



# Kirsten Shelton

## Principal Consultant



132 6<sup>th</sup> Street  
Juneau, Alaska 99801  
shelton@evergreenecon.com  
www.evergreenecon.com

### EDUCATION

- > Master of Environmental Management in Resource Economics & Policy, Duke University
- > B.A. in Anthropology and Biology, Amherst College

### EMPLOYMENT

- > Evergreen Economics  
2025 – present (Principal Consultant)
- > McKinley Research Group  
2020-2025 (Vice President)
- > McDowell Group  
2010 – 2020 (Consultant)
- > Downtown Bellingham Partnership  
2004 – 2010 (Executive Director)
- > Montana State Parks  
2002– 2004 (Planning Manager)

**Kirsten Shelton** is an experienced project manager who focuses on rigorous research and clear communication of information for clients and communities to optimize sound decision-making. She manages projects for clients from project conception through final delivery, including communications, team resource allocation, and accountability. Born and raised in Juneau in a commercial fishing family, Kirsten has studied most Alaska business sectors, including mariculture, fisheries, education, health care, mining, non-profits, and finance. She has worked in all regions of the state, and for a wide variety of clients. Kirsten was a lead manager on McDowell Group’s team that supported development of the Alaska Mariculture Development Plan.

### AREAS OF EXPERTISE

Kirsten specializes in economic impact studies and community and economic assessment, planning, and development, with over 20 years of experience in the field. She is trained in environmental valuation techniques and economic analysis methods. Much of Kirsten’s recent work focuses on public engagement, economic analysis, culturally responsive evaluations, and strategic planning. Her public engagement work includes communication with stakeholders through surveys, focus groups, public meetings, interviews, and facilitated sessions.

### SELECTED INDUSTRY EXPERIENCE

- > **Alaska Mariculture Initiative Economic Analysis** Kirsten led a complex data collection and analysis study to inform the Alaska Mariculture Development Plan for McDowell Group. The study served as a foundation for the plan. The project required collaboration between the Alaska Mariculture Taskforce, McDowell Group, and Taskforce advisory committees. Final deliverables included a description of the current industry and baseline conditions, industry growth scenarios, and market trends. A Mariculture Economic Development Framework was also presented with the analysis.
- > **Economic Impact Analysis and Environmental Valuation**  
Kirsten completed dozens of economic impact analyses during her work at McKinley Research Group and McDowell Group, with a focus in Alaska. Recent analyses include economic impact of
  - Sealaska Heritage Institute
  - Alaska Native Regional Corporations
  - Southeast Alaska Transboundary Watersheds
  - Critical Habitat in Alaska Under the Endangered Species Act
  - Alaska’s Early Care and Education sector, including an Early Care and Education Data Dashboard.



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## SELECTED INDUSTRY EXPERIENCE (continued)

Each economic impact study varied based on individual client needs. However, they all include an inventory of entities affected; an analysis of expenditures in the area of study, and a detailed economic impact model to analyze indirect and induced economic impacts. For studies focused on habitat and natural resource-based activities, the studies also described ecosystem services.

### > **Economic Development and Community Planning**

For more than two decades, Kirsten has supported organizations, industries, and communities in strategic economic and development planning. This work includes planning process design and administration; public engagement processes such as surveys, interviews, focus groups, and group facilitations; and plan development and communication. Her work also includes extensive data collection and analysis. Recent economic development and community planning and analysis projects Kirsten led or provided significant input on while at McDowell Group/McKinley Research Group or Evergreen Economics include:

- Sustainable Aviation Fuel Biomass Assessment for Ted Stevens Anchorage International Airport
- Bering Strait Community Needs Assessment, Cost of Living Study, and Strategic Plan
- Energy Financing in Alaska, Opportunities for a Statewide Green Bank.
- Alaska Native Science and Education Program Alumni Success
- Pilgrim Hot Springs Master Plan Community Engagement
- Copper River Prince William Sound Marketing Association Strategic Plan
- Skagway Development Corporation Baseline Study and Economic Development Plan
- Juneau Economic Plan

### > **Culturally Responsive Evaluation**

Kirsten conducts program evaluations, including formative and summative studies, for Alaska Native organizations. Her work includes evaluation plan and protocol development, surveys, observations, and interviews, as well as reporting. She has supported programs from the Bering Strait, to Anchorage, to Southeast Alaska. Program areas Kirsten is particularly experienced in include integration of Alaska Native culture and knowledge into:

- Early learning and literacy for Alaska Native children
- Alaska Native language immersion
- Culturally responsive science, technology, engineering, arts, and math (STEAM) curriculum for middle and high school students
- Cultural literacy for education professionals
- Native Youth Olympics