

# BOARD PACKET

NOVEMBER 23, 2015



*Our Vision:*

*Champion Learning –*

*Develop, Educate, and Inspire!*

MONDAY, NOVEMBER 23, 2015 – 4:30 P.M.  
CREEKSIDE MEDIA CENTER  
2615 BAKER RD.  
DEXTER MI 48130



BOARD OF EDUCATION  
DEXTER COMMUNITY SCHOOLS  
734-424-4100

*Vision: Champion Learning -- Develop, Educate, and Inspire*  
BOARD MEETING AGENDA

A. ROLL CALL: PLANNED ABSENCES

B. MEETING MINUTES

C. APPROVAL OF AGENDA

D. SCHOOL PRESENTATIONS – NONE

E. SUPERINTENDENT UPDATE:

F. STUDENT REPRESENTATIVES UPDATE

G. **PUBLIC PARTICIPATION:** *Persons who wish to address the Board may complete a Public Comment Card to be presented to the Board president at the beginning of the meeting. Each speaker is allotted a maximum of 5 minutes unless otherwise notified. Each speaker will be asked to announce his/her name and indicate if he/she represents any organization or agency. No person may speak more than once on the same subject during a single meeting. For further details see our policy on Public Participation at Board Meetings.*

H. CONSENT ITEMS

1. Personnel – Retirements
2. Personnel – Leave of Absence

I. ACTION ITEMS:

1. 2015-16 November Budget Amendment

J. DISCUSSION ITEMS – NONE

K. PUBLIC PARTICIPATION: *See Policy 0167.3*

L. BOARD COMMENTS:

M. INFORMATION ITEMS

1. Senior Swimmers Commendation of Don Evich
2. MDE Letter Regarding Fiscal On Site Review Compliance
3. Finance Committee Meeting Minutes
4. Policy Committee Meeting Minutes
5. Standard & Poor Rating

N. CLOSED SESSION

1. Negotiations

COMMITTEE MEETINGS/  
NEXT MEETING SCHEDULED

CALENDAR

**\*Monday, Dec. 7 - 7:00 p.m.**

Board Meeting (Creekside)

**\*Monday, January 11 - 7:00 p.m.**

Organizational Meeting (Creekside)

- Board Members Only (Confidential Item)
- # Board Members Only (Public Document - Limited Supply)

*Mission: We will encourage and develop each student's individual abilities, skills, and character to shape tomorrow's world through positive relationships, best practices, and a shared sense of purpose.*

**BOARD NOTES  
BOARD MEETING  
NOVEMBER 23, 2015**

**A. ROLL CALL: PLANNED ABSENCES:** none

**B. BOARD MEETING MINUTES (11/9/15, 11/19/15)**

**C. APPROVAL OF AGENDA**

Approval of Agenda. Board policy provides that the Superintendent of Schools shall prepare an agenda for all Board meetings as directed by the President of the Board of Education.

\* An appropriate motion might be, "I move that the agenda be approved as presented/amended."

**D. SCHOOL PRESENTATIONS:**

**E. SUPERINTENDENT UPDATE:**

**F. STUDENT REPRESENTATIVES UPDATE:**

**G. PUBLIC PARTICIPATION:** *Persons who wish to address the Board may complete a Public Comment Card to be presented to the Board president at the beginning of the meeting. Each speaker is allotted a maximum of 5 minutes unless otherwise notified. Each speaker will be asked to announce his/her name and indicate if he/she represents any organization or agency. No person may speak more than once on the same subject during a single meeting. For further details see our policy on Public Participation at Board Meetings.*

**H. CONSENT ITEMS:**

1. Personnel - Retirements: Your packet contains a letter of resignation from Dexter High School Media Specialist Linda Livingstone (effective 10/31/15) and one from SWWC Secretary Sharon Weidmayer (effective 2/29/2016).

\* An appropriate motion might be, "I move that the board accept the resignations of Linda Livingstone and Sharon Weidmayer."

2. Personnel Leave of Absence: Your packet includes a request for a leave of absence for Bates Elementary Reading Specialist and First Grade Teacher Maureen Kline from 12/10/2015 through 2/22/2016.

\* An appropriate motion might be, "I move that the board grant Maureen Kline's request for leave of absence from December 10, 2015 through February 22, 2016."

**I. ACTION ITEMS:**

1. 2015-2016 November Budget Amendment: The 2015-16 November Budget Amendment will be presented for adoption. It has been discussed in advance by the finance committee prior to the Board meeting. The information will be emailed directly to board members and posted as soon as it is available.

- J. **DISCUSSION ITEMS:** none
- K. **PUBLIC PARTICIPATION:** *See Policy 0167.3 for details.*
- L. **BOARD COMMENTS:**
- M. **INFORMATION ITEMS:**
  - 1. Senior Swimmers Commendation of Don Evich
  - 2. MDE Letter Regarding Fiscal On Site Review Compliance
  - 3. Finance Committee Meeting Minutes (11/19/15)
  - 4. Policy Committee Meeting Minutes (11/20/15)
- I. **CLOSED SESSION:**
  - 1. Negotiations

**MINUTES  
BOARD MEETING  
WISD – 5:30pm  
NOVEMBER 9, 2015**

**A. ROLL CALL**

**Members Present:** Ron Darr, Bonnie Everdeen, Daryl Kipke, Dick Lundy, Barbara Read, Julie Schumaker, Michael Wendorf

**Members Absent:** Student Representatives Rylee Kim and James Morgan

**Administrative & Supervisory Staff:** Chris Timmis

**D.E.A.:** none

**D.E.S.P.A.:** none

**Transportation:**

**Press:**

**Guests:** Shawn Quinn, Dan Duckworth of Lift Consulting

The meeting was called to order at approximately 5:40pm by Michael Wendorf, President.

**B. MEETING MINUTES (10/26/2015)**

A motion was made by Ron Darr and seconded by Bonnie Everdeen to accept the meeting minutes. **Motion Carried (unanimous).**

**C. APPROVAL OF AGENDA**

Board policy provides that the Superintendent of Schools shall prepare an agenda for all meetings as directed by the President of the Board of Education.

A motion was made by Julie Schumaker and seconded by Dick Lundy to approve the agenda as presented. **Motion Carried (unanimous).**

**D. SCHOOL PRESENTATIONS – none**

**E. SUPERINTENDENT UPDATE - none**

**F. STUDENT REPRESENTATIVES UPDATE - none**

**G. PUBLIC PARTICIPATION - no requests to speak**

**H. CONSENT ITEMS - none**

**I. ACTION ITEMS - none**

**J. DISCUSSION ITEMS**

Board Workshop with Dan Duckworth and Shawn Quinn of Lift Consulting. Board members did team building exercises and worked on the district vision.

**K. PUBLIC PARTICIPATION** - no public comment

**L. BOARD COMMENTS** - none

**M. INFORMATION ITEMS**

The Board received Finance Committee Minutes (10/26/15), Nice Job Notes for October, 2015, A School Bus Safety Certificate of Excellence from the Michigan State Police, and a letter from the Ann Arbor chapter of Trout Unlimited praising the Graph X Program, teacher Dennis Stockwell, and student Jake Taylor who had created graphics for the club.

A motion was made by Dick Lundy and seconded by Ron Darr to adjourn the meeting at approximately 8:40pm.

MINUTES/hlv

---

Ron Darr, Secretary  
Board of Education

**MINUTES  
BOARD MEETING  
WISD – 5:30pm  
NOVEMBER 19, 2015**

**A. ROLL CALL**

**Members Present:** Ron Darr, Bonnie Everdeen, Dick Lundy, Barbara Read, Julie Schumaker, Michael Wendorf

**Members Absent:** Daryl Kipke, Student Representatives Rylee Kim and James Morgan

**Administrative & Supervisory Staff:** Chris Timmis

**D.E.A.:** none

**D.E.S.P.A.:** none

**Transportation:** none

**Press:** none

**Guests:** Shawn Quinn, Dan Duckworth of Lift Consulting

The meeting was called to order at approximately 4:40pm by Michael Wendorf, President.

**B. MEETING MINUTES - none**

**C. APPROVAL OF AGENDA**

Board policy provides that the Superintendent of Schools shall prepare an agenda for all meetings as directed by the President of the Board of Education.

A motion was made by Julie Schumaker and seconded by Dick Lundy to approve the agenda as presented. **Motion Carried (unanimous).**

**D. SCHOOL PRESENTATIONS – none**

**E. SUPERINTENDENT UPDATE - none**

**F. STUDENT REPRESENTATIVES UPDATE - none**

**G. PUBLIC PARTICIPATION - no requests to speak**

**H. CONSENT ITEMS - none**

**I. ACTION ITEMS - none**

**J. DISCUSSION ITEMS**

Board Workshop with Dan Duckworth and Shawn Quinn of Lift Consulting. Board members continued work on team building exercises and district vision.

**K. PUBLIC PARTICIPATION** - no public comment

**L. BOARD COMMENTS** – none

**M. INFORMATION ITEMS** - none

A motion was made by Dick Lundy and seconded by Ron Darr to adjourn the meeting at approximately 8:22pm.

MINUTES/hlv

---

Ron Darr, Secretary  
Board of Education

# Linda L. Livingstone, PhD



2928 Heeney Road PO Box 218 • Stockbridge, MI 49285 • Phone: 734-944-2516 • E-Mail: LindaLivingstone@gmail.com

Chris Timmis, Superintendent of Schools  
Dexter Community Schools  
7714 Ann Arbor Street  
Dexter, Michigan 48130

1 November 2015

Dear Dr. Timmis,

Thank you for the opportunity to rejoin the Dexter Community Schools staff as high school media specialist after my retirement in July 2014. The part-time adjunct position allowed me to continue to pursue my professional goals in a position I enjoyed for over 20 years. Now it is time to devote my life more fully to my family. Please accept my resignation, effective 31 October 2015.

Best wishes for continued success,

*Linda*

Sharon Weidmayer  
10550 Matthews Highway  
Clinton MI 49236

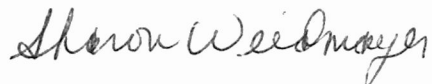
November 5, 2015

Jody Gielinski, SWWC  
Chris Timmis, DCS

I plan to retire on February 29, 2016.

I have enjoyed working for the South and West Washtenaw  
Consortium since October 1987.

Sincerely,

A handwritten signature in cursive script that reads "Sharon Weidmayer".

Sharon Weidmayer

November 9, 2015

To: Dexter Community Schools  
DCS Board of Education, Dr. Chris Timmis, Jess Stevenson  
C.C. Dori Gross, Sharon Raschke, and Joe Romeo  
7714 Ann Arbor St.  
Dexter, MI 48130

Dear Dexter Community Schools Board of Education, Dr. Timmis and Mr. Stevenson,

Over the past year, my husband and I have been working to become licensed foster parents. The process has proven to be complicated and unpredictable. We anticipated potential placement of one additional child in our home by the end of the year. On October 8, twin girls were placed in our care.

I am requesting a half-time leave to help facilitate our transition. My position at Bates is a split position. I teach Reading Intervention each morning, and First Grade each afternoon. I am requesting leave from the Reading Intervention position beginning on December 10. I would like to return to full-time status on February 22, 2016. Thank you for your time and consideration.

Sincerely,

Maureen Kline  
Reading Specialist and First Grade Teacher  
Bates Elementary School

Nov. 2, 2015

Dear School Board Members,

We are writing this letter to honor and give special appreciation to Don Evich our lifeguard at the adult/senior swim sessions at Wylie Pool on Monday, Wednesday and Friday morning, from 6-9:30 a.m., since 2001!

Before he was hired sometimes classes had to be cancelled because of lack of a qualified substitute. Don Evich never needed a substitute. He never missed work as our lifeguard for 14 years!

He was pleasant and friendly to us swimmers. He was conscientious to keep the pool, deck and locker rooms tidy and safe for us. He was very attentive when we were doing water aerobics and swimming to make sure that we were safe. He kept accurate information and records.

And so we salute and thank him for being our lifeguard as well as our friend! We hope that you the School Board will do the same.

We wish you all the best!

Sincerely,

Victoria Sarah  
Michelle Murray  
Rita Hermanson  
Ruth Dunner  
Sarah Katchorek  
Kay Carpenter  
Donna Duszyn  
Madeline Ballman  
Bert Ouyang  
John Patis  
Bita Desoyer  
Susan Glowacki  
Suzanne Murray  
Dinda Hurst  
Aline Krapp  
Elsie Boyer

Raymond Desoyer  
Joek Hart  
Sharon Wheeler  
Gail Gurbach  
Adele Singh  
Janice Widmayer  
Marcia Deesch



STATE OF MICHIGAN  
DEPARTMENT OF EDUCATION  
LANSING

RICK SNYDER  
GOVERNOR

BRIAN J. WHISTON  
STATE SUPERINTENDENT

November 4, 2015

Dr. Chris Timmis, Superintendent  
Dexter Community Schools  
7714 Ann Arbor Street  
Dexter, MI 48130

Dear Dr. Timmis:

I would like to offer my compliments to the administrators and staff of the Dexter Community Schools on their successful efforts to bring the district into compliance with State and Federal requirements as identified by the Fiscal On Site Review team on August, 24 2014.

Cristy VanSteenburg, of the Financial Unit of the Office of Field Services (OFS), has informed me the Fiscal On Site Review compliance plan submitted for Dexter Community Schools has been implemented. With all the responsibilities that schools must address, it is commendable that you were able to successfully achieve this important goal.

Sincerely,

A handwritten signature in blue ink that reads "Mike Radke".

Michael W. Radke, Ph.D.  
Director  
Office of Field Services

cc: Sharon Raschke, Dexter Community Schools  
Board President, Dexter Community Schools  
Cristy VanSteenburg, Review Team Member  
Katie Doerr Parker, Regional Consultant

**STATE BOARD OF EDUCATION**

JOHN C. AUSTIN – PRESIDENT • CASANDRA E. ULBRICH – VICE PRESIDENT  
MICHELLE FECTEAU – SECRETARY • PAMELA PUGH SMITH – TREASURER  
LUPE RAMOS-MONTIGNY – NASBE DELEGATE • KATHLEEN N. STRAUS  
EILEEN LAPPIN WEISER • RICHARD ZEILE

608 WEST ALLEGAN STREET • P.O. BOX 30008 • LANSING, MICHIGAN 48909  
[www.michigan.gov/mde](http://www.michigan.gov/mde) • (517) 373-3324

**Dexter Community Schools  
Finance Committee  
Meeting Minutes  
November 19, 2015**

---

**Board Members**

Present – Bonnie Everdeen, Daryl Kipke, Julie Schumaker

**Staff Committee Members**

Present – Jessica Baese, Sharon Raschke, Chris Timmis

Other Staff Present – None

Other Community Present – None

Others Present – None

---

Meeting convened at 8:45 am.

**Approval of Minutes**

A motion was made by Bonnie Everdeen to approve the finance committee meeting minutes of October 26, 2015. Approved.

**Audience Participation**

None.

**Discussion Items**

1. 2015-16 Budget Amendment  
The committee reviewed and discussed the November budget revision. The amendment will be presented to the Board on Monday.
2. The committee discussed the desire for some communication about the runout costs/and fees included in the DEA health insurance rates. Administration will continue to work with the DEA.

Meeting adjourned at 9:35 am.

**Dexter Community Schools Board of Education  
Policy Committee  
November 20, 2015  
Copeland Administration Building**

Minutes

Convened at 8:30 a.m.

Present: Barbara Read (chair), Ron Darr, Daryl Kipke, Dr. Timmis (superintendent)

The following policies were discussed (updates as noted)

1130	\$56 cap on vender gifts per state guideline
3110	\$56 cap on vender gifts per state guideline
4110	\$56 cap on vender gifts per state guideline
0140	\$56 cap on vender gifts per state guideline
9211	two fundraisers per week per state law
5830	two fundraisers per week per state law; no money to advisors for vendor selection
8500	CFO and food services director will oversee food service account and program
8321	Executive Director of HR named LASO
8400	the superintendent will convene the meeting
7217	further discussion
5517.02	new policy to adopt
1630.01	several FMLA provisions (see policy for details)
3430.01	several FMLA provisions (see policy for details)
4430.01	several FMLA provisions (see policy for details)
1420	no custom standards for evaluation
1217	exceptions as noted in the policy recommendation
3217	exceptions as noted in the policy recommendation
0170	meal allowances set; conference attendance encouraged
7540.02	website to comply with COPPA
5320	county health education required for vaccination waiver per state law
1240	lengthy evaluation update from NEOLA (see policy for details)

The committee also discussed that they prefer not to make “soapbox” statements to preface policies. It was pointed out that the MASB discourages the use of policies for statements of vision or belief. There are more appropriate and meaningful places to make those comments.

Committee members expressed an interest in continuing work on the wellness policy. Dr. Timmis said it will likely be ready for the next batch.

Adjourned at 9:40 a.m.

# RatingsDirect®

---

## Summary:

# Dexter Community Schools, Michigan; School State Program

### Primary Credit Analyst:

Caroline E West, Chicago (1) 312-233-7047; caroline.west@standardandpoors.com

### Secondary Contact:

Wendy A Towber, Centennial (1) 303-721-4230; wendy.towber@standardandpoors.com

## Table Of Contents

---

Rationale

Outlook

Related Criteria And Research

## Summary:

# Dexter Community Schools, Michigan; School State Program

### Credit Profile

Dexter Comnty Schs GO State Credit Enhancement

<i>Long Term Rating</i>	AA-/Positive	Current
<i>Underlying Rating for Credit Program</i>	AA-/Stable	Affirmed

Dexter Comnty Schs GO State Credit Enhancement (AGM)

<i>Unenhanced Rating</i>	AA-(SPUR)/Positive	Current
<i>Underlying Rating for Credit Program</i>	AA-/Stable	Affirmed

Many issues are enhanced by bond insurance.

## Rationale

Standard & Poor's Ratings Services affirmed its 'AA-' underlying rating on Dexter Community Schools, Mich.'s existing GO debt. The outlook is stable.

The bonds are also secured by the district's participation in the Michigan School Bond Qualification and Loan Program, which is rated AA-/Positive.

The rating reflects our view of the district's:

- Access to a diverse employment base and the Ann Arbor, Mich., economic area;
- Extremely strong market value per capita and very strong income levels;
- Stable enrollment trend; and
- Very strong general fund reserves, including the committed portion.

Partially offsetting the above strengths, in our view, are the district's high fixed costs as a percent of the budget, which limits budget flexibility.

The district's unlimited-tax GO pledge secures the bonds.

Dexter Community Schools is about 10 miles northwest of Ann Arbor, primarily in Washtenaw County, and serves an estimated population of 20,223. Residents benefit from the district's access to the Ann Arbor metropolitan area. Significant Washtenaw County employers include the University of Michigan and its medical center. The district's taxable value has grown slightly every year for the past four years, and the most recent market value of \$2.8 billion is a 8.6% increase from the prior year. On a per capita basis, market value is extremely strong in our view at \$138,535. We consider the district's income levels to be very strong, with median household and per capita effective buying incomes at 164% and 151% of the national levels, respectively.

Because of significant population growth and housing development in the early 2000s, student enrollment increased

rapidly between the 1999-2000 and 2007-2008 school years. However, following the slowdown in the state economy and lower birth rates since that time, the district has experienced essentially flat enrollment. Officials estimate the current 2015-2016 academic year enrollment is 3,536, or only a 0.3% decline from the prior year. Given the district's dependence on enrollment-based state aid (state revenue made up 77% of general fund revenue in fiscal 2014), the stable enrollment trend is a supporting credit factor, in our view.

The district's finances are stable, in our view, given significant committed general fund reserves, despite recent minor operating deficits. For the current fiscal year (year ended June 30, 2016), the district adopted a general fund deficit of \$618,000, which is less than 2% of the budget. Officials project out-performing the budget due to overall positive variances. The district reports that fiscal 2015 ended with only a \$52,000 operating deficit in the general fund, a favorable result compared to the original budgeted deficit of \$622,000.

Fiscal 2014, the most recent audited year, generated a \$390,000 general fund deficit (or 1% of expenditures), and officials indicate that the result was driven by planned expenses for transitioning to a full-day kindergarten program as well as curriculum and textbooks costs. The district maintains a sizeable committed reserve within its general fund, which the board builds up with the intention of spending it on specific purposes, including instruction equipment, retirement costs, facilities, and technology. These reserves are committed per the board's direction, but could be used for operations. Excluding the committed portion, the district's general fund unassigned and assigned reserve level totaled \$2.0 million in fiscal 2014, or 5.9% of expenditures, which we consider good. Including the committed portion, available reserves increase to \$6.1 million or 18.4% of expenditures, which we consider very strong.

We consider Dexter Community Schools' financial management practices "standard" under our financial management assessment (FMA) methodology, indicating the finance department maintains adequate policies in some, but not all, key areas. The FMA was revised to "standard" from "good" due to our understanding that the district does not have an up-to-date capital improvement plan. Officials reference historical data in setting the budget, and use an outside consult for enrollment projections. The school board receives monthly budget-to-actual updates and annual investment reports. Officials maintain a long-range financial plan that goes out three years beyond the budget year, and update it annually. The district has its own investment policy but does not have a debt management policy. The board aims to maintain an unassigned general fund balance between 3% and 5% of expenditures, a goal which it currently meets.

We consider the district's overall debt burden to be high at \$6,541 per capita and moderate at 5.1% of market value. In our opinion, debt service carrying charges for fiscal 2014 were elevated, at 29% of total governmental expenditures less capital outlay. Debt amortization is average, with 69% of direct debt principal due to mature within 10 years. We understand the district has no additional debt plans.

The district participates in the Michigan Public School Employees' Retirement System, a statewide, cost-sharing, multi-employer defined-benefit retirement plan that includes postemployment health care benefits. For fiscal 2014, the district contributed \$6.1 million toward pension benefits, which accounted for 11% of total general fund expenditures. Combined, debt service and pension payments accounted for nearly 40% of total governmental expenditures in 2014; this level amount of fixed costs relative to the budget is a credit weakness, in our view, as it reduces the district's expenditure flexibility.

## Outlook

The stable outlook on the underlying rating reflects our anticipation that the district will maintain at least strong reserves and continue to operationally produce near-balanced results; we believe the district's stable enrollment trend will allow the district to achieve these results. We do not anticipate changing the rating within the two-year outlook timeframe.

### Upside scenario

Were the district to significantly increase its reserve level, while simultaneously experiencing a reduction in fixed annual debt costs, we could raise the rating.

### Downside scenario

We could lower the rating if the district draws down its committed general fund balance substantially without replenishing the reserves due to an imbalanced budget.

## Related Criteria And Research

### Related Criteria

- USPF Criteria: GO Debt, Oct. 12, 2006
- USPF Criteria: Key General Obligation Ratio Credit Ranges – Analysis Vs. Reality, April 2, 2008
- USPF Criteria: Financial Management Assessment, June 27, 2006
- USPF Criteria: Debt Statement Analysis, Aug. 22, 2006
- USPF Criteria: Assigning Issue Credit Ratings Of Operating Entities, May 20, 2015
- Criteria: Use of CreditWatch And Outlooks, Sept. 14, 2009

Complete ratings information is available to subscribers of RatingsDirect at [www.globalcreditportal.com](http://www.globalcreditportal.com). All ratings affected by this rating action can be found on Standard & Poor's public Web site at [www.standardandpoors.com](http://www.standardandpoors.com). Use the Ratings search box located in the left column.

Copyright © 2015 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, [www.standardandpoors.com](http://www.standardandpoors.com) (free of charge), and [www.ratingsdirect.com](http://www.ratingsdirect.com) and [www.globalcreditportal.com](http://www.globalcreditportal.com) (subscription) and [www.spcapitaliq.com](http://www.spcapitaliq.com) (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at [www.standardandpoors.com/usratingsfees](http://www.standardandpoors.com/usratingsfees).