

# Osher Lifelong Learning Institute, Spring 2022 Climate Change Economics

California State University – East Bay March 30 and April 6, 2022

Jon Haveman, Ph.D.

National Economic Education Delegation



1

## National Economic Education Delegation



#### Vision

- One day, the public discussion of policy issues will be grounded in an accurate perception of the underlying economic principles and data.

#### Mission

 NEED unites the skills and knowledge of a vast network of professional economists to promote understanding of the economics of policy issues in the United States.

#### NEED Presentations

- Are nonpartisan and intended to reflect the consensus of the economics profession.



2

2

## Who Are We?

#### Honorary Board: 54 members

- 2 Fed Chairs: Janet Yellen, Ben Bernanke
- 6 Chairs Council of Economic Advisers
  - o Furman (D), Rosen (R), Bernanke (R), Yellen (D), Tyson (D), Goolsbee (D)
- 3 Nobel Prize Winners
  - o Akerlof, Smith, Maskin

#### Delegates: 651+ members

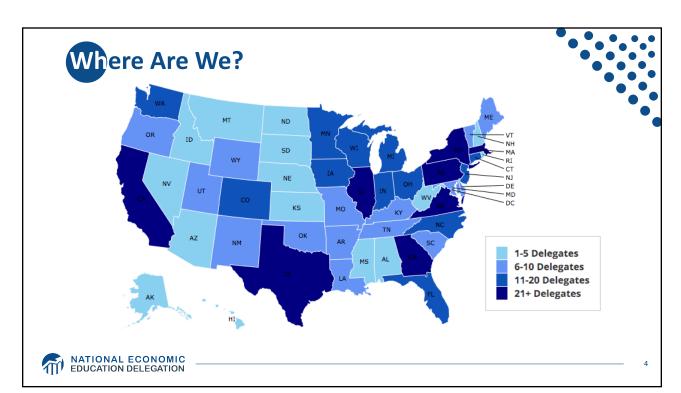
- At all levels of academia and some in government service
- All have a Ph.D. in economics
- Crowdsource slide decks
- Give presentations

#### • Global Partners: 49 Ph.D. Economists

- Aid in slide deck development



3



Δ

## Available NEED Topics Include:

- Immigration Economics
- Housing Policy
- Federal Budgets
- Federal Debt
- Black-White Wealth Gap
- Autonomous Vehicles
- US Social Policy

- Coronavirus Economics
- US Economy
- Climate Change
- Economic Inequality
- Economic Mobility
- Trade and Globalization
- Minimum Wages



5

# **Credits and Disclaimer**



- Shana Mcdermott, Trinity University
- Sarah Jacobson, Williams College
- Sharon Shewmake, Western Washington University

#### This slide deck was reviewed by:

- Jason Shogren, University of Wyoming
- Walter Thurman, North Carolina State University

#### Disclaimer

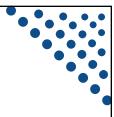
- NEED presentations are designed to be nonpartisan.
- It is, however, inevitable that the presenter will be asked for and will provide their own views.
- Such views are those of the presenter and not necessarily those of the National Economic Education Delegation (NEED).



6

6

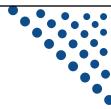




- Climate change science
- Impacts of climate change
- Economics of responding to climate change
- Addressing the sources of our emissions
- Climate change policy
- Policy in action



# **Economics Informs Almost Everything**



- Prices
- Incentives
- Externalities
- Cost-Benefit Analysis
- Growth
- Inflation
- Interest Rates

- Climate Change
- International Trade
- Immigration
- Housing
- Education
- Health Care
- Gun Control



8

# How Can Economists Contribute to Thinking about Climate Change?



- By assessing behavioral reactions to climate change.
- By measuring the damage and estimating the economic costs of fighting climate change.
- By designing smart policies that minimize costs.
  - Balance economic growth with GHG emission mitigation.

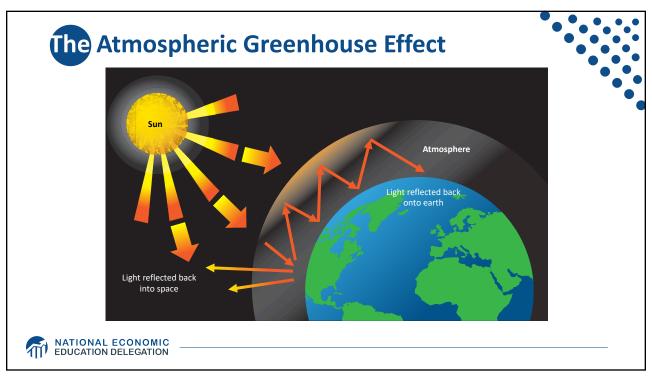


9

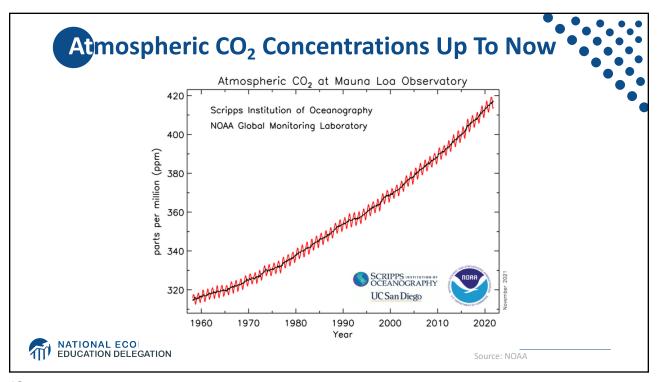
9

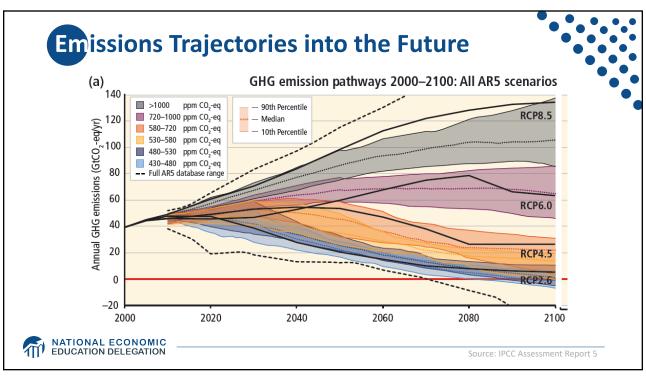
# **Climate Change: A Little Science**











# What Do Greenhouse Gas Emissions Do to the Planet?



- Increased temperatures
  - Sea level rise
  - Storm surges
- Altered precipitation patterns
- More variable weather
- More / more powerful storms
- Carbon dissolves in ocean



15

15

# **Ice**bergs Are Significant Contributors

"If the West Antarctic Ice Sheet collapsed, the most widely cited estimate of the resulting global mean sea-level rise that would result is 3.2 meters," said Powell.

#### EARTH

The Reason Antarctica Is Melting: Shifting Winds, Driven by Global Warming

Annie Sneed

#### CLIMATE CHANGE

Antarctica's Ice Shelves Have Lost Millions of Metric Tons of Ice

Chelsea Harvey and E&E News

#### EARTH

World's Largest Iceberg Breaks Off of Antarctica

Ben Turner and LiveScience

#### EARTH

Antarctica's Ice Shelves May Be at Growing Risk of Collapse

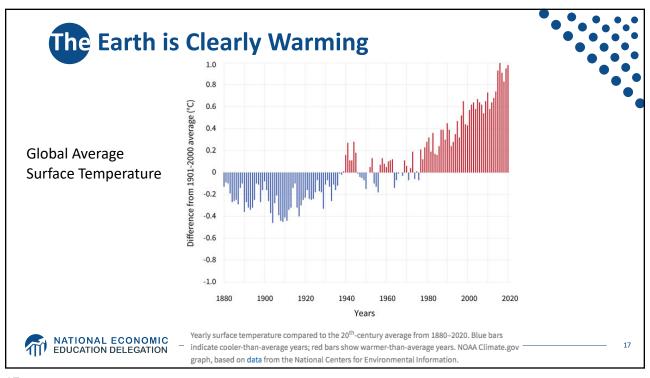
Chelsea Harvey and E&E News

There is still some uncertainty about the full volume of glaciers and ice caps on Earth, but if all of them were to melt, global s level would rise approximately 70 meters (approximately 230 feet) flooding every coastal city on the planet.

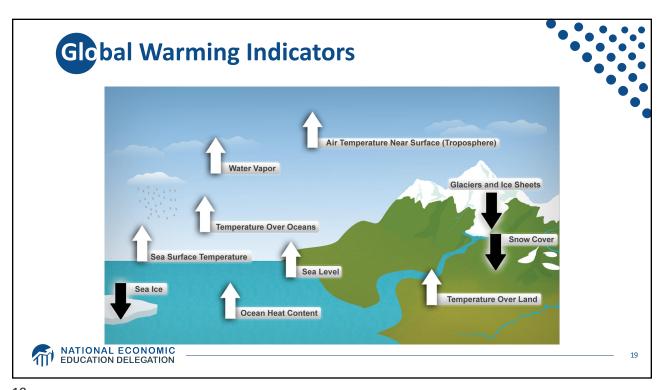


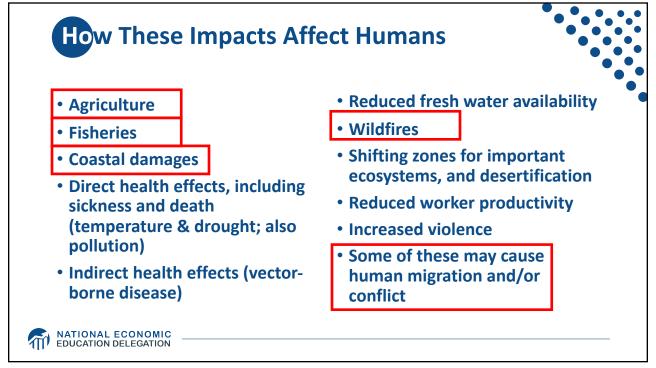
https://www.scientificamerican.com/article/what-to-know-about-antarcticas-conger-ice-shelf-collapse/

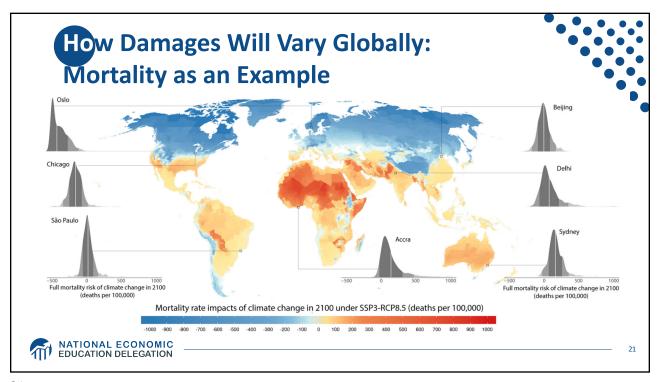
1

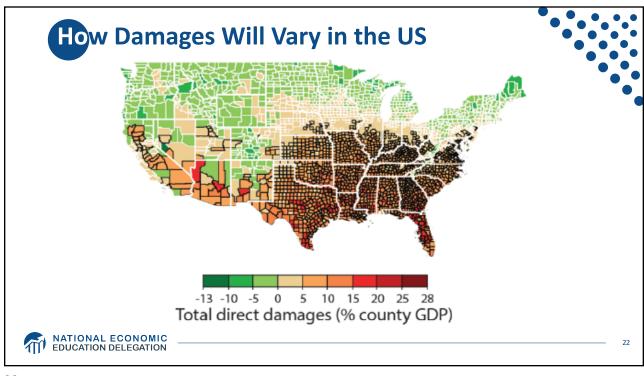












# Projected Effects Vary Across the U.S. but Are Estimated at 1.2% of GDP per 1C Increase

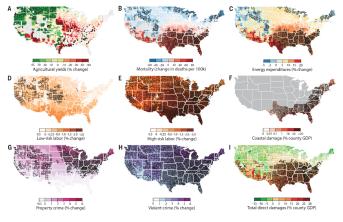
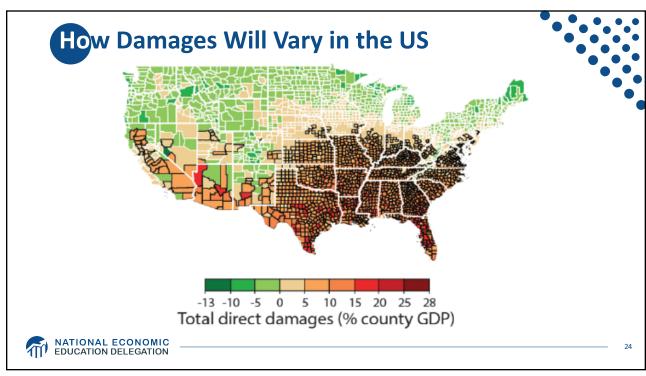


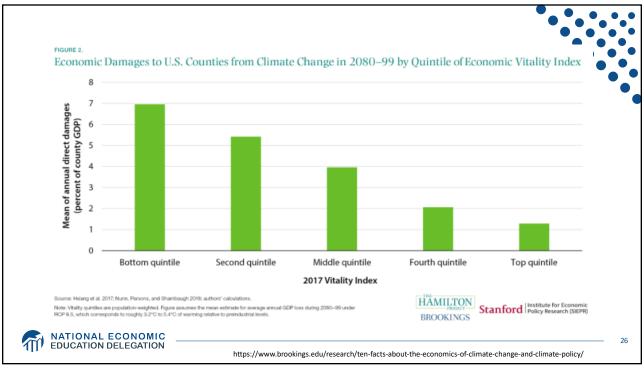
Fig. 2. Spatial distributions of projected damages. County-level median values for average 2080 to 2099 RCP8.5 impacts. Impacts are changes relative to counterfactual "no additional climate change" trajectories. Color indicates magnitude of impact in median projection; outline color indicates level of agreement across projections (thin white outline, inner 66% of projections disagree in sign; no outline, ≥83% of projections agree in sign; black outline, ≥95% agree in sign; thick white outline, state borders; maps without outlines shown in fig. S2). Negative damages indicate economic gains. (A) Percent change in yields, area-weighted average for maize, wheat, soybeans, and cotton. (B) Change in all-cause mortality rates, across all age groups. (C) Change in electricity demand.  $(\boldsymbol{\mathsf{D}})$  Change in labor supply of full-time-equivalent workers for low-risk jobs where workers are minimally exposed to outdoor temperature.  $(\mathbf{E})$  Same as (D), except for high-risk jobs where workers are heavily exposed to outdoor temperatures. (F) Change in damages from coastal storms. (G) Change in property-crime rates. (H) Change in violent-crime rates. (I) Median total direct economic damage across all sectors [(A) to (H)].

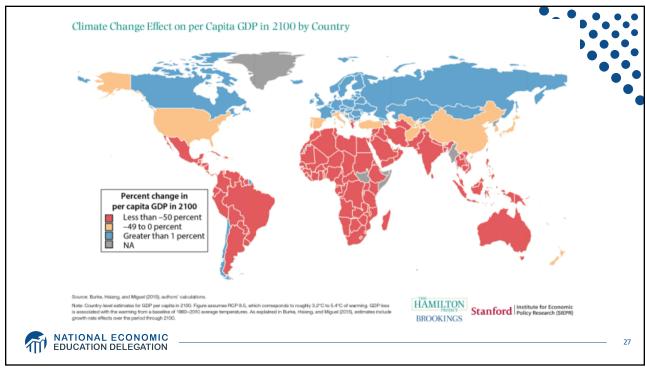


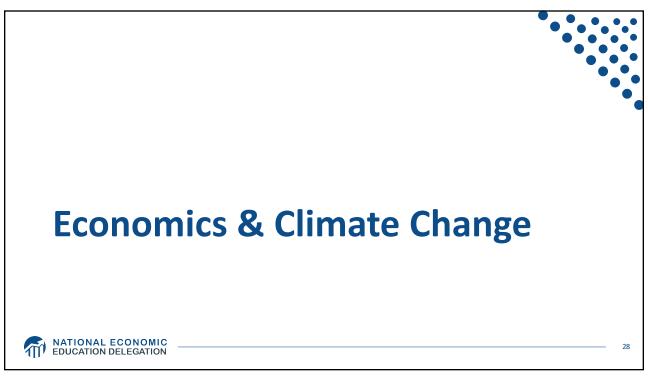
23













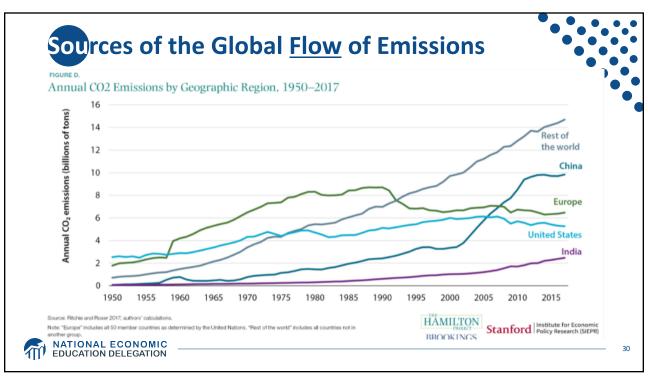
#### **A** Climate Change Ladder

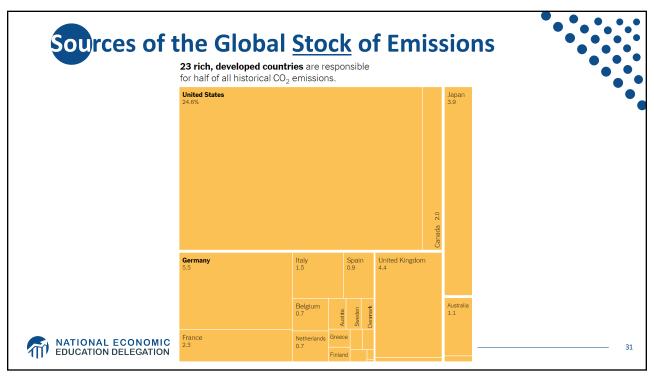


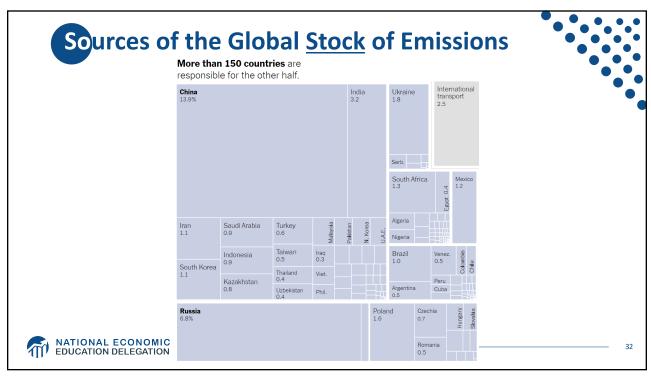
- Emissions
- Mitigation (a.k.a. Abatement)
- Adaptation
- Damages

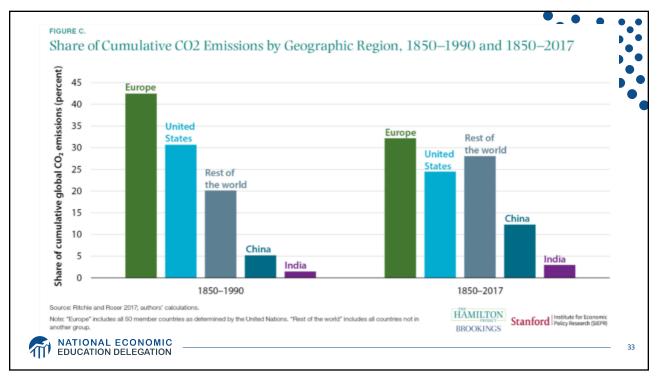


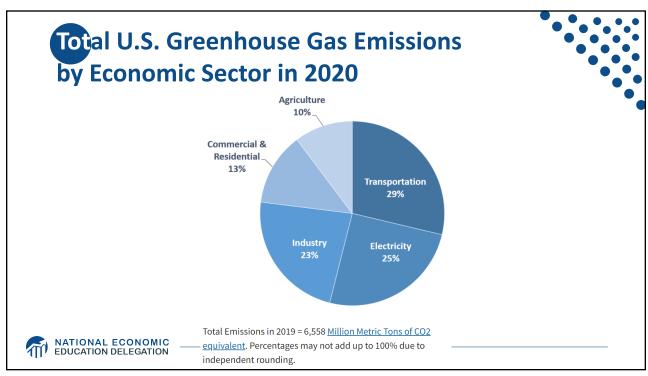
29

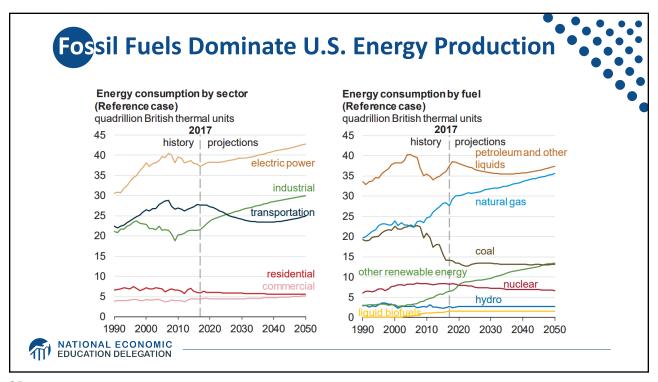


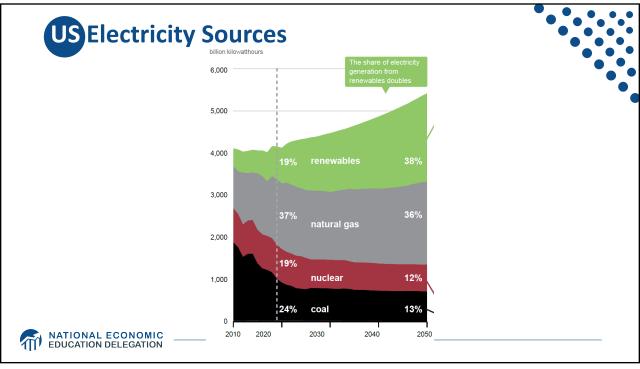












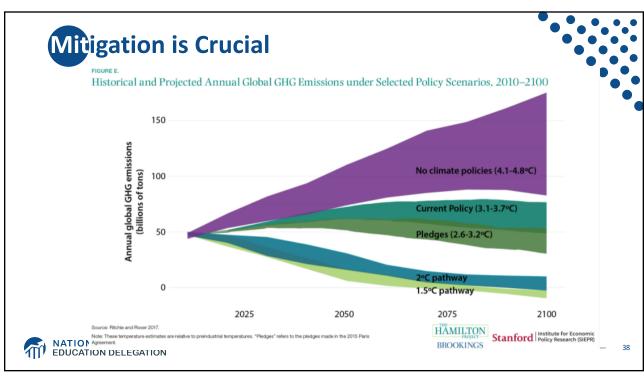




- Emissions
- Mitigation (a.k.a. Abatement)
- Adaptation
- Damages



37



# **Eco**n 101: When Everything Is Simple, No Regulation Is Needed for Efficiency



- Simple transactions: buyer and seller feel all costs and benefits of sales
- They choose based on the costs & benefits they feel
- > Efficient number of transactions! (Maximizes social benefits)



resource.

NATIONAL ECONOMIC EDUCATION DELEGATION

39

39

# How Much Pollution Does Society Want? Analogy: How Many Oranges Does Society Want? People grow and sell oranges for a price that at least covers costs (supply). People will not pay more for them than what they consider to be their value (demand). Prices let supply and demand balance out. The price settles where: # of oranges people want to sell = # of oranges people want to buy This is the "right" number of oranges for society. Prices reflect scarcity and the social value of the



#### **The First Theorem of Welfare Economics**



...is that private markets are perfectly efficient on their own, with no interference from government, provided certain conditions are met.

Economic Efficiency: When the sum of the profits of buyers and the profits of sellers is maximized.

\*You can't make anyone better off without making someone worse off.



41

# What are "certain conditions"?



No public goods No information problems

No externalities No transaction costs No taxes No common property

No monopoly buyers or sellers No increasing returns to scale

No other 'distortions' between the costs paid by buyers and the benefits received by sellers.





# **Characteristics of Goods**

**Excludable**: Goods that you can exclude people from using.

**Rival**: One person's use of the good diminishes other's ability to use the good.

**Public Goods (Not Rival or Excludable):** Benefits additional users at no cost to society.

**Common Resources (Rival, but not Excludable):** Common property, or open access resources, where anyone can extract or harvest the resource freely and no one recognizes the full cost of using the resource.



43

43

# Characteristics of Goods & Environmental Economics

**Externalities**: some costs or benefits of producing, consuming, or disposing of a good or service are *external to the market*.

**Missing Markets Problem**: some goods (or inputs) into production are not sold on a market. Firms and individuals then sometimes value the good at what they pay for it, \$0, instead of what it is worth.



# **Examples of Externalities**



#### • Negative Externalities:

- Heating your house
- Smoking
- Getting a dog
- Pig farming

#### Positive Externalities

- Education
- Growing apples
- Getting a vaccination
- Basic scientific research



45

45

# **Pigouvian Taxes**

- Internalize negative externalities.
  - Make the buyers of the good that produces an externality pay for the externality.
    - o Creates a market of sorts for the externality.
      - Government is the caretaker of clean air, for example.
      - Cigarette's pollute the air, so smokers pay the government for the right to pollute the air.

# • It does this by equalizing "marginal social cost (MSC)" with "marginal social benefit (MSB)".

- With no externality: MSB = MSCWith a negative externality: MSB < MSC</li>
  - o My actions cost society more than I am paying to undertake them.



46

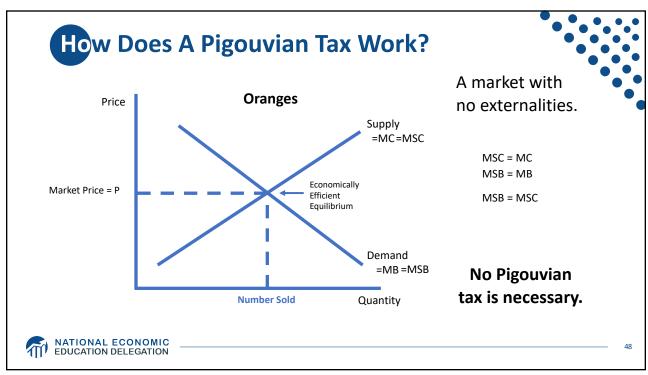
# **Marginal Social Cost and Social Benefit?**

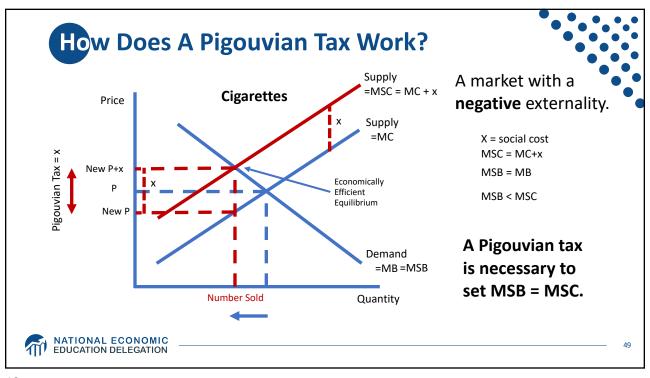
- Marginal: refers to the costs and benefits of the last unit sold.
- Marginal Cost (MC): refers to the cost of making the last unit sold.
- Marginal Benefit (MB): refers to the value the consumer puts on buying the last unit.
- Social cost: the impact, in dollar terms, of consuming the last unit sold.
- With a negative externality:
  - MSB = MB
  - MSC = MC + Social cost

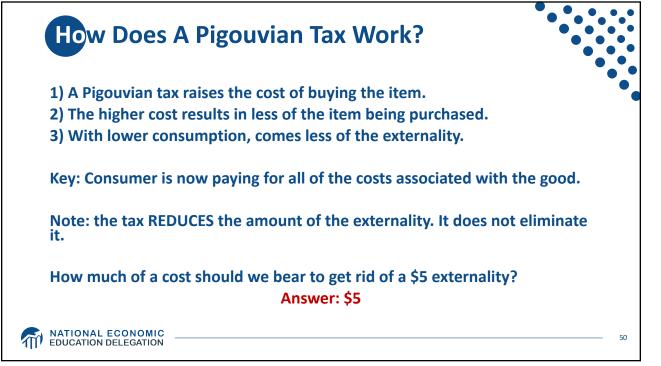


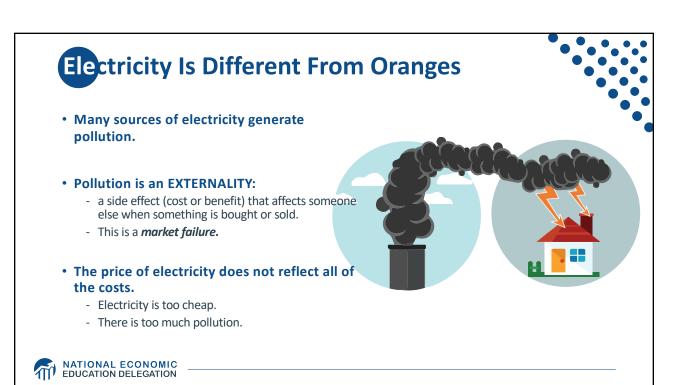
47

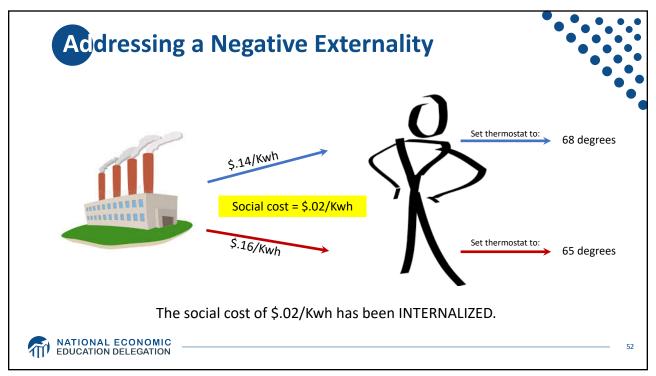
47











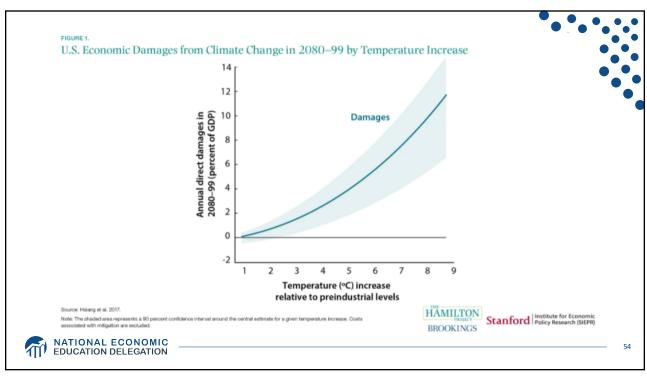
# **Social Cost of Carbon**

- The expected cost of damages from each unit of greenhouse gas emissions.
- Current EPA estimate: ~\$51 per metric ton of CO<sub>2</sub> (but estimates vary a lot!)
  - About \$157/car per year.
  - \$32 Billion for all vehicles in the US.
- Reduce emissions until the cost of reducing emissions is greater than \$51 per metric ton.
- Price of emissions rises with level of emissions in the atmosphere.





53



## **Pros and Cons of A Pigouvian Tax**



#### Pros:

- Fosters market efficiency:
  - Pigouvian taxes promote market efficiency by incorporating the additional costs imposed by negative externalities.
- Discourages harmful activities:
  - In certain cases, Pigouvian taxes may effectively discourage the activities that lead to negative externalities. For example, the introduction of a carbon tax may place a significant burden on a company that produces substantial emission gases. Therefore, a company may decide to transfer to operations that produce fewer emission gases.
- Generates additional government revenue:
  - Pigouvian taxes generate additional revenues for the government. The additional funds may be used to subsidize initiatives and programs that will further challenge negative externalities.



55

55

# **Pros and Cons of A Pigouvian Tax**



#### • Cons:

- Hard to measure:
  - In theory, Pigouvian taxes must be equal to the costs generated by the negative externality. However, in the real world, the precise measurement of such costs is not always possible. Thus, in practice, the taxes are less effective than in theory.
- Political issues:
  - The imposition of Pigouvian taxes is frequently associated with political problems. Government attempts to introduce such taxes generally face resistance from lobbyists who support parties that can be affected by the taxes (e.g., tobacco producers). Therefore, such taxes are not always an optimal solution from a political perspective.



56



#### A Climate Change Ladder



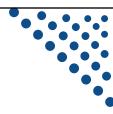
- Emissions
- Mitigation (a.k.a. Abatement)
- Adaptation
- Damages



57

57

## Adaptation Reduces Damages



- Human adaptations are costly actions that can reduce damages from climate change.
- The net cost to society is the cost of adaptation plus the cost of the remaining damages.
- People will take some actions on their own, up to the point where they find it worthwhile.
- Some responses require government involvement: largescale actions or actions with shared benefits.
- Adaptation is already underway.



# **Ind**ividual-Level Adaptation

#### Perhaps you...

- Stay inside more.
- Turn on the air conditioning.

#### • Farmers may:

- Plant at different times.
- Plant new crops.

#### • Businesses may:

- Give outdoor workers water / shade breaks.

#### Everyone might:

- Think about moving to a safer place.





59

# **Public Adaptation**

#### • Governments can help:

- When collective action is less costly than everyone acting alone.
- When individual action is not possible or likely.
- When some people can't protect themselves.
- Sea walls
- Ecosystems that provide protection
- Supporting low-income and vulnerable populations
- Moving residents of a town





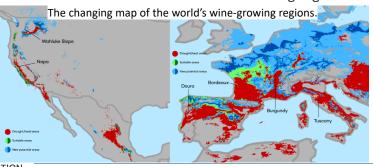
NATIONAL ECONOMIC EDUCATION DELEGATION

# **Market Based Adaptation**

- Prices and costs influence behavior.
  - Where to live.
  - Where/when/what to plant.

#### Avoid barriers to market adjustment.

 Trade barriers, immigration restrictions, federal flood insurance, agricultural subsidies, and zoning regulations.





61

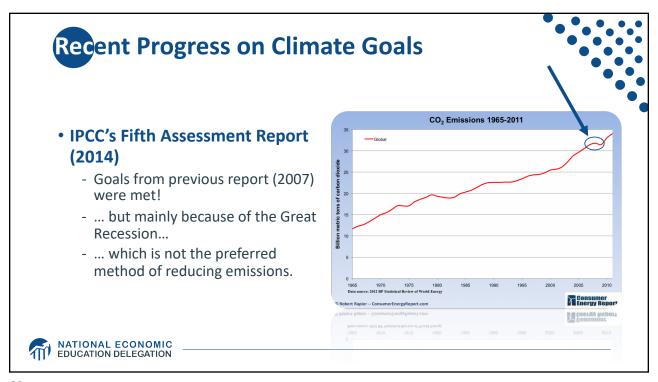
61

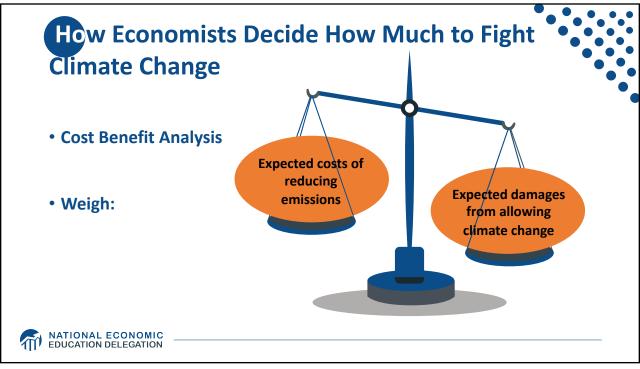
## **International Climate Policy Goals**



- Intergovernmental Panel on Climate Change (IPCC)
  - Global effort to fight climate change
  - Reports on consensus of climate science, including economics
- IPCC report in 2007:
  - Recommended goal: < 2 degrees C (3.6 degrees F)
  - Industrialized countries should reduce GHG emissions between 25% and 40% below 1990 levels by 2020.
- 2016 Paris Agreement:
  - Basic goal of 2 degrees C: requires 40-70% GHG reduction 2010  $\rightarrow$  2050
  - Reach goal of 1.5 degrees C: requires 70-95% GHG reduction 2010  $\rightarrow$  2050
- IPCC report in 2018:
  - Temperature has already increased by 1.0 degrees C Recommended: < 1.5 C





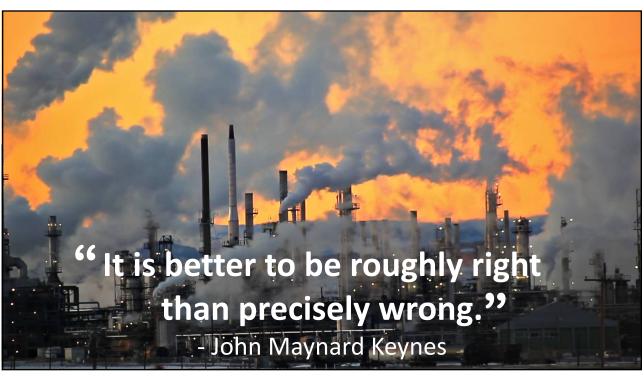


# Cost-Benefit Analysis of Fighting Climate Change

- Most economic models suggest the costs of keeping warming below 2°C are relatively small.
  - Costs amount to 1 4% of global GDP by 2030.
- Costs of acting to keep warming below 2°C are almost certainly less than future economic damages they would avoid.
  - Damages estimated to be between: **7 20% of worldwide GDP**.
- Caveats:
  - Putting a monetary value on priceless things
  - Inequality
  - Uncertainty and risk



65





## A Climate Change Ladder

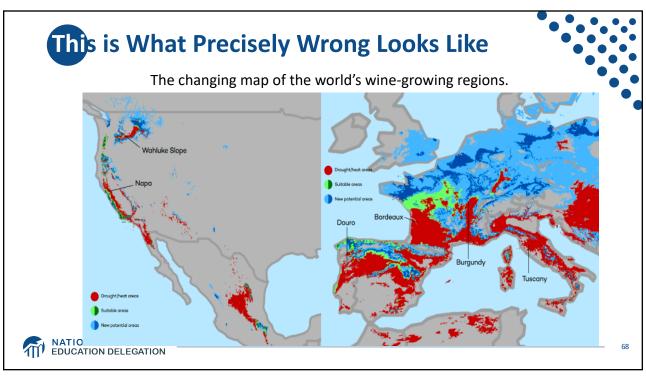


- Emissions
- Mitigation (a.k.a. Abatement)
- Adaptation
- Damages



67

67





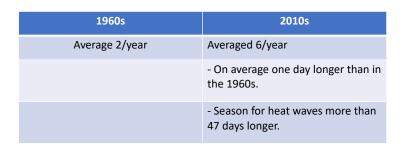


- Warmer weather means that:
  - o Planes need to be lighter.
  - o Runways need to be longer.
  - o Schedules may need to be adjusted to earlier and later in the day.
- Specific events:
  - o June 2021 Heat Dome Seattle/Portland
    - Flights cancelled and delayed, ramp employees can't work.
  - 2018 London many flights cancelled.
  - 2017 Phoenix many flights cancelled.
- It's not just the Middle East anymore.
- Spillover effects onto the rest of the economy.
  - o Business travel as well as shipping of goods.



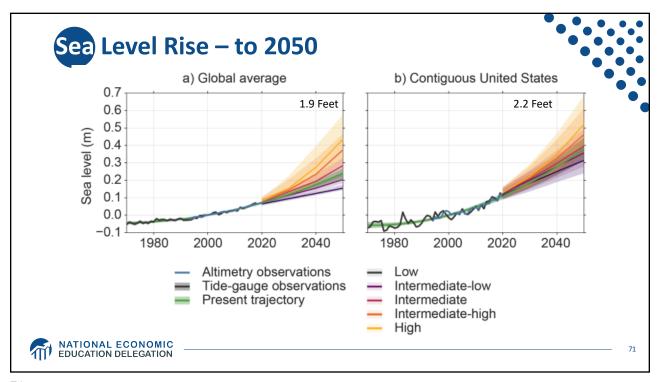
69

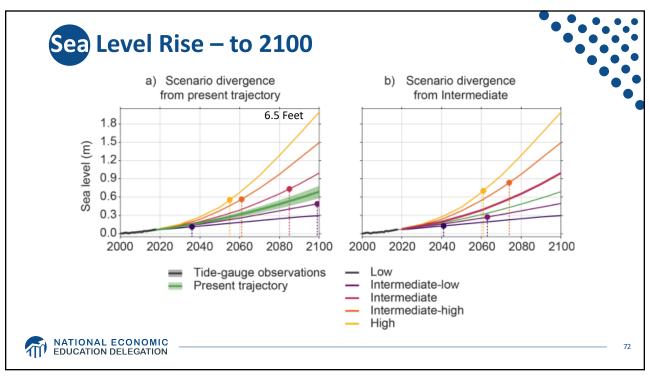
# **Ext**reme Heat Events

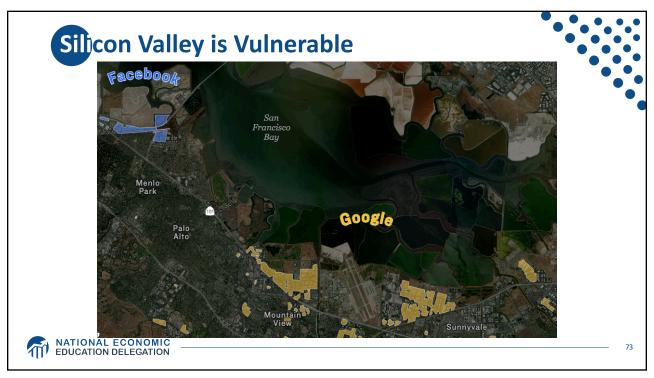


And more intense heat waves are on the way.

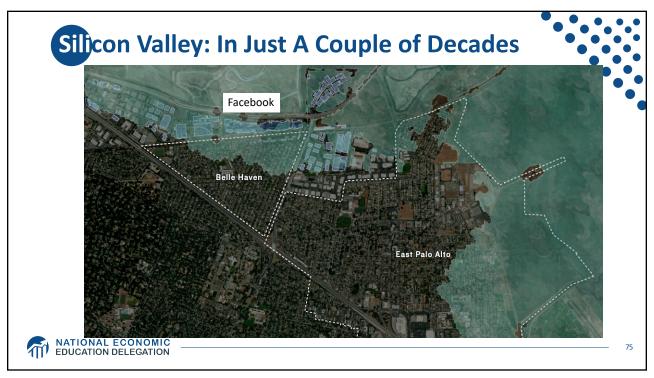


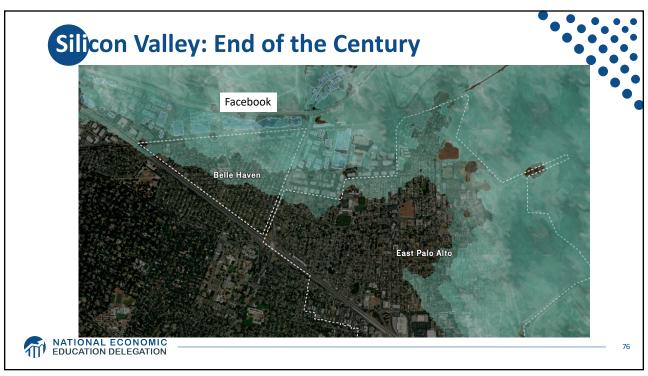


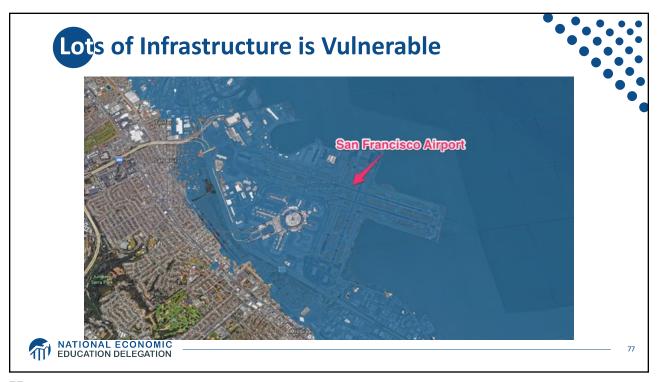


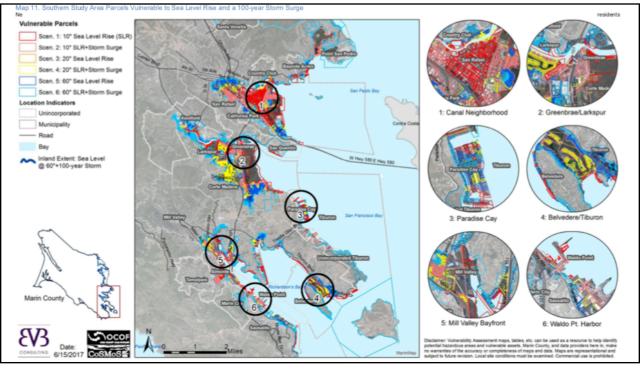












### Downhill Skiing: Sierra Nevadas



#### By the end of the century:

- Temperatures will likely rise 6-9 degrees F.
- Rain-to-snow transition will rise by 1,500 to 3,000 feet.
  - o No snowpack below 6,000 feet.
- 60% reduction of the snowpack.

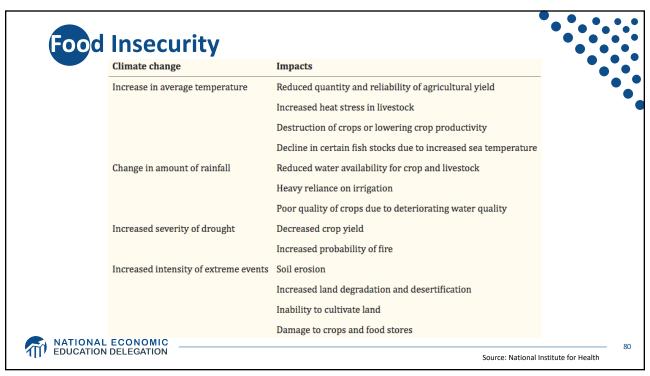
## • Implications not only for the ski industry, but for water in the Bay Area.

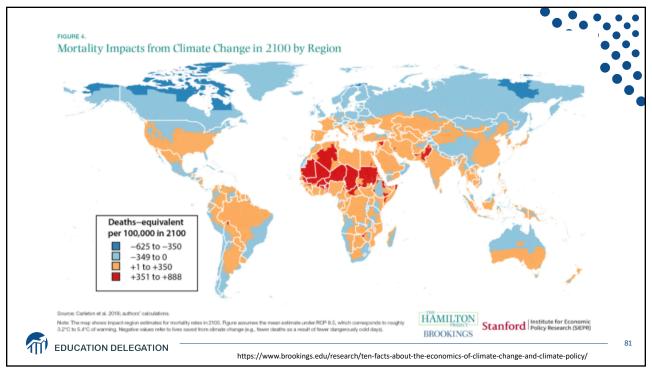
- The Sierras are (as of now) a massive water reservoir.

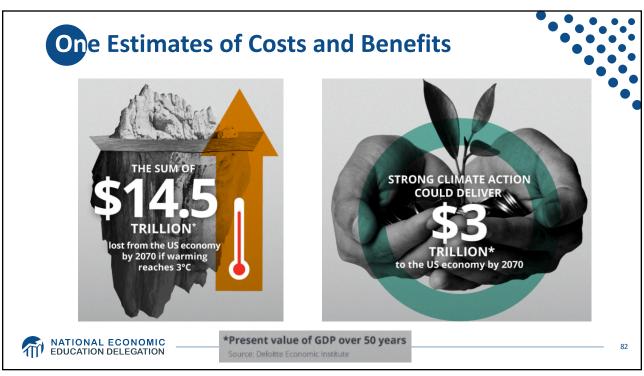


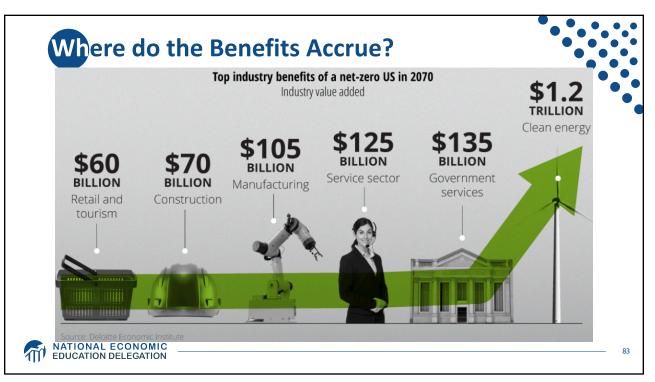
79

79









# **Economic Growth and Climate Change Action Are Compatible**

- Abating greenhouse gas emissions is costly...
  - ... but climate change damages are even more costly.
- Economic growth comes with consequences that we have to deal with, including climate consequences.
- Economies with environmental regulations can still be dynamic.
- Goal: design policies that reach climate goals at the least possible cost.





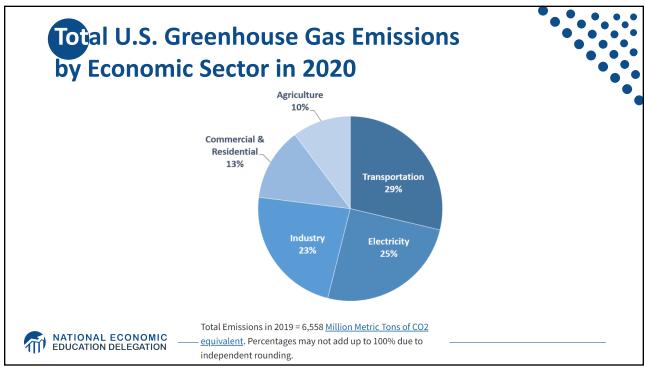


# Global Net Emissions Are What We Care About



- For climate impacts, we don't care where they are emitted, only how much
  - There may be other local impacts
- Gross emissions (greenhouse gas sources): how much greenhouse gases (including CO2) we put out
- Greenhouse gas sinks: ways to pull CO2 out of the air
  - Existing: oceans, forests
  - Increase sinkage by planting trees, or other measures





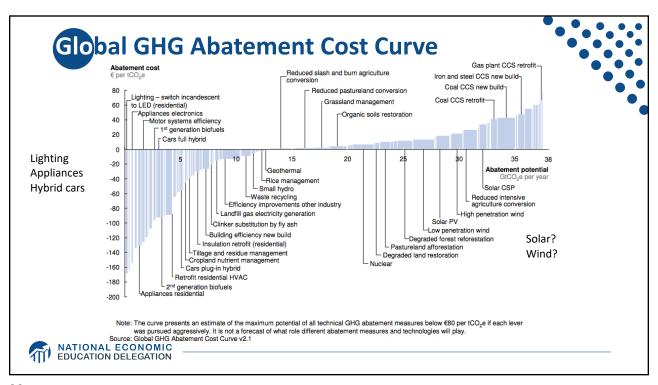
## Which Emissions Should We Cut?



- List all possible ways to reduce emissions
- Figure out how much each can reduce in total
- Figure out how much each costs per unit of emissions reduced
- Line them up in order: cheapest to costliest ("marginal abatement cost curve")
  - ightarrow Tackle first the cheapest ones!



			Low estimate	High estimate
	Agriculture	Reforestation	1	10
		Agricultural emissions policies	51	67
		Livestock management policies	73	73
	Clean energy	Renewable portfolio standards	0	195
n of		Wind energy subsidies	2	266
ssions		Clean Power Plan	11	11
eduction		Renewable fuel subsidies	102	102
		Low carbon fuel standard	102	2971
		Solar photovoltaics subsidies	143	2151
	Energy efficiency	Behavioral energy efficiency	-195	-195
		CAFE Standards	-110	318
		Cash for Clunkers	277	430
		Weatherization assistance program	359	359
	Fossil fuel	Methane flaring regulation	20	20
		Reducing federal coal leasing	34	70





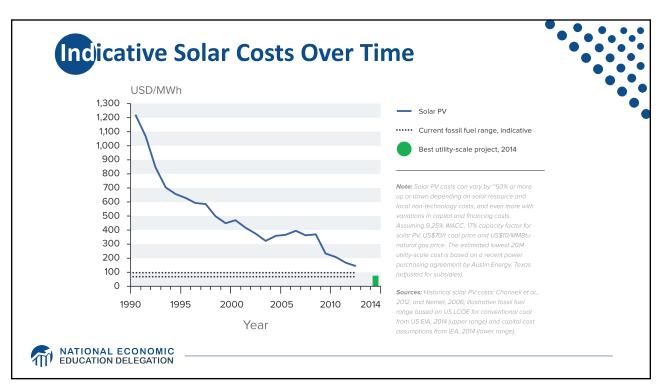
### **But Are Costs So Easy to Assess?**

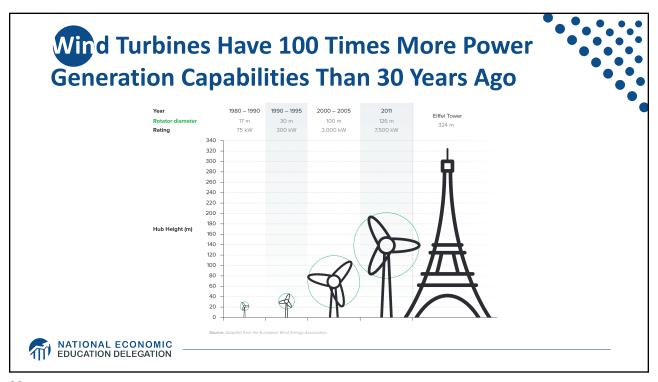


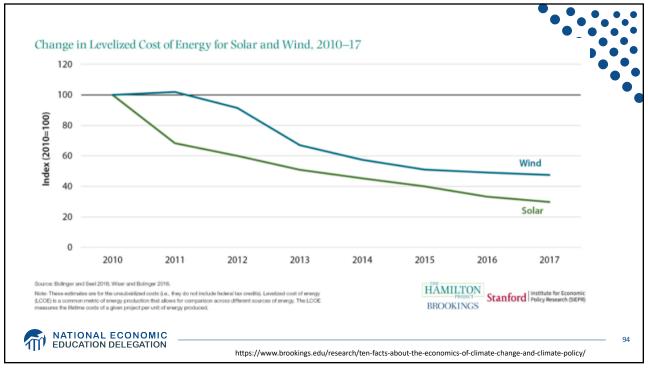
- Difficult to project future costs for new technology
  - Costs of renewables have been dropping fast
- Investments in research and development and infrastructure (e.g., EV charging) can lower future costs
- Barrier to expanding renewable energy: intermittency
  - Battery technology under development



91









- It's intermittent only produced if there is sun or wind.
- Energy is needed all day and night, with peak times.
- Limited w/o storage.
  - Creative storage options are under development.





## **Geoengineering and Carbon Capture**



- Carbon capture: captures CO2 emissions and stores them or "utilizes" them (for energy, pressure, etc.)
  - Not yet proven at scale
- Solar geoengineering: make the atmosphere reflect more light to regain earlier thermal balance
  - Totally theoretical
  - Potentially risky



## Infrastructure and Climate Change

- \$90 trillion in investment will be needed for U.S. infrastructure, 2015-2030.
- Add \$4 trillion (< 5%) to make it low-carbon infrastructure.
  - This would also reduce climate damage to infrastructure.
  - Railway, urban transport, renewables.
- The electrical grid is particularly troublesome.
  - It is outdated and not suited for renewable energy storage.
  - Those with solar panels use the grid but contribute little to its upkeep.

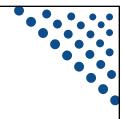


97

## **Climate Change Policy**



## **Policies That Reduce Emissions: Directly**



- Regulation
  - Emissions standards or limits
    - o E.g., CAFE standards
- Market-oriented policies
  - Putting a price on emissions
    - o Subsidizing green energy (e.g., feed-in tariffs)
    - Tax or cap & trade



99

#### Ф/ грозином ветесями

99

## **How Does a Carbon Tax Work?**



- Activities to be covered are determined.
- The price of emissions is determined.
  - Presumably some relation to the social cost of polluting.
- Emissions are measured.
- Taxes are determined.
- Q: What to do with the tax revenue?



100

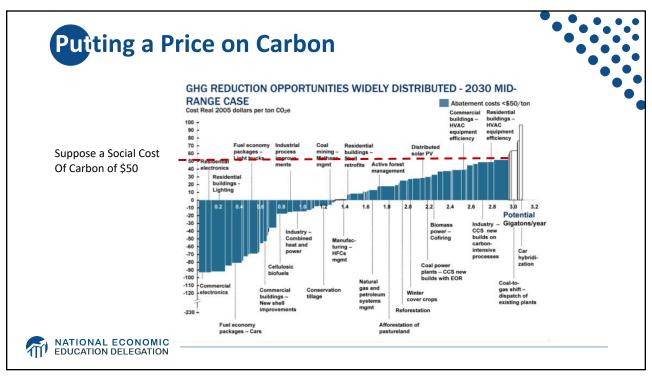
### **How Does Cap and Trade Work?**

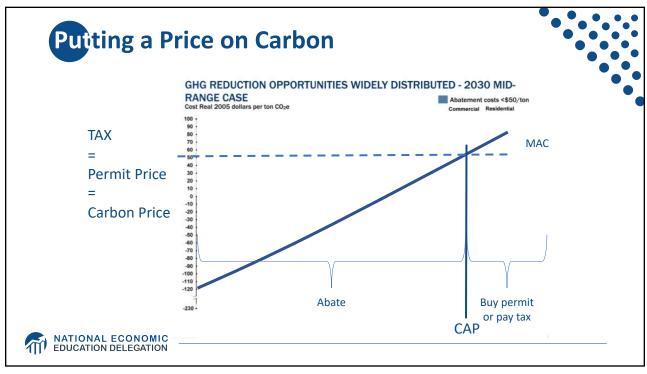
- Activities to be covered are determined.
- Acceptable emissions levels are indicated.
- "Permits" that allow acceptable emissions levels are issued.
  - How?
    - o According to historical emissions?
    - o Evenly across emitters?
    - o Sold at some price?
- A "market" is developed.
- Those desiring to emit will have to buy sufficient permits to accommodate their emissions.
- Those wishing to abate will offer their permits on the "market".
  - The price of a permit indicates:
    - o The benefit of eliminating further emissions.
    - o The cost of emitting.
- Gov't agency determines equality of permits in possession and emissions.

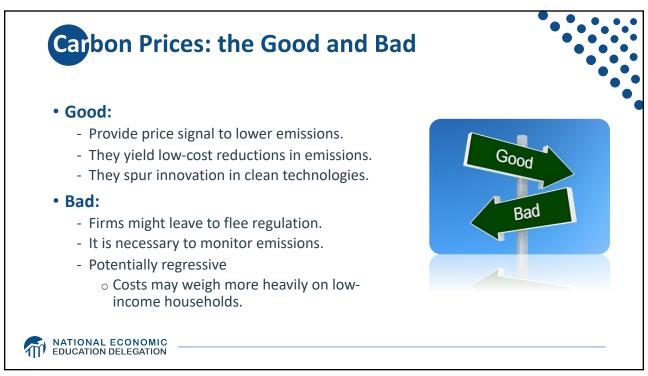


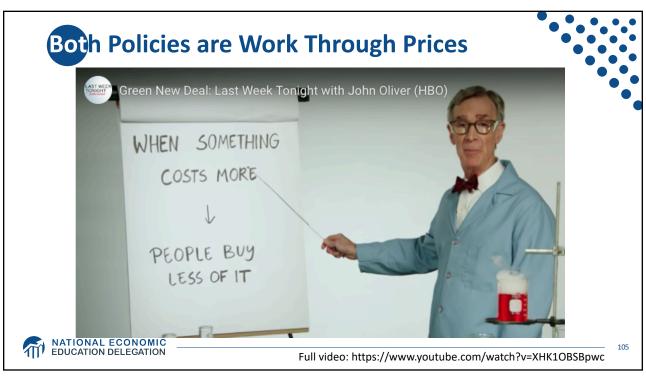
101

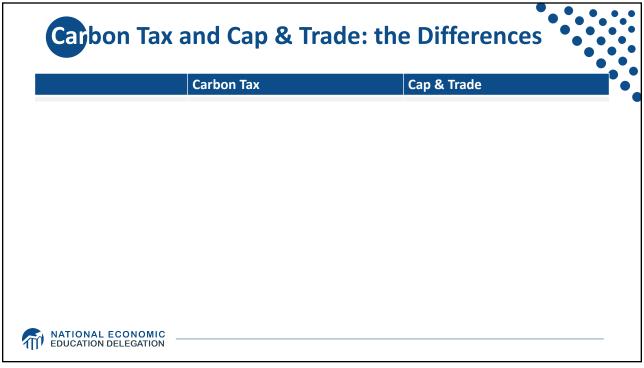
101











#### Carbon Tax and Cap & Trade: the Differences **Carbon Tax** Cap & Trade Carbon Price Certain Uncertain **Emissions** Uncertain Certain Ease of Implementation May be easier to implement Additional concerns 1) Always generates revenue 1) Susceptible to lobbying. 2) May require legislation to 2) Only generates revenue if government sells permits.

3) Cap can be changed by

4) Less certainty over future. 5) Regulations reduce efficacy of

regulator.

Cap & Trade



107

## One Other Thing: Cap and Trade vs. Carbon Tax

- Emissions regulations and Cap and Trade can work at cross purposes.
  - Regulations that lower emissions from big polluters...
    - Lower the demand for permits

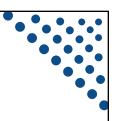
change

3) Predictability

- Lowers the price of permits
- o Reduces incentives for other industries to cut emissions
- Regulations can undermine the effectiveness of Cap and Trade.
- The same is not true of a carbon tax.
  - Though regulations might cut tax revenue, revenue is not the goal of the carbon tax.



# Command and Control vs. Incentive-Based Regulation



- Equity
- Efficiency



109

109

# Command and Control vs. Incentive-Based Regulation

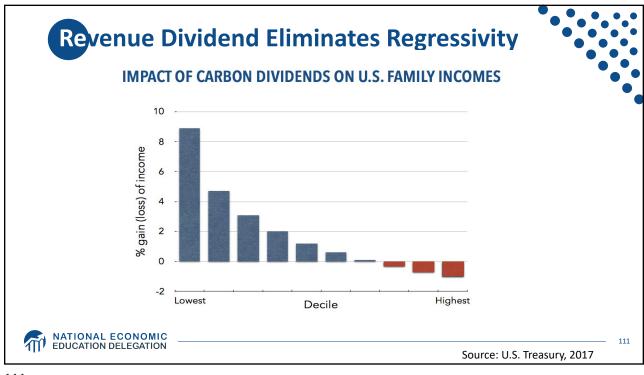


### Equity

- Both have may regressive impacts (low-income families bear costs that are a larger percent of their incomes vs hi-income families)
  - o However, new evidence increasingly questions this.
- Cap and trade and carbon tax can generate revenues that can be used to offset the regressivity.
  - o E.g.: "carbon dividend"
- Command and control regulations do not.



110



# Command and Control vs. Incentive-Based Regulation



- Efficiency.
  - Both can achieve the same amount of emissions reduction.
  - Incentive-based policies can achieve emissions reduction at much lower cost.
    - o Example: CAFÉ Standards vs Carbon Tax
      - Tax is significantly more efficient.
      - Why?



11

### **Efficiency: CAFÉ vs Carbon Tax**

### • CAFÉ = Corporate Average Fuel Efficiency

- A fuel economy standard mandating that an auto-maker's vehicle fleet must meet minimum fuel economy standards.

#### Horse Race

- Tax on fuel applies to ALL vehicles, not just new.
- Rebound Effect:
  - o Driving a more efficient vehicle lowers the cost per mile driven
    - · leading to more miles driven.
- Slower turnover of inefficient vehicles: higher cost of new.

#### Summary

- A given level of emission reductions **costs 3-14 times more with CAFÉ** standards than under a comparable carbon tax.



112

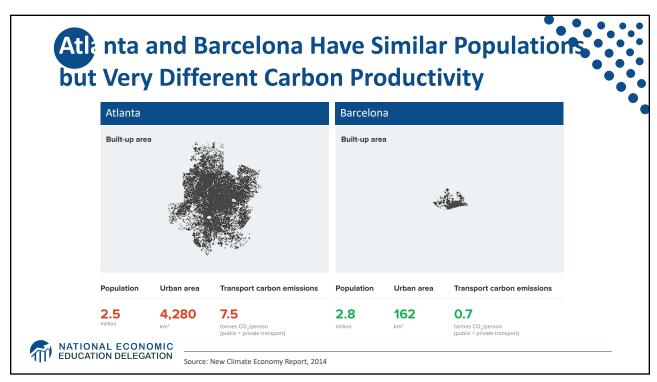
113

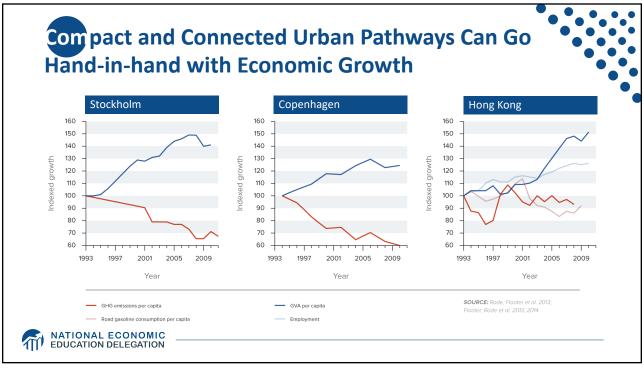
### Policies That Reduce Emissions: INDirectly



- Subsidizing R&D
- Grid / infrastructure
- Energy efficiency mandates and subsidies
- Mandating renewable energy (e.g., renewable portfolio standards)
- Land use policies













- Positive Externalities and Public Goods

Goods with positive externalities are underprovided by the market.

#### **School Greening Benefits Include**

- Improving children's social, physical and educational well-being.
- Actively managing storm water.
- Mitigating urban heat island effects and climate change
- Increasing renewable energy production,
- Providing wildlife habitat and related ecosystem services.



11



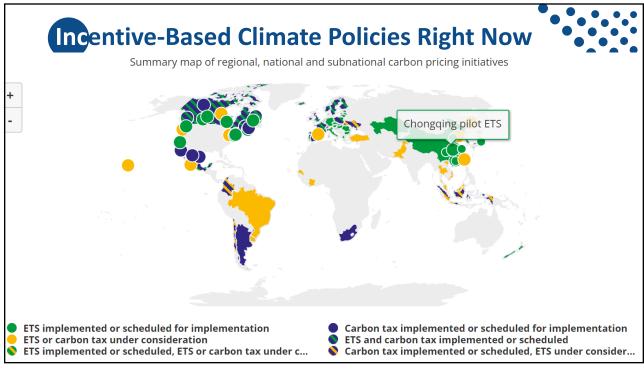




## **Climate Change Policy in Action**

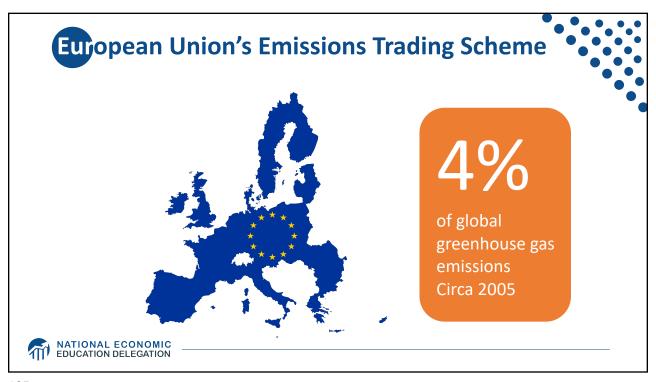


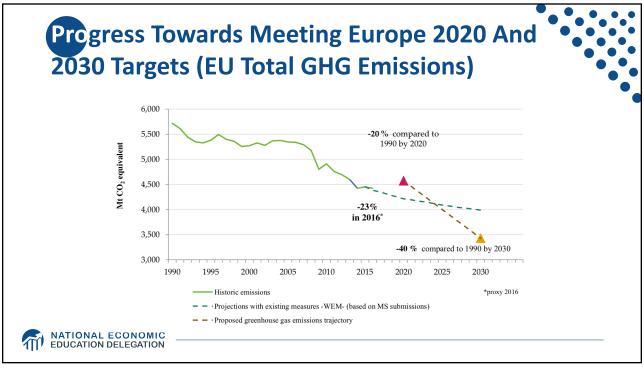
121

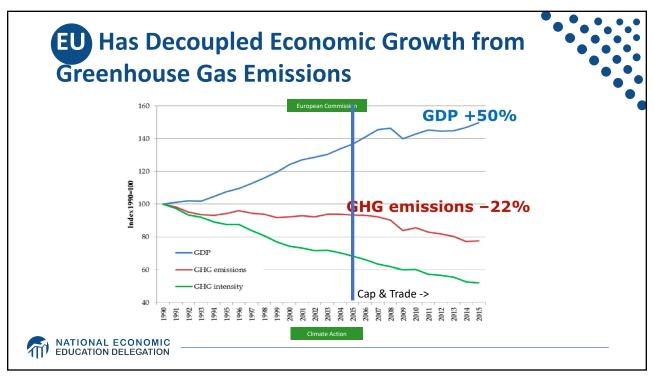


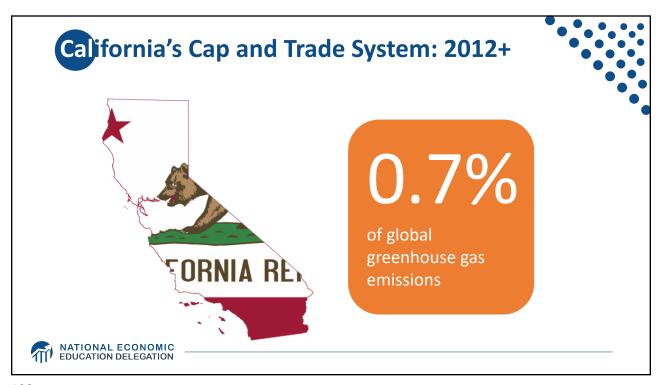


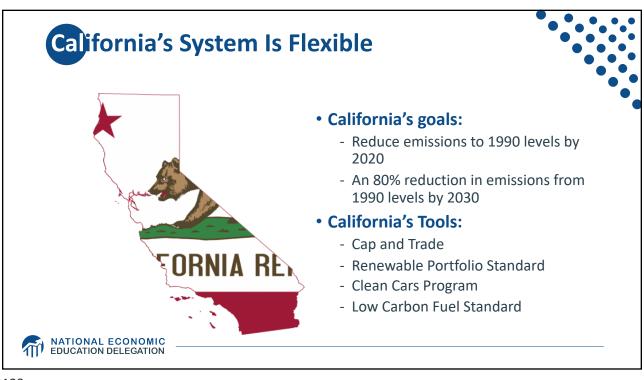


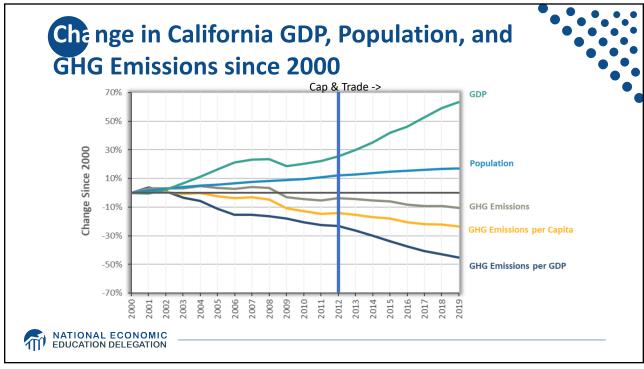


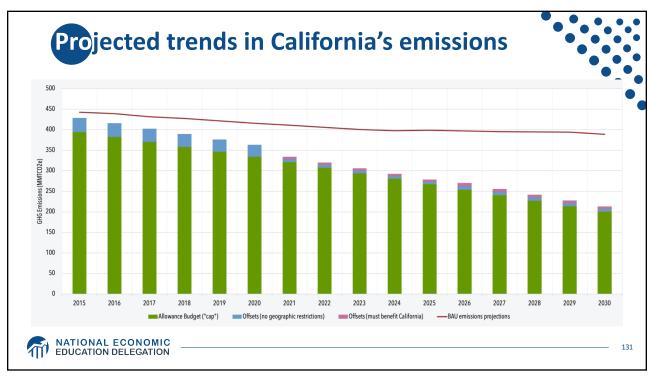








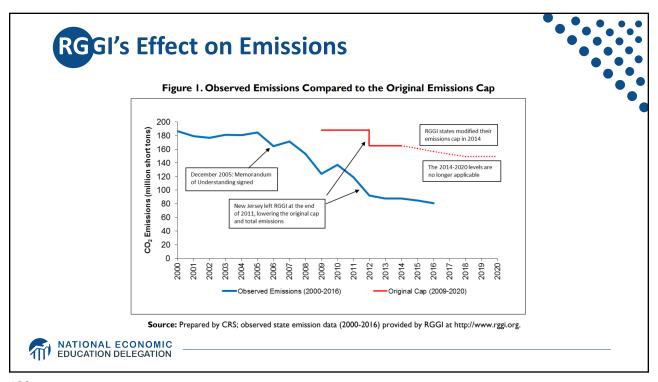


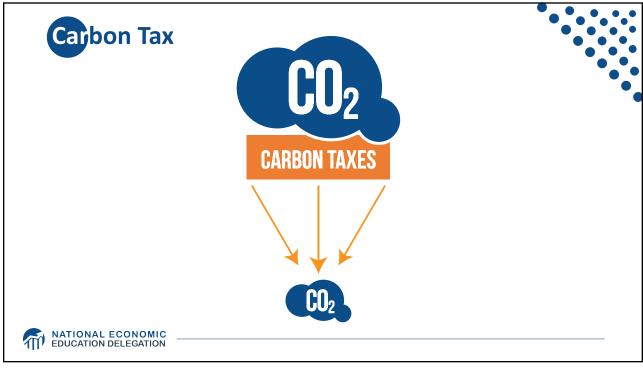


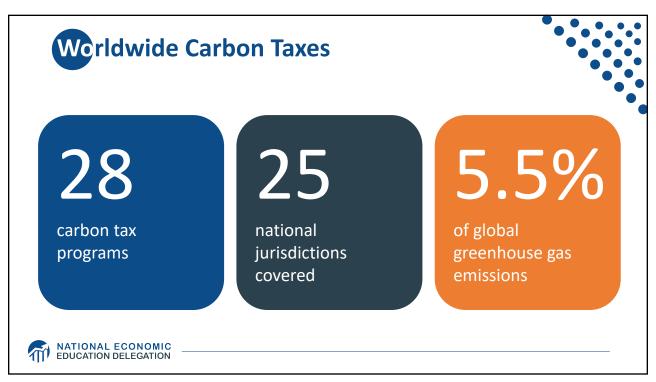
### RGGI: the Regional Greenhouse Gas Initiative

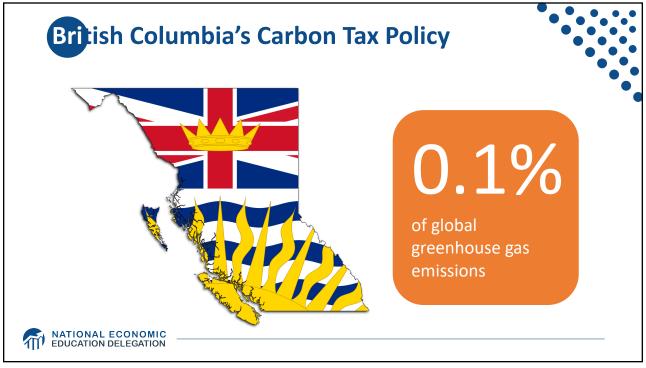
- Participants: Connecticut, Delaware, Maine, Maryland,
   Massachusetts, New Hampshire, New York, Rhode Island, and
   Vermont
  - 7% of US emissions
- Covers power plants
- First implemented in 2009
- Caused emissions reduction of 24% below what they would have been







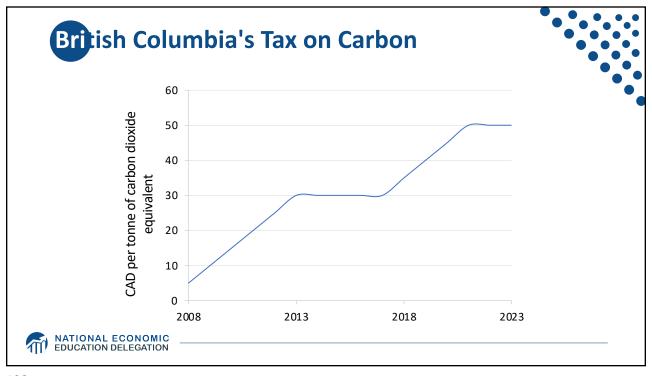


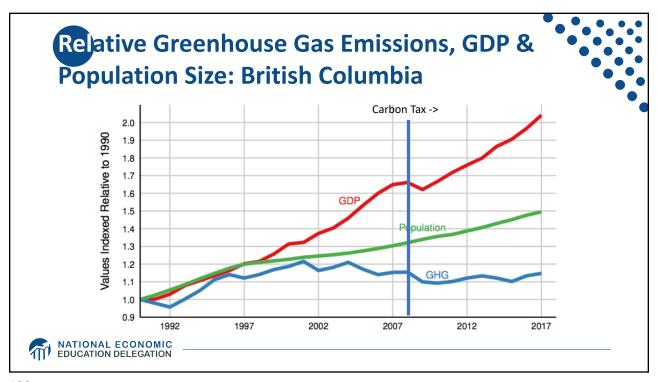


"Tax the pollution we do not want, and return the money for what we do want — money in people's pockets, jobs and investment."

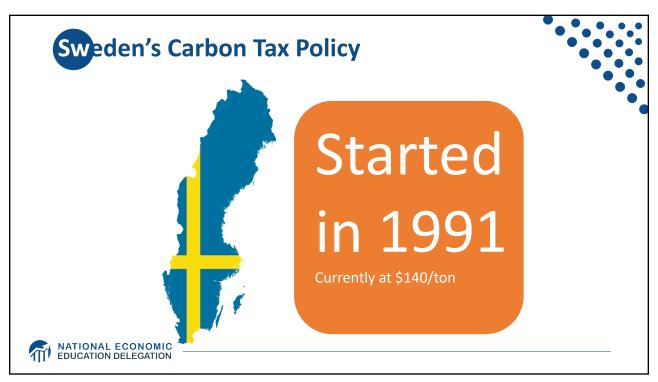
- B.C. Government - Carbon Tax Brochure

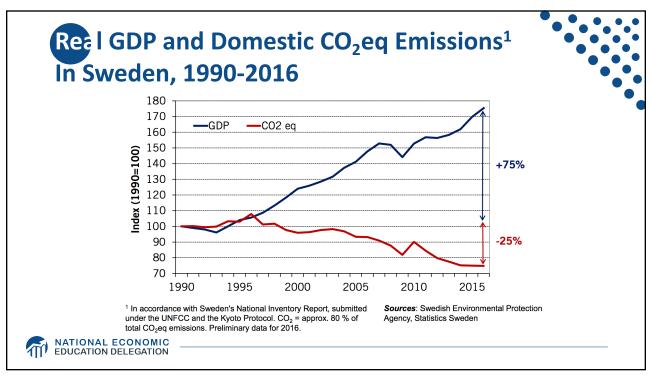
137













- Climate Leadership Council
- Citizens Climate Lobby
- States and municipalities: Washington state, Oregon, Washington, DC

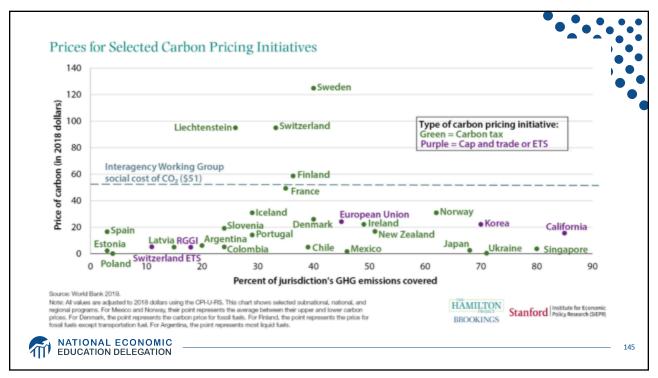


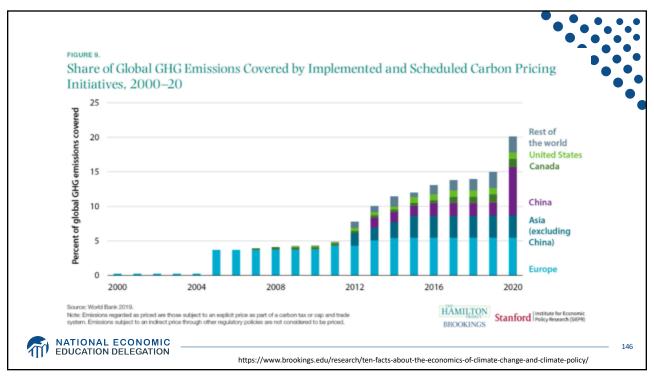




"Economic policies will be central to accomplishing the goals we choose."

- Harris and Roach (2007)









- Climate change is real, is caused by human actions, and has impacts we're already feeling.
- We need to reduce emissions to balance the costs of action against the costs of inaction.
- Scientists and the IPCC recommend that we work to keep warming below 1.5 degrees celcius.
  - Economists believe that this goal is well worth the costs!



### Summary – continued



- There are many ways to reduce emissions.
- Economics-inspired policies can help us do this at the lowest cost.
- Taxes and cap and trade are proven effective tools to fight climate change!
- Other tools may also be necessary.







## **Any Questions?**

www.NEEDelegation.org
Jon D. Haveman
Jon@NEEDelegation.org

Contact NEED: info@NEEDelegation.org

Submit a testimonial: www.NEEDelegation.org/testimonials.php

Become a Friend of NEED: www.NEEDelegation.org/friend.php



149