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EVERGREEN COLLABORATIVE

2021 | NOV.

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This work is preliminary, and subject to change. Questions and comments are welcome at givinggreen@idinsight.org. ***Last updated November 12, 2021.***

Executive Summary

In this document, we provide a descriptive overview of Evergreen Collaborative's activities and describe a quantitative cost-effectiveness analysis (CEA) model that assesses the organization's marginal impact. Based on our assessment, we believe that Evergreen Collaborative's work will likely reduce greenhouse gas emissions and that its legislative work at the federal level is especially cost-effective. We focused our analysis on Evergreen Collaborative's work on influencing Congress given that the organization centered its 2021 efforts on the Build Back Better Act and the Clean Electricity Performance Plan in particular. Looking forward to 2022, Evergreen Collaborative is planning to work on regulation, bill implementation, state-level policy, and influencing the Executive Branch. We are cautiously optimistic that Evergreen Collaborative will be impactful in those areas as well given the organization's track record of success and emphasis on timing its work to what is most politically tractable. Based on Evergreen Collaborative's accomplishments, organizational strengths, strategic approach, and cost-effectiveness, we recommend Evergreen Collaborative as one of our top charities in combating climate change.

Overview

Evergreen Collaborative is a left-of-center insider policy advocacy group that was founded by former staffers of Washington State Governor Jay Inslee's 2020 presidential campaign. It designs and advocates for policy proposals while working alongside like-minded environmental organizations such as the Sunrise Movement and the Big Greens (e.g., large and well-funded environmental groups such as the Environmental Defense Fund). By working on policy advocacy and pooling resources with other organizations, Evergreen Collaborative seeks to influence Congress, the Executive Branch, and federal agencies. Evergreen Collaborative has developed blueprints and fact sheets for policy proposals such as the Clean Electricity Performance Program (CEPP), vehicle electrification, housing retrofits, and the Civilian Climate Corps. Many of these policy proposals have been in discussion for the Build Back Better Act. For example, the House Committee on Energy & Commerce has proposed and advanced the CEPP for the Build Back Better Act.

Giving Green's Research

We researched Evergreen Collaborative by reviewing publicly available information on Evergreen Collaborative, speaking with representatives from the organization, speaking with multiple experts on decarbonization and US policy, and conducting a CEA based on data that we found. Publicly available information on Evergreen Collaborative included its website and various policy reports as well as media coverage of the organization.

History of Evergreen Collaborative

In early 2019, Washington state governor Jay Inslee ran for US President under a platform that centered on climate action. After he left the presidential race in August 2019, he turned his climate policy plan into an open-source document. This policy plan became a springboard for Evergreen Collaborative and Evergreen Action, which are sister organizations founded in early 2020 by former Inslee campaign staffers. Evergreen Collaborative is a 501(c)(3) nonprofit and primarily conducts policy development. As a 501(c)(4) nonprofit organization, Evergreen Action lobbies for Evergreen Collaborative's policies. In this report, we occasionally refer to Evergreen Collaborative and Evergreen Action collectively as Evergreen.

Since its founding, Evergreen has focused its efforts on supporting policies that aim to power the economy with 100% clean energy, invest in jobs, support environmental justice, transition the US from fossil fuels, and commit American leadership to confronting climate change.

Evergreen Collaborative in Historical Perspective

At the time that Evergreen was founded, Republicans were the majority party in both the Senate and White House. This majority control made it challenging for Democrats to pass climate-related legislation at the federal level; according to numerous experts we spoke to, many environmental organizations shifted their focus from federal legislation to state legislation during this time. After the 2020 election, several months after Evergreen was founded, Democrats gained a government trifecta albeit with only very narrow control in the Senate. This opened up an opportunity for Democrats to take bold climate action through legislation and executive orders. However, this window of opportunity may be relatively narrow because (1) the incumbent President's party tends to lose seats during midterm elections and (2) a Democrat trifecta has only occurred about once a decade for the past 40 years. It is therefore possible that 2021 is the likeliest year to pass progressive climate policies for a decade or more.

Evergreen Collaborative's Organization

Evergreen's staff and advisory board includes about forty people, many of whom have prior experience in federal and state policy. Its advisory board includes members of well-known environmental organizations such as the BlueGreen Alliance, the US Climate Action Network, and Fridays for Future. Its board also includes several people highly involved in environmental justice groups such as Climate Justice Alliance, the Sunrise Movement, and the ReGenesis Project.

When Evergreen was only a team of three people, its initial budget was about $1 million. It now has a budget of $3 million with its current team. About two-thirds of this funding is for Evergreen Collaborative's 501(c)(3) fund while the remaining third is for Evergreen Action's 501(c)(4) fund. Evergreen uses its 501(c)(3) funding for policy development (e.g., drafting memos for executive action and designing legislation) and its 501(c)(4) funding for lobbying and advocating for specific bills. For example, in 2021, Evergreen used about half a million dollars from its 501(c)(4) funds to advocate for the CEPP to a broad audience via television commercials.

Evergreen anticipates a budget of $4 million in 2022. As of October 2021, it has raised $2 million of this budget so thus far.

Evergreen Collaborative's Tactics

Timing policies to the political climate

Evergreen Collaborative's strategy is to carefully time its policy communication to the political climate. For example, when President Joseph Biden won the White House and it seemed likely that Democrats would lose the Senate, Evergreen Collaborative released a list of President Biden's proposed executive orders for combating climate change within days of the final election results. Evergreen Collaborative compiled

these executive orders as a means to advocate for climate action outside of legislation; its work on calling attention to this path received media coverage through NPR's Morning Edition. Additionally, Evergreen Collaborative developed lists of five key action items 21 different government agencies should each take on climate as the names of each agency's potential appointees were released to the public. This was a gap in climate advocacy that other environmental groups had not filled. Finally, Evergreen Collaborative converted its original plan for a "100% Clean Energy by 2035" Clean Energy Standard (CES) into the CEPP when it became clear that given the Democrat's very narrow control of the Senate, Evergreen Collaborative's plan would need to be passed through budget reconciliation, which is not possible for a CES. The CEPP was designed to achieve similar policy aims, but through mechanisms that could pass through reconciliation.

According to Evergreen, the organization could still be effective even if Democrats lost its government trifecta after the 2022 midterm elections. For example, Evergreen may shift its focus away from passing federal legislation and instead work on bill implementation, regulatory action, executive orders, and state policy. In terms of bill implementation, Evergreen said it would work with the US Department of Energy to ensure that if passed, the CEPP would maintain its equity and justice ideals; it predicts that implementing bills may be as challenging, if not more challenging, than passing bills. As for regulatory action, Evergreen may try to reduce greenhouse gas (GHG) emissions from the transportation, buildings, and industry and power sectors by working with authorities such as the US Environmental Protection Agency. Evergreen said that if it found limited opportunities to effect change at the federal level, it could also return to its roots in state policy, especially in states that are well-suited for climate action after the 2022 gubernatorial elections.

Coordinating efforts with other climate organizations

Evergreen Collaborative coordinates multiple actors by acting as connective tissue between diverse environmental organizations. For example, it has worked on the big picture of climate policy with the Big Greens and has also collaborated with the Sunrise Movement on developing a Civilian Climate Corps. It is also involved in an electrification coalition alongside other groups such as RMI, Rewiring America, and various environmental justice groups. Importantly, Evergreen has led weekly calls on the CEPP with approximately 50 attendees from various groups, including large national organizations such as the League of Conservation Voters, the National Wildlife Federation, and the Environmental Defense Fund in addition to regional groups such as the Chesapeake Climate Action Network. During these calls, the various organizations update one another on their work and try to push the CEPP along. For example, they may share updates on recent lobbying meetings and discuss key people to contact. According to experts we have spoken to, Evergreen's coordination has helped organizations easily plug into the movement surrounding the CEPP.

Evergreen Collaborative's Activities and Outcomes

Renewable Power Policy: CEPP and CEAA

Background

Because the Build Back Better Act only needs to pass by a simple majority, Democrats have the rare opportunity to pass sweeping climate change legislation by voting along party lines. Of the Build Back Better Act's various climate provisions, the proposed CEPP and Clean Energy for America Act (CEAA) tax credit extensions are likely the most important in helping the US power sector move towards majority clean

energy. Under the CEPP, utilities would be paid if they met their targets of increasing their share of clean power and charged if they fell short. The CEAA would overhaul the energy tax code and tie tax incentives to emissions reductions and climate outcomes.

Clean Electricity Performance Program (CEPP)

Evergreen played a pivotal role in getting the House Committee on Energy & Commerce to include the CEPP in its package of policy proposals for the Build Back Better Act. First, Evergreen Collaborative developed the original idea for the CEPP; it was initially in Governor Inslee's climate action plan as the "2035 Clean Energy Standard" (CES) and its goal of 80% clean energy by 2030 was later adopted by President Biden[1]. Next, Evergreen Collaborative converted the CES into the CEPP, which could be passed through reconciliation. Additionally, Evergreen built an ecosystem of support around the CEPP that made it easier for other organizations to plug into efforts that would help develop and advocate for the CEPP. Finally, Evergreen Action directly lobbied committee staff about the CEPP and also worked on an almost daily basis with legislators throughout 2021 to help them design the CEPP. Several experts we spoke to agreed that without Evergreen, the CEPP is unlikely to have been developed and that if it had been, it would not have received nearly as much attention. At the time of this writing [November 2021], it looked unlikely that the CEPP would be included in the final version of the Build Back Better Act.

Clean Energy for America Act (CEAA)

Evergreen has also advocated for clean energy tax credits including those realized in the CEAA. Its advocacy has included hosting an installment of its Policy and Pints series with Senator Ron Wyden, who introduced the CEAA to the Senate, and other special guests; this event built off Evergreen's memo and educational materials on tax credits. The CEAA was introduced to the Senate and is under consideration for the Build Back Better Act.

Emissions reductions due to CEPP and CEAA

Resources for the Future (RFF) predicts that the CEAA tax credits alone could lead to 69% clean energy generation by 2030 while combining them with the CEPP would boost clean energy transmission to 78% by 2030. The CEPP would play a key role in limiting CO_2 emissions even after the CEAA and CEPP expire in 2030. In particular, the CEAA and combined CEAA and CEPP proposals are expected to have fairly similar CO_2 reductions between 2021 and 2030 (Figure 1). However, between 2030 and 2040, the CEPP is responsible for an additional reduction of 2,000 million metric tons compared to the plan with just the CEAA.

[1] According to an outside expert we spoke to, Evergreen played a role in getting the CES on President Biden's campaign agenda. Namely, Governor Inslee's staffers (now Evergreen) influenced Governor Inslee's climate platform, which influenced Senator Bernie Sanders' platform, which later influenced President Joe Biden after he spoke with Senator Sanders' team about developing consensus positions on climate change during the 2020 presidential race.

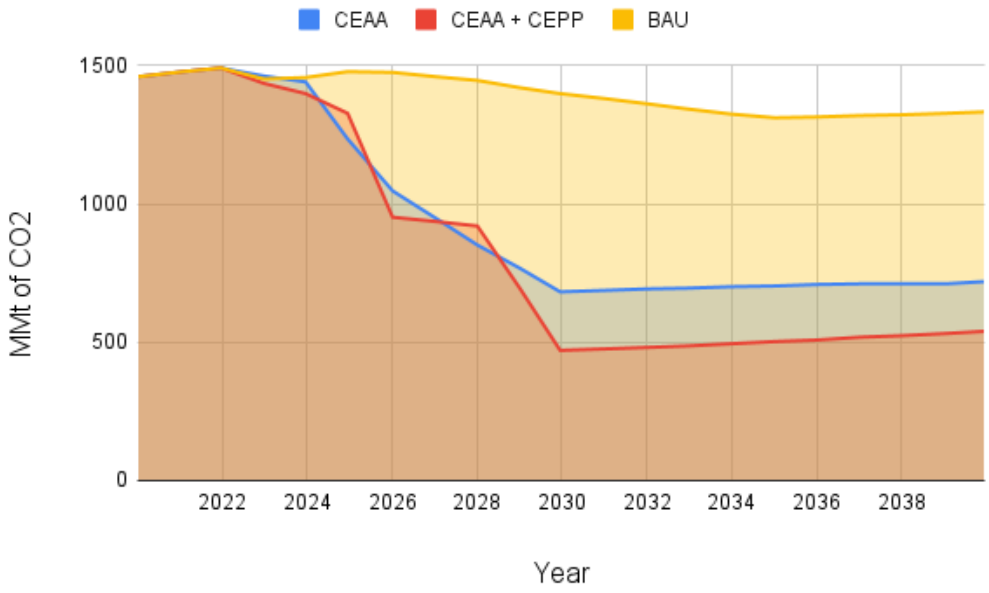

Figure 1: Projected CEAA, CEAA + CEPP, and business-as-usual (BAU) emissions using RFF's model. The area under each curve represents total emissions. Please see our cost-effectiveness analysis spreadsheet for further details.

Evergreen Collaborative's other policy work

In addition to its work on the CEPP, Evergreen Collaborative has also developed blueprints and fact sheets for policy proposals such as vehicle electrification, housing retrofits, and the Civilian Climate Corps. It has also advocated for environmental justice investments and the creation of a Clean Energy Accelerator (Green Bank).

Provisions for vehicle electrification and housing retrofits have both been included in the House Committee on Energy & Commerce's package of policy proposals for the Build Back Better Act. The Civilian Climate Corps has been approved by the House Natural Resources Committee in its Build Back Better Act package.

——— Evergreen Collaborative's Theory of Change – In Depth

Evergreen Collaborative reduces GHGs from the atmosphere by influencing policymakers and regulators via its policy workstream and coalition building. We illustrated a simple flow chart of Evergreen Collaborative's theory of change in Figure 2.

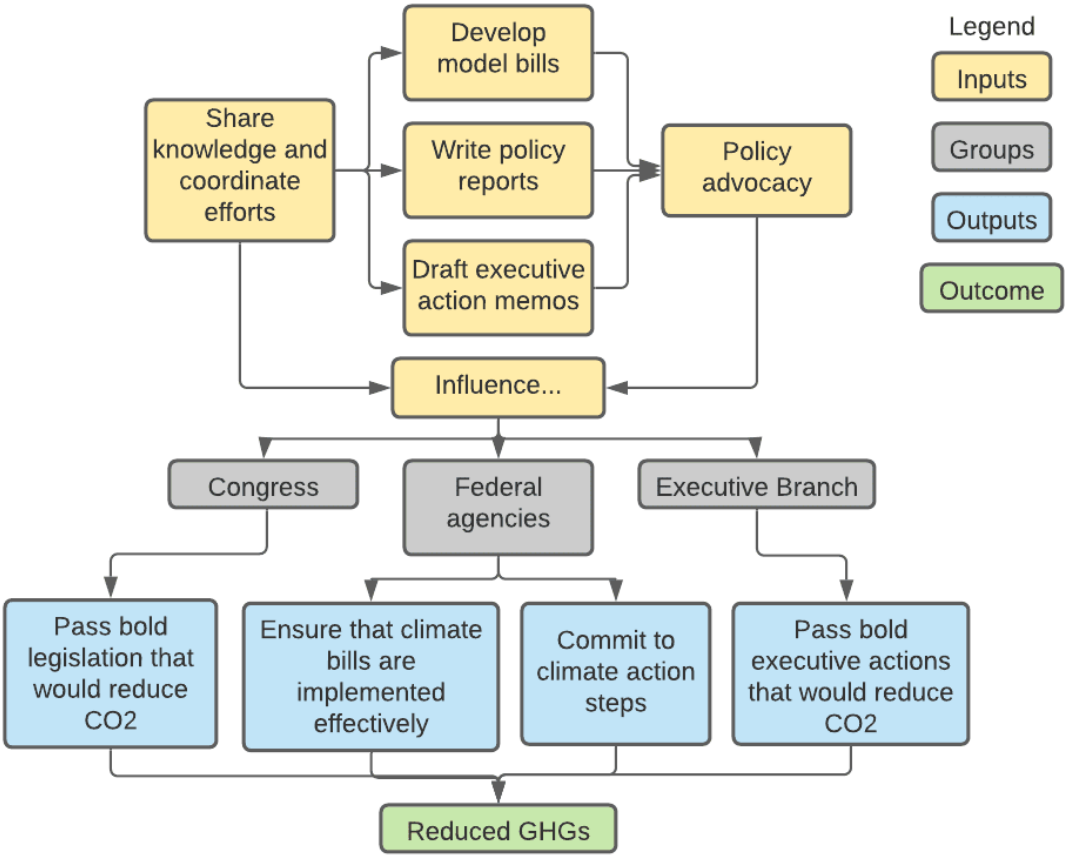

Figure 2: Flow chart of Evergreen Collaborative's theory of change. Yellow, grey, blue, and green rectangles represent inputs, groups, outputs, and outcomes respectively.

Inputs

Evergreen Collaborative pushes bold climate policies forward by designing policies, strategically communicating its work, and coordinating advocacy efforts. Evergreen Collaborative's policy work includes writing policy proposals and model bills and also strategizing ways to advance its proposals. Additionally, Evergreen's 501(c)(4) arm directly lobbies members of Congress, the Executive Branch, and various federal agencies to advocate for policies that would combat the climate crisis. In terms of coordination, Evergreen Collaborative works with organizations across the climate movement, including the Big Greens and the Sunrise Movement. By working in consortium with like-minded organizations, Evergreen Collaborative helps the organizations share their expertise with one another and coordinate their efforts around policy development and advocacy. This in turn helps inform parts of Evergreen Collaborative's own policy workstream. Ultimately, Evergreen Collaborative uses its advocacy and the advocacy of its partner organizations to apply pressure on Congress, the Executive Branch, and federal agencies to take climate action.

Groups

Evergreen Collaborative advocates for certain policies based on the political climate. It therefore focuses on influencing different branches and levels of government (e.g. federal versus state) depending on what is most tractable at the time. Over the past year, Evergreen Collaborative has mostly focused on federal legislative outcomes.

Outputs

By applying pressure onto federal legislators, Evergreen Collaborative can improve the likelihood of Congress passing legislation that would remove CO_2 from the atmosphere. Evergreen Collaborative, for example, has worked extensively on developing the CEPP. According to some experts we spoke to, the CEPP may have been significantly weakened or disregarded by legislators had it not been for Evergreen Collaborative's work.

Evergreen also applies pressure onto regulators and the Executive Branch, although these are lesser priorities for Evergreen at the moment. By applying pressure onto regulators, Evergreen can ensure that bills are implemented effectively and also encourage agencies to commit to climate action steps. By applying pressure onto the Executive Branch, Evergreen can encourage the President to take bold climate action through executive orders. Evergreen has done some of this work already through its "46 for 46" report, which details various executive actions President Biden can take to fight against climate change. It would likely divert more energy and resources towards influencing the Executive Branch if Democrats were to lose either the House or Senate after the 2022 elections.

Examining the Assumptions behind Evergreen Collaborative's Theory of Change

Below, we discuss and evaluate each of the assumptions related to Evergreen Collaborative's theory of change. For each of the assumptions identified, we rank whether the assumption most likely holds, may hold, or is unlikely to hold. Importantly, a number of the stages of Evergreen Collaborative's theory of change are not amenable to easy measurement or quantification or are expected to occur in the future but have not occurred as of yet. For each assumption, we assess whether the best available evidence, primary or secondary, suggests whether the assumption will plausibly hold or not.

1. *Policies that Evergreen Collaborative introduces enters the public discourse and are debated as parts of potential bills, regulations, and executive actions* (most likely holds).

Evergreen Collaborative has a track record of developing policy proposals that gain traction. For example, both the CEPP and Civilian Climate Corps were co-developed by Evergreen Collaborative and have been widely covered in the media. The CEPP and Civilian Climate Corps were among the package of proposals put forward for the Build Back Better Act by the House Committee on Energy & Commerce and the House Natural Resources Committee, respectively.

2. *The policies that Evergreen Collaborative has developed and advocates for will pass in the House and Senate* (may hold).

Whether Evergreen Collaborative's proposed policies will be passed in the Senate will likely depend on moderate Democrats like Senators Joe Manchin and Kyrsten Sinema, both of whom have acted as swing votes for the Democratic Party. In order to be passed, Evergreen Collaborative's policies would need to be sufficiently appealing to the Senators and their constituents. For example, Senator Manchin is strongly concerned about the financial wellbeing of coal miners in his state; policy proposals that do not take those economic concerns into consideration may not pass. Given Senator Manchin's opposition to the CEPP, it is

currently unlikely that the Build Back Better Act will be passed with the CEPP included. However, other policy proposals that Evergreen has advocated for may still be included (e.g., tax credits, electrification). President Biden has also publicly committed to reallocating the $150 billion originally allocated for the CEPP towards other programs that could help drive down carbon pollution; this has led to other impactful programs either taking shape within the Build Back Better Act framework or bolstered in lieu of the CEPP.

Evergreen Collaborative's window of opportunity for passing progressive legislation may be fairly limited. It seems likely that moderate Democrats will be less willing to take action on climate change closer to the midterm elections when their seats are at risk. It is also possible that Democrats will lose power after the 2022 midterms, which would further reduce the likelihood of progressive legislation being passed.

3. *Evergreen Collaborative can successfully influence regulatory agencies and the Executive Branch* (may hold).

We are less familiar with Evergreen Collaborative's work on regulatory agencies and the Executive Branch but believe its work to be promising. For example, Evergreen Collaborative wrote a plan for the Securities and Exchange Commission (SEC) to take action steps such as standardizing definitions of Environmental, Social, and Corporate Governance (ESG). Since then, the SEC has developed a task force that will identify ESG-related misconduct; however, the role that Evergreen Collaborative had in this task force's development is unclear.

4. *Evergreen Collaborative is still able to enact policy change when the political environment is less amenable to climate action* (may hold).

We believe that Evergreen Collaborative could still be successful in enacting policy change when the political environment is less amenable to climate action. For instance, Evergreen Collaborative has already demonstrated that they know how to press levers related to the Executive Branch and regulators. Additionally, it seems unlikely that opportunities to advance climate legislation would go to zero even if Democrats lost the House and/or Senate. For example, climate disasters such as wildfires and hurricanes could spur greater interest in climate change mitigation and resilience across both parties.

5. *After bills and regulations are passed, Evergreen Collaborative is an effective force for ensuring that they are implemented in a meaningful way* (may hold).

As far as we know, Evergreen Collaborative has not yet conducted a significant amount of work on implementing bills and regulations. We believe that Evergreen Collaborative may still be successful in having these bills and regulations implemented effectively given its connections to policy insiders and prior track record in introducing bills.

Evergreen Collaborative's Cost-Effectiveness

Overview

We developed a simple CEA model that estimated Evergreen's cost-effectiveness in reducing GHG emissions. Our model centered on the CEPP and CEAA tax credit extensions because of (1) Evergreen's

advocacy for both the CEPP and clean energy tax credits and (2) the combined proposals would help the US power sector reach close to Evergreen's goal of 80% clean energy by 2030.

Although Giving Green is only considering the 501(c)(3) Evergreen Collective for a recommendation, our CEA model is based on the combined activities of Evergreen Collective and the 501(c)(4) Evergreen Action. This is because the activities were interlinked, and both contribute to the impacts on climate, so it would be hard to model them separately. We modeled three scenarios (i.e. Pessimistic, Realistic, and Optimistic) that varied in terms of how much influence Evergreen has in getting a bill passed with either the CEPP or the CEAA tax credit extensions included.

Based on how much CO_2 it would reduce between 2022 and 2030, Evergreen is predicted (in expectation) to reduce emissions at a cost of about $0.54 per metric ton of CO_2-equivalent (CO_2e) under our Realistic scenario. In other words, our Realistic scenario predicts that Evergreen will reduce GHGs at a cost of about 1.9 metric tons of CO_2e per dollar. These results should be viewed as rough, indicative estimates given the uncertainty in our different model inputs.

Overall, our results suggest that Evergreen could be highly cost-effective in reducing GHG emissions. However, we do not believe that its cost-effectiveness is guaranteed. First, there are major points of uncertainty in our model, such as estimating Evergreen Collective's influence on getting the CEPP and CEAA tax credit extensions passed, as well as the provisions' ultimate impact on emissions. Also, our model only considers the current moment and Evergreen's influence on Congress will likely be significantly reduced in years where Congress is not under Democratic control; this would in turn reduce Evergreen's expected value. Finally, our model is not all-inclusive. Namely, we do not have cost-effectiveness estimates for Evergreen's work on influencing the Executive Branch and regulators. We would like to investigate this further in the future. Regardless, we are cautiously optimistic that Evergreen will remain cost-effective in the future given its track record of success and its emphasis on timing its work to the political climate.

Methods

Background

Both the CEAA and CEPP are policies that are intended to make the power sector cleaner. The CEAA is expected to bring the power sector to 69% clean energy by 2030. Combining the CEAA and the CEPP is expected to lead to 78% clean energy by 2030. Evergreen Action has played a pivotal role in developing the CEPP. It has played a much smaller role in advocating for the CEAA and tax credits in general. We use Resources for the Future's (RFF) projected emissions for our CEA model.

Overview

We illustrate our CEA's steps in the flowchart below (Figure 3).

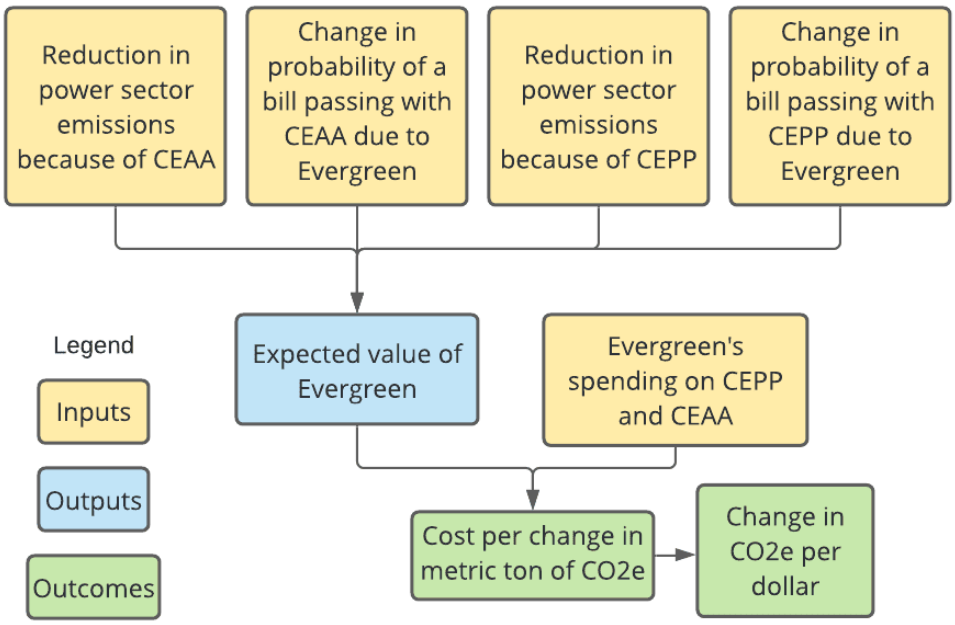

Figure 3: Flow chart of Evergreen's cost-effectiveness analysis model. Yellow, blue, and green rectangles represent inputs, outputs, and outcomes, respectively.

Our model inputs included Evergreen's spending on the CEPP and CEAA; reductions in power sector emissions because of the CEAA and CEPP; and the change in probability of a bill passing with either CEAA or CEPP due to Evergreen. We computed Evergreen's expected value by multiplying either provision's CO_2e reduction relative to BAU by the change in probability of a bill passing with the provision due to Evergreen. We then used Evergreen's expected value and its spending on the CEPP and CEAA to determine the cost per change in metric ton of CO_2e. We used the reciprocal of this value to estimate the change in CO_2e per dollar.

We also input our CEA into a Guesstimate model, which allows us to set ranges for each input and uses a Monte Carlo simulation to estimate cost-effectiveness. Each metric included 5,000 samples. Each metric included 5,000 samples. This simulation enabled us to account for uncertainty in each parameter by predicting many thousands of potential futures.

Detailed overview

Evergreen's spending on the CEPP

Evergreen estimates that it spent around $2 million to develop and advocate for the CEPP. We understand that around $500,000 of the spending was used on TV advertising from its 501(c)(4), and the remaining amount was from its 501(c)(3) fund and was used to model the CEPP, pay staff and consultants, and support digital advertising. We are unsure how much Evergreen spent on lobbying, which would come from its 501(c)(4) fund. Evergreen also spent $500,000 on advocating for clean energy tax credits and used both its 501(c)(3) and 501(c)(4) accounts for this.

Power sector emissions

We used a CEPP and CEAA model developed by Resources for the Future (RFF). The model's 78% clean energy by 2030 plan was closely aligned with Evergreen's plan for 80% clean energy by 2030 and 100% clean energy by 2035. Estimates for CO_2e emissions from the RFF model were similar to other CES/CEPP models analyzed by NRDC/EDF and other researchers.

We focused on emissions from between 2022 and 2030 because (1) we believe that a bold climate provision such as the CEPP can only be passed while Democrats hold a government trifecta and (2) Democrats have held a government trifecta about once every ten years over the past four decades. Based on this pattern, we assumed that a proposal similar to the CEPP would not be proposed again until 2030 at the earliest. We used a range of eight years to be conservative in our estimates. Although RFF's projected data extends to 2040, we do not consider emissions data past 2030 because we are unsure what BAU would look like so far out in the future; it seems plausible that the rising impacts of climate change would alter the US's BAU strategy.

Change in probability of a bill passing due to Evergreen

The change in probability of a bill passing with the CEPP due to Evergreen was one of the most difficult values to estimate and is highly subjective. Because we were unsure how much Evergreen changed the likelihood of a bill passing with the CEPP, we examined three different scenarios that varied in probability (i.e., Pessimistic, Optimistic, and Realistic). To estimate our cases' probabilities, we first assumed that Evergreen would have a positive impact on getting the bill passed and that its impact would be relatively small given the number of organizations that have been involved in developing and advocating for the CEPP. We therefore assumed that the Realistic case had a probability of 1% and used that value to anchor our estimates for the Pessimistic and Optimistic cases, which we set as 0.5% and 3%, respectively.

We assumed that the probability of a bill passing with the CEAA due to Evergreen would be less than the probabilities we selected for the CEPP. This is because Evergreen put less emphasis on the CEAA relative to the CEPP. Ultimately, we selected probabilities that are a tenth of what we used for Evergreen's influence on the CEPP; we used 0.05%, 0.1%, and 0.3% for the Pessimistic, Optimistic, and Realistic cases, respectively.

Results

The cost per change in CO_2e is predicted to be \$1.08, \$0.54, and \$0.18 for the Pessimistic, Realistic, and Optimistic scenarios, respectively. In terms of change in CO_2e per dollar, this is about 0.93, 1.9, and 5.6 metric tons of CO_2e per dollar. Per our example run of our Guesstimate model, the distribution of cost per change in metric ton of CO_2e is right-skewed across the thousands of simulated futures (Figure 4). The mean and median cost per change in CO_2e are \$0.46 and \$0.42 per metric ton of CO_2e, respectively. In terms of change in CO_2e per dollar, the mean and median are about 2.6 and 2.4 metric tons of CO_2e, respectively. The 5th and 95th percentiles are about 1.2 and 4.6 metric tons of CO_2e per dollar, respectively (Table 1).

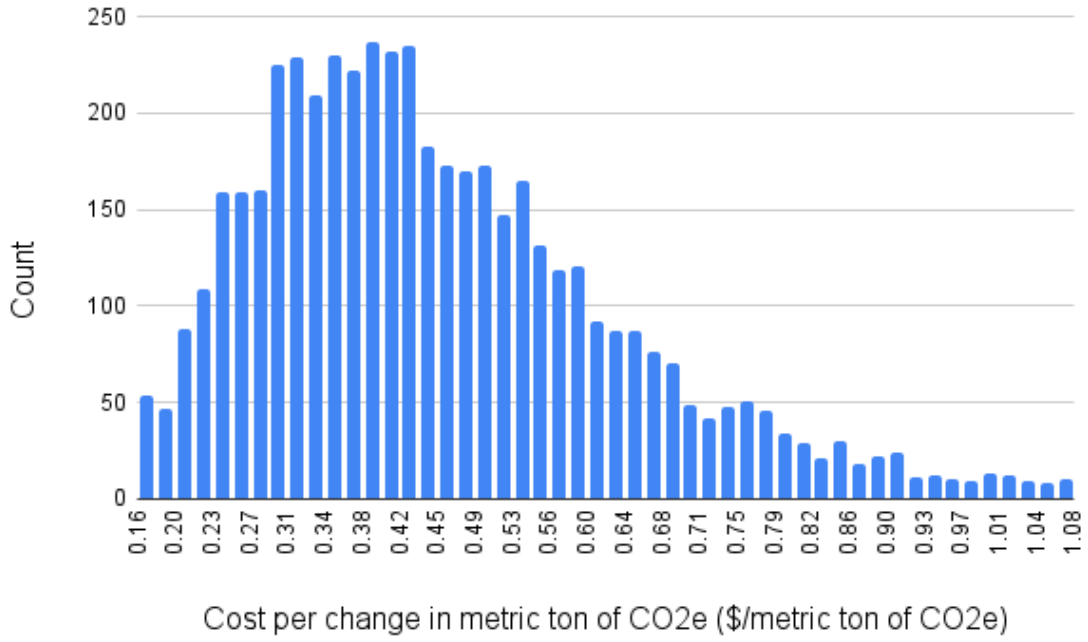

Figure 4: Histogram of cost per change in metric ton of CO_2e. Values along the horizontal axis indicate the cost to remove one metric ton of CO_2e from the atmosphere. The horizontal axis is truncated to the 1st and 99th percentiles.

Table 1: Percentiles for change in CO_2e per dollar

Percentile	Change in CO_2e per dollar (metric ton of CO_2e/$)
1%	0.93
5%	1.21
50%	2.36
95%	4.62
99%	6.30

Conclusion

Our model shows that Evergreen's work on developing and advocating for renewable energy policy is effective, even under conservative assumptions. However, Evergreen's cost-effectiveness is not guaranteed over time and over its portfolio of work. Namely, it is possible that Evergreen may have less influence on Congress in years where Democrats do not control the House and Senate. Additionally, it is unclear to us how Evergreen's other work (e.g., bill implementation, regulation) would compare to its legislative work in terms of impact and cost. This is an area of research that we would like to explore further in the future. Nonetheless, we believe that Evergreen is a promising organization given its track record and emphasis on timing its work to the political climate.