



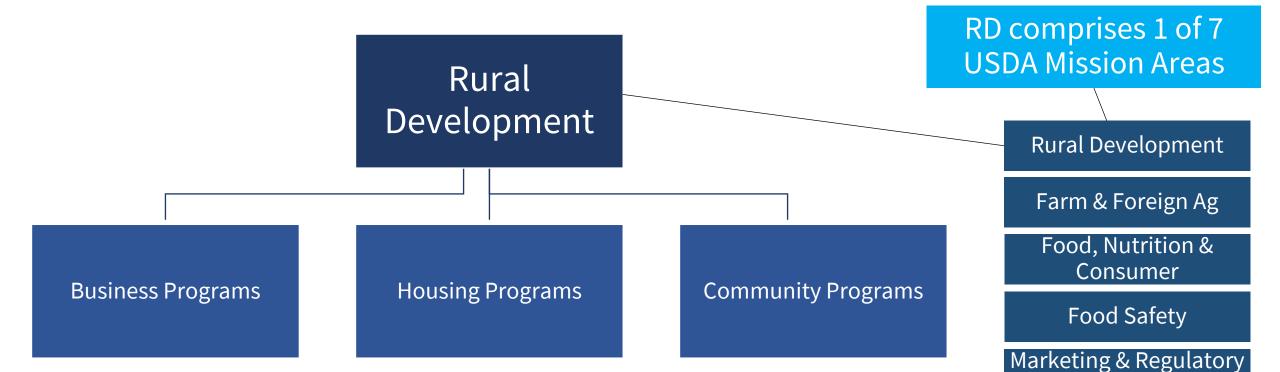
Misty Sinsigalli VT/NH Area Director



The Mission

We are committed to helping improve the economy and quality of life in rural America





More than 40 loan, grant and loan guarantee programs support economic development in rural communities

Research, Education &* Economics

Programs

Natural Resources & Environment



Rural Development U.S. DEPARTMENT OF AGRICULTURE

Established Programs

Affordable Housing

Home Purchase (502)

Home Repair (504)

Housing Preservation (533)

Multi-Family Housing (MFH) *

Farm Labor Housing (FLH) *

Business Support

Rural Energy for America Program (REAP)

Rural Business Development Grant (RBDG)

Business & Industry Loan Guarantee (B&I)

Value Added Producer Grant (VAPG)

Rural Microentrepreneur Assistance Program (RMAP)

Intermediary Relending Program (IRP) Community Facilities (CF) Community Facilities (CF) Emergency Rural Healthcare Grant (ERHG) Water & Environmental Programs (WEP) Training & Technical Assistance (CFTAT) Distance Learning & Telemedicine (DLT) * ReConnect * Electric Infrastructure *

> * Administered by national coordinators or regional general field representatives (GFR), not local RD reps



New Programs

Administered by national coordinators or regional general field representatives (GFR), not local RD reps

Business Support

Meat & Poultry Processing Expansion Program

Grant funding to help eligible processors expand their capacity

Meat & Poultry Intermediary Lending Program

Grant funding to intermediary lenders who finance—or plan to finance—the start-up, expansion, or operation of slaughter, or other processing of meat and poultry

Food Supply Chain Guaranteed Loan Program

Guarantees loans of up to \$40 million for qualified lenders to finance food systems projects, specifically for the start-up or expansion of activities in the middle of the food supply chain



OneRD Guarantee Loan Initiative

USDA Rural Development has standardized its guaranteed loan-making in

4 programs

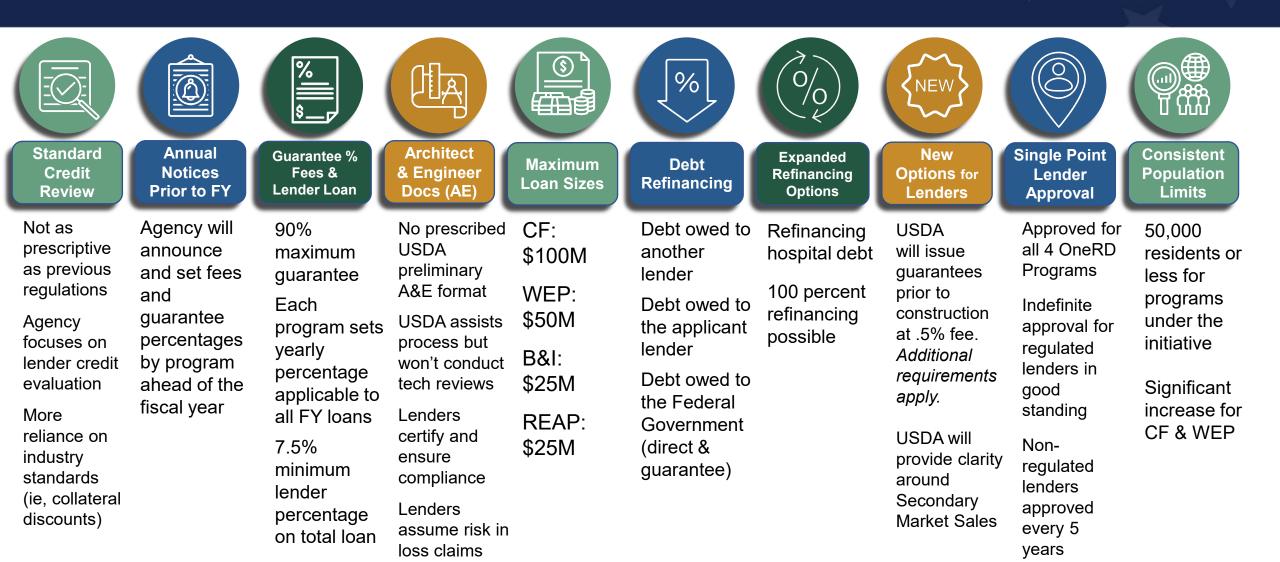
- Water and Waste
- Community Facilities
- Business and Industry
- Rural Energy for America

- ~ Improved Consistency, Accountability and Speed of Service
- Standardized Documents Across Programs
- Reduced Burden on Lenders and Applicants





OneRD: Major Policy Changes





Rural Development

Business & Cooperative Programs

Supports the creation and expansion of businesses and cooperatives in rural areas



Loans, Loan Guarantees, Grants and Technical Assistance Leverages financial resources with public and private sources Creates and preserves quality jobs Areas less than 50,000 population

Rural Energy for America Program (REAP)

Guaranteed loan financing and grant funding for agricultural producers and rural small businesses to install renewable energy systems and make energy efficiency improvements

Value Added Producer Grant (VAPG)

Helps agricultural producers enter value-added activities to generate new products, create and expand marketing opportunities, and increase producer income

Rural Microentrepreneur Assistance Program (RMAP)

Loans and grants to Microenterprise Development Organizations (MDOs) to help microenterprises start up and grow, and for training and technical assistance

Rural Business Development Grant (RBDG)

Technical assistance and training for small rural businesses with fewer than 50 new workers and less than \$1 million in gross revenue

Business & Industry Loan Guarantee (B&I)

Loan guarantees to lenders for making loans to rural businesses

Intermediary Relending Program (IRP)

1% loans to local lenders that re-lend to businesses, improving economic conditions and creating jobs in rural communities



Value Added Producer Grant Program

Puddin' on the Blitz: Echo Farm Expands Production & Markets for Delicious Dessert

\$250,000 USDA Rural Development VAPG grant

1:1 Grant match of Echo Farm contribution

6

Additional employees & contractors from funding

6 → 80+ Milk cows circa 1990 → Herd size today

7 Flavors of organic pudding named after cows

100,000 lbs. Project goal for the amount

of pudding produced/year

GROWING a Delightful Bite Business

Echo Farm in Hinsdale, New Hampshire, produces a rich and creamy dessert pudding from their on-site production facility. Independent-producer sisters Courtney and Beth Hodge developed the business with high-quality milk from their herd of Jersey and Shorthorn dairy cows, and it has been so successful that they were having a hard time meeting demand. The first step? Invest in farm and pudding plant equipment, which they did. The second step was to expand their markets and grow the brand. But how?

The DEMAND for More Hands

To grow the business, the sisters knew it was crucial to address essential improvements and make them a strength, not a concern. They identified three areas needing upgrades or expansion: distribution, inventory/packaging and marketing/branding. But farming is a full-time job (and then some), so they couldn't do it alone. The Hodges' goal? To cover the costs of the farm and pudding plant with dessert sales. To scale up and out to make the dream a reality—they had to have a staff.

An OPPORTUNITY to Expand

With a \$250,000 Value Added Producer Grant from the USDA, the Hodges are 'puddin' on the blitz': Six contractors and a part-time worker are lending their muscles and skills to the Echo Farms brand of delicious desserts. The extra funding will allow Beth and Courtney to expand the business through inventory and product purchases, increased pudding production, and a fresh marketing and sales effort supported by USDA with a new website, footholds in regional markets, and buyer meetings at national events.

For program regulations and requirements, please go to the USDA RD VAPG Fact Sheet



Family Pride: Echo Farm Co-Owners Courtney Hodge, left, and Beth, right, with Courtney's kids and a prized milk cow.





Rural Energy for America Program

Climate-Smart Solution: Goosebay Sawmill Discards Diesel for Solar

\$44,601 **USDA Rural Development REAP** grant

> 78.2 kW Rated solar array

96,034 kWh Estimated annual energy generated

2.350 Equivalent gallons of diesel fuel

35 Years of family ownership and operation

> \$9,600 Annual energy cost savings

A Cut Against the Grain in Tough Times

Goosebay Sawmill in Chichester, NH has been a family-owned and operated business for more than 35 years. Though rough lumber is available in ample volume, Goosebay is where one goes to find wood not sold by big home-improvement stores, like applewood to zebra wood and everything in between. When Covid-19 hit, the sawmill braced for tough times. But the pandemic economy evolved to favor local suppliers due to border closures and other restrictions, so an opportunity came knocking.

Important Partners Step in to Help

Having a deep love for the forest and its natural wonder, the Goosebay family thinks in a big-picture way about the environment. Turning to reliable and trustworthy consultants like the Small Business Development Corporation (SBDC), Resilient Buildings Group, Inc., and Community Development Finance Authority (CDFA), Goosebay secured majority funding for a level-2 energy audit and reinforcement plans for two structures to support solar panels from Revision Energy. Goosebay had just one more step to take.

A Sunnier Future through Renewable Energy

With help from their friends, Goosebay applied for grant funding from the USDA Rural Energy for America Program (REAP) to install two roof-mounted solar arrays on the would-be strengthened buildings. Generating enough power to run the sawmill's annual operations, the system will save almost \$10,000/yr. while abandoning diesel fuel-estimated to be more than 2,300 gallons annually-in favor of electrically powered equipment. Tomorrow is looking bright for Goosebay family generations to come.

For program regulations and requirements, please go to the USDA RD REAP Fact Sheet







Business & Innovation Guaranteed Loan Program

Foundational Support: Glavel Gets a Funding Jolt to Develop & Expand Earth-Friendly Business

\$504,100 USDA Rural Development B&I Guaranteed Loan

\$244,981 Additional funding from Glavel, Inc.

9.8 lbs / cubic ft.

Glavel's weight; concrete ranges from 60-150 lbs/cf

R1.7

Glavel's insulation rating; concrete is R.07–R.52



8 Jobs sustained

A Game-Changing Construction PRODUCT

Construction manufacturer Glavel, Inc., out of Burlington VT, makes foam glass gravel, a lightweight building material that boasts an incredibly low embodied carbon and superior thermal insulation. Revolutionary products often don't achieve their potential, but Glavel gained early market traction and sustained the momentum. In a climate-smart future, Glavel could ultimately replace or reduce concrete. In order to scale, however, the manufacturing process had to develop and expand—and with it the labor force.

The Need for Tech & Human RESOURCES

The leaders at Glavel knew they created something that could minimize the construction industry's notorious production of global greenhouse emissions. With a mission to solve pervasive natural impacts of the built environment, the company still had to make significant investments in equipment and labor to develop and grow. Thus began a beautiful relationship with the Vermont Economic Development Authority (VEDA) and USDA Rural Development (RD), which recognized the promise of the Glavel product.

Building the Future with Support from PARTNERS

A \$504,000 loan from VEDA secured by an RD Business & Industry loan guarantee enabled Glavel to reinforce and refine its operations. With the timely funding, the company installed essential components to expand and streamline production, in addition to hiring 10 new employees. Management can also continue compensating its core decision-making team, which provides the leadership, outlook and innovation that has uniquely defined Glavel, Inc. within the high-performance construction industry.

For program regulations and requirements, please go to the USDA RD B&I Fact Sheet





Community Programs

Builds and modernizes essential infrastructure and services to attract businesses and improve quality of life for rural residents

Applicants: Municipal and Not for Profits Terms: 30-40 years, 100% of project funded Predictability: Annual allocation 10/1 to 9/30 Rate Risk Mitigation: Fixed interest rate, changes quarterly Capital Flexibility: 5 years to use, potentially lower rate at closing Interim financing and project oversight required Co-funding opportunity with NH Municipal Bond Bank Areas less than 50,000 population

USDA Rural Development U.S. DEPARTMENT OF AGRICULTURE

National Programs ReConnect Distance Learning & Telemedicine (DLT) Electric Infrastructure

Community Facilities (CF)

Hospitals & Health Clinics Emergency Assistance Schools & Daycares Fire & Police Stations First-Responder Vehicles & Equipment Libraries & Community Centers Arts & Culture Venues Food Systems & Access

Water & Environmental Programs (WEP)

Drinking Water Wastewater Solid Waste Storm Water Emergency Assistance Predevelopment Feasibility

Is the project necessary and inevitable? Can you afford to wait?

Name of Borrower:Smith School District					
Amount of Loan 50000000 Annual Interest Rate 0.02125					
Number of Initial Interest Only Payments 0		Number of principal and/or Interest Payments	30		
Payment Frequency	Annual	This is a split payment bond.	No		
Principal Payment Units	1	Interest Payment Units.	.01		

Year	Period	Number	Payment	Interest	Principal	Balance
2021	1	1	2271500	1062500	1209000	48791000
2022	1	2	2271499.75	1036808.75	1234691	47556309
2023	1	3	2271499.56	1010571.56	1260928	46295381
2024	1	4	2271499.84	983776.84	1287723	45007658
2025	1	5	2271499.73	956412.73	1315087	43692571
2026	1	6	2271500.13	928467.13	1343033	42349538
2027	1	7	2271499.68	899927.68	1371572	40977966
2028	1	8	2271499.77	870781.77	1400718	39577248
2029	1	9	2271499.52	841016.52	1430483	38146765
2030	1	10	2271499.75	810618.75	1460881	36685884
2031	1	11	2271500.03	779575.03	1491925	35193959
2032	1	12	2271499.62	747871.62	1523628	33670331
2033	1	13	2271499.53	715494.53	1556005	32114326
2034	1	14	2271500.42	682429.42	1589071	30525255
2035	1	15	2271499.66	648661.66	1622838	28902417
2036	1	16	2271500.36	614176.36	1657324	27245093
2037	1	17	2271500.22	578958.22	1692542	25552551
2038	1	18	2271499.7	542991.7	1728508	23824043
2039	1	19	2271499.91	506260.91	1765239	22058804
2040	1	20	2271499.58	468749.58	1802750	20256054
2041	1	21	2271500.14	430441.14	1841059	18414995
2042	1	22	2271499.64	391318.64	1880181	16534814
2043	1	23	2271499.79	351364.79	1920135	14614679
2044	1	24	2271499.92	310561.92	1960938	12653741
2045	1	25	2271499.99	268891.99	2002608	10651133
2046	1	26	2271499.57	226336.57	2045163	8605970
2047	1	27	2271499.86	182876.86	2088623	6517347
2048	1	28	2271499.62	138493.62	2133006	4384341
2049	1	29	2271500.24	93167.24	2178333	2206008
000	1	30	2252885.67	46877.67	2206008	0
ΓΟΤΑΙ	S		\$68,126,381.20	\$18,126,381.20	\$50,000,000.00	

Name of Borrower:Smith School District				
Amount of Loan	54875000	Annual Interest Rate	0.03125	
Number of Initial Interest Only Payments	0	Number of principal and/or Interest Payments	30	
Payment Frequency	Annual	This is a split payment bond.	No	
Principal Payment Units	1	Interest Payment Units.	.01	

Year	Period	Number	Payment	Interest	Principal	Balance
2023	1	1	2845268.75	1714843.75	1130425	53744575
2024	1	2	2845268.96	1679517.96	1165751	52578824
2025	1	3	2845268.25	1643088.25	1202180	51376644
2026	1	4	2845269.12	1605520.12	1239749	50136895
2027	1	5	2845268.96	1566777.96	1278491	48858404
2028	1	6	2845269.12	1526825.12	1318444	47539960
2029	1	7	2845268.75	1485623.75	1359645	46180315
2030	1	8	2845268.84	1443134.84	1402134	44778181
2031	1	9	2845269.15	1399318.15	1445951	43332230
2032	1	10	2845269.18	1354132.18	1491137	41841093
2033	1	11	2845269.15	1307534.15	1537735	40303358
2034	1	12	2845268.93	1259479.93	1585789	38717569
2035	1	13	2845269.03	1209924.03	1635345	37082224
2036	1	14	2845268.5	1158819.5	1686449	35395775
2037	1	15	2845268.96	1106117.96	1739151	33656624
2038	1	16	2845268.5	1051769.5	1793499	31863125
2039	1	17	2845268.65	995722.65	1849546	30013579
2040	1	18	2845268.34	937924.34	1907344	28106235
2041	1	19	2845268.84	878319.84	1966949	26139286
2042	1	20	2845268.68	816852.68	2028416	24110870
2043	1	21	2845268.68	753464.68	2091804	22019066
2044	1	22	2845268.81	688095.81	2157173	19861893
2045	1	23	2845269.15	620684.15	2224585	17637308
2046	1	24	2845268.87	551165.87	2294103	15343205
2047	1	25	2845269.15	479475.15	2365794	12977411
2048	1	26	2845269.09	405544.09	2439725	10537686
2049	1	27	2845268.68	329302.68	2515966	8021720
2050	1	28	2845268.75	250678.75	2594590	5427130
2051	1	29	2845268.81	169597.81	2675671	2751459
2052	1	30	2837442.09	85983.09	2751459	0
TOTA	LS		\$85,350,238.74	\$30,475,238.74	\$54,875,000.00	



Water & Waste Disposal Loan & Grant Program

Success Story: Newmarket, NH Overhauls Aging Infrastructure for Cleaner, Safer H2O

\$6.81 Million WWD loan from USDA RD

> 2.75% WWD loan Interest rate

\$1.43 Million WWD grant from USDA RD

\$3.8 Million Investment from NH Dept. of Environmental Services

\$1.48 Million Capital contribution from the City of Newmarket

2.122 Residents positively impacted

Recognizing the Need for BETTER INFRASTRUCTURE

Situated along the Lamprey River and the Great Bay, the town of Newmarket in Rockingham County is known for its waterways. In 2006, however, severe flooding exposed some of the town's aging, inadequate stormwater and sewer infrastructure. In 2010, residents of the Moody Point community suffered from poor water quality. Municipal leaders saw the writing on the wall. With future generations in mind, they began to think about a major overhaul and upgrade of water infrastructure.

Setting the Stage for Success with FEASIBILITY & PLANNING Newmarket laid the foundation for cleaner water and improved sewer with the start of a Capital Reserve Fund in 2012. In 2017, the Water Department initiated a Water System Asset Management Plan and conducted an engineering build-out study. From this work, they identified \$12 million in needed capital improvement project funding. With townspeople overwhelmingly voting to move forward, planners combined seven distinct work scopes into one massive water project.

Partners Pledge Allegiance to HEALTHIER COMMUNITIES

Reliable partners came to Newmarket's aid after the town put up nearly \$1.5 million to get things going. USDA RD put up \$8.3 million through the Water & Waste Disposal Loan & Grant Program, and the NH Department of Environmental Services contributed \$3.8 million from its Drinking Water & Ground Water Trust Fund and State Revolving Loan Fund. The project will involve replacing aging water lines, connecting to the Moody Point Association water line, and a new water treatment plant.

For program regulations and requirements, please go to the USDA RD fact sheet







Community Facilities & Economic Impact Initiative Grants

Success Story: Illuminating White Mountains Regional High School with Green Energy

\$70,500 **USDA Economic Impact** Initiative Grant

> \$36,900 USDA Community **Facilities Grant**

\$34,388

Eversource/State of NH Energy Efficiency Grant

\$53.522

Contribution from White Mountains Regional SD

92,528kWh / \$12,954

Energy / Cost Annual Savings

18,250 People positively impacted

Student-LED Re-Volt

The students at White Mountains Regional High School (WMRHS) decided to stand up and lead the way in their community's fight against climate change. The school's high energy consumption and the T8 flourescent bulbs populating classrooms and hallways are relics of its 1966 origin. With help from teachers, students developed a two-phase action plan, calling for (1) a modern lighting retro-fit throughout the school and (2) a solar array to capture renewable energy and offset power costs.

A Surge in Partnerships

To secure project financing, WMRHS students turned to a number of partners in the energy sector and found willing collaborators. With guidance from Clean Energy New Hampshire, they applied for funding from Eversource, New Hampshire Community Development Finance Authority and USDA Rural Development-and succeeded. With a generous contribution from the White Mountains Regional School District, the plan to increase energy efficiency and lower operational costs was put into play.

The Future Looks Bright

Energy upgrades are projected to save 92,528 kWhs and \$12,954 each year, and after maintenance reduction is factored in, total savings are estimated to be over \$20,000 annually. A 13% return will pay off the project in roughly 8 years, while the savings generated by transitioning to LEDs and solar energy can be redirected to improve student outcomes. In addition, various project elements will inform WMRHS's Science, Technology, Math & Engineering (STEM) curriculum.

For program regulations and requirements, please go to the USDA RD CF & EllG fact sheets





Distance Learning & Telemedicine Grant Program

Success Story: Connecting Rural Patients with Healthcare Providers in the Northeast Kingdom

\$994,326 USDA Rural Development DLT grant

64,260 Patients positively impacted

\$42.3 Million 2021 USDA RD National DLT grant funding

5 Million American rural residents positively impacted

86 DLT projects across the U.S.

\$24 Million 2021 DLT funding through the U.S. CARES Act

The NEED

Rural Americans have higher mortality rates than urban and suburban populations due to, among other things, lack of access to quality healthcare. The COVID-19 pandemic magnified this disparity significantly. In northern Vermont, including the Northeast Kingdom (NEK)—a USDA-designated <u>Rural Economic Area Partnership</u> <u>Zone</u>—healthcare providers networked the best they could, but needed better equipment and connectivity to make their services more accessible to rural patients.

The CHALLENGE

Elderly residents account for 16% of the total rural population, while in uban areas it's 4%. Roughly 24% of rural Americans aged 20 to 84 have underlying health conditions, as opposed to 3% of urban dwellers. And the average distance to a county with an intensive-care hospital for the urban population is within walking distance, while rural residents must travel an average of over 11 miles. Combined with COVID-19 restrictions, these factors make it difficult for patients in rural ares to access quality healthcare.

The SOLUTION

North Country Hospital and its 15 network partners received a \$994,326 Distance Learning & Telemedicine grant from the USDA to expand their services with telehealth carts, patient monitoring systems and better digital security. The project benefits 64,260 NEK patients with diverse services: visiting nurses, 2 primary care centers, 3 rehab & therapy disciplines, 5 residential aging facilities, 9 specialty health clinics, an opioid service entity, pediatric office, critical-access hospital and a sleep-disorder clinic.

For program regulations and requirements, please go to the USDA RD DLT Fact Sheet





Single Family Housing Programs

Provides home-purchase loans and loan guarantees, and home repair grants and loans for low-income rural residents

Direct Loans (502)

Apply directly through RD Low or very-low Income Typically a 33-year term with payment assistance available Purchase or build with no money down in eligible rural areas

Loan Guarantees

Apply through approved lender Moderate household income 30-year fixed rates, refinancing options available Purchase or build with no money down in eligible rural areas

Home Repair Loans & Grants (504)

Apply directly through RD Very low income Grants possible for age 62 and over Repair, improve, modernize home structures and components

Housing Preservation Grants (533)

State, local entities and NPs can apply Low and very low income Rental property owners may receive assistance Repair and rehabilitate home structures and components





USDA Rural Development **U.S. DEPARTMENT OF AGRICULTURE**

Together, America Prospers

New Hampshire

RD Single Family Housing at a Glance

\$20.973.000 FY21-22 funding for RD 502 & 504

\$576,000 Grant funding for crucial home repairs & upgrades

105 Families who moved into a new home

122 Families who received home repairs

10 Counties served in New Hampshire

USDA Rural Development housing offices

USDA Rural Development Single Family Housing Programs

502 Direct Home Loan Program

No down payment required Historically low interest rates Funds available for renovations





504 Home Repair Loan & Grant Program

1% interest loans up to \$40,000 Grants up to \$20,000 Essential repairs & upgrades Hazard removal & accessibility

Grants for 62 years old and over



502 Direct Home Loan Income Limits

County	1 – 4 Household	5 – 8 Household
Belknap	\$76,100	\$100,450
Carroll, Cheshire, Coos and Sullivan	\$75,600	\$99,800
Grafton	\$75,600	\$99,800
Boston, Cambridge, Quincy, includes Seabrook and South Hampton	\$111,850	\$147,650
Lawrence Metro	\$90,000	\$118,800
Manchester Nashua Metro	\$87,600	\$105,450
Manchester Metro - Hillsborough	\$70,900	\$115,650
Merrimack	\$83,750	\$110,550
Nashua Metro	\$90,000	\$118,800
Portsmouth-Rochester	\$90,000	\$118,800
Western Rockingham	\$90,000	\$118,800

502 Direct Home Loan Maximums

County	Loan Limit	County	Loan Limit
Belknap	\$336,500	Hillsborough	\$350,000
Carroll	\$336,500	Merrimack	\$350,000
Cheshire	\$336,500	Rockingham	\$616,400
Coos	\$336,500	Strafford	\$616,400
Grafton	\$336,500	Sullivan	\$336,500



504 Home Repair Program

Rural Development

U.S. DEPARTMENT OF AGRICULTURE

"We are committed to helping improve the economy and quality of life in rural America."

Success Story: A Warm Welcome from the Home Team

The NEED

Mary J. Dunn of Pittsburg, NH, was in California when she had to undergo emergency neck surgery, which prevented her from returning home. The next year, a physical injury kept her on the West Coast. Year three? That's when Covid-19 hit. Finally, after more than 1000 days away, she returned home in the fall. However, there was a big issue staring her in the face: because of her injury, she was unable to lift and haul wood for her stove to heat the house.

The CHALLENGE

Replacing a wood heating system requires the coordination of a contractor crack team: a plumber, electrician, propane supplier and HVAC expert, along with significant earth-moving work. Getting a crew like that to congregate in the very north of the New Hampshire North Country during mid-fall does not stand a high chance of success. Mary was home after nearly three years away, so reassimilating and readying her house for winter was proving to be more than she'd bargained for.

The SOLUTION

Knowing that winter was on its way, RD specialist Janice Le Blanc helped Mary complete a USDA 504 Home Repair application, then fast-tracked it for closing. Janice also helped her organize the contractors she needed, and each of them dutifully arrived to make sure their neighbor was prepared for the cold. To round out the team effort, Mary's grandson and his buddies came over to dig the trench for the propane tank. It was just in time for installation, and just in time for winter.





Heroic Effort Helps Hardy Pittsburg Resident Regain Home

Dec 11, 2020 🔹 0

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PITTSBURG, N.H. — Mary J. Dunn has been through a tough time over the last few years, but as a native of the New Hampshire North Country, "she has a strong, independent spirit that can overcome anything life throws at her."



Multi-Family Housing Programs

Provides loans, loan guarantees and grants for property owners to develop and rehabilitate affordable housing for elderly, disabled and low-income residents, and workers

Direct Loans

Very low to moderate income Up to 30-year payback Financing for affordable rental MFH for low-income, elderly, or disabled individuals and families in eligible rural areas

Loan Guarantees

Low to moderate household income Apply through approved lender Minimum 25-year term; Maximum 40 years Guarantees up to 90% of loan amount

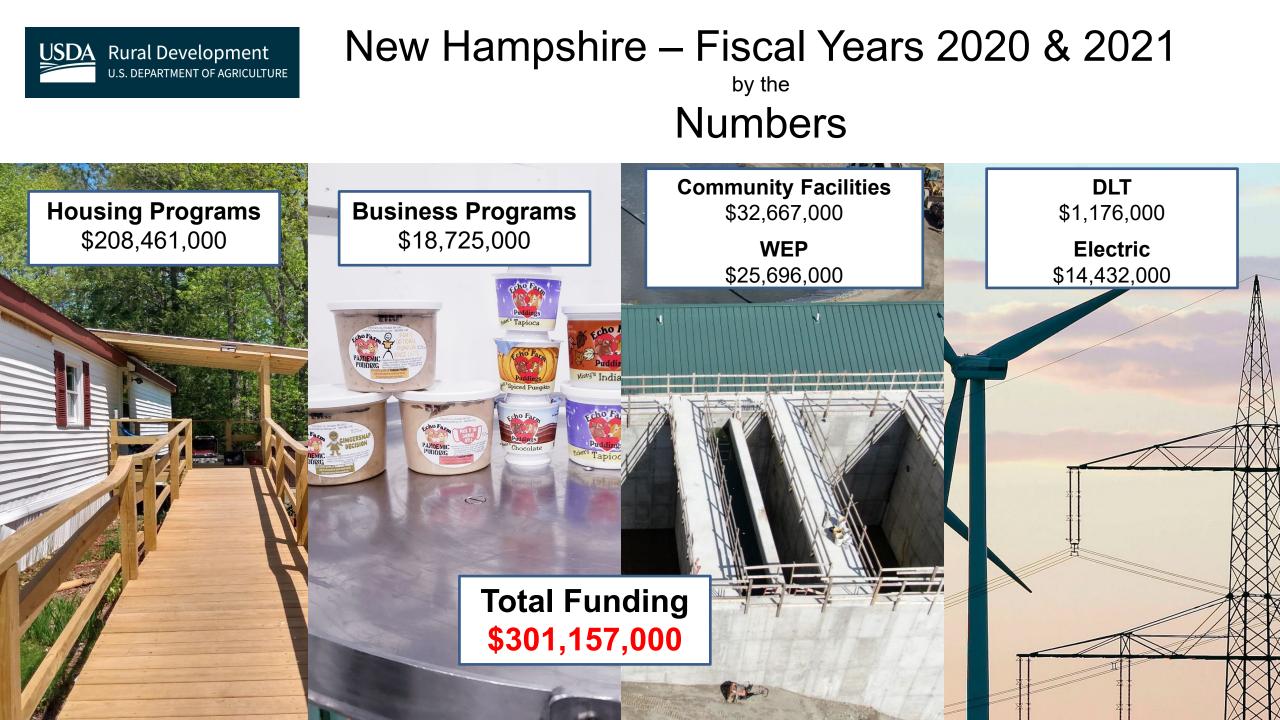
Farm Labor Housing

On Farm: low-interest loans; Off Farm: direct loans and grants 1% fixed rate, up to 33-year payback Construction, improvement, repair and purchase For year-round and migrant or seasonal domestic farm laborers

Rental Assistance

Projects must be established on a nonprofit or limited profit basis Low and very low income Coupled with application for new construction financing

Payments to owners of USDA-financed MFH projects on behalf of low-income tenants unable to pay their full rent



~Thank you for your time and consideration~

For questions, consultation and collaboration, please contact

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