget
Benefit/Fringe	\$477,919	\$381,042	\$351,454
Contracted	\$67,670	\$19,200	\$0
Operating	\$201,108	\$167,777	\$167,478
Salaries & Wages	\$911,776	\$886,272	\$912,551
Training	\$25,749	\$18,500	\$15,250
Travel	\$19,283	\$15,000	\$16,361
<b>Total</b>	<b>\$1,703,505</b>	<b>\$1,487,791</b>	<b>\$1,463,094</b>

## FY27 EXPENDITURES BY TYPE



## OTHER FUNDING

### Capital Project Budget

Furnishing the new MAG building acquired in FY26, will be funded entirely by proceeds from the sale of the existing Orem building, with no impact on general operating funds.

<b>Revenue</b>	
Sale of Capital Assets	\$2,500,000
<b>Total</b>	<b>\$2,500,000</b>

<b>Expenditure</b>	
Furniture & Equipment	\$850,000
<b>Total</b>	<b>\$850,000</b>

### Rental Income

Outlines projected rental income from the new MAG building, supporting ongoing operations and offsetting facility-related costs without impacting general operating funds.

<b>Lease Revenue Income</b>	<b>FY27</b>
Rental Income	\$421,134
<b>Total</b>	<b>\$421,134</b>

<b>Expenditure</b>	<b>FY27</b>
Property Management Service	\$30,000
Building Maintenance & Utilities	\$81,838
HVAC System Replacement	\$133,000
Roof Replacement	\$148,449
Warehouse Construction Fund	\$27,847
<b>Total</b>	<b>\$421,134</b>



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Appendices



# HISTORIC COLA/MERIT

MAG's COLA is determined by taking the average of the following indices:

- Social Security COLA
- National Consumer Price Index (CPI)
- Mountainland-Plains Consumer Price Index – Urban (CPI-U)

YEAR	COLA				Merit		Total Increase
	Social Security	CPI	Mountainland-Plains CPI	Average of Indices	MAG COLA	MAG Merit	
<b>2026</b>	<b>2.8</b>	<b>3.8</b>	<b>3.5</b>	<b>3.37</b>	<b>Proposed 2</b>	<b>Proposed3**</b>	<b>5</b>
2025	2.5	2.3	2.1	2.3	2	3	5
2024	3.2	3.4	3.6	3.4	0	4	4
2023	8.7	6.4	6	7.03	5	2	7
2022	5.9	8.5	7.9	7.43	5	2	7
2021	1.3	4.2	3.9	3.13	5.1	2	7.1
2020	1.6	1.8	2.7	2.03	0***	0	0
2019	2.8	2.4	3.3	2.83	2.8	2.5	5.3
2018	2	2.1	2.8	2.3	3	2	5
2017	0.3	1.3	1.9	1.17	2	2	4
2016	0	0.1	1.2	0.43	1	2	3
<b>TOTAL</b>	<b>31.1</b>	<b>36.3</b>	<b>38.9</b>	<b>35.43</b>	<b>27.9</b>	<b>24.5</b>	<b>52.4</b>
<b>Average</b>	<b>2.83</b>	<b>3.3</b>	<b>3.54</b>	<b>3.22</b>	<b>2.54</b>	<b>2.23</b>	<b>4.76</b>

\*April 2026 CPI

\*\* Merit is implemented in January of each year thus impacting only half the budget year. A 3% merit would be a 1.5% increase if all staff received a merit. On average the total staff merit is just over half of the merit increase available.

\*\*\* Budgeted for 2.8 in 2020, was not implemented due to COVID

# MEDICAL/DENTAL RATE SHEET

## PEHP Rate Renewal FY27

### Medical Advantage & Summit LGRP Traditional Option 2 (Employee Buy-Up)

	Single	Double	Family
<b>Current</b>	\$877.82	\$1,817.06	\$2,457.86
<b>New</b>	\$930.48	\$1,926.08	\$2,605.32

*Renewal: 6%*

### Medical Advantage & Summit LGRP STAR HSA Option 6 (MAG Paid)

	Single	Double	Family
<b>Current</b>	\$661.72	\$1,369.76	\$1,852.82
<b>New</b>	\$701.42	\$1,451.94	\$1,963.98

*Renewal: 6%*

### Premium Dental Care (Employee Buy-Up)

	Single	Double	Family
<b>Current</b>	\$42.13	\$76.80	\$149.73
<b>New</b>	\$43.94	\$87.72	\$136.64

*Renewal: 3.4%*

### Preferred Dental Care (MAG-Paid)

	Single	Double	Family
<b>Current</b>	\$26.23	\$49.39	\$98.43
<b>New</b>	\$36.90	\$73.66	\$114.72

*Renewal: 21.8%*

# JURISDICTIONAL CASH ASSESSMENT

	2024 Census Population Estimate	Special Assessments						Special Assessments Total	General Assessment .35	FY27 Total
		Govt. Services	CED MATCH	UC MPO Match	Wasatch Back RPO	Aging Services	Disaster Mitigation			
<b>Utah County</b>	<b>747,234</b>									
<b>Alpine</b>	10,548	\$637	\$955	\$1,412		\$637	\$252	\$3,892	\$3,692	<b>\$7,584</b>
<b>American Fork</b>	41,298	\$2,493	\$3,740	\$5,527		\$2,493	\$986	\$15,239	\$14,454	<b>\$29,694</b>
<b>Cedar Fort</b>	420	\$25	\$38	\$56		\$25	\$10	\$155	\$147	<b>\$302</b>
<b>Cedar Hills</b>	9,916	\$599	\$898	\$1,327		\$599	\$237	\$3,659	\$3,471	<b>\$7,130</b>
<b>*Draper</b>	3,432	\$207	\$311	\$459		\$207	\$82	\$1,266	\$1,201	<b>\$2,468</b>
<b>Eagle Mountain</b>	60,575	\$3,657	\$5,486	\$8,107		\$3,657	\$1,447	\$22,353	\$21,201	<b>\$43,554</b>
<b>Elk Ridge</b>	5,003	\$302	\$453	\$670		\$302	\$119	\$1,846	\$1,751	<b>\$3,597</b>
<b>Fairfield</b>	158	\$10	\$14	\$21		\$10	\$4	\$58	\$55	<b>\$114</b>
<b>Genola</b>	1,653	\$100	\$150	\$221		\$100	\$39	\$610	\$579	<b>\$1,189</b>
<b>Goshen</b>	984	\$59	\$89	\$132		\$59	\$24	\$363	\$344	<b>\$708</b>
<b>Highland</b>	21,146	\$1,277	\$1,915	\$2,830		\$1,277	\$505	\$7,803	\$7,401	<b>\$15,204</b>
<b>Lehi</b>	93,446	\$5,642	\$8,462	\$12,506		\$5,642	\$2,232	\$34,483	\$32,706	<b>\$67,189</b>
<b>Lindon</b>	12,018	\$726	\$1,088	\$1,608		\$726	\$287	\$4,435	\$4,206	<b>\$8,641</b>
<b>Mapleton</b>	14,812	\$894	\$1,341	\$1,982		\$894	\$354	\$5,466	\$5,184	<b>\$10,650</b>
<b>Orem</b>	96,646	\$5,835	\$8,752	\$12,934		\$5,835	\$2,308	\$35,663	\$33,826	<b>\$69,490</b>
<b>Payson</b>	24,666	\$1,489	\$2,234	\$3,301		\$1,489	\$589	\$9,102	\$8,633	<b>\$17,735</b>
<b>Pleasant Grove</b>	38,127	\$2,302	\$3,453	\$5,102		\$2,302	\$911	\$14,069	\$13,344	<b>\$27,414</b>
<b>Provo</b>	115,479	\$6,972	\$10,458	\$15,454		\$6,972	\$2,758	\$42,613	\$40,418	<b>\$83,031</b>
<b>Salem</b>	11,283	\$681	\$1,022	\$1,510		\$681	\$269	\$4,164	\$3,949	<b>\$8,113</b>
<b>Santaquin</b>	18,394	\$1,110	\$1,666	\$2,462		\$1,110	\$439	\$6,788	\$6,438	<b>\$13,225</b>
<b>Saratoga Springs</b>	57,411	\$3,466	\$5,199	\$7,683		\$3,466	\$1,371	\$21,185	\$20,094	<b>\$41,279</b>
<b>Spanish Fork</b>	47,809	\$2,886	\$4,329	\$6,398		\$2,886	\$1,142	\$17,642	\$16,733	<b>\$34,375</b>
<b>Spring Lake</b>	657	\$40	\$59	\$88		\$40	\$16	\$242	\$230	<b>\$472</b>
<b>Springville</b>	36,027	\$2,175	\$3,263	\$4,821		\$2,175	\$860	\$13,294	\$12,609	<b>\$25,904</b>
<b>Vineyard</b>	16,077	\$971	\$1,456	\$2,152		\$971	\$384	\$5,933	\$5,627	<b>\$11,560</b>
<b>Woodland Hills</b>	1,613	\$97	\$146	\$216		\$97	\$39	\$595	\$565	<b>\$1,160</b>
<b>Utah Unic.</b>	7,636	\$461	\$691	\$1,022		\$461	\$182	\$2,818	\$2,673	<b>\$5,490</b>

\*Draper population calculated by Draper city 2023 to 2024 growth rate multiplied by 2023 population.

# JURISDICTIONAL CASH ASSESSMENT

	2024 Census Pop. Estimate	Special Assessments						Special Assessments Total	General Assessment .35	FY27 Total
		Govt. Services	CED Match	UC MPO Match	Wasatch Back RPO	Aging Services	Disaster Mitigation			
<b>Summit County</b>	<b>43,109</b>									
<b>Coalville</b>	1,541	\$93	\$140		\$1,072	\$93		\$1,398	\$539	<b>\$1,937</b>
<b>Francis</b>	1,857	\$112	\$168		\$1,292	\$112		\$1,685	\$650	<b>\$2,335</b>
<b>Henefer</b>	817	\$49	\$74		\$569	\$49		\$741	\$286	<b>\$1,027</b>
<b>Kamas</b>	2,145	\$129	\$194		\$1,493	\$129		\$1,946	\$751	<b>\$2,697</b>
<b>Oakley</b>	1,566	\$95	\$142		\$1,090	\$95		\$1,421	\$548	<b>\$1,969</b>
<b>Park City</b>	8,292	\$501	\$751		\$5,770	\$501		\$7,523	\$2,902	<b>\$10,425</b>
<b>Summit Unic.</b>	26,891	\$1,623	\$2,435		\$18,714	\$1,623		\$24,396	\$9,412	<b>\$33,808</b>
<b>Wasatch County</b>	<b>37,858</b>									
<b>Charleston</b>	409	\$25	\$37		\$324	\$25	\$10	\$420	\$143	<b>\$563</b>
<b>Daniel</b>	841	\$51	\$76		\$666	\$51	\$20	\$864	\$294	<b>\$1,159</b>
<b>Heber</b>	19,042	\$1,150	\$1,724		\$30,421	\$1,150	\$455	\$34,899	\$6,665	<b>\$41,564</b>
<b>Hideout</b>	1,489	\$90	\$135		\$1,180	\$90	\$36	\$1,530	\$521	<b>\$2,051</b>
<b>Independence</b>	79	\$5	\$7		\$63	\$5	\$2	\$81	\$28	<b>\$109</b>
<b>Interlaken</b>	156	\$9	\$14		\$124	\$9	\$4	\$160	\$55	<b>\$215</b>
<b>Midway</b>	6,064	\$366	\$549		\$9,548	\$366	\$145	\$10,975	\$2,122	<b>\$13,097</b>
<b>Wallsburg</b>	305	\$18	\$28		\$242	\$18	\$7	\$313	\$107	<b>\$420</b>
<b>Wasatch Unic.</b>	9,473	\$572	\$858		\$18,033	\$572	\$226	\$20,261	\$3,316	<b>\$23,577</b>
<b>Totals</b>	828,201	\$50,000	\$75,000	\$100,000	\$90,601	\$50,000	\$18,750	\$384,351	\$289,870	<b>\$674,221</b>

## Assessment Definitions

Government Services	Supports advocacy for legislative appropriations and policies that benefit the MAG region.
CED Match	Provides the required local match for our federal Economic Development Administration (EDA) planning grant, supporting job creation, infrastructure, and business growth.
UC MPO Match	Provides a share of the local matching funds required our federal planning grants, supporting comprehensive transportation planning for the Utah County urban region.
Wasatch Back RPO	Funds regional transportation planning and solutions in Summit and Wasatch counties.
Aging Services	Supports gaps in state and federal funding for critical long-term care, Ombudsman Services, and senior nutrition.
Disaster Mitigation	Provides the required local match for the federal Pre-Disaster Mitigation Plan, helping the region reduce risk from future natural hazards.
General Assessment	Supports MAG's administrative functions.

# LINE ITEM OPERATING & TRAVEL EXPENDITURES

Operating Expenditure Type	FY27 Budget
Background Checks	\$9,115
Bank Charges	\$12,000
Building	\$15,314
Communication	\$63,130
Contingency	\$59,138
Dues & Membership	\$37,210
Food	\$11,052
Fuel	\$21,612
Insurance	\$48,079
IT	\$342,125
Meetings	\$58,165
Office	\$23,219
Rent	\$66,062
Small Tools	\$232
Supplies	\$273,770
Uniform	\$7,050
Utility	\$113,084
Vehicle Purchase	\$147,000
Vehicle Repair	\$15,393
<b>Total</b>	<b>\$1,322,751</b>

Travel Expenditure Type	FY27 Budget
Staff Mileage	\$85,674
Travel to Training	\$84,189
<b>Total</b>	<b>\$169,863</b>

\$1,322,751 represents the total, inclusive of administrative/indirect costs associated with operating and travel expenditures.

# REVENUES CATEGORY DEFINITIONS

Revenue Type	Definition/Examples
Federal	Any fund that comes yearly or a new contract that is from the Federal Government.
State	Any fund that comes yearly or a new contract is from the State Government.
Fundraising	Income generated through various fundraising activities and campaigns. Includes donations from individuals, corporations, foundations, and other sources, as well as proceeds from fundraising events, sponsorships, and grants.
Local	Jurisdictional Cash, Local Matching Funds, Local City, County Funds.
Donations	Project Income, Corporate Donation, Private Donations.
Carry Over	A portion of unspent Revenues from one fiscal year that is legally allowed to be carried forward and used in the subsequent fiscal year's budget.
Contributions	Refers to money received from other entities (Project Income, Corporate Donation, or Private Donations) where the government doesn't directly provide equal value in return. These funds are often given to support specific programs or projects.
Program Income	Money from multiple local governments that the organization receives by charging interest on loans; and return of principal when a loan is paid back.

# EXPENDITURE CATEGORY DEFINITIONS

Expenditure Type	Expenditure Definition
Benefits & Fringe	Retirement contributions, Awards and Promotions, Health Insurance, Long-Term Disability, Staff Recognition and Support, Tuition Reimbursement, Workers' Compensation, Cell Phone Reimbursements
Admin Expenditure	Admin Fringe, Admin Mileage, Admin Salaries, Admin Training, Admin Travel, Bank Charges, Internet & Phone Service, IT and Computer Equipment, Postage & Shipping, Software Licensing & Subscriptions
Contracted	Client Services, Consultant Contracts, Passthrough Contracts, Professional & Technical Services, Audit, Home-delivered & Congregate Meals
Operating Expenditure	Public Notice, Printing & Publications, Postage, IT & Computer Equipment, Software Licensing & Subscriptions, Executive Council, Governing Boards, Dues Memberships, Legal, Materials & Supplies, Office Equipment & Furniture, Office Expense, Rental of Equipment and Vehicles & Land & Buildings, Small Tools and Minor Equipment, Uniforms, Maintenance of Vehicles, Purchase of Vehicles, Vehicle Insurance, Building Maintenance & Repair, Janitorial Services, Security, Utilities, Office Supplies, Background Checks, General Liability Insurance, Professional Membership Renewals
Salaries & Wages	Salaries
Training	Conference Costs, Training Costs
Travel	Conference Travel, Meeting Travel, Mileage
Capital & Loans	Loan Disbursement, Building Purchase, Land, Earnest Money Deposits

# GLOSSARY OF ACRONYMS

AAD	Area Administration	PI	Public Involvement
ADA	Americans with Disabilities Act	RLF	Revolving Loan Fund
ALM	Alternatives In-Home Services Program	RPO	Rural Planning Organization
ALZ	Alzheimer's Funding	RST	Respite Care Services
AQ	Air Quality	RTP	Regional Transportation Plan
CDBG	Community Development Block Grant	SFHRP	Single-Family Housing Rehab Program
CMM	Congregate Meals	SHIP	State Health Insurance Assistance Programs
COLA	Cost-of-Living Adjustment	SMP	Senior Medicare Patrol
CPI	Consumer Price index	SS	Special Studies
CPI-U	Consumer Price Index-Urban	SSBG	Social Services Block Grant
EDA	Economic Development Administration	TAG	Technical Assistance to Governments
HCBA	Home & Community Based Alternatives Waiver	TDM	Travel Demand Model
HDM	Home-Delivered Meals	TPA	Technical Planning Assistance
HEAT	Home Energy Assistance Target	TMS	Transportation Management Systems
HIC	State Health Insurance Program	TIP	Transportation Improvement Program
LAA	Local Administrator Advisory	UBAG	Utah Basin Association of Governments
LTC	Long-term Care	VDHCBS	Veteran-Directed Home & Community Based Service Program
MAG	Mountainland Association of Governments	WX	Weatherization
MIPPA	Medicare Improvement for Patients and Providers Act		
MOW	Meals on Wheels		
MPO	Metropolitan Planning Organization		
OMB	Ombudsman		
PDM	Pre-Disaster Mitigation		
PDS	Home and Community-based Services Funding		
PEA	Prevent Elder Abuse		
PHP	Preventative Health Programs		



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