

NORTHWEST VALLEY DATAPoints

Northwest Salt Lake County Economics

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Northwest Salt Lake County serves as home to 1 in 10 Utahns and makes up one-quarter of the state's most populous county. Located west of I-15 and hemmed in by Great Salt Lake and the southern suburbs, this region includes West Valley City—Utah's second largest city—along with Kearns, Magna, Taylorsville, and the western portion of Salt Lake City.

As the University of Utah establishes its first off-campus hospital—located in the heart of Northwest Salt Lake County—

and launches a suite of local initiatives aimed at long-term societal impact, community stakeholders need data about the region. The Kem C. Gardner Policy Institute meets this need with "Northwest Valley Datapoints," a series of fact sheets designed to inform local decision-makers and community partners. This fourth installment presents economic data for the region, including findings around income, poverty, employment, commuting, and business composition.

INCOME AND POVERTY

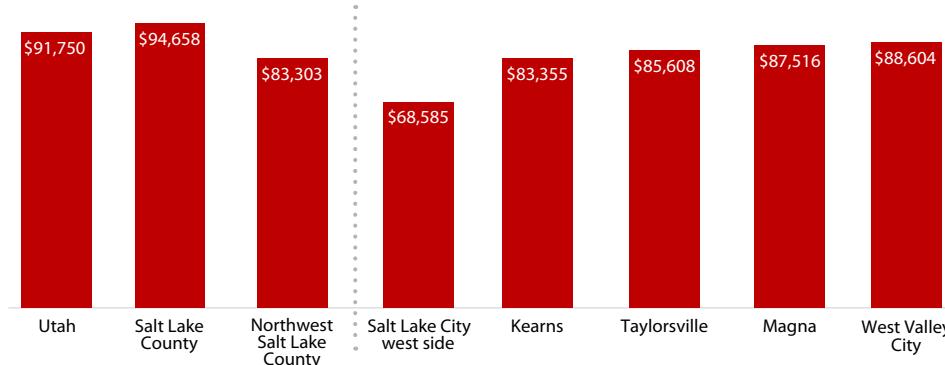
Northwest Salt Lake County households earn less on average than households in Salt Lake County or Utah as a whole. Median household income in Northwest Valley* averaged \$83,303 between 2019 and 2023, about \$11,000 below the county and \$8,500 below the statewide median. Per capita income also trailed the state and county, with Northwest Valley residents earning \$29,750 per person compared with \$43,393 in Salt Lake County and \$39,240 statewide.

Within the region, incomes vary widely. Median household income ranges from \$68,585 on Salt Lake City's west side to \$88,604 in West Valley City. Per capita income, which controls for varying household sizes, shows the lowest income in Kearns and highest in Taylorsville. Poverty rates in most Northwest Valley communities exceed county and state averages, with the highest levels occurring on Salt Lake City's west side (12.4%) and in West Valley City (11.8%). Child poverty rates also trend high across the region.

- **Lower incomes across all five communities** – Median household income in Kearns (\$83,355), Taylorsville (\$85,608), Magna (\$87,516), and West Valley City (\$88,604) falls below Salt Lake County (\$94,658) and Utah (\$91,750). Salt Lake City's west side stands out on the low end at \$68,585.
- **Higher overall poverty rates in several communities** – Overall poverty levels range from 7.8% in Kearns to 12.4% on Salt Lake City's west side. Poverty rates among most Northwest Valley communities exceed Salt Lake County (8.4%) and Utah (8.6%).
- **Higher child poverty** – Child poverty rates range from 10.8% in Kearns to 18.4% on Salt Lake City's west side. All Northwest Valley communities exceed Salt Lake County (9.1%) and Utah (8.9%).
- **Older adult poverty varies** – Poverty among residents age 65 and older ranges from 4.6% in Taylorsville to 9.4% on Salt Lake City's west side. Northwest Valley communities overall (7.0%) align closely with Salt Lake County (7.4%) and Utah (7.2%).

Median household income is lower across Northwest Valley communities.

Figure 1: Median Household Income in Select Communities, 2019–2023



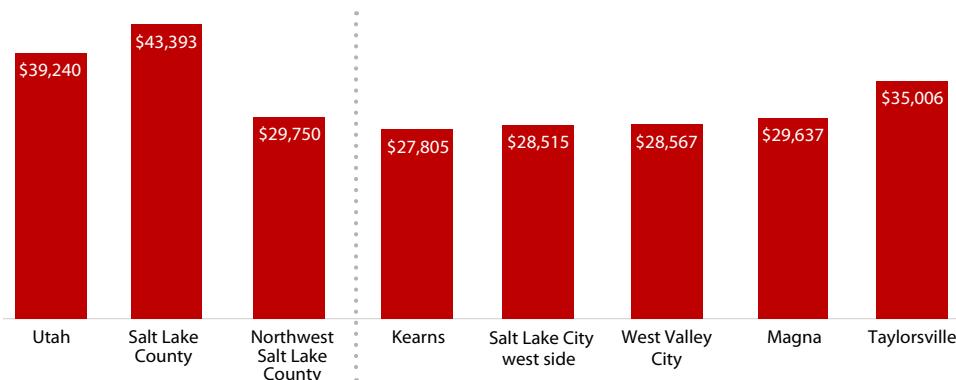
Note: Salt Lake City west side median household income is the household-weighted average of the component census tracts' median incomes. Northwest Salt Lake County median household income is the household-weighted average of the median household incomes of Kearns, Magna, Taylorsville, West Valley City, and the census tracts making up the west side of Salt Lake City.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

INFORMED DECISIONS™

Per capita income in Northwest Valley trails Salt Lake County by \$13,000.

Figure 2: Per Capita Income in Select Communities, 2019–2023

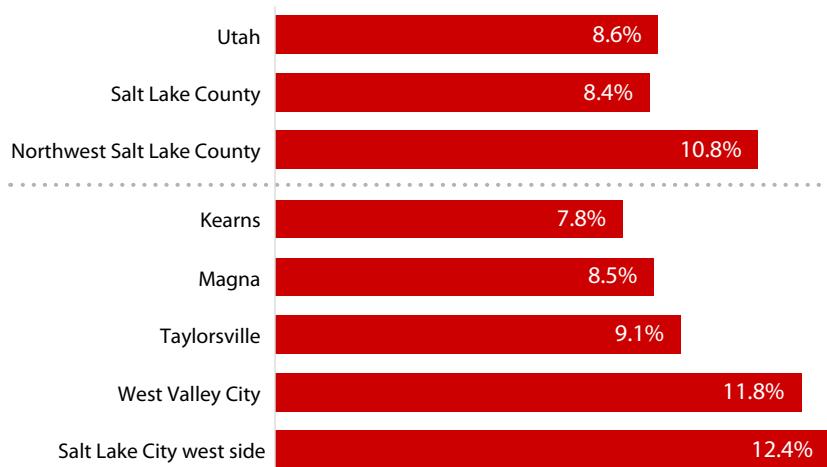


Note: Salt Lake City west side per capita income is the population-weighted average of the census tracts' per capita incomes. Northwest Salt Lake County per capita income is the population-weighted average of the per capita incomes of Kearns, Magna, Taylorsville, West Valley City, and the census tracts making up the west side of Salt Lake City.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

Poverty rates in three Northwest Valley communities exceed state levels.

Figure 3: Poverty Rate in Select Communities, 2019–2023

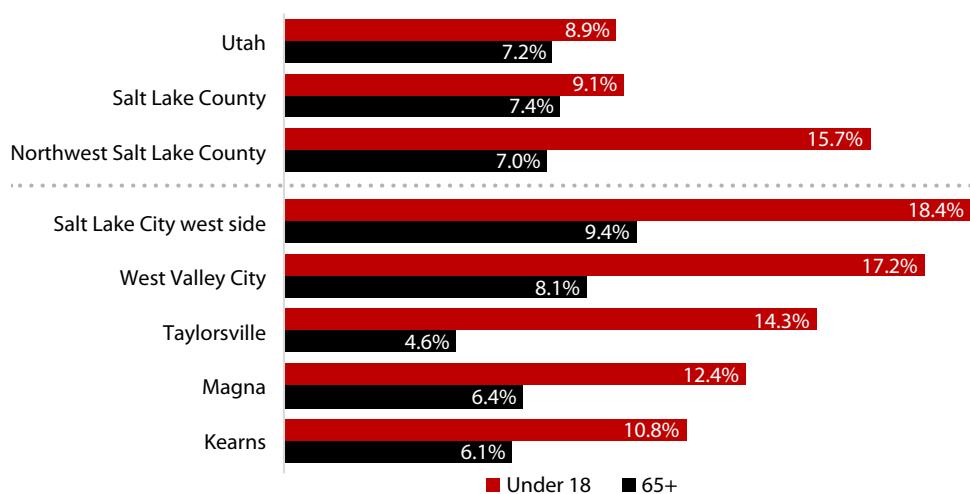


Note: Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15. The poverty rates for Salt Lake City west side and Northwest Salt Lake County represent the sum of the population below the poverty level divided by the sum of the total population across the component census tracts.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

Children face substantially higher poverty rates than older adults in Northwest Valley.

Figure 4: Child and Older Adult Poverty Rates in Select Communities, 2019–2023



Note: Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15. The poverty rates for Salt Lake City's west side and Northwest Salt Lake County represent the sum of the population below the poverty level divided by the sum of the total population for each age group across the component census tracts.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

* The Kem C. Gardner Policy Institute utilizes the terms "Northwest Valley" and "Northwest Salt Lake County" interchangeably to reference the communities of Kearns, Magna, Salt Lake City (west of Interstate 15), Taylorsville, and West Valley City. These terms define a statistical geography useful for data analysis that overlaps with areas commonly referred to as "West Valley," "the west side," and "west side communities."

EMPLOYMENT AND UNEMPLOYMENT

Northwest Valley is home to more than 165,000 employed residents, with the largest concentration (70,339) residing in West Valley City. Overall, the region features strong labor force engagement, shown by the 72.5% of residents 16 and older who are currently employed or seeking work. This labor force participation rate exceeds the state of Utah overall (69.6%) and aligns with Salt Lake County (72.2%).

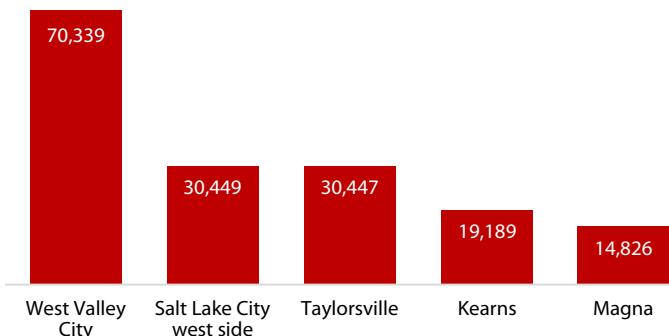
Within Northwest Valley, 4.6% of working residents are unemployed—higher than the county (3.7%) and statewide (3.4%) rates. Unemployment rates vary significantly across communities, ranging from 3.8% in Taylorsville to 5.8% in Kearns.

- **Large concentrations of employed residents** – West Valley City (70,339) accounts for 42.6% of Northwest Valley's 165,250 employed residents. Another 18.4% each live in Taylorsville (30,447) and on Salt Lake City's west side (30,449).
- **Strong labor force engagement in Kearns and West Valley City** – Labor force participation exceeds the county average in Kearns (73.8%), West Valley City (73.3%), and Magna (72.4%). Taylorsville and Salt Lake City's west side fall slightly below the county average.
- **Strong participation by women** – Labor force participation by women exceeds the state in all Northwest Valley communities, ranging from 64.1% in Magna to 66.4% in Kearns. Taylorsville shows the smallest gap between female and male participation rates (10.7 percentage points), while Magna (16.1 points) shows the largest.

- **Higher unemployment in Kearns and Magna** – Kearns (5.8%) and Magna (5.0%) report the highest unemployment rates, while West Valley City (4.4%) and Salt Lake City's west side (4.9%) also exceed county (3.7%) and statewide (3.4%) averages.
- **Taylorsville shows relatively low unemployment** – With a rate of 3.8%, Taylorsville reports the lowest unemployment among Northwest Valley communities and aligns closely with Salt Lake County and the state. However, Taylorsville also has the lowest labor force participation rate in the region, indicating many adults have opted out of the workforce.

Over 40% of Northwest Valley's working residents live in West Valley City.

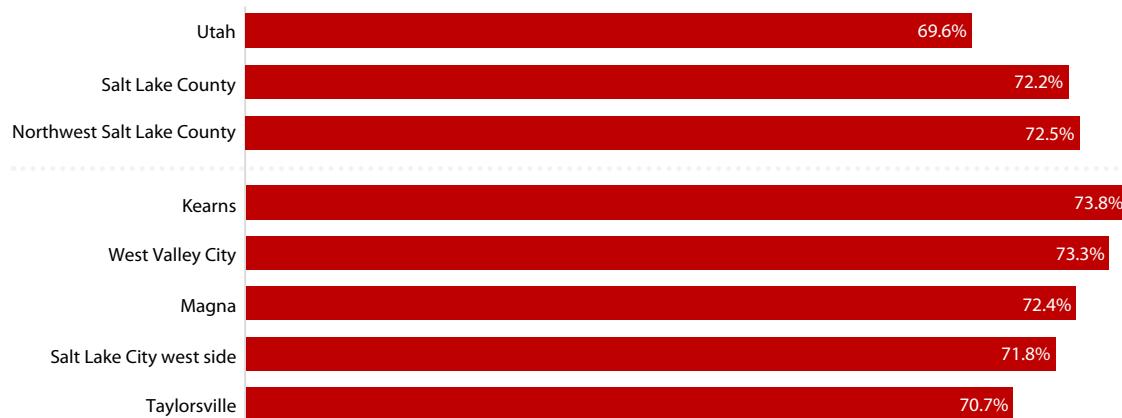
Figure 5: Number of Employed Residents in Northwest Salt Lake County Communities, 2019–2023



Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

Labor force participation in Northwest Valley closely aligns with Salt Lake County.

Figure 6: Labor Force Participation Rate in Select Communities, 2019–2023

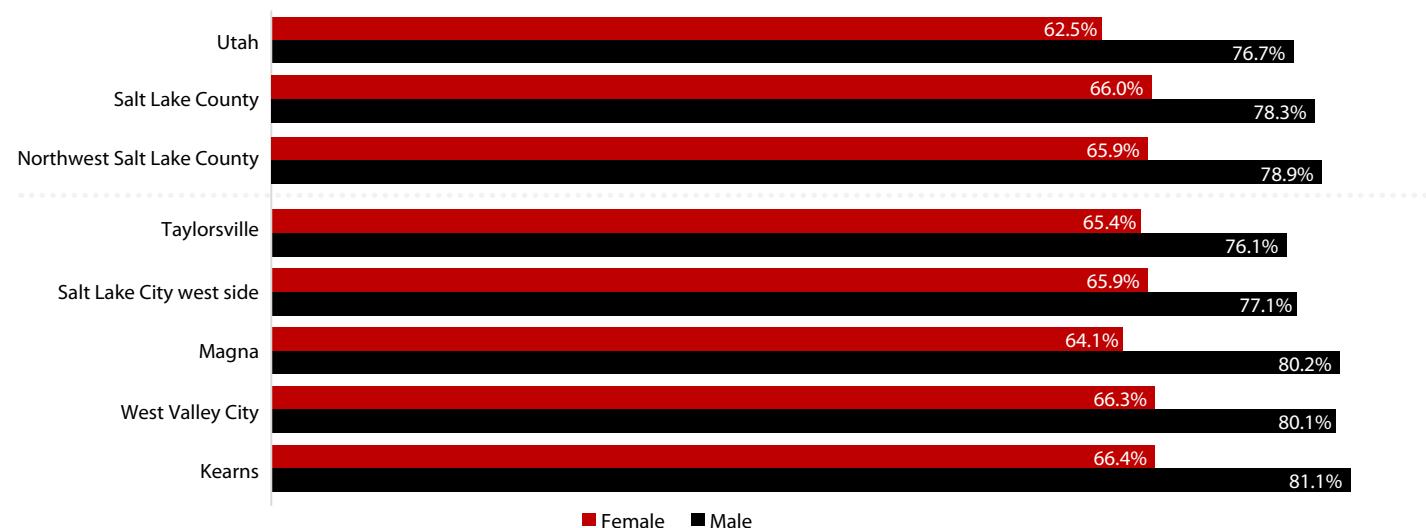


Note: The labor force participation rate used here is defined as the share of the population age 16 and older that is in the labor force. Unlike the official labor force participation rate, it includes military as well as civilians and does not exclude the institutionalized population. The rate for Salt Lake City west side was calculated from census tract-level data, while that for Northwest Salt Lake County was calculated from a combination of place- and tract-level data. Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

Men participate in the labor force at higher rates than women across all Northwest Valley communities.

Figure 7: Labor Force Participation Rate by Sex in Select Communities, 2019–2023

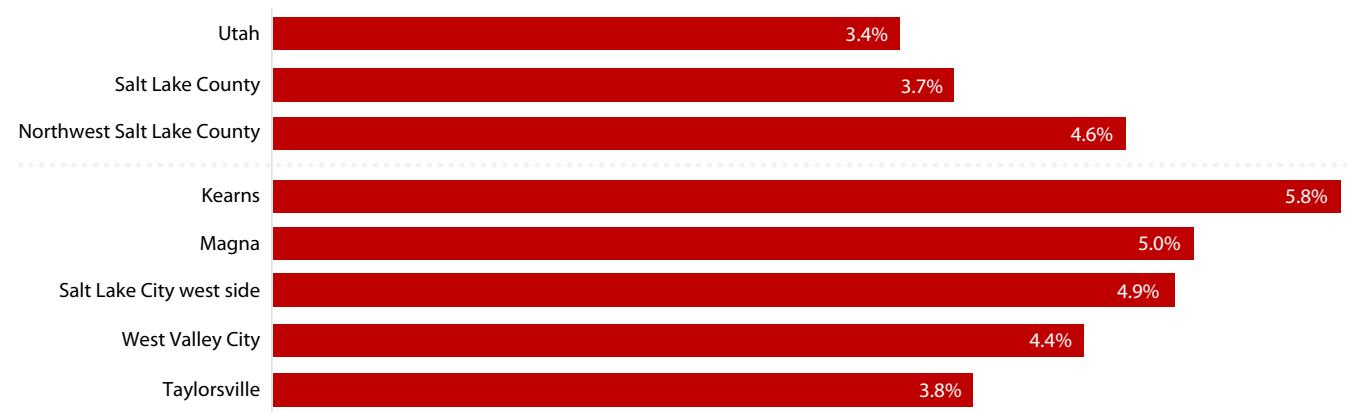


Note: The labor force participation rate used here is defined as the share of the population age 16 and older that is in the labor force. Unlike the official labor force participation rate, it includes military as well as civilians and does not exclude the institutionalized population. The rate for Salt Lake City west side was calculated from census tract-level data, while that for Northwest Salt Lake County was calculated from a combination of place- and tract-level data. Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

Unemployment in Northwest Valley exceeds county levels, driven by higher rates in Kearns and Magna.

Figure 8: Unemployment Rate in Select Communities, 2019–2023



Note: Unemployment rate represents the number of residents who are unemployed and actively seeking work as a percentage of the civilian labor force. Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15.

Source: Kem C. Gardner Policy Institute analysis of U.S. Census Bureau 2019–2023 5-Year American Community Survey data

BUSINESS TYPES

Northwest Valley firms are more likely to be woman-owned, racial and ethnic minority¹-owned, or sole proprietorships or partnerships with no employees, compared with those in Salt Lake County or the state as a whole. Those that do have employees are generally larger than in the county or state, with 12.4% employing at least 50 workers, compared with 8.2% for the county and 5.4% statewide.

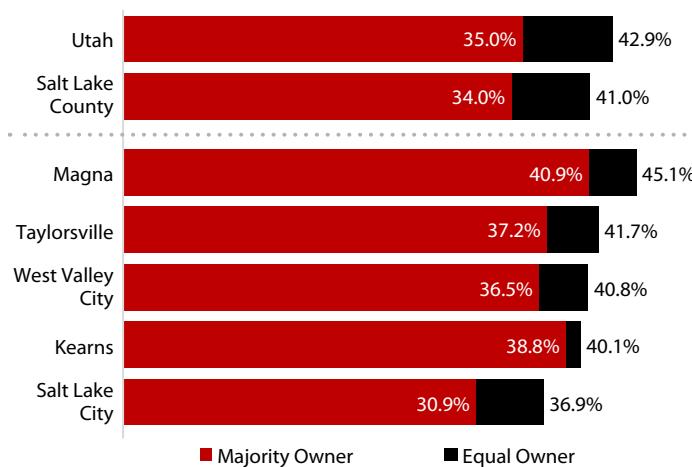
- Small businesses less common in Northwest Valley** – Just over one-third (38.4%) of employer establishments in Northwest Valley have one to four employees, compared with 48.3% in Salt Lake County and 58.2% statewide.
- Northwest Valley stands out for larger business establishments** – Salt Lake City's west side and West Valley City have high concentrations of establishments with 100 or more employees, at 7.9% and 5.6%, respectively, versus 3.6% and 2.2% for the county and state.
- High rate of female-owned businesses** – Women own an average of 37.3% of firms across the Northwest Valley communities of Kearns, Magna, Taylorsville, and West Valley City, compared with 34.0% in the county and 35.0% statewide.
- High racial and ethnic minority ownership** – Owners of Northwest Valley companies identify as Hispanic or non-White at more than twice the county and state rates. In Kearns (55.0%), West Valley City (50.8%), and Magna (50.8%), minority residents own a majority of businesses.
- Mixed shares of family-owned businesses** – Families own one-third of firms in West Valley City (33.5%) and Magna (33.3%), above the county (27.9%) and statewide (31.5%) shares. Kearns is an outlier at just 15.0%.

- Generally higher shares of self-employment** –

"Nonemployer" firms—sole proprietors or partnerships with no employees—are most prevalent in Kearns and Magna, at 88.3% and 86.8% of all firms. In comparison, these businesses compose 78.6% of firms in Salt Lake County and 79.8% of firms statewide.

Women-owned businesses are more prevalent in most Northwest Valley communities.

Figure 10: Female-Owned Share of Firms in Select Communities, 2022

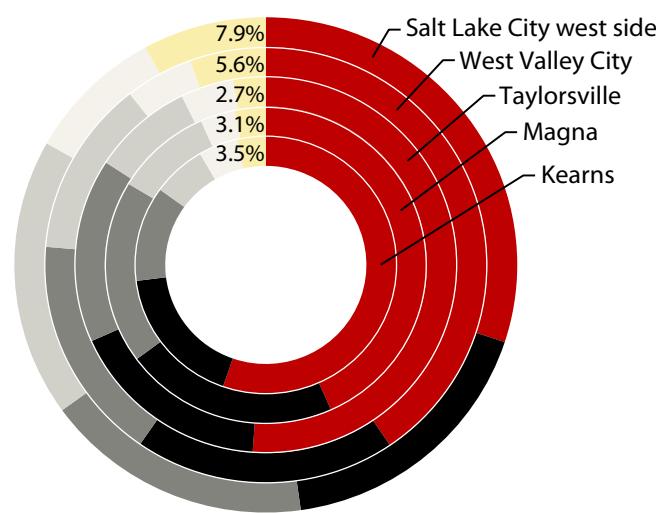
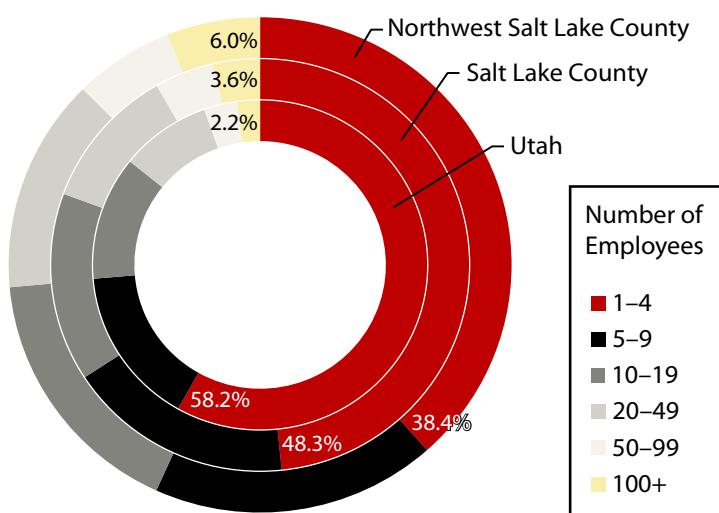


Note: Majority ownership is defined as having 51% or more of the stock or equity in a business. A firm consists of one or more physical locations under the ownership of a single organization. Percentages shown represent firms that reported demographic data; not all did. Data not available for the west side of Salt Lake City.

Source: Kem C. Gardner Policy Institute analysis of data from the U.S. Census Bureau, 2022 Economic Surveys, Nonemployer Statistics by Demographics

Salt Lake City's west side is home to larger business establishments.

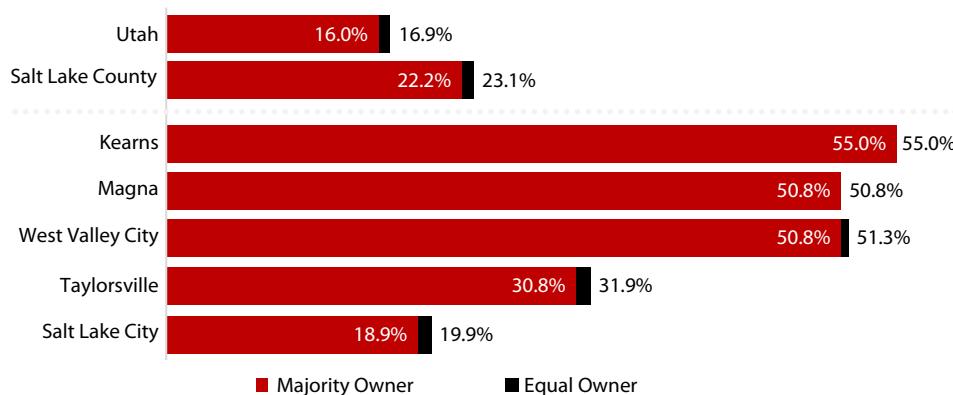
Figure 9: Distribution of Select Communities' Employer Establishments by Size, 2025



Note: Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15.
Source: Kem C. Gardner Policy Institute analysis of Utah Department of Workforce Services Firm Find data

Racial and ethnic minorities own a majority of firms in most Northwest Valley communities.

Figure 11: Racial and Ethnic Minority-Owned Share of Firms in Select Communities, 2022



Note: Majority ownership is defined as having 51% or more of the stock or equity in a business. A firm consists of one or more physical locations under the ownership of a single organization. Racial and ethnic minority refers to individuals who are Hispanic or Latino or non-White. Percentages shown represent firms that reported demographic data; not all did. Data not available for the west side of Salt Lake City.

Source: Kem C. Gardner Policy Institute analysis of data from the U.S. Census Bureau, 2022 Economic Surveys, Nonemployer Statistics by Demographics

Family-owned businesses are prevalent in West Valley City and Magna.

Figure 12: Family-Owned Share of Employer Firms in Select Communities, 2022

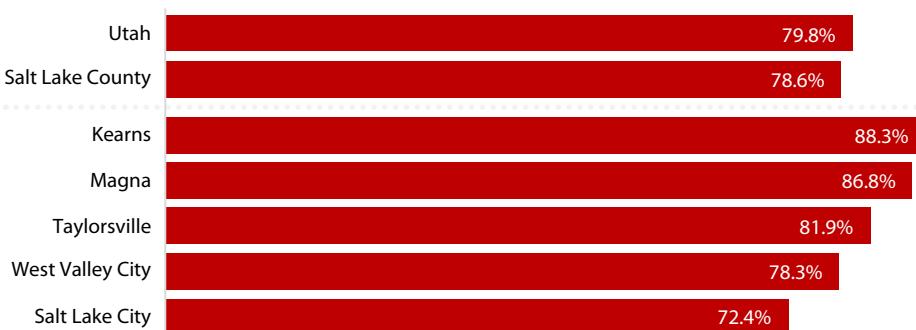


Note: Family-owned businesses are those where at least half of the owners are related by blood or marriage, and together they own at least 51% of the stock or equity in the business. A firm consists of one or more physical locations under the ownership of a single organization. Percentages shown represent firms that reported demographic data; not all did. Data not available for the west side of Salt Lake City.

Source: Kem C. Gardner Policy Institute analysis of data from the U.S. Census Bureau, Annual Business Survey 2022

Kearns and Magna include high shares of self-employed workers.

Figure 13: Self-Employed Share of Firms in Select Communities, 2022



Note: Self-employed (nonemployer) firms consist of sole proprietorships or partnerships with no employees. A firm consists of one or more physical locations under the ownership of a single organization. Data not available for the west side of Salt Lake City.

Source: Kem C. Gardner Policy Institute analysis of data from the U.S. Census Bureau, 2022 Economic Surveys, Nonemployer Statistics by Demographics

JOBs, WAGES, AND LARGEST EMPLOYERS

Northwest Salt Lake County's job base spans a diverse set of industries, led by trade, transportation, and utilities; professional and business services; government; and manufacturing. West Valley City anchors Northwest Valley's employment landscape with over 72,000 jobs, more than double the combined total of Kearns, Magna, and Taylorsville. The region provides lower-wage jobs than the county, with average wages below the countywide average.

Industry composition varies widely across communities. Kearns and Taylorsville have large shares of government employment, while Magna and West Valley City stand out with significant shares of employment in trade, transportation, and utilities. Aviation-related industries contribute to the employment landscape on the west side of Salt Lake City, along with other trade, transportation, and utilities employment, and government employment. Major private employers—including Amazon, Delta Airlines, UPS, Northrop Grumman, and L3 Technologies—play a substantial role in shaping the region's job and wage dynamics.

- **West Valley City is the region's employment center** – With 72,614 jobs, West Valley City accounts for a large share of employment in Northwest Valley. Taylorsville (19,494) and Salt Lake City's west side also serve as job hubs.
- **Trade, transportation, and utilities dominate employment** – This sector is the largest in the Northwest Valley region, including 18,375 jobs in West Valley City and 64,936 in Salt Lake City (including Salt Lake City's east side).
- **Wages below county and state averages** – Average monthly wages for jobs located in Northwest Valley communities range from \$3,329 in Kearns to \$5,574 in West Valley City, below Salt Lake City's \$6,717 and the county (\$6,089) and state (\$5,242) averages.
- **Major employers anchor key industries** – Amazon (multiple facilities), Delta Airlines, L3 Technologies, UPS, Northrop Grumman, and Salt Lake Community College are among the largest employers in Northwest Valley, with several individual employers providing over 1,000 jobs.

Trade, transportation, and utilities dominate employment in West Valley City and Magna.

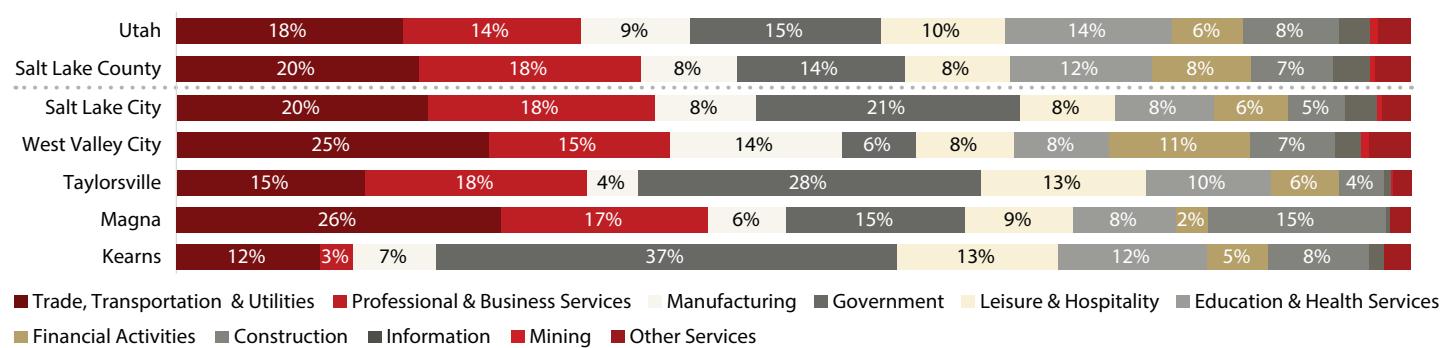
Table 1: Industry Employment Totals in Select Communities, 2023

Industry	Kearns	Magna	Taylorsville	West Valley City	Salt Lake City	Salt Lake County	Utah
Trade, Transportation & Utilities	443	1,241	2,985	18,375	64,936	157,099	315,621
Professional & Business Services	100	792	3,492	10,607	58,245	143,783	249,672
Manufacturing	256	297	809	10,149	26,219	61,938	152,917
Government	1,422	685	5,429	4,334	68,063	108,728	266,530
Leisure & Hospitality	494	408	2,590	5,814	24,339	67,640	172,206
Education & Health Services	461	398	1,980	5,607	25,731	93,243	235,021
Financial Activities	187	118	1,080	8,286	19,204	63,057	98,377
Construction	308	685	692	5,012	14,685	53,903	134,214
Information	50	15	133	1,508	8,218	23,916	42,765
Mining	0	0	8	500	1,383	3,419	10,779
Other Services	80	77	296	2,423	7,287	22,418	46,187
Total	3,802	4,716	19,494	72,614	318,310	799,144	1,724,288

Note: Salt Lake City represents entire city as data for the west side is not available. Data reflects jobs located in each geography.

Source: Utah Department of Workforce Services

Figure 14: Industry Employment Shares for Jobs Located in Select Communities, 2023



Note: Salt Lake City represents entire city as data for the west side is not available. Figure reflects employment located in listed communities; employees may reside elsewhere.

Source: Kem C. Gardner Policy Institute analysis of Utah Department of Workforce Services data

Distributors, airlines, and schools are among Northwest Valley's largest employers.

Table 2: Largest Employers Located in Northwest Salt Lake County Communities, 2023

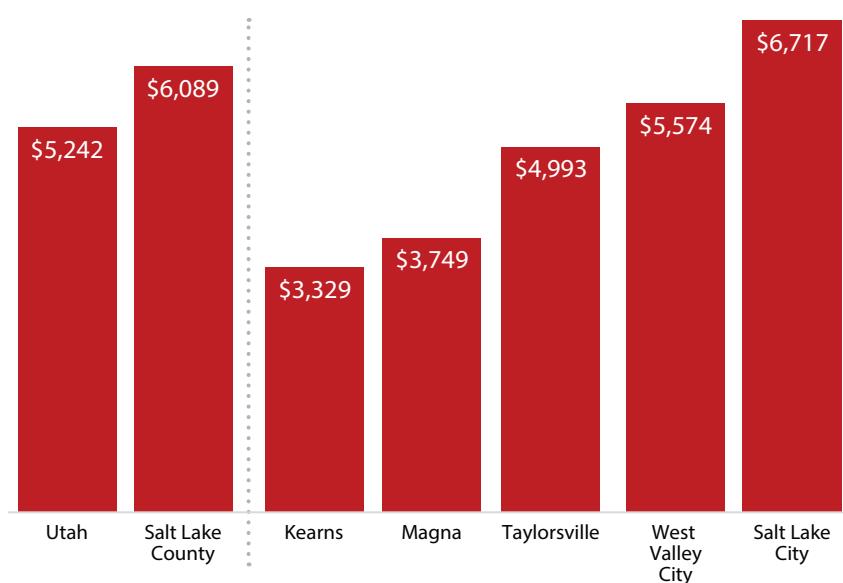
Name	Jobs
Salt Lake City west side	
Amazon SLC1	5,000–6,999
Delta Airlines	4,000–4,999
L3 Technologies Inc.	2,000–2,999
United Parcel Service	2,000–2,999
BioFire Diagnostics, LLC	1,000–1,999
Cache Valley Electric	1,000–1,999
Delta Airlines Reservations	1,000–1,999
SkyWest Airlines Inc.	1,000–1,999
Varex Imaging Corporation	1,000–1,999
West Valley City	
Amazon - DUT1	1,000–1,999
Discover Products Inc.	1,000–1,999
Northrop Grumman Corp.	1,000–1,999
Premier Employee Solutions LLC	1,000–1,999
Taylorsville	
Salt Lake Community College	1,000–1,999
Department of Government Operations	500–999
ICU Medical Inc.	500–999
Nelson Laboratories, Inc.	500–999

Name	Jobs
Kearns	
Granite Schools – Kearns High	250–499
Granite Schools – Kearns Jr High	100–249
Granite Schools – T W Bacchus	100–249
Granite Schools – West Kearns	100–249
Harmons	100–249
Kearns Oquirrh Park Fitness Center	100–249
Utah Olympic Oval	100–249
Watermark Services IV LLC	100–249
Magna	
FedEx	500–999
Kennecott Utah Copper – Cumulative Total Concentrators	250–499
Kennecott Utah Copper – Magna #4	250–499
Kennecott Utah Copper – Plant #5	100–249
Alorica Inc.	100–249
American Eagle Ready Mix Utah, LLC	100–249
Exodus Healthcare Network, PLLC	100–249
Granite Schools – Cypress High	100–249
Morgan Asphalt Plant	100–249
Smith's	100–249
Tumi Staffing USA Inc.	100–249
Wal-Mart Associates Inc.	100–249

Source: Kem C. Gardner Policy Institute analysis of Utah Department of Workforce Services data

Northwest Valley jobs pay below the county average.

Figure 15: Average Monthly Wages for Workers Employed in Select Communities, 2023



Note: Salt Lake City represents entire city as data for the west side is not available. Wages earned by workers employed at jobs located within listed geographies. Wages do not reflect the earnings of area residents. Source: Utah Department of Workforce Services

COMMUTING

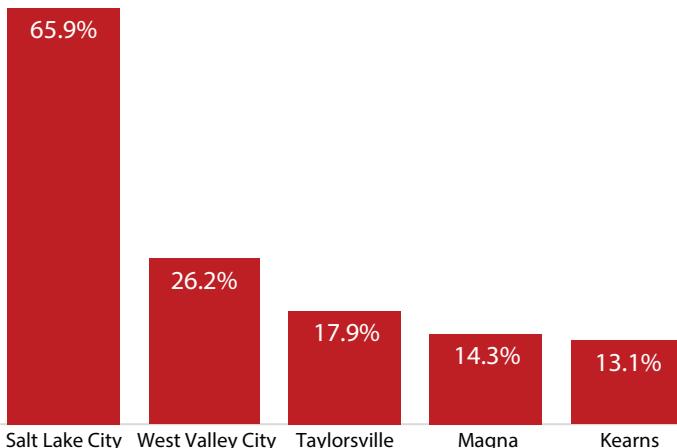
Most of Northwest Salt Lake County's working residents commute outside their home city for employment, with large daily flows to workplaces in Salt Lake City. Just over half (50.7%) report commute times from 15 to 29 minutes. Most residents drive to work—70.2% driving alone and 14.3% carpooling. The region's residents carpool at higher rates than the state (14.3% vs. 9.8%) and a smaller share of residents work from home (11.1% vs 16.0%).

Salt Lake City serves as a major employment hub, resulting in unique commuter experiences for residents on the west side of Salt Lake City compared to the rest of Northwest Valley. In Salt Lake City, nearly two-thirds (65.9%) of working residents are employed within the city, commute times are shorter, and city residents are less likely to drive to work.

- Commuter communities** – In Taylorsville, Magna, and Kearns, over 80% of working residents commute to workplaces outside their cities each day.

In four Northwest Valley communities, most workers commute outside their cities for work.

Figure 16: Share of Working Residents Employed in Their City of Residence, 2017–2021



Note: Salt Lake City represents entire city, as west side data is unavailable.
Source: U.S. Department of Transportation, Bureau of Transportation Statistics. Census Transportation Planning Package (CTOO), 2017–2021

- West Valley City's large commuter flow to Salt Lake City** – Almost 1 in 3 West Valley City working residents (31.2%) travel to Salt Lake City for employment—more than 21,000 daily commuters.
- Fewer short commutes in Magna and Kearns** – Fewer than 1 in 6 commuters in Magna (15.7%) and Kearns (15.9%) travel less than 15 minutes, compared to 1 in 3 (33.1%) commuters statewide.²
- In-person work dominates the region** – All Northwest Valley communities have lower work-from-home rates than the state, ranging from 13.7% in Taylorsville to 10.2% in Magna and 10.1% in West Valley City.
- Commuting by car** – Almost 85% of Northwest Valley's commuters travel by car (driving alone or carpooling), compared to 78.9% statewide. This share ranges from 87.0% in Magna to 80.0% on the west side of Salt Lake City.

Over 20,000 commuters travel from West Valley City to Salt Lake City each day.

Table 3: Largest City Commuter Flows from Northwest Valley Communities, 2017–2021

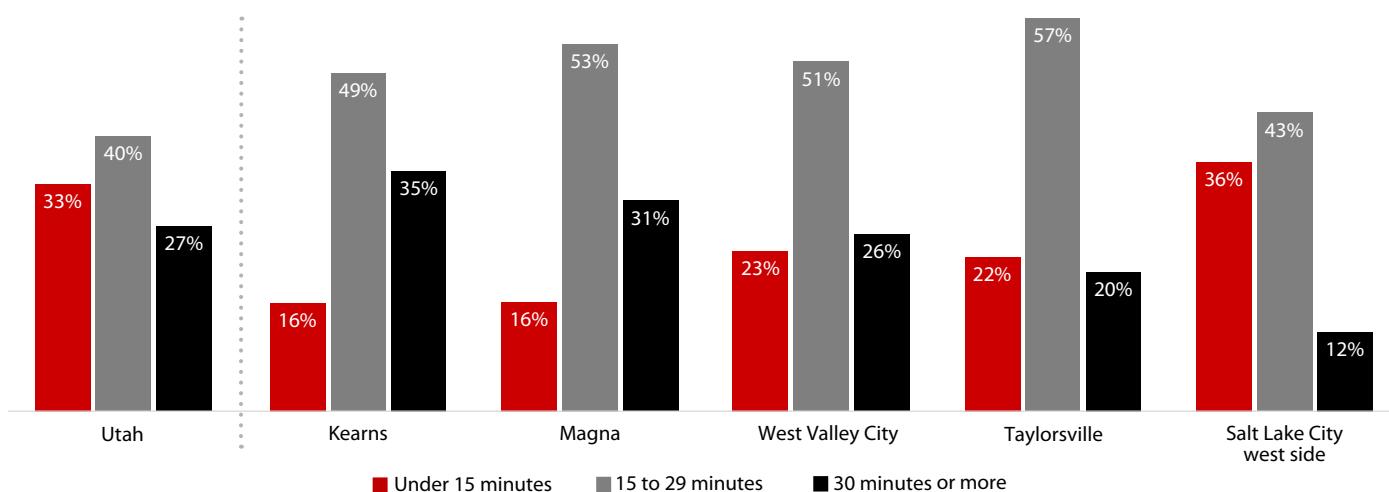
Rank	Origin	Destination	Workers
1	West Valley City	Salt Lake City	21,615
2	Taylorsville	Salt Lake City	8,470
3	Kearns	Salt Lake City	4,885
4	Salt Lake City	West Valley City	4,845
5	Magna	Salt Lake City	4,650
6	Salt Lake City	Murray	3,510
7	West Valley City	South Salt Lake	3,470
8	West Valley City	West Jordan	3,275
9	Taylorsville	West Valley City	3,055
10	Salt Lake City	South Salt Lake	3,020

Note: Of the flows originating in Northwest Salt Lake County communities. Salt Lake City represents entire city, as west side data is unavailable.

Source: U.S. Department of Transportation, Bureau of Transportation Statistics. Census Transportation Planning Package (CTOO), 2017–2021

Most Northwest Valley commuters report traveling 15 to 29 minutes to work.

Figure 17: Travel Times to Work for Workers in Select Communities, 2019–2023

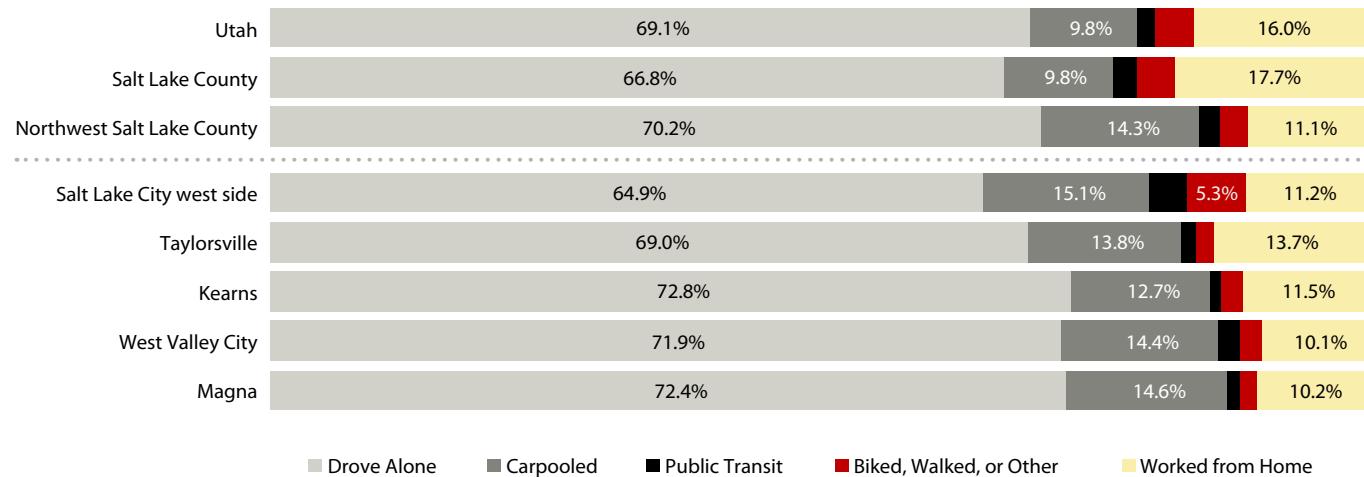


Note: Percent of workers who did not work from home.

Source: U.S. Census Bureau, 2019–2023 American Community Survey 5-Year Estimates

Commuting by car dominates, with high rates of carpooling compared to the state.

Figure 18: Mode of Transportation to Work for Select Communities, 2019–2023



Note: Public transit includes bus, TRAX, and Frontrunner. Other includes taxi or ride-hailing services, motorcycle, and other methods. Northwest Salt Lake County includes Kearns, Magna, Taylorsville, West Valley City, and Salt Lake City west of I-15.

Source: U.S. Census Bureau, 2019–2023 American Community Survey 5-Year Estimates

Endnotes

1. Racial and ethnic minority refers to Hispanic or Latino or non-White individuals.
2. This share does not include individuals who work from home.

Partners in the Community

The following individuals and entities help support the research mission of the Kem C. Gardner Policy Institute.

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 KSL and Deseret News
 Larry H. & Gail Miller Family Foundation
 Mountain America Credit Union
 Salt Lake City Corporation
 Salt Lake County
 University of Utah Health
 Utah Governor's Office of Economic Opportunity
 WCF Insurance
 Zions Bank

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 Kimberly Gardner
 Natalie Gochnour
 Brandy Grace
 Jeremy Hafen
 Clark Ivory
 Ann Marie McDonald

Derek Miller

Ann Millner
 Sterling Nielsen
 Jason Perry

Ray Pickup

Gary B. Porter
 Taylor Randall
 Jill Remington Love
 Josh Romney
 Charles W. Sorenson
 James Lee Sorenson
 Vicki Varela

Ex Officio (invited)

Governor Spencer Cox
 Speaker Mike Schultz
 Senate President
 Stuart Adams
 Representative
 Angela Romero
 Senator Luz Escamilla
 Mayor Jenny Wilson
 Mayor Erin Mendenhall

Kem C. Gardner Policy Institute Staff and Advisors

Leadership Team

Natalie Gochnour, Associate Dean and Director
 Jennifer Robinson, Chief of Staff
 Mallory Bateman, Director of Demographic Research
 Phil Dean, Chief Economist and Research Director
 Shelley Kruger, Director of Accounting and Finance
 Colleen Larson, Associate Director of Administration
 Nate Lloyd, Director of Economic Research
 Maddy Orritt, Director of Public Finance Research
 Laura Summers, Director of Public Policy Research
 Nicholas Thiriot, Communications Director
 James A. Wood, Ivory-Boyer Senior Fellow

Emily Harris, Senior Demographer

Michael T. Hogue, Senior Research Statistician

Mike Hollingshaus, Senior Demographer

Madeleine Jones, Dignity Initiative Field Director

Jennifer Leaver, Senior Tourism Analyst

Levi Pace, Senior Research Economist

Praopan Pratoomchat, Senior Research Economist

Heidi Prior, Public Policy Analyst

Megan Rabe, Demography Research Associate

Natalie Roney, Senior Public Finance Economist

Shannon Simonsen, Research Coordinator

Paul Springer, Senior Graphic Designer

Gaby Velasquez, Monson Center Special

Events Coordinator

Cayley Wintch, Monson Center Building Manager

David Witt, Dignity Initiative Program Associate

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 Ari Bruening, Community-at-Large
 Silvia Castro, Suazo Business Center
 Gary Cornia, Marriott School of Business
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 Dianne Meppen, Community-at-Large
 Pamela S. Perlich, Community-at-Large
 Chris Redgrave, Community-at-Large
 Juliette Tennert, Community-at-Large

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