

## **REQUEST FOR PROPOSALS**

**RFP NUMBER:** 0A1065  
**DATE ISSUED:** December 21, 2009

The State of Ohio, through the Department of Administrative Services, Information Technology Procurement Services, for the Ohio Department of Job and Family Services is requesting proposals for a:

### **Child Care Time and Attendance Tracking System**

**INQUIRY PERIOD BEGINS:** December 21, 2009  
**INQUIRY PERIOD ENDS:** January 18, 2010  
**OPENING DATE:** January 25, 2010  
**OPENING TIME:** 11:00 A.M.  
**OPENING LOCATION:** Department of Administrative Services  
I.T. Procurement Services  
Bid Room  
4200 Surface Road  
Columbus, Ohio 43228

**PRE-PROPOSAL CONFERENCE DATE:** January 6, 2010 at 9:00 a.m.

This RFP consists of five parts and nine attachments, totaling 143 consecutively numbered pages. Supplements also are attached to this RFP with a beginning header page and an ending trailer page. Please verify that you have a complete copy.

## **PART ONE: EXECUTIVE SUMMARY**

**Purpose.** This is a Request for Competitive Sealed Proposals ("RFP") under Sections 125.071 and 125.18 of the Ohio Revised Code (the "Revised Code") and Section 123:5-1-8 of the Ohio Administrative Code (the "Administrative Code"). The Ohio Department of Job and Family Services (JFS) has asked the Department of Administrative Services to solicit competitive sealed proposals ("Proposals") for its Child Care Time and Attendance Tracking System (the "Work"), and this RFP is the result of that request.

If a suitable offer is made in response to this RFP, the State of Ohio (the "State"), through the Department of Administrative Services, may enter into a contract (the "Contract") to have the selected offeror (the "Contractor") perform all or part of the Work. This RFP provides details on what is required to submit a Proposal for the Work, how the State will evaluate the Proposals, and what will be required of the Contractor in performing the Work.

This RFP also gives the estimated dates for the various events in the submission process, selection process, and performance of the Work. While these dates are subject to change, prospective offerors must be prepared to meet them as they currently stand.

Once awarded, the term of the Contract will be from the award date until the Work is completed to the satisfaction of the State and the Contractor is paid or June 30, 2011 whichever is sooner. The State may renew this Contract for up to 3 additional two-year term(s), subject to and contingent on the discretionary decision of the Ohio General Assembly to appropriate funds for this Contract in each new biennium. Any such renewal of all or part of the Contract also is subject to the satisfactory performance of the Contractor and the needs of JFS.

**The State may reject any Proposal if the offeror fails to meet a deadline in the submission or evaluation phases of the selection process or objects to the dates for performance of the Work or the terms and conditions in this RFP.**

**Background.** During the last decade, Ohio's programs and services related to child care have grown fivefold. Currently, at nearly \$500 million annually, Child Care is one of the largest programs administered by JFS. This growth is expected to continue into the foreseeable future.

Along with this growth has come increased scrutiny and demand for enhanced services from a variety of groups, including legislators, clients, and Providers of child care services. This drives the need for enhanced automation.

Over time, JFS' Bureau of Child Care and Development (BCCD) has deployed a variety of limited-function systems to meet the increasing workload of determining and reporting applicant eligibility for child care benefits. In addition to the state level automated systems, each of the State's 88 County Department of Job and Family Services (CDJFS) use a combination of unique manual and automated systems to determine child care eligibility. In order to gain efficiency, consistency and cost savings, BCCD commissioned a study to review the current system, identify current best practices, and recommend a path toward an integrated statewide eligibility determination, payment and time and attendance tracking system.

Because of funding limitations, JFS adopted a strategy to deploy the three Child Care System modules: automated eligibility determination, centralized payment, and time and attendance tracking serially rather than concurrently. By April 2010, JFS will have developed and deployed the Eligibility and Payment systems. The Time and Attendance solution procured through this RFP must interface with these systems.

The objective of this RFP is to procure hosted services from a Contractor who provides a proven Commercial-Off-the Shelf (COTS) product that can track Child Care services for subsidized care. The locations are throughout the state and will require using remote devices that are interfacing with the host system to record data necessary to calculate payments for child care services. The payment information

will then be transmitted to the State and the State will issue payment to the Provider based on the calculations from the hosted solution.

The hosted system must be able to track hourly rates, time for each child, and co-pays made to the Provider by the Caretaker; perform adjustments, calculate payments, apply differentials and deductions, and manage overpayments.

The users of this system include CDJFS workers who will use the system on a daily basis to support their responsibility for managing eligibility for subsidized child care and working with the public. At the State level there will be workers who will perform reporting, review data, correct or resolve issues relating to Provider data and eligibility authorization issues, monitoring the overall program, performing fraud investigation and overpayment recovery activities.

**Objectives.** The State has the following objectives that it wants the Work to fulfill, and it will be the Contractor's obligation to ensure that the Work meets these objectives:

The Contractor's approach to meeting the system requirements presented in this RFP and to performing the Scope of Work tasks must enable the Child Care Time and Attendance Tracking System to meet the following objectives:

An automated time and attendance tracking system providing a highly accurate record of the time a child is in a Provider's care. The system must allow check in/out using an electronic device that records the respective times and authorization using security methods such as a Personal Identification Number (PIN). The electronic device will be installed in Provider locations. The Contractor is also required to provide a phone based interactive voice response system and Web-based access to be used as a backup device or possibly as an alternative method.

The child Caretaker (recipient) will be issued a highly durable card that contains the appropriate information to use for check in/ check out for any type of Provider that is authorized by JFS to provide child care services.

The services to be provided under this contract include but are not limited to:

- Electronic device distribution to Provider locations;
- Electronic device maintenance;
- Interactive Voice Response Unit (IVR) for service authorization as a backup for all Providers and possibly as an alternate time entry method;
- Web access to the Time and Attendance application for administrative functions, attendance tracking, and training;
- Interactive Voice Response Unit (IVR) for customer service;
- Call center support for Providers, State of Ohio employees, County workers and Caretakers;
- Issuance via mailings of cards used to interact with the system;
- Receiving of eligibility and Provider data from JFS to authorize child care services;
- Calculation of Provider payment;
- Transmission of data to and from JFS;
- Systems administration functions via on-line screens for use by county and state administrators;
- Performance reporting on response time, outages and related operational Service Level Agreements;
- System reporting on time tracking, payment calculations, Providers and authorized children;
- Training programs and services for Child Care Providers, Caretakers, County, and State employees; and
- Business Resumption and Disaster Recovery to ensure minimal outages to devices and overall system.

The information collected from the tracking system will be transmitted to JFS for the purposes of auditing the payment of subsidized services to the Provider. The system is intended to eliminate time consuming tasks such as:

- Generating and mailing rosters/vouchers to Providers that are used to manually record and report child time-and-attendance data; and
- Checking the attendance data against Provider's information to validate that there is a Provider agreement in place; that the Provider is open and authorized to provide care for the child during the times reported; and that the Provider's contract has rates for each child's age group, special needs status, and time spent in care if that care is provided during non-traditional hours.

Improvements expected are as follows:

- Increased staff productivity;
- Immediate validation of the authorization of services;
- Greater accuracy of payment (reduced incidents of erroneous payments/fraud); and
- Reduced direct costs for printing and mailing of vouchers provided to Caretakers, and rosters delivered to Providers.

**Overview of the Work's Scope.** The scope of the Work is provided in Attachment Two of this RFP. This section only gives a summary of the Work. If there is any inconsistency between this summary and the attachment's description of the Work, the attachment will govern.

The scope of services required includes project management; systems analysis and design; development; testing; training; implementation; stabilization; hosting; ongoing operations, maintenance and enhancements. Training of and knowledge transfer to JFS staff is required throughout the Project.

The proposed solution requires that at a minimum one tracking device be installed for use at a Provider location. Additional devices must be provided to enable more efficient check in and out for Providers with a large number of children who are receiving subsidized care. The number of devices approved for each Provider will be determined based on a scale identified in this RFP.

If a Provider does not qualify for additional devices but wishes to have an additional device installed, the Child Care Provider may negotiate with the Contractor for an additional device.

The Contractor will be responsible for all mailings (issuance of identification cards, device operation manuals or other communications) to Caretakers and Providers for materials that provide information and related support for the use of the services. The Contractor must provide at no cost the ability for JFS to include a one page insert for normal or regular mailings. JFS may request special mailings that are outside of regular mailings to Providers and Caretakers. JFS will be responsible for the design and printing of mailing inserts and will work with the Contractor to coordinate the delivery of inserts.

### **Non-Subsidized Children**

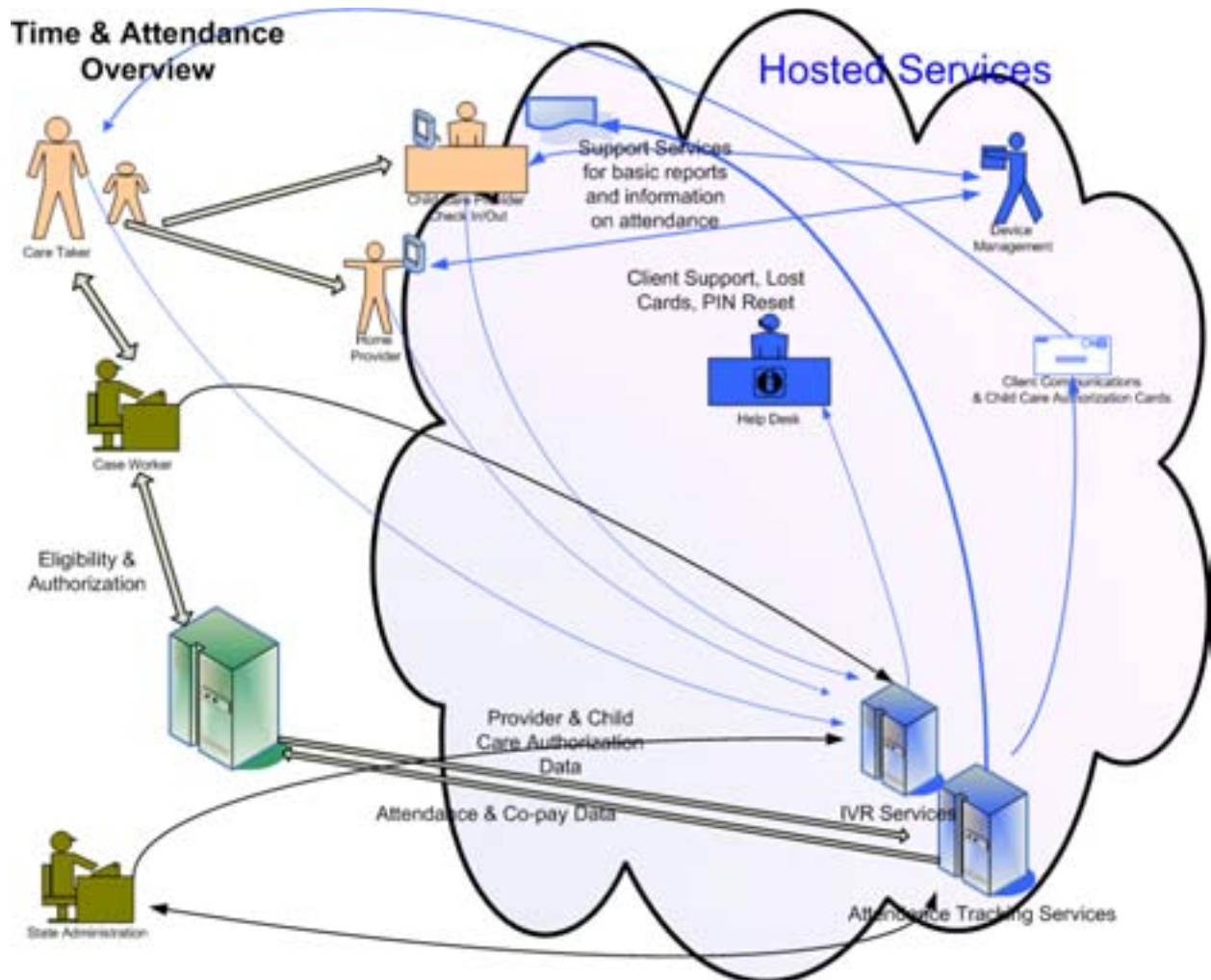
The Contractor may also offer services to the Child Care Providers to manage time and attendance tracking for children who are not authorized for subsidized child care. The Contractor will be responsible for establishing all agreements, training, support and the collection of fees and other costs for the purpose of providing time and attendance tracking for non-subsidized children. All services for non-subsidized attendance tracking will be outside the scope of this Contract.

### **Existing Provider Time and Attendance systems.**

If a Child Care Provider has an existing time and attendance tracking system, an interface may be developed between the State's time device and the Provider's time and attendance system. The State's time device is the only time tracking device approved by the State. Any interfaces developed between the State's time tracking device and a Provider's time and attendance system must be approved by the

State prior to development. Development of these interfaces will not be funded by the State and delay of implementation at a Provider location for tracking of subsidized child care will not be dependent on integration with a Provider's existing time and attendance system.

The diagram below shows at a high level what JFS envisions the components of the system are.



**Calendar of Events.** The schedule for the RFP process and the Work is given below. The State may change this schedule at anytime. If the State changes the schedule before the Proposal due date, it will do so through an announcement on the State Procurement Website's question and answer area for this RFP. The Website announcement will be followed by an amendment to this RFP, also available through the State's Procurement Website. After the Proposal due date and before the award of the Contract, the State will make schedule changes through the RFP amendment process. Additionally, the State will make changes in the Work schedule after the Contract award through the change order provisions in the General Terms and Conditions Attachment to this RFP. It is each prospective offeror's responsibility to check the Website question and answer area for this RFP for current information regarding this RFP and its Calendar of Events through award of the Contract.

**Dates:**

Firm Dates

RFP Issued:	December 21, 2009
Inquiry Period Begins:	December 21, 2009
Pre-Proposal Conference Date:	January 6, 2010, at 9:00 a.m.
Inquiry Period Ends:	January 18, 2010, at 8:00 a.m.
Proposal Due Date:	January 25, 2010, at 1:00 p.m.

Estimated Dates

Award Date:	March 15, 2010
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Estimated Work Dates

Work Begins:	March 22, 2010
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There are references in this RFP to the Proposal due date. Unless it is clearly provided to the contrary in this RFP, any such reference means the date and time (Columbus, Ohio local time) that the Proposals are due and not just the date.

## **PART TWO: STRUCTURE OF THIS RFP**

**Organization.** This RFP is organized into five parts and has nine attachments. The parts and attachments are listed below. There also may be one or more supplements to this RFP listed below.

### **Parts:**

- Part 1 Executive Summary
- Part 2 Structure of this RFP
- Part 3 General Instructions
- Part 4 Evaluation of Proposals
- Part 5 Award of the Contract

### **Attachments:**

- |                  |  |
|------------------|--|
| Attachment One   | Evaluation Criteria                      |
| Attachment Two   | Work Requirements and Special Provisions |
| Attachment Three | Requirements for Proposals               |
| Attachment Four  | General Terms and Conditions             |
| Attachment Five  | Sample Contract                          |
| Attachment Six   | Offeror Certification Form               |
| Attachment Seven | Offeror Profile Summary                  |
| Attachment Eight | Personnel Profile Summary                |
| Attachment Nine  | Cost Summary                             |

### **Supplements:**

- |                  |                                      |
|------------------|--------------------------------------|
| Supplement One   | W-9 Form                             |
| Supplement Two   | ICCA Feasibility Assessment          |
| Supplement Three | Child Care Glossary                  |
| Supplement Four  | Ohio Administrative Rules            |
| Supplement Five  | Data Interface Entities              |
| Supplement Six   | Time and Attendance System Reporting |
| Supplement Seven | Child and Provide Data               |
| Supplement Eight | Deliverable Acceptance Form          |
| Supplement Nine  | Service Level Agreement              |

### PART THREE: GENERAL INSTRUCTIONS

The following sections provide details on how to get more information about this RFP and how to respond to it. All responses must be complete and in the prescribed format.

**Contacts.** The following person will represent the State during the RFP process:

Procurement Representative:

Valerie Piccininni  
Acquisition Analyst  
Department of Administrative Services  
I.T. Procurement Services  
4200 Surface Road  
Columbus, Ohio 43228

During the performance of the Work, a State representative (the "Work Representative") will represent the Ohio Department of Job and Family Services and be the primary contact for the Work. The State will designate the Work Representative in writing after the Contract award.

**Inquiries.** Offerors may make inquiries regarding this RFP anytime during the inquiry period listed in the Calendar of Events. To make an inquiry, offerors must use the following process:

- Access the State's Procurement Website at <http://procure.ohio.gov/>;
- From the Navigation Bar on the left, select "**Find It Fast**";
- Select "Doc/Bid/Schedule #" as the Type;
- Enter the RFP number found on the first page of this RFP (the RFP number begins with zero followed by the letter "A");
- Click the "Find It Fast" button;
- On the document information page, click the "Submit Inquiry" button;
- On the document inquiry page, complete the required "Personal Information" section by providing:
  - First and last name of the prospective offeror's representative who is responsible for the inquiry,
  - Name of the prospective offeror,
  - Representative's business phone number, and
  - Representative's email address;
- Type the inquiry in the space provided including:
  - A reference to the relevant part of this RFP,
  - The heading for the provision under question, and
  - The page number of the RFP where the provision can be found; and
- Click the "Submit" button.

An offeror submitting an inquiry will receive an immediate acknowledgement that the State has received the inquiry as well as an email acknowledging receipt. The offeror will not receive a personalized response to the question nor notification when the State has answered the question.

Offerors may view inquiries and responses on the State's Procurement Website by using the "Find It Fast" feature described above and by clicking the "View Q & A" button on the document information page.

The State usually responds to all inquiries within three business days of receipt, excluding weekends and State holidays. But the State will not respond to any inquiries received after 8:00 a.m. on the inquiry end date.

The State does not consider questions asked during the inquiry period through the inquiry process as exceptions to the terms and conditions of this RFP.

**Pre-Proposal Conference.** The State will hold a Pre-Proposal Conference on January 6, 2010 at 9:00 a.m., in the Lobby Hearing Room of the State Office Tower building, 1<sup>st</sup> floor, 30 East Broad Street, Columbus, Ohio 43210. The purpose of this conference is to discuss the RFP and the Work with prospective offerors and to allow them to ask questions arising from their initial review of this RFP.

Attendance at the Pre-Proposal Conference is not a prerequisite to submitting a Proposal.

**Amendments to the RFP.** If the State revises this RFP before the Proposals are due, it will announce any amendments on the State Procurement Website.

Offerors may view amendments by using the “Find It Fast” function of the State’s Procurement Webpage (described in the Inquiries Section above) and then clicking on the amendment number to display the amendment.

When an amendment to this RFP is necessary, the State may extend the Proposal due date through an announcement on the State Procurement Website. The State may issue amendment announcements anytime before 5:00 p.m. on the day before Proposals are due, and it is each prospective offeror’s responsibility to check for announcements and other current information regarding this RFP.

After the Proposal due date, the State will distribute amendments only to those offerors whose Proposals are under active consideration. When the State amends the RFP after the due date for Proposals, the State will permit offerors to withdraw their Proposals within five business days after the amendment is issued. This withdrawal option will allow any offeror to remove its Proposal from active consideration should the offeror feel that the amendment changes the nature of the transaction so much that the offeror’s Proposal is no longer in its interest. Alternatively, the State may allow offerors that have Proposals under active consideration to modify their Proposals in response to the amendment.

If the State allows offerors to modify their Proposals in response to an amendment, the State may limit the nature and scope of the modifications. Unless otherwise provided in the State’s notice, offerors must make any modifications or withdrawals in writing and submit them to the State within five business days after the amendment is issued at the address and in the same manner required for the submission of the original Proposals. If this RFP provides for a negotiation phase, this submission procedure will not apply to changes negotiated during that phase. The State may reject any modification that is broader in scope than the State has authorized in the announcement of the amendment and treat it as a withdrawal of the offeror’s Proposal.

**Proposal Submittal.** Each offeror must submit a technical section and a cost section as part of its total Proposal before the opening time on the Proposal due date. The offeror must submit the technical section as a separate package from the cost section of its Proposal, and each section must be submitted in its own separate, opaque package. The package with the technical section of the Proposal must be sealed and contain one originally signed technical section and nine (9) copies of the technical section, and the package with the cost section also must be sealed and contain three (3) complete copies of the cost section of the Proposal. Further, the offeror must mark the outside of each package with either “Child Care Time and Attendance Tracking System RFP – Technical Proposal” or “Child Care Time and Attendance Tracking System RFP – Cost Summary,” as appropriate.

Included in each sealed package, the offeror also must provide an electronic copy of everything contained within the package on CD-ROM in Microsoft Office, Microsoft Project, and Adobe Acrobat format, as appropriate. If there is a discrepancy between the hard copy and the electronic copy of the Proposal, the hard copy will control, and the State will base its evaluation of the offeror’s Proposal on the hard copy.

Proposals are due no later than 11:00 a.m. on the Proposal due date. Proposals submitted by email, fax, or other electronic means are not acceptable, and the State may reject them. Offerors must submit their Proposals to:

Department of Administrative Services  
I.T. Procurement Services  
Attn: Bid Room  
4200 Surface Road  
Columbus, Ohio 43228

The State may reject any Proposals or unsolicited modifications it receives after the deadline. An offeror that mails its Proposal must allow for adequate mailing time to ensure its timely receipt. Offerors also must allow for potential delays due to increased security. The Bid Room accepts packages between the hours of 7:30 A.M. to 5:00 P.M. Monday through Friday, excluding State Holidays. No deliveries will be accepted before or after these hours without prior arrangements. Offerors must allow sufficient time since the State may reject late Proposals regardless of the cause for the delay.

Each offeror must carefully review the requirements of this RFP and the contents of its Proposal. Once opened, Proposals cannot be altered or withdrawn, except as allowed by this RFP.

By submitting a Proposal, the offeror acknowledges it has read this RFP, understands it, and agrees to be bound by its requirements. The State is not responsible for the accuracy of any information regarding this RFP that was gathered through a source other than the inquiry process described in the RFP.

Revised Code Section 9.24 prohibits the State from awarding a contract to any entity against whom the Auditor of State has issued a finding for recovery (a "Finding"), if the Finding is unresolved at the time of the award. This also applies to renewals of contracts. By submitting a Proposal, the offeror warrants it is not subject to an unresolved Finding under Section 9.24 at the time of its submission. Additionally, the offeror warrants it will notify the Department of Administrative Services in writing immediately upon becoming subject to such an unresolved Finding after submitting its Proposal and before the award of a Contract under this RFP. Should the State select the offeror's Proposal for award of a Contract, this warranty of immediate written notice will apply during the term of the Contract, including any renewals or extensions. Further, the State may treat any unresolved Finding against the Contractor that prevents a renewal of the Contract as a breach, in accordance with the provisions of Attachment Four, General Terms and Conditions.

The State may reject any Proposal if the offeror takes exception to the terms and conditions of this RFP, includes unacceptable assumptions or conditions in its Proposal, fails to comply with the procedure for participating in the RFP process, or fails to meet any requirement of this RFP. The State also may reject any Proposal it believes is not in its interest to accept and may decide not to award a contract to any or all of the offerors responding to this RFP.

Offerors may not prepare or modify their Proposals on State premises.

All Proposals and other material offerors submit will become the property of the State and may be returned only at the State's option. Offerors should not include any confidential information in a Proposal or other material submitted as part of the evaluation process. All Proposals will be open to the public after the State has awarded the Contract.

The State will retain all Proposals, or a copy of them, as part of the Contract file for at least three years. After the three-year retention period, the State may return, destroy, or otherwise dispose of the Proposals and any copies of them.

**Waiver of Defects.** The State may waive any defects in any Proposal or in the submission process followed by an offeror, but the State will only do so if it believes it is in the State's interest and will not cause any material unfairness to other offerors.

**Multiple or Alternate Proposals.** The State will not accept multiple Proposals from a single offeror or any alternative solutions or options to the requirements of this RFP. Additionally, any offeror that disregards a requirement in this RFP simply by proposing an alternative to it will have submitted a

defective Proposal the State may reject. Further, any offeror that submits multiple Proposals may have all its Proposals rejected.

**Changes to Proposals.** The State will allow modifications or withdrawals of Proposals only if the State receives them before the Proposal due date. No modifications or withdrawals will be permitted after the due date, except as authorized by this RFP.

**Proposal Instructions.** Each Proposal must be organized in an indexed binder ordered in the same manner as the response items are ordered in the applicable attachments to this RFP. The requirements for a Proposal's contents and formatting are contained in the attachments to this RFP. The State wants clear and concise Proposals, but offerors must answer questions completely and meet all the RFP's requirements.

The State is not liable for any costs an offeror incurs in responding to this RFP or from participating in the evaluation process, regardless of whether the State awards the Contract through this process, decides not to go forward with the Work, cancels this RFP for any reason, or contracts for the Work through some other process or through another RFP.

**Location of Data.** Unless the State agrees otherwise in writing, the selected offeror and its subcontractors must do the Work and keep all State data at the location(s) disclosed in the offeror's Proposal. Additionally, if Attachment Two contains any restrictions on where the Work may be done or where any State data may be kept, the State may reject any Proposal that proposes to do any Work or make State data available outside of those geographic restrictions.

#### **PART FOUR: EVALUATION OF PROPOSALS**

**Disclosure of Proposal Contents.** The State will seek to open the Proposals in a manner that avoids disclosing their contents. Additionally, the State will seek to keep the contents of all Proposals confidential until the Contract is awarded. But the State will prepare a registry of Proposals that contains the name of each offeror. The public may inspect that registry after the State opens the Proposals.

**Rejection of Proposals.** The State may reject any Proposal that is not in the required format, does not address all the requirements of this RFP, objects to the terms or conditions of this RFP, or that the State determines is excessive in price or otherwise not in the State's interest to accept. In addition, the State may cancel this RFP, reject all the Proposals, and seek to do the Work through a new RFP or other means.

**Evaluation of Proposals Generally.** The evaluation process may consist of up to six distinct phases:

1. Initial review;
2. Technical evaluation;
3. Evaluation of costs;
4. Requests for more information;
5. Determination of responsibility; and
6. Contract Negotiations.

The State may decide whether phases four and six are necessary, and the State may rearrange the order in which it proceeds with the phases. The State also may add or remove sub-phases to any phase at any time, if the State believes doing so will improve the evaluation process.

**Clarifications and Corrections.** During the evaluation process, in the State's sole discretion, it may request clarifications from any offeror under active consideration and may give any offeror the opportunity to correct defects in its Proposal, if the State believes doing so would not result in an unfair advantage for the offeror, and it is in the State's interest. The State may reject any clarification that is non-responsive or broader in scope than what the State requested. If the State does so, or if the offeror fails to respond to

the request for clarification, the State then may request a corrected clarification, consider the offeror's Proposal without the clarification, or disqualify the offeror's Proposal.

Corrections and clarifications must be completed off State premises.

**Initial Review.** The State will review all Proposals for their format and completeness. The State normally rejects incomplete or incorrectly formatted Proposals, though it may waive any defects or allow an offeror to submit a correction, if the State believes doing so would not result in an unfair advantage for the offeror and it is in the State's interest. Further, if the Auditor of State does not certify a Proposal due to lateness, the State will not open it. After the initial review, the State will forward all timely, complete, and properly formatted Proposals to an evaluation team, which the Procurement Representative will lead.

**Technical Evaluation.** The State will evaluate each Proposal that it has determined is timely, complete, and properly formatted. The evaluation will be scored according to the requirements identified in this RFP, including the requirements in Attachment One. Other attachments to this RFP may further refine these requirements, and the State has a right to break these requirements into components and weight any components of a requirement according to their perceived importance.

The State also may have the Proposals or portions of them reviewed and evaluated by independent third parties or various State personnel with experience that relates to the Work or to a criterion in the evaluation process. Additionally, the State may seek reviews from end users of the Work or the advice or evaluations of various State personnel with subject matter expertise or an interest in the Work. The State may adopt or reject any recommendations it receives from such reviews and evaluations or give them such weight as the State believes is appropriate.

During the technical evaluation, the State will calculate a point total for each Proposal it evaluates. At the sole discretion of the State, it may reject any Proposal receiving a significant number of zeros for sections in the technical portions of the evaluation. The State may select those offerors submitting the highest rated Proposals for the next phase. The number of Proposals that advance to the next phase will be within the State's discretion, but regardless of the number of Proposals selected, they always will be the highest rated Proposals from this phase.

At any time during this phase, in the State's sole discretion, it may ask an offeror to correct, revise, or clarify any portions of its Proposal.

The State will document all major decisions and make these a part of the Contract file, along with the evaluation results for each Proposal considered.

**Requirements.** Attachment One provides requirements the State will use to evaluate the Proposals, including any mandatory requirements. If the offeror's Proposal meets all the mandatory requirements, the offeror's Proposal may be included in the next phase of the evaluation, which will consider other requirements described in a table in Attachment One.

In the case of any requirements for a team of people the offeror is proposing, the offeror must submit a team to do the Work that collectively meets all the team requirements. But the experience of multiple candidates may not be combined to meet a single requirement. Further, previous experience of the candidate submitted for a Work Manager position may not be used to meet any other team member requirements. Each candidate proposed for the Work team must meet at least one of the requirements.

This RFP asks for responses and submissions from offerors, most of which represent components of the requirements in Attachment One. While each requirement represents only a part of the total basis for a decision to award the Contract to an offeror, a failure by an offeror to make a required submission or meet a mandatory requirement normally will result in a rejection of that offeror's Proposal. The value assigned above to each requirement is only a value used to determine which Proposal is the most advantageous to the State in relation to the other Proposals that the State received. It is not a basis for determining the importance of meeting that requirement.

If the State does not receive any Proposal that meets all the mandatory requirements, the State may cancel this RFP. Alternatively, if the State believes it is in its interest, the State may continue to consider the highest-ranking Proposals despite their failure to meet all the mandatory requirements. In doing this, the State may consider one or more of the highest-ranking Proposals. But the State may not consider any lower-ranking Proposals unless all Proposals ranked above it are also considered, except as provided below.

In any case where no Proposal meets all the mandatory requirements, it may be that an upper ranking Proposal contains a failure to meet a mandatory requirement the State believes is critical to the success of the RFP's objectives. When this is so, the State may reject that Proposal and consider lower ranking Proposals. Before doing so, the State may notify the offeror of the situation and allow the offeror an opportunity to cure its failure to meet that mandatory requirement.

If the offeror cures its failure to meet a mandatory requirement the State has deemed critical to the success of the RFP's objectives, the State may continue to consider the offeror's Proposal. But if the offeror is unwilling or unable to cure the failure, its Proposal may be rejected. The State then may continue to consider the other remaining Proposals, including, if the State so chooses, Proposals that ranked lower than the rejected Proposal.

**Cost Evaluation.** Once the technical merits of the Proposals are considered, the State may consider the costs of one or more of the highest-ranking Proposals. But it is within the State's discretion to wait until after any interviews, presentations, and demonstrations to evaluate costs. Also, before evaluating the technical merits of the Proposals, the State may do an initial review of costs to determine if any Proposals should be rejected because of excessive cost. And the State may reconsider the excessiveness of any Proposal's cost at any time in the evaluation process.

The State may select one or more of the Proposals for further consideration in the next phase of the evaluation process based on the price performance formula contained in Attachment One. The Proposal(s) selected for consideration in the next phase always will be the highest-ranking Proposal(s) based on this analysis. That is, the State may not move a lower-ranking Proposal to the next phase unless all Proposals that rank above it also are moved to the next phase, excluding any Proposals the State disqualifies because of excessive cost or other irregularities.

If the State finds it should give one or more of the highest-ranking Proposals further consideration, the State may move the selected Proposals to the next phase. The State alternatively may choose to bypass any or all subsequent phases and make an award based solely on its scoring of the preceding phases, subject only to its review of the highest-ranking offeror's responsibility, as described below.

**Requests for More Information.** The State may require some offerors to interview, make a presentation about their Proposals, or demonstrate their products or services. If the presentations, demonstrations, or interviews are held as part of the technical evaluation phase, all offerors that have Proposals under evaluation may participate. Alternatively, if the presentations, demonstrations, or interviews are held after the technical evaluation, the State normally will limit them to one or more of the highest ranking offerors. The State normally will limit such presentations, demonstrations, and interviews to areas in which it seeks further information from the highest ranking offeror or offerors. Typically, these discussions provide an offeror with an opportunity to do one or more of the following:

- Clarify its Proposal and ensure a mutual understanding of the Proposal's content;
- Showcase its approach to the Work; and
- Demonstrate the professionalism, qualifications, skills, and work knowledge of its proposed candidates.

The State will schedule the presentations, demonstrations, and interviews at its convenience and discretion. The State will determine the scope and format of any such presentations, demonstrations, and interviews and may record them. Additionally, if the State moves more than one offeror to this phase,

the scope and format of these presentations, demonstrations, and interviews may vary from one offeror to the next, depending on the particular issues or concerns the State may have with each offeror's Proposal.

The State normally will not rank interviews, demonstrations, and presentations. Rather, if the State conducts the interviews, demonstrations, or presentations as part of the technical evaluation, the State may use the information it gathers during this process in evaluating the technical merits of the Proposals. If the State holds the demonstrations, presentations, or interviews only for one or more of the top-ranking offerors after the evaluation phase, the State may decide to revise its existing Proposal evaluations based on the results of this process.

**Determination of Responsibility.** The State may review the background of one or more of the highest-ranking offerors and its or their key team members and subcontractors to ensure their responsibility. For purposes of this RFP, a key team member is a person an offeror identifies by name in its Proposal as a member of its proposed team. The State will not award the Contract to an offeror it determines is not responsible or that has proposed candidates or subcontractors to do the Work that are not responsible. The State's determination of an offeror's responsibility may include the following factors: experience of the offeror and its key team members and subcontractors, its and their past conduct on previous contracts, past performance on previous contracts, ability to execute this Contract properly, and management skill. The State may make this determination of responsibility based on the offeror's Proposal, reference evaluations, a review of the offeror's financial ability, and any other information the State requests or determines is relevant.

Some of the factors used in determining an offeror's responsibility, such as reference checks, may also be used in the technical evaluation of Proposals in phase two of the evaluation process. In evaluating those factors in phase two, the weight the State assigns to them, if any, for purposes of the technical evaluation will not preclude the State from rejecting a Proposal based on a determination that an offeror is not responsible. For example, if the offeror's financial ability is adequate, the value, if any, assigned to the offeror's relative financial ability in relation to other offerors in the technical evaluation phase may or may not be significant, depending on the nature of the Work. If the State believes the offeror's financial ability is inadequate, the State may reject the offeror's Proposal despite its other merits.

The State may make a responsibility determination at any time during the evaluation process, but it typically will do so only once it has evaluated the technical merits and costs of the Proposals. The State always will review the responsibility of an offeror selected for an award before making the award, if it has not already done so earlier in the evaluation process. If the State determines the offeror selected for award is not responsible, the State then may go down the line of remaining offerors, according to rank, and determine responsibility with the next highest-ranking offeror.

**Reference Checks.** As part of the State's determination of an offeror's responsibility, the State may conduct reference checks to verify and validate the offeror's and its proposed candidates' and subcontractors' past performance. Reference checks that indicate poor or failed performance by the offeror or a proposed candidate or subcontractor may be cause for rejection of the offeror's Proposal. Additionally, the State may reject an offeror's Proposal as non-responsive if the offeror fails to provide requested reference contact information.

The State may consider the quality of an offeror's and its candidates' and subcontractors' references as part of the technical evaluation phase, as well as in the State's determination of the offeror's responsibility. The State also may consider the information it receives from the references in weighing any requirement contained in the technical evaluation phase, if that information is relevant to the requirement. In checking an offeror's or any of its proposed candidates' or subcontractors' references, the State will seek information that relates to the offeror's previous contract performance. This may include performance with other governmental entities, as well as any other information the State deems important for the successful operation and management of the Work and a positive working relationship between the State and the offeror. In doing this, the State may check references other than those provided in the offeror's Proposal. The State also may use information from other sources, such as third-party reporting agencies.

**Financial Ability.** Part of State's determination of an offeror's responsibility may include the offeror's financial ability to perform the Contract. This RFP may expressly require the submission of audited financial statements from all offerors in their Proposals, but if this RFP does not make this an express requirement, the State still may insist an offeror submit audited financial statements for up to the past three years, if the State is concerned an offeror may not have the financial ability to carry out the Contract. Also, the State may consider financial information other than the information that this RFP requires as part of the offeror's Proposal, such as credit reports from third-party reporting agencies.

**Contract Negotiations.** The final phase of the evaluation process may be contract negotiations. It is entirely within the discretion of the State whether to permit negotiations. An offeror must not submit a Proposal assuming that there will be an opportunity to negotiate any aspect of the Proposal, and any Proposal that is contingent on the State negotiating with the offeror may be rejected. The State is free to limit negotiations to particular aspects of any Proposal or the RFP, to limit the offerors with whom the State negotiates, and to dispense with negotiations entirely. If negotiations are held, they will be scheduled at the convenience of the State, and the selected offeror or offerors must negotiate in good faith.

The State may limit negotiations to specific aspects of the RFP or the offeror's Proposal. Should the evaluation result in a top-ranked Proposal, the State may limit negotiations to only that offeror and not hold negotiations with any lower-ranking offeror. If negotiations are unsuccessful with the top-ranked offeror, the State then may go down the line of remaining offerors, according to rank, and negotiate with the next highest-ranking offeror. Lower-ranking offerors do not have a right to participate in negotiations conducted in such a manner.

If the State decides to negotiate simultaneously with more than one offeror, or decides that negotiations with the top-ranked offeror are not satisfactory and therefore negotiates with one or more of the lower-ranking offerors, the State then will determine if an adjustment in the ranking of the offerors with which it held negotiations is appropriate based on the negotiations. The Contract award, if any, then will be based on the final ranking of offerors, as adjusted.

Auction techniques that reveal one offeror's price to another or disclose any other material information derived from competing Proposals are prohibited. Any oral modification of a Proposal will be reduced to writing by the offeror as described below.

Following negotiations, the State may set a date and time for the offeror(s) with which the State conducted negotiations to submit a best and final Proposal. If negotiations were limited and all changes were reduced to signed writings during negotiations, the State need not require a best and final Proposal.

If best and final Proposals are required, they may be submitted only once, unless the State determines that it is in the State's interest to conduct additional negotiations. In such cases, the State may require another submission of best and final Proposals. Otherwise, discussion of or changes in the best and final Proposals will not be allowed. If an offeror does not submit a best and final Proposal, the State will treat that offeror's previous Proposal as its best and final Proposal.

The State usually will not rank negotiations and normally will hold them only to correct deficiencies in or enhance the value of the highest-ranked offeror's Proposal.

From the opening of the Proposals to the award of the Contract, everyone evaluating Proposals on behalf of the State will seek to limit access to information contained in the Proposals solely to those people with a need to know the information. The State also will seek to keep this information away from other offerors, and the State may not tell one offeror about the contents of another offeror's Proposal in order to gain a negotiating advantage.

Before the award of the Contract or cancellation of the RFP, any offeror that seeks to gain access to the contents of another offeror's Proposal may be disqualified from further consideration.

Negotiated changes will be reduced to writing and become a part of the Contract file, which will be available for public inspection after award of the Contract or cancellation of the RFP, provided the State does not plan to reissue the RFP. If the State plans to reissue the RFP, the Contract file will not be available until the subsequent RFP process is completed. Unless the State agrees otherwise in writing, the offeror must draft and sign the written changes and submit them to the State within five business days. If the State accepts the changes, the State will give the offeror written notice of the State's acceptance, and the negotiated changes to the successful offer will become a part of the Contract.

**Failure to Negotiate.** If an offeror fails to provide the necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the State may terminate negotiations with that offeror, remove the offeror's Proposal from further consideration, and seek such other remedies as may be available in law or in equity.

## **PART FIVE: AWARD OF THE CONTRACT**

**Contract Award.** The State plans to award the Contract based on the schedule in the RFP, if the State decides the Work is in its best interest and has not changed the award date.

Under Ohio's anti-terrorism legislation, effective April 14, 2006, the selected offeror must complete a Declaration Regarding Material Assistance/Non-assistance to a Terrorist Organization to certify that the offeror has not provided material assistance to any terrorist organization listed on the Terrorist Exclusion List. The form and the Terrorist Exclusion List are available on the Ohio Homeland Security Website. The form must be submitted with the offeror's Proposal. If an offeror answers yes or fails to answer any question on the form, the State may not award the Contract to that offeror. The offeror may request the Department of Public Safety to review such a denial of an award. More information concerning this law is available at: <http://www.homelandsecurity.ohio.gov>.

Included with this RFP, as Attachment Five, is a sample of the Contract for the RFP. The State will issue two originals of the Contract to the Contractor proposed for award. The offeror must sign and return the two originals to the Procurement Representative. The Contract will bind the State only when the State's duly authorized representative signs all copies and returns one to the Contractor with an award letter, the State issues a purchase order, and all other prerequisites identified in the Contract have occurred.

The Contractor must begin work within 15 business days after the State issues a purchase order under the Contract. If the State awards a Contract pursuant to this RFP, and the Contractor is unable or unwilling to begin the Work within the time specified above, the State may cancel the Contract, effective immediately on notice to the Contractor. The State then may return to the evaluation process under this RFP and resume the process without giving further consideration to the originally selected Proposal. Additionally, the State may seek such other remedies as may be available to the State in law or in equity for the selected offeror's failure to perform under the Contract.

**Contract.** If this RFP results in a Contract award, the Contract will consist of this RFP, including all attachments, written amendments to this RFP, the Contractor's accepted Proposal, and written, authorized amendments to the Contractor's Proposal. It also will include any materials incorporated by reference in the above documents and any purchase orders and change orders issued under the Contract. The form of the Contract is included as a one-page attachment to this RFP, but it incorporates all the documents identified above. The general terms and conditions for the Contract are contained in Attachment Four to this RFP. If there are conflicting provisions between the documents that make up the Contract, the order of precedence for the documents is as follows:

1. The one-page Contract (Attachment Five) in its final form;
2. This RFP, as amended;
3. The documents and materials incorporated by reference in the RFP;
4. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
5. The documents and materials incorporated by reference in the Contractor's Proposal.

Notwithstanding the order listed above, change orders and amendments issued after the Contract is executed may expressly change the provisions of the Contract. If they do so expressly, then the most recent of them will take precedence over anything else that is part of the Contract. To be binding on the State, a duly authorized representative of the Department of Administrative Services must sign any change order under or amendment to the Contract.

## ATTACHMENT ONE: EVALUATION CRITERIA

**Mandatory Requirements.** The first table lists this RFP's mandatory requirements. If the offeror's Proposal meets all the mandatory requirements, the offeror's Proposal may be included in the next part of the technical evaluation phase described in the next table.

<b>Offeror Mandatory Requirements</b>	<b>Accept</b>	<b>Reject</b>
Within the last three years, served as the prime Contractor who successfully implemented a Time and Attendance Tracking System in over 2,000 locations using remote data capture to track over 4,000 individuals' attendance utilizing remote data capture.		
<b>Offeror or Subcontractor Mandatory Requirements</b>	<b>Accept</b>	<b>Reject</b>
The Contractor or Subcontractor is currently providing hosting services for system of similar size and complexity.		
<b>Project Manager Mandatory Requirements</b>	<b>Accept</b>	<b>Reject</b>
A minimum of 60 months full-time experience as a project manager.		
Experience as the project manager on a minimum of two projects that encompassed the full system development life cycle from initiation through post implementation on a project of similar size and complexity.		
<b>Technical Manager Mandatory Requirements</b>	<b>Accept</b>	<b>Reject</b>
A minimum of 36 months full-time experience as a technical manager for projects involving an enterprise-wide architecture, networking, multiple systems integration, hardware, and software.		
Experience managing a technical team and its activities from inception through implementation on a minimum of one project of similar size and complexity to the Child Care Time and Attendance Tracking System.		

**Scored Criteria.** In the technical evaluation phase, the State will rate the technical merits of the Proposals based on the following requirements and the weight assigned to each requirement:

<b>Evaluation Criteria</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
<b>OFFERER PROFILE</b>					
Offeror Description	5	0	5	7	9
<b>OFFEROR REQUIREMENTS</b>					
<b>Offeror Mandatory Requirements</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
Within the last three years, served as the prime Contractor who successfully implemented a Time and Attendance Tracking System in over 2,000 locations using remote data capture to track over 4,000 individuals' attendance utilizing remote data capture.	20	Reject	5	7	9
<b>Offeror/Subcontractor Mandatory Requirements</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
The Contractor or Subcontractor is currently providing hosting services for system of similar size and complexity.	20	Reject	5	7	9

Offeror Requirements	Weight	Does not Meet	Meets	Exceeds	Greatly Exceeds
Minimum of 24 months experience in providing integration and implementation of software product and modules that are fully operational without customized coding other than data interfaces and custom reporting using a product developed for sale or as an integration partner implementing a COTS product.	15	0	5	7	9
Experience implementing and providing services that transition manual business processes to a hosted environment.	15	0	5	7	9
Experience providing equipment, software and call center services across a wide geographic area.	10	0	5	7	9
Offeror Desirable Qualifications		Does not Meet	Meets		
Within the last three years, served as the prime contractor responsible for implementing a system that supports Child Care Time and Attendance tracking for the purpose of calculating payments to Providers.		0	15		
Experience implementing a Time & Attendance tracking system for a state government child care system.		0	15		
Offeror or Subcontractor Requirements					
Either the offeror or a proposed subcontractor may meet the following requirement. Previous project experience offered to meet the following requirements must be for the entity (offeror or subcontractor) that will be performing that part of the work on this project. Previous experience of multiple entities may not be combined to meet a requirement.					
	Weight	Does not Meet	Meets	Exceeds	Greatly Exceeds
Offers a product that is turnkey or off the shelf software that can collect and manage time data from electronic devices that are used to allow an individual to check in/out their attendance at a specific location.	20	0	5	7	9

<b>STAFFING REQUIREMENTS</b>					
<b>Project Manager Mandatory Requirements Propose One Candidate</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
A minimum of 60 months full-time experience as the project manager	15	Reject	5	7	9
Experience as the project manager on a minimum of two projects that encompassed the full system development life cycle from initiation through post implementation on a large scale project where one of the projects lasted a minimum of 12 months.	15	Reject	5	7	9

<b>Project Manager Requirements</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
Minimum of 9 months of experience as the project manager on a project of similar size and complexity for a Time and Attendance Tracking System from project initiation through implementation.	10	0	5	7	9
Experience following a standard PM methodology and in using various project management tools (e.g., MS Project Suite, Project Workbench) developing project plans, defining tasks and tracking timelines and resources on a minimum of two projects of similar size and complexity for a Time and Attendance Tracking System.	10	0	5	7	9
Project Management Institute (PMP) Certification.	5	0	5		
<b>Desirable Requirement</b>					
Management of two or more projects of similar size and complexity for a Time and Attendance Tracking System.		0	10		

<b>Technical Manager Mandatory Requirements Propose One Candidate</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
A minimum of 36 months full-time experience as a technical manager for projects involving an enterprise-wide architecture, networking, multiple systems integration, hardware, and software.	15	Reject	5	7	9
Experience managing a technical team and its activities from inception through implementation on a minimum of one project of similar size and complexity to the Child Care Time and Attendance Tracking System.	10	Reject	5	7	9
<b>Technical Manager Requirements</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>

Experience performing systems development activities as a technical lead over analysis, design, development, and testing on a minimum of two projects of similar size and complexity for the Child Care Time and Attendance Tracking System.	10	0	5	7	9
Experience implementing the proposed COTS solution on a minimum of two projects.	15	0	5	7	9
Experience using various project management tools for planning and tracking purposes on a minimum of two projects.	5	0	5	7	9

<b>Training Lead Requirements Propose One Candidate</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
Experience in developing and implementing a training plan for state and private users on a minimum of one project of similar complexity and size.	15	0	5	7	9
Experience in preparing and delivering formal classroom training in the past 12 months on a project similar in size and complexity.	10	0	5	7	9
Experience in developing on-line curricula on a project of similar size and complexity.	8	0	5	7	9
Experience using various project management tools for planning and tracking projects on a minimum of two projects of similar size and complexity.	5	0	5	7	9

<b>Proposed Solution for Time and Attendance System Requirements and Hosting Services</b>					
	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
Attendance Tracking	20	0	5	7	9
Customer Support Services	15	0	5	7	9
Child Care Authorization Care Support	15	0	5	7	9
Electronic Devices	15	0	5	7	9
Payment Calculation	20	0	5	7	9
IVR	15	0	5	7	9
Website	15	0	5	7	9
Data Management Functions	10	0	5	7	9
Reporting	15	0	5	7	9
Communications/Marketing	10	0	5	7	9
Ongoing Communication	5	0	5	7	9
Ongoing Training	5	0	5	7	9
Security Management	5	0	5	7	9
Document Management	5	0	5	7	9
Business Continuity	5	0	5	7	9
Disaster Recovery	10	0	5	7	9
<b>Implementation Work Plans</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>

Task 1 – Project Management	15	0	5	7	9
Task 2 – Systems Analysis and Design	10	0	5	7	9
Task 3 – Configuration and Documentation	10	0	5	7	9
Task 4 – System and User Acceptance Testing	15	0	5	7	9
Task 5 – Training	15	0	5	7	9
Task 6 – Implementation	20	0	5	7	9
Task 7 – System Operations	15	0	5	7	9
Task 8 – End of Contract Transition	5	0	5	7	9
Implementation Services Project Schedule	15	0	5	7	9
<b>Staffing Plan</b>	<b>Weight</b>	<b>Does not Meet</b>	<b>Meets</b>	<b>Exceeds</b>	<b>Greatly Exceeds</b>
Implementation Staffing Plan	10	0	5	7	9
Operational Staffing Plan	5	0	5	7	9

**Price Performance Formula.** The evaluation team will rate the Proposals that meet the Mandatory Requirements based on the following criteria and respective weights.

<b>Criteria</b>	<b>Percentage</b>
Technical Proposal	70%
Cost Summary	30%

To ensure the scoring ratio is maintained, the State will use the following formulas to adjust the points awarded to each offeror.

The offeror with the highest point total for the Technical Proposal will receive 700 points. The remaining offerors will receive a percentage of the maximum points available based upon the following formula:

$$\text{Technical Proposal Points} = (\text{Offeror's Technical Proposal Points} / \text{Highest Number of Technical Proposal Points Obtained}) \times 700$$

The offeror with the lowest proposed Not-To-Exceed Fixed Price will receive 300 points. The remaining offerors will receive a percentage of the maximum cost points available based upon the following formula:

$$\text{Cost Summary Points} = (\text{Lowest Not-To-Exceed Fixed Price} / \text{Offeror's Not-To-Exceed Fixed Price}) \times 300$$

**Total Points Score:** The total points score is calculated using the following formula:  
**Total Points = Technical Proposal Points + Cost Summary Points**

## **ATTACHMENT TWO: WORK REQUIREMENTS AND SPECIAL PROVISIONS**

### **PART ONE: WORK REQUIREMENTS**

This attachment describes the Work and what the Contractor must do to get the job done. It also describes what the Contractor must deliver as part of the completed Work (the "Deliverables"). Additionally, it gives a detailed description of the Work's schedule.

As part of this RFP, the State has provided multiple supplements defining JFS' business requirements, technical requirements, training requirements and support requirements. The offeror should read and analyze the requirements before focusing on the details of individual requirements. Also, when considering a specific requirement and any associated bullets, the offeror should remember that the system must comply with all federal and state standards. Additionally, the requirements found in the RFP provide information known to JFS at the time the documents were developed. Offerors should utilize past experience and known best practices to propose a fixed price Contract for the implementation of the Child Care Time and Attendance Tracking System.

#### **Scope of Work.**

The State will provide oversight for the project, but the Contractor must provide overall project management for the tasks under this Contract, including the day-to-day management of its staff. The Contractor also must assist the State with coordinating assignments for State staff, if any, involved in the Project. Additionally, the Contractor must provide all administrative support for its staff and activities. The project management methodology used by the Contractor should include industry best practices and the functions of the 9 Project Management Knowledge Areas contained in the Project Management Institute's Project Management Body of Knowledge (PMBOK). Throughout the Project, the Contractor must employ ongoing project management techniques to ensure a comprehensive Project Plan is developed, executed, monitored, reported on, and maintained.

The Contractor must provide a Project Manager for the Project. The Contractor must employ the proposed Project Manager as a regular, fulltime employee on the Proposal submission date and throughout the implementation of the system. Additionally, the Contractor's full-time regular employees must perform at least 30% of the effort required to complete the Project. The Contractor may use its personnel or subcontractor personnel to meet the remaining 70% of the effort.

This section of the RFP describes the work required for the Child Care Time and Attendance Tracking System project. The scope of services required includes project management, systems analysis and design, configuration, testing, training, implementation, and operations. Training of and knowledge transfer to JFS staff is required throughout the project.

The following tasks and deliverables represent all the work to be completed to successfully implement the Child Care Time and Attendance Tracking System. They do not necessarily represent a logical sequence for completion of the work to be performed.

The delivery of the Child Care Time and Attendance Tracking System capabilities in support of business and technical requirements must achieve the following objectives:

- The State requires implementation of the Child Care Time and Attendance Tracking System within eight (8) months from date that the work begins;
- The Child Care Time and Attendance Tracking System has adequate capacity upon production to handle the Child Care Time and Attendance processing volumes needed at that time (See Supplement 7 for volume data)
- All business and technical requirements are satisfied by the end of the implementation period; and
- The Child Care Time and Attendance Tracking System is designed with sufficient capacity to meet processing requirements for a minimum of four years.

## **Task 1 - Project Management**

The Contractor must provide one fulltime, 100% dedicated Project Manager throughout the implementation period. This Project Manager must work at the operations site or at a State site as requested by JFS.

The Contractor also must propose a system development methodology (SDM) that is defined, documented, repeatable, and consistent with the Software Engineering Institute (SEI) Level 3 or higher Capability Maturity Model (CMM). The Contractor is not required to have official SEI certification.

The State will provide staff, as it deems appropriate, to perform Project monitoring and review. For the data interface development, the State's technical staff will assume supporting roles and will assume full maintenance responsibility for the eligibility, authorization and Provider data needed by the proposed system. In addition, State and County staff will have roles and responsibilities for certain systems administration functions for the purpose of monitoring, reviewing, correcting and supporting the Providers and clients who will be utilizing the system.

The Contractor must create all project management Deliverables initially and update them as needed throughout the life of the Project.

After implementation the Contractor will provide a Contractor Service Delivery Manager to oversee the day to day operations of the Time and Attendance system.

**Contractor Service Delivery Manager.** The Day-to-Day Management of this Contract will be handled by the Contractor Service Delivery Manager and the State–Service Delivery Manager. This management will include prioritizing new Project work, handling ongoing maintenance and production support activities, managing dispute resolution, monitoring issues and providing root-cause analysis for any unforeseen outages that occur. Whenever either Service Manager will be unavailable, he or she will designate an alternate to handle communications with the manager for the other party.

The Contractor must propose only one candidate to be dedicated 100% throughout operations, unless otherwise approved by JFS, for the position of Contractor Service Delivery Manager and that candidate will be identified by name. The Contractor Service Delivery Manager will, on a full-time basis, manage the daily operations of the contract staff, work with state personnel, network Contractors, and be responsible for establishing and enforcing service levels for the project. The Contractor Service Delivery Manager must be available for all project meetings and be available to the State within 24 hours of notification by the State if necessary. The Contractor Service Delivery Manager must be available to JFS by telephone during regular business hours.

## **Kick Off**

**Kick Off Meeting.** The Contractor and JFS will conduct a kick-off meeting within five working days of starting work.

**Manage Staff.** The Contractor must provide the day-to-day management of its staff and Project activities, tasks, and Deliverables in accordance with the approved Project work plan and Project schedule. The Contractor has primary responsibility for the successful completion of Project activities, tasks, and Deliverables and the transfer of knowledge to State staff.

**Update Project Schedule.** The Project schedule submitted with the Contractor's Proposal must be updated and submitted in electronic and paper form to the JFS Project Representative for approval within 14 calendar days of start work. The revised Project schedule will become the Contractor's baseline plan to fulfill the Contract. The Contractor must use Microsoft Project or

Open Workbench as the automated project management tool for the maintenance and presentation of the Project schedule during the Project.

The Project Plan Baseline will be established in the early stages of the Child Care Time and Attendance Tracking System Project. Once established, the baseline will only be modified through the Project Sponsor Committee process. The approved baseline will be used for all Project metrics reported on a weekly status reporting schedule.

The Project schedule must be formally updated in conjunction with the weekly and monthly reporting requirements throughout the Project.

### **Project Communication Plan**

As part of the Project management task, the Contractor must develop a Project communication plan that ensures timely and appropriate generation, collection, and dissemination of Project information. This includes the communication protocols and procedures for reporting to JFS stakeholders regarding Project issues, project risks, and change orders. All materials generated as a result of the communication plan must be turned over to JFS upon system acceptance.

### **Change Management Plan**

The Contractor must work with JFS to develop a change management plan that establishes the change management roles and responsibilities, policies, guidelines, processes, and procedures necessary for controlling and managing the changes during the life of the Child Care Time and Attendance Tracking System contract. Changes may be based on scope (both technical and functional) or schedule. This document must identify how changes are identified, defined, evaluated, approved, and tracked through completion. This plan must identify responsibilities and define the composition, function, and procedures for the Child Care Time and Attendance Tracking System Project Sponsor Committee. The Change Management Plan must address the coordination of potential changes made to Child Care Eligibility and Payment sub-systems under simultaneous development to ensure the Child Care Time and Attendance Tracking System incorporates all changes at the time of implementation.

**Change Control Process:** The Contractor must work with JFS to provide a change control process within the Change Management Plan. Change control is the formal process for identifying the impact of any change or correction that modifies scope, deliverables, timeframes, or resource allocations, and determining the disposition of the requested change or correction.

The change control process could be initiated by events such as the following:

- Changes in federal and/or State legislation;
- Changes introduced by third party contractor;
- Changes in JFS business processes or policies; and
- New business requirements.

The Contractor must work with JFS to implement and follow a change control process that will:

- Span the entire Project life cycle;
- Incorporate a formal change order process that:
  - Provides a clear scope of what is included and excluded from each change order request;
  - Delineates the system downtime required to implement any changes, if appropriate;

- Requires the successful completion of regression testing before the implementation of the change;
- Incorporates multiple levels of priority for change orders (e.g., critical, must-have, desired, etc.);
- Supports the change control process by estimating impacts, investigating solutions, identifying alternatives, inputting appropriate information into Project tracking tools, participating in the decision-making process, and implementing the agreed-upon solution; and
- Provides and maintains a fully documented and automated change request tracking system for change order requests. The change request tracking system must provide the following at a minimum:
  - Control to monitor change orders;
  - A process for reporting the status of all change requests;
  - The ability for JFS to set and change priorities on individual change requests;
  - A method to schedule a completion date provided by JFS for each change request.

### **Reporting and Status Meetings**

The Contractor must provide periodic reporting and participate in status meetings. The weekly status reports, monthly status reports and project schedules do not require a Deliverable review cycle. All electronic status reports must be stored in a project repository, which provides an automated system that ensures version control, indexing, and storage of all communications media, and must be accessible by JFS staff. JFS will provide the EMC eRoom product for managing documents for the project.

**Weekly Meetings:** Throughout the Project, the Contractor's Project Manager and pertinent primary Project staff must participate in weekly meetings with the JFS Project Representative and other members of the Child Care Time and Attendance Tracking System Project. The weekly meetings must follow a preset agenda and must allow the Contractor or the State to discuss the project accomplishments and issues that concern either party.

**Weekly Status Reports:** The Contractor must provide electronic status reports on the Project, which are due to the State Project Management Team at least 24 hours before each weekly meeting. Weekly status reports must contain, at a minimum, descriptions of the following:

- An Executive Summary;
- Any issues encountered and their current disposition;
- The results of any tests;
- Whether deadlines were met;
- Any issues that need to be addressed before proceeding to the next task;
- Anticipated tasks to be completed in the next week;
- Tasks percentage completed between 0% and 100%.
- Updated Project schedule;
- Weekly project metrics (i.e. schedule performance index, cost performance index, schedule variance percent);
- A list of all change requests;
- Updated risk and mitigation planning; and

- Status of open issues.

The Contractor's proposed format and level of detail for the status report will be subject to State approval.

**Contractor Deliverables.** The Deliverables to be produced by the Contractor for the Project Management Task must include the following:

1. Updated project schedule;
2. Project communication plan;
3. Communication materials;
4. Change management plan;
5. Weekly status reports

## **Task 2 - Systems Analysis and Design**

The Deliverables from this task must be developed according to the approved Project Plan developed in Task 1, and must be consistent with the agreed upon standards. The major objectives of the System Analysis and Design task are as follows:

- Ensure that the Contractor has a thorough, detailed understanding of the Child Care operation and its business requirements;
- Validate and refine the business requirements specified in this RFP and supporting documents with JFS staff;
- Elaborate and document detail requirements of the Child Care Time and Attendance Tracking System;
- Support and participate in requirements management;
- Design the Child Care Time and Attendance Tracking System data interfaces to JFS
- Define the systems parameters and related implementation requirements for the Contractor's software solution.

**Contractor Responsibilities.** The Contractor must perform a detailed review and analysis of all requirements provided in the RFP and develop the detailed specifications required to implement the Child Care Time and Attendance Tracking System. The Contractor must complete activities consistent with its proposed methodology to accomplish the task objectives and meet all RFP requirements. The State prefers methodologies that allow the State multiple opportunities to validate requirements and design. This includes a desire to view rapid prototypes of requirements and design concepts, screens, content, and application flow. Prototypes do not necessarily need to become operational or be reused during development. Workflow and performance simulation within the design is also preferred. At a minimum, completion of this task must include the following activities:

**Review, Validate and Refine Requirements.** The Contractor must thoroughly review, validate, and update, if necessary, all requirements specified in this RFP. In addition, the Contractor must work with State staff to fully understand the scope, purpose, and implications of each requirement.

The Contractor must thoroughly review all appropriate Ohio and Federal programs and policies. The Contractor may reference the Ohio Revised Code (ORC), Ohio Administrative Code (OAC), and other associated documentation as it pertains to Child Care Time and Attendance Tracking. Additionally, the Contractor must ensure that the Child Care Time and Attendance Tracking System adheres to all applicable JFS and State of Ohio IT Policies. The State's policies are at the following URL: <http://oit.ohio.gov/IGD/policy/OhioITPolicies.aspx>.

**Construct Requirements Specification Document (RSD).** The Contractor must develop and maintain a System Requirements Specification Document. This System Requirements Specification Document must include system functional, and non-functional requirements (e.g., quality attributes, legal and regulatory requirements, standards, performance requirements, and design constraints). The requirements covered in this RFP are the base requirements. They must be further refined to arrive at the detailed design requirements and traced throughout the system development life cycle. These detailed requirements must be traceable back to the requirements specified in the RFP. At a minimum the Contractor must:

- Conduct joint application design (JAD) sessions to finalize requirements and ensure that responses to all RFP requirements are acceptable to JFS; and
- Evaluate business model/process changes and approved changes to the current eligibility and payment system since the RFP release date and identify corresponding requirements.

The specification for each requirement should include a means of measuring that the requirement has been satisfied. This measurement will be used to generate the necessary test cases for system and acceptance testing.

The Contractor must review RFP requirements, validate them, and identify how and where the requirements are met by the Contractor's solution. Additionally, the RSD must include:

- A cross-walk or map of each RFP requirement;
- A listing of any open change orders, as well as any requirements subsequently identified in JAD sessions related to any functions and processes;
- Identification of all internal and external interfaces; and
- Linkages across the business model and component functions.

**Requirements Traceability Matrix.** The Contractor must develop and maintain a requirements traceability matrix to track all requirements. Requirements must be tracked throughout the project from requirement specification through production implementation utilizing a tool approved by the State. The primary objective is to ensure continuity and detail tracking of requirements to system functionality.

**Detailed Data Interface Document.** The Contractor must develop and maintain a Detailed Data Interface Document. The Detailed Data Interface Document (DID) must be available in hardcopy and electronic media, in a format approved by JFS and must include:

- Resource requirements that detail time estimates for transaction and batch processes required for production;
- An identification of system files and processing architecture to support data interfaces;
- A general narrative of the flow of data interfaces to and from the system;
- A detailed description and diagram of the interfaces system architecture identifying how components are integrated to meet RFP requirements;
- A listing and brief description of each file;
- Final layouts for all interface files to include, at a minimum, file names, data element names, comprehensive data element dictionary with valid values, record length, record names and types, data validation rules for file data content and related processing to insure data integrity and quality; and
- Application Programming Interfaces (APIs) used within the application to communicate with JFS for data interfaces or with external systems must also be defined.

The Contractor must conduct walkthroughs of the Data Interface Document with the JFS Project Representative and technical resources during the development of the design

specifications for the data interfaces to enable the State's understanding of the system data file interface and processing.

**System Security Plan.** The Contractor must develop a Child Care Time and Attendance Tracking System Security Plan. This plan must detail all methods of security, including all protocols and technologies used by the Child Care Time and Attendance Tracking System. This plan must include, among other things, details describing the system's adherence to and compliance with the State's and JFS' security regulations, policies, and procedures, security aspects of the system's physical architecture, detailed descriptions of all user access roles and their corresponding security levels., This plan must include a diagram(s) and explanation of the Child Care Time and Attendance Tracking System security architecture. This plan must be developed through consultation and final approval of the plan by the JFS System Security Officer. The plan must be submitted to the State annually. All updates and revisions to the plan must be approved by the Sate.

**System Deployment Plan.** The Contractor must develop a Deployment Plan that details how the Child Care Time and Attendance Tracking System will be deployed to the user community. It must detail how the Child Care Time and Attendance Tracking System interfaces will be implemented, identify user documentation and its deployment, identify system configuration requirements for interface data file transfers, and a plan for Provider hardware distribution.

**Architectural Component Procurement Plan for the Data File Interfaces.** The Contractor must produce and maintain an Architectural Component Procurement Plan which details all hardware and software required for the Child Care Time and Attendance Tracking System that JFS may be required to purchase to support the data file interfaces. It is JFS' intent that the solution will require minimal hardware and software to support the data file interfaces between the solution and JFS systems.

If there is additional hardware or software that must be procured by the State to support the data file interfaces, this document must identify the detailed specifications (e.g., components, stock numbers, configurations, quantities, etc.) of all hardware and software components that JFS may require to support the proposed solution. The plan must identify the dates each component must be in operational status. JFS requires a 90 day lead time for component purchases and this procurement plan must identify the lead time for each component. All projected hardware/software order and availability dates must be reflected in the Child Care Time and Attendance Tracking System project plan.

**Contractor Deliverables.** Deliverables to be produced by the Contractor for this task include:

1. Requirements specification document;
2. Requirements traceability matrix;
3. Detailed Data Interface Document;
4. Security plan;
5. Deployment plan;
6. Architectural component procurement plan for the Data File Interfaces.

### **Task 3 –Configuration and Documentation**

The Configuration and Documentation Task is to configure the Child Care Time and Attendance Tracking Application in a hosted environment. Additionally, the Contractor must develop all data file interfaces required between the Contractor's hosted environment and the State's Child Care Applications. Establishing the hardware, software, and network environment, including connection to the JFS network and integration with other JFS applications will be essential to the Contractor's success. It is the Contractor's responsibility to procure all the hardware, software, and necessary technical accessories required to accomplish the configuration and documentation tasks.

## Contractor Responsibilities

Contractor is responsible for all aspects of procuring, implementing and maintaining the Child Care Time and Attendance Tracking System environment(s). This includes procuring, installing, maintaining and housing all hardware and software required to configure and support production for the Child Care Time and Attendance Tracking System. All hardware and software must be maintained such that it is at a current release and is fully supported by the software and hardware manufacturer(s). The Contractor's hardware and software responsibilities are limited to the electronic tracking devices located in the Providers locations and hosting environment for the application. The Contractor is responsible for all software and hardware that will be or has been deployed to Providers or other locations.

The Contractor is responsible for procuring, installing and maintaining all workstations, its local area networks, wide area networks and internetworking infrastructure required for the Contractor's hosting site. The Contractor will be responsible for providing connectivity to the JFS VPN gateway to the internal JFS network.

**Configuration and Unit Testing:** The Contractor is responsible for all configuration, interface development and unit testing at the hosting site to meet the requirements of this Contract.

Working with JFS, the Contractor must develop all required interfaces to send and receive data files from JFS. The specifications and design for these interfaces will be the result of Task 2. JFS will develop the processes necessary to extract data from JFS owned Child Care systems for transmission to the Contractor and to load data from the Contractor to JFS' system. The exchange of data will occur, at a minimum daily. The timing for the transmission and processing of the interfaces will be mutually agreed upon by JFS and the Contractor to meet the objectives for system operations.

The Contractor must develop the required interfaces within the Child Care Time and Attendance application to receive data from JFS as defined in the Detailed Interface Document. The Contractor must develop any bridges and integration code necessary for devices used to collect time data, accepting or sending data to JFS and other software and systems required to meet the objectives of this Contract. Once the required interfaces are developed the Contractor is required to test data transmission between the Contractor and JFS.

The Contractor is responsible for configuring, and maintaining all the Child Care Time and Attendance Tracking System application code to meet the requirements of this Contract. The Contractor must document all system functions. The documentation must also include traceability from the functional requirements to the system test cases. All configuration changes must be unit tested by the Contractor to verify operational functionality.

The results of unit testing and data transmission must be documented in a test results document. This document must include functionality tested, errors, error correction and final results.

**Operational Documentation.** The Contractor must prepare and maintain documentation for all functionality. The Contractor will be responsible for the production and distribution of all systems documentation upon implementation, and provide updates in a timely manner. The following are minimum requirements for the Child Care Time and Attendance Tracking System electronic documentation:

- The documentation must include on-line, context-sensitive help screens for all the Child Care Time and Attendance Tracking System functions;

- User documentation must be written and organized in a manner that users can learn from reading the documentation how to operate the time and attendance tracking device and perform all related functions;
- User documentation must be written in a procedural, step-by-step format;
- User manuals must contain a table of contents and an index;
- Descriptions of all error messages and the steps to correct such errors must be provided;
- Abbreviations and acronyms must be consistent throughout the documentation and defined in a glossary;
- Documentation must contain a list of valid values and descriptions for all data fields;
- Each user manual must contain illustrations depicting how to use the system;
- Use version control numbering with detailed history to reflect amendments and additions;
- Maintain dating history (i.e. date of issue, date of approval and/or date of implementation).
- Update documentation within 30 days of processes, procedures and system functionality changes
  - Secure access to workflow documentation to prevent unauthorized changes.
  - Communicate proposed policy/procedure changes to State prior to implementation for State approval
  - Each user manual must contain a section describing all reports generated within system, which includes the following:
    - The purpose of the report;
    - Definition of all fields in the report, including detailed explanations of calculations used to create all data and explanations of all subtotals and totals; and
    - Illustrations of reports.
- Instructions for creating, accessing, or requesting reports;
- The Contractor must provide and maintain a Time and Attendance Tracking System Administration Manual detailing the business and technical functions and use of administration modules by JFS staff.
- The manual may be broken into smaller functional manuals for distribution to the appropriate roles that individuals may have.

**Data Interface Operating Procedures.** The Contractor must work with JFS staff to develop operating procedures that define the relationships and responsibilities of the Contractor and JFS personnel for the Child Care Time and Attendance Tracking System. Minimum requirements are:

- Must be written in a procedural, step-by-step format
- Operating procedures must be created and maintained in Word 2000 (or higher, consistent with JFS standards) and must be available online and provided on request to JFS on electronic media;
- Instructions for sequential functions must follow the flow of actual activity;
- Operating procedures must contain a table of contents, be indexed, and include an online search capability
- Descriptions of error messages for all fields incurring edits must be presented;
- Definitions of codes used in various sections of a manual must be consistent;
- Mnemonics used in operating procedures must be identified and must be consistent with windows, screens, reports, and the data element dictionary;
- Abbreviations must be consistent throughout the documentation;
- Requirements for purging, archiving, backing up, and restoring required data; and

- Operating procedures must contain any reports used for balancing or other administration functions to monitor and ensure the system is performing as expected.

### **Time and Attendance Procedures Manual**

The Contractor must develop and maintain a Time and Attendance Procedure Manual that contains detailed and up-to-date descriptions of Time and Attendance related workflows and business processes for Providers, Caretakers and data interfaces.

Workflows provide step-by-step instructions for completing tasks at a detailed level. Business Process Flows provide a high level overview of how a particular business process works.

**Contractor Deliverables.** Deliverables to be produced by the Contractor for the development task must include the following:

1. Unit and Interface Test Results;
2. Operational documentation; and
3. Data Interface Operating Procedures.

### **Task 4 – System and User Acceptance Testing**

The Contractor's system must be subjected to system and user acceptance testing.

**Contractor Responsibilities.** At a minimum, the Contractor must perform the following activities during this phase:

**System Test Plan.** The Contractor must develop the System Test Plan that includes, at a minimum, the following:

- Test scenarios developed with the State's assistance (Test samples must include all payment calculations, processing functions; and payment sources, incoming and outgoing data (including all data file interfaces), posting, reconciliation and reporting requirements);
- The scope of the tests including regression testing, load testing and balancing that clearly describe how the system test will fully test the system functions, features and performance;
- The inputs to the test, the steps and procedures in the testing process, timelines and the expected results;
- A description of the Contractor and State staff roles and responsibilities during testing;
- An indication of all State resources needed; and
- A description of the defect identification and resolution processes to be executed during the system test.

**Execute System Testing.** The Contractor must test all system functionality, including interfaces. System testing must occur in an established test environment that mirrors the Contractor's production environment. To complete the System Test the Contractor must perform the following:

- Execute the system test plan;
- Function as system users during system testing and evaluate and validate all test outcomes;
- Provide system output and test outcomes to the State as requested;

- Analyze and evaluate performance of all systems, telecommunication networks, hardware, and software;
- Perform all system modifications required to ensure system performance meets performance requirements as specified in the approved requirements;
- Document and resolve any errors encountered during system testing; if major defects are found during system testing, the entire test script must be re-initiated and the test period must begin again (e.g., a major defect is anything that stops the system/application from functioning or fails to deliver required functionality); and
- Provide adequate staff dedicated to testing support and problem resolution while the test is in progress.
- Upon request, the Contractor must provide a defect and resolution log to the State.

**System Test Results Document.** The System Test Results document must include all system test results and system recommendations. The document must contain sufficient information to permit the State to validate that the test has been successfully executed in accordance with the approved system test plan. The tests performed must prove that the system meets the approved requirements. All defects encountered during the system test and their resolutions must also be reported in the system test results document.

If test results are deemed unacceptable by the State, the Contractor must make modifications to appropriate systems and repeat the testing and approval process.

### **User Acceptance Testing**

The user acceptance testing (UAT) will verify the full functionality and technical usability of the system. UAT includes testing the interfaces and system accessibility.

**Contractor Responsibilities.** The Contractor responsibilities for UAT include managing and supporting the user acceptance testing. At a minimum, the activities of this task must include the following:

**Develop UAT Plan.** The Contractor must develop, with assistance from the State, a UAT plan that includes, at a minimum, the following:

- Test scenarios developed with the State's assistance (Test samples must include all payment, calculation, and processing functions; and payment sources, incoming and outgoing data (including all data file interfaces), posting, reconciliation and reporting requirements);
- A description of the Contractor and State staff roles and responsibilities during testing;
- The scope of UAT, which includes the inputs to the test, the steps and procedures in the testing process, timelines and the expected results; and
- A description of the defect identification and resolution processes to be executed during UAT.

**Train UAT Staff.** The Contractor must train all designated State staff for successful execution of User Acceptance Testing.

**Monitor and Support UAT.** During UAT, State staff trained by the Contractor will test the system to validate that the functionality, features and performance meet approved requirements. The Contractor must monitor and support UAT in the following ways:

- Utilize State provided system data and files to execute the user acceptance test;
- Analyze and evaluate performance of all systems, telecommunication networks, hardware, and software;
- Evaluate all UAT outcomes;

- Document, track, repair and report to the State all defects encountered during UAT; if major defects are found during UAT, the entire test script must be re-initiated and the test period must begin again (e.g., a major defect is anything that stops the system/application from functioning or fails to deliver required functionality);
- Perform all system modifications required to ensure system meets approved requirements as specified in the System Design document;
- Provide adequate staff dedicated to UAT support and problem resolution while the test is in progress; and
- Upon request, provide a defect and resolution log to the State.

**Produce UAT Final Report.** The Contractor must include the results of the UAT and any system recommendations in the UAT Final Report. The report must contain sufficient information to validate that UAT has been successfully executed in accordance with the approved UAT plan and that the tests performed adequately meet the approved requirements. All defects encountered during UAT and their resolutions must be reported in the UAT Final Report

If test results are deemed unacceptable by the State, the Contractor must make modifications to appropriate systems and repeat the testing and approval process.

**Contractor Deliverables.** Deliverables to be produced by the Contractor for this task include the following:

1. System Test Plan;
2. System Test Results Document;
3. UAT Plan; and
4. UAT Final Report.

## **Task 5 – Training**

JFS requires training to prepare staff for the Child Care Time and Attendance Tracking System. This training includes overall system functionality, technology, processes, and operations. The objective of this task is to prepare JFS staff, county staff, the Child Care Provider, and Caretaker community in the use of the Child Care Time and Attendance Tracking System.

### **Contractor Responsibility**

The Contractor will be responsible for developing training plans for Providers, Caretakers, state and county Job and Family Services employees. The Contractor must develop a training curriculum for each role. The Contractor must develop and complete the training in a manner that ensures training occurs prior to implementation.

The Contractor will be responsible for the development and delivery of various methods of training such as but not limited to, Web based online tutorials, electronic documentation (e-documentation), and distributed brochures and pamphlets.

### **Training must be provided in the following categories:**

**JFS and CDJFS Users.** The Contractor must provide training for JFS and CDJFS (approximately 200) users who use the Child Care Time and Attendance Tracking System. The Contractor must provide classroom or videoconference training on all aspects relating to administrative functions to be performed by a state or county systems administrator. The State will provide classrooms at a designated State training site. Before the initiation of training, the Contractor is responsible for site preparation. The State has network connections necessary for 12 to 15 students per class, including establishment of a training system. The State may, at its sole discretion, record any

training sessions and use any training materials for future training. The Contractor will be responsible for identifying and providing the appropriate number of training sessions. Training methods must include online tutorials, web-based training and e-documentation.

The Contractor must provide training to personnel who have varying computer skills and who perform different functions within their organizations. JFS and CDJFS training must be role-based, structured to support all security levels utilized in the system. Business processes include, but are not limited to:

- System Features and system interoperability;
- Process and Operations;
- Reporting;
- Security;
- System Tutorials/System Navigation.

**Provider Training.** The Contractor must develop and provide training for approximately 10,000 Providers, such as quick start guides, distributed brochures and pamphlets, web-based tutorials, e-documentation, and Frequently Asked Questions. The training must be structured to address the Child Care Time and Attendance Tracking System functionality to include all aspects of Provider related functions for using the system.

**Caretaker.** The Contractor must develop and provide training material for approximately 60,000 Caretakers. The primary training tool for Caretakers will be distributed brochures and pamphlets. The training must include card and electronic device usage. Caretakers must also have the ability to access the Contractor's website for web-based tutorials. Additionally, the Contractor must develop quick start guides for electronic device usage, to be placed in close proximity to the device. The quick start guide must be provided in both English and Spanish. The Contractor is responsible for providing all translation services. Translations must be approved by JFS prior to publication.

### **Training Methods.**

Training must be provided utilizing the following methods with no impact to production system performance. Each method may be utilized for different audiences based on need.

**Web-based Tutorial.** The Contractor must provide a web-based tutorial to assist users to learn the major functions of the Child Care Time and Attendance Tracking System. The tutorial content must be specialized for each user audience specific needs.

**E-Documentation.** The Contractor will provide e-documentation on its website, accessible to all users. The content must include, at a minimum, a glossary of terms, step by step instructions for time device usage, Caretaker card usage including PIN (password) resets, retroactive adjustments, and administrative functions.

**Brochures and Pamphlets.** The Contractor must distribute training materials via printed brochures and pamphlets to both Providers and Caretakers. Brochures and pamphlets will include, at a minimum, details regarding usage of the electronic devices, how to swipe the cards, and how to enter retroactive adjustments. Such brochures and pamphlets must be distributed with the electronic device, or with the card.

**Training Plans.** The Contractor must create, maintain, and update, as required, an approved training plan for all levels of users. The training plans must include at least the following:

- Provide an overview of each training methodology identified above for all levels of users;
- Identify the number of role based web-tutorials required to meet the training requirements identified above;
- Describe the content of the web-based tutorials, e-documentation, brochures and pamphlets;
- Describe a process for user evaluation of training for feedback to JFS;

**Develop, Provide and Maintain Training Documentation.** The Contractor must develop and update all training e-documentation, manuals, materials, and training guides (including training objectives and outcomes). The Contractor must develop a document version control plan for the maintenance of training documentation. The Contractor also must incorporate on-line help, on-line policy, and procedure manuals and hard copy user manuals for the delivery of training. All training materials must be reviewed and approved by the State before the start of the training. The Contractor must provide all electronic source documents and graphics used in the development and presentation of all aspects of training.

**Training Report:** The Contractor must develop a final training report that includes information such as, but not limited to type of training, number of trainees or mailings, training evaluation feedback and recommendations for follow up training.

**Contractor Deliverables.** Deliverables to be produced by the Contractor include the following:

1. Training plan/schedule;
2. Training documentation;
3. Establishment of training database and related application software;
4. Conduct training for JFS and CDJFS employees; and
5. Training report.

## **Task 6 – Implementation**

The State requires the system to be fully operational statewide within eight (8) months of issuance of start work. The Contractor must propose either a phased or a single implementation approach.

**Contractor Responsibilities.** At a minimum, the Contractor activities of this task include the following:

**Implementation Plan.** The Implementation Plan must demonstrate to the State how the Contractor will implement the system. The plan, at a minimum, must detail the approach for coordinating the following:

- Implementation approach;
- Technical preparation;
- Implementation activities check list; and
- Implementation schedule.

**Implementation Confirmation.** The Contractor must confirm that:

- Training is complete as defined in Task 5;
- All system and user acceptance testing is complete;

- The production environment has been prepared in accordance with the Contractor's requirements;
- All user and system support (such as Call Centers) are in place;
- All Electronic Devices are deployed and cards distributed;
- All appropriate systems access and logins are established; and
- All data interface processing is finalized and established.

**Performance Period Reports.** Upon implementation of the Time and Attendance system, including deployment of the electronic devices and the issuance of swipe cards, the Contractor must operate the system in accordance with the Service Level Agreement defined in Supplement 9 for a period of 90 days. The Contractor must provide the State with Performance Reports that contain the reporting measurements against each required SLA on day 35 and day 65 of the performance period. The State will provide feedback to the Contractor regarding performance after the issuance of the reports within 5 business days. The Contractor will provide the final performance report within 5 days of the end of the 90 day period. Within 15 days of receiving the report, the State will accept or reject the system.

In the final performance report, the Contractor must present to the State evidence that clearly delineates how the Contractor has met the requirements of this Request for Proposal.

- Payment calculation error rate is less than one-half of one percent (0.5%).
- The Service Level Agreement for batch files and turnarounds for interfaces has been met for ninety (90) days
- Call Center availability and response time is meeting the agreed-upon Service Level Agreement.
- Provider complaints of services and service availability are less than one percent (1%) of the total Provider population.
- Ninety-eight percent (98%) of swipe card distribution has been successfully completed.
- Ninety-eight percent (98%) of Electronic Devices have been distributed to Providers.
- Call Center hold time is less than one hundred fifty percent (150%) of the Service Level Agreement.
- Acceptance will be based upon meeting the requirements of the Service Level Agreement over a ninety (90) day period.

**User Documentation.** The Contractor must develop and provide all user documentation at the time the system is presented for final acceptance. The Contractor must provide electronic and hard copies of the documentation for the system. The documentation must include all manual and system processes and procedures.

**Contractor Deliverables.** Deliverables to be produced by the Contractor for the implementation task must include the following:

1. Implementation Plan;
2. Performance Period Report; and
3. User Documentation.

## **Task 7 – System Operations**

The Contractor will be responsible for all system operations for the term of the contract.

**Contractor Responsibilities.** The Contractor must provide system operations, which include updates, patches and repairs; defect resolution; software upgrades; enhancements; and technical support during the term of the contract.

**Updates, Patches and Repairs.** The Contractor must update, patch, and repair the system components and related hardware in appropriate Contractor environments and package software changes for promotion to production. All updates, patches, and repairs must be fully and successfully tested before migration to production.

For implementation of updates, patches, and repairs the Contractor must work with the State to coordinate the release of the updates, patches, and repairs with regularly scheduled maintenance releases.

**Defect Resolution.** The Contractor must correct system defects, which are malfunctions or functional deviations from approved system requirements. The Contractor must take corrective action and ensure that the system performs as designed.

The Contractor must consider the service level agreement (performance standards for data files, systems and reporting) described in the supplement for timely correction of system defects.

The Contractor must fix all system defects unless the Contractor is not authorized to fix the defect. All system defect repairs must be fully and successfully tested before migration to production. For implementation of system defect repairs the Contractor must work with the State to coordinate the release of the repairs.

Upon correction of the problem, the Contractor must notify the State that the problem is resolved and submit a written report of the defect analysis and resolution implemented within five (5) business days or agreed upon time.

**Software Upgrades.** When evaluating software upgrades, the Contractor must determine the impact on current configurations. The Contractor is expected to keep software current by implementing upgrades as specified in the software license agreements. All upgrades must be fully and successfully tested before migration to production.

For the implementation of software upgrades, the Contractor must work with the State to coordinate the release of the upgrades with regularly scheduled maintenance.

**Enhancement.** During this task, the Contractor will be responsible for application enhancements approved by the State. These enhancements may be caused by changes in State regulatory requirements or by requests from the State. All State requested enhancements will be negotiated through the Changes provision in Attachment 4 utilizing the Rate Card contained in the Cost Summary.

All enhancements must be fully and successfully tested before migration to production.

For the implementation of enhancements, the Contractor must work with ODJFS to coordinate the release of the enhancements with regularly scheduled maintenance.

**System Incidents and Resolution.** The Contractor must provide all technical support. Incident notification and resolution must be within the timeframes identified in the RFP, unless otherwise agreed upon by the State. The Contractor must provide the State with documentation of all incidents and resolutions implemented within five (5) business days or agreed upon time.

The Contractor must use the following definitions of resolution priority for application defects discovered during production:

- **Urgent:** issue/problem has caused, or has potential to cause, the entire system to go down or to become unavailable; reported via e-mail and phone or pager immediately on a 24 hour per day schedule; and
- **High:** issue/problem directly affects the public, or a large number of stakeholders are prevented from using the system. High-priority problems include those that render a site unable to function, make key functions of the system inoperable, significantly slow processing of data, severely impact multiple stakeholders, lead to federal penalties, misdirect transactions, or severely corrupt data; reported via e-mail and phone or pager immediately on a 24 hour per day schedule;
- **Medium:** Medium-priority problems include those errors that render minor and non-critical functions of the system inoperable or unstable, and other problems that prevent stakeholders or administrators from performing some of their tasks; reported via e-mail within two business hours;
- **Low:** all service requests and other problems that prevent a stakeholder from performing some tasks, but in situations where a workaround is available; reported via e-mail within two business hours.

The Contractor must review and diagnose all urgent and high-priority problems within two hours of receipt of the problem report. The Contractor must review and diagnose all medium- and low-priority problems within four hours of receipt of the problem report.

The Contractor must provide JFS an analysis utilizing the approved change management process of the diagnosis, solution, and the anticipated completion date/time. JFS will provide approval for the Contractor to begin work on the defined solution for all urgent and high-priority problems.

The Contractor must correct system fatal errors and abnormal ends, and software defects causing such problems. On-line fatal errors and abnormal ends must be corrected within 24 hours from the time that the problem occurs unless the JFS Project Representative has approved additional time for corrective action. Processes that end abnormally and negatively impact on-line availability and transaction processing must be fixed immediately.

The Contractor must fix all application defects unless the Contractor is not authorized to fix the defect. All defect resolution will have to be approved by JFS.

Whenever an operational problem results in inaccuracy, data corruption, delay or interruption of online availability, or delays in transaction processing, reports or other output, the Contractor must immediately notify the JFS Project Representative or his/her designee. This notification must include distributing information to the Child Care Time and Attendance Tracking Call center, subject-matter experts, and to JFS staff via a daily production status report. The notification must include a description of the problem, the expected impact on operational functions, a corrective action plan, and expected time of problem resolution;

Upon correction of the problem, notify the JFS Project Representative or designee that the problem is resolved.

## **Task 8 – End of Contract Transition**

**End of Contract Transition Plan.** Upon notification that the Contract will not be renewed at the end of its term or is terminated prior to its expiration for any reason, the Contractor must provide all reasonable transition assistance requested by the State to ensure a smooth and orderly transfer of data and services.

In the event any Contract resulting from this RFP expires or is terminated for any reason before the end of the Contract period, the State may require the Contractor to extend the Child Care Time & Attendance Services for a period up to one hundred eighty (180) days (time period is at

sole discretion of JFS), or until such time as services of a new Contract is in effect and implemented, as determined by and at the sole discretion of JFS. Following this Termination Assistance period the Contractor will answer questions from JFS on an as needed basis. The Contractor will work with JFS and any other organization(s) designated by JFS to facilitate an orderly transition of services at the end of the Contract term.

The Contractor must cooperate with JFS to assist with the orderly transfer of the services, functions and operation provided by the Contractor hereunder to another services provider. The Contractor personnel critical to the transfer efforts will be identified by the parties. The Contractor must ensure the cooperation of its key employees during the transfer process. The Contractor must provide full disclosure to JFS of the equipment, Software, and third-party supplier services required to continue services previously performed by the Contractor within thirty (30) days. The Contractor must exercise its best efforts to ensure that JFS obtains appropriate access to third-party: services, hardware, software, personnel and facilities required to perform an orderly transition.

The Contractor must allow the State purchase of phone IVR/VRU equipment, network routers, network hubs, network firewall equipment, web and database servers, and terminals, including all associated software licenses, at depreciated cost.

The written End of Contract Transition Plan must include, at a minimum:

- All non critical software changes will be frozen;
- Outside vendors will be notified of procedures to be followed during the transition,
- Data will be transferred; and
- Electronic images will be provided to JFS;
  
- All JFS, information, documents, mail, instruments, and other relevant information are transferred to JFS; and
- Any interim measures deemed necessary to ensure compliance with federal and state law and regulations are taken.
- Transition assistance and cooperation requires the submittal of an End of Contract Transition Plan six months prior to Contract expiration. If notice of termination is provided to the Contractor in a timeframe that is less than six months, the End of Contract Transition Plan must be provided within a timeframe established by the State. The proposed End of Contract Transition Plan must be approved by the State.

The End of Contract Transition Plan must include, at a minimum:

- a. Project plan for transition assistance of all Time and Attendance operations;
- b. Identification of the services and related positions or functions that require transition, including a schedule, plan and procedures for the subsequent Contractor or the State;
- c. Description of actions to be taken by the Contractor in performing transition assistance;
- d. Description of how the Contractor will achieve the transfer of:
  - (i) Relevant information regarding the Time and Attendance services,
  - (ii) Resources (if any),
  - (iii) Operations,
  - (iv) Data,

- (v) Documentation and work products, and
  - (vi) Contracts (if any).
- e. Description in detail of any dependencies on the subsequent Time and Attendance Contractor or the State necessary for the Contractor to perform the transition assistance services (including an estimate of the specific Contractor staffing required);
  - f. Inventory of documentation and work products required to facilitate the transition of responsibilities;
  - g. Assist the State in the identification of significant potential risk factors relating to the transition and in designing plans and contingencies to help mitigate the risk;
  - h. Set the timeline for the transfer of each component of the terminated Time and Attendance services (including key milestones to track the progress of the transfer);
  - i. Define a schedule and plan for Contractor's return to the State or its designee of the State's confidential information, data, documents, records, files, images, and any other storage media in the Contractor's possession;
  - j. Procedures for transferring of all documentation pertaining to the operation of the Time and Attendance system as well as all documentation requested by the State within the Contract; and
  - k. Procedures and schedule under which the Contractor's and JFS' transition managers will meet to review the status of Transition Plan activities and to resolve any issues.

**Transition Management Team.** The Contractor must provide a Project Manager who will lead and be responsible for the Contractor's overall performance of the transition assistance services and who will be the primary point of contact for the State during the End of Contract Transition.

The State will identify a Project Manager who will be the primary point of contact for the State during the End of Contract Transition. Additionally, the State may identify a transition team to review current services provided by the Contractor and work to facilitate an orderly transition of services.

**Operational Transfer.** The Contractor must perform the activities reasonably required to help effect a smooth and orderly transfer of operational responsibility for the terminated services.

Following operational transfer, the Contractor must provide the State with a report providing the results of the operational transfer. The report must document completion of each requirement within the End of Contract Transition Plan and its outcome.

### **Customer Support**

The Contractor must develop a process which ensures that there are no disruptions to Customer Support during the transition.

#### **The Contractor must:**

- a. Complete all work in progress as a prerequisite to final payment.
- b. Provide the subsequent Contractor or the State with a list of remaining unused Ohio cards.
- c. Provide a report detailing all customer support requests that, after extensive research, remain open. Supporting documentation of research activities must be included in the report.

- d. Transfer ownership of all Time and Attendance phone numbers and domain names to the subsequent Time and Attendance Contractor or the State, at no additional cost to the State. The Phone numbers and domain names that must be transferred are those that the State transferred to the Contractor at the commencement of the Contract and phone numbers and domain names acquired by the Contractor during the term of the Contract to enable the Contractor to perform services for this Contract.

## **Systems**

The Contractor must develop a process to assist the State with a smooth transition from the Contractor's systems to the subsequent Time and Attendance Contractor or the State's systems for continued compliance with federal and State laws and regulations.

The Contractor will be responsible for all costs and work effort necessary to extract all of the data and provide it, in a mutually agreed upon format, to the subsequent Time and Attendance Contractor or the State. The subsequent Time and Attendance Contractor or the State is responsible for all necessary conversion efforts to load the data into the replacement system.

### **The Contractor must:**

- a. Freeze all non critical software changes.
- b. Provide all non-proprietary documentation stored within the documentation repository to the State.
- c. Return any State equipment provided to the Contractor, if applicable.
- d. Provide the data from the Contractor's system to the subsequent Time and Attendance Contractor or the State.

## **Reports**

The Contractor must provide all reports deemed necessary by the State to close the Contract.

## **Cooperation**

The Contractor must provide transition assistance requested by the State to allow for the services to continue without disruption and to facilitate the transfer of such services to the subsequent Time and Attendance Contractor or the State.

### **The Contractor must:**

- a. Provide full cooperation with the subsequent Time and Attendance Contractor or the State in the transition.
- b. Provide all information requested by the State to ensure a successful and smooth transition.
- c. Provide a detailed report of current staffing levels necessary to operate the Time and Attendance System, to include job titles and responsibilities.
- d. Provide all records stored both electronically and in hard copy in accordance with Contract requirements.
- e. Transfer all State property, information, documents, mail, and data to the subsequent Time and Attendance Contractor the State.
- f. Promptly correct, at no cost to the State, any problems which were caused by lack of support at transition, as may be determined by the State (anything that causes negative impact/financial damages/etc.)

**Contractor Deliverables.** Deliverables to be produced by the Contractor for this task include:

1. End of Contract Transition Plan
2. Supporting Documentation and Data; and
3. End of Contract Transition Reports.

## **Time and Attendance System Requirements and Hosting Services**

### **Attendance Tracking Requirements**

- a. The system must enable Provider attendance and payment calculations weekly, monthly, or for any specified period.
- b. The system must enable an authorized person with appropriate access to authorize or deny transactions based on identifying information, verification of the available days, contract status, authorization status, Cardholder status, and Electronic Device access.
- c. The Contractor must provide a method to enable the Caretaker to change their PIN number through Help Desk or IVR.
- d. The system must enable a person with the appropriate authorization to withhold, deduct, or prorate deductions across a specified time period.
- e. The system must enable an authorized person with appropriate access to authorize or deny transactions based on identifying information, verification of the available days, contract status, and authorization status.
- f. The system must track attendance data to the second.
- g. The system must collect and retain a history of all attendance transaction data for a minimum of seven (7) years.
- h. The Contractor must provide a means for the Provider to dispute attendance transactions entered by a Caretaker.
- i. The system must display an error message when an attempt is made to check in/out a child who is already checked in/out.
- j. The system must compute the total number of hours and minutes that the child was in care, with the ability to summarize by any selected time period.
- k. The system must alert and deny the user when an attempt is made to admit a child to child care during an unauthorized time period or at an unauthorized location.
- l. The system must track the following attendance data:
  1. Multiple check-in and checkout times per child per day as entered by the Caretaker using a swipe card
  2. Case number and child number for each child
  3. Child-specific additional fees due to the Provider (e.g., for special needs)
  4. Absent days for each child in accordance with OAC §5101:2-16-41
  5. Identifying information about the Provider or individual who manually enters, corrects, or changes attendance data
  6. All denials of service with code indicating reason for denial
  7. A unique identifier for the Electronic Device recording the transaction.

### **Customer Support Services**

Customer inquiries must be handled in a professional manner with timely, accurate and comprehensive resolutions. Customer support services for the Providers and Caretakers must be

provided within the Continental United States and will retain responsibility for all related inquiries with the exception of the eligibility application processing and payment disbursement issues.

The Contractor must employ state-of-the-art equipment to ensure that customer service functions are performed efficiently and effectively while adhering to established SLA performance standards.

The Contractor must provide customer support to assist Providers, Caretakers, and State and county staff with Time and Attendance functions and processing inquiries.

**Minimum Requirements:** The Contractor must:

- a. Provide customer support via telephone, email, and IVR.
- b. Provide toll free numbers for direct customer service access.
- c. Receive and respond to calls on all business days from 6:00 a.m. to 7:00 p.m. Eastern Time. Coverage may be extended as needed.
- d. Ensure average hold time is 2 minutes or less.
- e. Research, resolve and respond to inquiries and requests for assistance within one business day or in accordance with the SLA.
- f. Notify the State immediately of a call center outage.
- g. Provide interpretation services, as needed, at no additional cost to the State.
- h. Implement and maintain a system for tracking and reporting inquiries received via IVR, email and telephone, including, but not limited to:
  - Incoming calls, faxes or emails
  - Outgoing calls, faxes or emails
  - Incoming call hold time
  - Inquiry category
  - Inquiry resolution to include how inquiries were addressed and resolved.
  - Closure and follow-up on customer inquiries that cannot be satisfied immediately and require additional research.
  - Track call patterns for individuals and counties.
- i. Provide State staff with complete and direct access to the Contractor's tracking system and data pertaining to services provided including issues, problem management, resolution, SLA component and reporting tools.
- j. Strictly adhere to all confidentiality rules.
- k. Provide Call Tracking to include:
  - Call tracking software.
  - State staff access to call tracking reports.
  - The ability to monitor calls for CSR staff calls.
  - The ability to capture inbound call statistics.

**Child Care Authorization Card Support**

Support of the service Authorization card must be provided within the Continental United States by the Contractor at no cost to the State.

**Minimum Requirements:** The Contractor must

- a. Provide 24 hour customer support via a toll free telephone number, utilizing the IVR, accessible to cardholders which must provide, at a minimum:
  - Transaction inquiry;
  - PIN activation/deactivation;

- Request for hardcopy statements;
  - Ability to report a lost or stolen card;
  - Ability to dispute transactions;
  - Ability to request a replacement card (card damaged or not working properly);
  - Ability, with minimal effort, to opt out and speak directly to a customer service representative; and
  - TTY/TTD capability for hearing impaired customers.
- b. Provide an internet web site which must provide, at a minimum:
    - Information on use and contacts
    - Website for reporting a lost or stolen card
    - Provider and Caretaker support toll free telephone number
    - Transaction history
  - c. The Caretaker's name and Case Number must appear on the card.
  - d. The cards must be highly durable and meet industry standards.
  - e. The card must display the toll-free Help Desk number for customer service.
  - f. PIN assignments will be issued in a secure fashion to Caretakers no more than two (2) calendar days following issuance of the card.
  - g. The card must be encoded in accordance with all applicable ISO standards.
  - h. The card must display a Contractor address where a lost card may be returned.

### **Electronic Devices**

The Contractor must distribute electronic devices to all authorized Providers. The Contractor must supply one (1) Electronic Device for every 50 children served by a Provider, with additional devices to be provided with the 51st child, 101st child, etc. The Contractor is responsible for all charges relating to shipping, repair, and removal of devices. The Contractor must ensure that Electronic Devices are used only at authorized locations. Any required modifications to Electronic Device hardware and software requires JFS approval. The Contractor may charge the Provider for Electronic Devices upon failure to return the device within 30 days for any reason. If the Electronic Device needs repair as a result of abuse or misuse, the Contractor may elect to charge the Provider for a replacement.

**Minimum Requirements:** The Contractor must meet the following requirements for Electronic Devices:

- a. The Electronic Device must validate that all data entry is complete, and notify the Caretaker that the transaction is accepted.
- b. Electronic Devices must be cleansed of all data before redeployment.
- c. The system must communicate from Electronic Device to Host in real time.
- d. The system must be operational 24/7.
- e. The system must accommodate statewide check-in/checkout transaction activity during peak time periods.
- f. The Electronic Device must indicate whether it is able to communicate with the Host Computer, or is in store mode.
- g. The Electronic Device must have the ability to store all transactions until connection is re-established. When connectivity is re-established following disconnection of an electronic device, the stored transactions must be forwarded to the hosted system.
- h. The Electronic Device must allow a Caretaker to choose which child is being checked in or checked out.
- i. The Electronic Device must guide the Caretaker through every step of the check-in/check-out process.
- j. The Electronic Device must display full-time, part-time, hourly, full-time plus hourly rates, and the current copayment amount by child or by family.

- k. The Electronic Device must require Caretakers to use a card, and a Personal Identification Number (PIN) that is four or more characters long, to complete a transaction.
- l. The Electronic Device must require Providers to utilize a unique identifier and PIN to perform administrative functions.
- m. The Electronic Device equipment must have the ability to use the key pad for entry of account number and a pin for checking a child in/out when a swipe card is not available.
- n. The Electronic Device and system must be able to track multiple account numbers and a pin for each individual that is authorized to check a child in/out. This is to accommodate multiple care givers that are picking up or dropping off the same child for care.
- o. The Electronic Device equipment must have the ability to utilize analog or broadband connectivity.
- p. The Electronic Device must have the capacity to capture a store and forward (SAF) transaction and send it later if the Hosting system is currently off-line. In this case, one entry shall be added to the daily transaction receipt containing:
  - 1. A message indicating the transaction was saved for SAF;
  - 2. The Electronic Device number (with all but the last 4 digits masked).
  - 3. The Check-In/Check-Out indicator, indicating attendance type selected.
  - 4. The Transaction Time,
  - 5. The Provider Number,
  - 6. The Case and Child Numbers,
  - 7. The Sequence Number of saved transaction that shall be used to send information to Host Computer, and
  - 8. The status of the transaction.
- q. The Electronic Device must display a message on the screen indicating transaction status.
- r. The Electronic Device must provide authorization status on demand.
- s. The Electronic Device must automatically receive software updates and configuration data from the Host Computer with minimal impact to device services.
- t. Electronic Device communication must be fully compliant with all current and relevant ISO standards for financial transactions.
- u. The communication between the Contractors system and the Electronic Device must incorporate, at a minimum, 128-bit encryption.
- v. The PIN must conform to industry-standard security protocols to:
  - 1. Encrypt in a physically secure device
  - 2. Resist software interrogation.
  - 3. Resist modification of the device
  - 4. Resist diagnostic or maintenance procedures
  - 5. Resist tapping
  - 6. Resist device examination after theft
  - 7. Perform PIN translation in a physically secure environment, and store encryption keys so they are not accessible through unauthorized access
  - 8. Utilize Key Exchange Keys (KEK) and PIN Encryption Keys (PEK).
  - 9. The Electronic Device must be fully compliant with all current and relevant ISO standards to prevent tampering and other unauthorized use.
- w. The Contractor must provide written notification within 10 business days to the Provider and to JFS of the outcome of any investigation arising from a Provider dispute or a complaint related to the deployment or use of the Electronic Device.

## **Payment Calculation**

**Minimum Requirements:** The Contractor's system must meet the following requirements:

- a. The system must have the ability to calculate a payment comprising data elements captured by the Electronic Device and the IVR. These elements include, but are not limited to:

1. Service type (full-time, part-time, hourly, full-time plus hourly)
  2. Age of child,
  3. Provider differentials,
  4. The copayment deduction,
  5. Provider type,
  6. Adjustments,
  7. Discounts,
  8. Deductions,
  9. Absent Days
  10. Fees.
- b. The system must track erroneous payments.
  - c. The system must retain payment calculation transactions for a minimum of 7 years.
  - d. The system must provide payment data through the Electronic Device, the IVR, or the web.
  - e. The system must interface with JFS Eligibility & Authorization. The system to capture family copayment assignment and child special needs or waived special needs indicator.
  - f. The system must interface with JFS Centralized Payment.
  - g. The system must capture Provider rate information and reimbursement ceiling information.
  - h. The system must capture Provider differentials related to accreditation or Step Up to Quality star status.
  - i. The system must measure actual attendance against child's authorized benefits within the Eligibility & Authorization system.
  - j. The system must be able to record attendance based on multiple pay source codes, and still calculate according to FT/PT/Hrly if more than one pay source code occurs at same Provider.
  - k. The system must determine actual times of attendance for purposes of adding a Non-traditional differential to the reimbursement calculation.
  - l. The system must calculate actual hours of attendance within a week (Sun-Sat):
    1. assign the type of pay (FT weekly, PT weekly, Hourly or weekly plus hourly)
    2. type of Provider (center, Type A, Type B {professional, limited AI or limited PPI, day camp, In-Home Aide)
    3. age category of child (infant, toddler, preschool, school age, school age summer)
    4. county of residence for Provider (for category of reimbursement ceiling)
  - m. The system must calculate the family copayment vs the cost of care and deduct the copayment. If the result is zero or less, the system must indicate non-payment due to copayment being more than the cost of care.
  - n. The system must interface with JFS Centralized payment system to capture and add to the reimbursement calculation any additional Provider fees (registration, activity, transportation).
  - o. The system must interface with JFS Eligibility & Authorization system to determine and track number of absent days a child has remaining. Calculation will include using or excluding absent days reported by Provider via the electronic device or IVR depending on the child's authorized absent day allowance. Absent days will have a set value (i.e.: five hours) and if entered by the Provider are allowable for specified holidays.

## IVR

**Minimum Requirements:** The Contractor's system must:

- a. Provide automated response in English and Spanish. The Contractor must provide all translation services. JFS must approve all translations.
- b. Provide financial, attendance and general information through the use of touch-tone service 24 hours a day, 7 days a week.

- c. Provide Help content via the IVR.
- d. Provide functionality to enable a Caretaker to report Attendance via the IVR.
- e. When used for Attendance and Absence reporting, the IVR must comply with all applicable requirements for the Electronic Device, including those for login by using both the account number and PIN number.
- f. Provide the ability to expand the IVR and support Customer Service during peak business hours.
- g. Obtain approval from the State on all automated responses and CSR call scripts.
- h. Receive data containing Provider and Caretaker information.
- i. Update IVR data daily.
- j. Provide accurate and controlled information based upon the State security requirements.
- k. Ability to quickly update or modify informational messages.
- l. Provide all programming, software and equipment necessary to maintain the IVR as required by the State.
- m. Notify the State within one hour of experiencing or determining a problem exists with the access to the IVR.
- n. Maintain a monthly IVR Downtime Log.
- o. Maintain a secured facility and limit access, ensuring the IVR and all data remains confidential.
- p. Provide reports as required by the State.
- q. Ability, with minimal effort, to opt out and speak directly to a customer service representative.
- r. Provide TTY/TDD capability for hearing impaired customers.

## **Website**

**Minimum Requirements:** The Contractor's system must:

- a. Provide secure web access to payment calculation, roster, and absence data;
- b. Provide training access to Child Care Providers and Caretakers;
- c. Ensure secure login access and password features;
- d. Provide information, such as:
  - ◇ Frequently asked questions;
  - ◇ How to update personal information;
  - ◇ How to request history of transactions; and
- e. Display alerts on homepage, as appropriate.
- f. The system must provide a Web service to allow providers the ability to download attendance check in/out data for the purpose of uploading to a providers own attendance tracking system. The data download must allow selection of attendance and payment data for a period of time specified by the provider. The selection periods must allow extracting for an entire day, week or month by specifying a beginning and ending date. The data download must be able to provide at a minimum the current days transactions within one (1) hour of a check in/out activity. The web interface must provide secure access for log in by the provider and data transfer must be through standard SSL methods for data transfer between a web site and end user server or workstation.

## **Data Management Functions**

The Contractor must establish policies and procedures, to process and manage all data files generated, transmitted and received by the Contractor.

**Minimum Requirements:** The Contractor must:

- a. Develop Interface Control Documents (ICD) for all interface data files;
- b. Provide recoverability of all data files, if they are accidentally deleted, corrupted, or a file is incorrectly transmitted or received, by performing backups (Time frames for recoverability to be determined by the State.);

- c. Ensure security and data integrity of all data files during a transfer, by using a version of Connect Direct that is compatible with the State;
- d. Ensure security of all data files, by keeping the files safe from corruption, providing controlled access to data files and using encryption whenever appropriate;
- e. Ensure timely processing, by providing updates to State interfaces with new and changed information within required timeframes to be determined by the State;
- f. Ensure timely processing, by implementing automated quality assurance standards, to validate data and discover inconsistencies and other anomalies of the data files;
- g. Provide technical support, by providing access to an IT manager, 24 hours a day, 7 days a week to answer calls and make immediate decisions regarding production issues;
- h. Retain all data files according to the agreed upon standards and schedules;
- i. Coordinate the timing for processing interface files, posting updates to eliminate the potential for the occurrence of denial messages at the Provider's facility;
- j. Define a communication plan to establish corrective actions and resolution of data transfer errors. The plan must include:
  - 1. Names and contact information for production control personnel,
  - 2. Notification of a JFS systems administrator when a predetermined threshold of errors has occurred during a batch or real time data transfer,
  - 3. Documentation defining the file transfer procedure and indicating actions to be taken when errors are found, and
  - 4. The file transfer schedule.
- k. Provide a daily batch processing report to JFS and Providers, to ensure the complete and accurate transfer of data during batch processing. The daily batch processing report must include, at a minimum, the following:
  - 1. A Summary Report by file transmission that provides a confirmation for the processing of the batch file(s);
  - 2. Summary verification data, including the total number of records received in the batch;
  - 3. The number of records by record type such as number of added, changed, and deleted records;
  - 4. A summary of the transmission processing including number of records accepted and number of records rejected; and
  - 5. A detailed listing of records rejected by a unique identifier, accompanied by a reason code and an explanation why the record was rejected.
- l. Provide data from the Electronic Devices and IVRs in a daily file to JFS, containing time and attendance data in a format acceptable to JFS;
- m. Provide an absent day data file in a daily file for JFS in a format acceptable to JFS;
- n. Define data mapping from JFS interface files to where they will be placed in the corresponding solution, and provide complete documentation of the field definitions and field layouts to JFS;
- o. Receive data from JFS systems to include authorization, payment, and Provider data as a daily flat file; and
- p. Provide an electronic copy of the Provider database to JFS monthly or upon request, as provided in Supplement 5.

### **Reporting**

The Contractor must provide a variety of web-based reports related to time tracking, payment calculation, operations, and data interface activities. A list of basic report requirements is located in Supplement 6. Additional reports, as well as changes in content and format to the existing reports, may be identified after Contract award and ad hoc reports may be requested during the term of the Contract.

The Contractor must also provide the users with the ability to generate various reports related to the time and attendance tracking, payment calculation and other reports from the Contractor's system.

The Contractor must provide detailed reports to validate the Contractor's monthly invoice submitted to the State for payment.

The Contractor must provide the State with the ability to query the data stored in the Contractor's system in order to generate ad hoc reports or gather statistics. Report generation must not impact system performance. Data must be no more than 24 hours old.

**Minimum Requirements:** The Contractor must meet the following operational requirements:

- a. For all required reports the Contractor must develop a Report Control Document (RCD) that defines the report's audience, format, delivery method, description, etc;
- b. The RCDs must be updated within 15 days of changes to the report requirements;
- c. Provide daily reports not later than 6:00 a.m., Eastern Time for the previous day's activity;
- d. Provide weekly reports not later than 6:00 a.m., Eastern Time on Mondays; and
- e. Provide monthly reports not later than 6:00 a.m., Eastern Time on the 3rd day of the following month.

### **Communications/Marketing**

The Contractor will be responsible for all mailings to Caretakers and Providers for materials that provide information and related support for the use of the services. These mailings must allow JFS the ability to provide inserts to be included with standard mailings (issuance of identification cards, device operation manuals or other communications) to Caretakers and Providers. The Contractor will provide at no cost the ability for JFS to include a one page insert for normal or regular mailings. JFS may request special mailings that are outside of regular mailings to Providers and Caretakers. JFS will be responsible for the design and printing of mailing inserts and will work with the Contractor to coordinate the delivery of inserts to the Providers' mailing facilities.

During implementation and throughout operations, the Contractor must mail promotional materials to all active Providers and Caretakers. The promotional material must include information describing what the Time and Attendance system is, when it will be implemented and related information. The content of the promotional materials must be approved by JFS.

**Ongoing Communication.** The Contractor must continue distribution of training material through the use of mailings, personal contact with Providers, general communications after implementation. The Contractor communications with Providers are to inform them about system enhancements, changes, and Frequently Asked Questions (FAQs). The Contractor must create and submit to JFS plans for conducting communications with Caretakers and Providers.

JFS must approve all ongoing communications to be distributed to Providers and Caretakers.

### **Ongoing Training**

The Contractor must conduct ongoing training, as needed or in conjunction with operational changes or system releases. The Contractor is responsible for all costs associated with training.

**Minimum Requirements:** The Contractor must:

- a. Conduct training 30 days prior to a change in the Contractor's system.
- b. Provide all necessary training materials.
- c. Draft training plan, if required by the State, for complex or significant changes or releases.
- d. Provide training region in Contractor's system as requested by the State.
- e. Provide on-site support assistance as needed.
- f. Participate in conferences, workgroups and meetings.
- g. Provide troubleshooting and assistance to Providers, Caretakers, county and state staff.

**Security Management**

The Contractor must provide system and data security, as well as, physical security at the operations site.

The Security Management function must include, at a minimum:

- a. Confidentiality of Data and Information;
- b. Site Security; and
- c. System Security

The Contractor must assume total financial liability if a breach occurs by a person or persons employed by the Contractor or its subcontractor(s) in any of the areas of responsibilities referenced in this section. The Contractor will save and hold the State harmless.

If a security breach occurs, the Contractor must immediately notify the State of the nature and content of the breach. The Contractor must comply with all State and Federal regulations, to immediately rectify the breach. If the breach involves disclosure of personally identifiable information, the Contractor must provide, at no cost to the State, a free credit report and protection to all persons involved.

**Confidentiality of Data and Information**

All financial, statistical, personal, technical data and any other information related to the JFS Time and Attendance System, which are deemed confidential by the State ("Confidential Information") and made available to the Contractor in order to carry out this Contract, must be protected from unauthorized use and disclosure by the Contractor and must be used solely to do the Work.

Information and data should be treated as confidential if it includes any proprietary documentation, materials, flow charts, codes, software, computer instructions, techniques, models, information, diagrams, know-how, trade secrets, data, business records, or marketing information. The Contractor also must treat as confidential materials police and investigative records, files containing personal information about individuals or employees of the State, personnel records, tax records, court and administrative records related to pending actions, materials to which an attorney-client, physician-patient, or similar privileges may apply, and any documents or records expressly excluded by Ohio law from public records disclosure requirements under Ohio Revised Code Chapter 1347, Ohio Revised Code section 149.43, any other Ohio or Federal statute or as determined prohibited from disclosure by Ohio case law.

**Minimum Requirements:** The Contractor must meet the following:

- a. The Contractor agrees not to disclose any Confidential Information;
- b. The Contractor will restrict circulation of Confidential Information within its organization to allow individuals that have a need to know the Confidential Information;
- c. The Contractor will be liable for the disclosure of information whether the disclosure is intentional, negligent, or accidental, unless otherwise specified by the State;
- d. The Contractor will not incorporate any portion of any Confidential Information into any work or product, other than a Deliverable, and will have no proprietary interest in any of the Confidential Information;
- e. The Contractor will have all of its employees, who have access to any Confidential Information, sign all confidentiality agreements required by the State;
- f. Not sell, rent, lease or disclose, or permit its employees, officers, agents, and independent contractors to sell, rent, lease, or disclose, any Confidential Information to any third party, except as permitted under this Contract or required by applicable law, regulation, or court order;

- g. Take all commercially reasonable steps to (a) protect the confidentiality of Confidential Information received from the State and (b) establish and maintain physical, technical and administrative safeguards to prevent unauthorized access by third parties to Confidential Information received by Contractor from the State;
- h. Cooperate with any attempt by the State to monitor Contractor's compliance with the foregoing obligations as reasonably requested by the State from time to time. The State shall be responsible for all costs incurred by Contractor for compliance with this provision;
- i. Establish and maintain data security policies and procedures designed to ensure the following:
  - i. Security and confidentiality of the Confidential Information;
  - ii. Protection against anticipated threats or hazards to the security or integrity of the Confidential Information; and
  - iii. Protection against the unauthorized access or use of Confidential Information.

B. Disclosure to Third Parties. This Contract shall not be deemed to prohibit disclosures:

- 1. Required by applicable law, regulation, court order or subpoena; provided that, if the Contractor or any of its representatives are ordered or requested to disclose any information provided by the State, whether PI or otherwise, pursuant to court or administrative order, subpoena, summons, or other legal process, Contractor will promptly notify the State (unless prohibited from doing so by law, rule, regulation or court order) in order that the State may have the opportunity to seek a protective order or take other appropriate action. Contractor will also cooperate in the State's efforts to obtain a protective order or other reasonable assurance that confidential treatment will be accorded the information provided by the State. If, in the absence of a protective order, Contractor is compelled as a matter of law to disclose the information provided by the State, Contractor may disclose to the party compelling disclosure only the part of such information as is required by law to be disclosed (in which case, prior to such disclosure, Contractor will advise and consult with the State and its counsel as to such disclosure and the nature of wording of such disclosure) and Contractor will use commercially reasonable efforts to obtain confidential treatment therefore;
- 2. To auditors or regulators;
- 3. To service providers and agents of either party as permitted by law, provided that such service providers and agents are subject to the binding confidentiality obligations in this Agreement; or
- 4. To the professional advisors of either party, provided that such advisors are obligated to maintain the confidentiality of the information they receive as set out in this Agreement.

C. Limited Use; Survival of Obligations. Contractor may use confidential information only as necessary for Contractor's performance under or pursuant to rights granted in this Contract and for no other purpose. Contractor's limited right to use confidential information expires upon expiration or termination of this Contract for any reason. Contractor's obligations of confidentiality and non-disclosure survive termination or expiration for any reason of this Contract.

D. Disposal of Confidential Information. Upon expiration of Contractor's limited right to use confidential information, Contractor must return all versions of the confidential information whether electronic or in paper format to the State or, with the State's permission; Contractor may destroy the confidential information. Upon the State's request, Contractor shall provide written certification to the State that Contractor has returned, or destroyed, all such confidential information in Contractor's possession.

E. Remedies. If Contractor or any of its representatives or agents breaches the covenants set forth in these provisions, irreparable injury may result to the State or third parties. Therefore, the State's remedies at law may be inadequate and the State shall be entitled to seek an injunction to restrain any continuing breach. Notwithstanding any limitation on Contractor's liability, the State shall further be entitled to any other rights or remedies that it may have in law or in equity.

F. Disclosure Notification. If Contractor determines that there is any actual or suspected theft of, accidental disclosure of, loss of, or inability to account for any confidential information by Contractor or

any of its subcontractors (collectively "Disclosure") and/or any unauthorized intrusions into Contractor's or any of its subcontractor's facilities or secure systems (collectively "Intrusion"), Contractor must immediately:

1. Notify the State within 24 hours of the Contractor becoming aware of the unauthorized disclosure;
2. Fully cooperate with the State in estimating the effect of the Disclosure or Intrusion's effect on the State and fully cooperate to mitigate the consequences of the Disclosure or Intrusion;
3. Specify corrective action to be taken;
4. Investigate and determine if an Intrusion and/or Disclosure has occurred; and
5. Take corrective action to prevent further Disclosure and/or Intrusion.

Contractor must, as soon as is reasonably practicable, make a report to the State including details of the Disclosure and/or Intrusion and the corrective action Contractor has taken to prevent further Disclosure and/or Intrusion. Contractor must, in the case of a Disclosure cooperate fully with the State to notify the effected persons as to the fact of and the circumstances of the Disclosure of the confidential information. Additionally, Contractor must cooperate fully with all government regulatory agencies and/or law enforcement agencies having jurisdiction to investigate a Disclosure and/or any known or suspected criminal activity.

#### **Site Security**

The Contractor must provide physical site security at the operational facility. A walk-through at the site may be conducted by State staff, to ensure that the Contractor has met this requirement.

The Contractor must make every effort to protect the operational facility from damage by accident, theft, malicious intent, fire, loss of utilities, environmental hazards such as flood and tornados, vandalism, and unauthorized access.

**Minimum Requirements:** The Contractor must meet the following:

- a. The Contractor must provide a secure facility and access to work areas must be limited to persons with proper security levels via key card or other approved security access methods;
- b. Upon termination of employees, the Contractor must inactivate key card or other security access devices;
- c. The Contractor must maintain an access log of persons entering and exiting the operational facility, any backup facility, and any additional facility associated with the Contract;
- d. All visitors to the facility must be required to register at a designated area;
- e. The Contractor must make access logs available for inspection by the State; and
- f. The Contractor must notify JFS staff of all phone calls, correspondence, and contact with people threatening physical harm to JFS and/or the Contractor personnel and/or property within one (1) business hour of occurrence.

#### **System Security**

The Contractor must provide internal system and data security procedures designed to ensure confidentiality of data and to protect against computer viruses and other security threats, such as, hackers.

**Minimum Requirements:** The Contractor or its proposed system must meet the following:

- a. Transmitted data must be protected by State approved encryption or other appropriate measures;

- b. The system must contain a security level for restricting individuals' access only to information and processes related to job and duties;
- c. The system must limit logins for information to three failed attempts;
- d. The system must encrypt PIN numbers to prevent system administrators from discovering them;
- e. Reactivation of a PIN must utilize appropriate security controls;
- f. The system must inactivate user profiles of terminated staff immediately;
- g. The system must require reauthorization when a timeout takes place;
- h. The system must require password changes every 30 days;
- i. The system must require that passwords for information systems be a minimum of eight alpha-numeric characters, including special characters;
- j. The Contractor must conduct annual forensic reviews (or as otherwise deemed necessary by the State) of its security procedures, to ensure that the most recent and up-to-date technology is being utilized;
- k. The Contractor must provide a copy of the security reviews to the State, along with any findings and recommendations;
- l. Based on the findings and recommendations and with approval from the State, the Contractor must take the appropriate steps to improve security processes and procedures including but not limited to, technological upgrades; and
- m. The Contractor must notify JFS, through email or written transmission, of any suspicious or fraudulent activity associated with Time and Attendance tracking.

### **Documentation Management**

The Contractor must maintain all documentation, including workflows and business process flows that support the Time and Attendance operations.

### **Documentation Repository**

The Contractor must maintain a documentation library, which is accessible to State staff.

The documentation repository must include, at a minimum, the following:

- a. Contract related materials (e.g., RFP, Proposal, Contract, Amendments, Whitepapers);
- b. Design documentation;
- c. Change Requests;
- d. Time and Attendance Procedures Manual;
- e. Training Materials (e.g., User Guide Training Manual);
- f. Incident Reports;
- g. Controlled Correspondence issued by the State;
- h. Marketing Materials;
- i. Business Continuity Plan;
- j. Disaster Recovery Plan;
- k. Security Plan; and
- l. Ongoing Marketing Plan;

**Minimum Requirements:** The Contractor must:

- a. Use version control numbering with detailed history to reflect amendments and additions;
- b. Maintain dating history (i.e. date of issue, date of approval and/or date of implementation);
- c. Update documentation within 30 days of processes, procedures and system functionality changes; and
- d. Secure access to workflow documentation to prevent unauthorized changes.

## **Business Continuity**

The system must have back-up and recovery mechanisms in the event of system failure, file corruption, or any unexpected event that makes it necessary to reprocess data. The Contractor must develop and maintain a Business Continuity Plan in conformance with the Federal Emergency Management Agency's Emergency Management Guide for Business and Industry. The contents can be found at <http://www.fema.gov/pdf/business/guide/bizindst.pdf>.

### **Develop Business Continuity Plan**

The Contractor must finalize the Business Continuity Plan submitted with its proposal to create a consistent, coherent management plan of action to guide the Business Continuity activities of the project. The Business Continuity Plan is subject to final approval by the State. The plan should include detail sufficient to give the State an understanding of how the offeror's knowledge and approach will:

- a. Manage Business Continuity using Risk and Threat Level;
- b. Guide Business Continuity decisions;
- c. Document planning assumptions and decision tree for Plan implementation and execution;
- d. Facilitate communication among stakeholders;
- e. Define key management review as to Business Continuity, control and resolution;
- f. Define critical business functions and supporting tasks/staff;
- g. Define the process for reporting business disruption/failure;
- h. Define transitions from failure to continuity;
- i. Define alternative processing sites;
- j. Provide a baseline for progress measurement and control;
- k. Define how the Disaster Recovery Plan will be used to recover the production system; and
- l. Identify the recovery site in which Production will continue.

**Minimum Requirements:** The Business Continuity Plan must describe at a minimum the following:

- a. Personnel staffing;
- b. Recovery of information (hard copy and electronic);
- c. Contractor provided telecommunications services and equipment;
- d. Information systems hardware and software;
- e. Utilities;
- f. Facilities;
- g. Furnishings;
- h. Equipment required to provide services;
- i. Identification and prioritizing all business functions;
- j. Documented policies and procedures for all business functions;
- k. Contact list with the assignment of responsibilities for items in recovery plan;
- l. Schedule and timeframes for restoring operations;
- m. Processes to ensure liquidity and cash flow necessary to provide day to day operations;
- n. Clause in all agreements and contracts with third parties to require a business continuity plan; and
- o. Emergency procurement of services and equipment.

The activities that will trigger activation of the Business Continuity Plan include, but are not limited to, the following:

- a. Problem that threatens continuity of services for operations;
- b. The need to protect assets;
- c. The need to restore critical business processes;

- d. The need to reduce the length of interruption of business; and
- e. The need to maintain customer service.

The Contractor must update the Business Continuity Plan, yearly or as requested.

All updates to the Business Continuity Plan must be completed and submitted to the State for approval within 30 days of identifying a change to the Risk and Threat Assessments.

### **Test Business Continuity Plan**

The Contractor must conduct annual testing of the Business Continuity Plan and its procedures unless additional testing is required. The annual test exercise must follow the logical business flow and include all processes normally conducted during daily operations. The first annual test must be performed within 6 months of the implementation date. The results for Business Continuity Plan test must be presented to ODJFS for approval. If the Contractor fails a test, the Contractor may be required to retest all or part of the procedures within a reasonable period of time.

**Minimum Requirements:** The Contractor must:

- a. Notify the State to participate and monitor the testing;
- b. Take action to correct all incidents discovered during the test;
- c. Conduct a retest to ensure all incidents have been corrected;
- d. Submit a written report to the State within 30 days after the annual test is complete that describes the following:
  - o Procedures used to conduct the test;
  - o Results of test;
  - o Incidents identified; and
  - o Corrective actions taken to resolve deficiencies.
- e. Incorporate results (lessons learned) from the annual test exercises as updates to the Business Continuity Plan.

### **Disaster Recovery**

The system must have back-up and recovery mechanisms in the event of system failure, file corruption, or any unexpected event that makes it necessary to reprocess data. It must also have and support a Disaster Recovery Plan.

The Disaster Recovery Function must focus on the following areas of responsibility:

- a. Develop Disaster Recover Plan
- b. Test Disaster Recovery Plan

### **Develop Disaster Recovery Plan**

The Contractor must finalize the Disaster Recovery Plan, within the timeframe established in the project plan. The Disaster Recovery Plan is subject to final approval by the State.

The Contractor must:

- a. Manage Disaster Recovery;
- b. Guide Disaster Recovery decisions;
- c. Document planning assumptions and decision tree for the Disaster Recovery Plan implementation and execution;
- d. Facilitate communication among stakeholders;
- e. Define key management review as to Disaster Recovery, control and resolution;
- f. Define the process for reporting system disruption/failure;
- g. Define transitions from failure to system re-start
- h. Define alternative processing sites;

- i. Provide a baseline for progress measurement and control;
- j. Define how the production system (to include application code, non-OS related production software, data, and network connectivity) will be recovered; and
- k. Supply a backup plan identifying how the application code and data is to be backed up and, if needed, recovered for normal business operations.

**Minimum Requirements:** The plan must include

- a. Names and instructions for reaching Contract personnel responsible for Disaster Recovery;
- b. Length of time files will be maintained;
- c. Offsite storage and recovery arrangements;
- d. Identify necessary support equipment to recover information systems and business processes;
- e. The Contractor must backup daily and archive data on a frequent basis without override of the previous day's data;
- f. The Contractor must provide data resolution processes that ensure full system functionality within the shortest possible timeframes, in the event of system failure;
- g. In the event of system failure, the Contractor must continue with normal operations and timeframes previously stated in the Disaster Recovery Plan section;
- h. The Contractor must guarantee file retrieval; and
- i. The Contractor must provide a timetable for regular performance of fire/tornado or other type disaster drills.

The activities that will trigger activation of the Plan include, but are not limited to, the following:

- a. The need to save lives and reduce chances of further injuries/deaths;
- b. The need to evacuate, provide shelter, or relocate;
- c. The need to protect assets;
- d. The need to restore critical business processes and systems; and
- e. The need to reduce interruption of business.

The Contractor must update the Disaster Recovery Plan, yearly or as requested.

All updates to the Disaster Recovery Plan must be completed and submitted to the State for approval within 30 days of implementing a change to the core processes.

### **Test Disaster Recovery Plan**

The Contractor must conduct annual testing of the Plan and its procedures unless additional testing is required. The annual test exercise must follow the logical business flow and include all processes normally conducted during daily operations. The first annual test must be performed at a mutually agreeable time.

The Contractor must conduct, at a minimum, with JFS-approved frequency and participation, a test of the Disaster Recovery procedures. For Disaster Recovery, the Contractor must test the procedures for each level of severity. The results for Disaster Recovery test must be presented to JFS for approval. If the Contractor fails a test, the Contractor may be required to retest all or part of the procedures within a reasonable period of time.

**Minimum Requirements:** The Contractor must:

- a. Notify the State to participate and monitor the testing;
- b. Take action to correct all incidents discovered during the test within the testing period;
- c. Conduct a re-test to ensure all incidents have been corrected within the testing period;
- d. Submit a written report to the State within 30 days after the annual test is complete that describes the following:

- Procedures used to conduct the test;
  - Results of test;
  - Incidents identified; and
  - Corrective actions taken to resolve deficiencies.
- e. Incorporate results (lessons learned) from the annual test exercises as updates to the Disaster Recovery Plan; and
- f. Participate in Disaster Recovery Testing activities at the request of the State.

**Additional Terms and Conditions.** The following provisions are applicable to this Contract, but do not replace the provisions contained in Attachment Four. The provisions in Attachment Four continue in full force and effect for all provisions of the Contract.

**Audit.**

- (a) Onsite Operational and Financial Examinations. To assist the State in its activities related to oversight of the Contractor in the performance of the Contract, subsequent to the effective date of this Contract, the State, or its agent, may conduct onsite operational and financial examinations of Contractor.
  - (i) The onsite examinations may include, without limitation, verification that business is conducted as represented by Contractor at all sites where it performs Time and Attendance services or disaster recovery for the State; Contractor's facilities are adequate to support claims of staffing, services performed and inventory housed; and the facilities provide adequate security for staff, functions performed and services rendered. This examination may include verification that Contractor has adequate information security compliance policies and procedures.
  - (ii) The financial examination may include, without limitation, a review of Contractor's current balance sheet; its most recent annual report; up to three (3) years of third party audits; tax returns for the previous three (3) years; and all documentation supporting employee bonds and insurance policies of Contractor.
- (b) Consent to Examinations.
  - (i) By execution of this Contract, Contractor consents to the examinations described in these provisions and consents to such examinations being conducted by the State or its agent.
  - (ii) The State may conduct such examinations from time to time during the term of this Contract and the consent to the examinations provided by Contractor shall be a continuing consent to conduct the examinations periodically in the State's discretion during the Term of this Contract.
- (c) Right to Terminate.
  - (i) In the event the State determines, in its sole discretion, that the results of any examination of Contractor is unsatisfactory per the requirements of the Contract and not remedied within a 30 day period following notice from the State, the State may terminate this Contract, in part or in full.
  - (ii) If the Contractor fails to satisfy the requirements of the State with regard to security of information, or if an examination reveals information that would result in a continuing contractual relationship that causes the State to be in violation of any law, the State may terminate this Contract immediately without notice.
  - (iii) If Contractor fails to satisfy the requirements of the State with regard to matters not related to those discussed in paragraph (c) (i) or (ii), the State will provide Contractor with notice and an opportunity to cure the failure within thirty (30) days. If the failure is not cured by Contractor within such thirty (30) day period, the State may terminate this Contract without further notice.

**Criminal Background Check of Personnel.** Contractor agrees that (1) it will conduct a criminal background checks as provided in section 5104.013 of the Ohio Revised Code on Contractor personnel who will perform sensitive services (as defined below), and (2) no ineligible personnel will perform sensitive services under this Contract. "Ineligible Personnel" means any person who (a) has been

convicted at any time of any criminal offense involving dishonesty, a breach of trust, or money laundering, or who has entered into a pre-trial diversion or similar program in connection with a prosecution for such offense, (b) is named by the Office of Foreign Asset Control (OFAC) as a Specially Designated National, or (c) has been convicted of a felony. "Sensitive Services" means those services that (i) require access to Customer/Consumer Information, (ii) relate to the State's computer networks, information systems, databases or secure facilities under circumstances that would permit modifications to such systems, or (iii) involve unsupervised access to secure facilities ("Sensitive Services"). Upon request, Contractor will provide written evidence that all of Contractor's personnel providing Sensitive Services have undergone a criminal background check and are eligible to provide Sensitive Services. In the event that Contractor does not comply with the terms of this section, the State may, in its sole and absolute discretion, terminate this Contract immediately without further liability.

**Suspension and Termination.** Notwithstanding anything in the Contract to the contrary, any time the State has the right to terminate the Contract, the State may elect to terminate the Contract only in part by notifying the Contractor of such decision. By electing to terminate only part of the Contract, the State does not give up its rights to later terminate other portions or the entire Contract. In the event the State terminates all or part of the Time and Attendance services provided by the Contractor, the Contractor shall continue to be obligated to perform the services, both those that are to remain and those that are being terminated, in accordance with the requirements of the Contract, including without limitation, the service level requirements for a period up to one hundred eighty (180) days (time period is at sole discretion of JFS), or until such time as services of a new Contract is in effect and implemented. In addition, regardless of whether the termination is for all Time and Attendance services or only part of the Time and Attendance services, Contractor must provide the transition services as set forth in this RFP as necessary to enable the State to convert the Time and Attendance services being terminated to another provider, including the State.

**Handling the State's Data.** The Contractor must use due diligence to ensure computer and telecommunications systems and services involved in storing, using, or transmitting State data are secure and to protect that data from unauthorized disclosure, modification, or destruction. State data includes all data and information created by, created for, or related to the activities of the State and any information from, to, or related to all persons that conduct business or personal activities with the State. To accomplish this, the Contractor must adhere to the following principles:

1. Apply appropriate risk management techniques to balance the need for security measures against the sensitivity of the State data.
2. Ensure that its internal security policies, plans, and procedures address the basic security elements of confidentiality, integrity, and availability.
3. Maintain plans and policies that include methods to protect against security and integrity threats and vulnerabilities, as well as and detect and respond to those threats and vulnerabilities.
4. Maintain appropriate identification and authentication process for information systems and services associated with State data.
5. Maintain appropriate access control and authorization policies, plans, and procedures to protect system assets and other information resources associated with State data.
6. Implement and manage security audit logging on information systems, including computers and network devices.

The Contractor must maintain a robust boundary security capacity that incorporates generally recognized system hardening techniques. This includes determining which ports and services are required to support access to systems that hold State data, limiting access to only these points, and disable all others. To do this, the Contractor must use assets and techniques such as properly configured firewalls, a demilitarized zone for handling public traffic, host-to-host management, Internet protocol specification for source and destination, strong authentication, encryption, packet filtering, activity logging, and implementation of system security fixes and patches as they become available. The Contractor must use two-factor authentication to limit access to systems that contain particularly sensitive State data, such as personally identifiable data.

Unless the State instructs the Contractor otherwise in writing, the Contractor must assume all State data and information is both confidential and critical for State operations, and the Contractor's security policies, plans, and procedure for the handling, storage, backup, access, and, if appropriate, destruction of that data must be commensurate to this level of sensitivity. As part of the Contractor's protection and control of access to and use of State data, the Contractor must employ appropriate intrusion and attack prevention and detection capabilities. Those capabilities must track unauthorized access and attempts to access the State's data, as well as attacks on the Contractor's infrastructure associated with the State's data. Further, the Contractor must monitor and appropriately address information from its system tools used to prevent and detect unauthorized access to and attacks on the infrastructure associated with the State's data.

The Contractor must use appropriate measures to ensure that State data is secure before transferring control of any systems or media on which State data is stored. The method of securing the State data must be appropriate to the situation and may include erasure, destruction, or encryption of the State data before transfer of control. The transfer of any such system or media must be reasonably necessary for the performance of the Contractor's obligations under this Contract.

The Contractor must have a business continuity plan in place that the Contractor tests and updates at least annually. The plan must address procedures for response to emergencies and other business interruptions. Part of the plan must address backing up and storing data at a location sufficiently remote from the facilities at which the Contractor maintains the State's Data in case of loss of that data at the primary site. The plan also must address the rapid restoration, relocation, or replacement of resources associated with the State's data in the case of a disaster or other business interruption. The Contractor's business continuity plan must address short and long-term restoration, relocation, or replacement of resources that will ensure the smooth continuation of operations related to the State's data. Such resources may include, among others, communications, supplies, transportation, space, power and environmental controls, documentation, people, data, software, and hardware. The Contractor also must provide for reviewing, testing, and adjusting the plan on an annual basis.

The Contractor may not allow the State's data to be loaded onto portable computing devices or portable storage components or media unless necessary to perform its obligations under this Contract properly. Even then, the Contractor may permit such only if adequate security measures are in place to ensure the integrity and security of the State data. Those measures must include a policy on physical security for such devices to minimize the risks of theft and unauthorized access that includes a prohibition against viewing sensitive or confidential data in public or common areas. At a minimum, portable computing devices must have anti-virus software, personal firewalls, and system password protection. In addition, the State's data must be encrypted when stored on any portable computing or storage device or media or when transmitted from them across any data network. The Contractor also must maintain an accurate inventory of all such devices and the individuals to whom they are assigned.

Any encryption requirement identified in this provision means encryption that complies with National Institute of Standards Federal Information Processing Standard 140-2 as demonstrated by a valid FIPS certificate number. Any sensitive State data transmitted over a network, or taken off site via removable media must be encrypted pursuant to the State's data encryption standard ITS-SEC-01 Data Encryption and Cryptography.

The Contractor must have reporting requirements for lost or stolen portable computing devices authorized for use with State data and must report any loss or theft of such to the State in writing as quickly as reasonably possible. The Contractor also must maintain an incident response capability for all security breaches involving State data whether involving mobile devices or media or not. The Contractor must detail this capability in a written policy that defines procedures for how the Contractor will detect, evaluate, and respond to adverse events that may indicate a breach or attempt to attack or access State data or the infrastructure associated with State data.

In case of an actual security breach that may have compromised State data, the Contractor must notify the State in writing of the breach within two hours of the Contractor becoming aware of the breach and

fully cooperate with the State to mitigate the consequences of such a breach. This includes any use or disclosure of the State data that is inconsistent with the terms of this Contract and of which the Contractor becomes aware, including but not limited to, any discovery of a use or disclosure that is not consistent with this Contract by an employee, agent, or subcontractor of the Contractor.

The Contractor must give the State full access to the details of the breach and assist the State in making any notifications to potentially affected people and organizations that the State deems are necessary or appropriate. The Contractor must document all such incidents, including its response to them, and make that documentation available to the State on request. In addition to any other liability under this Contract related to the Contractor's improper disclosure of State data, and regardless of any limitation on liability of any kind in this Contract, the Contractor will be responsible for acquiring one year's identity theft protection service on behalf of any individual or entity whose personally identifiable information is compromised while it is in the Contractor's possession. Such identity theft protection must provide coverage for all three major credit reporting agencies and provide immediate notice through phone or email of attempts to access the individuals' credit history through those services.

### **SAS-70 Reporting**

Once every calendar year, the Contractor will initiate in the fourth quarter an annual Statement of Auditing Standards 70 (SAS-70) audit covering at least the preceding six month period, for the Contractor service locations or service types for which the Contractor, in its normal course of business, has conducted SAS-70 Type II audits and to the extent such reports are pertinent to the services, to be completed by a nationally recognized firm qualified to perform such audits. The audit will be a multi-customer SAS-70 Type II covering the common processes controlled and performed by the Contractor at the primary SDU site. In the year transition occurs, a SAS-70 audit will be provided only if transition is completed in sufficient time to allow six months of Contractor performance prior to September 30. A copy of each of the resulting audit reports will be delivered to the State during the last quarter of each calendar year.

It is the sole obligation of the Contractor to remedy any issues, material weaknesses, or other items arising from these audits as they pertain to services or capabilities provided by the Contractor to the State at the time of the Audit. The Contractor is to remedy these issues at no cost to the State. For items that arise as a result of State policies, procedures and activities, after mutual agreement on the underlying cause and remedial activity requirements and plan, State agrees to work, and under agreed terms, to effect the required changes to the Services delivery model to remediate issues discovered under a SAS-70 audit.

### **JFS Responsibilities**

For all tasks JFS will:

- Review for approval Deliverables according to the provisions of the Contract;
- Resolve questions, issues, and disputes raised by the Contractor;
- Participate in JAD sessions;
- Provide overall guidance and direction for the Project;
- Manage effective participation of State staff; and
- Assign staff or county staff to perform agreed upon systems administration and roles
- Maintain interface files being sent to the solution and processing required to receive interface files from the solution

### **Performance Testing**

A performance test will be done.

### **Performance Criteria**

Final acceptance of the system will be based upon the successful completion of the installation and operation the Child Care Time and Attendance system. The Child Care Time and Attendance Tracking System must operate at full functionality within the performance requirements upon full implementation as described in this RFP.

The operation of the Child Care Time and Attendance Tracking System in conformity with the Contract requirements is necessary to the proper operation of State programs related to the Child Care Time and Attendance. These programs are vital to the accurate and expeditious reimbursement of Providers of services to eligible Caretakers and to assure continued delivery of these services.

The JFS Project Representative will issue written notification to the Contractor of each failure to meet a performance standard requirement listed below.

**Contractual Requirements** - The Child Care Time and Attendance Tracking System application must, at all times, comply with all system, business, and operational performance standard requirements and expectations specified in this RFP

The Contractor must meet all performance standard requirements identified in the RFP during the life of this Contract. The Contractor must, at all times, design, develop, implement, and operate the Child Care Time and Attendance Tracking System and its activities in conformity with the policies and procedures of the State programs and federal requirements.

**Operational Start Date** - At a minimum, the Contractor must have all requirements of the Child Care Time and Attendance Tracking System fully operational no later than eight (8) months from the start work date.

**Child Care Time and Attendance Tracking System Project Key Personnel** - Personnel commitments contained in the Contractor's Proposal for the Child Care Time and Attendance Tracking System activities may not be changed without prior written approval of the JFS Project Representative (See Replacement Personnel section in Attachment 3). Staffing includes the staff proposed for all key positions required in personnel profile summary at the levels of effort proposed in the RFP section "Time Commitment" and "Staffing Plan" or as specified in the Contract.

**Documentation** – The Contractor must provide the State with complete, accurate, and timely documentation of all specifications of the Child Care Time and Attendance Tracking System application. Such documentation must be in accordance with specifications defined by this RFP and approved by the JFS Project Representative.

The Contractor must document any changes made to the system according to specifications approved by the JFS Project Representative. Documentation of any such changes must be provided to the JFS Project Representative in a timely manner.

**Online Access to the Child Care Time and Attendance Tracking System and Response Time** – The Child Care Time and Attendance Tracking System application must provide the State and County staff with online access to all the Child Care Time and Attendance Tracking System online screens and systems, including all Web-enabled capabilities, between the hours of 6:00 A.M. to 7:00 P.M. Eastern Time on State-business days. The Contractor must maintain the Child Care Time and Attendance Tracking System accessibility during other hours, subject to reasonable State notification.

The Child Care Time and Attendance Tracking System application must provide online access 98% of the specified business hours for each month. Response time must be less than or equal to 10 seconds for State access to inquiry and update screens. Response time will be measured with monitoring tool agreed upon between the Contractor and the State.

**Work Hours and Conditions.** Core working hours for JFS staff are 7:00 a.m. to 6:00 p.m. with a one-hour lunch period. Contractor may have to work under unusual working conditions which may include operation of a computer terminal for long periods of time, working in excess of eight hours per day, working on Saturdays, Sundays, and state holidays.

## **PART TWO: SPECIAL PROVISIONS**

**Submittal of Deliverables.** During implementation, the Contractor must perform its tasks in a timely and professional manner that produces Deliverables that fully meet the Contract's requirements. The Contractor must complete its work in steps that will result in Deliverables associated with those steps, and the Contractor must provide the required Deliverables no later than the due dates proposed in the RFP or included in the Contractor's Project Plan as approved by the State. At the time of delivery of a written Deliverable, the Contractor must submit an original and one copy of each Deliverable, plus an electronic copy. The Contractor must provide the electronic copy in a file format acceptable to the State. Also, with each Deliverable, the Contractor must submit a Deliverable Submittal Form signed by the Project Manager. (See Attachment Six of the RFP.)

By submitting a Deliverable, the Contractor represents that, to the best of its knowledge, it has performed the associated tasks in a manner that meets the Contract's requirements.

The Contractor must provide all Deliverables to the Project Representative, who will review (or delegate review of) the materials or documents within a 10-day period after receipt, as specified in the Project Plan.

If the State determines that a Deliverable is not in compliance, the Project Representative will document the reason for non-compliance on the Deliverable Submittal Form and send the form to the Project Manager. At no expense to the State, the Contractor then must bring the Deliverable into conformance and re-submit it to the Project Representative within ten business days. The State's 10-day review cycle will re-start upon re-submission of the deliverable.

If the State agrees the Deliverable is compliant, the Project Representative will indicate that by signing the Deliverable Submittal Form and returning a copy of it to the Contractor. In addition, if the Project Representative or designee determines that the State should make a payment associated with the Deliverable, the Project Representative will indicate that the payment should be made on the Deliverable Submittal Form.

The State form authorizing payment (Attachment Six) and the payment itself do not indicate that the State has accepted the Deliverables associated with the payment. The State's acceptance of the Deliverables that are part of developing the Project is conditioned on a successful performance test upon completion of the Project.

Status reports are not subject to a review and approval process.

**The Contractor's Fee Structure.** The Contract award will be based on an evaluation price. The Contractor will be paid for the implementation according to the following Schedule.

### **Payment for Implementation**

<b>Payment Time Frame</b>	<b>Payment</b>
Completion of all work and acceptance of the deliverables contained in Task 1 through Task 4.	50% of the Total Implementation Fixed Cost
Completion of all work and acceptance of the deliverables contained in Task 5 and Task 6.	50% of the Total Implementation Fixed Cost
Successful End of Contract Transition and acceptance of all deliverable contained in Task 8	100% of the Task 8 –End of Contract Transition

Tasks 7 will not be paid separately. The State will pay the Contractor for Tasks 7 as part of the fixed per child utilization rate.

**Monthly Payment Post implementation**

Once implementation is complete and the Time and Attendance Tracking system has been accepted by the State, the Contractor may invoice the State monthly for services provided based on the fixed per child utilization rate in the Cost Summary.

**Reimbursable Expenses.** None.

**Bill to Address.** ODJFS, Fiscal Services  
Attn: Bureau of Accounting  
30 E. Broad Street, 38th Floor  
Columbus OH 43215-3414

**Location of Data.** All State data must be maintained within the Continental United States.

### ATTACHMENT THREE: REQUIREMENTS FOR PROPOSALS

**Proposal Format.** Each Proposal must include sufficient data to allow the State to verify the total cost for the Work and all of the offeror's claims of meeting the RFP's requirements. Each Proposal must respond to every request for information in this attachment, whether the request requires a simple "yes" or "no" or requires a detailed explanation. Simply repeating the RFP's requirement and agreeing to comply may be an unacceptable response and may cause the Proposal to be rejected.

These instructions describe the required format for a responsive Proposal. The offeror may include any additional information it believes is relevant. An identifiable tab sheet must precede each section of a Proposal, and each Proposal must follow the format outlined below. All pages, except pre-printed technical inserts, must be sequentially numbered. Any material deviation from the format outlined below may result in a rejection of the non-conforming Proposal.

Each Proposal must contain the following:

- Vendor Information Form (OBM-5657)
- Subcontractor Letters
- Offeror Certification Form
- Offeror Description
- Offeror Profile Summary Forms
- Personnel Profile Summary Forms
- Proposed Solution for Time and Attendance System Requirements and Hosting Services
- Implementation Work Plans
- Implementation Services Project Schedule
- Staffing Plans
- Assumptions
- Support Requirements
- Proof of Insurance
- Payment Address
- Legal Notice Address
- W-9 Form
- Declaration Regarding Terrorist Organizations
- Cost Summary (must be separately sealed)

**Vendor Information Form.** The offeror must submit a signed and completed Vendor Information Form (OBM-5657) for itself and for each subcontractor the offeror plans to use under the Contract. The form is available at <http://ohiosharedservices.ohio.gov/Vendors.aspx>

**Subcontractor Letters.** For each proposed subcontractor, the offeror must attach a letter from the subcontractor, signed by someone authorized to legally bind the subcontractor, with the following included in the letter:

1. The subcontractor's legal status, federal tax identification number, D-U-N-S number, and principal place of business address;
2. The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations;
3. A description of the work the subcontractor will do;
4. A commitment to do the work if the offeror is selected; and
5. A statement that the subcontractor has read and understood the RFP and will comply with the requirements of the RFP.

**Offeror Certifications Form.** The offeror must complete Attachment 6, Offeror Certification Form.

**Offeror Description.** Each Proposal must include a description of the offeror's capability, capacity, and experience in the industry. The description should include the date the offeror was established, its

leadership, number of employees, number of employees the offeror will engage in tasks directly related to the Project, and any other background information that will help the State gauge the ability of the offeror to fulfill the obligations of the Contract.

**Offeror Profile Summary Forms.** This RFP includes an Offeror Profile Summary Form as an attachment. The offeror must use this form and fill it out completely to provide the required information.

**The Offeror Profile Summary Form contained in this document has been customized for the applicable offeror requirements. (Refer to Attachment Seven.) Each page of the form may contain minor variations. If an offeror elects to duplicate the form electronically, the offeror must carefully review each page of the form to ensure that it has been copied accurately. Failure to duplicate the form exactly may lead to the rejection of the offeror's Proposal.**

Each offeror must meet all the mandatory requirements in the RFP. If an offeror does not meet all the mandatory requirements, the State may reject the offeror's Proposal as non-responsive.

The various sections of the Offeror Profile Summary Forms are described below:

**Mandatory Experience and Qualifications.** The offeror must complete this section to demonstrate that it has the experience needed to meet the RFP's mandatory requirements. (Refer to Attachment Seven.) For each reference, the offeror must provide the following information:

- **Contact Information.** The offeror must provide a client contact name, title, phone number, email address, company name, and mailing address. The offeror also must include the same information for an alternate client contact, in case the State cannot reach the primary contact. Failure to provide this information or providing information that is inaccurate or out of date may result in the State not including the reference in the evaluation process or rejecting the offeror's Proposal. The contact information given must be for a person within the client's organization and not a co-worker or a contact within the offeror's organization, subsidiaries, partnerships, etc.
- **Work Name.** The offeror must provide the name or title for the work, such as a project name, from which it obtained the mandatory experience.
- **Dates of Experience.** The offeror must complete this area with a beginning month and year and an ending month and year to show the length of time the offeror performed the work, not just the length of time the offeror was engaged by the reference.
- **Description of the Related Service Provided.** The State will not assume that, since the experience requirement is provided at the top of the page, all descriptions on that page relate to that requirement. The offeror must reiterate the experience being described, including the capacity in which the work was performed and the role of the offeror on the Work. It is the offeror's responsibility to customize the description to clearly substantiate the qualification.
- **Description of how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables and do the Work.**

The offeror must list each work experience separately and completely every time it is referenced, regardless of whether it is on the same or different pages of the form.

**Required Experience and Qualifications.** The offeror must complete this section to demonstrate that it meets the requirements for experience. For each reference, the offeror must provide the information in the same manner as described under Mandatory Experience and Qualifications above.

**THE OFFEROR MAY NOT USE THE EXPERIENCE OR QUALIFICATIONS OF A SUBCONTRACTOR TO MEET THE FOLLOWING MANDATORY REQUIREMENT:**

Within the last three years, served as the prime Contractor who successfully implemented a Time and Attendance Tracking System in over 2,000 locations using remote data capture to track over 4,000 individuals' attendance utilizing remote data capture.

**THIS REQUIREMENT MUST BE FULFILLED EXCLUSIVELY THROUGH THE QUALIFICATIONS AND EXPERIENCE OF THE OFFEROR.** If the offeror seeks to meet any of the other qualifications and experience through a subcontractor, the offeror must identify the subcontractor by name in the appropriate part of the Offeror Profile Summary Form, in Attachment Seven to this RFP, for each reference.

**Personnel Profile Summary Forms.** Each Proposal must include a profile for each key member of the proposed work team. This RFP includes Personnel Profile Summary Forms as Attachment Eight, and the offeror must use these forms and fill them out completely for each reference.

**The Personnel Profile Summary Forms contained in this RFP have been customized for the applicable candidate requirements. Each page of the forms may contain minor variations. If an offeror elects to duplicate the forms electronically, the offeror must carefully review each form to ensure that it has been copied accurately. Failure to duplicate the forms exactly may lead to the rejection of the offeror's Proposal.**

The offeror must propose a Work team that collectively meets all the requirements in this RFP, as demonstrated through the Personnel Profile Summary Forms. Additionally, each team member may have mandatory requirements listed in this RFP that the team member must individually meet. The offeror must name all candidates proposed, and each must meet the technical experience for the candidate's position.

The State will not consider a candidate's overlapping months of experience toward meeting the experience requirements in this RFP. Therefore, for each requirement for a key position, the Personnel Profile Summary Forms for the candidate must demonstrate that the candidate meets the requirement through a work experience that does not overlap in time with any other work experience used to meet the same requirement for the position.

The offeror must demonstrate that all candidate requirements have been met by using the Personnel Profile Summary Forms. The various sections of the forms are described below:

- a) **Candidate References.** If the offeror provides less than three work experiences, the offeror must explain why. The State may reject the Proposal if less than three work experiences are given for a candidate.
- b) **Education and Training.** The offeror must use this section to list the education and training of the proposed candidate and demonstrate, in detail, the proposed candidate's ability to properly perform under the Contract. The offeror must show how the candidate's education and training relates to the requirements of the RFP.
- c) **Mandatory Experience and Qualifications.**  
The offeror must complete this section to show how a candidate meets the mandatory experience requirements, if any are applicable to that candidate. If any candidate does not meet the mandatory requirements for the position the candidate is proposed to fill, the offeror's Proposal may be rejected as non-responsive.
- d) **Required Experience and Qualifications.** The offeror must complete this section to show how its candidate meets the experience requirements. (Refer to Attachment Eight.)

For each reference, the offeror must provide the following information:

- Candidate's Name.

- **Contact Information.** The offeror must provide a client contact name, title, phone number, email address, company name, and mailing address. The offeror also must include the same information for an alternate client contact, in case the State cannot reach the primary contact. Failure to provide this information or providing information that is inaccurate or out of date may result in the State not including the reference in the evaluation process or rejecting the offeror's Proposal. The contact information given must be for a person within the client's organization and not a co-worker or a contact within the offeror's organization, subsidiaries, partnerships, etc.
- **Dates of Experience.** The offeror must complete this section with a beginning month and year and an ending month and year to show the length of time the candidate performed the technical experience being described, not just the length of time the candidate worked for the company.
- **Description of the Related Service Provided.** The State does not assume that, since the technical requirement is provided at the top of the page, all descriptions on that page relate to that requirement. Offerors must reiterate the technical experience being described, including the capacity in which the experience was performed and the role of the candidate in the work as it relates to the Work covered by this RFP. It is the Offeror's responsibility to customize the description to clearly substantiate the candidate's qualification.

The candidate's work experience must be listed separately and completely every time it is referenced, regardless of whether it is on the same or different pages of the form.

**Proposed Solution for Time and Attendance System Requirements and Hosting Services.** The offeror must describe in detail how its proposed solution meets the Requirements described in Attachment Two of the RFP. The offeror may not simply state that the proposed solution will meet or exceed the specified requirements. Instead, the offeror must provide a written narrative that demonstrates that the offeror understands the Requirements of this RFP and how the offeror's proposed solution meets each requirement.

All the specifications included in this RFP are minimum requirements. The offeror may propose features, and other innovative or alternative solutions in excess of the minimum requirements described in the RFP, but must clearly identify them as such, provide the rationale behind the recommendations, and explain how they will benefit the State. Any proposed alternative solution must minimally meet the RFP requirements. The recommendations may or may not result in additional evaluation credit being given.

This area of the offeror's proposal must include each of the following items that correspond to the Time and Attendance System Requirements and Hosting Services requirements in Attachment Two. All sections and sub-sections must be addressed. Each section must include a detailed description to address each requirement identified in Attachment Two. The offeror must specifically address the process, methods and proposed approach to meet each requirement.

- Attendance Tracking Requirements
- Customer Support Services
- Child Care Authorization Card Support
- Electronic Devices
- Payment Calculation
- IVR
- Website
- Data Management Functions including all file protocols needed to meet the requirements.
- Reporting
- Communications/Marketing including sample communication pamphlets or brochures
- Ongoing Communication
- Ongoing Training
- Security Management

This section must address each of the following sections:

Confidentiality of Data and Information

Site Security

System Security

- Document Management

This section must address the following section:

Document Repository

- Business Continuity

The offeror must provide a draft Business Continuity Plan that will be used to create a consistent, coherent management plan of action that will be used to guide the Business Continuity activities of the project. The Business Continuity Plan is subject to final approval by the State. The plan should include detail sufficient to give the State an understanding of the offeror's knowledge and approach.

- Disaster Recovery

The offeror must provide a draft Disaster Recovery Plan outlining its management plan of action to guide the Disaster Recovery activities of the project.

**Implementation Work Plans.** The State encourages responses that demonstrate a thorough understanding of the nature of the Deliverables and Work and what the Contractor must do to get the Deliverables and Work done properly.

To this end, the offeror must submit a work plan for each task described in Attachment Two that the offeror will use to create a consistent and coherent management plan for the Work. The offeror must fully describe its approach, methods, and specific work steps for doing the work on this Project and producing the Deliverables. The State encourages responses that demonstrate a thorough understanding of the nature of the Project and what the Contractor must do to get the Project done properly.

The State seeks insightful responses that describe proven, state-of-the-art methods. Recommended solutions should demonstrate that the offeror will be prepared to quickly undertake and successfully complete the required tasks. The Work Plan must include detail sufficient to give the State an understanding of how the offeror's knowledge and approach will:

- Manage the Work;
- Guide Work execution;
- Document planning assumptions and decisions;
- Facilitate communication among stakeholders; and
- Define key management review as to content, scope, and schedule.

The offeror must make the Project Work Plan as complete and detailed as possible by including the following, at a minimum:

- Description of the Project management approach and proposed methodology;
- Scope statement that includes the Project objectives and the Project Deliverables and milestones;
- A description of the development deliverables for the Project. The offeror must provide an explanation of how they will complete the development deliverables described in this RFP. An annotated outline for each development deliverable must itemize all topics to be covered and included in the deliverable or plan. A brief paragraph description must be provided for each item in an outline in order to create an annotated outline as required by the State for the associated deliverable.
- Work breakdown structure as a baseline scope document that includes transition services elements for the Project. The work breakdown structures for the project must show the elements at a level of detail that demonstrates the offeror's understanding of the effort required to do the work. The work breakdown structures also must have increasingly descending levels of detailed definition added as the Project transition services continue. The Project transition

services elements must include, at a minimum all necessary elements to successfully complete transition of all SDU services and functions;

- Assumptions used in developing solutions.
- Who is assigned responsibility for each Deliverable within the work breakdown structure to the level at which control will be exercised;
- Description of the offeror's proposed organization(s) and management structure responsible for fulfilling the Contract's requirements;
- Definition of the review processes for each milestone and Deliverable (e.g. mandatory design review) and a description of how the parties will conduct communication and status review;
- Description of the Project issue resolution process;
- If the offeror chooses to use subcontractors, this part of the offeror's Proposal must describe its approach to managing its subcontractors effectively; and
- Identification of State support required for all tasks.

Additionally, the Transition Services Project Work Plan must specifically address every item in Tasks 1-8.

**Implementation Services Project Schedule.** The offeror is responsible for proposing a project schedule to successfully implement the Time and Attendance system within 8 months from the date that work begins to acceptance of the Implementation Services. If the offeror proposes a different schedule, explanation must be provided to describe the rationale and clarify why more or less time is anticipated. The actual start date will be determined upon Contract Award and receipt of a Purchase Order. The schedule must clearly indicate milestones and the duration for each project task and subtask, define work steps identified in the narrative and provide dates when all the deliverables will be completed. The project schedule will require revisions and updates as part of the project planning task after contract award and throughout the Implementation lifecycle.

The offeror must provide a Detailed Project schedule for all Project Deliverables and milestones as a Microsoft® Project Gantt chart, showing all major Project tasks on a week-by-week schedule to serve as the basis for managing the Project. The schedule must clearly demonstrate how the Project will become fully operational by the delivery date. The offeror must give dates for when all Deliverables and milestones will be completed and start and finish dates for tasks. The offeror also must identify and describe all risk factors associated with the forecasted milestone schedule.

When preparing the proposed project schedule, offerors must allow a minimum of ten (10) business days for review by the State staff for all deliverables.

The offeror's proposal must also contain the Project schedule in Microsoft® Project format provided in both hardcopy and electronic forms.

## **Staffing Plans**

**Implementation Services Staffing Plan.** The offeror must provide an Implementation Services Staffing Plan that identifies all the personnel by position that the offeror is proposing to complete the Implementation Services. The Implementation Services Staffing Plan must show each individual's responsibilities on the Project. The Implementation Services Staffing Plan must match the proposed Project Key Team Members and qualifications to the activities and tasks that will be completed in this portion of the Project.

The offeror must submit a team organization chart that clearly defines reporting relationships within the project team delivering Implementation Services. The offeror must provide descriptive narrative indicating the role and responsibility of each resource or entity identified on the organization chart.

In addition, the offeror must provide a narrative that identifies and discusses staff redundancy, staff replacement, backup personnel and ability to perform their assigned task. A contingency plan that demonstrates the offeror's ability to add more staff if needed to ensure meeting the Project's due date(s) should be provided.

The Implementation Services Staffing Plan must also indicate the number of hours for each proposed Key Team Member and the number of resources not specifically named within the proposal and their number of hours to be worked on the Project. Key Team Members should be identified by name and title/classification. Resources not specifically named within the proposal should be identified by title/classification.

The offeror must submit a statement and a chart that clearly indicates the time commitment of the offeror's proposed Key Team Members for this Project during the Implementation Services. The offeror also must include a statement indicating to what extent, if any, the Key Team Members may work on other projects during the Implementation Services. The State may reject any Proposal that commits the proposed Key Team Members to other projects during the Implementation Services, if the State believes that any such commitment may be detrimental to the offeror's performance.

The offeror must indicate the maximum number of staff onsite at a State location during the Implementation Services to allow the State to plan for the appropriate workspace.

**Operations Staffing Plan.** The offeror must provide a staffing plan that identifies all personnel by position required to operate the Time and Attendance system **after** implementation. The Staffing Plan must show each individual's responsibilities on the Project. The State also requires a Staffing Plan that matches the proposed Project Key Team Members and qualifications to the Time and Attendance operation activities.

The offeror must submit an organization chart that clearly defines reporting relationships within the project team operating the Time and Attendance system. The offeror must provide descriptive narrative indicating the role and responsibility of each resource or entity identified on the organization chart.

Additionally, the plan must have the following information:

- A contingency plan that shows the ability to add more staff if needed to meet the Project's due date(s).
- A description of the offeror's ability to provide qualified replacement personnel.

**Assumptions.** The offeror must list all the assumptions the offeror made in preparing the Proposal. If any assumption is unacceptable to the State, the State may reject the Proposal. No assumptions may be included regarding negotiation, terms and conditions, or requirements.

**Support Requirements.** The offeror must describe the support it wants from the State other than what the State has offered in this RFP. Specifically, the offeror must address the following:

- Nature and extent of State support required in terms of staff roles, percentage of time available, and so on;
- Assistance from State staff and the experience and qualification levels required; and
- Other support requirements.
- The Offeror must provide administrative support for its staff.

JFS will provide a knowledgeable project team whose composition includes both business and technical staff. The key persons for the State's project team will consist of the Project Sponsor, JFS Project Representative, subject matter experts (SMEs) from the business area, Management Information Systems, and others.

The JFS Project Representative will be committed to coordinating and providing access to all necessary State resources for the duration of the Project. The SME's and team members will be available to the project on an as-needed basis for the duration of the Project and required by the work plan.

The State may not be able or willing to provide any additional support the offeror lists in this part of its Proposal. The offeror therefore must indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, the State may reject the offeror's Proposal, if the State is unwilling or unable to meet the requirements.

**Proof of Insurance.** The offeror must provide the certificate of insurance required by Attachment Four. The policy may be written on an occurrence or claims made basis.

**Payment Address.** The offeror must give the address to which the State should send payments under the Contract.

**Legal Notice Address.** The offeror must give the name, title, and address to which the State should send legal notices under the Contract.

**W-9 Form.** The offeror must complete the attached W-9 form in its entirety. The offeror must submit at least one originally signed W-9. All other copies of a Proposal may contain copies of the W-9. The offeror must indicate on the outside of the binder which Proposal contains the originally signed W-9.

**Declaration Regarding Terrorist Organizations.** The offeror must complete a Declaration Regarding Material Assistance/Non-assistance to Terrorist Organizations in its entirety. The offeror must submit at least one originally signed copy of this form, which should be included with the offeror's originally signed Proposal. All other copies of the offeror's Proposal may contain copies of this form. The form is available at: <http://www.homelandsecurity.ohio.gov>.

**Cost Summary.** This RFP includes a Cost Summary Form provided as an attachment. Offerors may not reformat this form. Each offeror must complete the Cost Summary Form in the exact format provided, since the State may reject any Proposal with a reformatted Cost Summary Form or that is not separately sealed. (See: Part Three: General Instructions, Proposal Submittal.)

The Cost Summary Form must not include exceptions, additional terms and conditions, or assumptions.

The offeror's total cost for all the Work must be represented as the not-to-exceed fixed price.

**The State will not be liable for or pay any Work costs that the offeror does not identify in its Proposal.**

## **ATTACHMENT FOUR: GENERAL TERMS AND CONDITIONS**

### **PART ONE: PERFORMANCE AND PAYMENT**

**Statement of Work.** The selected offeror's proposal (the "Proposal") and the State's Request for Proposals (the "RFP"), which are collectively referred to as the "RFP Documents", are a part of this contract (the "Contract") and describe the work (the "Work") the selected offeror (the "Contractor") must do and any materials the Contractor must deliver (the "Deliverables") under this Contract. The Contractor must do the Work in a professional, timely, and efficient manner and must provide the Deliverables in a proper fashion. The Contractor also must furnish its own support staff necessary for the satisfactory performance of the Work.

The Contractor must consult with the appropriate State representatives and others necessary to ensure a thorough understanding of the Work and satisfactory performance. The State may give instructions to or make requests of the Contractor relating to the Work, and the Contractor must comply with those instructions and fulfill those requests in a timely and professional manner. Those instructions and requests will be for the sole purpose of ensuring satisfactory completion of the Work and will not amend or alter the scope of the Work.

**Term.** Unless this Contract is terminated or expires without renewal, it will remain in effect until the Work is completed to the satisfaction of the State and the Contractor is paid. But the current General Assembly cannot commit a future General Assembly to an expenditure. Therefore, this Contract will automatically expire at the end of each biennium, the first of which is June 30, 2011. The State may renew this Contract in the next biennium by issuing written notice to the Contractor of the decision to do so. This expiration and renewal procedure also will apply to the end of any subsequent biennium during which the Work continues, subject to the State's approval. Termination or expiration of this Contract will not limit the Contractor's continuing obligations with respect to Deliverables that the State pays for before or after termination or limit the State's rights in such.

The State's funds are contingent upon the availability of lawful appropriations by the Ohio General Assembly. If the General Assembly fails to continue funding for the payments and other obligations due as part of this Contract, the State's obligations under this Contract will terminate as of the date that the funding expires without further obligation of the State.

The Work has a completion date that is identified in the RFP Documents. The RFP Documents also may have several dates for the delivery of Deliverables or reaching certain milestones in the Work. The Contractor must make those deliveries, meet those milestones, and complete the Work within the times the RFP Documents require. If the Contractor does not meet those dates, the Contractor will be in default, and the State may terminate this Contract under the Suspension and Termination Section contained in Part II of this Attachment Four.

But the State also may have certain obligations to meet. Those obligations, if any, also are listed in the RFP Documents. If the State agrees that the Contractor's failure to meet the delivery, milestone, or completion dates in the RFP Documents is due to the State's failure to meet its own obligations in a timely fashion, then the Contractor will not be in default, and the delivery, milestone, and completion dates affected by the State's failure to perform will be extended by the same amount of time as the State's delay. The Contractor may not rely on this provision unless the Contractor has in good faith exerted reasonable management skill to avoid an extension and has given the State meaningful written notice of the State's failure to meet its obligations within five business days of the Contractor's realization that the State's delay may impact the Work. The Contractor must deliver any such notice to both the Work Representative and Procurement Representative and title the notice as a "Notice of State Delay." The notice must identify any delay in detail, as well as the impact the delay has or will have on the Work. Unless the State decides, in its sole and exclusive judgment, that an equitable adjustment in the Contractor's Fee is warranted in the case of an extended delay, an extension of the Contractor's time to perform will be the Contractor's exclusive remedy for the State's delay. Should the State determine that an equitable adjustment in the Contractor's Fee is warranted, the equitable adjustment will be handled as

a Change Order under the Changes Section of this Contract, and the extension of time and equitable adjustment will be the exclusive remedies of the Contractor for the State's delay.

The State seeks a complete solution to what the Work is intended to accomplish, and the Contractor must provide any incidental items omitted in the RFP Documents as part of the Contractor's not-to-exceed fixed price. All required components and processes for the Work to be complete and useful to the State are included in the Work and the not-to-exceed fixed price, unless the RFP expressly provides otherwise.

**Compensation.** In consideration of the Contractor's promises and satisfactory performance, the State will pay the Contractor the amount(s) identified in the RFP Documents (the "Fee"), plus any other expenses identified as reimbursable in the RFP Documents. In no event, however, will payments under this Contract exceed the "not-to-exceed" amount in the RFP Documents without the prior, written approval of the State and, when required, the Ohio Controlling Board and any other source of funding. The Contractor's right to the Fee is contingent on the complete and satisfactory performance of the Work or, in the case of milestone payments or periodic payments of an hourly, daily, weekly, monthly, or annual rate, all relevant parts of the Work tied to the applicable milestone or period. Payment of the Fee also is contingent on the Contractor delivering a proper invoice and any other documents the RFP Documents require. An invoice must comply with the State's then current policies regarding invoices and their submission. The State will notify the Contractor in writing within 15 business days after it receives a defective invoice of any defect and provide the information necessary to correct the defect.

The Contractor must send all invoices under this Contract to the "bill to" address in the RFP Documents or in the applicable purchase order.

The State will pay the Contractor interest on any late payment, as provided in Section 126.30 of the Ohio Revised Code (the "Revised Code"). If the State disputes a payment for anything covered by an invoice, within 15 business days after receipt of that invoice, the State will notify the Contractor, in writing, stating the grounds for the dispute. The State then may deduct the disputed amount from its payment as a nonexclusive remedy. If the Contractor has committed a material breach, in the sole opinion of the State, the State also may withhold payment otherwise due to the Contractor. Both parties will attempt to resolve any claims of material breach or payment disputes through discussions among the Work Manager, the Contractor's executive responsible for the Work, the Work Representative, and the State Contract Management Administrator. The State will consult with the Contractor as early as reasonably possible about the nature of the claim or dispute and the amount of payment affected. When the Contractor has resolved the matter to the State's satisfaction, the State will pay the disputed amount within 30 business days after the matter is resolved. The State has no obligation to make any disputed payments until the matter is resolved, and the Contractor must continue its performance under this Contract pending resolution of the dispute or claim.

If the State has already paid the Contractor on an invoice but later disputes the amount covered by the invoice, and if the Contractor fails to correct the problem within 30 calendar days after written notice, the Contractor must reimburse the State for that amount at the end of the 30 calendar days as a nonexclusive remedy for the State. On written request from the Contractor, the State will provide reasonable assistance in determining the nature of the problem by giving the Contractor reasonable access to the State's facilities and any information the State has regarding the problem.

If the RFP Documents provide for any retainage, the State will withhold from each invoice paid the percentage specified in the RFP Documents as retainage. The State will pay the retainage only after the State has accepted all the Work and then only in accordance with the payment schedule specified in the RFP Documents. The State will withhold all amounts under this section arising from claims or disputes in addition to any retainage specified in the RFP Documents.

**Reimbursable Expenses.** The State will pay all reimbursable expenses identified in the RFP Documents, if any, in accordance with the terms in the RFP Documents and, where applicable, Section 126.31 of the Revised Code. The Contractor must assume all expenses that it incurs in the performance of this Contract that are not identified as reimbursable in the RFP Documents.

In making any reimbursable expenditure, the Contractor always must comply with the more restrictive of its own, then current internal policies for making such expenditures or the State's then current policies. All reimbursable travel will require the advance written approval of the State's Work Representative. The Contractor must bill all reimbursable expenses monthly, and the State will reimburse the Contractor for them within 30 business days of receiving the Contractor's invoice.

**Right of Offset.** The State may set off the amount of any Ohio tax liability or other obligation of the Contractor or its subsidiaries to the State, including any amounts the Contractor owes to the State under this or other contracts, against any payments due from the State to the Contractor under this or any other contracts with the State.

**Certification of Funds.** None of the rights, duties, or obligations in this Contract will be binding on the State, and the Contractor will not begin its performance, until all the following conditions have been met:

- (a) All statutory provisions under the Revised Code, including Section 126.07, have been met;
- (b) All necessary funds are made available by the appropriate State entities;
- (c) If required, the Controlling Board of Ohio approves this Contract; and
- (d) If the State is relying on federal or third-party funds for this Contract, the State gives the Contractor written notice that such funds are available.

**Employment Taxes.** All people furnished by the Contractor (the "Contractor Personnel") are employees or subcontractors of the Contractor, and none are or will be deemed employees or contractors of the State. No Contractor Personnel will be entitled to participate in, claim benefits under, or become an "eligible employee" for purposes of any employee benefit plan of the State by reason of any work done under this Contract. The Contractor will pay all federal, state, local, and other applicable payroll taxes and make the required contributions, withholdings, and deductions imposed or assessed under any provision of any law and measured by wages, salaries, or other remuneration paid by or which may be due from the Contractor to the Contractor Personnel. The Contractor will indemnify, defend (with the consent and approval of the Ohio Attorney General), and hold the State harmless from and against all claims, losses, liability, demands, fines, and expense (including court costs, defense costs, and redeemable attorney fees) arising out of or relating to such taxes, withholdings, deductions, and contributions with respect to the Contractor Personnel. The Contractor's indemnity and defense obligations also apply to any claim or assertion of tax liability made by or on behalf of any Contractor Personnel or governmental agency on the basis that any Contractor Personnel are employees or contractors of the State, that the State is the "joint employer" or "co-employer" of any Contractor Personnel, or that any Contractor Personnel are entitled to any employee benefit offered only to eligible regular fulltime or regular part-time employees of the State.

**Sales, Use, Excise, and Property Taxes.** The State is exempt from any sales, use, excise, and property tax. To the extent sales, use, excise, or any similar tax is imposed on the Contractor in connection with the Work, such will be the sole and exclusive responsibility of the Contractor. And the Contractor will pay such taxes, together with any interest and penalties not disputed with the appropriate taxing authority, whether they are imposed at the time the services are rendered or a later time.

## **PART TWO: WORK AND CONTRACT ADMINISTRATION**

**Related Contracts.** The Contractor warrants that the Contractor has not and will not enter into any contracts without written approval of the State to perform substantially identical services for the State, such that the Work under this Contract duplicates the work done or to be done under the other State contracts.

**Other Contractors.** The State may hold other contracts for additional or related work, including among others independent verification and validation (IV&V) efforts for the Work. The Contractor must fully cooperate with all other contractors and State employees and coordinate its Work with such other contractors and State employees as may be required for the smooth and efficient operation of all related or additional work. The Contractor may not act in any way that may unreasonably interfere with the work

of any other contractors or the State's employees. Further, the Contract must fully cooperate with any IV&V contractor assigned to the Work. Such cooperation includes expeditiously providing the IV&V contractor with full and complete access to all Work product, records, materials, personnel, meetings, and correspondence as the IV&V contractor may request. If the State assigns an IV&V contractor to the Work, the State will obligate the IV&V contractor to a confidentiality provision similar to the Confidentiality Section contained in this Contract. The Contractor must include the obligations of this provision in all its contracts with its subcontractors for the Work.

**Subcontracting.** The Contractor may not enter into subcontracts related to the Work after award without written approval from the State. But the Contractor will not need the State's written approval to subcontract for the purchase of commercial goods that are required for satisfactory completion of the Work. All subcontracts will be at the sole expense of the Contractor unless expressly stated otherwise in the RFP Documents.

The State's approval of the use of subcontractors does not mean that the State will pay for them. The Contractor will be solely responsible for payment of its subcontractor and any claims of subcontractors for any failure of the Contractor or any of its other subcontractors to meet the performance schedule or performance specifications for the Work in a timely and professional manner. The Contractor must hold the State harmless for and must indemnify the State against any such claims.

The Contractor assumes responsibility for all Deliverables whether it, a subcontractor, or third-party manufacturer produces them in whole or in part. Further, the Contractor will be the sole point of contact with regard to contractual matters, including payment of all charges resulting from the Contract. And the Contractor will be fully responsible for any default by a subcontractor, just as if the Contractor itself had defaulted.

If the Contractor uses any subcontractors, each subcontractor must have a written agreement with the Contractor. That written agreement must incorporate this Contract by reference. The agreement also must pass through to the subcontractor all provisions of this Contract that would be fully effective only if they bind both the subcontractor and the Contractor. Among such provisions are the limitations on the Contractor's remedies, the insurance requirements, record keeping obligations, and audit rights. Some sections of this Contract may limit the need to pass through their requirements to subcontracts to avoid placing cumbersome obligations on minor subcontractors. But this exception is applicable only to sections that expressly provide an exclusion for small-dollar subcontracts. Should the Contractor fail to pass through any provisions of this Contract to one of its subcontractors and the failure damages the State in any way, the Contractor must indemnify the State for the damage.

**Record Keeping.** The Contractor must keep all financial records in accordance with generally accepted accounting principles consistently applied. The Contractor also must file documentation to support each action under this Contract in a manner allowing the documentation to be readily located. And the Contractor must keep all Work-related records and documents at its principal place of business or at its office where the work was performed.

**Audits.** During the term of this Contract and for three years after the payment of the Contractor's Fee, on reasonable notice and during customary business hours, the State may audit the Contractor's records and other materials that relate to the Work. This audit right also applies to the State's duly authorized representatives and any person or organization providing financial support for the Work.

**Insurance.** The Contractor must provide the following insurance coverage at its own expense throughout the term of this Contract:

- (a) Workers' compensation insurance, as required by Ohio law, and if some of the Work will be done outside Ohio, the laws of the appropriate state(s) where any portion of the Work will be done. The Contractor also must maintain employer's liability insurance with at least a \$1,000,000.00 limit.

- (b) Commercial General Liability insurance coverage for bodily injury, personal injury, wrongful death, and property damage. The defense cost must be outside of the policy limits. Such policy must designate the State of Ohio as an additional insured, as its interest may appear. The policy also must be endorsed to include a blanket waiver of subrogation. At a minimum, the limits of the insurance must be:

\$ 2,000,000 General Aggregate  
\$ 2,000,000 Products/Completed Operations Aggregate  
\$ 1,000,000 Per Occurrence Limit  
\$ 1,000,000 Personal and Advertising Injury Limit  
\$ 100,000 Fire Legal Liability  
\$ 10,000 Medical Payments

The policy must be endorsed to provide the State with 30-days prior written notice of cancellation or material change to the policy. And the Contractor's Commercial General Liability must be primary over any other insurance coverage.

- (c) Commercial Automobile Liability insurance with a combined single limit of \$500,000.
- (d) Professional Liability insurance covering all staff with a minimum limit of \$1,000,000 per incident and \$3,000,000 aggregate. If the Contractor's policy is written on a "claims made" basis, the Contractor must provide the State with proof of continuous coverage at the time the policy is renewed. If for any reason the policy expires, or coverage is terminated, the Contractor must purchase and maintain "tail" coverage through the applicable statute of limitations.

The certificate(s) must be in a form that is reasonably satisfactory to the State as to the contents of the policies and the quality of the insurance carriers. All carriers must have at least an "A-" rating by A.M. Best.

**Replacement Personnel.** If the RFP Documents contain the names of specific people who will do the Work, then the quality and professional credentials of those people were material factors in the State's decision to enter into this Contract. Therefore, the Contractor must use all commercially reasonable efforts to ensure the continued availability of those people. Also, the Contractor may not remove those people from the Work without the prior, written consent of the State, except as provided below.

The Contractor may remove a person listed in the RFP Documents from the Work, if doing so is necessary for legal or disciplinary reasons. But the Contractor must make a reasonable effort to give the State 30 calendar days' prior, written notice of the removal.

If the Contractor removes a person listed in the RFP Documents from the Work for any reason other than those specified above, the State may assess liquidated damages in the amount of \$1,500.00 for every day between the date on which the individual was removed and the date that this Contract is terminated or the individual's qualified replacement, selected in accordance with the process identified in this section, starts performing on the Work. The State also may provide the Contractor with written notice of its default under this section, which the Contractor must cure within 30 days. Should the Contractor fail to cure its default within the 30 day cure period, this Contract will terminate immediately for cause, and the State will be entitled to damages in accordance with the Suspension and Termination Section of this Contract due to the termination. Should the State assess liquidated damages or otherwise be entitled to damages under this provision, it may offset these damages from any Fees due under this Contract.

The Contractor must have qualified replacement people available to replace any people listed in the RFP Documents by name or identified as a key individual on the Work. When the removal of a listed person is permitted under this Section, or if a person becomes unavailable, the Contractor must submit the resumes for two replacement people to the State for each person removed or who otherwise becomes unavailable. The Contractor must submit the two resumes, along with such other information as the State

may reasonably request, within five business days after the decision to remove a person is made or the unavailability of a listed person becomes known to the Contractor.

The State will select one of the two proposed replacements or will reject both of them within ten business days after the Contractor has submitted the proposed replacements to the State. The State may reject the proposed replacements for any legal reason. Should the State reject both replacement candidates due to their failure to meet the minimum qualifications identified in the RFP Documents, or should the Contractor fail to provide the notice required under this Section or fail to provide two qualified replacement candidates for each removed or unavailable person, the Contractor will be in default and the cure period for default specified elsewhere in this Contract will not apply. In any such case, the State will have the following options:

- (a) The State may assess liquidated damages in the amount of \$1,500.00 for every day between the date on which the Contractor failed to provide the applicable notice, failed to provide the two replacement candidates, or the date the State rejected all candidates for cause and the date on which the Contractor affects a cure or the Contract expires without renewal or is terminated.
- (b) The State may terminate this Contract immediately for cause and without any cure period.

Should the State exercise its option under item (a) above, it nevertheless will be entitled anytime thereafter to exercise its option under item (b) above. Additionally, should the State terminate this Contract under this provision, it will be entitled to damages in accordance with the Suspension and Termination Section of this Contract due to the termination. Should the State assess liquidated damages or otherwise be entitled to damages under this provision, it may offset these damages from any Fees due under this Contract.

The State may determine that the proposed replacement candidates meet the minimum qualifications of this Contract and still substantially reduce the value the State perceived it would receive through the effort of the original individual(s) the Contractor proposed and on whose credentials the State decided to enter into this Contract. Therefore, the State will have the right to reject any candidate that the State determines may provide it with diminished value.

Should the State reject both proposed candidates for any legal reason other than their failure to meet the minimum qualifications identified in the RFP Documents, the State may terminate this Contract for its convenience.

The State has an interest in providing a healthy and safe environment for its employees and guests at its facilities. The State also has an interest in ensuring that its operations are carried out in an efficient, professional, legal, and secure manner. Therefore, the State will have the right to require the Contractor to remove any individual involved in the Work, if the State determines that any such individual has or may interfere with the State's interests identified above. In such a case, the request for removal will be treated as a case in which an individual providing services under this Contract has become unavailable, and the Contractor must follow the procedures identified above for replacing unavailable people. This provision also applies to people that the Contractor's subcontractors engage, if they are listed by name or as a key person in the RFP Documents.

**Suspension and Termination.** The State may terminate this Contract if the Contractor defaults in meeting its obligations under this Contract and fails to cure its default within the time allowed by this Contract, or if a petition in bankruptcy (or similar proceeding) has been filed by or against the Contractor. The State also may terminate this Contract if the Contractor violates any law or regulation in doing the Work, or if it appears to the State that the Contractor's performance is substantially endangered through no fault of the State. In any such case, the termination will be for cause, and the State's rights and remedies will be those identified below for termination for cause.

On written notice, the Contractor will have 30 calendar days to cure any breach of its obligations under this Contract, provided the breach is curable. If the Contractor fails to cure the breach within 30 calendar

days after written notice, or if the breach is not one that is curable, the State will have the right to terminate this Contract immediately on notice to the Contractor. The State also may terminate this Contract in the case of breaches that are cured within 30 calendar days but are persistent. "Persistent" in this context means that the State has notified the Contractor in writing of the Contractor's failure to meet any of its obligations three times. After the third notice, the State may terminate this Contract on written notice to the Contractor without a cure period if the Contractor again fails to meet any obligation. The three notices do not have to relate to the same obligation or type of failure. Some provisions of this Contract may provide for a shorter cure period than 30 calendar days or for no cure period at all, and those provisions will prevail over this one. If a particular section does not state what the cure period will be, this provision will govern.

Moreover, the State may terminate this Contract for its convenience and without cause or if the Ohio General Assembly fails to appropriate funds for any part of the Work. If a third party is providing funding for the Work, the State also may terminate this Contract should that third party fail to release any funds for the Work. The RFP Documents normally identify any third party source of funds for the Work, but an absence of such in the RFP Documents will not diminish the State's rights under this section.

The notice of termination, whether for cause or without cause, will be effective as soon as the Contractor receives it. Upon receipt of the notice of termination, the Contractor must immediately cease all activity on the Work and take all steps necessary to minimize any costs the Contractor will incur related to this Contract. The Contractor also must immediately prepare a report and deliver it to the State. The report must be all-inclusive and must detail the Work completed at the date of termination, the percentage of the Work's completion, any costs incurred in doing the Work to that date, and any Deliverables completed or partially completed but not delivered to the State at the time of termination. The Contractor also must deliver all the completed and partially completed Deliverables to the State with its report. But if the State determines that delivery in that manner would not be in its interest, then the State may designate a suitable alternative form of delivery, which the Contractor must honor.

If the State terminates this Contract for cause, the State will be entitled to cover for the Work by using another Contractor on such commercially reasonable terms as the State and the covering contractor may agree. The Contractor will be liable to the State for all costs related to covering for the Work to the extent that such costs, when combined with payments already made to the Contractor for the Work before termination, exceed the costs that the State would have incurred under this Contract. The Contractor also will be liable for any other direct damages resulting from its breach of this Contract or other action leading to termination for cause.

If the termination is for the convenience of the State, the Contractor will be entitled to compensation for any Work that the Contractor has performed before the termination. Such compensation will be the Contractor's exclusive remedy in the case of termination for convenience and will be available to the Contractor only once the Contractor has submitted a proper invoice for such, with the invoice reflecting the amount that the State determines it owes to the Contractor. The State will make that determination based on the lesser of the percentage of the Work completed or the hours of work performed in relation to the estimated total hours required to perform all the Work.

The State will have the option of suspending rather than terminating the Work, if the State believes that doing so would better serve its interests. In the event of a suspension for the convenience of the State, the Contractor will be entitled to receive payment for the work performed before the suspension. In the case of suspension of the Work rather than termination for cause, the Contractor will not be entitled to any compensation for any work performed. If the State reinstates the Work after suspension for cause, rather than terminating this Contract after the suspension, the Contractor may be entitled to compensation for work performed before the suspension, less any damage to the State resulting from the Contractor's breach of this Contract or other fault. Any amount due for work before or after the suspension for cause will be offset by any damage to the State from the default or other event giving rise to the suspension.

In the case of a suspension for the State's convenience, the State will calculate the amount of compensation due to the Contractor for work performed before the suspension in the same manner as provided in this section for termination for the State's convenience. The Contractor will not be entitled to compensation for any other costs associated with a suspension for the State's convenience, and the State will make no payment under this provision to the Contractor until the Contractor submits a proper invoice. If the State decides to allow the Work to continue rather than terminating this Contract after the suspension, the State will not be required to make any payment to the Contractor other than those payments specified in this Contract and in accordance with the payment schedule specified in this Contract for properly completed Work.

Any notice of suspension, whether with or without cause, will be effective immediately on the Contractor's receipt of the notice. The Contractor will prepare a report concerning the Work just as is required by this Section in the case of termination. After suspension of the Work, the Contractor may not perform any Work without the consent of the State and may resume the Work only on written notice from the State to do so. In any case of suspension, the State retains its right to terminate this Contract rather than to continue the suspension or resume the Work. If the suspension is for the convenience of the State, then termination of the Contract will be a termination for convenience. If the suspension is with cause, the termination will also be for cause.

The State may not suspend the Work for its convenience more than twice during the term of this Contract, and any suspension for the State's convenience may not continue for more than 30 calendar days. If the Contractor does not receive notice to resume or terminate the Work within the 30-day suspension, then this Contract will terminate automatically for the State's convenience at the end of the 30 calendar day period.

Any default by the Contractor or one of its subcontractors will be treated as a default by the Contractor and all of its subcontractors. The Contractor will be solely responsible for satisfying any claims of its subcontractors for any suspension or termination and must indemnify the State for any liability to them. Notwithstanding the foregoing, each subcontractor must hold the State harmless for any damage caused to them from a suspension or termination. They must look solely to the Contractor for any compensation to which they may be entitled.

**Representatives.** The State's representative under this Contract will be the person identified in the RFP Documents or in a subsequent notice to the Contractor as the "Work Representative." The Work Representative will review all reports the Contractor makes in the performance of the Work, will conduct all liaison with the Contractor, and will accept or reject the Deliverables and the completed Work. The Work Representative may delegate his or her responsibilities for individual aspects of the Work to one or more managers, who may act as the Work Representative for those individual portions of the Work.

The Contractor's Work Manager under this Contract will be the person identified on the RFP Documents as the "Work Manager." The Work Manager will be the Contractor's liaison with the State under this Contract. Additionally, the Work Manager will conduct all Work meetings and prepare and submit to the Work Representative all reports, plans, and other materials that the RFP Documents require from the Contractor.

Either party, upon written notice to the other party, may designate another representative. However, the Contractor may not replace the Work Manager without the approval of the State if that person is identified in the RFP Documents by name or as a key individual on the Work.

**Work Responsibilities.** The State will be responsible for providing only those things, if any, expressly identified in the RFP Documents. If the State has agreed to provide facilities or equipment, the Contractor, by signing this Contract, warrants that the Contractor has either inspected the facilities and equipment or has voluntarily waived an inspection and will use the equipment and facilities on an "as is" basis.

The Contractor must assume the lead in the areas of management, design, and development of the Work. The Contractor must coordinate the successful execution of the Work and direct all Work activities on a day-to-day basis, with the advice and consent of the Work Representative. The Contractor will be responsible for all communications regarding the progress of the Work and will discuss with the Work Representative any issues, recommendations, and decisions related to the Work.

If any part of the Work requires installation on the State's property, the State will provide the Contractor with reasonable access to the installation site for the installation and any site preparation that is needed. After the installation is complete, the Contractor must complete an installation letter and secure the signature of the Work Representative certifying that installation is complete and the Work, or applicable portion of it, is operational. The letter must describe the nature, date, and location of the installation, as well as the date the Work Representative certified the installation as complete and operational.

Unless otherwise provided in the RFP Documents, the Contractor is solely responsible for obtaining all official permits, approvals, licenses, certifications, and similar authorizations required by any local, state, or federal agency for the Work and maintaining them throughout the duration of this Contract.

**Changes.** The State may make reasonable changes within the general scope of the Work. The State will do so by issuing a written order under this Contract describing the nature of the change ("Change Order"). Additionally, if the State provides directions or makes requests of the Contractor without a change order, and the Contractor reasonably believes the directions or requests are outside the specifications for the Work, the Contractor may request a Change Order from the State. The parties will handle such changes as follows: The Contractor will provide pricing to the State. The State will execute a Change Order once it and the Contractor have agreed on the description of and specifications for the change, as well as any equitable adjustments that need to be made in the Contractor's Fee or the performance schedule for the work. Then within five business days after receiving the Change Order, the Contractor must sign it to signify agreement with it.

If a change causes an increase in the cost of, or the time required for, the performance of the Work, the Contractor must notify the State in writing and request an equitable adjustment in its Fee, the delivery schedule, or both before the Contractor signs the Change Order. If the Contractor claims an adjustment under this section in connection with a change to the Work not described in a written Change Order, the Contractor must notify the State in writing of the claim within five business days after the Contractor is notified of the change and before work on the change begins. Otherwise, the Contractor will have waived the claim. In no event will the State be responsible for any increase in the Fee or revision in any delivery schedule unless the State expressly ordered the relevant change in writing and the Contractor has complied with the requirements of this section. Provided the State has complied with the procedure for Change Orders in this section, nothing in this clause will excuse the Contractor from proceeding with performance of the Work, as changed.

Where an equitable adjustment to the Contractor's Fee is appropriate, the State and the Contractor may agree upon such an adjustment. If the State and the Contractor are unable to agree, either party may submit the dispute to the senior management of the Contractor and the senior management of the State's Department of Administrative Services for resolution. If within 30 calendar days following referral to senior management, the claim or dispute has not been resolved, the Contractor must submit its actual costs for materials needed for the change (or estimated amount if the precise amount of materials cannot be determined) and an estimate of the hours of labor required to do the work under the Change Order. The Contractor must break down the hours of labor by employee position, and provide the actual hourly pay rate for each employee involved in the change. The total amount of the equitable adjustment for the Change Order then will be made based on the actual cost of materials (or estimated materials) and actual rate for each person doing the labor (based on the estimated hours of work required to do the change). Labor rates will be increased by 25% to cover benefits and taxes. The equitable adjustment for the Change Order then will be set based on this amount, plus 15% to cover overhead and profit. This amount will be the not-to-exceed amount of the Change Order. If the change involves removing a requirement from the Work or replacing one part of the Work with the change, the State will get a credit for the work no longer required under the original scope of the Work. The credit will be calculated in the

same manner as the Contractor's Fee for the change, and the not-to-exceed amount will be reduced by this credit.

The Contractor is responsible for coordinating changes with its subcontractors and adjusting their compensation and performance schedule. The State will not pay any subcontractor for the Change Order. If a subcontractor will perform any work under a Change Order, that work must be included in the Contractor's not-to-exceed amount and calculated in the same manner as the Contractor's equitable adjustment for the portion of the work the Contractor will perform. The Contractor will not receive an overhead percentage for any work a subcontractor will do under a Change Order.

If the RFP Documents provide for the retainage of a portion of the Contractor's Fee, all equitable adjustments for Change Orders also will be subject to the same retainage, which the State will pay only on completion and acceptance of the Work, as provided in the RFP Documents.

**Excusable Delay.** Neither party will be liable for any delay in its performance that arises from causes beyond its control and without its negligence or fault. The delayed party must notify the other promptly of any material delay in performance and must specify in writing the proposed revised performance date as soon as practicable after notice of delay. In the event of any such excusable delay, the date of performance or of delivery will be extended for a period equal to the time lost by reason of the excusable delay. The delayed party also must describe the cause of the delay and what steps it is taking to remove the cause. The delayed party may not rely on a claim of excusable delay to avoid liability for a delay if the delayed party has not taken commercially reasonable steps to mitigate or avoid the delay. Things that are controllable by the Contractor's subcontractors will be considered controllable by the Contractor, except for third-party manufacturers supplying commercial items and over whom the Contractor has no legal control.

**Independent Status of the Contractor.** The parties are independent of one another, and the Contractor's Personnel may act only in the capacity of representatives of the Contractor and not as representatives of the State. Further, the Contractor's Personnel will not be deemed for any purpose to be employees, representatives, or agents of the State. The Contractor assumes full responsibility for the actions of the Contractor's Personnel while they are performing under this Contract and will be solely responsible for paying the Contractor's Personnel (including withholding, and paying income taxes and social security, workers' compensation, disability benefits and the like). The Contractor may not commit, and is not authorized to commit, the State in any manner. The Contractor's subcontractors will be considered the agents of the Contractor for purposes of this Contract.

**Publicity.** The Contractor may not advertise or publicize that it is doing business with the State or use this Contract or the Contractor's relationship with the State as a marketing or sales tool, unless the State agrees otherwise in writing.

### **PART THREE: OWNERSHIP AND HANDLING OF INTELLECTUAL PROPERTY AND CONFIDENTIAL INFORMATION**

**Confidentiality.** Please refer to page 51 of the RFP for explanation of Confidential Information.

**Ownership of Deliverables.** The State owns all Deliverables and data that the Contractor produces under this Contract, with all rights, title, and interest in all intellectual property that come into existence through the Contractor's custom work being assigned to the State. Additionally, the Contractor waives any author rights and similar retained interests in custom-developed material. The Contractor must provide the State with all assistance reasonably needed to vest such rights of ownership in the State. The Contractor will retain ownership of all tools, methods, techniques, standards, and other development procedures, as well as generic and preexisting shells, subroutines, and similar material incorporated into any custom Deliverable ("Pre-existing Materials"), if the Contractor provides the non-exclusive license described in the next paragraph.

The Contractor may grant the State a worldwide, non-exclusive, royalty-free, perpetual license to use, modify, and distribute all Pre-existing Materials that are incorporated into any custom-developed Deliverable rather than grant the State ownership of the Pre-existing Materials. The State may distribute such Pre-existing materials to third parties only to the extent required by governmental funding mandates. The Contractor may not include in any custom Deliverable any intellectual property unless such has been created under this Contract or qualifies as Pre-existing Material. If the Contractor wants to incorporate any Pre-existing Materials into a custom Deliverable, the Contractor must first disclose that desire to the State in writing and seek the State's approval for doing so in advance. The State will not be obligated to provide that approval, unless the Contractor disclosed its intention to do so in the RFP Documents. On the Contractor's request, the State will incorporate into any copies of a custom Deliverable any proprietary notice that the Contractor included with the original copy, if that notice is reasonably necessary to protect the Contractor's interest in any Pre-existing Materials contained in the custom Deliverable.

Subject to the limitations and obligations of the State with respect to Pre-existing Materials, the State may make all custom Deliverables available to the general public without any proprietary notices of any kind.

**License in Commercial Material.** As used in this section, "Commercial Material" means anything that the Contractor or a third party has developed at private expense, is commercially available in the marketplace, subject to intellectual property rights, and readily copied through duplication on magnetic media, paper, or other media. Examples include written reports, books, pictures, videos, movies, computer programs, and computer source code and documentation.

Any Commercial Material that the Contractor intends to deliver as a Deliverable must have the scope of the license granted in such material disclosed in the RFP Documents or as an attachment referenced in the RFP Documents, if that scope of license is different from the scope of license contained in this section for Commercial Materials.

Except for Commercial Material that is software ("Commercial Software"), if the Commercial Material is copyrighted and published material, then the State will have the rights permitted under the federal copyright laws for each copy of the Commercial Material delivered to it by the Contractor.

Except for Commercial Software, if the Commercial Material is patented, then the State will have the rights permitted under the federal patent laws for each copy of the Commercial Material delivered to it by the Contractor.

Except for Commercial Software, if the Commercial Material consists of trade secrets, then the State will treat the material as confidential. In this regard, the State will assume all obligations with respect to the Commercial Material that the Contractor assumes under the Confidentiality section of this Contract with respect to the State's Confidential Information. Otherwise, the State will have the same rights and duties permitted under the federal copyright laws for each copy of the Commercial Material delivered to it by the Contractor, whether or not the material is copyrighted when delivered to the State.

For Commercial Software, the State will have the rights in items (1) through (6) of this section with respect to the software. The State will not use any Commercial Software except as provided in the six items below or as expressly stated otherwise in this Contract. The Commercial Software may be:

- (1) Used or copied for use in or with the computer or computers for which it was acquired, including use at any State installation to which such computer or computers may be transferred;
- (2) Used or copied for use in or with a backup computer for disaster recovery and disaster recovery testing purposes or if any computer for which it was acquired is inoperative;
- (3) Reproduced for safekeeping (archives) or backup purposes;
- (4) Modified, adapted, or combined with other computer software, but the modified, combined, or adapted portions of the derivative software incorporating any of the Commercial Software will be subject to same restrictions set forth in this Contract;

- (5) Disclosed to and reproduced for use on behalf of the State by support service contractors or their subcontractors, subject to the same restrictions set forth in this Contract; and
- (6) Used or copied for use in or transferred to a replacement computer.

Commercial Software delivered under this Contract is licensed to the State without disclosure restrictions unless it is clearly marked as confidential or secret. The State will treat any Commercial Software that is marked as confidential or secret as Confidential Information to the extent that such is actually the case.

#### **PART FOUR: REPRESENTATIONS, WARRANTIES, AND LIABILITIES**

**General Warranties.** The Contractor warrants that the recommendations, guidance, and performance of the Contractor under this Contract will: (1) be in accordance with sound professional standards and the requirements of this Contract and without any material defects; and (2) unless otherwise provided in the RFP Documents, be the work solely of the Contractor. The Contractor also warrants that: (1) no Deliverable will infringe on the intellectual property rights of any third party; and (2) the Contractor's work and the Deliverables resulting from that work will be merchantable and fit for the particular purposes described in the RFP Documents.

Additionally, with respect to the Contractor's activities under this Contract, the Contractor warrants that: (1) the Contractor has the right to enter into this Contract; (2) the Contractor has not entered into any other contracts or employment relationships that restrict the Contractor's ability to perform the contemplated services; (3) the Contractor will observe and abide by all applicable laws and regulations, including those of the State regarding conduct on any premises under the State's control; (4) the Contractor has good and marketable title to any goods delivered under this Contract and in which title passes to the State; (5) the Contractor has the right and ability to grant the license granted in any Deliverable in which title does not pass to the State; and (6) the Contractor is not subject to any unresolved findings of the Auditor of State under Revised Code Section 9.24 and will not become subject to an unresolved finding that prevents the extension or renewal of this Contract.

The warranties regarding material defects, merchantability, and fitness are one-year warranties. All other warranties will be continuing warranties. If any portion of the Work fails to comply with these warranties, and the Contractor is so notified in writing, the Contractor must correct such failure with all due speed or must refund the amount of the compensation paid for such portion of the Work. The Contractor also must indemnify the State for any direct damages and claims by third parties based on a breach of these warranties. This obligation of indemnification will not apply where the State has modified or misused the Deliverable and the claim is based on the modification or misuse. The State will give the Contractor notice of any such claim as soon as reasonably practicable. If a successful claim of infringement is made, or if the Contractor reasonably believes that an infringement claim that is pending may actually succeed, the Contractor must do one of the following things: (1) modify the Deliverable so that it is no longer infringing; (2) replace the Deliverable with an equivalent or better item; (3) acquire the right for the State to use the infringing Deliverable as it was intended for the State to use under this Contract; or (4) remove the Deliverable and refund the amount the State paid for the Deliverable and the amount of any other Deliverable or item that requires the availability of the infringing Deliverable for it to be useful to the State.

**GENERAL EXCLUSION OF WARRANTIES. THE CONTRACTOR MAKES NO WARRANTIES, EXPRESS OR IMPLIED, OTHER THAN THOSE EXPRESS WARRANTIES CONTAINED IN THIS CONTRACT.**

**Indemnity for Property Damage and Bodily Injury.** The Contractor must indemnify the State for all liability and expense resulting from bodily injury to any person (including injury resulting in death) and damage to tangible or real property arising out of the performance of this Contract, provided that such bodily injury or property damage is due to the negligence or other tortious conduct of the Contractor, its employees, agents, or subcontractors. The Contractor will not be responsible for any damages or liability to the extent caused by the negligence or willful misconduct of the State, its employees, other contractors, or agents.

**Liquidated Damages.** The State, in its sole discretion, may assess liquidated damages identified in the Service Level Agreement, if the Contractor fails to perform at the stated service levels. Any liquidated damages assessed by the State will be subject to the offset section of this Contract.

**Payment of Liquidated Damages.** The Contractor must pay any liquidated damages within 30 days after the State's notice of an assessment of such damages. Should the Contractor fail to make such payment in a timely manner, on written notice to the Contractor, the State may offset any amounts due or becoming due to the Contractor by the amount of the liquidated damages that are accrued but unpaid.

**Liquidated Damages and Termination for Default.** In addition to assessing liquidated damages, the State also may provide the Contractor with written notice of its default for any failure that is subject to assessment of liquidated damages, and the Contractor must cure that default within 30 days. Should the Contractor fail to cure its default within the 30 day cure period, this Contract will terminate immediately for cause and the State will be entitled to damages related to that termination in accordance with the termination section of this Contract. Should the State assess liquidated damages or otherwise be entitled to damages under this provision, on written notice to the Contractor, the State may offset these damages from any Fees due under this Contract.

**Limitation of Liability.** Neither party will be liable for any indirect, incidental, or consequential loss or damage of the other party, including but not limited to lost profits, even if the parties have been advised, knew, or should have known of the possibility of such damages. Additionally, neither party will be liable to the other for direct or other damages in excess of two times the not-to-exceed fixed price of this Contract or \$30,000,000, whichever is greater. The limitations in this paragraph do not apply to any obligation of the Contractor to indemnify the State against claims made against it or for damages to the State caused by the Contractor's negligence or other tortious conduct.

## **PART FIVE: ACCEPTANCE AND MAINTENANCE**

**Acceptance.** There will be no formal acceptance procedure unless the RFP Documents expressly provide otherwise. If the RFP Documents do not provide otherwise, the acceptance procedure will be an informal review by the Work Representative to ensure that each Deliverable and the Work as a whole comply with the requirements of this Contract. The Work Representative will have up to 30 calendar days to do this. No formal letter of acceptance will be issued, and passage of the 30 calendar days will imply acceptance, though the State will issue a notice of noncompliance if a Deliverable or the Work as a whole does not meet the requirements of this Contract. If the Work Representative issues a letter of noncompliance, then the Contractor will have 30 calendar days to correct the problems listed in the noncompliance letter. If the Contractor fails to do so, the Contractor will be in default without a cure period. If the Work Representative has issued a noncompliance letter, the Deliverables or the Work as a whole will not be accepted until the Work Representative issues a letter of acceptance indicating that each problem noted in the noncompliance letter has been cured. If the problems have been fixed during the 30 day period, the Work Representative will issue the acceptance letter within 15 calendar days.

If the Work fails to meet the standard of performance after 90 calendar days from the start of the performance period, the Contractor will be in default and will not have a cure period. In addition to all other remedies the State may have under this Contract, the State will have the right to request correction or replacement of the relevant portion of the Work.

**Passage of Title.** Title to any Deliverable will pass to the State only on acceptance of the Deliverable. All risk of loss, regardless of the cause, will remain with the Contractor until title to the Deliverable passes to the State.

## **PART SIX: CONSTRUCTION**

**Entire Document.** This Contract is the entire agreement between the parties with respect to its subject matter and supersedes any previous statements or agreements, whether oral or written.

**Binding Effect.** This Contract will be binding upon and inure to the benefit of the respective successors and assigns of the State and the Contractor.

**Amendments – Waiver.** No change to any provision of this Contract will be effective unless it is in writing and signed by both parties. The failure of either party at any time to demand strict performance by the other party of any of the terms of this Contract will not be a waiver of those terms. Waivers must be in writing to be effective, and either party may at any later time demand strict performance.

**Severability.** If any provision of this Contract is held by a court of competent jurisdiction to be contrary to law, the remaining provisions of this Contract will remain in full force and effect to the extent that such does not create an absurdity.

**Construction.** This Contract will be construed in accordance with the plain meaning of its language and neither for nor against the drafting party.

**Headings.** The headings used herein are for the sole sake of convenience and may not be used to interpret any section.

**Notices.** For any notice under this Contract to be effective, it must be made in writing and sent to the address of the appropriate contact provided elsewhere in the Contract, unless such party has notified the other party, in accordance with the provisions of this section, of a new mailing address. This notice requirement will not apply to any notices that this Contract expressly authorized to be made orally.

**Continuing Obligations.** The terms of this Contract will survive the termination or expiration of the time for completion of Work and the time for meeting any final payment of compensation, except where such creates an absurdity.

**Time.** Unless otherwise expressly provided, any reference in this document to a number of days for an action or event to occur means calendar days, and any reference to a time of the day, such as 5:00 p.m., is a reference to the local time in Columbus, Ohio.

## **PART SEVEN: LAW AND COURTS**

**Compliance with Law.** The Contractor must comply with all applicable federal, state, and local laws while performing under this Contract.

**Drug-Free Workplace.** The Contractor must comply with all applicable state and federal laws regarding keeping a drug-free workplace. The Contractor must make a good faith effort to ensure that all the Contractor's Personnel, while working on state property, will not have or be under the influence of illegal drugs or alcohol or abuse prescription drugs in any way.

**Sweatshop Free.** By the signature affixed to this RFP, Offeror certifies all facilities used for the production of the supplies or performance of services offered in the RFP are in compliance with applicable domestic labor, employment, health and safety, environmental and building laws. This certification applies to any and all suppliers and/or subcontractors used by the Offeror in furnishing the supplies or services described in the RFP and awarded to the Offeror. If the State receives a complaint alleging non-compliance with sweatshop free requirements, the State may enlist the services of an independent monitor to investigate allegations of such non-compliance on the part of the Contractor, any sub-contractors or suppliers used by the Contractor in performance of the Contract. If allegations are proven to be accurate, the Contractor will be advised by the State of the next course of action to resolve the complaint and the Contractor will be responsible for any costs associated with the investigation. Items that will be considered in an investigation include, but are not limited to standards for wages, occupational safety and work hours.

**Conflicts of Interest.** None of the Contractor's Personnel may voluntarily acquire any personal interest that conflicts with their responsibilities under this Contract. Additionally, the Contractor may not knowingly permit any public official or public employee who has any responsibilities related to this Contract or the Work to acquire an interest in anything or any entity under the Contractor's control, if such an interest would conflict with that official's or employee's duties. The Contractor must disclose to the State knowledge of any such person who acquires an incompatible or conflicting personal interest related to this Contract. And the Contractor must take steps to ensure that such a person does not participate in any action affecting the work under this Contract. But this will not apply when the State has determined, in light of the personal interest disclosed, that person's participation in any such action would not be contrary to the public interest.

**Ohio Ethics Law and Limits on Political Contributions.** The Contractor certifies that it is currently in compliance and will continue to adhere to the requirements of the Ohio ethics laws. In accordance with Executive Order 2007-01S, the Contractor, by signature on the Contract, certifies: (1) it has reviewed and understands Executive Order 2007-01S, (2) has reviewed and understands the Ohio ethics and conflicts of interest laws, and (3) will take no action inconsistent with those laws and this order. The Contractor understands that failure to comply with Executive Order 2007-01S is, in itself, grounds for termination of the Contract and may result in the loss of other contracts or grants with the State. The Contractor also certifies that all applicable parties listed in Division (I)(3) or (J)(3) of Ohio Revised Code Section 3517.13 are in full compliance with Divisions (I)(1) and (J)(1) of Ohio Revised Code Section 3517.13.

**Security & Safety Rules.** When using or possessing State data or accessing State networks and systems, the Contractor must comply with all applicable State rules, policies, and regulations regarding data security and integrity. And when on any property owned or controlled by the State, the Contractor must comply with all security and safety rules, regulations, and policies applicable to people on those premises.

**Declaration Regarding Terrorism.** In accordance with R.C. 2909.33(C), the Contractor certifies that it meets one of the following conditions:

1. The Contractor has **not** received, nor will receive as a result of this Contract, an aggregate amount greater than one hundred thousand dollars (\$100,000) in business or funding, excluding personal benefits, from the state, instrumentalities, or political subdivisions during the current fiscal year;

or

2. (a.) The Contractor has received, or will receive as a result of this Contract, an aggregate amount greater than one hundred thousand dollars (\$100,000) in business or funding, excluding personal benefits, from the state, instrumentalities, or political subdivisions during the current fiscal year.

And,

- (b.) The Contractor has either pre-certified with the Office of Budget and Management, or has completed the Declaration of Material Assistance form as directed in Attachment Three certifying that it has not provided material assistance to any organization on the Terrorist Exclusion List, as that term is defined in R.C. 2909.21.

**Unresolved Finding for Recovery.** If the Contractor was subject to an unresolved finding of the Auditor of State under Revised Code Section 9.24 on the date the parties sign this Contract, the Contract is void. Further, if the Contractor is subject to an unresolved finding of the Auditor of State under Revised Code Section 9.24 on any date on which the parties renew or extend this Contract, the renewal or extension will be void.

**Equal Employment Opportunity.** The Contractor will comply with all state and federal laws regarding equal employment opportunity and fair labor and employment practices, including Ohio Revised Code Section 125.111 and all related Executive Orders.

Before a contract can be awarded or renewed, an Affirmative Action Program Verification Form must be submitted to the DAS Equal Opportunity Division to comply with the affirmative action requirements. Affirmative Action Verification Forms and approved Affirmative Action Plans can be found by going to the Equal Opportunity Departments web site: <http://www.das.ohio.gov/Eod/AAPV.htm>.

The Contractor must post notices with the provisions of this section in conspicuous places that are available to employees and applicants and must state in all solicitations and advertisements for employees that it is an equal opportunity employer.

**Injunctive Relief.** Nothing in this Contract is intended to limit the State's right to injunctive relief, if such is necessary to protect its interests or to keep it whole.

**Assignment.** The Contractor may not assign this Contract or any of its rights or obligations under this Contract without the prior, written consent of the State. The State is not obligated to provide its consent to any proposed assignment.

**Governing Law.** This Contract will be governed by the laws of Ohio, and venue for any disputes will lie exclusively with the appropriate court in Franklin County, Ohio.

**ATTACHMENT FIVE  
SAMPLE CONTRACT**

**A CONTRACT BETWEEN  
THE DEPARTMENT OF ADMINISTRATIVE SERVICES  
ON BEHALF OF THE  
OHIO DEPARTMENT OF JOB AND FAMILY SERVICES  
AND**

\_\_\_\_\_  
(CONTRACTOR)

**THIS CONTRACT**, which results from RFP 0A1065, entitled **Child Care Time and Attendance Tracking System**, is between the State of Ohio, through the Department of Administrative Services, on behalf of the Ohio Department of Job and Family Services, and \_\_\_\_\_ (the "Contractor").

This Contract consists of the referenced RFP, including all its attachments and supplements, written amendments to the RFP, the Contractor's Proposal, and written, authorized amendments to the Contractor's Proposal. It also includes any materials incorporated by reference in the above documents and any purchase orders and Change Orders issued under the Contract. The form of the Contract is this one page document, which incorporates by reference all the documents identified above. The General Terms and Conditions for the Contract are contained in an attachment to the RFP. If there are conflicting provisions among the documents that make up the Contract, the order of precedence for the documents is as follows:

1. This document;
2. The RFP, as amended;
3. The documents and materials incorporated by reference in the RFP;
4. The Contractor's Proposal, as amended, clarified, and accepted by the State; and
5. The documents and materials incorporated by reference in the Contractor's Proposal.

Notwithstanding the order listed above, Change Orders and amendments issued after the Contract is executed may expressly change the provisions of the Contract. If they do so expressly, then the most recent of them will take precedence over anything else that is part of the Contract.

This Contract has an effective date of the later of \_\_\_\_\_, 2010, or the occurrence of all conditions precedent specified in the General Terms and Conditions.

**TO SHOW THEIR AGREEMENT**, the parties have executed this Contract as of the dates below.

CONTRACTOR

STATE OF OHIO

DEPARTMENT

OF

ADMINISTRATIVE

SERVICES

**SAMPLE – DO NOT FILL OUT**

By: \_\_\_\_\_

By: Hugh Quill

Title: \_\_\_\_\_

Title: DAS Director

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT SIX

### OFFEROR CERTIFICATION FORM

1. The offeror is not currently subject to an “unresolved” finding for recovery under Revised Code Section 9.24, and the offeror will notify the Procurement Representative any time it becomes subject to such a finding before the award of a Contract arising out of this RFP.
2. The offeror certifies that it will not and will not allow others to perform work for the State of Ohio outside the geographic limitations contained in Attachment Two or take data that belongs to the State of Ohio outside the geographic limitations contained in Attachment Two without express written authorization from the State.
3. The offeror certifies that its responses to the following statements are true and accurate. The offeror's answers apply to the last seven years. Please indicate yes or no in each column.

Yes/No	Description
	The offeror has had a contract terminated for default or cause.
	The offeror has been assessed any penalties in excess of \$10,000.00, including liquidated damages, under any of its existing or past contracts with any organization (including any governmental entity).
	The offeror was the subject of any governmental action limiting the right of the offeror to do business with that entity or any other governmental entity.
	Trading in the stock of the company has ever been suspended with the date(s) and explanation(s).
	The offeror, any officer of the offeror, or any owner of a 20% interest or greater in the offeror has filed for bankruptcy, reorganization, a debt arrangement, moratorium, or any proceeding under any bankruptcy or insolvency law, or any dissolution or liquidation proceeding.
	The offeror, any officer of the offeror, or any owner with a 20% interest or greater in the offeror has been convicted of a felony or is currently under indictment on any felony charge.

If the answer to any item above is affirmative, the offeror must provide complete details about the matter. While an affirmative answer to any of these items will not automatically disqualify an offeror from consideration, at the sole discretion of the State, such an answer and a review of the background details may result in a rejection of the Proposal. The State will make this decision based on its determination of the seriousness of the matter, the matter's possible impact on the offeror's performance under the Contract, and the best interest of the State.

4. The offeror certifies that neither it nor any of its people that may work on or benefit from the Contract through the offeror has a possible conflict of interest (e.g., employed by the State of Ohio, etc.) other than the conflicts identified immediately below:

Potential Conflicts (by person or entity affected)

(Attach an additional sheet if more space is need.)

The State may reject a Proposal in which an actual or apparent conflict is disclosed. And the State may cancel or terminate the Contract for cause if it discovers any actual or apparent conflict of interest that the offeror did not disclose in its Proposal.

5. The offeror certifies that all its and its subcontractors' personnel provided for the Work will have a valid I-9 form on file with the offeror or subcontractor, as appropriate, and will have presented valid employment authorization documents, if they are not United States citizens.
6. The offeror certifies that its regular, fulltime employees will perform at least 30% of the Work.
7. The following is a complete list of all subcontractors, if any, that the offeror will use on the Work, if the State selects the offeror to do the Work:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

The offeror certifies that it has obtained and submitted a subcontractor letter, as required by Attachment Three, for each subcontractor it plans to use to do the Work.

8. The offeror certifies that that any EDGE program participants will provide necessary data to ensure program reporting and compliance.

Please provide the following information for a contact person who has authority to answer questions regarding the offeror's Proposal:

Name:	
Title:	
Mailing Address:	
Office Phone Number:	
Cell Phone Number:	
Fax Number:	
Email Address:	

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Company D-U-N-S Number

## OFFEROR MANDATORY REQUIREMENTS

<b>Company Name:</b>	<b>Contact Name:</b> (Indicate Primary or Alternate)	
	<b>Contact Title:</b>	
<b>Company Address:</b>	<b>Contact Phone Number:</b>	
	<b>Contact Email Address:</b>	
<b>Work Name:</b>	<b>Beginning Date of Experience:</b>	<b>Ending Date of Experience:</b>
	Month/Year	Month/Year
<b>List Related Service Provided:</b>            <b>Describe the number of locations using remote data capture to track over 4,000 individuals' attendance utilizing remote data capture:</b>          <b>Describe the number of individuals attendance tracked utilizing remote data capture:</b>		

## OFFEROR MANDATORY REQUIREMENTS CONTINUED

<b>Company Name:</b>	<b>Contact Name:</b> (Indicate Primary or Alternate)	
	<b>Contact Title:</b>	
<b>Company Address:</b>	<b>Contact Phone Number:</b>	
	<b>Contact Email Address:</b>	
<b>Work Name:</b>	<b>Beginning Date of Experience:</b>	<b>Ending Date of Experience:</b>
	Month/Year	Month/Year
<b>List Related Service Provided:</b>		
Describe the number of locations using remote data capture to track over 4,000 individuals' attendance utilizing remote data capture:		
Describe the number of individuals attendance tracked utilizing remote data capture:		

## ATTACHMENT SEVEN

### OFFEROR PROFILE SUMMARY

## OFFEROR OR SUBCONTRACTOR MANDATORY REQUIREMENTS

**MANDATORY REQUIREMENT:** The Contractor or Subcontractor is currently providing hosting services for system of similar size and complexity.

<b>If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:</b>		<b>Subcontractor, if applicable</b>	
<b>Company Name:</b>		<b>Contact Name:</b> (Indicate Primary or Alternate)	
		<b>Contact Title:</b>	
<b>Company Address:</b>		<b>Contact Phone Number:</b>	
		<b>Contact Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  Month/Year	<b>Ending Date of Experience:</b>  Month/Year
<b>List Related Service Provided:</b>			
<p>Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:</p>			



## ATTACHMENT SEVEN

### OFFEROR PROFILE SUMMARY

## OFFEROR REQUIREMENTS

**REQUIREMENT:** Minimum of 24 months experience in providing integration and implementation of software product and modules that are fully operational without customized coding other than data interfaces and custom reporting using a product developed for sale or as an integration partner implementing a COTS product.

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:	Subcontractor, if applicable	
Company Name:	Contact Name: (Indicate Primary or Alternate)	
	Contact Title:	
Company Address:	Contact Phone Number:	
	Contact Email Address:	
Work Name:	Beginning Date of Experience: Month/Year	Ending Date of Experience: Month/Year
List Related Service Provided:		
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:		

## ATTACHMENT SEVEN OFFEROR PROFILE SUMMARY

## OFFEROR REQUIREMENTS CONTINUED

**REQUIREMENT:** Minimum of 24 months experience in providing integration and implementation of software product and modules that are fully operational without customized coding other than data interfaces and custom reporting using a product developed for sale or as an integration partner implementing a COTS product.

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:		Subcontractor, if applicable	
Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work Name:		Beginning Date of Experience:	Ending Date of Experience:
		Month/Year	Month/Year
List Related Service Provided:			
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:			

## ATTACHMENT SEVEN OFFEROR PROFILE SUMMARY

## OFFEROR REQUIREMENTS

**REQUIREMENT:** Experience implementing and providing services that transition manual business processes to a hosted environment.

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:		Subcontractor, if applicable	
Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work Name:		Beginning Date of Experience:	Ending Date of Experience:
		Month/Year	Month/Year
List Related Service Provided:			
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:			

## OFFEROR REQUIREMENTS CONTINUED

<b>If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:</b>		<b>Subcontractor, if applicable</b>	
<b>Company Name:</b>		<b>Contact Name:</b> (Indicate Primary or Alternate)	
		<b>Contact Title:</b>	
<b>Company Address:</b>		<b>Contact Phone Number:</b>	
		<b>Contact Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  Month/Year	<b>Ending Date of Experience:</b>  Month/Year
<b>List Related Service Provided:</b>			
<p>Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:</p>			

## OFFEROR REQUIREMENTS

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:		Subcontractor, if applicable	
Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work Name:		Beginning Date of Experience:	Ending Date of Experience:
		Month/Year	Month/Year
List Related Service Provided:			
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:			

## OFFEROR REQUIREMENTS CONTINUED

<b>If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:</b>		<b>Subcontractor, if applicable</b>	
<b>Company Name:</b>		<b>Contact Name:</b> (Indicate Primary or Alternate)	
		<b>Contact Title:</b>	
<b>Company Address:</b>		<b>Contact Phone Number:</b>	
		<b>Contact Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  Month/Year	<b>Ending Date of Experience:</b>  Month/Year
<b>List Related Service Provided:</b>			
<p>Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:</p>			

## OFFEROR DESIRABLE REQUIREMENTS

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:		Subcontractor, if applicable	
Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work Name:		Beginning Date of Experience:  Month/Year	Ending Date of Experience:  Month/Year
List Related Service Provided:			
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:			

## OFFEROR DESIRABLE REQUIREMENTS CONTINUED

[illegible]

## OFFEROR DESIRABLE REQUIREMENTS

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:	Subcontractor, if applicable	
<b>Company Name:</b>	<b>Contact Name:</b> (Indicate Primary or Alternate)	
	<b>Contact Title:</b>	
<b>Company Address:</b>	<b>Contact Phone Number:</b>	
	<b>Contact Email Address:</b>	
<b>Work Name:</b>	<b>Beginning Date of Experience:</b>	<b>Ending Date of Experience:</b>
	Month/Year	Month/Year
<b>List Related Service Provided:</b>            Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:		

## OFFEROR DESIRABLE REQUIREMENTS CONTINUED

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:		Subcontractor, if applicable	
Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work Name:		Beginning Date of Experience:	Ending Date of Experience:
		Month/Year	Month/Year
List Related Service Provided:			
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:			

## ATTACHMENT SEVEN

### OFFEROR PROFILE SUMMARY

### OFFEROR OR SUBCONTRACTOR DESIRABLE REQUIREMENTS

**REQUIREMENT:** Offers a product that is turnkey or off the shelf software that can collect and manage time data from electronic devices that are used to allow an individual to check in/out their attendance at a specific location.

If the offeror is using a subcontractor to meet this requirement, insert the subcontractor name in the adjacent box:		Subcontractor, if applicable	
Company Name:		Contact Name: (Indicate Primary or Alternate)	
		Contact Title:	
Company Address:		Contact Phone Number:	
		Contact Email Address:	
Work Name:		Beginning Date of Experience:  Month/Year	Ending Date of Experience:  Month/Year
List Related Service Provided:			
Describe how the related service shows the offeror's experience, capability, and capacity to develop the Deliverables or to achieve the Work:			

## OFFEROR OR SUBCONTRACTOR REQUIREMENTS CONTINUED

[illegible]

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REFERENCES**

**Candidate's Name:**

**References.** Provide three references for which the proposed candidate has successfully demonstrated meeting the requirements of the RFP on Works of similar size and scope in the past five years. The name of the person to be contacted, phone number, company, address, brief description of work size and complexity, and date (month and year) of employment must be given for each reference. These references must be able to attest to the candidate's specific qualifications.

The reference given should be a person within the client's organization and not a co-worker or a contact within the offerors organization.

If less than three references are provided, the offeror must explain why. The State may disqualify the Proposal if less than three references are given.

<b>Client Company:</b>	<b>Client Contact Name:</b>	<b>Client Contact Title:</b>	
<b>Client Address:</b>		<b>Client Contact Phone Number: Email:</b>	
<b>Work Name:</b>		<b>Beginning Date of Employment:</b>  Month/Year	<b>Ending Date of Employment:</b>  Month/Year
<b>Description of services provided that are in line with those to be provided as part of the Work:</b>			
<b>Description of how client work size and complexity are similar to the Work:</b>			

## CANDIDATE REFERENCES CONTINUED

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## CANDIDATE REFERENCES CONTINUED

Page 111 of 143

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE EDUCATION AND TRAINING**

**Candidate's Name:**

**Education and Training.** This section must be completed to list the education and training of each key candidate and must demonstrate in detail the key candidate's ability to properly execute the Contract based on the relevance of the education and training to the requirements of the RFP.

<b>EDUCATION AND TRAINING</b>	<b>MONTHS/ YEARS</b>	<b>WHERE OBTAINED</b>	<b>DEGREE/MAJOR YEAR EARNED</b>
<b>College</b>			
<b>Technical School</b>			
<b>Other Training</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE MANDATORY REQUIREMENTS  
(Experience and Qualifications)  
Project Manager**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** A minimum of 60 months full-time experience as the project manager

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE MANDATORY REQUIREMENTS  
Project Manager **CONTINUED****

**Candidate's Name:**

**Requirement:** A minimum of 60 months full-time experience as the project manager

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE MANDATORY REQUIREMENTS  
(Experience and Qualifications)  
Project Manager**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Experience as the project manager on a minimum of two projects that encompassed the full system development life cycle from initiation through post implementation on a large scale project where one of the projects lasted a minimum of 12 months.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE MANDATORY REQUIREMENTS  
Project Manager CONTINUED**

**Candidate's Name:**

**Requirement:** Experience as the project manager on a minimum of two projects that encompassed the full system development life cycle from initiation through post implementation on a large scale project where one of the projects lasted a minimum of 12 months.

<b>Company Name:</b>	<b>Contact Name:</b>  <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  <small>Month/Year</small>	<b>Ending Date of Experience:</b>  <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Project Manager**

**Candidate's Name:**

**Requirement:** Minimum of 9 months of experience as the project manager on a project of similar size and complexity for a Time and Attendance Tracking System from project initiation through implementation.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Project Manager**

**Candidate's Name:**

**Requirement:** Minimum of 9 months of experience as the project manager on a project of similar size and complexity for a Time and Attendance Tracking System from project initiation through implementation.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Project Manager**

**Candidate's Name:**

**Requirement:** Experience following a standard PM methodology and in using various project management tools (e.g., MS Project Suite, Project Workbench) developing project plans, defining tasks and tracking timelines and resources on a minimum of two projects of similar size and complexity for a Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b>  <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  <small>Month/Year</small>	<b>Ending Date of Experience:</b>  <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Project Manager**

**Candidate's Name:**

**Requirement:** Experience following a standard PM methodology and in using various project management tools (e.g., MS Project Suite, Project Workbench) developing project plans, defining tasks and tracking timelines and resources on a minimum of two projects of similar size and complexity for a Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b>  <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  <small>Month/Year</small>	<b>Ending Date of Experience:</b>  <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE DESIRABLE REQUIREMENTS  
(Experience and Qualifications)  
Project Manager**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Management of two or more projects of similar size and complexity for a Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE DESIRABLE REQUIREMENTS  
CONTINUED  
Project Manager**

**Candidate's Name:**

**Requirement:** Management of two or more projects of similar size and complexity for a Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**Insert a copy of the Project Manager's Project Management Institute (PMP) Certification, if applicable.**

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE MANDATORY REQUIREMENTS  
(Experience and Qualifications)  
Technical Manager**

**Candidate's Name:**

**Requirement:** A minimum of 36 months full-time experience as a technical manager for projects involving an enterprise-wide architecture, networking, multiple systems integration, hardware, and software.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE MANDATORY REQUIREMENTS  
CONTINUED  
Technical Manager**

**Candidate's Name:**

**Requirement:** A minimum of 36 months full-time experience as a technical manager for projects involving an enterprise-wide architecture, networking, multiple systems integration, hardware, and software.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE MANDATORY REQUIREMENTS  
(Experience and Qualifications)  
Technical Manager**

**Candidate's Name:**

**Requirement:** Experience managing a technical team and its activities from inception through implementation on a minimum of one project of similar size and complexity to the Child Care Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b>  <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  <small>Month/Year</small>	<b>Ending Date of Experience:</b>  <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE MANDATORY REQUIREMENTS  
CONTINUED  
Technical Manager**

**Candidate's Name:**

**Requirement:** Experience managing a technical team and its activities from inception through implementation on a minimum of one project of similar size and complexity to the Child Care Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b>  <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  <small>Month/Year</small>	<b>Ending Date of Experience:</b>  <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Technical Manager**

**Candidate's Name:**

**Requirement:** Experience performing systems development activities as a technical lead over analysis, design, development, and testing on a minimum of two projects of similar size and complexity for the Child Care Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b>  <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b>  <small>Month/Year</small>	<b>Ending Date of Experience:</b>  <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Technical Manager**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Experience performing systems development activities as a technical lead over analysis, design, development, and testing on a minimum of two projects of similar size and complexity for the Child Care Time and Attendance Tracking System.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Technical Manager**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Experience implementing the proposed COTS solution on a minimum of two projects.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Technical Manager**

**Candidate's Name:**

**Requirement:** Experience implementing the proposed COTS solution on a minimum of two projects.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Technical Manager**

**Candidate's Name:**

**Requirement:** Experience using various project management tools for planning and tracking purposes on a minimum of two projects.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Technical Manager**

**Candidate's Name:**

**Requirement:** Experience using various project management tools for planning and tracking purposes on a minimum of two projects.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Training Lead**

**Candidate's Name:**

**Requirement:** Experience in developing and implementing a training plan for state and private users on a minimum of one project of similar complexity and size.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Training Lead**

**Candidate's Name:**

**Requirement:** Experience in developing and implementing a training plan for state and private users on a minimum of one project of similar complexity and size.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Training Lead**

**Candidate's Name:**

**Requirement:** Experience in preparing and delivering formal classroom training in the past 12 months on a project similar in size and complexity.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Training Lead**

**Candidate's Name:**

**Requirement:** Experience in preparing and delivering formal classroom training in the past 12 months on a project similar in size and complexity.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Training Lead**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Experience in developing on-line curricula on a project of similar size and complexity.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Training Lead**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Experience in developing on-line curricula on a project of similar size and complexity.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY**

**CANDIDATE REQUIREMENTS  
(Experience and Qualifications)  
Training Lead**

<b>Candidate's Name:</b>
--------------------------

**Requirement:** Experience using various project management tools for planning and tracking projects on a minimum of two projects of similar size and complexity.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

**ATTACHMENT EIGHT  
PERSONNEL PROFILE SUMMARY  
(Experience and Qualifications)**

**CANDIDATE REQUIREMENTS  
CONTINUED  
Training Lead**

**Candidate's Name:**

**Requirement:** Experience using various project management tools for planning and tracking projects on a minimum of two projects of similar size and complexity.

<b>Company Name:</b>	<b>Contact Name:</b> <small>Primary or Alternate</small>	<b>Contact Title:</b>	
<b>Address:</b>		<b>Contact Phone Number:</b>  <b>Email Address:</b>	
<b>Work Name:</b>		<b>Beginning Date of Experience:</b> <small>Month/Year</small>	<b>Ending Date of Experience:</b> <small>Month/Year</small>
<b>Description of technical experience, capacity performed, and role related to services to be provided for the Work:</b>			

## ATTACHMENT NINE

### COST SUMMARY

Performance Bond Costs	
Performance Bond	\$
Implementation Costs	
Task 1 – Project Management	\$
Task 2 – System Analysis and Design	\$
Task 3 – Configuration and Documentation	\$
Task 4 – System and User Acceptance Testing	\$
Task 5 – Training	\$
Task 6 – Implementation	\$
Total implementation Fixed Cost	\$
End of Contract Transition Costs	
Task 8 – End of Contract Transition	\$

The numbers provided in the “weight” columns are the estimated number of authorized children who utilize child care services. These do not represent actual volumes for payment and are for evaluation purposes only. There is no guarantee of actual volumes associated with this Contract.

The chart below must be completed by the Contractor to identify monthly cost for the utilization of services by authorized children.

System Operation Costs		
Task 7 – System Operations	Monthly Cost per Child Utilization	\$
Each offeror must indicate what part of the monthly fixed Contractor Price is attributed to the System Operations on a monthly basis. The cost provided for system operations must be included in the monthly fixed Contractor rate for the per child utilization of services. For example if the Monthly Fixed Contractor price is \$4.50 per child utilization of the services, \$.50 is the monthly portion for System Operations.		

Contractor Rate for the per Child Utilization of Services					
	Monthly Fixed Contractor Price	Weight (Monthly per Child Utilization of Services)	Monthly Cost for the per Child Utilization of Services		
Fiscal Year 2010	\$	90,000	\$	x 12	
Fiscal Year 2011	\$	94,500	\$	x 12	
Fiscal Year 2012	\$	99,225	\$	x 12	
Fiscal Year 2013	\$	104,186	\$	x 12	
Fiscal Year 2014	\$	109,395	\$	x 12	
Fiscal Year 2015	\$	114,864	\$	x 12	
Fiscal Year 2016	\$	120,607	\$	x 12	
Total Evaluation Cost					\$

Rate Card			
Rate Card	1	2	3
	Hourly Rate	>3 Month or Amendment spend >\$500K - <\$1M	>6 Months or Amendment spend >\$1M
Sr. Programmer Analyst	\$	\$	\$
Programmer Analyst	\$	\$	\$
System Analyst	\$	\$	\$
Business Analyst	\$	\$	\$
Developer	\$	\$	\$
<b>Rate Card Sub-Totals:</b>	\$	\$	\$
<b>Rate Card Evaluation Total (total of Columns 1, 2, &amp; 3):</b>			\$

\* Offerors are responsible for all calculations.

Total Evaluation Cost will be utilized to calculate total cost points.

Ohio Time and Attendance Total Cost for Evaluation	
1. Implementation and Transition Costs:	\$
2. Total Yearly Per Authorized child cost:	\$
3. Rate Card Evaluation Total:	\$
<b>Total Cost for Evaluation (sum of items 1 thru 3):</b>	

# SUPPLEMENTAL INFORMATION HEADER

The following pages contain supplemental information for this competitive document. The supplemental information is contained between this header and a trailer page. If you receive the trailer page, all supplemental information has been received.

If you do not receive the trailer page of this supplement, use the inquiry process described in the document to notify the Procurement Representative.

Note: portions of the supplemental information provided may or may not contain page numbers. The total number of pages indicated on the cover page does not include the pages contained in this supplement.

**Supplement 1**  
**W-9 Form**

**Request for Taxpayer  
Identification Number and Certification****Give form to the  
requester. Do NOT  
send to the IRS.**

Please print or type

Name (If joint names, list first and circle the name of the person or entity whose number you enter in Part I below. See instructions on page 2 if your name has changed.)

Business name (Sole proprietors see instructions on page 2.)

Please check appropriate box: ☐ Individual/Sole proprietor ☐ Corporation ☐ Partnership ☐ Other ▶

Address (number, street, and apt. or suite no.)

Requester's name and address (optional)

City, state, and ZIP code

**Part I Taxpayer Identification Number (TIN)**

List account number(s) here (optional)

Enter your TIN in the appropriate box. For individuals, this is your social security number (SSN). For sole proprietors, see the instructions on page 2. For other entities, it is your employer identification number (EIN). If you do not have a number, see **How To Get a TIN** below.

Social security number

OR

Employer identification number

**Note:** If the account is in more than one name, see the chart on page 2 for guidelines on whose number to enter.

**Part II For Payees Exempt From Backup  
Withholding (See Part II  
instructions on page 2)****Part III Certification**

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding.

**Certification Instructions.**—You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because of underreporting interest or dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, the acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (Also see **Part III instructions** on page 2.)

**Sign  
Here**

Signature ▶

Date ▶

Section references are to the Internal Revenue Code.

**Purpose of Form.**—A person who is required to file an information return with the IRS must get your correct TIN to report income paid to you, real estate transactions, mortgage interest you paid, the acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA. Use Form W-9 to give your correct TIN to the requester (the person requesting your TIN) and, when applicable, (1) to certify the TIN you are giving is correct (or you are waiting for a number to be issued), (2) to certify you are not subject to backup withholding, or (3) to claim exemption from backup withholding if you are an exempt payee. Giving your correct TIN and making the appropriate certifications will prevent certain payments from being subject to backup withholding.

**Note:** If a requester gives you a form other than a W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**What Is Backup Withholding?**—Persons making certain payments to you must withhold and pay to the IRS 31% of such

payments under certain conditions. This is called "backup withholding." Payments that could be subject to backup withholding include interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

If you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return, your payments will not be subject to backup withholding. Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester, or
2. The IRS tells the requester that you furnished an incorrect TIN, or
3. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
4. You do not certify to the requester that you are not subject to backup withholding under 3 above (for reportable

interest and dividend accounts opened after 1983 only), or

5. You do not certify your TIN. See the Part III instructions for exceptions.

Certain payees and payments are exempt from backup withholding and information reporting. See the Part II instructions and the separate **Instructions for the Requester of Form W-9**.

**How To Get a TIN.**—If you do not have a TIN, apply for one immediately. To apply, get **Form SS-5**, Application for a Social Security Number Card (for individuals), from your local office of the Social Security Administration, or **Form SS-4**, Application for Employer Identification Number (for businesses and all other entities), from your local IRS office.

If you do not have a TIN, write "Applied For" in the space for the TIN in Part I, sign and date the form, and give it to the requester. Generally, you will then have 60 days to get a TIN and give it to the requester. If the requester does not receive your TIN within 60 days, backup withholding, if applicable, will begin and continue until you furnish your TIN.

**Note:** Writing "Applied For" on the form means that you have already applied for a TIN **OR** that you intend to apply for one soon.

As soon as you receive your TIN, complete another Form W-9, include your TIN, sign and date the form, and give it to the requester.

## Penalties

**Failure To Furnish TIN.**—If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

**Civil Penalty for False Information With Respect to Withholding.**—If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

**Criminal Penalty for Falsifying Information.**—Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

**Misuse of TINs.**—If the requester discloses or uses TINs in violation of Federal law, the requester may be subject to civil and criminal penalties.

## Specific Instructions

**Name.**—If you are an individual, you must generally enter the name shown on your social security card. However, if you have changed your last name, for instance, due to marriage, without informing the Social Security Administration of the name change, please enter your first name, the last name shown on your social security card, and your new last name.

**Sole Proprietor.**—You must enter your individual name. (Enter either your SSN or EIN in Part I.) You may also enter your business name or "doing business as" name on the business name line. Enter your name as shown on your social security card and business name as it was used to apply for your EIN on Form SS-4.

### Part I—Taxpayer Identification Number (TIN)

You must enter your TIN in the appropriate box. If you are a sole proprietor, you may enter your SSN or EIN. Also see the chart on this page for further clarification of name and TIN combinations. If you do not have a TIN, follow the instructions under **How To Get a TIN** on page 1.

### Part II—For Payees Exempt From Backup Withholding

Individuals (including sole proprietors) are **not** exempt from backup withholding. Corporations are exempt from backup withholding for certain payments, such as interest and dividends. For a complete list of exempt payees, see the separate Instructions for the Requester of Form W-9.

If you are exempt from backup withholding, you should still complete this form to avoid possible erroneous backup withholding. Enter your correct TIN in Part I, write "Exempt" in Part II, and sign and date the form. If you are a nonresident alien or a foreign entity not subject to backup withholding, give the requester a completed **Form W-8, Certificate of Foreign Status**.

### Part III—Certification

For a joint account, only the person whose TIN is shown in Part I should sign.

**1. Interest, Dividend, and Barter Exchange Accounts Opened Before 1984 and Broker Accounts Considered Active During 1983.** You must give your correct TIN, but you do not have to sign the certification.

**2. Interest, Dividend, Broker, and Barter Exchange Accounts Opened After 1983 and Broker Accounts Considered Inactive During 1983.** You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

**3. Real Estate Transactions.** You must sign the certification. You may cross out item 2 of the certification.

**4. Other Payments.** You must give your correct TIN, but you do not have to sign the certification unless you have been notified of an incorrect TIN. Other payments include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services, payments to a nonemployee for services (including attorney and accounting fees), and payments to certain fishing boat crew members.

**5. Mortgage Interest Paid by You, Acquisition or Abandonment of Secured Property, Cancellation of Debt, or IRA Contributions.** You must give your correct TIN, but you do not have to sign the certification.

### Privacy Act Notice

Section 6109 requires you to give your correct TIN to persons who must file information returns with the IRS to report interest, dividends, and certain other income paid to you, mortgage interest you paid, the acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA. The IRS uses the numbers for identification purposes and to help verify the accuracy of your tax return. You must provide your

TIN whether or not you are required to file a tax return. Payers must generally withhold 31% of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to a payer. Certain penalties may also apply.

## What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account)	The actual owner of the account or, if combined funds, the first individual on the account <sup>1</sup>
3. Custodian account of a minor (Uniform Gift to Minors Act)	The minor <sup>2</sup>
4. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee <sup>1</sup>
b. So-called trust account that is not a legal or valid trust under state law	The actual owner <sup>1</sup>
5. Sole proprietorship	The owner <sup>3</sup>
For this type of account:	Give name and EIN of:
6. Sole proprietorship	The owner <sup>3</sup>
7. A valid trust, estate, or pension trust	Legal entity <sup>4</sup>
8. Corporate	The corporation
9. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
10. Partnership	The partnership
11. A broker or registered nominee	The broker or nominee
12. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity

<sup>1</sup> List first and circle the name of the person whose number you furnish.

<sup>2</sup> Circle the minor's name and furnish the minor's SSN.

<sup>3</sup> You must show your individual name, but you may also enter your business or "doing business as" name. You may use either your SSN or EIN.

<sup>4</sup> List first and circle the name of the legal trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

**Note:** If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

**Supplement 2**  
**Integrated Child Care Feasibility**  
**Assessment**

Ohio Department of Job and Family Services  
Bureau of Child Care and Development



# Integrated Child Care Assessment Project

Feasibility Assessment

October 30, 2008

Submitted By:



**Optimum**Technology

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## 1.0 Executive Summary

This document presents a cost/benefit analysis of various system alternatives for automated support for the child care programs operated by the Ohio Department of Job and Family Services (ODJFS). This includes an assessment of the categories of child care solutions currently available and their applicability for ODJFS/CDJFS. Using the current state of child care technology in place within ODJFS/CDJFS, this assessment then provides estimates of the costs and benefits of each potentially viable solution category, as it would likely be implemented in Ohio.

### 1.1 Business Objectives for a New Child Care System

From the various interviews and data collection activities conducted with ODJFS and CDJFS staff, it is clear that the current array of automated systems that support child care programs in Ohio are insufficient for the effective management and administration of these programs. Some of the most significant issues that ODJFS and CDJFS face include:

- Lack of a statewide child care system;
- Lack of integration between functional areas;
- Lack of automated support for certification, licensing, and provider management;
- Lack of automated support for payment, reporting of time and attendance data, and overpayments;
- Lack of useful fraud and investigation tools;
- Lack of workflow support; and,
- Lack of customer service focus.

The Final Draft Business Requirements deliverable contains a description of the various pieces of functionality that can be used to operate the child care programs more effectively and to resolve these issues. From these requirements, the following set of overarching business and technical objectives emerges:

- Increase agency and worker efficiency through creating a single, state-wide system
- Provide a set of automated tools for ODJFS/CDJFS child care workers that will enable them to more effectively and efficiently perform their jobs across virtually all functions
- Increase payment accuracy
- Enhance the ability for ODJFS/CDJFS to proactively identify and act on cases of fraud and overpayment
- Provide tools that support an enhanced focus on serving both child care clients and child care providers, such as web portals and integrated voice response units (IVRs)
- Ensure that the implemented application has the necessary scalability to support ODJFS and CDJFS users and that it can be easily expanded in the future as the program area grows and more system users are added.
- Use open and non-proprietary tools, to avoid locking ODJFS into a narrow toolset and architectural framework that is only supportable by specially trained staff.

### 1.2 Benefits

In assessing the feasibility of a new child care system for ODJFS/CDJFS, it is necessary to understand the relative benefits of a new system and how these compare with costs to design, develop, implement, and maintain the system over time. There are two overarching categories of benefits to be realized with the implementation of a new system:

- *Quantifiable benefits* – which are those benefits that would result in a measurable savings to ODJFS as a result of implementing a new system. These benefits include items such as increased payment accuracy, reduced direct costs, increased revenue from greater collections of overpayments, and productivity resulting from efficiencies gained through using the system, reduced direct costs.
- *Qualitative benefits* – which are those benefits that help ODJFS/CDJFS improve operations, but for which no true quantifiable savings can be estimated. Examples of these benefits include increased customer satisfaction, increased provider quality, enhanced data accuracy, and greater adherence to program rules.

### 1.3 System Alternatives

Information collected from the market and other state review, from the analysis of proposals received in response to ODJFS' Request for System Demonstrations, and from the system demonstrations revealed that there are five categories of child care systems currently available. However, an evaluation of these solution categories for fit with Ohio's business needs, requirements, and technical standards resulted in the determination that that several of the categories were not viable candidates for Ohio and thus were eliminated from further consideration. (These conclusions are detailed in the IT Assessment deliverable.) In addition, to these solution categories, it should be noted that retaining the status quo is a viable option for ODJFS, in which case the state and counties would continue to operate their child care programs using the existing systems already in place. Exhibit 1 provides a summary of these options.

**Exhibit 1 – Available Solution Categories**

Alternative	Status	Reason
Integrated Solution – Transfer	Included	<ul style="list-style-type: none"> <li>• Contains most or some of the functionality specified in the Final Draft Business Requirements.</li> <li>• Has proven ability to work in a production environment.</li> <li>• Would provide automated tools to all areas of child care programs and operations.</li> <li>• Would generate the most significant savings over the life of the system.</li> </ul>
Time and Attendance Solution	Included	<ul style="list-style-type: none"> <li>• Includes only functionality to support capturing real-time time and attendance.</li> <li>• A first step toward an integrated solution, which would generate cost savings within 2 years of project start-up.</li> </ul>
Status Quo	Included	<ul style="list-style-type: none"> <li>• A viable short-term solution for ODJFS, as there would be little implementation effort or cost associated with selecting this option..</li> <li>• Also relevant as a baseline against which the costs and benefits of other alternatives may be compared.</li> </ul>
Integrated Solution – Custom Build	Eliminated	<ul style="list-style-type: none"> <li>• ODJFS MIS is moving away from custom-built solutions due to high cost, longer implementation timeframes, potential dependence on vendor for long-term maintenance, and lack of flexibility and adaptability.</li> <li>• There are no proven success for states that are similar to Ohio in terms of size and complexity of child care program.</li> </ul>
Integrated Solution – Enterprise Application Framework (EAF)	Eliminated	<ul style="list-style-type: none"> <li>• Requires use of a proprietary Application Development Environment (ADE), thereby locking ODJFS into a long term commitment to a specific technology, as well as dependence on a vendor with the knowledge of the EAF/ADE.</li> <li>• EAF solutions are more appropriate for replacing and consolidating multiple human services programs, not a single area.</li> <li>• Lack of proven success in other states in adapting EAFs to use in human services.</li> </ul>

Alternative	Status	Reason
Integrated Solution – Commercial off the Shelf Applications	Eliminated	<ul style="list-style-type: none"> <li>No COTS system operates in a similar environment to Ohio and no identified solution had pre-built functionality that was substantially similar to Ohio's requirements.</li> </ul>

## 1.4 Cost/Benefit Findings

To evaluate the financial implications of implementing the potentially viable solution alternatives, the costs and benefits for each solution category were estimated using data gathered from ODJFS, a sample of eight CDJFS's, and from several other states that had implemented child care solutions in recent years. The costs categories included in the development of the costs for the time-and-attendance system include the following:

- *Vendor Services*, which includes those costs for work that a contracted vendor would perform the activities related to the system design, development, implementation (DDI) and ongoing maintenance and operations.
- *Hardware and Third-party Software*, which includes all hardware and third-party software tools needed to design, develop, test, implement, and maintain the system. This includes costs for all necessary environments such as development; system and performance test; user acceptance test; training and conversion; and production. Hardware and third-party software estimates include fees for maintenance and appropriate refreshes.
- *Point of Service Devices (POS)*, which are the devices that would be installed at provider facilities, and used to capture the child's time in and time out of care, either via a swipe card reader or some sort of biometric device.
- *State and County Costs* are the estimates of the level of state and county participations in design, development, implementation, and post-implementation activities are based on the project workplan and complexity of the system.

Quantifiable benefits also were included in the analysis. For each solution, the benefits that ODJFS and CDJFS may reasonably expect to realize were quantified in the following areas:

- *Increased Payment Accuracy*, which are those benefits resulting from ODJFS and CDJFS having greater ability to identify the exact time that children spent in care, largely attributable to the real-time ability to collect such data via the POS devices.
- *Increased Productivity*, resulting from gains in efficiencies that ODJFS and CDJFS would realize from the introduction of new automated tools and supports for workers, as well as the implementation of the client and provider portals.
- *Reduced Direct Costs*, which would result from increasing the electronic communication with clients and providers and thereby decreasing postal/mailling charges.
- *Increased Revenue*, which ODJFS and CDJFS would realize through enhanced tools to identify fraud and collect overpayments.

### 1.4.1 Time-and-Attendance-Only Solution

#### Costs

The approximate cost for a child care time-and-attendance system was developed using a cost estimation tool that provides:

1. A monthly estimate for the costs for the design, development, implementation, and ongoing maintenance and operation of the solution, based on each month's staffing level and resource mix,

2. Direct costs including salaries for each staff resources used that month,
3. Indirect costs, and
4. Other project-related spending.

The total costs are estimated for each month, and then summarized to generate a total project cost. The time-and-attendance cost estimate is based on an 18-month project schedule with a subsequent 6.5 years of ongoing maintenance. Exhibit 2 summarizes the costs for state- and county-related child care IT costs.

**Exhibit 2 – Projected Costs Through SFY 2018 for Time & Attendance Solution**

Cost Category	Initial	Average Annual Operating Costs	Total Ongoing Operating Costs (SFY11-SFY18)	Total (Initial+ Total Ongoing)
Vendor Professional Services	\$4.1	\$3.8	\$24.6	\$28.6
Hardware/Software	\$0	\$0	\$0	\$0
POS devices	\$5.8	\$ .7	\$4.4	\$10.2
State/County	\$3.0	\$ .4	\$2.5	\$5.4
<b>Total</b>	<b>\$12.8</b>	<b>\$4.8</b>	<b>\$31.4</b>	<b>\$44.2</b>

*(Dollars in Millions, some figures may not add due to rounding)*

#### Benefits

In addition to the costs, ODJFS/CDJFS stands to realize many benefits. Increasing payment accuracy due to use of a swipe card or biometric devices to record time-and-attendance data would be the largest benefit that ODJFS would realize from the implementation of a time-and-attendance solution. Based on discussion with other states, a conservative estimate of a five percent cost savings has been incorporated into determining the total amount of benefits. Productivity increases are likely as well as reduced costs in the area of postage. Exhibit 3 presents a summary of the benefits that ODJFS and CDJFS could expect to realize from the implementation of a new child care time-and-attendance solution.

### Exhibit 3 – Potential Savings from a Child Care Time-and-Attendance Solution

Benefit	Baseline Costs	Average Annual Savings <sup>1</sup>	Savings Through SFY 2018	Percentage Savings
Increased Payment Accuracy <sup>2</sup>	\$5,530.7	\$35.5	\$230.4	4.2%
Increased Productivity <sup>3</sup>	\$361.9	\$1.4	\$8.8	2.4%
Reduced Direct Costs <sup>4</sup>	\$3.3	\$.1	\$.7	20.7%
<b>Total</b>	<b>\$5,895.9</b>	<b>\$36.9</b>	<b>\$239.9</b>	<b>4.1%</b>

(Dollars in Millions, some figures may not add due to rounding)

<sup>1</sup> Represents the average savings during the life of the system as measured for this analysis, which is 6.5 years.

<sup>2-4</sup> Baseline costs represent the total monies that ODJFS/CDJFS would expend on an activity without the implementation of the system. <sup>2</sup> is total benefit expenditures, <sup>3</sup> is CDJFS funding for certification workers, <sup>4</sup> is monies that CDJFS would spend on printing and mailing costs.

#### Breakeven

Since the time-and-attendance solution could be implemented within 18 months of project start, ODJFS could begin realizing benefits within two years. As seen in the preceding section, the majority of the financial benefit from the time-and-attendance system would be realized through increased payment accuracy. Because Ohio's child care benefit expenditures are high, even a small increase in payment accuracy generates a large savings. This, coupled with the relatively low initial implementation costs for the time-and-attendance-only system, enables the State to achieve a breakeven point within two years of initiating the project. This breakeven analysis looks solely at the marginal cost of implementing the time-and-attendance solution.

#### 1.4.2 Integrated Child Care System

##### Costs

The Optimum Team developed an estimated cost for creating and implementing an integrated child care information system, as articulated in the Final Draft Business Requirements deliverable previously submitted to ODJFS. The cost estimate for an integrated child care system was developed using the same methodology as that described above for the time-and-attendance solution. The integrated system cost estimate is based on a 30-month project schedule with a subsequent 5.5 years of ongoing maintenance, ending in 2018 (the same end-date projected for the time-and-attendance solution estimates). Note that the Optimum Team also validated the ground-up estimates for the integrated solution using the Putnam software estimation model, further described in Section 5.4.2.3. Exhibit 4 summarizes the costs for state- and county-related child care IT costs:

**Exhibit 4 – Projected Costs Through SFY 2018 for Integrated Solution**

<b>Cost Category</b>	<b>Initial</b>	<b>Annual Operating Costs</b>	<b>Total Operating Costs (SFY13-SFY18)</b>	<b>Total (Initial+ Ongoing)</b>
Vendor Professional Services	\$23.3	\$5.3	\$29.0	\$53.4
Hardware/Software	\$.7	\$.2	\$.9	\$1.6
POS Devices	\$5.8	\$6.6	\$3.5	\$9.3
State/County Support	\$4.5	\$8.8	\$4.2	\$8.7
<b>Total</b>	<b>\$34.3</b>	<b>\$6.8</b>	<b>\$37.7</b>	<b>\$72.0</b>

*(Dollars in Millions, some figures may not add due to rounding)*

**Benefits**

The most significant benefits with the integrated solution also come in the areas of increased payment accuracy and increased productivity, with smaller benefits accruing from reduced direct costs and increased revenue. As in the time-and-attendance estimates, a conservative assumption of a five percent cost savings has been incorporated into determining the total amount of benefits from increased payment accuracy. To quantify gains from increased productivity, estimates were made as to the benefit gained in the following individual functional areas: Certification and Licensing, Eligibility, Payment Processing, and Investigations and Overpayments. A percentage gain was determined for each area and then applied to the percentage of the county workforce working in each area to determine an average reduction in baseline administrative costs. This 11.5% reduction in baseline costs was then included in the total benefits. Reduced direct costs primarily include mailing costs while increased revenue reflects gains made from increasing collection of overpayments. Exhibit 5 presents a summary of the benefits that ODJFS and CDJFS could expect to realize from the implementation of a new child care time-and-attendance solution.

### Exhibit 5 – Potential Savings from an Integrated Child Care Solution

Benefit	Baseline Costs (SFY10 – SFY18)	Average Annual Savings <sup>1</sup>	Savings Through SFY 2018	Percentage Savings SFY10 – SFY18)
Increased Payment Accuracy <sup>2</sup>	\$5,530.7	\$36.1	\$198.4	3.6%
Increased Productivity – CDJFS <sup>3</sup>	\$362.0	\$5.3	\$29.7	8.2%
Increased Productivity – ODJFS <sup>4</sup>	\$58.7	\$1.1	\$6.3	10.7%
Reduced Direct Costs <sup>5</sup>	\$4.3	\$.2	\$1.4	31.1%
<b>Total</b>	<b>\$5,955.8</b>	<b>\$42.8</b>	<b>\$235.3</b>	<b>4.0%</b>

*(Dollars in Millions, some figures may not add due to rounding)*

<sup>1</sup> Represents the average savings during the life of the system as measured for this analysis, which is 5.5 years.

<sup>2-5</sup> Baseline costs represent the total monies that ODJFS/CDJFS would expend on an activity without the implementation of the system. <sup>2</sup> is total benefit expenditures, <sup>3</sup> is CDJFS funding for workers in the areas of certification, payment processing, eligibility, and investigations and overpayments, <sup>4</sup> is for ODJFS funding for licensing staff, <sup>5</sup> is monies that CDJFS would spend on printing and mailing costs.

#### Breakeven

The integrated child care solution would take approximately 30 months to implement, and because of the extensive functionality included it would be significantly more expensive than the time and attendance-only solution. Based on the yearly costs and benefits for the integrated solution, Ohio would breakeven with the solution in the fourth year after project initiation – or about 18 months after the solution is fully implemented. As with the time-and-attendance-only solution, Ohio would experience the greatest positive impact from the reduction in benefits that would result from the increased payment accuracy. However, the integrated solution also offers significantly more benefits in terms of increased productivity for both ODJFS and CDJFS staff.

## 2.0 Overview of the Child Care Feasibility Assessment

Optimum Technology is pleased to present this feasibility assessment and cost-benefit analysis for the Integrated Child Care Assessment Project (ICCA). This assessment contains an analysis of the types of child care solution types that are currently available in the market and determines which solutions are potentially feasible for ODJFS/CDJFS. Using the current state of child care technology in place within Ohio, this assessment also provides estimates of the costs and benefits of each potentially viable solution type, as it would likely be implemented in Ohio.

### 2.1 Purpose

There are a range of child care information technology solution categories available to ODJFS, each of which has its own attributes and challenges. The purpose of this assessment is to:

- Evaluate the range of solution categories that are available and would potentially fit the functional and technical needs of ODJFS/CDJFS child care system users.
- Identify and measure potential costs and benefits for each solution category.

Costs for the various solution types analyzed in this assessment are estimated based on the business requirements developed as part of the ICCA. The costs include the initial effort necessary to design, develop, and implement the solution, as well as the ongoing costs to operate and maintain it between SFY11 and SFY18. Benefits for each solution are assessed using a model that estimates the impact of each solution on child care programs operations at ODJFS/CDJFS and determines the financial implication of those impacts.

It is important to realize that this deliverable is based on information that has been gathered throughout the ICCA, which includes the assessment of ODJFS/CDJFS child care operations, the development of the system business requirements, and the evaluation of child care solutions as presented to ODJFS/CDJFS by the vendors of eight different solutions. To the extent that the range and quality of the available and/or desired solutions changes subsequent to the delivery of this assessment, the potential fit, costs, and benefits may differ.

### 2.2 Document Organization

This document is organized into the following major sections:

- **Section 3.0 - Current State of ODJFS/CDJFS Information Technology Support**, provides an overview of the current array of child care information systems at the Ohio Department of Job & Family Services (ODJFS) and in the local county departments of job & family services (CDJFS).
- **Section 4.0 – Identify and Assess Solution Categories**, describes the range of child care IT solution categories potentially available to ODJFS/CDJFS and assesses the potential fit of each solution category to Ohio's needs.
- **Section 5.0 – Cost/Benefit Analysis**, estimates the costs and benefits of each potentially viable child care solution category.
- **Section 6.0 – Summary**, presents the conclusions regarding the potential child care IT solution categories available to Ohio, and the relative costs and benefits of those solution categories.

## 3.0 Current State of ODJFS/CDJFS Information Technology Support

### 3.1 Introduction

In this section, the current state of child care automation in Ohio is discussed, including both ODJFS and CDFJS systems. Child care automation systems operated and maintained by ODFJS are used to support the statewide functions of provider licensing, monitoring, and reporting on the subsidized child care benefits provided by the CDJFS agencies, the Step Up To Quality program, and tracking reports of incident and injuries at child care provider facilities. Child care systems in use in the CDJFS agencies are used to support those functions performed at the county level, such as eligibility, provider certification, payment processing, and investigations and recoupment of overpayments. These solutions range significantly in breadth, functionality, and technology.

#### 3.1.1 ODJFS Systems

ODJFS' current child care information systems are based primarily in mainframe technology and have been in operation for more than 15 years. The foundational suite of child care information systems is known as the Child Care Information Data System (CCIDS) and consists of several applications that work together through a series of interfaces. None of the applications are fully integrated with one another, but a variety of interfaces with internal ODJFS systems and external systems do exist. The primary systems within CCIDS include the following:

- **Licensing system** supports ODJFS staff who license and monitor child care centers, Type A homes, and day camps.
- **3299 system** supports collecting and reporting information related to families and children participating in ODJFS child care programs. It also maintains basic information for those providers that ODJFS reimburses for subsidized child care and collects information on child care authorization and payments. The 3299 system is utilized primarily by staff at the CDJFS agencies.
- **Incident & Injury database** supports statistical analysis of incidents, injuries, and illnesses that are self-reported by providers to either the CDJFS or ODJFS. ODJFS data entry staff receive manual forms and enter the data in the database.

In addition to the CCIDS suite, several more recently developed applications are in use in specific areas at the ODJFS level. They are:

- **SansWrite**, a client-server application, provides support in the field for ODJFS staff performing inspections of licensed facilities. Certain data is then uploaded to the Licensing system. Twelve CDJFS agencies also use various versions of SansWrite to support the inspection of home-based providers for certification purposes. Counties have varying abilities to upload and re-access inspection data.
- **Step Up to Quality Database**, a Microsoft Access database application, tracks data related to applications, verification visits, and ratings for the quality rating program. Step Up Licensing Specialists also make use of laptops to do field visits for providers.
- **KinderAttend**, a web-based reporting system, is used by ELI-contracted agencies and ELI providers to record time and attendance to support invoicing for services. KinderAttend receives information from the 3299 regarding children authorized for services.
- **Cognos** is used as ODJFS's department-wide reporting and business intelligence tool. A Cognos cube with child care data is maintained by the department. Reports generated from this cube are used primarily by ODJFS staff.

#### 3.1.2 Range of CDJFS Solutions

CDJFS systems vary significantly in scope and technology. Many of the larger counties have locally-developed or implemented solutions that support various components of their child care programs, notably eligibility determination, benefit calculation, and payment processing. Most of these solutions are more than ten years old and use mainframe technology, and many county staff noted that while they serve the purposes for which they were intended, there is significant room for improvement from a newer

and more modern solution. Several counties (large and mid-sized) have implemented child care case management systems based in newer technologies that offer more robust functionality. In addition, many counties have developed smaller desktop-based applications in programs such as Microsoft Access and FoxPro that offer targeted solutions for selected child care functions. Many of these applications are focused on provider management functions, though solutions for payment processing, eligibility determination, and overpayment recovery were reviewed as well. The lack of a unified approach to child care automation is most evident in the areas of certification and payment processing. No statewide system exists to support the full range of functions performed by certification staff at the CDJFS agencies.

Several counties also have imaging systems that provide the ability to scan and manage documentation provided by providers and clients, though in all cases these systems were not developed specifically for child care, but for other programs – usually income maintenance programs – and were subsequently rolled out to child care staff. While primarily used to maintain documentation provided by clients for the eligibility process, some counties are using their imaging systems to maintain provider documentation or to archive closed files. More information on the CDJFS systems currently in use is included in the individual county assessment deliverables available in the ICCA Project Repository.

The systems that ODJFS – and to a somewhat lesser extent some CDJFS agencies – use to support their child care programs were originally intended to collect and report federally required program data and provide basic automated support for staff in the ODJFS Bureau of Child Care and Development (BCCD) that license and monitor child care facilities. When these systems were initially implemented, child care expenditures were less than \$1M per year, and the needs and requirements for automated systems were dramatically different than they are today, in a program with expenditures nearing \$500M per year.

## 3.2 Major Issues and Needs Facing ODJFS/CDJFS

During the ICCA Project, extensive interviews regarding the use of child care automated systems were conducted with child care staff members at ODJFS and at eight CDJFS's. There were many significant concerns raised regarding the current array of automated systems that support child care programs operations. Many staff members talked about inadequacies of the functionality in the current array of child care systems, including both features and functions that are not available. Many staff members provided insight into the types of systems and automated support they would like to see in a new system. The findings of these interviews, including a detailed summary of the issues and concerns raised, are presented in the Business Assessment deliverable, submitted on June 30, 2008.

For purposes of analyzing the range of solution categories available to ODJFS and assessing whether they are potentially viable for Ohio, the following sections presents some of the most significant issues raised by ODJFS/CDJFS staff members, as concerns the current need to enhance automated information systems.

### 3.2.1 Issues

Some of the most significant issues that ODJFS/CDJFS currently face with regard to automated systems include the following:

- **Lack of a statewide system.** Though the 3299 is used by all counties, there is no unduplicated view of individuals, either of child care recipients or providers, available to CDJFS or ODJFS staff. This limits information sharing across CDJFS agencies, as well as between CDJFS agencies and ODJFS. For example, eligibility workers have difficulty tracking recipients across counties, increasing the likelihood of approving benefits to those involved in fraud or who do not follow program rules. In certification and licensing, the same can occur as a provider who has committed fraud or had a license revoked can apply to be a provider in another location and avoid detection. Additionally, without a statewide system, workers must re-enter data about individuals in multiple functional areas across multiple applications. Solving some of these issues can increase worker productivity, decrease data errors, and increase adherence to program rules.

- **Lack of integration between functional areas.** Because business functions, such as eligibility and payment, are not integrated into one system, business processes affecting multiple areas require much interaction. For example, development of a contract with a limited provider may require interaction between certification, contracting, and eligibility personnel. Validating authorized hours on an invoice requires interaction between eligibility and payment workers. Automating communication and making data available to workers directly in the system from a single unified source can increase productivity for all workers and can reduce errors that occur as a result of miscommunication or a lack of communication.
- **Lack of automated support for certification, licensing, and provider management.** Many CDJFS's have developed their own databases to aid in managing providers. This requires workers to perform duplicate, or even triplicate, data entry as they use local systems as well as the 3299. Also, these databases often are not integrated with other functions in the county or at the state level and workers must resort to manual activities. For example, many counties manually track information about a provider's deadlines for training and other requirements and lack a field tool for use in provider inspections. At the state level, the licensing unit has complex processes to route and file many copies of paper documents and to track when inspections must occur. These are two of many examples. A system with more extensive automated actions can solve some of these issues resulting in increased worker productivity.
- **Lack of automated support for payment, reporting of time and attendance data, and overpayments.** As shown with the reliance on manual processing for providers, many counties have manually intensive processes to enter and validate time-and-attendance data and to calculate payments and overpayments. By shifting the burden of time and attendance reporting to providers through the use of swipe cards (or other real-time data capture) and backup online invoicing, data accuracy increases substantially as providers are responsible for entering their invoiced hours and workers are freed for other tasks. By automatically calculating the payment amount upon entry of the time and attendance data, the system supplies desired information to the provider increasing the provider's satisfaction with the process and decreasing phone calls to the CDJFS.
- **Lack of consistent automated support for eligibility and co-payment calculation.** While several CDJFS's have developed supports to help with these functions most counties do not have fully automated support to determine eligibility and calculate co-payments. Automating this function would increase the accuracy of eligibility determination through verification of other sources. In addition, worker productivity would be enhanced, since workers would no longer have to manually perform these functions.
- **Lack of useful fraud and investigation tools.** Most counties visited during the assessment do not have a system that automatically calculates an overpayment amount. Additionally, many counties have no automated support to facilitate overpayment investigation or recovery. Having this functionality would increase productivity as workers would no longer need to access historical fee schedules and guidelines to perform calculations manually. It also is likely that counties would experience increased collections of overpayments through automatically generating repayment agreements, tracking payments, supporting the ability for providers and clients to make repayments online, and tracking the overall progress of the client/provider with regard to their repayment agreement. An automated system with comprehensive data and sophisticated business intelligence tools can also proactively identify potentially fraudulent providers and recipients which can reduce error rates and overpayments.
- **Lack of workflow support.** While many locally developed systems and the 3299 track data, most systems seen during the assessment do little to help direct workers or to sequence tasks in a workflow. Most workers pointed to the lack of ticklers and alerts as a weakness of their current system. This forced many to print reports to guide next actions or to rely on manually intensive calendaring systems to prompt next steps and to ensure that deadlines are met. Some offices had well-established, yet complex, manual processes to complete work and route it to the next appropriate individual. Automated support for workflow activities could increase worker productivity, decrease er-

rors, and potentially enhance compliance with program rules as compliance dates and deadlines are monitored more completely and efficiently.

- **Lack of customer service focus.** While several counties have implemented Integrated Voice Response (IVR) systems for providers to obtain payment information through the telephone, there is no statewide avenue for providers or recipients to obtain information directly about the status of their payments or benefits. Additionally, both providers and caregivers must apply using paper applications. Accepting applications online can increase worker productivity as workers would no longer enter data received on hard-copy applications in multiple computer systems. This could also increase satisfaction for clients and providers, in that it could relieve some of the manual burden related to submitting applications. Increased focus on customer service could also be achieved through a statewide IVR for providers to get information on their payments or to link blank vouchers to providers and for clients to obtain case information and report changes.

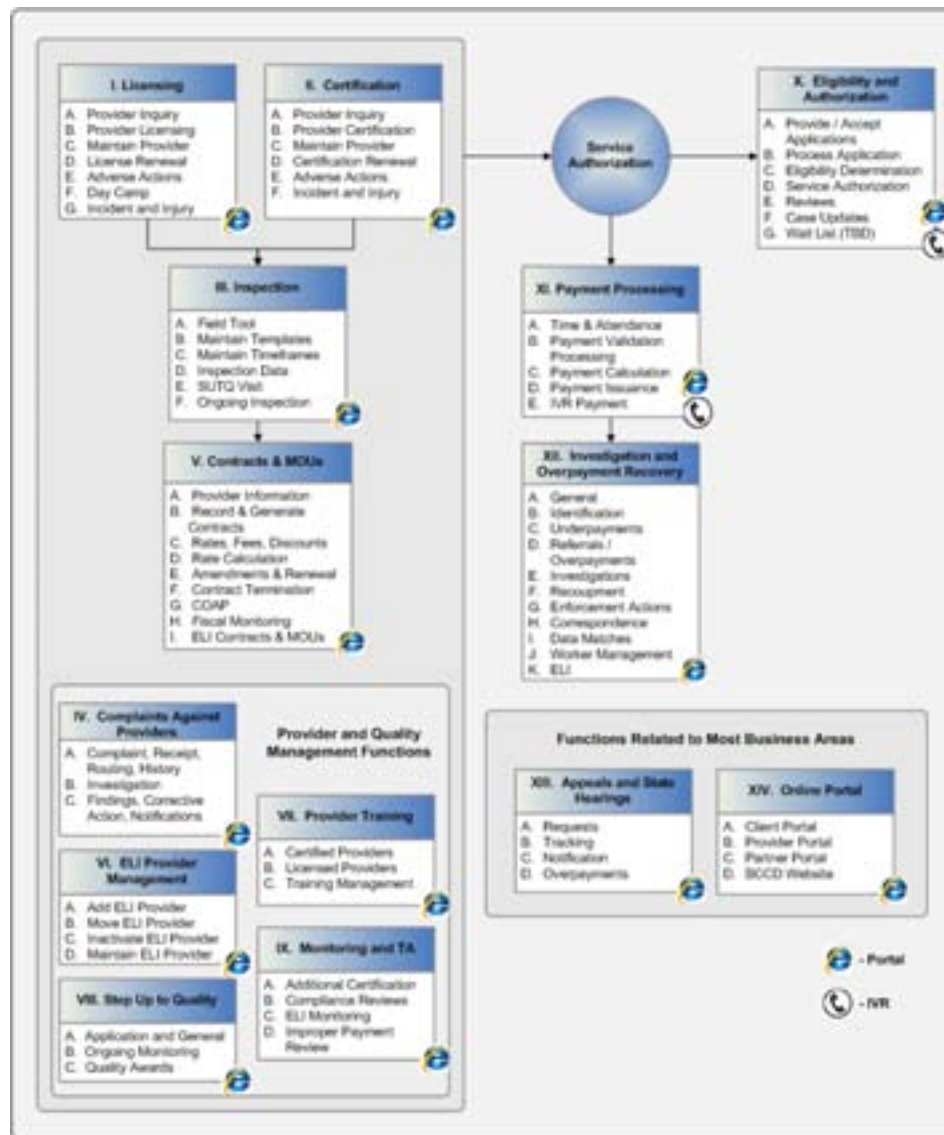
### 3.3 System Objectives

Based upon the issues outlined in the previous section, ODJFS/CDJFS developed a set of business requirements that, when used to guide the design, development, and implementation of a new child care information system, would help to alleviate many of the existing business and IT issues facing Ohio's child care programs. The following sections outline the high-level business and IT objectives that are embedded in those requirements. The detailed business requirements are available separately, in the Final Draft Business Requirements, dated October 24, 2008. Potential system constraints also are discussed.

#### 3.3.1 System Business Objectives

The system business requirements were based on extensive analysis of ODJFS and CDJFS workflows, business processes, and functional needs for a new automated system. The requirements cover each of the major child care business processes and outline the scope of system functionality that ODJFS/CDJFS desires in a new system. Exhibit 6 presents the high-level categories in each functional area, along with the major sub-processes in each area for which business requirements are included.

## Exhibit 6 – Business Requirements for the Integrated Child Care System



Embedded in the business requirements are several key system functional objectives, all of which are aimed at improving the efficiency, effectiveness, and quality of child care programs and services offered by ODJFS/CDJFS. As expected, the functional objectives of the system are consistent with the current issues that ODJFS/CDJFS faces, and were the impetus for initiating the effort to implement a new child care system. The major high-level system functional objectives include:

- Increase agency and worker efficiency through creating a single, state-wide system – accessible to all ODJFS and CDJFS child care staff – with integrated functionality that enables sharing of information across agencies, across programs, and across business processes and functions.
- Provide a set of automated tools for ODJFS/CDJFS child care workers that will enable them to more effectively and efficiently perform their jobs, reduce the amount of time spent on administrative and record-keeping tasks, and increase the time spent ensuring the safety of children placed in subsidized child care.

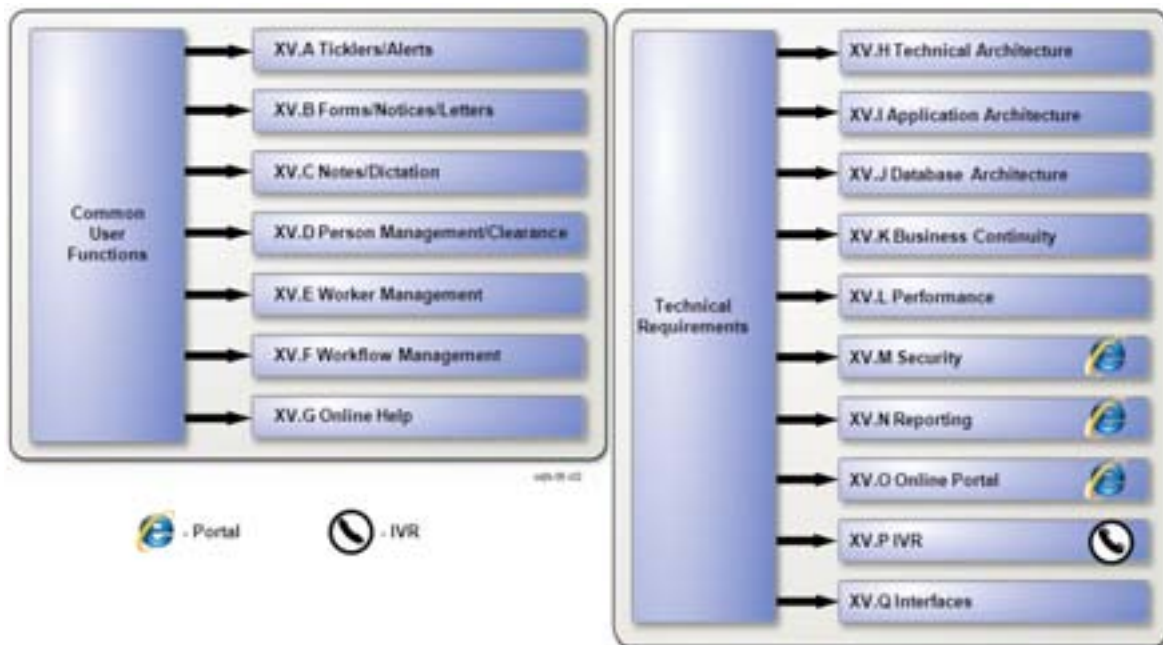
- Increase payment accuracy through the use of an automated solution for capturing and processing real-time time-and-attendance data for children receiving publicly-funded child care.
- Enhance the ability for ODJFS/CDJFS to proactively identify cases of fraud and overpayment and provide automated tools that assist with the recoupment of these monies.
- Provide tools that support an enhanced focus on serving both child care clients and child care providers, such as web portals and integrated voice response units (IVRs) for clients and providers to obtain program information, submit required documents to ODJFS/CDJFS, and maintain information on their own child care case (for clients) or facility (for providers).

Specific requirements in each of the functions and sub-functions provide greater detail regarding exactly how the high-level objectives presented above would be realized in the new integrated child care system.

### 3.3.2 System Technical Objectives

In addition to the functional objectives presented in the preceding section, a set of technical objectives are expressed through the technical requirements. In the Final Draft Business Requirements submitted to ODJFS, the technical requirements are included in the section entitled application-level requirements. As seen in Exhibit 7, the application requirements are divided into two primary categories – common user functions and technical requirements. The common user functions are those system processes that would be used by most, if not all, of the child care workers in ODJFS/CDJFS, regardless of their specific job responsibilities. For example, most child workers would use system functions to record case notes or generate reports. In contrast, the technical requirements outline the types of toolsets and technical processes that would be used in the design, development, implementation, maintenance, and operation of the system.

**Exhibit 7 – Application Level Requirements for the Integrated Child Care System**



As with the business requirements, the technical requirements embody a series of technical objectives for the integrated child care system. The major high-level objectives include:

- Develop the system with modern toolsets and architectures that are consistent with ODJFS standards and for which ODJFS has the appropriately skilled staff to maintain.

- Construct a component-based system that is modular and can be accessed by other programs and applications.
- Develop an eligibility component that is based on a rules-engine and can be used to support programs in addition to child care.
- Ensure that the implemented application has the necessary scalability to support ODJFS and CDJFS users and that it can be easily expanded in the future as the program area grows and more system users are added.
- Use open and non-proprietary tools, to avoid locking ODJFS into a narrow toolset and architectural framework that is only supportable by specially trained staff.

A deeper examination into the technical requirements provides greater detail in the Requirements Document into the specific technical system objectives included by the system's requirements.

### 3.3.3 New System Challenges

While there is a significant need for a new child care information system to support ODJFS and CDJFS operations, it is important to recognize the environmental constraints that may impede the development and implementation of such a system. Some of the issues that ODJFS/CDJFS should consider as it moves forward with its plan include the following:

- *Competing priorities with a fixed budget.* Funding for Ohio child care programs comes from the federal Child Care Development Block Grant (CCDBG) programs and the Temporary Assistance for Needy Families (TANF) block grant. In addition, several counties fund county-only child care programs using their own funds. The implementation of a new system would need to be funded from existing funds, but may need to be at least budget neutral in order for them to be approved. This means that either the quantifiable benefits from the system must offset the implementation and operation costs, or funding for other child care programs (services, administrative, or some combination thereof) would need to be reduced.
- *Balance ODJFS and CDJFS needs.* In Ohio's state-supervised, county-administered model for the operation of human services programs, the state establishes certain parameters and operational guidelines, but the CDJFS's have significant latitude in determining how services are delivered in their counties. As a result, there is a great deal of variability in CDJFS workflows and business practices. Supporting all of the variations in CDJFS workflows is possible, but would be very expensive to build into a new system. It is clear that ODJFS and the CDJFS's must work collaboratively to balance the state and county needs for system flexibility, within the parameters of the funds that are available to create the system.
- *Organizational ability to implement change.* Review of the child care programs and operations at ODJFS and in eight CDJFS agencies revealed that many business processes and workflows are organized around the manual processing of information, where automated support is limited. For ODJFS to truly realize the benefits of a new system, both ODJFS and the CDJFS's must be willing and capable of significantly revising their workflows to capitalize on the functionality available in a new system. Simply automating the current processes with a new system would fail to leverage the functionality that could be available. Given that many of the workflows and processes observed at ODJFS and CDJFS are deeply ingrained in staff, revolutionizing organizational culture may be the most difficult aspect of a new system implementation.
- *Status of centralized payments.* ODJFS is currently evaluating the feasibility of centralizing payments to child care providers, under which scenario the state would assume responsibility for paying providers for services provided. Such a move would require significant changes to business requirements, not only to the payment processing requirements, but also to other functions including contracting and investigations and overpayments. In addition, to fully reap the benefits from such a move, we believe that a concomitant implementation of a real-time time-and-attendance data capture solution is necessary. Implementing such a solution in parallel with the move towards centralized payments would

help to standardize the collection and reporting of time and attendance data. This would increase efficiency, reduce errors, and assist with the identification of program fraud and abuse.

- *Shifting legislative agenda.* System planning also must occur within the context of a continually evolving legislative agenda. Recent legislative proposals have included centralizing the regulation of the more than 9,000 Type B providers, requiring all home providers to complete a specified set of trainings prior to being allowed to provide care for children, and requiring completion of provider certification processing within 120 days of initiation. With regard to system planning, this makes the existing business requirements somewhat of a moving target and would require that a new system be flexible and adaptable enough to support a variety of potential program and policy changes. Moreover, legislative proposals generally come with an implementation price tag, which is yet another cost factor that ODJFS/BCCD must consider when examining the feasibility of a new system in relation to other ODJFS and child care initiatives.

### 3.4 Benefits Associated with a New Child Care System

In assessing the feasibility of a new child care application for ODJFS/CDJFS, it is necessary to understand the relative benefits of a new system and how these compare with costs to design, develop, implement, and maintain the system over time. There are two overarching categories of benefits to be realized with the implementation of a new system:

- *Quantifiable benefits* – which are those benefits that would result in a measurable savings to ODJFS as a result of implementing a new system. Examples are reduced spending on benefits resulting from increased program accuracy, increased recovery of overpayments, and reductions in effort resulting from automated tools that enable workers to more efficiently perform their duties.
- *Qualitative benefits* – which are those benefits that help ODJFS/CDJFS improve operations, but for which no true quantifiable savings can be estimated. Examples of qualitative benefits include helping ODJFS realize its desire to cover more eligible children or improving the customer service of the local CDJFS staff members that interact with providers and clients.

While quantifiable benefits are of most interest for the purposes of this analysis, qualitative benefits also must be considered as they can improve the quality of services delivered to children and families participating in Ohio's child care programs. Qualitative benefits also may offer substantial assistance to ODJFS/CDJFS workers in the performance of their job, and thereby improve both the quality of the work environment and the overall job satisfaction of Ohio's child care workforce.

#### 3.4.1 Quantitative Benefits

The benefits that could be realized from a new system – as well as the magnitude of those benefits and the speed with which they may be realized – vary based on a number of factors, including the scope of functionality included in the system, the extent of organizational change undertaken by ODJFS/CDJFS, and the degree of supporting policy/program change that is implemented. Obviously, these factors vary depending upon the solution that ODFJS implements.

Exhibit 8 lists the range of quantifiable benefits that could reasonably be expected as the result of a new child care information system. We have grouped each of the potential benefits into broad categories that include the following:

- Increased productivity;
- Reduced direct costs;
- Increased payment accuracy; and,
- Increased revenue.

While these are broad categories of benefits, they all represent ways in which the ODJFS/CDJFS could realize some level of financial savings resulting from a new system. Within each benefit, we have provided examples of how these benefits may be realized within major child care functional areas.

### Exhibit 8 – Quantifiable Benefits from an Integrated Child Care System

Benefit	How Realized
<b>Increased Payment Accuracy</b>	
Eligibility	<ul style="list-style-type: none"> <li>Automated determination of eligibility and calculation of the co-payment reduces errors and thereby decreases overpayments.</li> </ul>
Payment Processing	<ul style="list-style-type: none"> <li>Swipe cards eliminate errors from incorrect entry of time and attendance data and reduce the potential for fraud.</li> <li>System captures finer degree of time and attendance details, capturing HH:MM instead of total daily hours as some CDJFS capture now.</li> <li>System validation of invoiced hours versus authorized hours and provider hours of operation reduces payment for incorrectly billed hours and reduces the potential for fraud</li> <li>Automated calculation of payment amounts reduces errors.</li> <li>Reports and business intelligence support proactive monitoring for fraud.</li> <li>Statewide view of providers and recipients as they move from one county to another allows workers to deny applications from parties who committed fraud.</li> </ul>
<b>Increased productivity</b>	
General	<ul style="list-style-type: none"> <li>System validation of data reduces errors, resulting in less time spent correcting errors.</li> <li>Enhanced automation and alert functionality supports tracking of compliance dates, thereby eliminating the need for manual tracking.</li> <li>Centralized printing and mailing reduces worker's need to perform clerical duties.</li> <li>Statewide system reduces need for duplicate data entry when families/ providers move from county-to-county.</li> <li>Automated routing of information for approval reduces paper tracking, copying and filing.</li> <li>Pre-population of data on forms eliminates duplicate work and data entry.</li> <li>Electronic signatures reduce tracking of paper and documents outside of the system.</li> <li>Integrated system reduces need for email and verbal communication between various units and between ODJFS and the CDJFS's.</li> <li>Flexible technology allowing timely system changes to reflect new policy eliminates "catch-up" work resulting from system changes implemented after their effective date.</li> </ul>
Certification and Licensing	<ul style="list-style-type: none"> <li>Application submittal via the provider portal reduces worker data entry tasks.</li> <li>Providers' ability to resolve issues over an IVR or portal, and to update their own data through the portal, limits disruption for workers as well as decreasing time workers spend on these activities.</li> <li>Providers' ability to update employee record chart data through the Professional Development Registry reduces the work that a licensing specialist currently performs at the time of inspection.</li> <li>Statewide view of providers eliminates need for CDJFS and ODJFS workers to manually check with or update each other regarding complaints or actions against providers.</li> <li>Automated tracking of compliance dates for paperwork, training, and inspections eliminates the need for manual tracking, copying, and filing.</li> <li>Automated routing of information for approval reduces paper tracking, copying, and filing</li> </ul>

Benefit	How Realized
	<ul style="list-style-type: none"> <li>Statewide access to a field inspection tool reduces inspection time.</li> <li>Remote upload of data from a field tool to system eliminates the need for workers to return to the office between inspections.</li> <li>Automated interface with BCII, PCSA, and/or local court systems decreases worker tasks and data entry.</li> </ul>
Eligibility	<ul style="list-style-type: none"> <li>Application submittal via the client portal reduces worker data entry tasks.</li> <li>Statewide view of clients eliminates need to manually check with workers from other counties regarding items such as a client's history and copayment fulfillment.</li> <li>System automatically determines eligibility and calculates co-pay eliminating manual work and errors.</li> <li>Statewide system eliminates the need for workers to enter data into local system(s) and 3299, and also eliminates the need for workers from multiple counties to re-enter data when families/providers change counties.</li> <li>Integrated system supports multiple programs and child-level tracking of redetermination dates eliminating manual tracking of these timeframes.</li> <li>Clients have the ability to resolve issues over the integrated voice response unit (IVR) and client portal, rather than calling and disrupting eligibility workers.</li> </ul>
Payment Processing	<ul style="list-style-type: none"> <li>System automatically calculates payment, including co-pay, fee, increase, and discount information, eliminating manual calculations and eliminating computational errors.</li> <li>Online submittal or use of swipe cards eliminates the need for CDJFS payment staff to manually enter time and attendance data.</li> <li>Provider portal allows providers to access data regarding payments, child authorizations, and other data thereby reducing the burden on CDJFS staff.</li> </ul>
Overpayment	<ul style="list-style-type: none"> <li>System automatically calculates overpayment amount eliminating extensive manual calculations and errors.</li> </ul>
<b>Reduced Direct Costs</b>	
General	<ul style="list-style-type: none"> <li>Centralized printing and mailing, in addition to use of email, decreases printing and mailing fees.</li> <li>A flexible rule-driven system that allows system changes without programming reduces system maintenance costs.</li> <li>Consolidating common functions across ELI, subsidized care, and SUTQ reduces system maintenance costs.</li> </ul>
Certification/Licensing	<ul style="list-style-type: none"> <li>Making use of economies of scale by having one contract with a software provider rather than individual county contracts may reduce per-unit costs for inspection software.</li> </ul>
<b>Increased Revenue</b>	
Payment Processing	<ul style="list-style-type: none"> <li>System calculates overpayment amounts.</li> <li>Statewide system reveals when families or providers are moving between counties frequently and committing fraud.</li> <li>Processing of discounts enables JFS to take better advantage of some discounts offered by providers.</li> </ul>
Overpayment	<ul style="list-style-type: none"> <li>Automated identification and calculation of overpayments increases the potential to recover monies.</li> <li>System supports overpayment investigations.</li> <li>System tracks and supports the overpayment recovery process.</li> </ul>

In *Section 5.0 - Cost/Benefit Analysis*, the four main quantitative benefits discussed in Exhibit 8 will be used to estimate the potential savings and increased revenue that may be realized with a new child care system.

### 3.4.2 Qualitative Benefits

In addition to the quantitative benefits discussed in the prior section, there are numerous qualitative benefits that may be realized with a new integrated child care system. These are presented in Exhibit 9.

**Exhibit 9 – Qualitative Benefits from an Integrated Child Care System**

Benefit	How Realized
<b>Increased Customer Satisfaction</b>	
General	<ul style="list-style-type: none"> <li>Recipients and providers have direct access to data through the IVR or web portals.</li> </ul>
Certification/Licensing	<ul style="list-style-type: none"> <li>Automated capture of time and attendance can increase pay frequency</li> <li>Subsidized and ELI providers can apply and submit data online.</li> <li>Statewide system means providers that contract with multiple counties can supply rates and other information once, rather than multiple times.</li> <li>SUTQ providers can submit program updates once, rather than individually to licensing and SUTQ workers.</li> </ul>
Eligibility	<ul style="list-style-type: none"> <li>Applicants can screen for eligibility and submit an application online.</li> <li>Automation helps applicants choose ELI and/or subsidized care and combines application for both programs</li> </ul>
Payment Processing	<ul style="list-style-type: none"> <li>Increased payment frequency for providers.</li> <li>Automated time and attendance data submission, either through swipe cards or online mechanisms decrease provider time spent filling out the forms and manually submitting through a visit or mail services.</li> </ul>
<b>Increased Provider Quality</b>	
Certification/Licensing	<ul style="list-style-type: none"> <li>Workers have better tools to monitor inspection and ongoing compliance issues.</li> <li>Increased payment frequency and regular payments to providers incentivize quality providers to continue offering subsidized care. (Counties said they tend to lose the “good” providers when payments are not regular and don’t support a person trying to operate a business.)</li> <li>Statewide system allows tracking and analysis of provider complaints.</li> <li>Data sharing between ODJFS and CDJFS regarding non-compliances of licensed providers and revocation of home provider certifications.</li> <li>Data sharing between CDJFS agencies regarding compliance issues at certified providers.</li> <li>Automated tools support the certification process allowing an increase in professionally-certified providers. (Some counties reported an increased use of limited providers because they did not have staff available to handle all the certification requirements of professionally certified providers).</li> <li>Automated interface with BCII, CPS, and/or local court systems ensures that individuals with disqualifying offenses cannot become providers</li> </ul>
<b>Increased Data Accuracy</b>	
General	<ul style="list-style-type: none"> <li>Pre-population of data on forms and templates reduces data entry errors.</li> </ul>
Eligibility	<ul style="list-style-type: none"> <li>Automated calculations both for determining eligibility and copayment.</li> <li>Supports processing and workflow for both subsidized and ELI programs (many current CDJFS systems cannot support both programs).</li> </ul>

Benefit	How Realized
Overpayment	<ul style="list-style-type: none"> <li>Automated calculations both for determining eligibility and overpayment amounts</li> </ul>
<b>Increased Adherence to Program Rules</b>	
General	<ul style="list-style-type: none"> <li>Policy changes applied in the system are applied at the same time statewide, thus maintaining consistency across the state.</li> <li>Analysis of statewide data can identify cross-county issues for use in developing technical assistance materials.</li> </ul>
Certification / Licensing	<ul style="list-style-type: none"> <li>Maintaining a viewable history of inspection results allows analysis of out-of-compliance areas for either enforcement or provider training.</li> <li>Statewide provider directory allows denial of application from providers experiencing previous adverse actions.</li> <li>Statewide system allows counties to learn about adverse actions taken against licensed providers and to adjust contracts as needed.</li> </ul>
Eligibility	<ul style="list-style-type: none"> <li>Statewide system denies eligibility to families who have outstanding overpayments, including those in other counties.</li> </ul>

While there are no costs associated with the qualitative benefits presented in Exhibit 9, they are useful in examining the overall value of the various child care solutions available to ODJFS/CDJFS. This is particularly true as the costs and benefits of those alternatives become less pronounced. In *Section 5.0 - Cost/Benefit Analysis*, we will examine the relative qualitative benefits of the systems following the analysis of the costs and quantitative benefits.

## 4.0 Identify and Assess Solution Categories

To assist ODJFS/CDJFS with identifying and assessing child care systems that would potentially address their needs, the Optimum Team conducted a review of child care systems currently in production or under development in other states. This included discussions with four other states<sup>1</sup> that had recently implemented systems, as well as a review of the major human services information technology consulting firms known to have child care systems.

Based on the information gathered from the review of available systems, the Optimum Team conducted a series of system demonstrations from vendors with child care solutions currently implemented in other states or large county or municipal jurisdictions. A total of 17 vendors<sup>2</sup> identified as having a child care system were sent a "Request for System Demonstrations" and invited to respond. Ten vendors responded, of which eight were selected to present a demonstration. Six vendors had an integrated child care system, with much of the functionality included in Ohio's child care business requirements, while two vendors had a solution for collecting time-and-attendance data.

Using information gained from the survey of available systems and the systems demonstrations, ODJFS/CDJFS was able to understand the range of systems available in the market, as well as the functionality and technical architectures of the systems. With this knowledge, ODJFS/CDJFS was then able to further determine which types of solution categories were appropriate for further consideration.

<sup>1</sup> The four other states included Arkansas, which has several small child care functional solutions that work together as a unified child care system; Maryland, which has recently implemented a child care integrated system; Oklahoma, which has a swipe card system for collecting time and attendance data; and Pennsylvania, which has an integrated child care system.

<sup>2</sup> Vendors included Accenture, ACS, CGI, Controltec, Cúram, Deloitte, EDS, Harmony, HCL, IBM, Lagan, MAX-IMUS, Northrop Grumman, Saber, FIS, MAP Software, and Motion Computing.

## 4.1 Range of Available Solution Categories

Information collected from the market review, the review of proposals received in response to the ODJFS Request for System Demonstrations, and from the system demonstrations themselves revealed that the following categories of child care systems were currently available:

- *Integrated Solution – Custom Build.* There were a number of vendors that had implemented custom-developed child care solutions in other states. In these instances, the application was developed “from scratch” and the system’s functionality and technical architecture were specifically tailored to that state’s functional processes, workflows, and technical standards. No demonstrating vendor had proposed creating a custom-built solution, though some of the transfer systems would be from systems that were originally built from scratch.
- *Integrated Solution – Transfer.* Some states had implemented child care systems that were transferred from another location. During the transfer process, the system was adapted to meet the state’s specific functional requirements and, in some cases, technical standards. Many of the vendors that had implemented custom solutions then transferred these applications to other states.
- *Integrated Solution – Enterprise Application Framework.* There was at least one state where an integrated child care solution was developed and implemented using a proprietary enterprise application framework (EAF), where a reusable set of development code, programs, and objects are pre-built and are, theoretically, capable of being quickly adapted to a specific client’s requirements and then deployed.
- *Integrated Solution – Commercial Off-The-Shelf Applications (COTS).* There was one vendor reviewed that offered a COTS child care application containing much of the functionality desired in Ohio. That vendor’s COTS was already developed, tested, and ready for installation and rollout, but using such a solution assumes that Ohio would either fit the application into existing business processes and workflows or modify business practices to meet the application’s pre-defined workflows. The vendor’s COTS solution also had been implemented only in smaller organizations, thereby leaving the ability of the project to scale to Ohio’s needs in question.
- *Time and Attendance Solution.* Two vendors demonstrated applications with functionality that only supported the capture and reporting of child time-and-attendance data using either a swipe card or biometric device. While such a solution would not satisfy the entire range of needs identified by ODFJS/CDJFS, this functionality is included as part of the ODFJS payment processing requirements. Therefore, it could serve as an initial step as ODJFS moves toward a fully integrated system.

In addition to the range of solution options presented above, it also must be acknowledged that the status quo is a viable option for ODJFS. In this option, the state and counties would continue to operate their child care programs using the existing applications already in place. Under such a scenario, it is reasonable to assume that ODJFS would continue to enhance the state systems (particularly 3299, Licensing, and SansWrite) to improve their operations.

## 4.2 Initial Solution Analysis – Eliminated Alternatives

The range of solution categories identified above was evaluated for fit with Ohio’s business needs, requirements, and technical standards. The initial evaluation determined that several of the solution categories were not viable candidates for Ohio, for various reasons, and thus were eliminated from further consideration.

### 4.2.1 Integrated Solution – Custom Build Option

A custom build approach to developing and implementing a child care system was determined to be unacceptable for ODJFS/CDJFS. Over the last several years, the ODJFS MIS organization has made a concerted effort to move away from custom-built solutions for the following reasons:

- Custom solutions are generally more expensive than alternative systems, require a longer timeframe to design, develop, and implement, and require a greater degree of maintenance and operation support from the vendor that initially developed the system.
- MIS representatives indicated that they believe custom solutions typically address business problems and needs at a given point in time, and often lack the flexibility to continually adapt to evolving business needs and concerns. Moreover, custom solutions have no history of trial, error, improvement, and incorporation of best practices from other, similar operational environments.
- Since a custom solution would be developed from the ground up for Ohio, there is no track record of success for the solution, thereby introducing an additional level of risk and complexity with which ODJFS is not comfortable.

#### 4.2.2 Integrated Solution – Enterprise Application Framework Option

A second alternative that ODJFS deemed unacceptable was an approach using an EAF. ODJFS has researched framework solutions in the past, most recently as a potential solution for its eligibility modernization efforts. However, ODJFS is unwilling to move forward with a framework-based solution at the current time for a number of reasons:

- A framework-based solution would require use of a proprietary Application Development Environment (ADE) where use of the vendor's tools would be required to maintain and enhance the product over time. This is inconsistent with the ODJFS's technical philosophy, which is to avoid being locked into a specific development tool and architecture to maintain a system.
- In examining the cost of a framework solution, it is evident that the greatest financial benefits from such a solution are achieved only if an entire set of human services applications are modernized together, all of which are based on the framework solution. Given that Ohio has already replaced its SACWIS solution, is in the process of replacing its MMIS solution, and recent efforts to replace the CRIS-E (TANF) system have been postponed, it is unlikely that Ohio would use a framework for a complete revamping of its human services systems. As a result, the costs of using a framework solution specifically as a child care system are likely to be more than other available solution categories.
- Despite many efforts by framework vendors to implement solutions for U.S. based human services organizations, there are relatively few framework-based systems in production. Of the framework implementations known, most either focus on the TANF program exclusively or use TANF as the central organizing program<sup>3</sup> – only one instance of a child care framework-based solution was identified as in production (Utah). Moreover, many of the known TANF implementations have not been successful, and have taken more time, resources, and effort than were originally anticipated.

#### 4.2.3 Integrated Solution – COTS Option

A final alternative that ODJFS deemed unacceptable was a COTS application. While there are several child care COTS solutions available, most are applicable to child care centers or to smaller local organizations (e.g., counties, municipalities), all solutions identified had only been implemented in municipal or county environments. While one COTS application (KinderTrack) had been implemented statewide in Iowa, a smaller state with a state-administered child care program, the vendor indicated that the extent of changes desired by the state essentially turned the implementation into something more akin to a transfer solution. Given that there were no COTS solutions operating in similar environments, ODJFS felt that it was inadvisable to consider a system that had no production track record.

ODJFS also ruled out a COTS solution because no identified solution had pre-built functionality that was substantially similar to Ohio's requirements, and it was unlikely that the COTS vendor would be able to make significant modifications to a COTS product and then support these change over time. Further, if

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<sup>3</sup> It should be noted that framework-based solutions have been used with greater success for unemployment insurance programs, but it was felt that these are substantially different from human services/child care programs and as such were not considered as particularly relevant experience.

significant changes were made to a COTS product for an Ohio implementation, future upgrades to the base COTS product would be difficult – perhaps impossible – to implement in Ohio.

### 4.3 Initial Solution Analysis – Remaining Alternatives

After the initial analysis of child care solutions that were deemed unable to meet Ohio's needs, only three solution alternatives remained for further analysis, including a comparison of costs and benefits. These solution categories are 1) Status Quo; 2) Integrated Transfer Solution; and 3) Time-and-Attendance Solution. These solution categories are briefly discussed in this section, including a description of the alternative as well as a discussion of the potential benefits and risks of each.

#### 4.3.1 Status Quo

The status quo option includes ongoing enhancements already underway at ODJFS to improve the quality of the statewide information systems currently in place to support child care operations. Many of these changes would not be permanent solutions, but would make the path to a new integrated system easier. These enhancements include:

- Creating a statewide view of children, providers, and caretakers through assigning a universal ID to each member of each group;
- Enhancing the Cognos reporting ability through the creation of a new child care cube<sup>4</sup>;
- Enabling online submission of injuries and incidents;
- Enhancing the interface between the Licensing and 3299 systems; and,
- Implementing web-based reporting tools.

While the status quo option would not address the majority of the ODJFS/CDJFS child care IT needs, it has been included as a baseline against which the costs and benefits of other alternatives may be compared. It also is a viable solution for ODJFS, at least in the short term, as there would be little implementation effort or cost associated with selecting this effort.

##### 4.3.1.1 Discussion

The status quo option represents the least cost and risk for Ohio, but also offers little additional automated support for Ohio's child care staff. The status quo alternative has limited costs, with only planned enhancements forcing the system-related expenditures above the planned baseline, and these costs are minimal in relation to a new integrated or time-and-attendance system. There are no costs for starting-up a new project, procuring a system, or investing in the design, development, and implementation of a new solution. Further, retaining the existing array of systems would pose no disruption to ODJFS/CDJFS, unlike a new system which would require training, implementation, and support during roll-out.

The risks for the status quo option are lowest. The status quo poses none of the risks inherent in a large computer system implementation project, such as the chance of user rejection, the potential for a lack of project sponsorship, the potential for funding to run out over the life of the project, and the chance for "runaway" scope that could potentially slow the progress of the project while the scope issues are resolved, resulting in a higher cost. There is virtually no implementation risk with the status quo alternative. All of the existing ODJFS child care systems are currently in production and operating sufficiently well to support child care operations as originally intended. The only potential implementation risks come from introducing enhancements to the systems, and the planned enhancements to both the 3299 and Licensing systems are somewhat minor (with the exception of the universal ID) and will be phased over time, to reduce any risks from implementing enhancements concurrently.

The major risk with the status quo option is that the lifespan for the current set of ODJFS/CDJFS child care systems is limited. Many of the systems – particularly the 3299 and Licensing systems – use aging

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<sup>4</sup> Cognos uses data cubes – an assembly of relevant data elements from source systems – as a basis for data analysis, business intelligence, and reporting.

mainframe technology that is inflexible and increasingly difficult to find resources to maintain. At some point in time, it will be necessary for ODJFS to implement a new system, simply because it will become increasingly more difficult to maintain the current solutions. In addition, as noted earlier, many of the current operational and program issues that challenge child care workers could be resolved with the implementation of a new system. Delaying this implementation will result in ongoing hardship and inefficiencies for the ODJFS/CDJFS child care staff members.

It is also important to note that CDJFS systems operate largely independently of ODJFS systems, with some CDJFS's submitting automated uploads to the 3299. As CDFJS's implement new systems over time, it will become an increasingly significant burden to maintain uploads to 3299 as caseloads grow the size of the uploads increase. Moreover, the ongoing need for manual intervention in the upload process places burden on ODJFS' MIS organization, and has the potential for delaying processing of information. More importantly, it will become increasingly more difficult for ODFJS to maintain statewide information and enforce statewide program and policy standards with each county operating a different child care system. The age and technology of the existing CDJFS systems is also a concern, as the systems are somewhat inflexible and do not support the rapid implementation of policy and program changes, and as a result staff members are often forced to create labor-intensive workarounds to implement policy changes.

If ODJFS decides to maintain the status quo, it is likely that this is, at best, an interim solution until it is feasible to implement a new system.

#### 4.3.2 Time-and-Attendance Solution Category

Two time-and-attendance solutions were viewed and/or discussed in the vendor demonstrations. One solution used a swipe card to record and validate the time that each child entered and departed from a provider's care, and then used these data to calculate provider payments. The second solution seen during the demonstrations was a "payment-to-parent" model using an EBT card, where a pre-determined amount of child care funds were placed on the parent's EBT card each month, and the parent was responsible for budgeting the funds for the entire month. As the parent's child entered care, the parent would swipe the card on the provider's point of service (POS) device and the appropriate amount of funds would be subtracted from the available funds on the parent's EBT card<sup>5</sup>.

##### 4.3.2.1 Discussion

Because the time and attendance solution provides only a small component of desired functionality for Ohio, the costs, risks, and benefits are less than that of an integrated transfer solution. The benefits of such a solution are centered primarily on the system's ability to provide a highly accurate record of the time a child spent in the provider's care, and to use that information for computing payments to providers. This would be a significant benefit for Ohio, where time and attendance are currently reported manually and therefore subject to errors and, potentially, provider fraud. Based on similar implementations in other states, Ohio could reasonably expect a savings of five to ten percent in benefit expenditures for the enterprise once a time-and-attendance system was fully implemented. Other benefits include significant reduction in manual processing, a reduction in the generation and manual completion of paper-based rosters and vouchers, and reduced printing and mailing costs. Qualitative benefits include the ability for ODJFS/CDJFS to more closely monitor providers and gain increased confidence that providers are only receiving payment for actual services rendered. Finally, with the reduction in manual processing, it is likely that ODJFS and the CDJFS' could significantly reduce the time and effort spent on payment processing activities each pay cycle, thereby saving significant administrative monies.

Costs for a time-and-attendance system are obviously higher than should ODJFS select the status quo alternative, yet not as high as a fully-integrated system. Despite the lower cost, obtaining the initial funding for the design, development, and implementation of the system may pose a challenge for Ohio.

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<sup>5</sup> Note that the vendor presenting the payment-to-parent model also reported that it has a time-and-attendance tracking solution under development as well, which is approximately 70% completed. This vendor noted that they plan to complete the remaining 30% when they have a client that wishes to purchase the solution.

This alternative also has its own set of risks. One of the more significant is the impact on providers, who would be required to use a POS device to record and process the time-and-attendance data for the children they serve. This is more of a concern for home providers, who may have less experience with technology. While some states have rolled out this solution with relatively little training, other states suggest that a more comprehensive provider training program is necessary to ensure that the devices are used extensively. Given Ohio's reliance on home providers, which provide care to approximately one-third of the children in subsidized child care, it is important the providers feel secure with the new system so that they continue to serve subsidized children.

An additional, potential risk is that most vendors provide a full range of payment support for what we have described as a time-and-attendance solution, whereby they actually calculate and disburse payments to child care providers. As discussed in Ohio, it is unlikely that the state would turn this function over to an outside vendor. As result, it could be that Ohio's implementation of such a solution may require some additional modification in order to implement it effectively, thereby increasing the costs and time associated with the solution.

#### 4.3.3 Integrated Solution – Transfer Category

Most of the integrated child care systems viewed in the system demonstrations were transfer solutions. As seen in the IT Assessment deliverable from October 20, 2008, the systems whose functional and technical fit were rated as most suitable for Ohio were all transfer systems. Two of these systems were custom-developed for other states, and vendors recommended transferring these systems to Ohio, whereas the third system was a COTS product that would undergo such significant transformation to meet Ohio's requirements that the vendor discussed the solution as being a transfer of the COTS product with modifications for Ohio.

##### 4.3.3.1 Discussion

Without question, an integrated child care system, which includes all of the functionality that Ohio has specified in its system business requirements, would realize the largest share of benefits for the ODJFS and CDJFS child care staff that use the system. The system would include a time-and-attendance component, so all of the benefits discussed in the preceding section would apply to an integrated system as well. In addition, every major functional area in the child care programs would experience gains in productivity from the enhanced set of automated tools the system would provide. As discussed in *Section 5 – Cost/Benefit Analysis*, these increases in productivity may be as high as 25 percent in areas such as payment processing, where currently there is a tremendous reliance on manual processing and data entry.

Initially, the transfer of an existing integrated child care solution from another state is very appealing, as such a solution would include a significant portion of the functionality specified in Ohio's business requirements and already has a proven track record in another state. However, an entirely new solution – which has functionality supporting all aspects of child care operations – would impact every ODJFS/CDJFS staff member in Ohio. A new system would require a thorough training and implementation effort, thereby taking staff members away from their daily activities and introducing some level of anxiety prior to and during the implementation period. In addition, the impact on providers must be considered as well, as they would be required to use a POS device in their facility to support the real-time capture and processing of time-and-attendance data. While this may not be a significant concern for child care centers, many CDJFS representatives expressed concern over the ability of home providers to appropriately use such a device.

For a new system implementation to truly be effective, a change management program is necessary to ensure that staff members and providers are using the new system in such a way as to fully leverage the potential benefits available. This generally includes revamping workflows and business processes to take advantage of the available system functionality, and this is typically a challenge and an implementation risk on most large-scale human services system implementations. This risk is exacerbated in Ohio, due to the county-state model, where the counties are each able to formulate their own workflows as well as interpret and augment policies.

There are many other additional risks related to a new integrated child care system. Conversion of data from existing ODJFS and (potentially) CDJFS systems would be time-consuming, expensive, and likely result in a significant amount of data cleanup prior to and even during the initial implementation. It is not uncommon for conversion efforts to delay implementation and cause significant difficulties in system operation and usage during the initial rollout. In turn, this often results in serious problems with user acceptance. For the child care user population – many of whom operate now in a highly manual setting – moving to a new system could result in significant angst, resulting in at least a temporary reduction in productivity, potentially offsetting the benefits of a new system in the short-term.

The costs and time of implementing a new integrated child care system also should be considered. Of the three options, the integrated transfer solution would require the greatest cost and the most time to implement. This may divert attention from staff away from services and onto the system efforts, which is a potential risk with regards to quality of the child care services delivered by ODJFS/CDJFS staff.

In making the choice about how to proceed, ODJFS must weigh the advantages and disadvantages of each solution type.

## 5.0 Cost/Benefit Analysis

### 5.1 Overview of Cost/Benefit Analysis

The objectives of this cost/benefit analysis are as follows:

- Estimate the costs for each of the viable, identified alternatives for the design, development, implementation, maintenance, and operations of the solutions between SFY11 (estimated project start date) and SFY18.
- Document and estimate the benefits that each solution category is likely to realize.
- Compare the costs and benefits for the various solution categories.
- Determine which alternative provides the greatest benefits relative to costs.

This section begins with a discussion of the baseline costs for maintaining the ODJFS/CDJFS systems that are part of the current array of child care IT systems, as well as the expected benefits from maintaining the existing systems. Following that, the costs and benefits for the time-and-attendance and integrated transfer solutions options are presented. The section concludes with the comparison of these costs and benefits against each other.

### 5.2 Timeframe for Cost/Benefit Analysis

One of the challenges inherent in a cost/benefit analysis is to compare the various solutions under consideration within comparable timeframes. In many such models, costs and benefits are measured over a five-year or a ten-year period. This model measures the costs and benefits for the various solutions for the initial design, development, and implementation (DDI) timeframe, and then for the period of time elapsing from the system's implementation through the end of SFY 2018.

The time frames for the alternatives under consideration are:

- For the time and attendance solution, the model anticipates a project start date of July 2010, full implementation occurring in January 2011, and including six and one-half additional years of operations ending in June 2020. (Note that should the State wish to start a project earlier, the conclusions would be the same.)
- For the integrated transfer solution, the model anticipates a project start date of July 2010 and a full implementation occurring in January 2013. Given the fact that the integrated solution would require a longer-time frame to complete because the scope of the system would be greater, this means that five additional years of operations would end in June, 2018.

Because the initial DDI timeframes are different for each solution – 12 months for the time-and-attendance solution and 30 months for the integrated solution – more benefits resulting in increased payment accuracy will be experienced with the time-and-attendance only solution, simply because it would be operational a year before the fully integrated system. It would be possible for ODJFS to implement a fully integrated transfer solution with the time-and-attendance component as Phase 1, and the rest of the system functionality as Phase 2. This would enable JFS to begin realizing savings from increased payment accuracy earlier, although it would add project costs to the integrated system estimates from the additional design, development, and implementation cycles inherent in a two-phased approach.

### 5.3 Status Quo (Baseline) Costs

Since Ohio's child care programs are state-supervised and county-administered, costs for child care IT systems must include both ODJFS and CDJFS systems. In addition, a new child care system will impact not only MIS operations, but also ODJFS and CDJFS child care program operations, increasing efficiency and productivity within multiple program areas, such as eligibility, licensing, certification, and payment processing. Therefore, we have included relevant cost estimates for both child care IT and program functions in our calculations.

### 5.3.1 State Costs

State IT costs include those for maintaining the existing set of statewide child care IT applications, which are used by ODJFS and/or CDJFS workers. These systems, which are described in greater detail in 3.1.1 - *ODJFS Systems*, include the 3299, Licensing, SansWrite, KinderAttend, Cognos, Incident & Injury, the SUTQ Access system, and the child care website.<sup>6</sup>

The various components included the analysis of state MIS costs for child care systems are discussed in the following sections.

#### State MIS Personnel

Costs for state MIS personnel are estimated based on the historical staffing levels of ODJFS MIS personnel that have been dedicated to maintaining the ODJFS child care systems<sup>7</sup>. This includes six FTEs maintaining the existing ODJFS systems (five system analysts and one manager) as well as 20% of time from an MIS section chief. The loaded cost for state employees is estimated at \$95,000 per year, which includes direct salaries, fringe benefits, and all costs associated with space and office supplies.

#### Vendor Services

As seen in Exhibit 10, the majority of child care IT expenditures for the baseline model are for vendor services. There are currently three vendors holding contracts with ODJFS to maintain the existing ODJFS child care systems:

- CGI supports most of ODJFS's mainframe child care systems;
- Controltec holds multiple contracts for maintaining, enhancing, and hosting KinderAttend; and,
- Mark A Parker (MAP) Software supports the SansWrite application.

Costs for these vendors are estimated based primarily on payments to these vendors for the last two state fiscal years. In addition, the costs for the CGI contracts include estimates for implementing and maintaining the proposed enhancements to these systems. These enhancements include the following:

- Additional Cognos cubes to enhance reporting capabilities;
- Enhancements to 3299 to support unique client and provider ID;
- Electronic reporting of injuries and incidents;
- Enhanced Licensing and 3299 interface capabilities; and,
- Enhanced web-enabled reporting.

Costs for the enhancements have not yet been fully scoped out by either CGI or ODJFS. The estimates included in these costs assume that the enhancements would be implemented over a two-year period, and it would increase the CGI contract costs by approximately 25% above the existing baseline for the two-year implementation period.

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<sup>6</sup> Selected CDJFS users also input a limited set of financial information into the CORE system, which is used to report expenditures to and request monies (draws) from ODJFS. Since this system would not be impacted by any of the potential solutions discussed in this document, costs related to ongoing maintenance of CORE are not included in this analysis.

<sup>7</sup> ODJFS MIS very recently reconfigured the way in which they support system maintenance, operations, and enhancements. Rather than having individuals dedicated to child care full-time, they have implemented a pooled model where groups of individuals have been assigned to support all systems within a given technology framework. While this may create efficiencies, and reduce the total time allocated to support child care systems, the model is new and without a financial track record. As a result, we have estimated the FTE level for supporting child care applications based on historical information that was current in early 2008, prior to the MIS reorganization.

### Office of Information Technology (OIT) Charges

OIT charges include CPU usage, enterprise disk services, mainframe tape services, printing, and other services provided by the Office of Information Technology (OIT). Because child care systems operate on the same mainframe equipment as the TANF system, charges for both sets of systems are combined. Based on discussions with ODJFS MIS officials, we have estimated the child care portion to be 15 percent of the total OIT charges.

### Additional Notes on State Charges

Costs charged to ODJFS by the Bureau of Network Services (BNS) have not been included in this model. These costs are for items including desktop applications (e.g., Microsoft Office, GroupWise email, etc.), maintaining logon IDs and passwords, maintaining network infrastructure, and operating the ODJFS help desk. These costs have not been included because they would continue to be charged at approximately the same level regardless of whether ODJFS maintains the status quo or implements a new child care system.

#### 5.3.2 County Costs

Within Ohio's county-administered model for managing human services programs (including child care), the CDJFS's have much control over the child care programs and operations. Because there is no state-wide child care case management system, many counties have implemented, and continue to maintain, their own child care systems. As noted in section 3.1.2 – *Range of CDJFS Solutions*, there is a tremendous amount of variability in the CDJFS child care systems. A few counties, mostly the large metros, have implemented large systems that have a wide range of functionality. Many of the smaller counties, which have ten or fewer child care staff members, perform the vast majority of work manually, without the support of any true IT system. There also are a wide range of counties that have developed a variety of IT tools to support their child care work, with the majority of these being Microsoft Access databases or Excel spreadsheets.

Given the variability among the CDJFS agencies, it is difficult to approximate the total CDJFS spending on child care information technology. To estimate expenditures for these systems, a survey of eight counties was conducted to determine their spending. Using these data, costs for other counties were estimated as follows:

- The three largest counties in the sample were Cuyahoga (22,407 children served), Hamilton (14,626), and Franklin (14,258). Actual costs for these three counties are included in the CDJFS child care IT expenditure estimate. Since no other CDJFS has more than 5,000 children in care, child care IT expenditures from these three counties were not used to estimate costs for other counties.
- The remaining five counties included Lucas (5,275), Montgomery (5,221), Lorain (2,566), Clermont (742) and Washington (359), which are mid- and small-sized counties. Collectively, these counties represent approximately 25.1 percent of the state's total child care population in Ohio's remaining 85 counties (excepting Cuyahoga, Hamilton, and Franklin). Therefore, the model has applied the county-reported IT costs from these five counties across the remaining 85 counties. In other words, the five counties in this grouping reported IT expenditures of approximately \$95,000. Since these counties represent 25.1 percent of the child care caseload in the remaining 85 Ohio counties, we have assumed that their IT expenditures represent 25.1 percent of the total county IT expenditures for the set of 85.
- The actual reported costs from the three metros were added to the estimated costs for the remaining 85 counties to arrive at total county IT expenditure.

Exhibit 10 summarizes the yearly totals for state- and county-related child care IT costs.

**Exhibit 10 – Year ODJFS Baseline Costs for Status Quo Alternative**

	SFY 2011	SFY 2012	SFY 2013	SFY 2014	SFY 2015	SFY 2016	SFY 2017	SFY 2018
<b>State IT Costs</b>								
State MIS Personnel	534,617	550,655	567,175	584,190	601,716	619,767	638,360	657,511
Vendor Services	3,450,789	3,554,313	3,660,942	3,770,771	3,883,894	4,000,411	4,120,423	4,244,036
OIT Charges	724,466	746,200	768,686	791,643	815,392	839,854	865,050	891,001
<b>County IT Costs</b>								
Metros	\$1,277,285	\$1,315,604	\$1,355,072	\$1,395,724	\$1,437,596	\$1,480,724	\$1,525,146	\$1,570,900
85 Counties	\$414,574	\$427,011	\$439,821	\$453,016	\$466,606	\$480,604	\$495,023	\$509,873
<b>Totals</b>	<b>\$6,297,922</b>	<b>\$6,486,859</b>	<b>\$6,681,465</b>	<b>\$6,881,909</b>	<b>\$7,088,366</b>	<b>\$7,301,017</b>	<b>\$7,520,048</b>	<b>\$7,745,649</b>

## 5.4 Estimated Costs and Benefits for the Potentially Viable Alternatives

This section presents the initial and ongoing cost estimates for systems from the two potentially viable solution categories that have been selected for further analysis. These are the time-and-attendance-only solution and the fully integrated child care system. For each solution category, this section discusses the models used to calculate the estimates, presents an overview of the assumptions, and then summarizes the major cost categories within each area. This is followed by an estimate of the benefits that could be realized as a result of implementing each system. Detailed discussions of the assumptions upon which these estimates are based are provided in **Appendix A**.

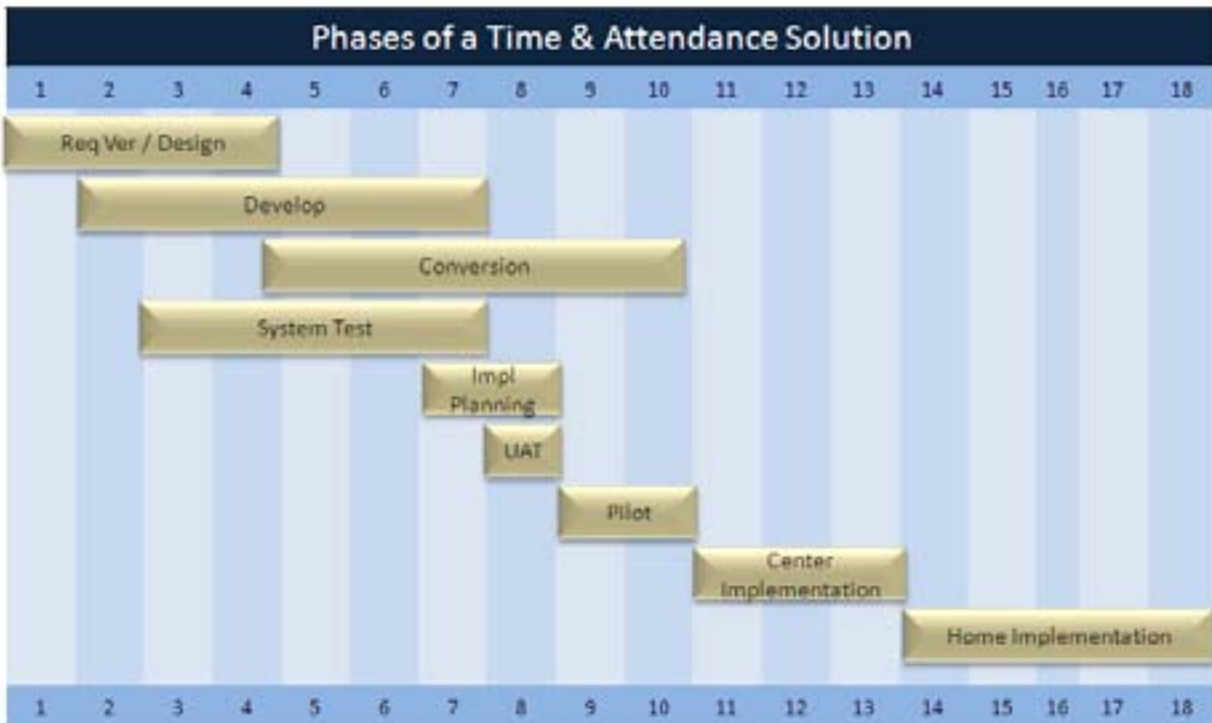
### 5.4.1 Time-and-Attendance-Only Solution

The approximate cost for a child care time-and-attendance system was developed using a cost estimation tool that provides a monthly estimate for the project costs. The tool includes the initial design, development and implementation of the system, as well as the ongoing maintenance and operations. The estimate is based on each month's staffing level and resource mix, direct costs including salaries for staff resources used that month, indirect costs, and other project-related spending. The monthly estimated costs are summarized to generate a total project cost. Benefits for the solution, and the breakeven analysis, also are presented.

#### 5.4.1.1 Project Schedule

The time-and-attendance solution cost estimate is based on an 18-month project schedule. Requirements validation, design, development, testing and conversion would occur in months one through eight, and a two-month production pilot is scheduled in months nine and ten. The two-month pilot would allow for testing of the system for both centers and home providers and would permit testing of the application through multiple pay cycles. Statewide rollout to child care centers and home providers is scheduled for months 11-13, and 14-17, respectively. A final month is dedicated to vendor-provided support and follow-up instruction/training for ODJFS/CDJFS, if necessary. An overview of the timeframe for the child care time-and-attendance solution is presented in Exhibit 11.

**Exhibit 11 – Estimated Timeline for Child Care Time-and-Attendance Solution**



#### 5.4.1.2 Projected Costs

The functionality in the cost estimate includes the real-time collection of time-and-attendance data as articulated by Section XI.A(1) of the Final Draft Business Requirements, presented to ODJFS on October 20, 2008. Exhibit 12 presents the projected costs for the child care time-and-attendance solution.

**Exhibit 12 – Projected Costs Through SFY 2018 for Time & Attendance Solution**

Cost Category	Initial	Average Annual Operating Costs	Total Ongoing Operating Costs (SFY11-SFY18)	Total (Initial+ Total Ongoing)
Vendor Professional Services	\$4.1	\$3.8	\$24.6	\$28.6
Hardware/Software	\$0	\$0	\$0	\$0
POS devices	\$5.8	\$0.7	\$4.4	\$10.2
State/County	\$3.0	\$0.4	\$2.5	\$5.4
<b>Total</b>	<b>\$12.8</b>	<b>\$4.8</b>	<b>\$31.4</b>	<b>\$44.2</b>

*(Dollars in Millions, some figures may not add due to rounding)*

In Exhibit 12, the initial costs are those to design, develop, and implement the system. As stated previously, this is estimated to be an 18-month effort. The ongoing costs begin once the system has been implemented – or at the end of the 18-month effort. Based on a project start date of July 1, 2010, the solution would be fully implemented in January 2012. Therefore, there are 6.5 years of annual operations used to calculate the average annual operating costs.

A discussion of each major cost category is provided in the following sections.

### Vendor Professional Services

This cost estimate assumes that the contracted vendor would customize a time-and-attendance solution based on an application that is already in production in another state or that the vendor has already built but not yet implemented. As mentioned earlier, the scope of the functionality would be consistent with what is described in Section XI.A(1) of the Final Draft Business Requirements, as submitted to ODJFS on October 20, 2008. The initial design, development and implementation effort includes modifying the existing system's business rules to be consistent with Ohio's attendance policies; converting and loading child, case, and provider data into the existing system; creating the interface programs and policies regarding exchange of information between the vendor's solution and existing ODJFS child care systems; and modifying the website where providers and ODJFS/CDJFS can access and generate reports on attendance. Funds for providing initial provider and staff training also are included, as is implementation support for rolling out the system to child care centers and home providers.

Ongoing yearly costs include vendor services to maintain the system and provide processing for all time-and-attendance transactions. The estimate assumes that the vendor would be responsible for ongoing interface management between their solution and ODJFS legacy systems, and that the vendor would provide a file with time-and-attendance data for ODJFS and each CDJFS twice per month (to support a bi-weekly pay schedule for providers). This file would be in a common format, rather than a tailored format for ODJFS and each CDJFS. Costs are estimated on a per-child-in-case basis (slightly less than \$3 per child per month) and are based on fees charged to other states with similar operations.

While vendors providing time-and-attendance solutions sometimes provide processing and distribution of provider payments (this model is seen in other states), this model does not estimate the costs for outsourcing the entire payment function due to ODJFS's current desire to keep the function in-house. Given that this is a service that was typically provided by the vendors who demonstrated their time-and-attendance solutions, it is possible – perhaps even likely – that the elimination of this service may reduce the overall costs for the system option. Since the data gathering activities were not able to locate any other state where the time-and-attendance vendor does not process payments, the model was unable to project a reasonable estimate for the reduction in cost that may result from removing this service from Ohio's request.

Also included in the estimate of the ongoing yearly operating costs are the price for maintaining and operating the real-time data collection solution; managing and operating the website where providers, ODJFS staff, and CDJFS staff can obtain pre-defined attendance reports; issuance and re-issuance of swipe cards (if cards are part of the vendor's solution); customer service and a help line for providers; and ongoing maintenance of the POS devices. A more detailed set of assumptions and parameters that were used to calculate the estimate for an integrated child care system are presented in **Appendix A**.

### Hardware/Software

As noted, the model anticipates that time-and-attendance transaction processing would be a hosted solution, with all hardware and third-party software needed to develop and operate the system, with the exception of the POS devices (see next section), provided by the vendor.

### Point of Service (POS) Devices

The model assumes that the solution would utilize some type of Point of Service (POS) device, such as a swipe card reader or device to capture biometric information, and would be used by all of the approximately 14,500 providers currently providing publicly-funded child care throughout Ohio. The estimate further assumes that ODJFS would purchase one POS device for each provider and that if larger centers desired additional devices, they would purchase or rent them at their own expense. (Note that ODJFS could choose to have the providers each purchase or share the purchase price for their own POS device, given the anticipated provider increase in productivity and if budget conditions warrant.) The model estimates the cost of purchasing a POS device versus renting them, as the analysis concluded that over a period, the costs of ownership are significantly cheaper than renting. Based on information both from other states and vendors of POS products, the model budgets \$400 per machine. This is a conservative figure that assumes that Ohio purchases new devices (rather than refurbished ones) and does not as-

sume significant savings for bulk discounts. The model also assumes that the POS devices come with a two-year warranty, with a subsequent replacement rate of 15 percent annually. Other states interviewed replace their POS devices less frequently.

### State and County Costs

As this estimate is meant to include all costs associated with implementing a new system, the model estimates state and county participation in the initiative. The model separates ODJFS and CDJFS costs, and developed the estimates using the same methodology that was used to estimate vendor services – by estimating the participation of varying ODJFS/CDJFS staff on a monthly basis and then adding the resulting costs for each month. Per ODJFS MIS budgeting standards, the model assumes that ODJFS staff have an annual loaded salary of \$95,000, and that the escalation is three per cent per year. As there was no reliable estimate of CDJFS costs, and particularly the potential variation in these costs across counties, we used the same \$95,000 annual loaded salary for CDJFS staff costs as well, also escalated at three per cent per year. For the initial design, development, and implementation of the time-and-attendance solution, it assumes that ODJFS/CDJFS would provide the following resources:

- ODJFS resources:
  - Project Manager at 50 percent for all phases of the design, development, and implementation.
  - Design support equivalent to 1 full-time equivalent employee (FTE) during the requirements and design activities. This is anticipated to be a combination of ODJFS/CDJFS participating part-time in the system requirements validation and design.
  - Development support of approximately 2 to 2.5 FTEs to support development and technical activities, for the entire design and development phases.
  - Testing support of approximately 1 FTE during the system testing and user acceptance testing phases.
  - Implementation and training support of 2 FTEs during the pilot and statewide implementation phases.
- CDJFS Resources
  - Between 1 and 2 FTEs during the requirements, design, and testing phases, for CDJFS staff to participate in the validation of system requirements, design, and user acceptance testing. These FTEs would represent all CDJFS's.
  - Specific support of 1 FTE from CDJFS payment staff, to ensure that the vendor has appropriate knowledge of county payment practices.
  - Significant implementation support, estimated at 20 FTEs during the rollout to centers, and 40 FTEs during the rollout to home providers. During the center rollout (three months) we assume that each CDJFS would require, on average, .25 FTEs to answer questions from centers. During the home provider rollout (four months) we assume that greater support is needed, estimated at .5 FTEs per CDJFS on average.

For the ongoing maintenance and operations of the system, the ongoing effort required from ODJFS/CDJFS staff members is significantly reduced, as the entire transaction processing solution would be outsourced, and the only effort required from ODJFS/CDJFS would be to receive the time-and-attendance files from the vendor and load them into the ODJFS/CDJFS payment systems. We have estimated that the total joint ODJFS/CDJFS effort for this to be no more than 5 FTEs per year. In addition, an ODJFS Project Manager is included at 25 percent. The level of ongoing support assumes that the vendor – not ODJFS/CDJFS – will issue the majority of the swipe cards, if swipe cards are part of the vendor's solution.

#### 5.4.1.3 Benefits of the Time-and-Attendance Solution

Implementing a time-and-attendance solution would result in significant quantifiable benefits for ODJFS/CDJFS. The following sections provide the estimate for the quantifiable benefits and present the rationale behind the estimate. Qualitative benefits of the solution also are discussed.

##### Quantifiable Benefits

*Section 3.4 – Benefits Associated with a New Child Care System* presented the potential benefits that ODJFS/CDJFS could reasonably expect to realize with the implementation of some type of new automated system. As discussed in that section, there are four major categories of quantifiable benefits – increased payment accuracy, increased productivity, reduced direct costs, and increased revenue.

The following sections discuss the potential savings that ODJFS and CDJFS could realize from the implementation of a new time-and-attendance solution. At the end of the discussions, a table summarizing all of the estimated savings is presented.

**Quantifiable Benefit 1 – Increased Payment Accuracy.** The use of the swipe card or biometric devices to record time-and-attendance data would result in the largest benefit that ODJFS would realize from the implementation of a time-and-attendance solution. The two states with the solutions most similar to the functionality that ODJFS has articulated in its business requirements are Oklahoma and Indiana<sup>8</sup>. Oklahoma and Indiana state that they have experienced a reduction over baseline estimates of child care benefits of approximately ten percent and five percent, respectively, as a result of implementing their swipe card time-and-attendance solutions. Discussions with Oklahoma indicate that they have realized greater savings as a result of significant policy modifications to leverage the use of the swipe cards, such as eliminating the vast majority of all manual claims, collecting liquidated damages from providers found in possession of cards, and implementing a blended rate for school-aged children. The blended rate does not necessarily impact the overall program costs, but it has made the swipe card process easier to implement. With a blended rate, school-aged children can enter and exit care multiple times per day without having to swipe in, thereby reducing the complexity, and also reducing the need for Oklahoma child care workers to continually update authorizations during the school year. More importantly, Oklahoma has treated the implementation of the POS devices with a true focus on business improvement. Eliminating manual claims prevents providers from accepting children who are denied (denied when the swipe is made) to understand that if they accept the child, they will likely not be reimbursed for the care.

**Anticipated benefit:** The model conservatively includes five percent as the baseline target for enterprise benefits reduction. However, Exhibit 13 includes estimates for savings that range from 2.5 percent to ten percent, to illustrate the total range of savings that ODJFS could accrue as a result of this system.

#### **Exhibit 13 – Estimated Benefits**

##### **Resulting from a Time-and-Attendance Solution**

<b>Increase in Payment Accuracy</b>	<b>Anticipated Savings Through SFY 2018</b>
2.5%	\$115.2
5%	\$230.4
7.5%	\$345.7
10%	\$460.1

*(Dollars in Millions)*

<sup>8</sup> Both of these states have implemented swipe card solutions, where the parent swipes the child into and out of care, and the exact time of the swipe is recorded. Neither state has implemented a biometric solution, which would be permissible under the Ohio business requirements.

*Quantifiable Benefit 2 – Increased Productivity.* Productivity improvements as a result of a time-and-attendance system would be experienced in the payment processing function in the CDJFS's. Because the payments to providers would be calculated based on accurate time-and-attendance data collected via the swipe card readers, some of the functions that currently are performed manually would be eliminated. Many of these functions vary based on the specific information system(s) in place in the county, but the functions that would potentially be eliminated include:

- Generating and mailing rosters/vouchers to providers, which providers use to manually record and report child time-and-attendance data; and,
- Checking the attendance data against the provider's record, to validate that there is a contract in place; that the provider is open and authorized to provide care for the child during the times reported; and that the provider's contract has rates for each child's age group, special needs status, and time spent in care if that care is provided during non-traditional hours.

*Anticipated benefit:* As seen from the list above, the majority of the manual processing currently embedded in the CDJFS payment process could be eliminated with a time-and-attendance system. The model estimates that the payment processing function would experience significant increases in productivity, which would produce an overall reduction in the county administration baseline of approximately 2.4 percent through SFY2018<sup>9</sup>. This would result in a savings of approximately \$1.35M per year across the state once the system is fully operational, which equals a total savings over the 6.5 year operational timeframe of \$8.8 million<sup>10</sup>.

#### *Quantifiable Benefit 3 – Reduced Direct Costs*

Direct costs of operating the child care programs would be reduced with the introduction of the new child care time-and-attendance system. With the reduction of the paper-based method for obtaining provider time-and-attendance data, printing and mailing costs would be reduced in all of the CDJFS's that mail providers these rosters. In addition, at least some of the vouchers that are sent directly to clients (in some counties) could be sent electronically, thereby further reducing additional monies. It is unlikely that all vouchers could be sent electronically, as some families may not have the ability to access and/or print an electronic voucher. Based on these potential reductions, we estimate that county mailing costs would be reduced by approximately 25 percent once the system is fully implemented. Based on county mailing data from the eight counties, this would result in an annual savings of approximately \$.1M, with a total savings over the 6.5 year operational timeframe of approximately \$.7M.

#### Summary Benefits for a Time-and-Attendance Solution

Exhibit 14 presents a summary of the benefits that ODJFS and CDJFS could expect to realize from the implementation of a new child care time-and-attendance solution.

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<sup>9</sup> Based on data from eight counties, payment processing staff currently accounts for 15 percent of all child care personnel. Assuming a 20 percent increase in efficiency in the payment function, total reduction of administrative efforts would be approximately 3 percent. The savings over the entire project time frame is 2.4 percent (rather than 3 percent) because the timeframe includes the initial system design, development, and implementation, during which time there are no savings accruing.

<sup>10</sup> At the time of this report, ODJFS had not decided whether provider payment would remain with CDJFS's or be centralized with ODJFS. This model assumes that payment remains with CDJFS's. Because there is significant variation in how counties apply discounts and fees in the calculation of payments, there are many different "payment calculation methodologies" across the state. It does not feasible for the vendor to maintain all of these different payment methodologies. If ODJFS centralizes the payment function, or standardizes how fees and discounts must be applied to payments, then the calculation of the payment could be given to the vendor, even if the payment function itself is retained by ODJFS/CDJFS.

#### Exhibit 14 – Potential Benefits from a Child Care Time-and-Attendance Solution

Benefit	Baseline Costs (SFY 11–SFY 18)	Average Annual Savings <sup>1</sup>	Savings Through SFY 2018	Percentage Savings (SFY 11–SFY 18)
Increased Payment Accuracy	\$5,530.7	\$35.5	\$230.4	4.2%
Increased Productivity	\$361.9	\$1.4	\$8.8	2.4%
Reduced Direct Costs	\$3.3	\$.1	\$.7	20.7%
<b>Total</b>	<b>\$5,895.9</b>	<b>\$36.9</b>	<b>\$239.9</b>	<b>4.1%</b>

*(Dollars in Millions, some figures may not add due to rounding)*

<sup>1</sup> Represents the average savings during the life of the system as measured for this analysis, which is 6.5 years.

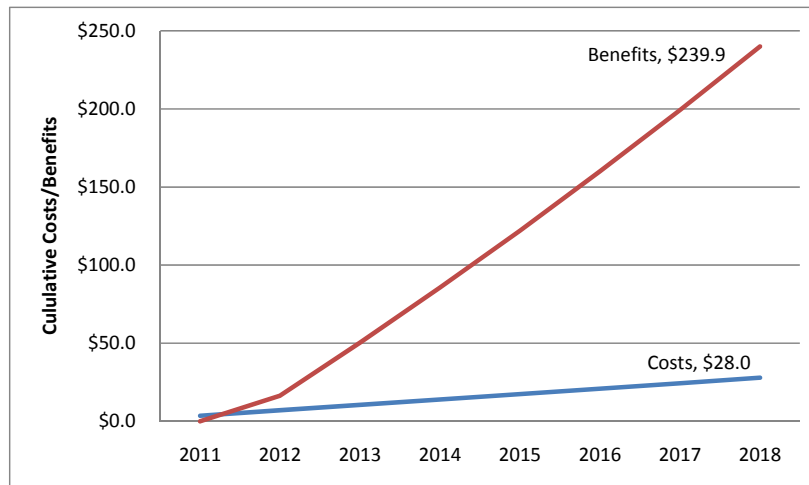
<sup>2-4</sup> Baseline costs represent the total monies that ODJFS/CDJFS would expend on an activity without the implementation of the system. <sup>2</sup> is total benefit expenditures, <sup>3</sup> is CDJFS funding for certification workers, <sup>4</sup> is monies that CDJFS would spend on printing and mailing costs.

#### Cost/Benefit Comparison

Since the time-and-attendance solution could be implemented within 18 months of project start, ODJFS would begin realizing benefits within two years. As seen in the preceding section, the majority of the financial benefit from the time-and-attendance system is realized through increased payment accuracy. Because Ohio's child care benefit expenditures are high, even a small increase in payment accuracy generates a large savings. This, coupled with the relatively low initial implementation costs for the time-and-attendance only system, enables the State to achieve a breakeven point within two years of initiating the project.

Exhibit 15 presents a graphical depiction on the breakeven timeline for the time-and-attendance solution.

### Exhibit 15 – Breakeven for the Time-and-Attendance Solution



(Dollars in Millions)

#### Qualitative Benefits

In addition to the quantitative benefits, ODJFS/CDJFS also would realize several qualitative benefits from the new time-and-attendance system. Because these benefits yield no direct savings in either benefit expenditures or administrative costs, they are not included in the breakeven analysis presented in the prior section. The primary qualitative benefits ODJFS/CDJFS would realize with the time-and-attendance solution include:

- Increased Customer Satisfaction –
  - Providers will have a real-time understanding of whether they will be paid for the children in its care each day through the swipe card usage and through available reports online. This will enable them to better manage their caseloads and manage their child care agency as a business.
  - Real-time attendance data could facilitate greater pay frequency, which is something that many providers would like.
  - Providers would no longer have to manually submit rosters/vouchers that detail the time-and-attendance data for the publicly-funded children in their care.
- Increased Data Accuracy –
  - Attendance data would be captured when each child enters and leaves care. In addition to eliminating errors that result from manual submission of these data, it also decreases the ability for providers to misrepresent the time spent caring for children, either deliberately or in error.
- Increased Adherence to Program Rules / Reduced Fraud –
  - Certification and licensing staff would have the ability to print off reports indicating what children are currently in the provider's care. These reports could then be taken to the provider to verify that all of the children reported as being in care are physically with the provider. This also would be an effective fraud prevention tool.

#### 5.4.2 Integrated Transfer Solution

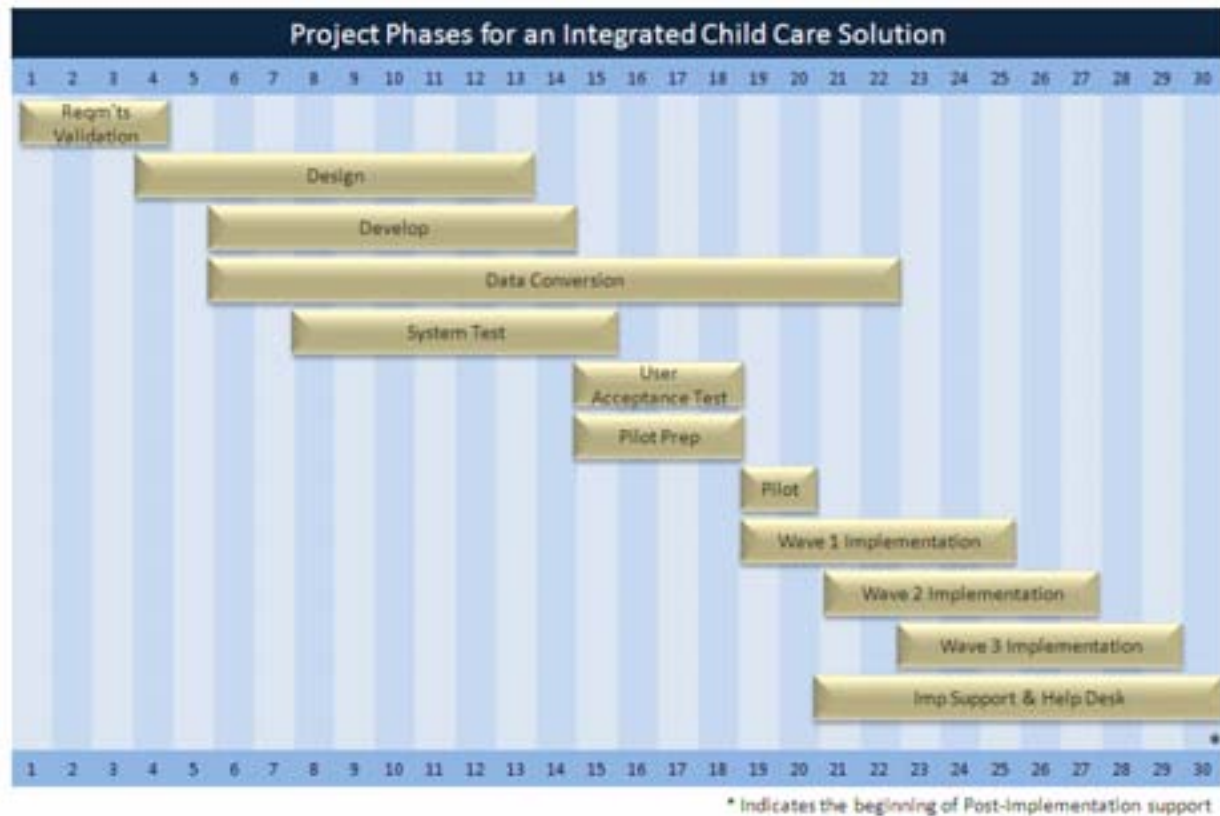
The cost estimate for an integrated child care system was developed using the same methodology as that described above for the time-and-attendance solution. The model specifies the resource usage for each

month of the project, based on that month's activities, and then estimates a total cost based on variables such as staff salaries, fringe benefits, other indirect costs, and additional project expenditures such as hardware and software fees. The total costs are estimated for each month, and then summarized to generate a total project cost. In addition, the benefits that ODJFS and CDJFS would realize from the solution are discussed, and a breakeven analysis is presented.

#### 5.4.2.1 Project Schedule

The model used for this cost estimate is based on a 30-month project schedule (comparable to Ohio SACWIS), with requirements validation, design, development, conversion, testing, and pilot planning occurring between months one and 18. A two-month production pilot is scheduled for months 19 and 20, and a three-phased rollout occurs between months 21 and 30, with between 30 and 35 sites going live per phase. The model also includes ongoing vendor-provided post-implementation support for maintenance and operations, with ODJFS also participating equally in the maintenance and operations. Additional enhancements subsequent to the rollout of the system are not included in this estimate. A timeline with the major project activities used to develop this estimate is presented in Exhibit 16. A set of detailed assumptions and parameters that were used to calculate the estimate for an integrated child care system are presented in **Appendix A**.

**Exhibit 16 – Estimated Timeline for an Integrated Child Care System**



#### 5.4.2.2 Projected Costs Through SFY 2018

The Optimum Team developed an estimated cost for creating and implementing an integrated child care information system, as articulated in the Final Draft Business Requirements deliverable submitted to ODJFS on October 20, 2008. The estimate was developed with a cost estimation tool that provides a monthly estimate for the project costs, based on each month's staffing level and resource mix, direct costs, indirect costs, and other project-related spending. The total costs of the project between SFY11 and SFY 2018 are presented in Exhibit 17.

### Exhibit 17– Projected Costs Through SFY 2018 for Integrated Solution

Cost Category	Initial	Annual Operating Costs	Total Operating Costs (SFY13-SFY18)	Total (Initial+ Ongoing)
Vendor Professional Services	\$23.3	\$5.3	\$29.0	\$53.4
Hardware/Software	\$.7	\$.2	\$.9	\$1.6
POS Devices	\$5.8	\$6.6	\$3.5	\$9.3
State/County Support	\$4.5	\$8.8	\$4.2	\$8.7
<b>Total</b>	<b>\$34.3</b>	<b>\$6.8</b>	<b>\$37.7</b>	<b>\$72.0</b>

(Dollars in Millions, some figures may not add due to rounding)

In Exhibit 17, the initial costs are those to design, develop, and implement the system. The fully integrated child care solution, with all functionality included in the final draft requirements, is estimated to take approximately 30 months to reach full implementation. The ongoing costs begin once the system has been implemented – or at the end of the 30 months. Based on a project start date of July 1, 2010, the solution would be fully implemented in January 2013. Therefore, there is a total of 5.5 years of annual operations used to calculate the average annual operating costs.

Some specific information about the parameters used for each major cost category is presented below.

#### Vendor Professional Services

The cost estimate for the integrated child care system is based on the assumption that the selected vendor would design, develop, and implement a system that is consistent with all of the business requirements included in the Final Draft Business Requirements, as submitted to ODJFS on October 20, 2008. This includes all activities that would occur during a large information system creation effort, including requirements validation, design, development, testing, conversion, training, pilot, implementation, and post-implementation support. This integrated solution would include the time-and-attendance component managed and operated by the vendor (as discussed in the previous section). In addition, the model assumes that the vendor would provide an adequate level of ongoing project management support, including a project and deputy manager, vendor program office manager, and administrative support. Specific information about each project phase, including the length of each phase and a high-level summary of the phase activities, are included in **Appendix A**.

Since the system contains a time-and-attendance component, all of the yearly operating costs for this component of the system would be comparable to those in the time-and-attendance solution. These costs include the same services as described in the preceding section on that system – maintaining the time-and-attendance component, processing transactions, maintaining interfaces with the new integrated system, and providing payment files for ODJFS/CDJFS on at least a bi-weekly basis (as with the time-and-attendance solution, this estimate assumes that ODJFS/CDJFS would continue to issue payments). It also includes issuance and re-issuance of swipe cards (if cards are part of the vendor's solution); customer service and a help line for providers; and ongoing maintenance of the POS devices.

In addition to ongoing support for the time-and-attendance component, we have assumed that the vendor would provide additional maintenance and enhancement support at a level of 6 FTEs after the system has been implemented. These individuals would work with the ODJFS technical resources assigned to system operations.

#### Hardware/Software

Costs for hardware and third-party software used in the development and operation of the system were estimated for each of the various integrated solutions that were presented to ODJFS/CDJFS as part of the system demonstrations. Estimates included costs for the following environments:

- Development;
- System and performance test;
- User acceptance test;
- Training and conversion; and,
- Production.

All environments include hardware, software, and server software pricing. Note that development software includes tools for code development, report development, database, and a design tool for screen captures.

Hardware and software for each solution presented in the vendor demonstrations was priced separately, because the technical components and development tools were different for each solution, and costs were therefore not comparable across all systems. Exhibit 18 presents the various hardware and software costs for each solution.

**Exhibit 18 – Hardware and Third-Party Software Costs for Potential Integrated Child Care Systems**

	Hardware	Software	Total
Controltec, Saber, Northrop Grumman	\$192,002	\$309,290	\$501,292
Deloitte	\$190,903	\$425,379	\$616,282
HCL	\$190,903	\$622,466	\$813,269
MAXIMUS	\$190,903	\$698,348	\$889,251
<b>Average</b>	<b>\$191,178</b>	<b>\$513,871</b>	<b>\$705,048</b>

As seen in Exhibit 18, the hardware and third-party software costs for three of the solutions – Controltec, Saber, and Northrop Grumman – are the same, as they all use the combination of Microsoft Visual Studio for code development, Cognos for web reporting and business intelligence, and Microsoft SQL Server as the database. The Deloitte solution also uses Microsoft code development and Cognos BI/reporting tools, but uses Oracle as the database, thereby increasing the overall costs. The HCL and MAXIMUS systems are Java solutions, and our estimates include Eclipse as the code development tool, Cognos as the BO/reporting tool, and DB2 as the database. HCL uses WebSphere for the development server software, whereas MAXIMUS uses WebLogic, which is more expensive. The HCL costs also include iLog, the third-party rules engine used in the solution.

Pricing for the hardware and software included in the cost estimates was taken primarily from Federal GSA (General Services Administration) pricing, where available. To the extent that Ohio is able to leverage further discounts, the hardware/software costs may decrease. In addition, as the vendor solutions evolve between the submittal of this document and the submittal of proposals, vendors may alter their technical toolset which would impact pricing for hardware and software. Also, ODJFS may choose to mandate specific technologies, and vendors that currently have solutions in different technologies would be required to migrate their solutions to accommodate the requirements. Finally, the estimates for hardware and software assume that two years of maintenance is included with the project, and subsequent years require a 10% maintenance/license fee. A refresh, equal to the amount of the initial purchase, is included five years after the initial purchase.

The specific details regarding hardware and software pricing for each solution category are presented in **Appendix B**.

### Point of Service (POS) Devices

Assumptions for the purchase of the POS devices are the same as for the child care time-and-attendance solution. The model assumes that the integrated child care solution would have a time-and-attendance component that would utilize a POS device either to read swipe cards or to capture biometric information. All of Ohio's 14,500 providers would use the POS device, and ODJFS would purchase once device for each provider. If larger child care centers desire additional devices, they would purchase or rent them at their own expense. (Note that ODJFS could choose to have the providers each purchase or share the purchase price for their own POS device, given the anticipated provider increase in productivity and if budget conditions warrant.) The model estimates the cost of purchasing a POS device versus renting them, as the analysis concluded that over a period, the costs of ownership are significantly cheaper than renting. Based on information both from other states and resellers of POS products, the model budgets \$400 per machine. This is a conservative figure that assumes that Ohio purchases new devices (rather than refurbished ones) and does not assume significant savings for bulk discounts. The model also assumes that the POS devices come with a two-year warranty, and a replacement rate of 15 percent. Other states interviewed replace their POS devices less frequently.

### State and County Costs

This estimate includes all costs associated with implementing the new integrated child care system, including costs for ODJFS/CDJFS participation in the design, development, testing, and rollout of the system, as well as in maintaining the system over time. The model separates ODJFS and CDJFS costs, and developed the estimates using the same methodology that was used to estimate vendor services – by estimating the participation of varying ODJFS/CDJFS staff on a monthly basis and then adding the resulting costs for each month. Per ODJFS MIS budgeting standards, the model assumes that all ODJFS staff (MIS and BCCD staff) have an annual loaded salary of \$95,000, and that the escalation is three per cent per year. As there was no reliable estimate of CDJFS costs, and particularly the potential variation in these costs across counties, we used the same \$95,000 annual loaded salary for CDJFS staff costs as well, also escalated at three per cent per year.

### *Design, Development and Implementation Phases*

For the initial design, development, and implementation of the integrated child care solution – a 30-month periods – the model assumes that ODJFS/CDJFS would provide the following resources:

- ODJFS resources:
  - Project Manager at 100 percent.
  - Requirements validation and design support equivalent to approximately 3.5 full-time equivalent employees (FTE) during the requirements and design activities. This is anticipated to be a combination of ODJFS/CDJFS participating part-time in the system requirements validation and design. Participation is estimated at 2.5 FTEs during the first six months of the requirements and design phase – when the activity is expected to be the highest. The support for this task is estimated to decline after this time.
  - Development and technical support of approximately 2 FTEs to support technical activities throughout the entire 30-month project. Additional ODJFS technical resources would be needed to maintain existing child care systems (e.g., 3299, Licensing, etc.) but as these are not expenditures specific to the new child care system, they have not been included in these estimates.
  - Testing support of approximately 2 FTEs during the system testing and user acceptance testing (UAT) phases.
  - Implementation support of 2 FTEs during the pilot and statewide implementation phases. Estimates assume that ODJFS would provide 2 FTEs for the implementation effort, to assist and consult with the vendor's implementation team.

- Finally the estimate assumes that ODJFS would opt for a “train the trainer” approach, where ODJFS staff would be trained on the application by the vendor, and then conduct the majority of the training of ODJFS/CDJFS staff (the vendor would develop training materials and a web-based-training module). The estimate assumes that ODJFS would provide eight trainers for these activities, during the rollout phases. The implementation schedule assumes 30-35 sites rolling out in each implementation wave, over an eight-week period, meaning that approximately four sites would go live each week. We assume that two trainers would be needed for each training class.
- CDJFS Resources
  - For requirements, design, and testing, we assume that CDJFS would provide 2 FTEs each for these activities. It is anticipated that requirements and design resources would vary based on the topics discussed in each session, but that CDJFS would provide more dedicated resources for system testing. However, other combinations of resources would work as well. Note that a level of 2FTEs does not represent two *specific* individuals working full-time on the project, but rather that the combination of multiple CDJFS resources would equal the same effort as two dedicated individuals.
  - The estimate assumes that a half-time FTE is needed in each CDJFS for the entire six months of that CDJFS’ implementation phase. Because the waves are overlapping, the CDJFS implementation FTE level fluctuates between 15 and 45 for the duration of the state-wide implementation phase.

#### *Ongoing System Maintenance and Operation*

For the ongoing maintenance and operations of the system, the model assumes that ODJFS would manage system operations, and use vendor support for ongoing maintenance and, as necessary and desired, system enhancements. Estimates assume the total FTE support for system operations is six FTEs (this is in addition to the 6FTEs that the vendor would provide, as well as the additional vendor support for the time-and-attendance component). This number is consistent with staffing levels in other states that have integrated child care information systems. We also have assumed that ODJFS would maintain a project manager at 25 percent. No CDJFS support is estimated once the system is implemented.

#### 5.4.2.3 External Software Lifecycle Management Validation

To validate the ground-up estimates for the integrated solution, the Optimum Team used the Putnam software estimation model. The Putnam model is an empirical software effort estimation model that works by collecting software project data (for example, effort and size) and fitting a curve to the data. Future effort estimates are made by providing size and calculating the associated effort using the equation which fit the original data. Created by Lawrence Putnam, Sr., the Putnam model describes the time and effort required to finish a software project of specified size. Software Lifecycle Management (SLIM) is the name given by Putnam to the proprietary suite of tools his company QSM, Inc. has developed based on his model. It is one of the earliest of these types of models developed, and is among the most widely used.

Calculating the project effort using the Putnam model, the estimated number of months for the project is approximately 26, which is comparable to the 30-month implementation schedule included in the Optimum Team’s estimate. The differences (approximately 4 months) are attributable to a slight decrease in staffing levels included in the Optimum schedule between the period after development and testing are concluded and statewide rollout begins. During this period, this estimate has opted for two-month pilot to ensure that all of the issues with the system development effort are resolved, which will, in turn, promote a more effective and timely rollout across the state. In addition, due to Ohio’s county-based delivery model, and extensive use of child care providers, the greater timeframe to develop the system is warranted.

#### 5.4.2.4 Benefits of an Integrated Solution

Implementing an integrated solution would result in the greatest realization of both quantifiable and qualitative benefits. The following sections provide the estimate for the quantifiable benefits and present the rationale behind the estimate. Qualitative benefits also are discussed.

##### Quantifiable Benefits

*Section 3.4 – Benefits Associated with a New Child Care System* presented the potential benefits that ODJFS/CDJFS could reasonably expect to realize with the implementation of some type of new automated system. As discussed in that section, there are four major categories of quantifiable benefits – increased payment accuracy, increased productivity, reduced direct costs, and increased revenue. The specific savings that could be expected are as follows:

*Quantifiable Benefit 1 – Increased Payment Accuracy.* The use of the swipe card or biometric devices to record time and attendance data would be the largest benefit that ODJFS would realize from the implementation of an integrated solution including a time-and-attendance module. The two states with the solutions most similar to the functionality that ODJFS has articulated in its business requirements are Oklahoma and Indiana<sup>11</sup>. Oklahoma and Indiana state that they have experienced a reduction over baseline estimates of child care benefits of approximately ten percent and five percent, respectively, as a result of implementing their swipe card time-and-attendance solutions. . Discussions with Oklahoma indicate that they have realized greater savings as a result of significant policy modifications to leverage the use of the swipe cards, such as eliminating the vast majority of manual claiming, collecting liquidated damages from providers found in possession of cards, and implementing a blended rate for school-aged children. The blended rate does not necessarily impact the overall program costs, but it has made the swipe card process easier to implement. With a blended rate, school-aged children can enter and exit care multiple times per day without having to swipe in, thereby reducing the complexity, and also reducing the need for Oklahoma child care workers to continually update authorizations during the school year. More importantly, Oklahoma has treated the implementation of the POS devices with a true focus on business improvement. Eliminating manual claims prevents providers from accepting children who are denied (denied when the swipe is made) to understand that if they accept the child, they will likely not be reimbursed for the care.

*Anticipated benefit:* The model conservatively includes five percent as the baseline target for benefits reduction. However, we have provided estimates for savings that range from 2.5 percent to 10 percent, presented in Exhibit 19, to illustrate the total range of savings that ODJFS could accrue as a result of this system. Exhibit 19 is slightly different than the corresponding exhibit for the time-and-attendance solution, as the implementation of the integrated solution would occur one year later than the implementation of the time-and-attendance only solution.

**Exhibit 19 – Estimated Benefits Savings  
Resulting from an Integrated Solution**

Increase in Payment Accuracy	Anticipated Savings Through SFY 2018
2.5%	\$140.5
5%	\$280.9
7.5%	\$421.4
10%	\$561.8

<sup>11</sup> Both of these states have implemented swipe card solutions, where the parent swipes the child into and out of care, and the exact time of the swipe is recorded. Neither state has implemented a biometric solution, which would be permissible under the Ohio business requirements.

*Quantifiable Benefit 2 – Increased Productivity.* Productivity improvements would be realized in virtually all child care functional areas. Specifics within each functional area are as follows:

- Certification and Licensing. There are a great many ways in which the new automated system would provide tools to enhance the productivity of ODJFS licensing workers and CDJFS certification workers. Some of the most notable ones are as follows:
  - Providers could submit applications and information over the web, via the provider portal, significantly reducing telephone calling and manual updating of records.
  - The inspection process would be improved for both CDJFS certification and ODJFS licensing staff members. Many of the CDJFS that currently lack a field tool would have one with the new system, and as such would have enhanced access to data while in the field, and would have some fields pre-filled (notably the Employee Record Chart that ODJFS licensing specialists must complete at each inspection). In some CDJFS agencies, inspectors record information manually in the field, and then manually key it into a system when they return to the office, a process that would be eliminated with the new system. Finally, the new system would support remote upload of data from the field tool to the integrated system, thereby eliminating the need for CDJFS and ODJFS staff members to return to the office to upload their inspection data.
  - The use of the Professional Development Registry (PDR) for maintaining training information for licensed and certified providers also would increase productivity of ODJFS/CDJFS licensing and certification staff. Based on analysis of the ODJFS licensing function and the certification work performed in eight CDJFS agencies, the model estimates that these gains would be significantly greater for CDJFS staff members, as they reported spending more time validating training information than ODJFS staff.
  - Providing a statewide view of providers, accessible to all CDJFS and ODJFS staff members, would significantly reduce the manual coordination that happens when providers move between counties, or when ODJFS/CDJFS receives complaints against providers serving children in multiple counties.
  - Greater support for workflow and document management would enable certification and licensing staff to have enhanced access to information and would provide “automated next action” support to aid workers in the completion of routing job tasks.

*Anticipated benefit:* Estimates of the level of productivity enhancements for ODJFS licensing and CDJFS certification staff are approximately 10 and 15 percent, respectively, when the system reaches full implementation.

- Eligibility. The new system also would provide numerous productivity gains for eligibility workers, including the following:
  - The system would automatically determine eligibility and calculate the co-payment, thereby saving time for workers that currently perform these functions manually and reducing computational errors.
  - The system would automatically schedule and mail reminders for reviews and redeterminations and maintain separate redetermination dates based on the programs in which a child participates (ELI versus subsidized). This would reduce substantial manual effort for eligibility workers.
  - Clients could submit applications and some verification documents via the client portal and data entered would pre-fill the child care application. This reduces the data entry function for eligibility workers and clerical support workers. Clients also could receive information and resolve some issues via the IVR.
  - Providing a statewide view of all clients and children in the system, each with a unique identifier, eliminates the need for eligibility workers to manually contact workers in other

counties to obtain information on the client's history of child care participation and co-payment fulfillment.

*Anticipated benefit:* As a result of implementing the new child care system, eligibility workers are estimated to see an increase in productivity of 15 percent.

- Payment processing. The new system also would provide numerous productivity gains for the payment processing function in the CDJFS's. Because the payments to providers would be calculated automatically with the time-and-attendance data collected via the swipe card readers, many functions that currently are performed manually would be eliminated. Many of these functions vary based on the specific information system(s) in place in the county, but the manual functions that would potentially be eliminated include:
  - Generating and mailing rosters/vouchers to providers, which providers use to manually record and report child time-and-attendance data;
  - Validating and entering the attendance data from providers into the CDJFS payment system;
  - Calculating the payment to providers based on the attendance data and payment rates, and in some counties this includes re-calculating/verifying the payment amount;
  - Applying discounts and fees to the calculation;
  - Checking the attendance data against the provider's record, to validate that there is a contract in place; that the provider is open and authorized to provide care for the child during the times reported; and that the provider's contract has rates for each child's age group, special needs status, and time spent in care if that care is provided during non-traditional hours;
  - Creating a payment voucher/purchase order for each provider (in many counties, particularly the small- to medium-sized ones) or preparing a payment file (in a few larger counties), which is then sent to the County Auditor;
  - Receiving checks for providers and stuffing/ mailing envelopes with the checks.

*Anticipated benefit:* As seen from the list above, there is a great deal of manual processing in the payment function that could be eliminated. As a result of implementing the new child care system, the model estimates that the payment processing function would experience an increase in productivity of 25 percent.

- Investigations and overpayments. Currently, most CDJFS have no automated support for investigations into potential cases of child care fraud and overpayments. ODJFS has slightly more functionality, but its applicability to child care is limited. With regard to collecting on overpayments, there is also little functionality available to both ODJFS and CDJFS agencies. The main benefit from the implementation of an integrated child care – at least in terms of productivity gains – would be the automatic calculation of overpayment payments, tracking recovery of overpayments over time, and assisting with the generation and tracking of correspondence with clients. All of these functions are currently manual in the CDJFS agencies.

*Anticipated benefit:* As a result of implementing the new child care system, the estimate for productivity increases for workers in the area of investigations and overpayments is approximately five percent.

To calculate the total estimated savings resulting from increased productivity, the estimated increases in productivity in each functional area noted above were applied against the percent of the total CDJFS child care workers that each functional area represents. For example, as seen in Exhibit 20, the functional area of certification represents approximately 25.7 percent of the total CDJFS child care workforce. The estimated increase in productivity for certification workers is 15 percent. Therefore, the average reduction in total county administrative spending for child care programs is estimated as 3.9 percent (the product of

25.7 and 15 percent). Overall, the calculations result in an 11.5% decrease in baseline administrative costs.

**Exhibit 20 – Increased Productivity Affecting County Administrative Costs**

Functional Work Area	Percentage of County Workforce	Increased Productivity	Average Reduction from Baseline Admin Costs
Certification	25.7%	15%	3.9%
Eligibility	45.2%	15%	4.5%
Payment Processing	14.6%	25%	2.9%
Investigations/Overpayment	4.5%	10%	.2%
<b>Total</b>	<b>93.3%<sup>1</sup></b>	<b>NA</b>	<b>11.5%</b>

<sup>1</sup>Staff members whose time was not included in this calculation include management, policy, training, quality assurance, and contracting staff that do not assist with certification activities, IT, and some general clerical staff members. Note that if ODJFS assumes the payment function, it may choose to use vouchers with providers, rather than contracts – which most counties currently use. In this case, there would be significant efficiency gains in the area of contracts.

*Quantifiable Benefit 3 – Reduced Direct Costs*

There are several ways the direct costs of operating the child care programs would be reduced with the introduction of the new system:

- With the reduction of the paper-based method for obtaining provider time-and-attendance data, printing and mailing costs would be reduced in all of the CDJFS's that mail providers these rosters.
- Many of the vouchers sent directly to clients (in some counties) could be sent electronically, thereby further reducing additional monies. As noted previously, however, some clients may not be able access or print vouchers electronically so some manual distribution method for these clients would continue to be necessary.
- Provider application and renewal materials (e.g., applications, training information, etc.) could be sent electronically and thereby further reduce county mailing costs.

In addition, mailing costs could be reduced slightly because eligibility, overpayment, and certification workers would all be using the same system, and ODJFS could perform mass mailings for certain activities (e.g., client redeterminations, provider contract signing, etc.) and thereby slightly reducing postage<sup>12</sup>. Based on these potential reductions, we estimate that county mailing costs would be reduced by approximately 40 percent once the system is fully implemented. Based on county mailing data from the eight counties, this would result in a total savings through SFY2020 of \$1.4M.

<sup>12</sup> ODJFS may experience reduced per-unit costs for the inspection tools, since devices could be purchased in bulk. However, since it is likely that these devices would be purchased as part of the DDI contract, they have not been incorporated into this analysis.

#### *Quantifiable Benefit 4 – Increased Revenue*

As used in this analysis, revenue in the child care programs refers to monies that ODJFS receives from collecting overpayments made to clients, whether those overpayments result from fraud or from client or administrative error. There is significant room for increasing these revenues, as the assessment of eight CDJFS revealed that there are currently very few (if any) automated tools to support fraud identification, and many CDJFS's have only a limited focus on recovering child care overpayments, as programs such as food stamps and TANF offer a greater incentive for recovering overpayments. The new system may contain a series of automated data matches as well as a series of regular reports that help identify patterns suggesting fraud. Both of these features should help identify instances of fraud that currently go undetected<sup>13</sup>. In addition, the enhanced tools to help overpayment workers correspond with overpayees and track the status of repayment from clients with identified overpayments also would help to increase revenues. With the enhanced ability of the system to track and monitor collections, the collection rate could be increased. In addition, as an integrated system, clients and providers owing monies can be automatically denied future benefits/payments, which also would improve the collection rate of overpayment monies owed.

While there will be increased revenue from implementing a new integrated system, it is not possible to estimate the magnitude of the increase because of the lack of reliable data concerning fraud and overpayments in the child care program. One survey of all 88 CDJFS's conducted in 2007 by the ODJFS Office of Research Assessment and Accountability (ORAA) indicated that there was approximately \$1.2M in fraud and overpayments. Of this amount, approximately 40 percent was actually collected (or slightly less than \$.5M). However, administrative data reported by CDJFS' through the CORE system indicate that less than \$.1M in ELI and subsidized child care payments were received during approximately same time-frame. Because the data are so variable, it is not possible to provide a reliable estimate for this benefit.

*Anticipated benefits:* Unable to estimate.

#### Summary Benefits for an Integrated Child Care Solution

Exhibit 21 presents a summary of the benefits that ODJFS and CDJFS could expect to realize from the implementation of a new integrated child care solution.

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<sup>13</sup> One type of fraud that may exist is providers misrepresenting attendance data on the hard-copy rosters/vouchers that they currently complete and mail back to the CDJFS (this process exists in most, but not all, counties). The use of the automated time-and-attendance functionality would assist with reducing this type of fraud, and the related benefits from this are captured in the estimate of benefits related to increased payment accuracy. Therefore, they are not included in benefits resulting from increased revenue.

### Exhibit 21 – Potential Savings from an Integrated Child Care Solution

Benefit	Baseline Costs (SFY11-SFY18)	Average Annual Savings <sup>1</sup>	Savings Through SFY 2018	Percentage Savings (SFY11–SFY18)
Increased Payment Accuracy	\$5,530.7	\$36.1	\$198.4	3.6%
Increased Productivity – CDJFS	\$362.0	\$5.3	\$29.7	8.2%
Increased Productivity – ODJFS	\$58.7	\$1.1	\$6.3	10.7%
Reduced Direct Costs	\$4.3	\$0.2	\$1.4	31.1%
<b>Total</b>	<b>\$5,955.8</b>	<b>\$42.8</b>	<b>\$235.3</b>	<b>4.0%</b>

(Dollars in Millions, some figures may not add due to rounding)

<sup>1</sup> Represents the average savings during the life of the system as measured for this analysis, which is 5.5 years.

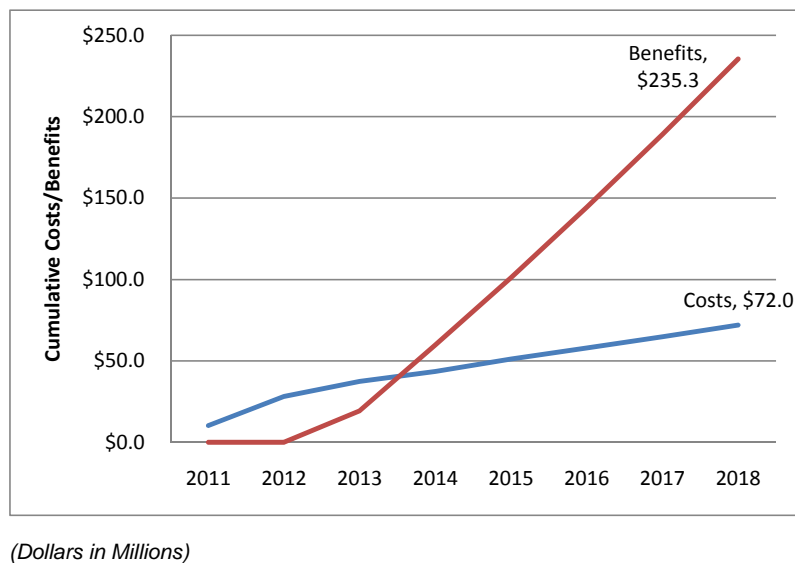
<sup>2-5</sup> Baseline costs represent the total monies that ODJFS/CDJFS would expend on an activity without the implementation of the system. <sup>2</sup> is total benefit expenditures, <sup>3</sup> is CDJFS funding for workers in the areas of certification, payment processing, eligibility, and investigations and overpayments, <sup>4</sup> is for ODJFS funding for licensing staff, <sup>5</sup> is monies that CDJFS would spend on printing and mailing costs.

#### Cost/Benefit Comparison

The integrated child care solution would take approximately 30 months to implement, and because of the extensive functionality included it would be significantly more expensive than the time-and-attendance only solution. Based on the yearly costs and benefits for the integrated solution, Ohio would breakeven with the solution in the fourth year after project initiation – or about 18 months after the solution is fully implemented. As with the time-and-attendance only solution, Ohio would experience the greatest return from the reduction in benefits that would result from the increased payment accuracy. However, the integrated solution also offers significantly more benefits in terms of increased productivity for both ODJFS and CDJFS staff.

Exhibit 22 presents a graphical depiction on the breakeven timeline for the integrated child care solution.

### Exhibit 22 – Breakeven for the Integrated Child Care Solution



### Qualitative Benefits

In addition to the quantitative benefits, ODJFS/CDJFS also would realize many qualitative benefits from the implementation of a new integrated child care system. Some of the most significant include the following:

- Increased Customer Satisfaction –
  - Providers will have a real-time understanding of whether they will be paid for the children in their care each day, through usage of the swipe cards and online reporting availability. This will enable them to better manage their caseloads and manage their individual child care agency as a business. They also would be able to apply and submit documentation online, and submit information just one time, making these transactions far simpler than they are today.
  - Clients also would have the ability to submit applications and verification information online, thereby making the application processes smoother and less of a burden on applicants.
  - Real-time attendance data could facilitate greater pay frequency – something that many providers would like.
  - Providers would no longer have to manually submit rosters/vouchers that detail the time-and-attendance data for the publicly-funded children in their care.
- Increased Provider Quality –
  - Licensing and certification workers would have better tools to monitor inspection and ongoing compliance issues.
  - Consistent and Increased payment frequency also can incentivize quality providers to continue offering subsidized care. Several CDJFS staff noted that they sometimes lose the “good” providers when payments are irregularly sent and not conducive to smooth business operations.
  - A statewide system permits integrated tracking and analysis of provider complaints, so that complaints can be viewed by everyone with appropriate security. This ensures that investigations of and enforcement against providers is based on all relevant information.

- Data sharing between ODJFS and CDJFS regarding non-compliances at licensed providers and revocation of home provider certifications; data sharing between CDJFS agencies regarding compliance issues at certified providers will help increase overall provider quality.
- Some counties reported an increased use of limited providers because they did not have staff available to handle all the certification requirements of professionally certified providers. Automated tools would support the certification process allowing an increase in professionally-certified providers.
- Automated interface with BCII, CPS, and/or local court systems would ensure that individuals with disqualifying offenses cannot become providers
- Increased Data Accuracy –
  - Pre-populated data would help child care workers to reduce the number of errors resulting from entering data multiple times.
  - With standardized and automated eligibility determination, co-payment calculation, and calculation of overpayment amounts, there is less likelihood for computational error.
  - Attendance data would be captured when each child enters and leaves care. In addition to eliminating errors that result from manual submission of these data, it also decreases the ability for providers to misrepresent the time spent caring for children.
- Increased Adherence to Program Rules –
  - Regulatory and statutory policy changes could, in many cases, be applied in the system and therefore across the enterprise when they take effect, thereby ensuring that program operations conform to current policies. In addition, implementing these changes in a statewide system ensures that the policies are standardized across Ohio.
  - Analysis of statewide data can identify cross-county issues for use in developing technical assistance materials.
  - Maintaining a viewable history of inspection results allows analysis of out-of-compliance areas for either enforcement or provider training.
  - A statewide provider directory allows denial of application from providers experiencing previous adverse actions. Statewide system allows counties to learn about adverse actions taken against licensed providers and to adjust contracts as needed.
  - Certification and licensing staff would have the ability to print off reports indicating what children are currently in the provider's care. These reports could then be taken to the provider to verify that all of the children reported as being in care are physically with the provider. This would be an effective fraud prevention tool.
  - Statewide system could deny eligibility to families who have outstanding overpayments, including those in other counties.

## 6.0 Summary

### 6.1 Analysis

The solutions considered in this analysis include three approaches for enhancing child care information systems for ODJFS and CDJFS:

1. Maintain the existing set of solutions with moderate functionality enhancements (i.e., the status quo approach);
2. Implement a time-and-attendance module with no additional functionality for other areas of child care operations; or,
3. Implement an integrated child care information transfer system that offers time-and-attendance functionality as well as additional automated support for most other areas of child care operations, including licensing, eligibility, certification, payment processing, provider management, contracting, and overpayment identification and recovery.

Based upon analysis contained within this document, the status quo approach is the cheapest alternative, as it requires little additional input to implement above current ODJFS expenditures for child care systems. Additional spending is expected for the system enhancements ODJFS has planned, but these are not necessary to continue the current level of operations. However, it also is the most undesirable of the three options, as it fails to produce any measurable cost savings for ODJFS and CDJFS in comparison to the other two models, both of which offer significant benefits once fully implemented. In addition, the status-quo approach requires that ODJFS maintain its existing set of statewide child care systems, many of which have been developed and continue to operate in an aging mainframe environment, and use programming languages that will become increasingly more difficult to support over time. As these systems continue to age, maintenance and operations will continue to become more challenging, as will the ability to support state and county operations. A final consideration is that with the lack of statewide support, CDJFS' will continue to expend their own funds to develop local systems, which will lack any framework for inter-county integration, thereby complicating not only local-level operations, but management and reporting at a statewide level.

For both the time-and-attendance solution and the integrated child care system, costs to design, develop, implement, and maintain the systems are significant. For a project period of SFY 2011 through SFY 2018, this analysis predicts that ODJFS would expend approximately \$28M on a time-and-attendance only system and approximately \$72M on an integrated child care solution. The significantly greater costs for the integrated solution is due both to the amount of functionality it would offer, as well as the need for a phased geographic rollout with significant ODJFS, CDJFS, and vendor support.

While the costs of either new system alternative are high, both ODJFS and the CDJFS would realize significant savings from either solution. The time-and-attendance solution would require an 18-month cycle for the initial system design, development, and implementation. With the specified project timeframe for the cost-benefit analysis of SFY 11 through SFY 18, this provides approximately six and one-half years for the system to operate once implemented. During this time, the analysis estimates that ODJFS would realize benefits totaling more than \$239M. For the integrated solution, approximately 30 months are required for the system to reach full-implementation, leaving five and one-half years for operation. During this time, Ohio would realize benefits totaling approximately \$235M.

The primary driver of cost savings is the time-and-attendance data collection component. This functionality is specified in the requirements for the time-and-attendance only system as well as for the integrated child care solution. Because Ohio's child care benefit expenditures are large (more than \$500M per year), even a minor increase in payment accuracy would result in significant savings. While this model assumes a moderate increase (five percent), at least one state with a similar solution has experienced an even greater return.

Breakeven analysis for both the time-and-attendance and integrated solutions is favorable. The time-and-attendance solution would break even in the second year of operation, or during SFY 2012. The in-

egrated solution would break even in SFY 2014. The longer timeframe for breakeven with the integrated system results from both the increased costs to implement the system as well as from the longer timeframe it would take to bring the system to production.

## 6.2 Recommendation

Based on this analysis, the Optimum Team recommends that depending on budget considerations, ODJFS proceed with the initial implementation for the child care time-and-attendance solution or embark on the integrated solution option. If the time-and-attendance solution is selected, once that functionality is implemented, ODJFS should continue with the design, development and implementation of the remaining functionality as specified for the integrated solution.

The cost/benefit analysis shows that the overall benefits from the time-and-attendance solution are higher during the specified project period of SFY 2001 through SFY 2018. This results from a quicker implementation timeframe for the time-and-attendance solution (18 months) than for the integrated solution (30 months). As a result, the time-and-attendance system has a window of 6.5 years to operate. For the integrated solution, the system would operate for 5.5 years. If the integrated system was to operate for 6.5 years (the same amount of time as the t/a solution), then the total benefits from that solution would be approximately \$283M - significantly higher than benefits for a time-and-attendance solution.

## Appendix A

### Assumptions Used to Develop Cost Estimates for the Time-and-Attendance Application

Category	Assumption
Solution	<ul style="list-style-type: none"> <li>• The selected vendor already has an operational or near-operational solution, which has been implemented in another state and can therefore be transferred to Ohio.</li> <li>• The solution includes all functionality necessary to operate the time-and-attendance application. The system also includes website where ODJFS and providers can access basic information and reports.</li> <li>• The 88 CDJFS's would retain the responsibility for calculating payments and paying providers. The vendor would provide each CDJFS a file that has the time-and-attendance for each child authorized to receive services by the CDJFS. The layout of the file format would be agreed upon during the design phase, but the vendor would use a common format for all CDJFS's. The vendor would be responsible for providing this file to each CDJFS at least two times per month.</li> <li>• The solution would be hosted by the vendor, and the vendor would provide all hardware and third-party software necessary to host the system, at no additional cost to ODJFS.</li> <li>• The vendor would operate a help line, available 24x7, where ODJFS, CDFJS, and providers could receive support for system operations and other related questions.</li> <li>• ODJFS is willing to use the vendor's baseline system as the basis for the transfer.</li> <li>• The solution costs are based on the use of a swipe card because no vendor presented an operational system that used devices that incorporate the use of biometric information. If a vendor proposes such a system, overall costs may rise if the biometric devices are more expensive than the POS (swipe card) devices.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>• Project start date of July 1, 2010.</li> <li>• Twelve months for the design and development of the solution.</li> <li>• Six months to reach full implementation.</li> <li>• Full implementation includes all child care centers and home providers.</li> <li>• Ongoing operations would commence at full implementation, or January 1, 2012. Costs and benefits are estimated through 2018 for comparability, although the system should have a longer life cycle.</li> </ul>
Vendor costs	<ul style="list-style-type: none"> <li>• Costs are based on the types of staff that would be involved in the project for each month of the project. Hourly rates for these staff members were estimated using Optimum's knowledge of the human services information technology market and hourly rates charged by leading system integration vendors.</li> <li>• Five percent inflation per year is estimated in the vendor rates. The inflation is pro-rated on a monthly basis.</li> <li>• Vendors would perform the majority of services off-site, with only a small project team working onsite (with ODJFS).</li> <li>• ODJFS would provide onsite space (either in the MIS complex or in the Lazarus building) for 4-5 vendor staff members.</li> </ul>

Category	Assumption
Design, development, and testing	<ul style="list-style-type: none"> <li>• The vendor would conduct requirement sessions to validate the final draft business requirements delivered during the ICCA project, and design sessions to customize the vendor's existing system to Ohio's needs.</li> <li>• ODJFS and CDJFS's would participate in requirements and design sessions.</li> <li>• ODJFS would coordinate the participation of CDJFS staff and also schedule the requirements and design sessions.</li> <li>• ODJFS and/or CDJFS staff members would perform the user acceptance test, under the direction of the vendor.</li> <li>• The vendor would be responsible for writing, testing, and refining the interfaces between the existing JFS legacy systems and the new system. These interfaces would provide the vendor's system with the provider, child, and authorization data necessary in order for the system to validate child authorization for services when the child's card is swiped at the provider facility. ODJFS would provide support and subject matter expertise for these activities.</li> <li>• ODJFS would provide the meeting space for the requirements and design sessions.</li> </ul>
Conversion, training, and implementation	<ul style="list-style-type: none"> <li>• The model assumes that ODJFS has done, at minimum, the design for the creation of the universal ID For children and providers. The vendor would implement the design and actually work in collaboration with ODJFS to de-duplicate the provider and children already known to the ODJFS 3299 and Licensing systems.</li> <li>• The vendor would conduct a minimum of one provider orientation session in each county, where basic operations of the POS device and the vendor website would be reviewed.</li> <li>• The vendor would provide phone support for providers on a 24x7 basis.</li> <li>• The vendor would provide instructional materials for providers that provide details on the operation of the POS devices as well as system website where providers could access information and reports.</li> </ul>
Point of Sale (POS) devices	<ul style="list-style-type: none"> <li>• ODJFS would purchase new POS devices, comparable to the Verifone Vx510, with an integrated keypad and thermal printing capability. As part of the solution costs, ODJFS would provide one POS devices for each provider (estimated at 14,500 throughout Ohio). Large providers could purchase an additional device at their own expense.</li> <li>• Replacement rate for the POS devices is 15 percent. Initial costs - \$400 per unit is estimated for the purchase of the devices. Optimum believes that ODJFS should be able to leverage savings – perhaps significant ones – but specific details regarding bulk pricing were not obtainable.</li> <li>• Ongoing costs – ODJFS would pay the vendor on a per child basis, which is approximately \$3 per child per month. This would be the basis for the vendor's ongoing operation of all aspects of the time-and-attendance application.</li> <li>• Providers would be responsible for purchasing paper for the devices.</li> <li>• The vendor would support the installation of the devices at the provider locations.</li> <li>• Estimated charges were based on information from other states, primarily Oklahoma.</li> </ul>
ODJFS/CDJFS participation	<ul style="list-style-type: none"> <li>• A loaded annual salary of \$95,000 was used to estimate the costs of the ODJFS/CDJFS participation in the project.</li> <li>• Three percent inflation was applied to the ODJFS/CDJFS salary costs to estimate costs in future years.</li> <li>• Specifics as to the ODJFS/CDJFS participation are included in the feasibility assessment text, in section 5.4.1.2.</li> </ul>

Category	Assumption
Payment	<ul style="list-style-type: none"> <li>• Vendors would be paid on a quarterly basis, assuming that agreed upon performance targets with ODJFS were met. Should ODJFS wish to modify the payment schedule to be deliverables-based, it would have little (if any) impact on the total price.</li> <li>• ODJFS would pay the vendor within 45 days of accepting the vendor's invoice.</li> </ul>

## Appendix B

### Detailed Hardware and Software Pricing for an Integrated Child Care Application

Category	Assumption
Solution	<ul style="list-style-type: none"> <li>• The selected vendor already has an integrated child care application implemented in another state, and this application would serve as the baseline for Ohio. The vendor would configure and customize the solution based on Ohio's business requirements.</li> <li>• The vendor's solution, when completed, would contain the functionality specified in the final draft business requirements as presented to ODJFS as part of the IC-CA.</li> <li>• All functionality described for the time-and-attendance application would be included in the integrated application.</li> <li>• The 88 CDJFS's would retain the responsibility for paying providers. The vendor would provide each CDJFS a file that has the payment amount, as well as the time-and-attendance for each child authorized to receive services by the CDJFS. The layout of file format would be agreed upon during the design phase, but the vendor would use a common format for each CDJFS. The vendor would be responsible for providing this file to each CDJFS at least two times per month.</li> <li>• The solution would be physically located at an ODJFS (or OIT) facility, operating on the state network.</li> <li>• The vendor would operate a provider help line, available 24x7, where ODJFS, CDFJS, and providers could receive support for system operations and other questions related to the time-and-attendance/swipe card functionality. Other system questions would be handled by the ODJFS help desk.</li> <li>• ODJFS is willing to use the vendor's baseline system as the basis for the transfer.</li> <li>• The solution costs as they relate to the time-and-attendance functionality are based on the use of a swipe card because no vendor presented an operational system that used devices that incorporate the use of biometric information. If a vendor proposes such a system, overall costs may rise if the biometric devices are more expensive than the POS (swipe card) devices.</li> <li>• The solution assumes that ODJFS has performed a "standardization" exercise prior to the vendor's start. This exercise would help to standardize policies and operations across the 88 counties, so that the system's flexibility (and cost to produce such flexibility) would be as minimal as possible.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>• Project start date of July 1, 2010.</li> <li>• Twelve months for the design, development, and testing of the solution.</li> <li>• A live pilot lasts for two months.</li> <li>• Statewide rollout lasts for ten months.</li> <li>• Full implementation includes all child care centers and home providers.</li> <li>• Ongoing operations would commence at full implementation, or January 1, 2013. Costs and benefits are estimated through 2018, although the system should have a significantly longer life cycle.</li> </ul>

Category	Assumption
Vendor costs	<ul style="list-style-type: none"> <li>• Costs are based on the types of staff that would be involved in the project for each month of the project. Hourly rates for these staff members were estimated using Optimum's knowledge of the human services information technology market and hourly rates charged by leading system integration vendors.</li> <li>• Five percent inflation per year is estimated in the vendor rates. The inflation is pro-rated on a monthly basis.</li> <li>• Vendors would have the primary project team located in the greater Columbus metropolitan area, although some development work would be permitted offsite.</li> <li>• Facility costs are estimated for an onsite (Columbus area) project team with a maximum size of 50 members, 250 square feet per FTE, and \$15 per square foot per year including build out as necessary. The square feet per FTE includes meeting space and common space (e.g., break rooms, bathrooms). The vendor could configure this space however they felt was appropriate.</li> <li>• ODJFS would provide onsite space (either in the MIS complex or in the Lazarus building) for approximately 10 vendor staff members.</li> </ul>
Design, development, and testing	<ul style="list-style-type: none"> <li>• The vendor would conduct requirement sessions to validate the final draft business requirements delivered during the ICCA project, and design sessions to customize the vendor's existing system to Ohio's needs.</li> <li>• ODJFS and CDJFS would participate in requirements and design sessions, providing subject matter expertise in all functional areas.</li> <li>• ODJFS would coordinate the participation of CDJFS staff and also schedule the requirements and design sessions.</li> <li>• The vendor would have to design, develop, and test at least two major functionality modules from scratch. This is based on the system demonstrations, where every vendor presented a system that was lacking at least two major functional modules.</li> <li>• ODJFS and/or CDJFS staff members would perform the user acceptance test, under the direction of the vendor.</li> <li>• ODJFS would provide the meeting space for the requirements and design sessions.</li> <li>• Costs for the design, development, testing, and implementation of local interfaces is not included. An example of a local interface is an individual county's interface with a court system. The vendor would be responsible for working with the CDJFS to create any such interfaces, but costs for these activities are not included in the cost estimates included in this assessment.</li> </ul>
Conversion	<ul style="list-style-type: none"> <li>• Data on providers, children, families, payments, and authorizations would be converted from the ODJFS 3299 and Licensing systems. The vendor would be responsible for designing, developing, testing, and executing automated conversions programs for this information.</li> <li>• As necessary, the vendor would work with metro CDJFS agencies to understand any data conversion from CDJFS systems that must be conducted. The vendor would develop either an automated or semi-automated conversion methodology for each metro CDJFS, and work with each CDJFS to test, execute and validate the results of the automated or semi-automated conversion.</li> <li>• The vendor would provide a manual data conversion tool for other counties, and the CDJFS staff members would have the responsibility for entering data into the tool, which the vendor would then load to the new application's database. Testing and validation of the converted data would be a joint responsibility of the vendor and the CDJFS.</li> </ul>

Category	Assumption
Training	<ul style="list-style-type: none"> <li>• A “train the trainers” approach is used to estimate training costs.</li> <li>• The vendor would create the training curriculum, instructional materials, and would provide classroom training for the ODJFS/CDJFS instructors that would provide end user training.</li> <li>• Two instructors are estimated for each training class, for the “train the trainer” provided by the vendor, as well as for the end user training conducted by ODJFS/CDJFS.</li> <li>• ODJFS/CDJFS would provide the facilities and other materials necessary for end-user training (photocopying, scheduling, etc.)</li> <li>• The vendor would conduct a minimum of one provider orientation session in each county, where basic operations of the POS device and the vendor website would be reviewed.</li> <li>• The vendor would provide phone support for providers on a 24x7 basis.</li> <li>• The vendor would provide instructional materials for vendors that provide details on the operation of the POS devices as well as system website where providers could access information and reports.</li> </ul>
Pilot and Implementation	<ul style="list-style-type: none"> <li>• A two-month live pilot would be conducted in a county that is mutually agreed upon by ODJFS and the vendor. The pilot site should be within a two-hour drive of the vendor’s Columbus project site.</li> <li>• Implementation would occur in three overlapping waves, with each wave consisting of a six-month slate of activities. Included in the waves are the CDJFS sites, as well as the ODJFS central office and district offices. Approximately 30 to 35 sites would be included in each wave.</li> <li>• These estimates do not assume any particular order in which the sites are implemented, though it is recommended that the more complex metro counties do not implement in wave 1.</li> <li>• Each implementation site would assign an implementation leader that would serve as the liaison to the vendor, and would be responsible for coordinating local activities, such as implementation planning, assessments, and change management activities.</li> <li>• The vendor would conduct a series of implementation planning sessions with each implementation site, to prepare the site for implementation on the dimensions of organizational readiness (workflow and processes), data readiness (conversion), technical readiness, and user readiness (training). The implementation site would have the responsibility for ensuring that all required activities are completed prior to going live.</li> <li>• The vendor would provide onsite support during the initial cutover week, and for a minimum of one week after. The exact level of support would average 2-3 FTEs per site, though the actual number at any given site would vary.</li> <li>• The help desk would become the primary means for support once the onsite vendor team departs.</li> </ul>

Category	Assumption
Point of Sale (POS) devices	<ul style="list-style-type: none"> <li>• ODJFS would purchase new POS devices, comparable to the Verifone Vx510, with an integrated keypad and thermal printing capability. As part of the solution costs, ODJFS would provide one POS devices for each provider (estimated at 14,500 throughout Ohio). Large providers could purchase an additional device at their own expense.</li> <li>• Replacement rate for the POS devices is 15 percent. Initial costs - \$400 per unit is estimated for the purchase of the devices. Optimum believes that ODJFS should be able to leverage savings – perhaps significant ones – but specific details regarding bulk pricing were not obtainable.</li> <li>• Ongoing costs – ODJFS would pay the vendor on a per child basis, which is approximately \$3 per child per month. This would be the basis for the vendor's ongoing operation of all aspects of the time-and-attendance application.</li> <li>• Providers would be responsible for purchasing paper for the devices.</li> <li>• The vendor would support the installation of the devices at the provider locations.</li> <li>• Charges based on information from other states, primarily Oklahoma.</li> </ul>
ODJFS/CDJFS participation	<ul style="list-style-type: none"> <li>• A loaded annual salary of \$95,000 was used to estimate the costs of the ODJFS/CDJFS participation in the project.</li> <li>• Three percent inflation was applied to the ODJFS/CDJFS salary costs to estimate costs in future years.</li> <li>• Specifics as to the ODJFS/CDJFS are included in the feasibility assessment text, in section 5.4.2.2.</li> </ul>
Payment	<ul style="list-style-type: none"> <li>• Vendors would be paid on a quarterly basis, assuming that agreed upon performance targets with ODJFS were met. Should ODJFS wish to modify the payment schedule to be deliverables based, it would have little (if any) impact on the total price.</li> <li>• ODJFS would pay the vendor within 45 days of accepting the vendor's invoice.</li> </ul>

# **Supplement 3**

## **Child Care Glossary**



Department of  
Job and Family Services

# **Child Care**

Version 1.0

<CSR Numbers>

## **Glossary**

Revision 1.8

## Revision History

Date	Revision	Description	Author
12/1/2008	1.0	Original document	Harold D. Thomas
12/2/2008	1.1	Corrections suggested by Michelle Albast	Harold D. Thomas
12/4/2008	1.2	"Co-pay" changed to "copayment"	Harold D. Thomas
12/16/2008	1.3	Revised definitions of alert, authorization, eligibility, and mailed notification to more closely match definitions discussed in JAD sessions.	Harold D. Thomas
1/13/2009	1.4	Update following BCCD revisions.	Harold D. Thomas
2/23/2009	1.5	Added definition for Interactive Voice Response	Harold D. Thomas
4/10/2009	1.6	Added definitions related to business rules	Harold D. Thomas
4/24/2009	1.7	Added definitions discovered during JAD sessions.	Harold D. Thomas
9/16/2009	1.8	Added definitions from the Time & Attendance System requirements	Harold D. Thomas

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# Glossary

## 1. Introduction

### 1.1 Purpose & Scope of this Document

The purpose of this Glossary for the Child Care System is to define terms, and to spell out all acronyms and abbreviations that are either specific to the user but not intuitive to Information Systems, or are technical but not intuitive to the user.

### 1.2 References

None.

## 2. Definitions

Terms used elsewhere in these Definitions are displayed in *italics*.

### 2.1 Absent Day

An absent day is one for which the child was authorized to receive care but was not present.

### 2.2 Account

A family unit represented by a *Caretaker* and including one or more children eligible for *subsidized child care*.

### 2.3 Adjustment

#### 2.3.1 Adjustment based on utilization

A change to a *payment* amount resulting from a correction to data previously entered for services rendered. An adjustment based on utilization may be either positive or negative.

#### 2.3.2 Adjustment to a deduction

A change in a *deduction* amount resulting from a correction to erroneous *provider* data. An adjustment to a deduction may be either positive or negative.

### 2.4 Alert

An electronic notification sent by a system.

### 2.5 Approval Month

This is the month in which the *CDJFS* approves the payment to a *provider*.

## 2.6 Approved

"Approved" means that the "time in" recorded is consistent with the days and hours for which the child was *authorized* to receive care.

## 2.7 Attendance

Actual time a child is receiving care from a child care provider.

## 2.8 Authentication Key

An Authentication Key confirms that the user of a *card* is the person to whom the card was issued. The code must be either a biometric indicator, or a code unlikely to be known by another person. The authentication key for the Child Care Time & Attendance System is the *PIN Number*.

## 2.9 Authorization

The determination by a *CDJFS worker* that a family is *eligible*, and that a *provider* has been selected.

For Authorization Reporting, see section **Error! Reference source not found..**

## 2.10 Authorization Period

The time period for which a county worker determines a family to be eligible for child care services, usually twelve months

## 2.11 Average Hold Time

The arithmetic mean of times recorded by the *IVR* between the initiation of a call and its response by qualified personnel.

## 2.12 BCCD

Bureau of Child Care and Development, a bureau in the Office of Children and Families. Calendar Month

A month according to the standard calendar, which is different from a *Reporting Month*.

## 2.13 Card

(or "swipe card") is an object used to identify the user of a system to an *Electronic Device*.

## 2.14 Caretaker

"Caretaker" means the father or mother of a child, an adult who has legal custody of a child, an adult who is the guardian of a child, or an adult who stands *in loco parentis*, as defined in this rule, with respect to a child, and whose presence in the home is needed as the caretaker of the child.

## 2.15 CCIDS

(Pronounced *kids*) Child Care Licensing Inspections Database Systems.

### **2.15.1 CCIDS/3299 System**

ODJFS mainframe system for reporting all information related to subsidized child care program and certified family child care provider information in the state of Ohio. Form 3299 was originally used by JFS to report subsidized care to the State.

### **2.15.2 CCIDS/Licensing System**

ODJFS Mainframe system for reporting all information related to Child Care Licensing information in the state of Ohio.

## **2.16 Certified Providers**

Providers who have been inspected and approved by the CDJFS to care for subsidized child care either in their own homes (Type B "Professional" or Type L "Limited") or in the child's home (Type I "In-home Aide"). A provider must be certified by the CDJFS in the county in which the provider resides.

## **2.17 Child**

The child receiving subsidized child care.

## **2.18 CDJFS**

County Department of Job & Family Services.

## **2.19 Cleanse**

As used in this system's documentation, the process of removing data from a storage drive so that the data are unretrievable. Cleansing is essential to comply with federal and state laws to protect the privacy of client data.

## **2.20 Client**

The recipient of services, which in this system has the same meaning as *caretaker*.

## **2.21 COAP (Certificate of Authorized Payment)**

A certificate that is issued by a County Department of Job & Family Services (CDJFS) directly to a *caretaker* who is *eligible* to receive child care benefits. The caretaker shall use the certificate as authorization to a certified or licensed *provider* for child care services. Used in lieu of a *contract* between the provider and the CDJFS.

## **2.22 Contract**

Every child care facility and family child care *provider* wishing to be reimbursed for care of subsidized children must enter into either a contract with each CDJFS they wish to serve or use a family *COAP*.

## **2.23 Complaint**

A formal allegation made against the Department, the *Vendor*, or the *Provider*.

## **2.24 Copayment**

Each family with a monthly income of \$10 or more shall be assessed and required to pay directly to the child care *provider* a copayment towards the cost of child care. The copayment shall not be more than 10% of the family's gross monthly income based on family size and income.

## **2.25 Date Span**

A date span is the period of time between the start date and time of the first day of service, and the start date and time of the last day of service.

## **2.26 Deduction**

A reduction in a *payment* made to a *Provider* made at the State level, unrelated to time or activity of individual children. A deduction amount is always negative.

## **2.27 Deduction Recipient**

The vendor to which funds captured by *deductions* are forwarded.

## **2.28 Denial Code**

A code explaining why an attendance transaction was rejected by the county or state Department of Job & Family Services. Also see *Reason Code* (section 2.64)

## **2.29 Denied**

"Denied" means that the "time in" recorded is not consistent with the days and hours for which the child was *authorized* to receive care.

## **2.30 Dispute**

A controversy between two or more parties requiring resolution according to law or an agreed-to alternative dispute resolution process.

## **2.31 Early Learning Initiative (ELI)**

The "early learning initiative" (ELI), now abolished, was a collaboration between the Ohio Department of Education (ODE) and the Ohio Department of Job & Family Services (ODJFS) that was designed to provide children, who are often at risk of school failure, with educational experiences that will help them enter kindergarten ready for success. ELI offered eligible children full-day and part-day early learning services and family supports for health, nutrition, social services, and child care in center-based and family home programs.

## **2.32 Electronic Device**

A device used to receive data from a *card* and transmit it to the Time & Attendance System.

### **2.33 Eligibility**

The determination by a *CDJFS* that a family qualifies to receive a benefit.

### **2.34 Eligibility Time Span**

The time period for which a benefit is effective.

### **2.35 Family**

Family means one or more caretakers, and all of their minor children who reside in the same household. Adults other than the caretakers who reside in the same household shall not be included in the family.

### **2.36 Form**

A document that contains one or more fields for the capture and/or display of variable data and is locally printed by a *CDJFS* or by *ODJFS*.

### **2.37 Foster Parent**

A “foster parent” is a person holding a valid foster home certificate that has been issued by *ODJFS*.

### **2.38 FTE**

Full-time employee.

### **2.39 Household Composition**

All residents in one household. Adults other than the caretakers who reside in the same household shall not be included in the family but shall be part of the household composition.

### **2.40 Importance**

A feature is either:

- Essential: Deemed necessary to the functionality of the system,
- Desirable: Considered nice or useful to have, but not necessary.
- Not important: Not really needed by the system, but noted in the General Requirements document because it was prominently mentioned during requirements gathering.

### **2.41 Interactive Voice Response (IVR)**

A technology in which someone uses a touch-tone telephone to interact with a database to acquire information from or enter data into the database. IVR technology does not require human interaction over the telephone as the user's interaction with the database is predetermined by what the IVR system will allow the user access to. For example, banks and credit card companies use IVR systems so that their customers can receive up-to-date account information instantly and easily without having to speak directly to a person. IVR technology is also used to gather information, as in the case of telephone surveys in which the user is prompted to answer questions by pushing the numbers on a touch-tone telephone.

(From *Webopedia*: <http://www.webopedia.com/TERM/I/IVR.html>, accessed 2/23/2009).

## **2.42 Issuance Month**

This is the month in which the County Auditor issues payment to a child care *provider*.

## **2.43 JFS or ODJFS**

Ohio Department of Job & Family Services.

## **2.44 License Linking**

A method of establishing a connection between *CCIDS/Licensing* data and *CCIDS/3299* Certification data.

## **2.45 Limited English Proficiency (LEP)**

Indicates the *caretaker* does not speak English as a primary language and may require an interpreter.

## **2.46 Mailed Notification**

Correspondence or documents associated with an activity and sent by postal mail.

## **2.47 Maximum Hours per Week**

The number of hours, above which a *Provider* may charge an hourly rate in addition to the full-time weekly rate.

## **2.48 MOU**

Memorandum of Understanding.

## **2.49 NAS**

Network Attached Storage.

## **2.50 Notice**

Same as *Mailed Notification* (see 2.46)

## **2.51 OAKS**

Ohio Administrative Knowledge System, an enterprise resource planning system for the entire Ohio State government.

## **2.52 ODE**

Ohio Department of Education.

### **2.53 ODJFS 01137**

"Child Care/Healthy Start and Healthy Families Supplement"

### **2.54 ODJFS 01138**

Application for Child Care Benefits

### **2.55 ODJFS 01155**

Application for *Early Learning Initiative* (ELI) services.

### **2.56 OFIS/CFIS**

OAKS Financial Interface System, which manages transfers of data between major JFS systems and OAKS. CFIS (County Financial Interface System) is the financial interface that manages transfers of data between CDJFS and JFS.

### **2.57 OIS**

(Office of) Information Systems.

### **2.58 Payment**

The initial transaction establishing an amount to be paid to the *Provider*. A payment amount is always positive.

### **2.59 Payment Cycle**

A period of time in which *transactions* are accepted for a given payment. The payment cycle may be weekly, biweekly, or by *Reporting Month*.

### **2.60 Payment Source Code**

To be determined.

### **2.61 Personal Identification Number (PIN)**

A numeric code used as an *Authorization Code* to verify ownership of the *card* swiped through the *Electronic Device*. The PIN is necessary to prevent a *Provider* fraud made possible by retaining and swiping the cards for the *Caretaker*.

### **2.62 Program**

The policies and procedures that prescribe eligibility for child care benefits. The term encompasses both *ELI* and subsidized child care.

### **2.63 Provider**

A person who cares for children either in a family child care setting or a licensed facility.

### **2.63.1 Provider – Center**

An *ODJFS* Licensed Center caring for more than twelve (12) children total including subsidized children and non-subsidized private pay children.

### **2.63.2 Provider – Day Camp**

A Day Camp caring for school age children during school breaks, for no more than seven hours per day and no more than fifteen weeks during the summer and provides outdoor activities. Approved Day Camps can be reimbursed for providing care to subsidized children.

### **2.63.3 Provider – ELI Contracted Agency**

A consortium of providers that group together to contract with the state to provide specialized child care for children who are 3 years of age up to compulsory age.

### **2.63.4 Provider – Headstart**

A comprehensive child development program that receives federal funds distributed under the “Head Start Act” 95 Stat. 499 (1981) as amended, or under section 3301.31 of the Revised Code.

### **2.63.5 Provider – In-home Aide**

A *CDJFS Certified provider* who does not reside with the child, but provides subsidized child care in the child's home.

### **2.63.6 Provider – Limited Certification**

A *CDJFS* Certified child care *provider* caring for one sibling group or no more than six children, all of whom are related to the provider. A limited certified provider can be either Agency Inspected (AI) or Parent/Provider Inspected (PPI).

### **2.63.7 Provider – School-age**

An *ODJFS* or *ODE* Licensed facility that provides child care for school children only and operated only during that part of the day immediately before and/or after the public school day of the school district, and/or when the public schools in the district are not open for instruction.

### **2.63.8 Provider – Type A Home**

An *ODJFS* Licensed home that is the permanent residence of the administrator in which child care is provided for seven to twelve children at one time, including any children under six years of age who are related to a licensee, administrator, or employee of the type A home and who are on the premises of the type A home; or for four to twelve children at one time if four or more children at one time are under two years of age, including any children under six years of age who are related to a licensee, administrator, or employee of the type A home and who are on the premises of the type A home.

### **2.63.9 Provider – Type B Home (Certified)**

A *CDJFS* Certified home caring for one (1) to six (6) children total including subsidized children, private pay children, and the providers own children living in the home.

### **2.64 Reason Code**

A system-generated code to explain a failure in the transmission of batch data from *JFS* to the Vendor, or from the Vendor to *JFS*.

### **2.65 Reconciliation**

The process of ensuring that dollar amounts for payment transactions presented by *CCIDS/3299*, this system, and *OAKS* are consistent and auditable.

### **2.66 Recoupment**

The process of recovering overpayments made by the county or State to providers or families.

### **2.67 Reimbursement Incentives**

Providers may be reimbursed 5% more than the established ceilings (5101:2-16-41) for the following reasons: recognized accreditation, caring for children with special needs or providing care during non-traditional hours.

### **2.68 Release**

An indicator of when a feature is to be incorporated into the system:

- Immediate: To be incorporated in the first release.
- Future: To be incorporated in a later release of the system.
- Out of Scope: Not planned to be incorporated in the system at all, but noted here because it was prominently mentioned during requirements gathering.

### **2.69 Reporting – Authorization vs. Utilization**

Child care reports are based in one of two methods, Authorization (used to project expenditures for what can happen) or Utilization (used to determine actual expenditures of what did happen).

### **2.70 Reporting Calendar**

A calendar used for reporting in which consists of 12 *Reporting Periods* per year that are four or five weeks in length.

### **2.71 Reporting Period**

A four- or five-week period (“month”) as defined in the *Reporting Calendar*. A reporting period always begins on the Sunday of or preceding the first day of a calendar month.

### **2.72 Role**

A function or part performed as part of a process.

### **2.73 Roster**

The billing mechanism by which a child care *provider* submits an invoice to the *CDJFS* for services rendered, and includes provider information, child information, service dates and hours of service, other services (*e.g.*, activity fees, registration fees, etc.), payment source, county reimbursement amount and *caretaker* copayment.

### **2.74 Service Month**

This is the month in which the child actually received subsidized child care services.

### **2.75 Service Type**

An attribute of time and attendance data used as a basis for calculating the *Payment*. Service types include full-time weekly, part-time weekly, hourly below part-time, hourly above maximum, and *absent days*.

### **2.76 Social Security Number (SSN) Verification**

A systemic interface with the federal Social Security Administration whereby all certified providers, caretakers, and children's Social Security Numbers are verified.

### **2.77 Software Enhancement**

A software development initiative that improves or adds functionality to a component of the system. Examples of software enhancements are increases in bandwidth, network, improvements to reconciliation processes, provider management, and call center components.

### **2.78 Software Maintenance**

Maintenance of the system *Electronic Device*, *Store and Forward*, data repositories, and data transfers between the state and the vendor. Examples of maintenance items include correcting bugs or software defects; adapting software to handle changes in the environment such as in the operating system or database management system; and perfecting the product's functionality, usability, reliability, performance, or security.

### **2.79 Store and Forward (SAF)**

A capability of the *Electronic Device* to continue accepting data from a *card* when the communication link to the Time & Attendance System is broken.

### **2.80 Transaction**

A single record affecting the amount of a payment.

### **2.81 Tickler**

An *alert* generated by a timer within the system.

## **2.82 Utilization**

Care that a child actually receives from a child care provider.

## **2.83 Vendor**

The company selected by *ODJFS* to distribute *cards* and *Electronic Devices* to *Caregivers* and *Providers*, and to transmit the data generated therefrom to *ODJFS* for *Payment* processing.

## **2.84 Worker**

### **2.84.1 County Worker**

An employee of a *CDJFS* working on child care eligibility, certification or payments. With reference to this system, “county worker” includes contractors.

### **2.84.2 State Worker**

An employee of *ODJFS* working on child care eligibility, certification, licensing or payments.

## **2.85 Voucher**

See *COAP* (section 2.21).

**Supplement 4**  
**Ohio Administrative Rules**

5101:2-16-39

**Copayment for publicly funded child care benefits.**

- (A) Each family with a monthly income of ten dollars or more shall be assessed a copayment based on family size and ~~the family's~~ gross monthly income.
- (1) The copayment shall be paid to the provider in each copayment calendar month according to the "Child Care ~~Provider Reimbursement~~ Copayment Calendar" that appears in the appendix to this rule.
  - (2) The copayment shall be based on the total monthly income, calculated in accordance with rule 5101:2-16-34 of the Administrative Code.
  - (3) The copayment amount shall be determined according to the "Child Care Copayment Chart" that appears in the appendix to this rule.
  - (4) The copayment shall not exceed ten per cent of the family's monthly income.
- (B) The county department of job and family services shall determine the copayment at the time the family submits an application and supporting documentation. The copayment amount shall be in effect for the entire twelve-month eligibility period unless any of the following occurs:
- (1) The caretaker reports a change in family income, family size, or both, that reduces the amount of the copayment, and the CDJFS approves the reduction.
  - (2) A documented increase in family income or a reduction in family size occurs within the first thirty calendar days of the date of an initial eligibility determination.
  - (3) An incorrect copayment was assessed by the CDJFS as a result of agency error, recipient error, or recipient fraud, resulting in corrective action to reduce or increase the family's copayment.
  - (4) The Ohio department of job and family services (ODJFS) requires a change in the copayment.
- ~~(1) The copayment shall be reviewed and adjusted, including increases to the copayment if necessary, at the sixth month of the twelve month eligibility period.~~
- ~~(2) The CDJFS shall notify the caretaker in writing that a copayment review is required.~~
- ~~(a) The notice shall outline the income and family composition documentation requested.~~

~~(b) Failure of the caretaker to submit this documentation may result in action to reduce or terminate child care benefits at the time of the six month review.~~

~~(3)~~(5) If the CDJFS proposes a change in the copayment or termination of child care benefits, the CDJFS shall use the JFS 04065 "Prior Notice of Right to a State Hearing" (rev. 5/2001) and the notice shall be sent no less than fifteen calendar days prior to the date of the proposed action.

(C) The copayment shall be recalculated as part of the annual redetermination of eligibility.

~~(C) A redetermination of the copayment shall be completed by the end of the twelve month eligibility period at the time the family submits a current, completed application and supporting documentation. The copayment shall be in effect for each entire six month period unless any of the following occurs:~~

~~(1) The caretaker requests that the copayment be reduced due to changes in family income, family size, or both, and the CDJFS approves the reduction.~~

~~(2) A documented increase in family income occurs within the first thirty calendar days of the date of an initial eligibility determination.~~

~~(3) An incorrect copayment was assessed by the CDJFS as a result of agency error, recipient error, or recipient fraud, resulting in corrective action to reduce or increase the family's copayment.~~

~~(4) The Ohio department of job and family services (ODJFS) requires a change in the monthly child care family copayment.~~

~~(D) Notice and hearing requirements contained in division 5101:6 of the Administrative Code shall apply to changes to the copayment.~~

~~(1) When the CDJFS intends to increase the copayment, the caretaker shall be provided at least fifteen calendar days prior written notice of the proposed action.~~

~~(2) The CDJFS shall notify the caretaker by sending the JFS 04065.~~

~~(3) The CDJFS shall issue notice of a change in child care benefits to the caretaker within ten calendar days from the date the change of circumstance was reported by the caretaker.~~

~~(E)~~(D) All families shall pay the copayment for child care services. The CDJFS ~~may~~ shall waive fees on a case-by-case basis the copayment for families eligible for protective

child care benefits.

~~(F)~~(E) A family shall not be required to pay any part of the copayment which exceeds the total cost of care for any month that child care services are provided.

~~(G)~~(F) In addition to the copayment established by the CDJFS, the family may be required by the provider to pay fees which are not the responsibility of the CDJFS, ~~upon~~ The caretaker and provider shall make satisfactory arrangements ~~with the child care provider for payment of such fees~~. These types of fees include, but are not limited to, the following:

- (1) Late fees.
- (2) Activity fees.
- (3) Transportation fees.
- (4) Fees charged for absentee days which exceed those reimbursed by the CDJFS.
- (5) Fees charged by the provider for child care services which exceed the hours and days authorized by the CDJFS.

~~(H)~~(G) A family shall not be required to pay fees to the child care provider which are the responsibility of the CDJFS, as required in rule 5101:2-16-41 of the Administrative Code, and the terms agreed to in the JFS 01224 "Contract for Purchase of Publicly Funded Child Care Services" (rev. ~~4/2008~~ 8/2009), including the difference between the reimbursement rate and the provider's customary charge to the public when the customary charge is higher.

~~(I)~~(H) The copayment shall be subtracted from the provider's reimbursement prior to payment by the CDJFS.

~~(J)~~(I) Collection of the copayment and provider fees ~~listed in this rule~~ shall be the responsibility of the provider.

~~(K)~~(J) The CDJFS shall inform the provider of the amount of the copayment.

~~(L)~~(K) The provider shall establish a written agreement for payment of the copayment and fees, signed and dated by both the provider and the caretaker.

- (1) The caretaker shall adhere to this agreement by paying the copayment each

month according to the "Child Care ~~Provider Reimbursement~~ Copayment Calendar" that appears in the appendix to this rule.

- (2) The provider shall give a copy of the written agreement to the caretaker and shall retain a copy for review by the CDJFS.

~~(M)~~(L) When the copayment is delinquent more than ten calendar days from the due date established in the written copayment agreement, the provider shall submit a record of delinquent copayments to the CDJFS no later than fifteen calendar days from the due date established in the caretaker/provider written copayment agreement.

~~(N)~~(M) When the CDJFS has verified that the copayment is delinquent, child care benefits shall be terminated after the caretaker has been provided prior written notice of the action. The CDJFS shall notify the caretaker by sending the JFS 04065.

~~(O)~~(N) ~~Ineligibility~~ A caretaker shall be ineligible for child care benefits ~~shall continue~~ as long as delinquent copayments are owed, unless satisfactory arrangements are made to pay delinquent copayments. Arrangements to pay delinquent copayments shall be satisfactory to both the caretaker and the provider.

Effective: 10/21/2009

R.C. 119.032 review dates: 01/01/2012

CERTIFIED ELECTRONICALLY

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Certification

10/09/2009

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7/23/09 (Emer.)

Appendix to rule 5101:2-16-39

## Child Care Copayment Chart

SIZE	10% FPL		FEE	15% FPL		FEE	20% FPL		FEE	25% FPL		FEE	30% FPL		FEE	35% FPL		FEE
2	\$0	\$122	\$0	\$123	\$182	\$1	\$183	\$243	\$3	\$244	\$304	\$4	\$305	\$365	\$6	\$366	\$425	\$9
3	\$0	\$153	\$1	\$154	\$229	\$2	\$230	\$305	\$3	\$306	\$382	\$5	\$383	\$458	\$8	\$459	\$534	\$11
4	\$0	\$184	\$1	\$185	\$276	\$2	\$277	\$368	\$4	\$369	\$460	\$6	\$461	\$551	\$10	\$552	\$643	\$14
5	\$0	\$215	\$1	\$216	\$323	\$2	\$324	\$430	\$5	\$431	\$538	\$8	\$539	\$645	\$11	\$646	\$753	\$16
6	\$0	\$246	\$1	\$247	\$369	\$3	\$370	\$492	\$5	\$493	\$615	\$9	\$616	\$738	\$13	\$739	\$861	\$18
7	\$0	\$277	\$1	\$278	\$416	\$3	\$417	\$555	\$6	\$556	\$693	\$10	\$694	\$832	\$15	\$833	\$971	\$20
8	\$0	\$309	\$1	\$310	\$463	\$3	\$464	\$617	\$6	\$618	\$771	\$11	\$772	\$926	\$16	\$927	\$1,080	\$23
9	\$0	\$340	\$1	\$341	\$509	\$4	\$510	\$679	\$7	\$680	\$849	\$12	\$850	\$1,019	\$18	\$1,020	\$1,189	\$25
10	\$0	\$371	\$1	\$372	\$556	\$4	\$557	\$742	\$8	\$743	\$927	\$13	\$928	\$1,112	\$19	\$1,113	\$1,298	\$27
11	\$0	\$402	\$1	\$403	\$603	\$4	\$604	\$804	\$8	\$805	\$1,005	\$14	\$1,006	\$1,206	\$21	\$1,207	\$1,407	\$30
12	\$0	\$433	\$2	\$434	\$650	\$5	\$651	\$866	\$9	\$867	\$1,083	\$15	\$1,084	\$1,299	\$23	\$1,300	\$1,516	\$32
13	\$0	\$464	\$2	\$465	\$696	\$5	\$697	\$929	\$10	\$930	\$1,161	\$16	\$1,162	\$1,393	\$24	\$1,394	\$1,625	\$34
14	\$0	\$496	\$2	\$497	\$743	\$5	\$744	\$991	\$10	\$992	\$1,239	\$17	\$1,240	\$1,487	\$26	\$1,488	\$1,734	\$36
15	\$0	\$527	\$2	\$528	\$790	\$6	\$791	\$1,053	\$11	\$1,054	\$1,317	\$18	\$1,318	\$1,580	\$28	\$1,581	\$1,843	\$39
	40% FPL			45% FPL			50% FPL			55% FPL			60% FPL			65% FPL		
2	\$426	\$486	\$12	\$487	\$547	\$15	\$548	\$608	\$19	\$609	\$668	\$23	\$669	\$729	\$28	\$730	\$790	\$33
3	\$535	\$610	\$15	\$611	\$687	\$19	\$688	\$763	\$24	\$764	\$839	\$29	\$840	\$916	\$35	\$917	\$992	\$42
4	\$644	\$735	\$18	\$736	\$827	\$23	\$828	\$919	\$29	\$920	\$1,011	\$35	\$1,012	\$1,103	\$42	\$1,104	\$1,195	\$50
5	\$754	\$860	\$21	\$861	\$968	\$27	\$969	\$1,075	\$34	\$1,076	\$1,183	\$41	\$1,184	\$1,290	\$50	\$1,291	\$1,398	\$59
6	\$862	\$984	\$24	\$985	\$1,107	\$31	\$1,108	\$1,231	\$39	\$1,232	\$1,354	\$47	\$1,355	\$1,477	\$57	\$1,478	\$1,600	\$67
7	\$972	\$1,109	\$27	\$1,110	\$1,248	\$35	\$1,249	\$1,387	\$44	\$1,388	\$1,525	\$53	\$1,526	\$1,664	\$64	\$1,665	\$1,802	\$76
8	\$1,081	\$1,234	\$30	\$1,235	\$1,388	\$39	\$1,389	\$1,543	\$49	\$1,544	\$1,697	\$59	\$1,698	\$1,851	\$71	\$1,852	\$2,005	\$84
9	\$1,190	\$1,358	\$33	\$1,359	\$1,528	\$43	\$1,529	\$1,698	\$53	\$1,699	\$1,868	\$65	\$1,869	\$2,038	\$78	\$2,039	\$2,207	\$93
10	\$1,299	\$1,483	\$36	\$1,484	\$1,669	\$47	\$1,670	\$1,854	\$58	\$1,855	\$2,039	\$71	\$2,040	\$2,225	\$86	\$2,226	\$2,410	\$101
11	\$1,408	\$1,608	\$39	\$1,609	\$1,809	\$51	\$1,810	\$2,010	\$63	\$2,011	\$2,211	\$77	\$2,212	\$2,412	\$93	\$2,413	\$2,613	\$110
12	\$1,517	\$1,732	\$42	\$1,733	\$1,949	\$55	\$1,950	\$2,166	\$68	\$2,167	\$2,382	\$83	\$2,383	\$2,599	\$100	\$2,600	\$2,815	\$118
13	\$1,626	\$1,857	\$45	\$1,858	\$2,089	\$58	\$2,090	\$2,322	\$73	\$2,323	\$2,554	\$89	\$2,555	\$2,786	\$107	\$2,787	\$3,018	\$127
14	\$1,735	\$1,982	\$49	\$1,983	\$2,230	\$62	\$2,231	\$2,478	\$78	\$2,479	\$2,725	\$95	\$2,726	\$2,973	\$114	\$2,974	\$3,221	\$135
15	\$1,844	\$2,106	\$52	\$2,107	\$2,370	\$66	\$2,371	\$2,633	\$83	\$2,634	\$2,896	\$101	\$2,897	\$3,160	\$122	\$3,161	\$3,423	\$144
	70% FPL			75% FPL			80% FPL			85% FPL			90% FPL			95% FPL		
2	\$791	\$851	\$39	\$852	\$911	\$44	\$912	\$972	\$51	\$973	\$1,033	\$58	\$1,034	\$1,094	\$65	\$1,095	\$1,154	\$73
3	\$993	\$1,068	\$49	\$1,069	\$1,145	\$55	\$1,146	\$1,221	\$64	\$1,222	\$1,297	\$73	\$1,298	\$1,373	\$82	\$1,374	\$1,450	\$91
4	\$1,196	\$1,287	\$59	\$1,288	\$1,379	\$66	\$1,380	\$1,470	\$77	\$1,471	\$1,562	\$87	\$1,563	\$1,654	\$98	\$1,655	\$1,746	\$110
5	\$1,399	\$1,505	\$68	\$1,506	\$1,613	\$77	\$1,614	\$1,720	\$90	\$1,721	\$1,828	\$102	\$1,829	\$1,935	\$115	\$1,936	\$2,043	\$129
6	\$1,601	\$1,723	\$78	\$1,724	\$1,846	\$89	\$1,847	\$1,969	\$103	\$1,970	\$2,092	\$117	\$2,093	\$2,215	\$132	\$2,216	\$2,338	\$147
7	\$1,803	\$1,941	\$88	\$1,942	\$2,080	\$100	\$2,081	\$2,218	\$116	\$2,219	\$2,357	\$132	\$2,358	\$2,496	\$149	\$2,497	\$2,634	\$166
8	\$2,006	\$2,160	\$98	\$2,161	\$2,314	\$111	\$2,315	\$2,468	\$130	\$2,469	\$2,622	\$147	\$2,623	\$2,777	\$165	\$2,778	\$2,931	\$185
9	\$2,208	\$2,377	\$108	\$2,378	\$2,547	\$122	\$2,548	\$2,717	\$143	\$2,718	\$2,887	\$162	\$2,888	\$3,056	\$182	\$3,057	\$3,226	\$203
10	\$2,411	\$2,596	\$118	\$2,597	\$2,781	\$133	\$2,782	\$2,966	\$156	\$2,967	\$3,152	\$177	\$3,153	\$3,337	\$199	\$3,338	\$3,523	\$222
11	\$2,614	\$2,814	\$128	\$2,815	\$3,015	\$145	\$3,016	\$3,216	\$169	\$3,217	\$3,417	\$191	\$3,418	\$3,618	\$215	\$3,619	\$3,819	\$241
12	\$2,816	\$3,032	\$138	\$3,033	\$3,248	\$156	\$3,249	\$3,465	\$182	\$3,466	\$3,681	\$206	\$3,682	\$3,898	\$232	\$3,899	\$4,114	\$259
13	\$3,019	\$3,250	\$148	\$3,251	\$3,482	\$167	\$3,483	\$3,714	\$195	\$3,715	\$3,947	\$221	\$3,948	\$4,179	\$249	\$4,180	\$4,411	\$278
14	\$3,222	\$3,469	\$158	\$3,470	\$3,716	\$178	\$3,717	\$3,964	\$208	\$3,965	\$4,212	\$236	\$4,213	\$4,460	\$265	\$4,461	\$4,707	\$297
15	\$3,424	\$3,686	\$168	\$3,687	\$3,950	\$190	\$3,951	\$4,213	\$221	\$4,214	\$4,476	\$251	\$4,477	\$4,739	\$282	\$4,740	\$5,003	\$315

## Child Care Copayment Chart

SIZE	100% FPL		FEE	105% FPL		FEE	110% FPL		FEE	115% FPL		FEE	120% FPL		FEE	125% FPL		FEE
2	\$1,155	\$1,215	\$81	\$1,216	\$1,276	\$89	\$1,277	\$1,337	\$98	\$1,338	\$1,397	\$108	\$1,398	\$1,458	\$117	\$1,459	\$1,519	\$128
3	\$1,451	\$1,526	\$101	\$1,527	\$1,602	\$112	\$1,603	\$1,679	\$123	\$1,680	\$1,755	\$135	\$1,756	\$1,831	\$147	\$1,832	\$1,908	\$160
4	\$1,747	\$1,838	\$122	\$1,839	\$1,930	\$135	\$1,931	\$2,022	\$149	\$2,023	\$2,114	\$163	\$2,115	\$2,206	\$178	\$2,207	\$2,298	\$193
5	\$2,044	\$2,150	\$143	\$2,151	\$2,258	\$158	\$2,259	\$2,365	\$174	\$2,366	\$2,473	\$190	\$2,474	\$2,580	\$208	\$2,581	\$2,688	\$226
6	\$2,339	\$2,461	\$164	\$2,462	\$2,584	\$181	\$2,585	\$2,707	\$199	\$2,708	\$2,830	\$218	\$2,831	\$2,953	\$238	\$2,954	\$3,076	\$258
7	\$2,635	\$2,773	\$184	\$2,774	\$2,912	\$204	\$2,913	\$3,050	\$224	\$3,051	\$3,189	\$246	\$3,190	\$3,328	\$268	\$3,329	\$3,466	\$291
8	\$2,932	\$3,085	\$205	\$3,086	\$3,239	\$227	\$3,240	\$3,394	\$249	\$3,395	\$3,548	\$273	\$3,549	\$3,702	\$298	\$3,703	\$3,856	\$324
9	\$3,227	\$3,396	\$226	\$3,397	\$3,566	\$250	\$3,567	\$3,736	\$275	\$3,737	\$3,905	\$301	\$3,906	\$4,075	\$328	\$4,076	\$4,245	\$357
10	\$3,524	\$3,708	\$247	\$3,709	\$3,893	\$273	\$3,894	\$4,079	\$300	\$4,080	\$4,264	\$328	\$4,265	\$4,450	\$358	\$4,451	\$4,635	\$389
11	\$3,820	\$4,020	\$267	\$4,021	\$4,221	\$295	\$4,222	\$4,422	\$325	\$4,423	\$4,623	\$356	\$4,624	\$4,824	\$388	\$4,825	\$5,025	\$422
12	\$4,115	\$4,331	\$288	\$4,332	\$4,548	\$318	\$4,549	\$4,764	\$350	\$4,765	\$4,981	\$384	\$4,982	\$5,197	\$418	\$5,198	\$5,414	\$455
13	\$4,412	\$4,643	\$309	\$4,644	\$4,875	\$341	\$4,876	\$5,107	\$375	\$5,108	\$5,339	\$411	\$5,340	\$5,572	\$449	\$5,573	\$5,804	\$488
14	\$4,708	\$4,955	\$330	\$4,956	\$5,203	\$364	\$5,204	\$5,451	\$401	\$5,452	\$5,698	\$439	\$5,699	\$5,946	\$479	\$5,947	\$6,194	\$520
15	\$5,004	\$5,266	\$350	\$5,267	\$5,529	\$387	\$5,530	\$5,793	\$426	\$5,794	\$6,056	\$466	\$6,057	\$6,319	\$509	\$6,320	\$6,583	\$553
	130% FPL			135% FPL			140% FPL			145% FPL			150% FPL			155% FPL		
2	\$1,520	\$1,580	\$138	\$1,581	\$1,640	\$144	\$1,641	\$1,701	\$149	\$1,702	\$1,762	\$154	\$1,763	\$1,823	\$160	\$1,824	\$1,883	\$165
3	\$1,909	\$1,984	\$174	\$1,985	\$2,060	\$180	\$2,061	\$2,136	\$187	\$2,137	\$2,213	\$194	\$2,214	\$2,289	\$200	\$2,290	\$2,365	\$207
4	\$2,299	\$2,389	\$209	\$2,390	\$2,481	\$217	\$2,482	\$2,573	\$225	\$2,574	\$2,665	\$233	\$2,666	\$2,757	\$241	\$2,758	\$2,849	\$249
5	\$2,689	\$2,795	\$245	\$2,796	\$2,903	\$254	\$2,904	\$3,010	\$263	\$3,011	\$3,118	\$273	\$3,119	\$3,225	\$282	\$3,226	\$3,333	\$292
6	\$3,077	\$3,199	\$280	\$3,200	\$3,322	\$291	\$3,323	\$3,445	\$301	\$3,446	\$3,568	\$312	\$3,569	\$3,692	\$323	\$3,693	\$3,815	\$334
7	\$3,467	\$3,605	\$315	\$3,606	\$3,744	\$328	\$3,745	\$3,882	\$340	\$3,883	\$4,021	\$352	\$4,022	\$4,160	\$364	\$4,161	\$4,298	\$376
8	\$3,857	\$4,011	\$351	\$4,012	\$4,165	\$364	\$4,166	\$4,319	\$378	\$4,320	\$4,473	\$391	\$4,474	\$4,628	\$405	\$4,629	\$4,782	\$418
9	\$4,246	\$4,415	\$386	\$4,416	\$4,585	\$401	\$4,586	\$4,754	\$416	\$4,755	\$4,924	\$431	\$4,925	\$5,094	\$446	\$5,095	\$5,264	\$461
10	\$4,636	\$4,820	\$422	\$4,821	\$5,006	\$438	\$5,007	\$5,191	\$454	\$5,192	\$5,377	\$470	\$5,378	\$5,562	\$487	\$5,563	\$5,747	\$503
11	\$5,026	\$5,226	\$457	\$5,227	\$5,427	\$475	\$5,428	\$5,628	\$492	\$5,629	\$5,829	\$510	\$5,830	\$6,030	\$528	\$6,031	\$6,231	\$545
12	\$5,415	\$5,630	\$493	\$5,631	\$5,847	\$512	\$5,848	\$6,063	\$531	\$6,064	\$6,280	\$550	\$6,281	\$6,497	\$568	\$6,498	\$6,713	\$587
13	\$5,805	\$6,036	\$528	\$6,037	\$6,268	\$548	\$6,269	\$6,500	\$569	\$6,501	\$6,732	\$589	\$6,733	\$6,965	\$609	\$6,966	\$7,197	\$630
14	\$6,195	\$6,442	\$564	\$6,443	\$6,689	\$585	\$6,690	\$6,937	\$607	\$6,938	\$7,185	\$629	\$7,186	\$7,433	\$650	\$7,434	\$7,680	\$672
15	\$6,584	\$6,846	\$599	\$6,847	\$7,109	\$622	\$7,110	\$7,372	\$645	\$7,373	\$7,636	\$668	\$7,637	\$7,899	\$691	\$7,900	\$8,162	\$714
	160% FPL			165% FPL			170% FPL			175% FPL			180% FPL			185% FPL		
2	\$1,884	\$1,944	\$170	\$1,945	\$2,005	\$175	\$2,006	\$2,066	\$181	\$2,067	\$2,126	\$186	\$2,127	\$2,187	\$191	\$2,188	\$2,248	\$197
3	\$2,366	\$2,442	\$214	\$2,443	\$2,518	\$220	\$2,519	\$2,594	\$227	\$2,595	\$2,671	\$234	\$2,672	\$2,747	\$240	\$2,748	\$2,823	\$247
4	\$2,850	\$2,941	\$257	\$2,942	\$3,033	\$265	\$3,034	\$3,125	\$273	\$3,126	\$3,217	\$281	\$3,218	\$3,308	\$289	\$3,309	\$3,400	\$298
5	\$3,334	\$3,440	\$301	\$3,441	\$3,548	\$310	\$3,549	\$3,655	\$320	\$3,656	\$3,763	\$329	\$3,764	\$3,870	\$339	\$3,871	\$3,978	\$348
6	\$3,816	\$3,938	\$345	\$3,939	\$4,061	\$355	\$4,062	\$4,184	\$366	\$4,185	\$4,307	\$377	\$4,308	\$4,430	\$388	\$4,431	\$4,553	\$398
7	\$4,299	\$4,437	\$388	\$4,438	\$4,575	\$400	\$4,576	\$4,714	\$412	\$4,715	\$4,853	\$425	\$4,854	\$4,991	\$437	\$4,992	\$5,130	\$449
8	\$4,783	\$4,936	\$432	\$4,937	\$5,090	\$445	\$5,091	\$5,245	\$459	\$5,246	\$5,399	\$472	\$5,400	\$5,553	\$486	\$5,554	\$5,707	\$499
9	\$5,265	\$5,434	\$475	\$5,435	\$5,603	\$490	\$5,604	\$5,773	\$505	\$5,774	\$5,943	\$520	\$5,944	\$6,113	\$535	\$6,114	\$6,283	\$550
10	\$5,748	\$5,933	\$519	\$5,934	\$6,118	\$535	\$6,119	\$6,304	\$552	\$6,305	\$6,489	\$568	\$6,490	\$6,674	\$584	\$6,675	\$6,860	\$600
11	\$6,232	\$6,432	\$563	\$6,433	\$6,633	\$580	\$6,634	\$6,834	\$598	\$6,835	\$7,035	\$616	\$7,036	\$7,236	\$633	\$7,237	\$7,437	\$651
12	\$6,714	\$6,930	\$606	\$6,931	\$7,146	\$625	\$7,147	\$7,363	\$644	\$7,364	\$7,579	\$663	\$7,580	\$7,796	\$682	\$7,797	\$8,012	\$701
13	\$7,198	\$7,429	\$650	\$7,430	\$7,661	\$670	\$7,662	\$7,893	\$691	\$7,894	\$8,125	\$711	\$8,126	\$8,357	\$731	\$8,358	\$8,590	\$752
14	\$7,681	\$7,928	\$694	\$7,929	\$8,176	\$715	\$8,177	\$8,424	\$737	\$8,425	\$8,671	\$759	\$8,672	\$8,919	\$780	\$8,920	\$9,167	\$802
15	\$8,163	\$8,426	\$737	\$8,427	\$8,689	\$760	\$8,690	\$8,952	\$783	\$8,953	\$9,216	\$806	\$9,217	\$9,479	\$829	\$9,480	\$9,742	\$852

## Child Care Copayment Chart

SIZE	190% FPL		FEE	195% FPL		FEE	200% FPL		FEE	205% FPL		FEE	210% FPL		FEE	215% FPL		FEE
2	\$2,249	\$2,309	\$202	\$2,310	\$2,369	\$207	\$2,370	\$2,430	\$213	\$2,431	\$2,491	\$218	\$2,492	\$2,552	\$223	\$2,553	\$2,612	\$229
3	\$2,824	\$2,899	\$254	\$2,900	\$2,976	\$260	\$2,977	\$3,052	\$267	\$3,053	\$3,128	\$274	\$3,129	\$3,205	\$280	\$3,206	\$3,281	\$287
4	\$3,401	\$3,492	\$306	\$3,493	\$3,584	\$314	\$3,585	\$3,676	\$322	\$3,677	\$3,768	\$330	\$3,769	\$3,860	\$338	\$3,861	\$3,952	\$346
5	\$3,979	\$4,085	\$357	\$4,086	\$4,193	\$367	\$4,194	\$4,300	\$376	\$4,301	\$4,408	\$386	\$4,409	\$4,515	\$395	\$4,516	\$4,623	\$405
6	\$4,554	\$4,676	\$409	\$4,677	\$4,799	\$420	\$4,800	\$4,922	\$431	\$4,923	\$5,045	\$441	\$5,046	\$5,168	\$452	\$5,169	\$5,291	\$463
7	\$5,131	\$5,269	\$461	\$5,270	\$5,407	\$473	\$5,408	\$5,546	\$485	\$5,547	\$5,685	\$497	\$5,686	\$5,823	\$510	\$5,824	\$5,962	\$522
8	\$5,708	\$5,862	\$513	\$5,863	\$6,016	\$526	\$6,017	\$6,170	\$540	\$6,171	\$6,324	\$553	\$6,325	\$6,479	\$567	\$6,480	\$6,633	\$580
9	\$6,284	\$6,452	\$565	\$6,453	\$6,622	\$579	\$6,623	\$6,792	\$594	\$6,793	\$6,962	\$609	\$6,963	\$7,132	\$624	\$7,133	\$7,301	\$639
10	\$6,861	\$7,045	\$616	\$7,046	\$7,231	\$633	\$7,232	\$7,416	\$649	\$7,417	\$7,601	\$665	\$7,602	\$7,787	\$681	\$7,788	\$7,972	\$698
11	\$7,438	\$7,638	\$668	\$7,639	\$7,839	\$686	\$7,840	\$8,040	\$704	\$8,041	\$8,241	\$721	\$8,242	\$8,442	\$739	\$8,443	\$8,643	\$756
12	\$8,013	\$8,229	\$720	\$8,230	\$8,445	\$739	\$8,446	\$8,662	\$758	\$8,663	\$8,879	\$777	\$8,880	\$9,095	\$796	\$9,096	\$9,312	\$815
13	\$8,591	\$8,822	\$772	\$8,823	\$9,054	\$792	\$9,055	\$9,286	\$813	\$9,287	\$9,518	\$833	\$9,519	\$9,750	\$853	\$9,751	\$9,982	\$873
14	\$9,168	\$9,415	\$824	\$9,416	\$9,662	\$845	\$9,663	\$9,910	\$867	\$9,911	\$10,158	\$889	\$10,159	\$10,406	\$911	\$10,407	\$10,653	\$932
15	\$9,743	\$10,005	\$875	\$10,006	\$10,269	\$899	\$10,270	\$10,532	\$922	\$10,533	\$10,795	\$945	\$10,796	\$11,059	\$968	\$11,060	\$11,322	\$991
	220% FPL			225% FPL			230% FPL			235% FPL			240% FPL			245% FPL		
2	\$2,613	\$2,673	\$234	\$2,674	\$2,734	\$239	\$2,735	\$2,795	\$245	\$2,796	\$2,855	\$250	\$2,856	\$2,916	\$255	\$2,917	\$2,977	\$260
3	\$3,282	\$3,357	\$294	\$3,358	\$3,434	\$300	\$3,435	\$3,510	\$307	\$3,511	\$3,586	\$314	\$3,587	\$3,662	\$320	\$3,663	\$3,739	\$327
4	\$3,953	\$4,044	\$354	\$4,045	\$4,136	\$362	\$4,137	\$4,227	\$370	\$4,228	\$4,319	\$378	\$4,320	\$4,411	\$386	\$4,412	\$4,503	\$394
5	\$4,624	\$4,730	\$414	\$4,731	\$4,838	\$423	\$4,839	\$4,945	\$433	\$4,946	\$5,053	\$442	\$5,054	\$5,160	\$452	\$5,161	\$5,268	\$461
6	\$5,292	\$5,414	\$474	\$5,415	\$5,537	\$484	\$5,538	\$5,660	\$495	\$5,661	\$5,783	\$506	\$5,784	\$5,906	\$517	\$5,907	\$6,029	\$528
7	\$5,963	\$6,101	\$534	\$6,102	\$6,239	\$546	\$6,240	\$6,378	\$558	\$6,379	\$6,517	\$570	\$6,518	\$6,655	\$582	\$6,656	\$6,794	\$594
8	\$6,634	\$6,787	\$594	\$6,788	\$6,941	\$607	\$6,942	\$7,096	\$621	\$7,097	\$7,250	\$634	\$7,251	\$7,404	\$648	\$7,405	\$7,558	\$661
9	\$7,302	\$7,471	\$654	\$7,472	\$7,641	\$669	\$7,642	\$7,811	\$683	\$7,812	\$7,981	\$698	\$7,982	\$8,150	\$713	\$8,151	\$8,320	\$728
10	\$7,973	\$8,158	\$714	\$8,159	\$8,343	\$730	\$8,344	\$8,528	\$746	\$8,529	\$8,714	\$762	\$8,715	\$8,899	\$779	\$8,900	\$9,085	\$795
11	\$8,644	\$8,844	\$774	\$8,845	\$9,045	\$791	\$9,046	\$9,246	\$809	\$9,247	\$9,447	\$827	\$9,448	\$9,648	\$844	\$9,649	\$9,849	\$862
12	\$9,313	\$9,528	\$834	\$9,529	\$9,745	\$853	\$9,746	\$9,961	\$872	\$9,962	\$10,178	\$891	\$10,179	\$10,394	\$909	\$10,395	\$10,611	\$928
13	\$9,983	\$10,215	\$894	\$10,216	\$10,447	\$914	\$10,448	\$10,679	\$934	\$10,680	\$10,911	\$955	\$10,912	\$11,143	\$975	\$11,144	\$11,375	\$995
14	\$10,654	\$10,901	\$954	\$10,902	\$11,149	\$976	\$11,150	\$11,397	\$997	\$11,398	\$11,644	\$1,019	\$11,645	\$11,892	\$1,041	\$11,893	\$12,140	\$1,062
15	\$11,323	\$11,585	\$1,014	\$11,586	\$11,849	\$1,037	\$11,850	\$12,112	\$1,060	\$12,113	\$12,375	\$1,083	\$12,376	\$12,638	\$1,106	\$12,639	\$12,902	\$1,129
	250% FPL			255% FPL			260% FPL			265% FPL			270% FPL			275% FPL		
2	\$2,978	\$3,038	\$266	\$3,039	\$3,098	\$271	\$3,099	\$3,159	\$276	\$3,160	\$3,220	\$282	\$3,221	\$3,281	\$287	\$3,282	\$3,341	\$292
3	\$3,740	\$3,815	\$334	\$3,816	\$3,891	\$340	\$3,892	\$3,968	\$347	\$3,969	\$4,044	\$354	\$4,045	\$4,120	\$361	\$4,121	\$4,197	\$367
4	\$4,504	\$4,595	\$402	\$4,596	\$4,687	\$410	\$4,688	\$4,779	\$418	\$4,780	\$4,871	\$426	\$4,872	\$4,963	\$434	\$4,964	\$5,055	\$442
5	\$5,269	\$5,375	\$470	\$5,376	\$5,483	\$480	\$5,484	\$5,590	\$489	\$5,591	\$5,698	\$499	\$5,699	\$5,805	\$508	\$5,806	\$5,913	\$517
6	\$6,030	\$6,153	\$538	\$6,154	\$6,276	\$549	\$6,277	\$6,399	\$560	\$6,400	\$6,522	\$571	\$6,523	\$6,645	\$581	\$6,646	\$6,768	\$592
7	\$6,795	\$6,933	\$607	\$6,934	\$7,071	\$619	\$7,072	\$7,210	\$631	\$7,211	\$7,348	\$643	\$7,349	\$7,487	\$655	\$7,488	\$7,626	\$667
8	\$7,559	\$7,713	\$675	\$7,714	\$7,867	\$688	\$7,868	\$8,021	\$702	\$8,022	\$8,175	\$715	\$8,176	\$8,330	\$729	\$8,331	\$8,484	\$742
9	\$8,321	\$8,490	\$743	\$8,491	\$8,660	\$758	\$8,661	\$8,830	\$773	\$8,831	\$8,999	\$787	\$9,000	\$9,169	\$802	\$9,170	\$9,339	\$817
10	\$9,086	\$9,270	\$811	\$9,271	\$9,455	\$827	\$9,456	\$9,641	\$844	\$9,642	\$9,826	\$860	\$9,827	\$10,012	\$876	\$10,013	\$10,197	\$892
11	\$9,850	\$10,050	\$879	\$10,051	\$10,251	\$897	\$10,252	\$10,452	\$915	\$10,453	\$10,653	\$932	\$10,654	\$10,854	\$950	\$10,855	\$11,055	\$967
12	\$10,612	\$10,828	\$947	\$10,829	\$11,044	\$966	\$11,045	\$11,261	\$985	\$11,262	\$11,477	\$1,004	\$11,478	\$11,694	\$1,023	\$11,695	\$11,910	\$1,042
13	\$11,376	\$11,608	\$1,016	\$11,609	\$11,840	\$1,036	\$11,841	\$12,072	\$1,056	\$12,073	\$12,304	\$1,077	\$12,305	\$12,536	\$1,097	\$12,537	\$12,768	\$1,117
14	\$12,141	\$12,388	\$1,084	\$12,389	\$12,635	\$1,106	\$12,636	\$12,883	\$1,127	\$12,884	\$13,131	\$1,149	\$13,132	\$13,379	\$1,171	\$13,380	\$13,626	\$1,192
15	\$12,903	\$13,165	\$1,152	\$13,166	\$13,428	\$1,175	\$13,429	\$13,692	\$1,198	\$13,693	\$13,955	\$1,221	\$13,956	\$14,218	\$1,244	\$14,219	\$14,482	\$1,267

Appendix to rule 5101:2-16-39

**Child Care Copayment Calendar – SFY 2010**

July 2009						
S	M	T	W	T	F	S
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25

August 2009						
S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

September 2009						
S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26

October 2009						
S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2009						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

December 2009						
S	M	T	W	T	F	S
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26

January 2010						
S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

February 2010						
S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27

March 2010						
S	M	T	W	T	F	S
28	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27

April 2010						
S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24

May 2010						
S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

June 2010						
S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26

**Reimbursement rates for providers of publicly funded child care.**

- (A) The reimbursement rates established by the Ohio department of job and family services (ODJFS) shall apply to all providers of publicly funded child care. These rates are shown in the appendix to this rule entitled "Reimbursement Ceiling Rates for Providers of Publicly Funded Child Care."
- (B) Each county department of job and family services (CDJFS) shall pay licensed child care center providers, licensed type A home child care providers, certified type B home child care providers and border state child care providers, who are licensed, certified or otherwise approved by the border state to provide child care services, a reimbursement rate that is the lowest of the following:
- (1) The provider's customary charge to the public. The provider's customary charge to the public includes any discounts offered by the provider except for discounts that are based on the income level of a family.
  - (2) A rate negotiated between the CDJFS and the provider, if the negotiated rate is agreeable to the provider and the provider routinely serves at least seventy-five per cent of enrolled children who are eligible for publicly funded child care.
  - (3) A rate that is ~~listed~~ shown in the appendix ~~A~~ to this rule. When a rate in this appendix ~~A~~ is used, the following requirements apply:
    - (a) The rate paid to a center provider shall be no more than one hundred per cent of the rate shown in the appendix ~~A~~ to this rule for licensed child care centers.
    - (b) The rate paid to a type A provider shall be no more than one hundred per cent of the rate shown required in the appendix ~~A~~ to this rule for licensed type A homes.
    - (c) The rate paid to a type B provider shall be no more than one hundred percent of the rate shown in the appendix ~~A~~ to this rule for type B providers with professional certification.
    - (d) The rate paid to an agency inspected (AI) limited provider shall be no more than one hundred per cent of the rate shown in the appendix ~~A~~ to this rule for agency inspected (AI) type B providers with limited certification.

- (e) The rate paid to a parent provider inspected provider (PPI) shall be no more than one hundred per cent of the rate shown in the appendix ~~A~~ to this rule for parent provider (PPI) limited certified type B providers.
- (C) Reimbursement to providers ~~for the care of a child~~ shall be made for full-time weekly care, part-time weekly care or hourly care.
- (1) A week is the seven-day period from twelve a.m. Sunday to fifty-nine minutes after eleven p.m. Saturday.
  - (2) A full-time week for licensed child care centers and licensed type A homes is twenty-five hours to sixty hours of care. Reimbursement for more than sixty hours of care in a week shall be made at the hourly rate. The total reimbursement for the week shall not exceed the provider's customary charge to the public.
  - (3) A full-time week for certified home providers is twenty-five hours to fifty hours of care. Reimbursement for more than fifty hours of care in a week shall be made at the hourly rate. The total reimbursement for the week shall not exceed the provider's customary charge to the public.
  - (4) A part-time week is seven hours to twenty-four and nine-tenths hours of care.
  - (5) Hourly reimbursement shall be made when one-tenth of an hour up to six and nine-tenths hours of care are provided in a week.
  - (6) Summer school age reimbursement ceiling rates shall be in effect during weeks in May, June, July, August and September when the school in which the child is enrolled is not in session due to a summer break. Reimbursement shall be made for the entire week.
- (D) A provider shall be reimbursed for up to ten absent days per child during each six-month period that care is provided.
- (1) An absent day means any day that a child is authorized to be in the care of the provider, but is not in attendance, and child care would have been provided had the child been present with the provider.
  - (2) Each six-month period shall be January first through June thirtieth and July first through December thirty-first of each year.

- (3) The provider shall report any absent days regardless of the effect on reimbursement.
- (E) An in-home aide is the only provider of publicly funded child care who may provide child care in a child's own home.
- (1) Reimbursement rates for in-home aides shall comply with all of the following:
- (a) Each CDJFS shall establish or negotiate a rate for in-home aides, not to exceed eight dollars per hour for forty or less hours in a week.
  - (b) At least the hourly minimum wage shall be paid for forty or less hours in a week.
  - (c) A rate of one and one-half times the payment rate shall be paid for hours in excess of forty in a week.
- (F) Providers who provide care described in the three provisions below ~~the following three situations~~ shall be reimbursed at five per cent above the rate for which the CDJFS contracts with the provider, ~~in accordance with paragraph (B) of this rule for each provision that applies~~, up to a maximum of fifteen per cent additional. The provider shall be reimbursed at a rate above the maximum reimbursement rate, as shown in the appendix A to this rule, if the payment of one or more of these additional five per cent allowances causes the provider's rate to exceed the maximum reimbursement rate. The total reimbursement shall not exceed the provider's customary charge to the public.
- (1) Providers who care for children with special needs shall be reimbursed at a rate of five per cent higher than the rate for which the CDJFS contracts with the provider. ~~The total reimbursement shall not exceed the provider's customary charge to the public.~~ The new rate shall apply only to the hours of care for the child with special needs.
- (2) Providers who care for children during non-traditional hours shall be reimbursed at a rate of five per cent higher than the rate for which the CDJFS contracts with the provider. The new rate shall apply to the child for all hours of care during a week when any non-traditional hours of care are provided. ~~The total reimbursement shall not exceed the provider's customary charge to the public.~~ Non-traditional hours are hours between seven p.m. and six a.m. on weekdays, and between six a.m. Saturday and six a.m. Monday.

(3) Providers who have ~~attained accreditation~~ a step up to quality (SUTQ) rating or one of the accreditations listed below shall be reimbursed at a rate of five per cent higher than the rate for which the CDJFS contracts with the provider. ~~The total reimbursement shall not exceed the provider's customary charge to the public.~~ The new rate shall apply to all publicly funded children. ~~Acceptable accreditations are limited to the following:~~

(a) National association for the education of young children (NAEYC).

(b) National early childhood program accreditation (NECPA).

(c) National accreditation commission for early care and education programs (NAC) managed by the national association of child care providers (NACCP).

(d) National association for family child care (NAFCC).

~~(e) National afterschool association (NAA).~~

(e) Council on accreditation (COA)

(f) Association of christian schools international (ACSI)

~~(f) A rating earned through the state quality rating system.~~

(G) Providers with two star or three star SUTQ ratings shall be reimbursed an additional five per cent for a two-star rating or an additional ten per cent for a three-star rating. The provider's customary charge to the public or the maximum reimbursement rate as shown in the appendix to this rule may be exceeded with the addition of these amounts.

~~(G)(H) If a child care A provider charges may be reimbursed for a deposit or requires an advance payment as if they are a customary fee fees to the public, the CDJFS may pay such a fee.~~ Such fees shall be deducted from the provider's reimbursement when the child no longer receives publicly funded child care from the provider. Advance payments or deposits are limited to the customary charge to the public or the reimbursement rate, whichever is lower.

~~(H)(I) If a child care A provider charges may be reimbursed for a registration fee as if it is a customary fee to the public, the CDJFS shall pay such a fee.~~ This fee shall be paid no more than twice in a twelve-month period and only if the registration fee is for a different program. Reimbursement for a registration fee is limited to the amount of the customary fee to the public or twenty-five dollars, whichever is less.

- ~~(J)~~(J) Reimbursement for activity fees is limited to the customary charge to the public. Activity fees shall be added to the provider's reimbursement rate and shall not exceed the maximum reimbursement rate for the provider as ~~listed~~ shown in the appendix ~~A~~ to this rule.
- ~~(J)~~(K) Transportation provided by child care providers for routine transportation may be an allowable cost for reimbursement when it is included in the provider's services and the transportation is for the child to and from the child's home, or to and from the child's school or another educational program. Transportation provided by someone other than the child care provider is not an allowable cost for reimbursement. Reimbursement for transportation is limited to the customary charge to the public. Transportation fees shall be added to the reimbursement rate and shall not exceed the maximum reimbursement rate for the provider as ~~listed~~ shown in the appendix ~~A~~ to this rule.
- ~~(K)~~(L) The ~~CDJFS shall reimburse the~~ certified type B provider or in-home aide shall be reimbursed for care provided as emergency care to cover the provider's unplanned absences and for care provided as substitute care for planned absences if an approved emergency or substitute caregiver cares for the children during these absences.
- ~~(L)~~(M) As required by JFS 01224 "Contract for Purchase of Publicly Funded Child Care Services" (rev. ~~04/2008~~ 8/2009), the CDJFS shall require providers to report to the CDJFS when a child is absent and there is loss of contact with the caretaker that exceeds two consecutive days. The CDJFS shall contact the caretaker to verify the continued child care needs of the family. The CDJFS shall then contact the provider to verify if the child is authorized to continue to use the services of the provider.
- ~~(M)~~(N) The requirements of this rule apply to the reimbursement of publicly funded child care services provided for in a contract between a provider and the CDJFS that is entered into with the JFS 01224, the JFS 01140 "Certificate of Authorization for Payment" (rev. ~~4/2007~~ 10/2009) or a similar contract approved by the (ODJFS).

Effective:

R.C. 119.032 review dates: 08/04/2009

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Certification

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Date

Promulgated Under: 119.03  
Statutory Authority: 5104.30, 5104.35, 5104.38, 5104.39  
Rule Amplifies: 5104.30, 5104.35, 5104.38, 5104.39  
Prior Effective Dates: 7/1/89 (Emer.), 9/28/89, 4/1/90 (Emer.), 7/1/90 (Emer.), 9/30/90, 5/1/91 (Emer.), 7/1/91, 11/1/91 (Emer.), 1/20/92, 7/6/92 (Emer.), 10/1/92, 1/1/94, 10/1/97 (Emer.), 12/30/97, 5/8/98 (Emer.), 8/1/98, 6/10/00, 1/1/01, 2/22/02, 6/9/03, 7/1/05 (Emer.), 9/26/05, 1/13/06 (Emer.), 4/13/06, 1/1/07, 3/30/07 (Emer.), 6/28/07, 7/1/2008, 7/23/09 (Emer.)

Appendix to rule 5101:2-16-41

Reimbursement Ceiling Rates for Providers of Publicly Funded Child Care  
By County

ADAMS	ALLEN	ASHLAND	ASHTABULA	ATHENS
AUGLAIZE	BELMONT	BROWN	BUTLER	CARROLL
CHAMPAIGN	CLARK	CLERMONT	CLINTON	COLUMBIANA
COSHOCTON	CRAWFORD	CUYAHOGA	DARKE	DEFIANCE
DELAWARE	ERIE	FAIRFIELD	FAYETTE	FRANKLIN
FULTON	GALLIA	GEAUGA	GREENE	GUERNSEY
HAMILTON	HANCOCK	HARDIN	HARRISON	HENRY
HIGHLAND	HOCKING	HOLMES	HURON	JACKSON
JEFFERSON	KNOX	LAKE	LAWRENCE	LICKING
LOGAN	LORAIN	LUCAS	MADISON	MAHONING
MARION	MEDINA	MEIGS	MERCER	MIAMI
MONROE	MONTGOMERY	MORGAN	MORROW	MUSKINGUM
NOBLE	OTTAWA	PAULDING	PERRY	PICKAWAY
PIKE	PORTAGE	PREBLE	PUTNAM	RICHLAND
ROSS	SANDUSKY	SCIOTO	SENECA	SHELBY
STARK	SUMMIT	TRUMBULL	TUSCARAWAS	UNION
VAN WERT	VINTON	WARREN	WASHINGTON	WAYNE
WILLIAMS	WOOD	WYANDOT		

# ADAMS CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# ALLEN CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# ASHLAND CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# ASHTABULA CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# ATHENS CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# AUGLAIZE CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# BELMONT CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# BROWN CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# BUTLER CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# CARROLL CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# CHAMPAIGN CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# CLARK CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# CLERMONT CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# CLINTON CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# COLUMBIANA CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# COSHOCTON CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# CRAWFORD CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# CUYAHOGA CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# DARKE CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# DEFIANCE CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# DELAWARE CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# ERIE CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# FAIRFIELD CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# FAYETTE CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# FRANKLIN CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# FULTON CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# GALLIA CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# GEAUGA CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# GREENE CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# GUERNSEY CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# HAMILTON CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# HANCOCK CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# HARDIN CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# HARRISON CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# HENRY CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# HIGHLAND CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# HOCKING CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# HOLMES CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# HURON CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# JACKSON CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# JEFFERSON CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# KNOX CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# LAKE CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# LAWRENCE CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# LICKING CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# LOGAN CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# LORAIN CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# LUCAS CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# MADISON CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# MAHONING CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# MARION CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# MEDINA CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# MEIGS CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# MERCER CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# MIAMI CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# MONROE CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# MONTGOMERY CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# MORGAN CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# MORROW CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# MUSKINGUM CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# NOBLE CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# OTTAWA CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# PAULDING CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# PERRY CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# PICKAWAY CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# PIKE CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# PORTAGE CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# PREBLE CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# PUTNAM CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# RICHLAND CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# ROSS CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# SANDUSKY CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# SCIOTO CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# SENECA CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# SHELBY CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# STARK CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# SUMMIT CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# TRUMBULL CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# TUSCARAWAS CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# UNION CDJFS

## Category D

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$137.86	\$78.89	\$4.80
Toddler	\$130.61	\$91.26	\$3.86
Pre-School	\$117.27	\$83.65	\$3.84
School Age	\$103.34	\$75.04	\$3.62
School Age Summer	\$120.06	\$75.37	\$3.75

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$151.30	\$103.36	\$6.98
Toddler	\$130.72	\$86.96	\$5.66
Pre-School	\$116.03	\$68.07	\$3.71
School Age	\$72.63	\$49.57	\$3.02
School Age Summer	\$110.87	\$69.64	\$2.56

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.40	\$59.17	\$3.60
Toddler	\$97.96	\$68.45	\$2.90
Pre-School	\$87.95	\$62.74	\$2.88
School Age	\$77.51	\$56.28	\$2.72
School Age Summer	\$90.05	\$56.53	\$2.81

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$82.72	\$47.33	\$2.88
Toddler	\$78.37	\$54.76	\$2.32
Pre-School	\$70.36	\$50.19	\$2.30
School Age	\$62.00	\$45.02	\$2.17
School Age Summer	\$72.04	\$45.22	\$2.25

# VAN WERT CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# VINTON CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# WARREN CDJFS

## Category F

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$122.02	\$106.47	\$5.17
Toddler	\$152.18	\$96.02	\$4.88
Pre-School	\$121.54	\$95.08	\$5.13
School Age	\$99.68	\$70.95	\$6.07
School Age Summer	\$122.53	\$98.32	\$6.08

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$205.46	\$137.05	\$6.30
Toddler	\$180.96	\$113.00	\$12.45
Pre-School	\$155.66	\$76.07	\$6.49
School Age	\$90.06	\$60.00	\$5.48
School Age Summer	\$142.63	\$95.55	\$6.40

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$91.52	\$79.85	\$3.88
Toddler	\$114.14	\$72.02	\$3.66
Pre-School	\$91.16	\$71.31	\$3.85
School Age	\$74.76	\$53.21	\$4.55
School Age Summer	\$91.90	\$73.74	\$4.56

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$73.21	\$63.88	\$3.10
Toddler	\$91.31	\$57.61	\$2.93
Pre-School	\$72.92	\$57.05	\$3.08
School Age	\$59.81	\$42.57	\$3.64
School Age Summer	\$73.52	\$58.99	\$3.65

# WASHINGTON CDJFS

## Category B

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# WAYNE CDJFS

## Category C

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.59	\$71.11	\$2.99
Toddler	\$118.55	\$65.96	\$3.22
Pre-School	\$110.05	\$69.11	\$3.47
School Age	\$91.93	\$57.90	\$2.43
School Age Summer	\$107.76	\$64.02	\$2.60

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$141.68	\$90.96	\$5.74
Toddler	\$127.84	\$86.33	\$5.11
Pre-School	\$110.62	\$69.73	\$4.72
School Age	\$68.00	\$52.61	\$4.28
School Age Summer	\$105.99	\$71.13	\$6.03

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.44	\$53.33	\$2.24
Toddler	\$88.91	\$49.47	\$2.42
Pre-School	\$82.54	\$51.83	\$2.60
School Age	\$68.95	\$43.43	\$1.82
School Age Summer	\$80.82	\$48.02	\$1.95

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.35	\$42.67	\$1.79
Toddler	\$71.13	\$39.58	\$1.93
Pre-School	\$66.03	\$41.47	\$2.08
School Age	\$55.16	\$34.74	\$1.46
School Age Summer	\$64.66	\$38.41	\$1.56

# WILLIAMS CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

# WOOD CDJFS

## Category E

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$138.45	\$78.22	\$5.54
Toddler	\$130.59	\$87.74	\$5.00
Pre-School	\$119.53	\$96.98	\$5.68
School Age	\$108.98	\$70.18	\$3.71
School Age Summer	\$119.44	\$87.66	\$6.21

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$172.33	\$117.36	\$8.76
Toddler	\$157.83	\$104.22	\$6.51
Pre-School	\$139.22	\$76.40	\$4.76
School Age	\$80.16	\$65.49	\$5.48
School Age Summer	\$126.51	\$90.52	\$5.94

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$103.84	\$58.67	\$4.16
Toddler	\$97.94	\$65.81	\$3.75
Pre-School	\$89.65	\$72.74	\$4.26
School Age	\$81.74	\$52.64	\$2.78
School Age Summer	\$89.58	\$65.75	\$4.66

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$83.07	\$46.93	\$3.32
Toddler	\$78.35	\$52.64	\$3.00
Pre-School	\$71.72	\$58.19	\$3.41
School Age	\$65.39	\$42.11	\$2.23
School Age Summer	\$71.66	\$52.60	\$3.73

# WYANDOT CDJFS

## Category A

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Licensed Center Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Professional Type B Rates			
	Full Week	Part Week	Hourly
Infant	\$120.23	\$71.28	\$2.99
Toddler	\$112.90	\$68.43	\$2.95
Pre-School	\$107.69	\$62.00	\$2.82
School Age	\$85.54	\$67.06	\$2.92
School Age Summer	\$106.38	\$71.34	\$2.92

Licensed Type A Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$119.07	\$82.65	\$4.39
Toddler	\$110.93	\$76.69	\$4.72
Pre-School	\$100.56	\$62.42	\$4.16
School Age	\$67.40	\$36.81	\$3.36
School Age Summer	\$93.36	\$62.81	\$4.09

Certified Limited "AI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$90.17	\$53.46	\$2.24
Toddler	\$84.68	\$51.32	\$2.21
Pre-School	\$80.77	\$46.50	\$2.12
School Age	\$64.16	\$50.30	\$2.19
School Age Summer	\$79.79	\$53.51	\$2.19

Certified Limited "PPI" Type B Ceiling Rates			
	Full Week	Part Week	Hourly
Infant	\$72.14	\$42.77	\$1.79
Toddler	\$67.74	\$41.06	\$1.77
Pre-School	\$64.61	\$37.20	\$1.69
School Age	\$51.32	\$40.24	\$1.75
School Age Summer	\$63.83	\$42.80	\$1.75

## **5101:2-16-42 Reimbursement ceiling waivers for children with special needs.**

(A) The CDJFS may request a waiver of the reimbursement ceiling, up to twice the rate allowable pursuant to rule 5101:2-16-41 of the Administrative Code, when it is necessary to purchase child care services based on the documented special needs of a child. These needs may include but are not limited to, requiring a lower staff/child ratio or providing an adaptive environment in order to provide child care pursuant to paragraph (AA) of rule 5101:2-16-01 of the Administrative Code.

(B) In order to request a reimbursement ceiling waiver for a child, the CDJFS shall submit a completed JFS 01231 "Request For Reimbursement Ceiling Waiver" (rev. 1/2007) to ODJFS, bureau of child care and development.

(C) The CDJFS shall also submit to ODJFS documentation of the provider's customary charge to the public for these services and documentation that these services cannot be purchased within the county's designated reimbursement ceiling.

(D) The CDJFS shall maintain on file the following documentation for each publicly funded child for whom a reimbursement ceiling waiver is applicable.

(1) A written statement from a licensed physician, psychologist or other professional with the appropriate credentials to make such a diagnosis regarding the child's physical or mental disability.

(2) A written IEP, IFSP or a documented individualized plan for the care of the child as required by rules 5101:2-14-27, 5101:2-12-38 and 5101:2-13-38 of the Administrative Code, which is signed by the parent and provider and maintained on file with the provider.

(3) A written statement of the child's need for child care services which are not reimbursable from other sources such as, but not limited to:

(a) Title XIX of the Social Security Act of 1965.

(b) Services available through the Ohio department of mental retardation and developmental disabilities.

(c) Head start services authorized under Title VI, sub title A, chapter 8, sub chapter B of the Omnibus Budget Reconciliation Act of 1981 (P.L. 97 – 35) and Human Services Reauthorization Act of 1990, Title I (P.L. 101 – 501).

(d) The Ohio department of education.

(e) Title XX.

(f) The Ohio department of health.

(E) The CDJFS shall authorize reimbursement in excess of the designated reimbursement ceiling after written approval is obtained from ODJFS. ODJFS shall issue a response to all requests for reimbursement ceiling waivers within thirty calendar days of receipt of such requests. ODJFS shall return all incomplete reimbursement ceiling waiver requests to the CDJFS immediately.

(F) In the event of a lack of available state and/or federal funds for the purchase of publicly funded child care services, ODJFS shall reserve the right to deny all CDJFS requests to waive designated reimbursement ceilings.

(G) The granting of a waiver by ODJFS shall not be construed as constituting precedence for the granting of any other waiver or the subsequent renewal of an existing waiver. All waiver requests shall be considered on an individual basis.

Effective: 02/01/2007

R.C. 119.032 review dates: 10/06/2006 and 02/01/2012

Promulgated Under: 119.03

Statutory Authority: 5104.30

Rule Amplifies: 5104.30, 5104.35

Prior Effective Dates: 1/1/94 (Emer.), 3/31/97, 10/1/97 (Emer.), 1/1/99, 5/12/02, 6/9/03

# **Supplement 5**

## **Data Interface Entities**

## Child Care Time & Attendance System

Interfacing to the proposed solution and back to JFS will be finalized during the systems design and configuration tasks. The following transaction definitions outline the basic types of data and formats that may be used to effectively transmit data between JFS and the solution. The format may be real time or daily batch type transmittal and will depend on JFS and the Contractor's agreement for the best method to facilitate data interfaces.

### Data interface formats for outbound data to the Time and Attendance solution.

Base Case information. One transaction per case.

Data Field	Description	Data Type	Comments/Issues
<b>Case</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value CA01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
CASE-NBR	Case Number linking associated individuals to a household	CHAR (10)	
CASE-STATUS	Current status. Valid values are: <b>A</b> – Active <b>I</b> – Inactive	CHAR (01)	
CASE-ADDR-LINE-1	First Address Line, street, street number, street direction or suffix	CHAR (40)	
CASE-ADDR-LINE-2	Address line 2	CHAR (40)	
CASE-ADDR-LINE3	Address line 3	CHAR (40)	
CASE-ADDR-CITY	Name of the city.	CHAR (15)	
CASE-ADDR-STATE	2-character code representing the State ID.	CHAR (02)	Required. State: USPS-standard state abbreviation for the physical location for the applicant.

### Child Care Time & Attendance System

Data Field	Description	Data Type	Comments/Issues
CASE-ADDR-ZIP	9-digit zip code.	CHAR (09)	City: Required.
CASE-NBR-PHONE	Home or primary phone number.	CHAR (09)	10 digits.
CASE-OPEN-DATE	Date case became active YYYYMMDD	CHAR (08)	
CASE-CLOSE-DATE	Date case became inactive YYYYMMDD	CHAR (08)	

## Child Care Time & Attendance System

Individual information for the case and the child's caretaker.

Data Field	Description	Data Type	Comments/Issues
<b>Individual</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value ID01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
INDV-NBR	Individual's identifier	CHAR (10)	
CASE-NBR	Case number linking associated individuals to a household.	CHAR (12)	
INDV-CDE-STATUS	Current status.	CHAR (01)	Valid values are: <b>A</b> – Active <b>I</b> – Inactive
INDV-NBR-SSN-IND	9-digit Social Security Number of the individual identified.	CHAR (09)	
INDV-NAM-LAST	The last name of the individual.	CHAR (20)	
INDV-NAM-FIRST	The first name of the individual.	CHAR (15)	
INDV-NAM-INITIAL-MI	The middle initial of the individual.	CHAR (01)	
INDV-CDE-TYPE		CHAR (02)	Valid values are: <b>P</b> = Caretaker <b>C</b> = Child
INDV-DATE-OF-BIRTH	Birth date of the individual YYYYMMDD	CHAR (08)	To calculate age
INDV-BEGIN-DATE	Date that individual was associated with case, YYYYMMDD	CHAR (08)	
INDV-END-DATE	Ending date that individual was associated with case YYYYMMDD	CHAR (08)	

Individual child and authorization information for each child within a case and each authorized provider.

## Child Care Time & Attendance System

Data Field	Description	Data Type	Comments/Issues
<b>Child Authorization</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value ID02
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
CASE-NBR	The case number associated with the authorization.	CHAR (10)	
INDV-NBR	Individual identifier	CHAR (12)	
AUTH-DATE-BEGIN	The date authorization begins.	CHAR (08)	YYYYMMDD
AUTH-DATE-END	The date authorization ends.	CHAR (08)	YYYYMMDD
AUTH-CODE-STATUS		CHAR (01)	Valid values are: <b>I</b> = Inactive <b>A</b> = Active
PROV-NBR	The identification number of the provider.	CHAR(10).	
AUTH-QTY- HRS	Number of hours authorized for child care during the authorized period.	NUMBER(3.1)	
AUTH-AMT-CO-PAY	Total Dollar amount of co-payment.	NUMBER (7.2)	

## Child Care Time & Attendance System

Child authorized service time and hours for each day.

Data Field	Description	Data Type	Comments/Issues
<b>Schedule</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value ID03
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
SCH-DATE	Date of authorized service. YYYYMMDD	PIC 9(08)	
CASE-NBR	Case Number for Authorized Individual	CHAR (10)	
INDV-NBR	Individual identifier	CHAR (10).	
PROV-NBR	Provider that is authorized to accept child	CHAR (10)	
SCH-TME-BEGIN	Start time. YYYYMMDDHHMMSS	CHAR (14)	
SCH-TME-END	End time.	CHAR (14)	
SCH-NBR-HRS	Number of child care hours for specific time period and day.	NUMBER (2.1)	

## Child Care Time & Attendance System

Provider detail information.

Data Field	Description	Data Type	Comments/Issues
<b>Provider</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PV01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PROV-NBR	Provider identifier	NUMBER(10).	
PROV-TYPE	Provider Type.	CHAR (02)	Valid codes: A – Type A Home B – Type B Home C – Child Care Center D – Day Camp I – In-Home Aide L – Limited Provider O – ODE Licensed Center
PROV-NAME	Provider's Business Name	CHAR (50)	
PROV-CONTACT-LASTNAME	Last Name of Provider Contact	CHAR (20)	
PROV-CONTACT-FIRSTNAME	First Name of Provider Contact	CHAR (15)	
PROV-NBR-PHONE	Home or primary phone number.	CHAR (10)	
PROV-NBR-FAX	Fax number.	CHAR (10)	
PROV-EMAIL-ADDR	Provider E-Mail Address	CHAR (50)	
PROV-ADDR-LINE-1	Street name, number prefix suffix	CHAR (40)	
PROV-ADDR-LINE-2	Address line 2	CHAR (40)	
PROV-ADDR-LINE-3	Address line 3	CHAR (40)	
PROV-ADDR-CITY	Name of the city.	CHAR (15)	

### Child Care Time & Attendance System

Data Field	Description	Data Type	Comments/Issues
PROV-ADDR-STATE	2-character code representing the State ID.	CHAR (02)	State: USPS-standard state abbreviation for the location.
PROV-ADDR-ZIP	9-digit zip code.	CHAR (09)	
PROV-MAIL -ADDR-LINE 1	Provider mailing street number, prefix, suffix, street name.	CHAR (40)	
PROV-MAIL ADDR-LINE2	Address line 2	CHAR (40)	
PROV-MAIL ADDR-LINE3	Address line 3	CHAR (40)	
PROV-MAIL-ADDR-CITY	Name of the city.	CHAR (15)	
PROV-MAIL-ADDR-STATE	2-character code representing the State ID.	CHAR (02)	State: USPS-standard state abbreviation for the location.
PROV-MAIL-ADDR-ZIP	9-digit zip code.	CHAR (09)	

## Child Care Time & Attendance System

Provider accreditation information.

Data Field	Description	Data Type	Comments/Issues
<b>Provider Accreditation</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PV02
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PROV-NBR	Provider identifier	NUMBER(10).	
PROV-ACCRED-TYPE	Provider Accreditation Type .	CHAR (10)	Current accreditations are NAEYC, NECPA, NAA, NAFC, and NAC.
PROV-ACCRED-AMT	Accreditation Amount	NUMBER (7.2)	If not percentage
PROV-ACCRED-PERCENT	Accreditation Percentage	NUMBER (7.2)	Percentage added to Provider rate due to accreditation.
PROV-ACCRED-BEGIN-DATE	Beginning date accreditation is valid - YYYYMMDD	CHAR (08)	
PROV-ACCRED-END DATE	Ending date of accreditation, YYYYMMDD	CHAR (08)	

## Child Care Time & Attendance System

Hourly rate a provider is allotted payment for each type of child category.

Data Field	Description	Data Type	Comments/Issues
<b>Provider Rate</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PV03
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PROV-NBR	Provider identifier	NUMBER(10).	
PROV-RATE-TYPE	Provider Rate Type.	CHAR (40)	Valid codes are: FTCR – Full-time calculated rate HCR – Hourly calculated rate INCR – In-home Aide calculated rate PTCR – Part-time calculated rate
PROV-RATE-AMOUNT	Rate Amount	NUMBER (7.2)	
PROV-RATE-CHILD-AGE_GRP	Code indicating child rate type.	CHAR (01)	1 – Infant, 2-K-5.
PROV-RATE-BEGIN-DATE	Date rate is effective YYYYMMDD	CHAR (08)	
PROV-RATE-END-DATE	Date rate is no longer effective YYYYMMDD	CHAR (08)	

## Child Care Time & Attendance System

Deductions that are to be taken when calculating payment for a provider. Depending on system design, the State and Contractor will finalize management of deductions during systems configuration.

Data Field	Description	Data Type	Comments/Issues
<b>Provider Deduction</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PV04
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PROV-NBR	Provider identifier	NUMBER(10).	
PROV-DED-TYPE	Deduction Type.	CHAR (5)	Valid values are: CHSU – Owed child support GARN – Court-ordered garnishment IRSL – IRS tax lien OTHR – Other UNDU – Union dues
PROV-DED-CYCLE	Provider Deduction frequency	CHAR (1)	Valid codes are: M-Monthly each monthly payment W-Week, each weekly payment B- Bi weekly, each bi weekly payment.
PROV-DED-AMOUNT	Deduction Amount	NUMBER (7.2)	
PROV-DED-BEGIN-DATE	Date to deductions are to start, YYYYMMDD	CHAR (08)	
PROV-DED-END-DATE	Date deductions are no longer required, YYYYMMDD	CHAR (08)	

## Child Care Time & Attendance System

### Data to be sent back to JFS.

Provider payment header data. This represents the total calculated amount to be paid to the provider for the respective period.

Data Field	Description	Data Type	Comments/Issues
<b>Provider Payment Header</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PY01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PAY-ID	Payment Identification Number for grouping payment records and payment detail lines.	NUMBER(10).	
PAY-PROV-NBR	Provider identifier.	NUMBER(10).	
PAY-TOT-AMT	Total amount of payment for the provider	NUMBER(6.2)	
PAY-NBR-TOT-COPAY-AMT	Total amount of co pays for the respective payment period.	NUMBER(6.2)	
PAY-TOT-NBR-SVC-HRS	Total number of service hours billed for in this payment	NUMBER(6.2)	
PAY-TOT-NBR-ABS-DAYS	total number of absent days billed for in this payment	NUMBER(6.2)	
PAY-BEGIN-DATE	First Date of the payment period YYYYMMDD	CHAR (08)	
PAY-END-DATE	Last date of the payment period YYYYMMDD	CHAR (08)	
PAY-DATE	Date that the payment to the provider is expected to occur.	CHAR (08)	

This transaction contains the detailed information that was used to calculate the total payment to a provider. There may be a transaction for each amount calculated or applied to obtain the final total payment to the provider. This will be finalized during systems design and configuration. The sum of the PAY-LINE-AMT will equal the total payment amount in the PY01 transaction.

### Child Care Time & Attendance System

Data Field	Description	Data Type	Comments/Issues
<b>Provider Payment Line Detail</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PY02
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PAY-ID	Payment Identification Number for grouping payment records and payment detail lines.	CHAR (10)	
PROV-NBR	Provider identifier	CHAR (10)	
INDV-CASE-NBR	case number associated with the child authorization	CHAR (10)	
INDV-ID	Child identification number.	CHAR (10)	All 0 when amount is a deduction or some other amount applied to the payment that is not child related.
PAY-LINE-TYPE	Code indicating the type of amount or calculation.	CHAR (05)	Valid values are: CHSU – Owed child support GARN – Court-ordered garnishment IRSL – IRS tax lien OTHR – Other UNDU – Union dues ACCR – Accreditation SLOT – Slot payment per scheduled child
PAY-LINE-AMT	Amount for respective type of line transaction type.	NUMBER(6.2)	
PAY LINE-COPAY-AMT	Total amount of co pays for the respective payment period and child.	NUMBER(6.2)	0 If line item is a provider deduction or some other charge.

### Child Care Time & Attendance System

Data Field	Description	Data Type	Comments/Issues
PAY-LINE- TOT-NBR-HRS	Total number of service hours used to calculate the amount	NUMBER(6.2)	0 If line item is a provider deduction or some other charge.0 if charge is for a child being absent.
PAY-LINE-RATE	The hourly rate used for calculation charge.	NUMBER(9.2)	If charge is per child for a slot type agreement represents the amount charged per day. Pay line type is 'SLOT'
PAY-LINE-TOT-NBR-ABS-DAYS	Total number of absent days billed for this child	NUMBER(4.1)	
PAY-LINE-BEGIN-DATE	First Date of the payment period YYYYMMDD	CHAR (08)	This is the period that the charges apply to for the total amount calculated for the provider.
PAY-LINE-END-DATE	Last date of the payment period YYYYMMDD	CHAR (08)	This is the period that the charges apply to for the total amount calculated for the provider.
PAY-LINE-INDV-NAM-LAST	last name of the child who received services	CHAR (20)	
PAY-LINE-INDV-NAM-FIRST	first name of the child who received services	CHAR (15)	
PAY-LINE-DATE-SRV	Date that the service was provided	CHAR (08)	This represents the date the charge is incurred for the specific line item. This date would be within the pay line begin and ending dates.

## Child Care Time & Attendance System

Attendance transaction details.

Data Field	Description	Data Type	Comments/Issues
<b>Attendance Transaction</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value AT01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
ATT-PROV-ID	Provider ID	CHAR (10)	
ATT-PROV-DEV-ID	Provider's device ID	CHAR (10)	
INDV-CASE-NBR	Number linking associated individuals to a household.	CHAR (10)	
INDV-NBR	Numeric individual's number.	CHAR (10)	
ATT-TRANS-SOURCE-CODE	Code describing type of device	CHAR (02)	Card reader, IVR, Web
ATT-TRANS-TYPE-CODE	Code describing type	CHAR (10)	Check-In or Check-Out
ATT-TRANS-TIMESTAMP	Date & Time of card swipe or other transaction	CHAR (14)	
ATT-TRANS-DESC	Describes normal or forwarded transaction	CHAR (1)	Valid values are: N – Normal S – Store forward A – Adjustment or back date

## Child Care Time & Attendance System

Information on Provider Disbursements.

Data Field	Description	Data Type	Comments/Issues
<b>Provider Disbursements</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value PD01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
PAY-ID	Payment Identification Number for original payment records and payment detail lines.	NUMBER(10).	
PAY-PROV-NBR	Provider identifier	NUMBER(10).	
PAY-TOT-AMT	Total amount of payment to the provider	NUMBER(6.2)	

## Child Care Time & Attendance System

Information on devices that are being deployed to providers.

Data Field	Description	Data Type	Comments/Issues
<b>Provider Device</b>			
TRANS-CODE	Transaction Type	NUMBER(10)	Value DV01
TRANS-DATE	Date of transaction YYYYMMDD	CHAR (08)	Date that transaction was created
DEV-ID	Device serial number or identifier	CHAR (20)	
PROV-NBR	Provider identifier	CHAR (10)	
DEV-INS-DATE	Device Install Date YYYYMMDD	CHAR (08)	
DEV-TEST-DATE	Date Device was last tested	CHAR (08)	
DEV-STATUS	Device status	CHAR (02)	Active or Inactive
DEV-ACT-DATE	Date Device was activated	CHAR (08)	
DEV-DEACT-DATE	Date Device was deactivated	CHAR (08)	
DEV-DEACT-REASON	Reason code why device was removed or replaced	CHAR (??)	To be defined during systems design and configuration.

# **Supplement 6**

## **Report List**

## **Time and Attendance System Requirements and Hosting Services**

### **Reporting Requirements**

1. The system must produce an Electronic Device Attendance Transaction exception report in an electronic format for transactions for which there is an anomaly.
2. The system must produce an attendance transaction detail report comparing actual to authorized times.
3. The system must provide a report of historical attendance data to a caretaker upon demand. This report must include transaction type (Electronic Device, IVR, or manually input).
4. The system must provide a daily detail report of:
  - a All new Providers established. This report alerts Contractor of new Providers who require Electronic Device training and Electronic Device installation.
  - b Providers terminated from the system, including a list of devices for deactivation.
5. The system must provide a weekly summary report of:
  - a Number of active Providers by provider type (Center, Home) with one or more Electronic Devices assigned to them.
  - b Number of Electronic Devices issued,
  - c Number of Electronic Devices deactivated.
  - d Electronic device replacement requests.
  - e Electronic devices which have had no activity for 5 consecutive days.County totals accessible to county, data for all counties and statewide totals accessible to the state.
6. The system must provide a weekly summary report of:
  - a Number of cards mailed,
  - b Number of cards activated,
  - c Number of cards deactivated.County totals accessible to county, data for all counties and statewide totals accessible to the state.
7. The system must provide on demand a detail report displaying:
  - a Provider number and name
  - b Provider type
  - c Electronic Device identification number
  - d Electronic Device status (new issue/active/ inactive/no activity for 5 days)Report shall be grouped by county, provider corporate parent, and provider, with county data accessible to county, and all county data and statewide totals accessible to the state.
8. The system must provide a weekly detail report displaying:
  - a Cards issued, with case number and caretaker name and address; and date of authorization
  - b Cards deactivated, with case number and caretaker name and address, and date of deactivation.Report is grouped by county with all counties and statewide totals accessible to the state.
9. The system must provide an Administrative User Access List displaying state and county employees with administrative rights
10. The Contractor must provide a weekly detail report of mail returned to the Contractor as undeliverable.
11. The system must provide a daily detail report displaying data on children assigned to a provider that has been terminated; which includes child name, caretaker name, and date of authorization; and authorization schedule.

12. The system must provide a weekly Help Desk call report displaying the following data:
  - a Caller name
  - b Name of caller
  - c Type of caller
  - d Phone number of caller
  - e Number of rings before call was answered
  - f Date/time of call
  - g Reason for call
  - h Call resolutionGrouped by county. State can view all data.
13. The Contractor must enable the following reports from provider call logs:
  - a Number of outstanding "open" tickets and service issues.
  - b Number of abandoned calls
  - c Number of busy signals received.
  - d Number of tickets opened and closed.
  - e Number of disputed transactions.
  - f Average IVR hold time.
14. The system must provide a monthly report of the Host Computer's up and down time.
15. The system must provide a daily batch processing report to be used by JFS and Providers to ensure the complete and accurate transfer of data during batch processing. The daily batch processing report shall include a Summary Report by file transmission that provides a confirmation for the processing of the batch file(s). It shall contain summary verification data, including the total number of records received in the batch and the number of records by record type such as number of adds, changes, and deleted records. The report shall contain a summary of the transmission processing including number of records accepted and number of records rejected; and a detailed listing of records rejected by a unique identifier, accompanied by a reason code and an explanation why the record was rejected.
16. The system must provide weekly payment calculation detail reports by Provider, case number, and child number.
17. The system must provide payment data detail reports displaying hours, rate, and copayment amounts by caretaker and child. County data to be viewable by counties, all county data and statewide totals to state.
18. The system must provide a summary report displaying Provider payments in full time, part time, and hourly units, grouped by Provider type. County data to be viewable by counties, all county data and statewide totals to state.
19. The system must provide a detail report of payment data, displaying Provider payments in full time, part time, and hourly units, grouped by provider, caretaker, and child. County data to be viewable by counties, all county data and statewide totals by state.

**Supplement 7**  
**Historic Volumes and Anticipated  
Growth**

## ODJFS - Child Care in Ohio

### Types of Regulated Care in Ohio

**What is Covered by the Licensing Law In Ohio.** Ohio Law defines "child day care" as administering to the needs to the needs of children outside of school hours by persons other than their parents or guardians on a less than twenty four hour basis. Some types of child care must be regulated in Ohio; other types of child care may operate without a license.

**Centers** - seven or more children of any age. Centers must be licensed. The Ohio Department of Job and Family Services licenses over 4000 child care centers which care for approximately 200,000 children each day.

**Type A Homes** - seven to twelve children (or four to twelve children if four children are under two years of age) cared for in the provider's personal residence. The provider's own children under six years of age must be included in the total count. Type A homes must be licensed. Approximately 60 type A family day care homes are licensed by the Department of Job and Family Services.

**Type B homes** - one to six children cared for in the provider's personal residence. No more than three children may be under two years of age. The provider's own children under six years of age must be included in the total count. Anyone can operate a Type B Home without a license. However, care for more than 6 children requires a license. Type B homes must be certified by the county department of Job and Family Services if the child care is paid for with public funds. Approximately 7,000 type B homes are certified by local departments of Job and Family Services.

**Schoolage centers** - seven or more children aged kindergarten and above. Schoolage centers must be licensed. 435 schoolage centers are licensed by the Department of Job and Family Services.

Table 1. Children served at centers statewide

SFY	2009	2008	2007	2006	2005
Children authorized statewide	227,724	223,307	215,433	203,584	210,585
Children attending statewide	197,498	194,718	189,008	178,811	178,195

Table 2. Number of authorized child care providers statewide by type

SFY	2009	2008	2007	2006	2005
Certified	8,799	9,791	10,661	11,116	12,708
Licensed	4,478	4,310	4,114	4,004	3,841
Total	13,277	14,101	14,775	15,120	16,549

**Table 3. Authorized child care providers by county and type, SFY 2009**

County	Certified	Licensed	Total
ADAMS	18	21	39
ALLEN	36	40	76
ASHLAND	12	25	37
ASHTABULA	86	31	117
ATHENS	68	18	86
AUGLAIZE	16	23	39
BELMONT	63	19	82
BROWN	4	27	31
BUTLER	132	145	277
CARROLL	10	14	24
CHAMPAIGN	11	15	26
CLARK	54	55	109
CLERMONT	17	81	98
CLINTON	39	18	57
COLUMBIANA	137	39	176
COSHOCTON	42	12	54
CRAWFORD	28	22	50
CUYAHOGA	1856	563	2419
DARKE	17	15	32
DEFIANCE	22	16	38
DELAWARE	46	67	113
ERIE	135	20	155
FAIRFIELD	85	83	168
FAYETTE	48	11	59
FRANKLIN	818	416	1234
FULTON	28	20	48
GALLIA	27	9	36
GEAUGA	5	29	34
GREENE	20	84	104
GUERNSEY	46	7	53
HAMILTON	1271	320	1591
HANCOCK	20	29	49
HARDIN	14	7	21
HARRISON	19	3	22
HENRY	16	12	28
HIGHLAND	27	24	51
HOCKING	30	20	50
HOLMES	19	8	27
HURON	125	23	148
JACKSON	14	8	22
JEFFERSON	102	11	113
KNOX	52	20	72
LAKE	37	82	119
LAWRENCE	76	24	100

County	Certified	Licensed	Total
LICKING	123	71	194
LOGAN	16	11	27
LORAIN	171	108	279
LUCAS	309	213	522
MADISON	13	32	45
MAHONING	117	91	208
MARION	68	15	83
MEDINA	73	75	148
MEIGS	64	8	72
MERCER	29	13	42
MIAMI	10	26	36
MONROE	14	3	17
MONTGOMERY	349	190	539
MORGAN	27	10	37
MORROW	44	26	70
MUSKINGUM	192	31	223
NOBLE	23	5	28
OTTAWA	20	21	41
PAULDING	6	6	12
PERRY	66	21	87
PICKAWAY	16	22	38
PIKE	17	13	30
PORTAGE	51	69	120
PREBLE	12	24	36
PUTNAM	13	18	31
RICHLAND	125	36	161
ROSS	51	23	74
SANDUSKY	76	23	99
SCIOTO	72	21	93
SENECA	36	39	75
SHELBY	20	12	32
STARK	69	118	187
SUMMIT	207	164	371
TRUMBULL	141	59	200
TUSCARAWAS	98	27	125
UNION	44	21	65
VAN WERT	5	11	16
VINTON	19	9	28
WARREN	66	69	135
WASHINGTON	67	43	110
WAYNE	52	46	98
WILLIAMS	18	9	27
WOOD	19	76	95
WYANDOT	23	14	37

**Supplement 8**  
**Deliverable Acceptance Form**

**SUPPLEMENT EIGHT  
SAMPLE DELIVERABLE/MILESTONE SUBMITTAL FORM**

<b>Client Name:</b>	<b>[Insert Client Name]</b>
<b>Project Name:</b>	<b>[Insert Project Name]</b>
<b>Contract Number:</b>	<b>[Insert Contract Number]</b>
<b>Deliverable To Be Reviewed or Milestone Attained:</b>	<b>[Insert Deliverable/Milestone Name and Work Breakdown Structure Task #]</b>
<b>Date Deliverable Submitted for Review or Milestone Achievement Date:</b>	<b>[Insert Applicable Date]</b>

The **[insert Deliverable/milestone name]** Deliverable/milestone is complete. This Deliverable/milestone has been completed/attained by **[insert Corporate name]** in accordance with the requirements specified in the RFP and Project Plan. Please obtain signatures below indicating the compliance of **[insert Deliverable/milestone name]**. Please obtain all signatures within **XX** calendar days of the Submitted or Achievement Date, above, **[insert date XX calendar days from submitted date]**.

Please contact \_\_\_\_\_ at **XXX-XXX** with any questions.

Sincerely,

**[Insert Company Name]**  
**[Insert Project Name] Project Manager**

\_\_\_\_\_  
**Printed Name**  
**Contractor Project Manager**  
{Same as person signing above}

**COMPLIANT:**  
**Deliverable Payment Authorized:**    Yes    \_\_\_\_    No    \_\_\_\_    N/A    \_\_\_\_

\_\_\_\_\_  
**Signature of State Project Representative/Date**

**NOT COMPLIANT:**  
**Describe reason(s) for non-compliance:**  
(Continue on back if necessary)

\_\_\_\_\_  
**Signature of State Project Representative/ Date**      Payment Not Authorized

**Supplement 9**  
**Service Level Agreement**

## Service Levels Performance Metrics

### 1.1 Objectives

A key objective of this Supplement to the Contract is to attain Service Level Requirements (SLRs) with specified Liquidated Damages when business is impacted through failure to meet mission-critical Services or project milestones. The objective is a reduction in fees paid when Service Performance requirements are not met. SLRs and Liquidated Damages are detailed in the following sections. Contractor will provide written reports to the State regarding Contractor's compliance with the SLRs specified in this SOW Schedule.

The State, in its sole discretion, may assess the following liquidated damages if the Contractor fails to perform at the stated service levels. Any liquidated damages assessed by the State will be subject to the offset section of this Contract.

SLA response times are for Monday through Saturday 6:00 AM to 7:00 PM.

**Implementation Deadline.** The Contractor must ensure that the Time and Attendance system is implemented within the required eight (8) months. If the Contractor fails to meet the required date, the State may assess liquidated damages as follows:

- a. \$1,000.00 per business day, or any part thereof, for each of the first ten business days;
- b. \$2,000.00 per calendar day, or any part thereof, for each of the next 30 calendar days; and
- c. \$3,000.00 per calendar day, or any part thereof, for each additional day.

### 1.2 Service Level Requirements (SLRs)

The following minimum service levels are required for the duration of the contract period. Contractor must consistently meet or exceed the following SLRs. **All times referenced are in Eastern Time.**

#### 1.2.1 Overall System Availability SLRs

<b>DEFINITION</b>	Overall System Availability is defined as the Applications, Server CPU, System memory, disks and peripherals and network that support the Time and Attendance system. Availability means the ability of the system to accept all attendance transactions and access by JFS or providers to functions used for the day to day management of attendance tracking. This excludes scheduled maintenance.
<b>PRE-SCHEDULED DOWNTIME REQUIREMENTS</b>	<p>All pre-scheduled system downtime will:</p> <ol style="list-style-type: none"><li>a. Be based on agreed upon schedules between JFS and the Contractor.</li><li>b. Pre-scheduled maintenance will be performed outside of the normal system availability time frame.</li><li>c. The State will have the right to access Liquidated Damages, as defined in this Contract, for the Contractor's failure to meet Minimum Service Level attainment of 98% for the Production system.</li></ol>

GENERAL SYSTEM AVAILABILITY SLRs			
System	Service Measure	Performance Target	Expected SLR Performance %
Production Systems and Servers	Availability per System	24 x 7 x 365	99.5%
Training & Test Systems Supporting contract activities	Availability per System	Mon–Friday: 6:00 a.m. – 7:00 p.m. ET	98%
Liquidated Damages	Formula	Availability (%) = 100% – Unavailability (%) Where Unavailability is defined as: $(Total\ Outage\ Duration \times 100\%) \div (Schedule\ Time - Planned\ Outage)$	
	Measurement Interval	Measure Monthly with details for each day, Sunday through Saturday; Report Monthly Application availability metrics will be measured/reported Monthly beginning upon implementation	
	Measurement Tool	Defined by Contractor	
		<b>\$1,000.00 per percentage point below the requirement, per month.</b>	

## 1.2.2 Resolution Priority

Definitions - Resolution priority definitions apply to system Incidents and help desk Incident.

Priority Level	Description
Urgent <i>Critical Business Impact</i>	The Incident has caused, or has the potential to cause, the entire system to go down or be unavailable. A complete and immediate work stoppage, affecting a Critical Function or Critical Infrastructure component such that a primary business process or a broad group of Users such as an entire department, floor, branch, line of business, or external customer is affected. No workaround available.
High <i>Major Business Impact</i>	The issue/problem directly affects the public, or a large number of stakeholders are prevented from using the system. High-priority problems include those that render a site unable to function, or key functions of the application are inoperable. Slow processing of data; severely impacts multiple stakeholders. Leads to federal penalties, misdirected payments or corrupt data.
Medium <i>Moderate Business Impact</i>	Medium priority problems include those errors that render minor or non-critical functions of the system to be inoperable or unstable. Incidents that prevent stakeholders or administrators from performing some of their tasks.
Low <i>Minimal Business Impact</i>	All Service requests and other problems that prevent a stakeholder from performing some tasks, but in situations a workaround is available.

PRIORITY RESOLUTION SLRs			
Priority	Service Measure	Performance Target	Expected SLR Performance %
Urgent	Time to Resolve	1 Business Day unless an extension is approved by the State	100%
High	Time to Resolve	2 Business Days unless an extension is approved by the State	100%
Medium/Low	Time to Resolve	30 business days unless an extension is approved by the State	100%
Liquidated Damages			
	Measurement Interval	Measure Monthly with details for each day, Sunday through Saturday; Report Monthly	
	Measurement Tool	Incident Reporting Tool	
	For Urgent Priority	\$5,000 per day for failure to rectify defects classified as urgent.	
	For High Priority	\$1,000 per day for failure to rectify defects classified as high.	
	For Medium/Low Priority	\$500 per day for failure to rectify defects that are classified as medium or low.	

### 1.2.3 Application Platform Online Response Time SLRs

<b>DEFINITION</b>	Online response time for data collection devices and online access to the application. Online response time is measured as the elapsed time from when a request enters the system until the request has been satisfied. This timing includes both application and database processing time. The definition of a transaction is any system action that requires attendance action, screen to paint, refresh and/or system update to complete during normal operations. Transactions mutually agreed to will be excluded from measurement.
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APPLICATION PLATFORM ONLINE RESPONSE TIME SLRs			
Application Platform	Service Measure	Performance Target	SLR Performance %
Production Environment	Online Response Time	95% of transactions complete $\leq 4.0$ seconds 99% of transactions complete $\leq 10.0$ seconds	See performance target
Liquidated Damages	Formula	Count the total number of transactions during the measurement period: TOTAL Count the total number of transactions less than or equal to the applicable threshold as NBRTXNS Calculate percentage of transactions that meet the threshold: TARGET% $TARGET\% = NBRTXNS / TOTAL$	
	Measurement Interval	Normal business hours. Collected monthly beginning upon implementation, Weekly, Report Monthly	
	Measurement Tool	Contractor proposed.	
		<b>\$500.00 per percentage point below the requirement, per month.</b>	

#### 1.2.4 General Administrative Functions SLRs

<b>DEFINITION</b>	Routine Hosting functions that are required to meet the State's requirements.
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<b>GENERAL ADMINISTRATIVE FUNCTIONS SLRs</b>			
<b>General Administration Task</b>	<b>Service Measure</b>	<b>Performance Target</b>	<b>SLR Performance %</b>
Set Up/Modify User ID	Response Time 1–5 User IDs 6–10 Users IDs >10 User IDs	2 business days 3 business days per agreed-upon time	97.0%
Notification of Urgent/High-Priority outage to project representative or designee and Contractor Help Desk	Response Time	10 minutes of discovery (i.e., immediate notification) via phone and/or pager	100%
Notification of Medium/Low-Priority outage to project representative or designee and Contractor Help Desk	Response Time	2 hours of discovery via e-mail	100%
<b>Liquidated Damages</b>	Formula	Number of requests or outages completed within Performance Target / Total of all requests (outages) occurring during Measurement Interval	
	Measurement Interval	Measure Weekly; Report Monthly	
	Measurement Tool	Contractor incident tracking System	
		<b>\$500.00 per occurrence.</b>	

### 1.2.5 Backup and Restore Requirements

Contractor will implement and maintain backup and restoration capabilities for all data, applications and component configurations. Contractor will perform incremental backups, full backups and full archive backups according to the Backup Schedule presented below. Recovery procedures will be capable of restoring service delivery for failed data, applications and component configurations according to the Services Level Restoration (SLR) listed below.

Backup Schedule and SLRs					
Type of Backup	Backup Frequency	Storage Site	Retention/Purge Period Standard	Target	SLR Performance %
Incremental	Daily	On Site	7 days	Backup Frequency	99%
Full (Backup)	Weekly	Off Site	5 weeks	Backup Frequency	99%
Full (Archive)	Monthly	Off Site	3 months	Backup Frequency	99%
All				Quarterly Test of each type of Backup/Restore process	99%

Restoration Services Table			
Restoration Type	Service Measure	Performance Target	SLR Performance %
Production data that is 1 week old or less, as requested by the State.	Response Time	<6 hours from the State's request	100% of the time
Liquidated Damages	Formula	Number of requests completed within Performance Target Total of all requests occurring during Measurement Interval	
	Measurement Interval	Measure Weekly; Report Monthly	
	Measurement Tool	Contractor Proposed	
		\$5,000.00 per occurrence.	

## 1.2.6 IT Continuity and Disaster Recovery (DR) Requirements

### IT Continuity and DR SLRs

<b>DEFINITION</b>	Time to recover the Applications and associated infrastructure after DR Incident.
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Disaster Recovery SLRs			
Application Rankings	Service Measure	Performance Target	SLR Performance %
Attendance tracking	Time to recover	<b>3 days / 72hrs or less</b>	100.0%
Interfaces to JFS	Time to recover	<b>5 days / 120hrs or less</b>	100.0%
<b>Liquidated Damages</b>	Formula	Must complete the activity 100% within the expected Measurement interval	
	Measurement Interval	Per incident	
	Measurement Tool	Manual	
		<b>\$50.00 per each authorized child.</b>	

### 1.2.7 Help Desk Services

<b>DEFINITION</b>	Response time for IVR and Help desk support for Provider, State, County and Care takers.
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Help Desk Services SLRs			
Help Desk	Service Measure	Performance Target	SLR Performance %
Provider Help Desk	IVR and Customer Service for Providers	Answer Provider CSR-assisted calls within thirty (30) seconds of call transfer from IVR.	92%
Liquidated Damages	Formula	Number of calls answered and completed within Performance Target . Total of all calls occurring during Measurement Interval	
	Measurement Interval	Daily	
	Measurement Tool	Contractor incident tracking system, IVR and Call center reporting	
	Answer ninety-two percent (92%) of assisted calls within thirty (30) seconds of call transfer and not automatically placed on hold. Note: A call automatically placed on hold prior to being answered by a CSR does not meet the definition of —answered.	\$00.03 per percentage point per authorized child per month.	

	Help Desk CSR call abandonment rate (including busy signal) does not exceed three percent (3%)	\$00.01 per percentage point per authorized child per month
	Help Desk will have problem resolution of ninety-five percent (95%) over a 24 hour period	\$00.01 per percentage point per authorized child per month
	Help Desk will have an average hold time not to exceed sixty (60) seconds	\$00.01 per percentage point per authorized child per month

### 1.2.8 Time & Attendance Provider Device

<b>DEFINITION</b>	Response time to install, replace and or resolve issues with devices used by providers to track and record time and attendance data.
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Time and Attendance Provider Device SLRs			
Device Activity	Service Measure	Performance Target	SLR Performance %
Device Distribution	Time to distribute	Ship devices with installation instructions to Providers within 2 business days of JFS' request and within 5 business days of Provider's request for additional devices.	99.8%
Device Reliability	Time to resolve	Provider connectivity issues must be resolved within (twenty) 20 minutes or less per incident.	100%
Response Time	Device data response time	When devices are on-line, provide <5 second responses.	100%
Liquidated Damages	Formula	Must complete the activity within the expected Measurement interval	
	Measurement Interval	Per incident	
	Measurement Tool	Contractor Proposed	
	Device Distribution	\$50.00 per device per business day	
	Device Reliability	\$20.00 per incident.	
	Response Time	\$10 per transaction	

### 1.2.9 Client Identification Card

<b>DEFINITION</b>	Response time to issue, replace or revoke usage of the identification card or other form used to initiate check in/out for time and attendance.
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Client Identification Card SLRs			
Card	Service Measure	Performance Target	SLR Performance %
Authorization Card Issue or Replacement	Number of Days	Shipment of new or replacement cards within 3 business days.	100.0%
Authorization Card Deactivation	Number of hours	Deactivation of card within 24 hours of notification. Notification can be via data interface, help desk call or a JFS systems administrator action.	100.0%
Liquidated Damages	Formula	Must complete the activity 100% within the expected Measurement interval	
	Measurement Interval	Per incident	
	Measurement Tool	Contractor Proposed	
	Authorization Card Replacement	\$500 per occurrence	
	Authorization Card Deactivation	\$500 per occurrence	

### 1.2.10 Data Files

<b>DEFINITION</b>	Transmission and usability of data files.
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Data File SLRs			
Data Requirement	Service Measure	Performance Target	SLR Performance %
Transmission of Data Files	Daily	Daily transmission of Data Files	100.0%
Usability	Per File	All files must be usable with no bad or corrupt data the prohibits the State from processing it.	100.0%
Liquidated Damages	Formula	Must complete the activity 100% within the expected Measurement interval	
	Measurement Interval	Per incident	
	Measurement Tool	Manual	
		1,000.00 per occurrence	

### 1.2.11 Reports

<b>DEFINITION</b>	Accuracy and timely delivery of required reports.
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Report SLRs			
Report Requirement	Service Measure	Performance Target	SLR Performance %
Daily Reports	Daily	6:00 a.m. for the previous day's activity	100.0%
Weekly Reports	Weekly	6:00 a.m. on Monday's for the previous week's activity	100.0%
Monthly Reports	Monthly	6:00 a.m. on the 3 <sup>rd</sup> day of the following month	
Liquidated Damages	Formula	Must complete the activity 100% within the expected Measurement interval	
	Measurement Interval	Per incident	
	Measurement Tool	Manual	
		1,000.00 per day, per report.	

**Erroneous Payments.** The Contractor will be liable for the actual amount of all erroneous payments made using the system that are a result of incorrect Contractor action or inaccurate processing directly attributable to an act or omission on the part of the Contractor. In addition, the Contractor will be responsible for all costs associated with correcting the erroneous payments, including costs for re-processing, back-out processing, distribution of corrections, and so on. Additionally, the Contractor will be responsible for any costs associated with system and operations changes related to fixing any errors that cause erroneous payment, including the reasonable costs that the State incurs associated with re-processing of erroneous data distributed by the Contractor. On written notice to the Contractor, the State may offset all such amounts from any payments due to the Contractor under this Contract. The Contractor may seek recovery on behalf of the State from Providers to whom erroneous payments are made using voluntary refund procedures, offset recovery, or other State-approved methods.

The Contractor must notify the State immediately upon discovery of any erroneous payments, irrespective of cause, and before initiating any recovery action. The Contractor must use the change request process to notify the State of any system errors that result in a potential provider erroneous payment.

If an erroneous payment is made to a provider and that payment is the result of the fault or failure of the Contractor, then the Contractor will be liable for the un-recovered balance of the erroneous payment when full recovery cannot be made using reasonable procedures. The Contractor must notify the State immediately upon discovery of any erroneous payments, irrespective of cause.

The Contractor must pay to the State any portion of an erroneous payment not recouped within six months of discovery. In addition to the amount of any erroneous payments, the Contractor will be liable for interest payments at the then current prime rate, beginning from the date of erroneous payment through the date of payment to the State. The Contractor must make all such payments to the State within seven calendar days after the expiration of the six-month period identified above.

The State will not be liable to the Contractor for any erroneous payments that are not recovered from the providers. The Contractor may only initiate independent recovery procedures and actions with the prior written approval of the Project Representative once the Contractor has completed its recoupment process with amounts remaining outstanding. The State will review proposed independent recovery procedures and, if the State believes they are reasonable, the State will provide the Contractor with written approval of them. If the State recovers any erroneous payments for which the Contractor has reimbursed the State, the State Project Representative will notify the Contractor, and the Contractor must then submit a standard State invoice for the returned amount, less expenses incurred by the State during the recovery process.

# SUPPLEMENTAL INFORMATION TRAILER

This page is the last page of supplemental information for this competitive document. If you received this trailer page, all supplemental information has been received.

Note: portions of the supplemental information provided may or may not contain page numbers. The total number of pages indicated on the cover page does not include the pages contained in this supplement.