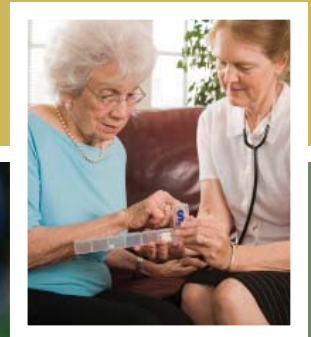


# Utah's Associations of Governments



Regional Collaborations, Solutions and Strategies to Achieve Local Results





The Honorable  
Gary R. Herbert,  
Governor

**“As a former county commissioner and chair of the Mountainland Association of Governments, I can attest to the important role that all seven of Utah’s Associations of Governments play in bringing economic opportunities to the state. With limited resources, the AOGs are able to secure valuable state and federal dollars for local infrastructure projects, provide invaluable services to our elderly, youth and others in need of critical services, and help enhance the quality of life for Utahns throughout the state.”**

## Utah's Associations of Governments:

### Addressing Economic Competitiveness and Quality of Place Issues

**O**lder adults receive hot meals regularly, and the time spent visiting with the aging specialist is often as important as the meal itself.

A local entrepreneur obtains much-needed capital and business management assistance when launching a new company.

Recent college graduates use the local public transportation service as an affordable, reliable and safe means to travel to work.

A family struggling to make ends meet now has lower monthly utility bills after receiving help with home energy efficiency upgrades.

Low income parents tap into a local food bank to provide meals for their young family, assuring their children are alert during school.

What is the common denominator in these scenarios? They are all made possible by Utah's seven Associations of Governments (AOGs).

Utah's statewide network of AOGs offers results-oriented, locally driven services focused on improving the economic competitiveness and quality of life across the state.

Each AOG is guided by three basic principles: foster regional collaboration across local jurisdictional boundaries, promote intergovernmental and public-

private partnerships, and design and implement comprehensive regional development strategies that position their regions and communities for the future.

The priorities and programs of each AOG are established by a policy board of local elected and appointed officials. At the same time, the AOGs work with public, private and nonprofit sector partners to leverage resources, solve areawide issues and address the fundamental building blocks necessary for strong and vibrant regions and communities.

**In 1970, Governor Calvin L. Rampton established multi-county regions to improve local government coordination of mutually beneficial programs across the state.**

**Today, the seven Associations of Governments build upon this vision by facilitating regional collaboration, promoting results-oriented and cost-effective public services, and preparing our regions and communities for the future.**

# Measuring Statewide Impact

- Collectively, Utah's **seven AOGs successfully managed over 930 grants and contracts** between 2007–2009, leveraging more than \$182 million in federal and state resources with local funds.

- Four AOGs raised nearly **\$287 million in Community Impact Fund Board/Regional Planning Program (CIB/RPP) funds**, leveraging an additional \$67 million to make some 311 projects possible since 2004.

- The AOGs have helped secure nearly **\$50 million in U.S. Economic Development Administration (EDA) investments** for local job creation and retention projects.

- In the past five years, AOGs have made **120 gap financing and seed capital loans to businesses** throughout the state. These loans of more than \$5.3 million have generated an additional \$29.6 million in private investment and helped create or save over 3,000 jobs.

- Some **200 businesses were started or expanded**

with assistance from AOG small business lending and technical assistance professionals since 2004.

- Through AOG-administered Area Agencies on Aging (AAA), nearly **148,000 older adults have benefited from nutrition, health and wellness services** since 2004. AOG staff delivered 2.7 million meals to the homebound in the past five years and served another 2.4 million meals at area senior centers.

- Five of Utah's AOGs manage various programs aimed at providing safe, energy efficient and affordable housing. Since 2004, **over 600 first time homebuyers gained access to housing, 1,604 households received weatherization upgrades and over 600 homes were renovated or repaired.**

- Between November 2008 and June 2009, five of the AOGs **provided 13,094 households over \$7.7 million in emergency assistance to cover residential heating bills** through the Home Energy Assistance (HEAT) program.





**"I've always said that local government is best equipped to handle the issues facing citizens and Utah's Associations of Governments are the proof. Utah's Associations of Governments are an invaluable resource—their ability to work closely with all sectors throughout their regions is a real tribute to how governments should be working together for the betterment of Utah families. I am always greatly pleased with the capacity, expertise and knowledge collectively held and shared within Utah's Associations of Governments.**

**— The Honorable  
Orrin Hatch,  
U.S. Senate**

## Statewide Coverage, Regional Programs and Local Accountability

Utah's seven Association of Governments (AOGs) provide services to all of Utah's 29 counties, 242 incorporated municipalities and several Native American Tribal areas. While each AOG has its own service area and responds to the specific needs of the local governments and residents, they also work statewide and across AOG boundaries to address shared priorities, opportunities and needs.

The AOGs strive to develop and implement sustainable community and economic development strategies by focusing on their state's quality of place, workforce talent and culture of innovation.

They work to overcome the remote nature of vast parts of the state, while also dealing with rapid population growth along other corridors. The AOGs pool limited public resources to offer professional administration and planning services at the local level. They also bring local governments and communities together on a voluntary basis to address common challenges and opportunities.

The AOGs are mutually supportive in helping state and local officials secure and manage federal resources in a publicly accountable and cost effective manner,

whether related to business lending, infrastructure, housing, transportation or an array of human services.

### Creating an Entrepreneurial Environment that Brings Jobs and Income to Each Region

Utah's AOGs take a systematic approach to making their regions more economically competitive in today's global market. Several AOGs manage diverse portfolios of public sector business development loan funds aimed at helping local entrepreneurs and firms struggling to access traditional capital sources for start-up or expansion plans.

Several AOGs that house Small Business Development Centers also offer invaluable training and technical assistance to local business owners on key topics such as marketing, financial management, staffing and information technology.

### Comprehensive Strategies and Investments that Strengthen Local Governments and Communities

A major function of all seven AOGs is to coordinate transportation, community and economic development planning efforts throughout their regions. They



AOG member agencies utilize innovative technologies such as 24 hour bridge replacement.

work with local governments and communities to develop comprehensive strategies that preserve and enhance their natural heritage and assets, while also providing real opportunities for quality job creation and growth.

Understanding the critical link between a strong economy and safe, accessible transportation systems, all of the AOGs are engaged in transportation planning. Some are also involved with direct transportation services. They work throughout metropolitan and rural regions to develop and fund multi-modal transportation plans, infrastructure and services, including recent efforts to improve the coordination of public transit services.

Three AOGs serve as federally recognized transportation planning

entities, known as Metropolitan Planning Organizations (MPOs). Four AOGs undertake similar activities in the state's rural regions to assure that rural local officials are involved in the statewide transportation planning process. In addition, their transportation work extends into federal air quality attainment planning, scenic byways and corridor preservation.

Six AOGs are designated and funded as economic development districts (EDDs) by the U.S. Economic Development Administration (EDA). Under EDA's planning program, they work with local government, business and community leaders to craft Comprehensive Economic Development Strategies (CEDS)—a prerequisite for obtaining project assistance from the agency. Through their regional CEDS and technical assistance services, AOGs

**Utah's AOGs strive to develop and implement sustainable community and economic development strategies by focusing on the state's quality of place, workforce talent and culture of innovation.**

have helped secure over \$50 million in EDA investments to support local job creation and retention efforts through infrastructure improvements, business loan funds and facility upgrades.

Five AOGs participate in the Community Impact Fund Board/Regional Planning Program (CIB/RPP) of the Utah Division of Housing and Community Development.

CIB/RPP provides funds for a full-time planner for each of the participating AOGs. With these resources, the AOGs help local communities analyze the impact of natural resource development, determine needs based on the

impacts and secure funds for capital improvements addressing these needs.

Depending on local needs and priorities, many AOGs are also involved in regional and local water quality planning, management and administration of the U.S. Department of Housing and Urban Development's small cities community development block grant (CDBG) program, community development leadership training, environmental reviews and geographic information systems (GIS) services.



**AOG housing programs help restore homeownership pride and improve safety, energy efficiency and community values.**

## Statewide Coverage

- Regional community and economic development planning
- Infrastructure planning and funding
- Human service transit coordination
- Technical assistance to local officials

## Regional Focuses

- Affordable housing, including rent-to-own
- All-hazard mitigation planning
- Emergency food assistance
- First time homebuyer programs
- GIS services for local governments
- Regional planning program
- Regional transportation planning
- Services for older adults
- Scenic byway and heritage corridor planning
- Small business finance lending and counseling
- Weatherization and home repair services

## Meeting the Needs of Utah's Most Valuable Resource: Its People

Most of the AOGs manage various human service programs, including Area Agencies on Aging (AAA), Family Care Giver, Respite, Long-term Ombudsman, Utah Care Givers, State Health Information and Medicaid Waiver, as well as Community Action Agencies (CAAs).

The AAA program offers a variety of services, including meals to seniors in both congregate and home settings. As CAAs, they provide critical assistance to families in need, including emergency food assistance and food pantries.

The AOGs provide housing programs, including those aimed at first time homebuyers, major home repair or replacement, weatherization, emergency home repairs and homelessness prevention. In some cases, AOGs may serve as the local housing authority.

They also administer, coordinate or assist with various emergency service programs, including emergency food assistance, crisis assistance, pre-disaster mitigation planning, post-disaster economic recovery and public safety radio interoperability efforts.

## Snapshot of AOG Structure and Functions

Collectively, Utah's Associations of Governments (AOGs) foster regional solutions, partnerships and strategies to address areawide issues. The seven AOGs work on regional issues, yet are grounded at the grassroots level.

More than 130 local elected officials serve on AOG policy boards. An additional 520 representatives from business, education, health care, nonprofit and citizen groups serve on various AOG advisory committees. In addition, the AOGs employ more than 245 professionals to plan, implement and oversee regional and local programs and projects.



Celebrating efforts of volunteers

By working regionally and pooling limited public resources, the AOGs:

- Foster regional collaboration among local governments, business interests and community representatives, as well as coordinate intergovernmental partnerships among federal, state and local officials.
- Craft and implement regional Comprehensive Economic Development Strategies (CEDS) that result in local job creation and wealth generation initiatives.
- Prepare locally driven metropolitan transportation plans and investment programs, as well as pursue improved coordination and delivery of public transportation services.
- Offer gap financing, start-up assistance and expansion capital to entrepreneurs struggling to access traditional credit markets.
- Deliver and administer essential human services, such as elder care, housing ownership and rehabilitation, energy efficiency upgrades, youth development and low-income family assistance.
- Secure and leverage resources to build and upgrade basic public infrastructure while remaining strong stewards of the state's diverse and changing economy.



**"The Denver Regional Office of the U.S. Economic Development Administration (EDA) is proud of its long-standing partnership with Utah's Associations of Governments. Economic development works best when it is regionally driven, and EDA looks to Utah's AOGs for their expertise and leadership for providing technical assistance to local governments seeking EDA investments, for their wealth of demographic information, and for their detailed economic analysis."**

**— Robert Olson,  
EDA Denver Regional  
Office Director**

## Affordable Housing Meets Many Needs

In 1998, paralyzed after a car accident, Jimmy Jones, then 17 years old, returned to Utah with his family. Finding an affordable and accessible home proved challenging until 1999 when the family moved into a home in Tremonton that is part of BRAG's CROWN program. With BRAG assistance, the home was retrofitted to include a handicapped accessible roll-in shower. Jones' mother expressed her gratitude and appreciation: "The shower was absolutely necessary for Jimmy's personal care, and it makes our lives so much easier. We are most grateful for the assistance BRAG gave to our family with the home and the new shower." Jones's parents have moved to another home while he continues to live independently in the Tremonton home. Now a college graduate and working in Ogden, he looks forward to the day when he can buy the house at the end of the 15-year CROWN period.

Above: Tremonton apartment complex price to occupancy.

## Home Is Where the Heart Is Bear River Association of Governments

The Bear River Association of Governments (BRAG) established a robust multi-faceted housing assistance program in 1996 at the request of the Logan City mayor's office. With a reach that now accommodates all three counties in the region, the program has become a bridge to a better life for many local residents.

Among the services having the most profound impact on the region is a \$2.8 million rental assistance program that helped over 750 eligible low-income households in 2009. The BRAG housing authority took responsibility for placing 61 adult and child victims of domestic violence into suitable housing while providing a safety net of recuperative support services.

Included under the umbrella of BRAG's housing program are the single family home rehabilitation and reconstruction and emergency repairs programs, weatherization services, the Low-Income Housing Energy Assistance Program (LIHEAP) and the BRAG CROWN (or credit to own) affordable housing subdivisions and apartments. BRAG currently manages several CROWN homes and a 24-unit affordable housing complex.

BRAG's winter utility assistance (or HEAT) program helped 3,041 households during the 2008–2009 winter season, saving them nearly \$1.8 million.



## Tourists Discover Region's Beauty Through Scenic Byway

### Five County Association of Governments

**D**esignation of Scenic Byway 12 as Utah's First All-American Road in 2002 solidified the region as one of the most appealing vacation destinations in the nation.

With funding from the National Scenic Byways Discretionary Grants program, Five County AOG provided leadership and technical assistance in developing the management plan required as part of the national byway designation process. Five County staff facilitated public involvement, coordinated with other agency partners and developed award-winning document layouts. Using a similar process, Five County helped Highway 143, Utah's Patchwork Parkway, receive designation as a National Scenic Byway. The AOG is currently working on designation for Highway 9, the route into Zion National Park.

Some 600,000 visitors travel along Scenic Byway 12 each year to enjoy Bryce Canyon and parts of Capitol Reef National Parks, Grand Staircase Escalante National Monument, Dixie National Forest and numerous other scenic views. Since the designation, more than \$2.8 million has been awarded for

byway enhancements, including the extension of a bike trail to gateway exhibits and local community park improvements.

Tourism, anchored by the various national and state parks, is a primary economic asset for the Five County region. Using the national prestige and marketing advantages of the national scenic

byway program was key to attracting more visitors to the region, ultimately creating new job opportunities for local residents and increasing tax resources for local communities.

Scenic Byway 12 is located in Garfield County, where 30 percent of jobs are tourism-related. And, throughout the Five County region in 2006, tourism revenues were close to \$845 million.

But the byway is more than a major tourist destination as one of America's treasured roadways. For many residents, in addition to being the source of employment, it is a major thoroughfare to access schools, jobs, shopping and services.



## Improving Child Care

**W**hen the Utah State Office of Child Care unveiled the Child Care Resource and Referral program, Five County AOG knew that safe and affordable child care was a vital building block for economic development.

The AOG has been involved in the program since 1993. Today, it operates in 11 central and southern Utah counties. The AOG program helped nearly 775 families find quality child care services between 2007 and 2008. Another 1,400 child care providers have benefited from AOG training and technical assistance services, while 211 child care providers received a total of \$175,000 for professional development, new equipment and expanded services.



# Aging with Grace

## Mountainland Association of Governments

A 79-year-old man in poor health avoids moving out of his home thanks to an in-home service program that provides assistance in meeting personal care needs and helps keep his apartment clean and orderly.

Through the local chapter of the Retired and Senior Volunteer Program (RSVP), a 65-year old woman is able to rekindle her love of education and teaching by volunteering at a nearby school.

And thanks to meals-on-wheels, a 105-year old man is able to stay in his home and live independently after his stove was turned off for safety concerns.

The Mountainland Association of Governments Aging and Family Services Department enables older adults to remain in charge of their lives. In fact, during a recent year, Mountainland staff assisted 848 individuals with in-home services, delivered 165,000 meals to home-bound seniors, and gave over 1,000 older adults the chance to provide volunteer services to their communities. The AOG also coordinated with 14 senior centers located throughout the region, providing more than 185,000 congregate meals.

The breadth of the services offered by the Mountainland aging program is extensive. With 15 unique programs, Mountainland is making a profound impact on over 51,000 older adults in the region, covering Summit, Utah and Wasatch counties. Reducing elder care costs allows people to live comfortably and safely at home.

In addition to providing direct services, the AOG advocates for improved programs to meet the needs of the growing senior population, conducts multi-year planning to develop comprehensive



Enjoying friendship over a meal at senior center

needs assessments, identifies trends and service gaps, manages community-based services and coordinates federal, state and other funds to support the program.

Services offered through the aging program are funded through the federal Older Americans Act, state funding, state and federal Medicaid assistance, financial support from cities and counties within the service area and Social Services Block Grant money from the U.S. Department of Health and Human Services.

Although participants are generally not required to pay for services, many clients choose to support the program with donations that help Mountainland AOG maintain and expand its menu of valuable services for the elderly.

As the designated Area Agency on Aging for three counties, the AOG provides a full menu of services to the older adults living in the region:

- Information and referral
- Home delivered and congregate (Senior Center) meals
- In-home services
- Caregiver support
- Transportation
- Legal assistance
- Ombudsman for long term care facility residents
- Retired and Senior Volunteer Program
- Social services to low-income families and individuals
- Health promotion
- Health insurance information services (including Medicare prescription drug assistance)
- Promotion of educational opportunities for the elderly
- Advocate for senior issues
- Prevention of elder abuse and neglect
- Drug abuse prevention and education

# Promoting Entrepreneurial Growth

## Six County Association of Governments

When a local irrigation business in Salina was up for sale, Edna Shaduck decided it was a great business opportunity given her 30 years of irrigation experience. However, her efforts to obtain a traditional bank loan proved challenging.

Not easily deterred, Shaduck contacted the Six County Association of Governments about its business lending programs. Working with two partners, she acquired more than \$200,000 from the AOG's Revolving Loan Fund (RLF) and bought Reigning Irrigation Systems. The business grossed \$3 million in sales in 2008.

More than 80 businesses in the Six County region have benefited from the AOG's RLF program since 1988. Six County's RLF has helped create or retain nearly 700 jobs within this very rural part of the state. The RLF was originally capitalized with various federal and state funds, along with local matching funds. The AOG also established the Targeted Business Assistance fund to assist micro-business owners.

Six County AOG provides invaluable support and resources to local business owners and entrepreneurs, such as Shaduck, who are struggling to access traditional bank financing, which



Workers assembling irrigation system

can be a major impediment to local start-up and expansion efforts.

"If it had not been for the Six County Association of Governments, it would have been difficult for me to secure a loan. They have been most helpful and a great resource. They took their time and walked me through the application process," says Shaduck, who later secured an additional \$185,000 from Six County's RLF.

By partnering with the six counties and 49 communities within its highly rural region, Six County AOG has achieved the economies of scale, deal flow and staff expertise necessary to operate a successful RLF program. Nearly all single-county RLF programs have been discontinued in the region, but the AOG has tapped into its extensive regional network and partnership philosophy to maintain its integral business lending services.

## Procurement Opportunities

The Six County AOG hosts one of Utah's regional Procurement Technical Assistance Centers (PTAC) which help local businesses gain better access to government contracting opportunities. Since 1985, local firms have been linked to potential government contracts via the Bid Match System, a national database of available contracts. Through the PTAC, Six County has served more than 100 entrepreneurs and 375 businesses, helping create over 3,000 jobs and secure more than \$87 million in government contracts for local businesses throughout rural central Utah.



**“Utah’s AOGs provide a variety of programs and services to our residents which they might not otherwise receive. These services range from housing and emergency resources to infrastructure and economic development. The seven AOGs play a critical, yet often behind-the-scenes role, and their value shouldn’t be underestimated.”**

**— The Honorable  
Rob Bishop,  
U.S. Congress**

## Helping Low Income Families Conserve Energy

### Southeastern Utah Association of Local Governments

"Please allow me to express my heartfelt thanks for the wonderful improvements in efficiency that the Weatherization program has made in my home. My May 2008 bill compared to my May 2009 bill is the result of these improvements. I am very grateful to your program," Clawson resident Susan Simmons wrote to the Southeastern Utah Association of Local Governments (SEUALG). In her thank you note, Simmons said her daily usage costs have decreased 30 percent since participating in the Weatherization Assistance Program (WAP).

The WAP enables low-income individuals and families, particularly the elderly and handicapped, to conserve energy and reduce their monthly electric and heating bills. Participating households save an average of \$388 per year in utility costs.

The SEUALG program serves about 100 homes each year in a vastly rural region which extends 300 miles from the town of Scofield in the North to Monument Valley and the Arizona border in the South.

Many homes in southeast Utah were built during the coal boom spawned by World War II and the uranium boom of the forties and fifties. And with many energy inefficient homes on the Navajo Reservation, including traditional

Navajo hogans, weatherization is a priority.

The three primary goals of SEUALG's weatherization program are to reduce excessive air infiltration, reduce heat loss (through walls, ceilings, floors, doors and windows) and ensure that the heating system is operating at peak efficiency.



**AOG staff testing for lead-based paint**

The WAP staff perform energy audits to identify cost effective energy improvements. They install insulation in walls, attics and around electrical outlets, as well as occasionally replace prime doors and windows. They check for CO and CO2 leaks, conduct furnace safety/efficiency testing and tune up as necessary, and test for water heater safety. In addition, they conduct residential lead-based paint tests, and work with families on necessary abatement.

## Meeting the Needs of Residents

### Uintah Basin Association of Governments

"You are a godsend!" exclaimed a recent visitor to a food pantry managed by the Uintah Basin AOG, summing up her appreciation for the program.

Since the mid-1980s, Uintah Basin AOG has coordinated the Food Pantry Program for low-income residents of Daggett, Duchesne and Uintah counties. Funded through a Community Services Block Grant (CSBG), the program is offered by the AOG under the umbrella of a Community Action Agency (CAA). Uintah Basin AOG and four other AOGs in Utah house CAAs as part of their overall community services programs.

The AOG operates four food pantries that are open several times a week. During a recent 12-month period, the CSBG funds were leveraged with donations from religious organizations, school groups, the Boy Scouts of America, local residents and businesses to net more than 160,000 lbs of food. During the first half of 2009, the food pantries provided much needed food and hygiene items to more than 2,750 households in the three-county region.

Uintah Basin AOG is committed to meeting the needs of all of

## Building Homes While Building Skills

The Northeastern Utah Housing Partnership, a collaboration between the Uintah Basin AOG, the Duchesne County Justice Center (DCJC) and the Uintah Basin Applied Technology College (UBATC), builds homes and teaches inmates much needed skills.

The program is administered by the AOG and DCJC provides the building site and the labor (inmates housed in DCJC's complex). Upon course completion, inmates receive a building trades certificate. Houses are completed within a special work compound in preparation for transport to permanent locations.



Home being assembled at the Justice Center

By utilizing the occupational training outreach program of UBATC, inmates gain new skills and build their confidence to transition to private life.

Since the partnership began in 2000, 16 low- to moderate- income families have received homes and three more are currently under construction. The partnership received the U.S. Department of Housing and Urban Development's Top 100 Best Practices award in 2000 for innovation in providing affordable housing to the residents of Uintah Basin.

its citizens. In keeping with that promise, the AOG has been addressing the needs of at-risk children through the Foster Grandparent program since 1999.

The program matches older adults with students in need of one-on-one assistance in improving basic educational skills. The program's 50 senior mentors help nearly 600 students.

These mentors receive a small monthly stipend while providing a much-needed service to the students and the community. The one-on-one guidance provided boosts the self-esteem and confidence of both students and mentors. In recognition of their important role, annual certificates of participation are provided to each senior mentor.

# A Road Well Traveled

## Wasatch Front Regional Council

**W**ith Utah boasting the fastest population growth in the nation, local officials and transportation planners associated with the Wasatch Front Regional Council are focused on staying ahead of the growth curve.

The Wasatch Front Regional Council, which houses and staffs the region's federally designated metropolitan planning organization (MPO), is working diligently to meet the transportation needs of the region.

The Wasatch Front MPO is responsible for an 80-mile

stretch of highly urbanized transportation infrastructure along the I-15 corridor that includes Salt Lake City, Layton and Ogden. The Regional Council, Utah Department of Transportation, Utah Transit Authority and U.S. Department of Transportation work together to plan and program highway, transit and other transportation enhancements.

As part of their planning efforts, the MPO authors a long-range regional transportation plan (RTP) that is revised every four years with a minimum 20-year time horizon. The current RTP estimates potential expenditures of over \$14 billion for highway improvements and \$6.1 billion in transit upgrades.

The group is also studying alternative means for commuter transportation to reduce traffic congestion and improve regional air quality, such as the light rail and commuter rail system connecting Weber, Davis and Salt Lake counties.

The TRAX light rail system and FrontRunner commuter rail are examples of major efforts being taken within the Wasatch Front region to address traffic congestion and air quality conformity. In operation since 1999, TRAX now



**Federal funding channeled through WFRC has helped pay for state-of-the art traffic management.**

has two lines, 28 stations and 42,000 daily riders. The TRAX system is currently undergoing an expansion that will more than double its miles of rail through the addition of four new lines, including an extension to the Salt Lake City International Airport.

The FrontRunner line includes north and south routes. FrontRunner North, with 38 miles of track, opened in April 2008 and had some 4,000 daily riders by early 2009. FrontRunner South will open by 2013.

As the TRAX and FrontRunner systems are expanded from downtown, transportation planners foresee a critical mass in which ridership will grow dramatically as more destinations are linked.

**"The Utah Department of Transportation appreciates the close working relationship we have with the AOGs and the metropolitan and rural planning organizations they manage. This connection ensures that all our long- and short- range transportation plans are carefully coordinated, local elected officials are on board, and there are few surprises when the time comes to design and construct highway projects."**

**— John Njord, Executive Director,  
Utah Department of  
Transportation**

# Utah's Associations of Governments

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## Mountainland Association of Governments

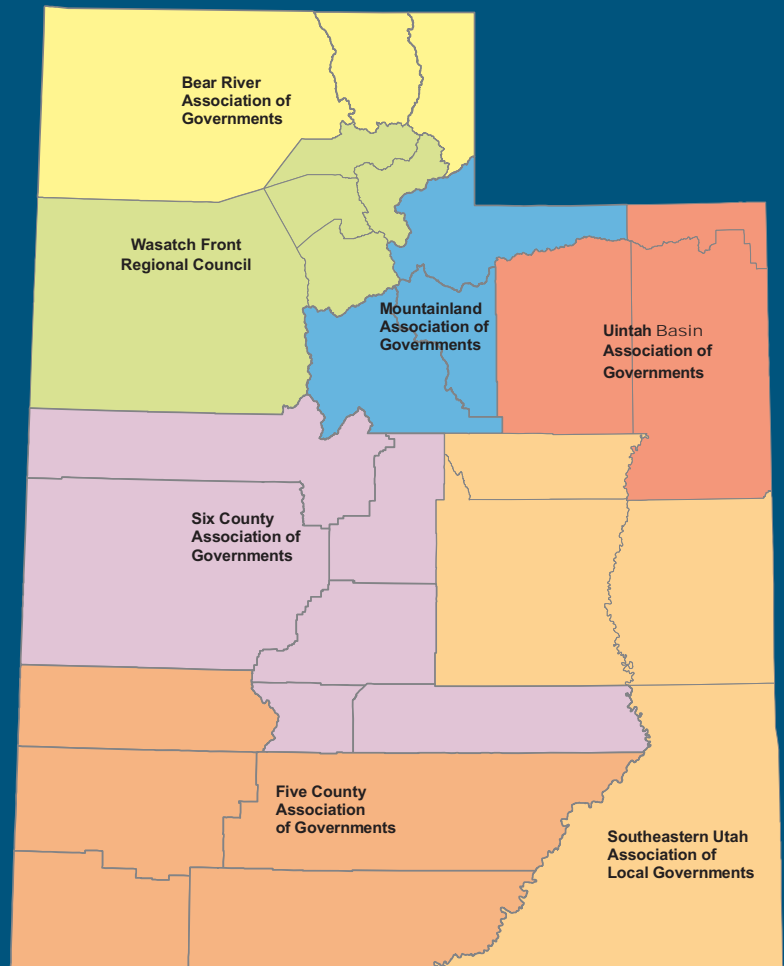
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# UTAH'S ASSOCIATIONS OF GOVERNMENTS

Regional Collaborations, Solutions and Strategies to Achieve Local Results

<http://governor.utah.gov/planning/aog/aog.htm>

