ARK JUNIPER CONSULTING LLC

Rigorous, practical evidence for mission-driven investment

Statement of Qualifications | Noah H. Enelow, Ph.D., Principal | Eugene, Oregon | (503) 914-7400 | nhenelow@gmail.com

FIRM OVERVIEW

Ark Juniper Consulting LLC provides evaluation, economic analysis, and impact strategy for foundations and impact investors, nonprofits, Tribes and Tribally led organizations, public agencies, and mission-driven firms. We help clients demonstrate what their investments achieve, inform strategic direction, and build evidence that stakeholders and communities can trust. Our work uses mixed methods and principles-based evaluation frameworks, with a strong role for community participation and meaning-making, and findings delivered in plain language. We serve clients nationwide, with a focus on the Greater Pacific Northwest, and work fully remotely.

SERVICES

Service area	What we deliver	Methods and tools, with selected examples
Measurement and evaluation	Theories of Change, indicator systems, and formative and developmental evaluation, using interviews, focus groups, surveys, and program data.	Interviews, focus groups, surveys, site visits, document and data review; progress dashboards and funder-ready reports; Alaska Mariculture Cluster Evaluation (2026)
Economic valuation and impact modeling	Valuation of market and nonmarket outcomes, impact multipliers, discounting, and scenario and sensitivity analysis; jobs and economic impact analysis.	Swing weighting, ecosystem services valuation, choice experiments, IMPLAN, RIMS II, econometrics (R, Stata); The Value of Collaboration (2018)
Philanthropic strategy and landscape analysis	Sector landscape analyses, program strategy roadmaps, workflows and RFP drafting, selection criteria, and scoring rubrics for foundations. Program officer for hire.	Expert interviews, case studies, frameworks, metrics design; further examples available on request
Workforce and economic mobility research	Occupation, wage, and demographic analysis; program and policy scans; local-hire and equity standards review; analysis of labor market opportunities, barriers, and gaps.	Public labor data, program data, IMPLAN, comparison-group wage analysis; Jobs and Equity in the Urban Forest (2017)
Market and financial feasibility	Market sizing, supply and demand drivers, cost-of-production and enterprise-budget models, value chain analysis, SWOT, and business planning.	Data models with sensitivity analysis; USDA and BLS data; stakeholder interviews; Cascadia Foodshed Financing Initiative (2016)
Tools and frameworks	Reusable and customized evaluation toolkits, shared metrics platforms, impact models, and analytic frameworks that organizations can use on their own	Equitable Evaluation Toolkit (2024); Future Economy framework (2015); Farm to Institution Metrics Platform (2018)

PRINCIPAL

Noah H. Enelow, Ph.D. is an economist and evaluator with 14 years at Ecotrust (2012–2026), rising from Economist to Senior Director of 3E Research and Evaluation. He served on the Ecotrust Leadership Team (2020–2022) and led a research and evaluation team.

- Ph.D. and M.A., Economics, University of Massachusetts Amherst; B.A., Yale University
- Fulbright Fellow (Peru); John Kenneth Galbraith Prize, University of Massachusetts
- Former Visiting Assistant Professor of Economics, Hampshire College
- Invited speaker on workforce development and urban forestry
- Over 20 published reports and peer-reviewed works

WHY ARK JUNIPER

- **Robust data analysis and insights.** Counterfactuals, discounting, and sensitivity tests are stated openly.
- **Community co-creation.** Participatory methods and equity-centered design, including with Alaska Native and rural partners.
- **Clear findings for leaders and non-specialists.** Plain-language findings for boards, funders, and community members.
- **Efficient workflow.** AI-assisted synthesis, coding, and data cleaning across quantitative and qualitative sources.

SELECTED PROJECT EXPERIENCE

Project	Client / funder	Role, scope, and results
Alaska Mariculture Cluster: Grant Evaluation, 2023–2025 (2026)	Southeast Conference; $49M U.S. EDA Build Back Better grant	Lead evaluator and author. Built Theory of Change and indicators; conducted 27 interviews and four focus groups (35 participants). **Key finding:** 55 funded projects (53%) and $21.96M (65% of value) benefit Alaska Native communities, against 25% target.

Project	Client / funder	Role, scope, and results
The Value of Collaboration: Evaluation of the Sustainable Southeast Partnership (2018)	Sustainable Southeast Partnership (SSP), rural Southeast Alaska	Lead researcher and author. Mixed-methods evaluation of a regional collective impact initiative, using interviews, focus-group elicitation, surveys, and swing weighting to value non-market outcomes. **Key finding:** SSP delivers about $5.3M in annual regional value and a 7:1 impact multiplier. The valuation supported SSP's director in raising a $10M commitment from Sealaska to establish the Seacoast Trust, SSP's permanent endowment.
Cascadia Foodshed Financing Project: Market Research (2016)	Cascadia Foodshed Financing Project (Philanthropy Northwest); funded by JPMorgan Chase Foundation and others	Lead researcher and report author. Six sector analyses (beef, pork, poultry, grains, leafy greens, storage crops) covering market size, cost of production, sensitivity analyses, and investment recommendations. **Key finding:** In the pastured-poultry model, break-even rises from $3.61 to $4.40 per pound as feed costs rise from $700 to $1,100 per ton.
Jobs and Equity in the Urban Forest (2017)	USDA Forest Service (NUCFAC); with PolicyLink	Project manager and lead author. Equity program and policy scan, Greater Portland occupation, wage, and demographic snapshot, and an IMPLAN impact analysis of a community-based landscape enterprise. **Key finding:** investments in urban forestry in Portland deliver economic output multiplier of 1.88.
Optimizing Urban Ecosystem Services: The Bullitt Center (2014)	The Bullitt Foundation	Co-author. Preliminary financial valuation of six building features over a 250-year lifecycle; present value of benefits from $1.5M to $18.5M across discount rates (4% to 10%) and carbon prices ($30 to $200 per ton).
Landscape Analysis of Green Building in the Pacific Northwest (2015)	A Pacific Northwest private foundation	Co-author. Funder landscape, innovation criteria, impact metrics, and a three-to-five-year transition roadmap for the foundation, informed by 19 expert interviews.
The Values of Place: Recreation and Cultural Ecosystem Services in Puget Sound (2015)	Puget Sound Institute	Co-author. Regional survey estimating 8.8 million recreation trips and $474.8M in annual direct trip spending; choice experiment on willingness to pay for riparian restoration; farmer interviews.
Verde and Living Cully: A Venture in Placemaking (2015); The Future Economy Analytical framework and synthesis (2014–2015)	E3 Network (Economics for Equity and Environment)	Lead author of the case study (wages, including benefits, 43% to 76% above workers' prior jobs); corresponding author of the analytical framework applied to six case studies; co-author of the synthesis.
The Economic Impact of Clean Energy Investments in the Pacific Northwest (2016)	Labor Network for Sustainability; Chorus Foundation	Jobs and economic impact comparisons using IMPLAN multipliers and NREL JEDI. **Key findings:** energy efficiency plus installing solar generation supports 525 total construction jobs versus 304 for building an oil terminal at comparable cost; water and gas pipe replacement in five states supports more than 300,000 jobs.
Farm Labor Networks, Cooperatives and Fair Trade (2014)	PERI Working Paper 357; peer-reviewed article (2015)	Sole author. Original farm survey of Peruvian coffee growers and econometric analysis of how cooperative labor networks affect cooperative sales.

Projects were led or co-led by the Principal during his tenure at Ecotrust (2012–2026), unless noted. Full reports and references available on request.

ALASKA NATIVE AND RURAL COMMUNITY EXPERIENCE

- Alaska Mariculture Cluster evaluation: 27 interviews, 15 with Alaska Native-led organizations and 10 with Alaska Native tribal citizens; 21 with rural residents.
- Focus groups organized collaboratively with regional liaisons and economic development districts.
- Sustainable Southeast Partnership: a regional network led by Alaska Native-owned and -controlled CDFI (financial institution), evaluated with community and regional surveys.

TYPICAL ENGAGEMENTS

- Evaluation design and delivery for grants, funds, and initiatives
- Impact and economic modeling to support investment decisions
- Funder landscape scans and strategy roadmaps
- Feasibility, market, and cost-of-production studies
- Toolkits and metrics platforms
- Interim or fractional leadership for research and impact teams

COMPANY DATA

Legal name	Service area	UEI / SAM.gov	NAICS codes	Rates and Contract Vehicles
Ark Juniper Consulting LLC	Nationwide; remote	HS85BYEA1613	541611	Available upon request