# **Fitch**Ratings

# **State of Delaware**

State of Delaware's 'AAA' IDR and GO bond rating are based on strong financial performance, supported by proactive management and institutionalized protections designed to ensure surplus operations. Long-term revenue growth has accelerated in recent years, and Fitch Ratings anticipates it will remain at least above the long-term level of inflation. Recent strong growth has allowed the state to fully fund two reserves to a combined 12% of revenues. The long-term liability burden is above the state median, reflecting in part debt issuance and recognition of obligations that are addressed at the local government level in most other states.

## **Public Finance**

State General Obligation U.S.A.

## Rating

| Long-Term IDR | AAA |
|---------------|-----|
|               |     |

Rating Outlook

Stable

#### New Issue

\$286,770,000 General Obligation
Bonds, Series 2024A
\$68,505,000 General Obligation
Refunding Bonds, Series 2024B
AAA

#### Sale Date

April 30, 2024 by competitive bid

#### **Outstanding Debt**

General Obligation Bonds AAA

### Applicable Criteria

U.S. Public Finance State Governments and Territories Rating Criteria (April 2024)

### **Related Research**

Fitch Rates Delaware's \$355MM GOs 'AAA'; Outlook Stable (April 2024)

#### Analysts

Karen Krop +1 212 908-0661 karen.krop@fitchratings.com

Bryan Quevedo +1 415 732-7576 bryan.quevedo@fitchratings.com

# **Key Rating Drivers**

## Revenue Framework - 'aa'

Financial operations are supported by a diverse array of revenue sources, with personal income tax (PIT) accounting for the largest share, at approximately one-third. Delaware also leverages its status as the legal home to over half of all publicly traded corporations in the U.S., and assesses taxes on limited partnerships, franchises and other business entities. This structure results in a revenue framework that is somewhat more sensitive to national economic trends than is the case in most other states.

## Expenditure Framework - 'aaa'

While carrying costs are above the U.S. states median, Delaware has demonstrated the broad expense-cutting ability common to most U.S. states and benefits from the cushion provided by its statutory restriction to budget 98% of expected revenue. Education is a key cost driver, as the state is highly involved with funding local education, including capital projects and employer pension contributions for school district employees.

## Long-Term Liability Burden - 'aa'

The state's long-term liabilities are a moderate burden on resources. Debt levels are well above average for a U.S. state, in part due to Delaware's role in issuance for projects usually funded at the local level, and have recently ticked up primarily as a result of transportation-related borrowing. Pension liabilities are also above the median and remain relatively stable. Other post-employment benefit (OPEB) obligations are sizable, although reduced since fiscal 2022, when the discount rate used to calculate the liability was increased. The state also began contributing an amount equal to 1% of the prior year's budget in fiscal 2023 to accelerate funding of OPEB liabilities.

## **Operating Performance – 'aaa'**

The state has exceptional financial resilience from strong management, which has contributed to the maintenance of ample cushion through economic cycles. The relatively frequent monitoring of revenues and operating expenditures mitigates the effect of volatility in revenues and allows for rapid gap closing.

# **Rating Sensitivities**

Factors that Could, Individually or Collectively, Lead to Negative Rating Action/Downgrade

- A sustained slowing of revenue growth to below the level of long-term inflation.
- A sustained increase in the long-term liability burden closer to 20% of personal income or an inability of the state to address its large net OPEB liability.

## Factors that Could, Individually or Collectively, Lead to Positive Rating Action/Upgrade

• Not applicable given the 'AAA' ratings.

# **Economic Resource Base**

Delaware's economy is largely based on service-providing enterprises, including financial activities, professional and business services, and education and health organizations. The state has implemented deliberate policies to maintain a climate attractive to banking and related entities. Population growth has trended above that of the U.S. Per capita personal income growth and levels are slightly below the national averages.

# **IDR Current Developments**

## **Delaware Economic Update**

The pace of Delaware's labor market recovery has been mixed relative to the national pace through most of the postpandemic recovery period. Nonfarm payrolls declined by about 15% at the pandemic's start (from February 2020 to April 2020), which matched the national decline. Delaware's employment is now 4.2% higher than it was before pandemic, and higher than the 3.6% post-pandemic increase in the national rate as of February 2024. Other indicators are not as strong. Headline unemployment in February of 4.0% slightly exceeded the U.S. rate of 3.9% for that month. The state's employment to population ratio (EPOP, a measure of labor force utilization) as of February 2024 was 58.1%, below its pre-pandemic level of 58.7% and among the lowest of the states, with the national rate at 60.7%.

## Delaware Budget Update

The fiscal 2024 budget assumed revenues would decline on a yoy basis to \$6.0 billion. Revenues are marginally outperforming the forecast and were revised slightly upward in March 2024 by the Delaware Economic and Financial

Advisory Council (DEFAC), to \$6.25 billion. The budget appropriated 98% of anticipated revenues, maintained a fully funded rainy-day fund at 5% of estimated revenues (\$316.4 million) and a separate budget stabilization account (BSA) at \$402.6 million. These reserves combined provide a cushion of 12% of fiscal 2024 estimated revenues.

The \$5.6 billion general fund budget financed priorities in education, higher education, water resources and economic development, among others, and controls ongoing spending by allocating funds to nonrecurring expenditures including for capital. It provided significant pay increases to state employees (3%–9%) and teachers (9%), and implemented a \$15 minimum wage for state employees, all to address workforce and recruiting and retention challenges. The budget increased ongoing spending by \$100 million for Medicaid and provided \$29 million for school enrollment growth.

The governor's budget proposal for fiscal 2025 suggests relative fiscal stability for the state. Revenue growth assumptions are relatively flat, at \$6.3 billion. The proposal would appropriate 98% of anticipated revenues, allow growth in ongoing spending targeted to the DEFAC benchmark, maintain two reserves — the budgetary reserve account at \$328.8 million (5.4% of fiscal 2025 revenue) and the budget stabilization fund at \$410 million (6.5% of fiscal 2025 revenue) — and allocate funds to nonrecurring expenditures including for capital. The budget funds employee raises, particularly for new teachers, covers healthcare cost inflation and continues investments in infrastructure, climate change response and economic development. The budget for fiscal 2025 is under consideration by the state legislature.

# **Credit Profile**

## **Revenue Framework**

General fund revenues are dependent on an unusual array of taxes related to business endeavors and financial institutions, linked to companies being legally domiciled in the state. Revenues include franchise and other fees levied on businesses and banks organized under state law, as well as corporate income taxes and other fees. These combine to provide approximately one-third of general fund revenues. Abandoned property, which includes accounts and securities derived from businesses domiciled in Delaware that revert to the state's general fund when left unclaimed for specific periods, typically accounts for another 10% of general fund revenues and is subject to significant volatility.

The state levies a PIT but not a general sales tax. The PIT provides about one-third of general fund revenues and has seen moderate growth over the past several years, offsetting more variable results in corporate-based taxes. Lottery revenues, which include gaming and account for just under 5% of revenues, have been pressured, reflecting growth and competition in nearby gaming venues outside the state.

Historical revenue growth, adjusted for the estimated effect of policy changes, has been above that of national GDP over the past 10 years. This reflects population growth that has been stronger than the U.S. average, as well as reliance on higher growth areas of the economy, including finance and other services. Although the CAGR in part reflects growth from lows after the global financial crisis, a continuation of this trend could indicate stronger long-term growth prospects consistent with an 'aaa' assessment.

Delaware has no legal limitations on its ability to raise revenues through base broadenings, rate increases or the assessment of new taxes or fees.

## **Expenditure Framework**

As in most states, education and health and human services spending are Delaware's largest operating expenses. Education is the larger line item, as the state provides significant funding for local school districts and the public university and college system. The state's education commitment includes sharing the annual employer pension contribution for local school district employees with school districts. Health and human services spending is the second-largest area of spending, with Medicaid being the primary driver.

Fitch expects that the pace of spending growth, absent policy actions, will be in line with to marginally above that of natural revenue growth, driven primarily by Medicaid, and require regular budget adjustments to ensure ongoing balance. Federal action to revise Medicaid's fundamental programmatic and financial structure does not appear to be a near-term priority of the current federal administration or congressional leadership. As with all federal initiatives, Medicaid remains subject to regulatory changes that could affect various aspects of the program. In other major areas of spending such as education, Delaware is able to more easily adjust the trajectory of growth.

Overall, Delaware retains ample ability to adjust expenditures to meet changing fiscal circumstances. Spending requirements for debt service and retirement obligations are higher than for most states, but remain low at 8.3% of fiscal 2023 governmental funds expenditures.

Strong investment returns that have raised pension system funding levels have allowed the state to lower its contribution rate while still making full actuarial payments, creating additional flexibility within the budget.

## Long-Term Liability Burden

As a small state with a minimal number of local governments, Delaware's service functions are highly centralized, leading to above-average long-term liabilities for a U.S. state. Per Fitch's November 2023 State Liability Update ("Post-Pandemic Asset Surge Lowers Pension Burdens," dated Nov. 15, 2023), the state's total debt and adjusted net pension liabilities equaled 7.9% of 2022 personal income, a level of long-term liabilities that is above the state median (4%) and that while considered low, has historically been in the moderate range absent strong pension performance that has reduced long-term liabilities, as of fiscal 2022. As of the end of fiscal 2023, long-term liabilities have returned to a more typical 10.4% of personal income.

Delaware's Public Employees Retirement System includes nine plans, covering state and local employees, with most of the state's direct liabilities in the State Employees Plan. Exceptional investment returns in 2021 eliminated the net pension liability for the State Employees Plan on a market value basis and reduced the state's long-term liability metric as calculated by Fitch based on the fiscal 2022 state audit. However, with investment losses in the subsequent year, the metric increased. Fitch anticipates that it will be somewhat volatile as investment returns revert to more typical levels.

The net OPEB liability of over \$7.6 billion equals 11% of 2023 state personal income, a lower liability that reflects an increase in the discount rate used to calculate the liability. As is the case with pension system contributions, the state pays school district OPEB, adding to the high liability. While Fitch views the OPEB liability as a more flexible obligation than pensions, and also more uncertain because of the complex assumptions used to calculate it, the magnitude of the liability given Delaware's already above-average long-term liabilities is a potential rating concern.

The extent to which OPEB liabilities will affect Fitch's assessment of Delaware's long-term liability burden and its overall rating will depend on the state's ability to manage the liability going forward, including materially modifying benefits or contributions practices. While benefits changes are not being considered, the state has begun to set aside an additional 1% of prior-year appropriations in the OPEB trust fund, with an initial deposit of \$48 million in fiscal 2023.

## **Operating Performance**

Delaware's ability to respond to cyclical downturns rests with its prudent budget practices, maintenance of reserves and proactive approach to tracking and forecasting revenues and expenditures throughout the budget cycle. Structural balance is supported by a constitutional provision that limits appropriations to 98% of anticipated revenues in the subsequent fiscal year, plus the unencumbered prior-year budgetary general fund balance.

In addition to the availability of unencumbered cash balances, the state maintains a fully funded budget reserve account (BRA) at 5% of general fund revenue. The BRA may only be appropriated to fund an unexpected budgetary deficit and requires super-majority approval in both legislative bodies to access. In addition to the BRA, the state created and has funded an additional reserve, the Budget Stabilization Fund. This fund, in conjunction with adherence to an appropriations benchmark that tempers spending growth, provides additional financial resilience.

The Fitch Analytical Stress Test scenario analysis tool, which relates historical tax revenue volatility to GDP, indicates the modestly higher level of volatility in Delaware's revenue structure relative to other states. Delaware's revenues would be expected to decline 4.2% in a moderate downturn, relative to the state's median of 2.6%. Fitch believes the state's close tracking of both revenues and expenditures and frequent revenue forecast updates have historically allowed it to quickly respond to changing economic conditions.

The state closely tracks revenue collections and expenditures during the year and forecasts are updated at least five times each fiscal year through comprehensive reviews by DEFAC. The state proactively reviews its tax policies and makes adjustments to ensure its budgets are balanced on a structural basis, including full actuarial pension contributions. These practices have proven to be critical to sustaining financial balance and support the state's strong operating performance. Additionally, Delaware's commitment to using recent revenue surpluses to build reserves to robust levels reflects its strong budget management during periods of economic expansion.

# **Peer Analysis**

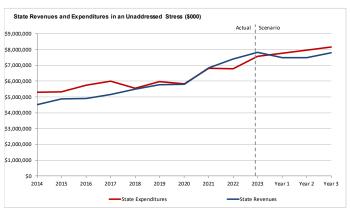
Delaware is the highest rated among its small state peers, which include West Virginia (AA), Maine (AA), North Dakota (not rated) and Rhode Island (AA), reflecting in large part its strong and consistent operating performance. Delaware also has stronger revenue growth prospects than most of its peers. Carrying costs and the long-term liability burden are above average for the entire peer group, though Delaware generally has weaker metrics.

# **Environmental, Social and Governance Considerations**

The highest level of ESG credit relevance is a score of '3', unless otherwise disclosed in this section. A score of '3' means ESG issues are credit-neutral or have only a minimal credit impact on the entity, either due to their nature or the way in which they are being managed by the entity. Fitch's ESG Relevance Scores are not inputs in the rating process; they are an observation on the relevance and materiality of ESG factors in the rating decision. For more information on Fitch's ESG Relevance Scores, visit https://www.fitchratings.com/topics/esg/products#esg-relevance-scores.

#### Delaware, State of (DE)

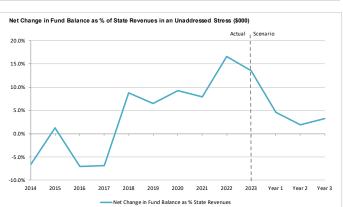
Scenario Analysis Ver 42



#### Analyst Interpretation of Scenario Results Delaware's ability to respond to cyclical downturns rests with its prudent budget

practices, maintenance of reserves, and proactive approach to tracking and forecasting revenues and expenditures throughout the budget cycle.

In addition to the availability of unencumbered cash balances, the state maintains a fully funded budget reserve account at 5% of general fund revenue. In addition to the BRA, the state created and has funded an additional reserve, the Budget Stabilization Fund, which, in conjunction to adherence to an appropriations benchmark that tempers spending growth, provides additional financial resilience.



| cenario Parameters:                                    |           |           |                    |           |           |            |           |            |            |            | Year 1          | Year 2     | Yea      |
|--|-----------|-----------|--------------------|-----------|-----------|------------|-----------|------------|------------|------------|-----------------|------------|----------|
| GDP Assumption (% Change)                              |           |           |                    |           |           |            |           |            |            |            | (1.0%)          | 0.5%       | 2.0      |
| xpenditure Assumption (% Change)                       |           | _         |                    |           |           |            |           |            |            |            | 2.5%            | 2.5%       | 2.5      |
| Revenue Output (% Change)                              |           | -         | Minimum Y1 Stress: |           | -1%       | Case Used: |           | Moderate   |            |            | (4.2%)          | (0.2%)     | 3.95     |
| Revenues, Expenditures, and Net Change in Fund Balance |           |           |                    |           |           | Actuals    |           |            |            |            | Scenario Output |            |          |
|  | 2014      | 2015      | 2016               | 2017      | 2018      | 2019       | 2020      | 2021       | 2022       | 2023       | Year 1          | Year 2     | Yea      |
| cpenditures  |           |           |                    |           |           |            |           |            |            |            |                 |            |          |
| otal Expenditures                                      | 7,222,687 | 7,403,424 | 7,928,772          | 8,214,973 | 7,918,111 | 8,313,932  | 8,533,918 | 10,958,389 | 10,641,945 | 11,547,497 | 11,836,184      | 12,132,089 | 12,435,3 |
| % Change in Total Expenditures                         | 9.8%      | 2.5%      | 7.1%               | 3.6%      | (3.6%)    | 5.0%       | 2.6%      | 28.4%      | (2.9%)     | 8.5%       | 2.5%            | 2.5%       | 2.5      |
| tate Expenditures                                      | 5,286,190 | 5,326,981 | 5,732,338          | 6,011,766 | 5,542,502 | 5,959,056  | 5,829,702 | 6,824,221  | 6,779,933  | 7,578,587  | 7,768,052       | 7,962,253  | 8,161,3  |
| % Change in State Expenditures                         | 4.7%      | 0.8%      | 7.6%               | 4.9%      | (7.8%)    | 7.5%       | (2.2%)    | 17.1%      | (0.6%)     | 11.8%      | 2.5%            | 2.5%       | 2.5      |
| evenues  |           |           |                    |           |           |            |           |            |            |            |                 |            |          |
| otal Revenues  | 6,454,990 | 6,955,374 | 7,106,316          | 7,368,150 | 7,870,802 | 8,124,847  | 8,513,431 | 10,960,972 | 11,274,523 | 11,799,993 | 11,566,965      | 11,657,005 | 12,055,6 |
| % Change in Total Revenues                             | 5.2%      | 7.8%      | 2.2%               | 3.7%      | 6.8%      | 3.2%       | 4.8%      | 28.7%      | 2.9%       | 4.7%       | (2.0%)          | 0.8%       | 3.4      |
| deral Revenues   | 1,936,497 | 2,076,443 | 2,196,434          | 2,203,207 | 2,375,609 | 2,354,876  | 2,704,216 | 4,134,168  | 3,862,012  | 3,968,910  | 4,068,133       | 4,169,836  | 4,274,0  |
| % Change in Federal Revenues                           | 26.6%     | 7.2%      | 5.8%               | 0.3%      | 7.8%      | (0.9%)     | 14.8%     | 52.9%      | (6.6%)     | 2.8%       | 2.5%            | 2.5%       | 2.       |
| ate Revenues   | 4,518,493 | 4,878,931 | 4,909,882          | 5,164,943 | 5,495,193 | 5,769,971  | 5,809,215 | 6,826,804  | 7,412,511  | 7,831,083  | 7,498,832       | 7,487,169  | 7,781,5  |
| % Change in State Revenues                             | (1.9%)    | 8.0%      | 0.6%               | 5.2%      | 6.4%      | 5.0%       | 0.7%      | 17.5%      | 8.6%       | 5.6%       | (4.2%)          | (0.2%)     | 3.9      |
| xcess of Revenues Over Expenditures                    | (767,697) | (448,050) | (822,456)          | (846,823) | (47,309)  | (189,085)  | (20,487)  | 2,583      | 632,578    | 252,496    | (269,220)       | (475,084)  | (379,77  |
| otal Other Financing Sources                           | 466,286   | 511,010   | 474,569            | 495,030   | 528,199   | 560,943    | 555,885   | 537,340    | 593,703    | 804,439    | 610,462         | 620,366    | 633,2    |
| et Change in Fund Balance                              | (301,411) | 62,960    | (347,887)          | (351,793) | 480,890   | 371,858    | 535,398   | 539,923    | 1,226,281  | 1,056,935  | 341,242         | 145,282    | 253,4    |
| % Total Expenditures                                   | (4.2%)    | 0.9%      | (4.4%)             | (4.3%)    | 6.1%      | 4.5%       | 6.3%      | 4.9%       | 11.5%      | 9.2%       | 2.9%            | 1.2%       | 2.       |
| % State Expenditures                                   | (5.7%)    | 1.2%      | (6.1%)             | (5.9%)    | 8.7%      | 6.2%       | 9.2%      | 7.9%       | 18.1%      | 13.9%      | 4.4%            | 1.8%       | 3.       |
| % Total Revenues                                       | (4.7%)    | 0.9%      | (4.9%)             | (4.8%)    | 6.1%      | 4.6%       | 6.3%      | 4.9%       | 10.9%      | 9.0%       | 3.0%            | 1.2%       | 2.       |
| % State Revenues                                       | (6.7%)    | 1.3%      | (7.1%)             | (6.8%)    | 8.8%      | 6.4%       | 9.2%      | 7.9%       | 16.5%      | 13.5%      | 4.6%            | 1.9%       | 3.       |

Notes: Scenario analysis represents an unaddressed stress on issuer finances. Fitch's scenario analysis assumes the GDP and expenditure growth sequence shown in the 'Scenario Parameters' section. For further details, please see Fitch's US 1 Supported Rating Criteria.

## SOLICITATION & PARTICIPATION STATUS

For information on the solicitation status of the ratings included within this report, please refer to the solicitation status shown in the relevant entity's summary page of the Fitch Ratings website.

For information on the participation status in the rating process of an issuer listed in this report, please refer to the most recent rating action commentary for the relevant issuer, available on the Fitch Ratings website.

#### DISCLAIMER & DISCLOSURES

All Fitch Ratings (Fitch) credit ratings are subject to certain limitations and disclaimers. Please read these limitations and disclaimers by following following this link: https://www.fitchratings.com/understandingcreditratings. In addition, the https://www.fitchratings.com/rating-definitions-document details Fitch's rating definitions for each rating scale and rating categories, including definitions relating to default. Published ratings, criteria, and methodologies are available from this site at all times. Fitch's code of conduct, confidentiality, conflicts of interest, affiliate firewall, compliance, and other relevant policies and procedures are also available from of Conduct section of this site. Directors and shareholders' relevant interests are available at the Code https://www.fitchratings.com/site/regulatory. Fitch may have provided another permissible or ancillary service to the rated entity or its related third parties. Details of permissible or ancillary service(s) for which the lead analyst is based in an ESMA- or FCA-registered Fitch Ratings company (or branch of such a company) can be found on the entity summary page for this issuer on the Fitch Ratings website.

In issuing and maintaining its ratings and in making other reports (including forecast information), Fitch relies on factual information it receives from issuers and underwriters and from other sources. Fitch believes to be credible. Fitch conducts a reasonable investigation of the factual information relied upon by it in accordance with its ratings methodology, and obtains reasonable verification of that information from independent sources, to the extent such sources are available for a given security or in a given jurisdiction. The manner of Fitch's factual investigation and the scope of the third-party verification it obtains will vary depending on the nature of the rated security and its issuer, the requirements and practices in the jurisdiction in which the rated security is offered and sold and/or the issuer is located, the availability and nature of relevant public information, access to the management of the issuer and its advisers, the availability of pre-existing third-party verifications such as audit reports, agreed-upon procedures to verification sources with respect to the particular security or in the particular jurisdiction of the issuer, and a variety of other factors. Users of Fitch's ratings and reports should understand that neither an enhanced factual investigation nor any third-party verification can ensure that all of the information free provide to Fitch and to the market in offering a documents and other reports. In issuing its ratings and its reports, Fitch must rely on the work of experts, including independent auditors with respect to fue market in offering and forecasts of financial and other information are inherently forward-looking and embody assumptions and predictions shoul future events that by their nature cannot be verified as facts. As a result, despite any verification of current facts, ratings and forecasts can be affected by future events or conditions that were not anticipated at the time a rating or forecast was issued or affirmed. Fitch Ratings makes routine, commonl

The information in this report is provided "as is" without any representation or warranty of any kind, and Fitch does not represent or warrant that the report or any of its contents will meet any of the requirements of a recipient of the report. A Fitch rating is an opinion as to the creditworthiness of a security. This opinion and reports made by Fitch are based on established criteria and methodologies that Fitch is continuously evaluating and updating. Therefore, ratings and reports are the collective work product of Fitch and no individuals, is solely responsible for a rating or a report. The rating does not address the risk of loss due to risks other than credit risk, unless such risk is specifically mentioned. Fitch is not engaged in the offer or sale of any security. All Fitch reports have shared authorship. Individuals identified in a Fitch report were involved in, but are not solely responsible for, the opinions stated therein. The individuals are named for contact purposes only. A report providing a Fitch rating is neither a prospectus nor a substitute for the information assembled, verified and presented to investors by the issuer and its agents in connection with the sale of the securities. Ratings may be changed or withdrawn at any time for any reason in the sole discretion of Fitch. Fitch does not provide investment advice of any sort. Ratings are not a recommendation to buy, sell, or hold any security. Ratings do not comment on the adequacy of market price, the suitability of any security for a particular investor, or the tax-exempt nature or taxability of payments made in respect to any security. Fitch receives fees from issues, insurers, guarantors, other obligors, and underwriters for rating securities. Such fees generally vary from US\$1,000 to US\$1,500,000 (or the applicable currency equivalent) per issue. In certain cases, Fitch will rate all or a number of issues issued by a particular insurer or guarantor, for a single annual fee. Such fees are expected to vary from US\$1,000 to US\$1,500,00

For Australia, New Zealand, Taiwan and South Korea only: Fitch Australia Pty Ltd holds an Australian financial services license (AFS license no. 337123) which authorizes it to provide credit ratings to wholesale clients only. Credit ratings information published by Fitch is not intended to be used by persons who are retail clients within the meaning of the Corporations Act 2001.

Fitch Ratings, Inc. is registered with the U.S. Securities and Exchange Commission as a Nationally Recognized Statistical Rating Organization (the "NRSRO"). While certain of the NRSRO's credit rating subsidiaries are listed on Item 3 of Form NRSRO and as such are authorized to issue credit ratings on behalf of the NRSRO (see https://www.fitchratings.com/site/regulatory), other credit rating subsidiaries are not listed on Form NRSRO (the "non-NRSROs") and therefore credit rating subsidiaries are not listed on Form NRSRO (the "non-NRSROs") and therefore credit rating subsidiaries are not listed on behalf of the NRSRO.

Copyright © 2024 by Fitch Ratings, Inc., Fitch Ratings Ltd. and its subsidiaries. 33 Whitehall Street, NY, NY 10004. Telephone: 1-800-753-4824, (212) 908-0500. Reproduction or retransmission in whole or in part is prohibited except by permission. All rights reserved.