Department of Children & Youth

# Licensing Inspection Full Report

All licensed early care and education programs are inspected at least once each year. Non-compliances are documented and grouped by risk level. Documenting statements, technical assistance provided and supplemental information may be included in this report. Licensing inspection reports from the previous three years can be viewed on the Department of Children & Youth website at https://childcaresearch.ohio.gov/ . This includes complaint investigation reports with substantiated allegations. For any other early care and education records, please contact the Family and Customer Support Center at 1-844-234-5437.

| Program Details | | |
|---|---|---|
| Program Name<br>Flourish Early Learning Center | Program Number<br>2250032292 | Program Type<br>Child Care Center |
| Address<br>400 Mill Ave SESuite 529 New Philadelphia<br>OH<br>44663 | | County<br>TUSCARAWAS |

| Inspection Information | | | |
|---|---|---|---|
| Inspection Type<br>Annual | Inspection Scope<br>Full | Inspection Method<br>On-site Inspection | Inspection Notice<br>Unannounced |
| Inspection Date<br>09/03/2026 | Begin Time<br>10:55 AM | End Time<br>2:00 PM | Reviewer:<br>SHAWN CRAWFORD |

| Summary of Findings | | | |
|---|---|---|---|
| No. Requirements Verified<br>67 | No. Requirements with Non-compliances<br>2 | | No. Requirements Compliant<br>52 |
| No. Serious Risk<br>0 | No. Moderate Risk Findings<br>1 | No. Other Non-compliance Findings<br>1 | No. Technical Assistance Provided<br>2 |

| License Capacity and Enrollment at the Time of Inspection | | | | |
|---|---|---|---|---|
| Age Group | License Capacity | Enrollment | | |
| | Totals | Full Time | Part Time | Total |
| Infant ( Birth to < 18 m) | | 0 | 0 | 0 |
| Young Toddler | | 7 | 0 | 7 |
| **Total Under 2 ½ Years** | 49 | 7 | 0 | 7 |
| Older Toddler | | 7 | 0 | 7 |
| Preschool | | 23 | 5 | 28 |
| School Age | | 0 | 0 | 0 |
| **Total Capacity/Enrollment** | 49 | 30 | 5 | 42 |

Ohio Department of Children & Youth

| Staff-Child Ratios at the Time of Inspection | | | | |
|---|---|---|---|---|
| **Group** | **Age Group/Range** | **Ratio Observed** | **Compliance** | **Comment** |
| Toddler 18-30 months | 18 months to < 30 months | 3 to 6 | In Compliance | Arrival 10:55 AM outdoor play |
| Toddler 18-30 months | 18 months to < 30 months | 1 to 6 | In Compliance | 12:00 PM lunch |
| Toddler 18-30 months | 18 months to < 30 months | 1 to 6 | In Compliance | 1:15 PM nap |
| Preschool C 3-4 years | 3 years to < 4 years | 1 to 8 | In Compliance | 11:00 AM |
| Preschool C 3-4 years | 3 years to < 4 years | 2 to 17 | In Compliance | 10:55 AM - Arrival - outdoors play PS/PK combined |
| Preschool C 3-4 years | 3 years to < 4 years | 1 to 9 | In Compliance | 12:10 PM Lunch PS & PK combined |
| Preschool C 3-4 years | 3 years to < 4 years | 2 to 10 | In Compliance | 1:15 PM nap PS & PK combined |
| PreK D 4-5 years | 4 years to < 5 years | 1 to 9 | In Compliance | 11:00 AM |

## Summary of Non-Compliances

*If a program disagrees with a licensing finding, the program may request a review of the finding(s). Ohio Administrative Code 5180:2-12-03, 5180:2-13-03, 5180:2-19-10 and 5180:2-20-02 detail the process for submitting a request for review. The request for review must be submitted within ten business days from the receipt of the licensing report. In addition, if the program is Step Up To Quality rated, the rating may be impacted if a serious or moderate risk non-compliance is cited.*

## Serious Risk Non-Compliances

A serious risk non-compliance is a licensing rule violation that has the potential to lead to a great risk of harm to a child and is observable and/or based on facts.

**No serious risk non-compliances were observed during this inspection**

Department of Children & Youth

## Moderate Risk Non-Compliances

A moderate risk non-compliance is a licensing rule violation that has the potential to lead to a great risk of harm to a child and is observable and/or based on facts.

**Domain: 04 Indoor/Outdoor Space**

Rule: 5180:2-12-11 Outdoor Play Fall Zones

Requirement: The program is required to provide adequate fall surface for the outdoor play space.

Finding: During the inspection, it was determined that the playground did not have adequate shock-absorbing surface under and around playground equipment. Dirt was visible through mulch in many areas of play area.

Any equipment designed for climbing, swinging, bouncing, or sliding should not be placed over, or immediately next to, hard surfaces such as asphalt, concrete, dirt, grass, or flooring covered by carpet or gym mats not intended for use as as surfacing for climbing equipment. Submit the program's corrective action plan, which includes written verification of the discontinued use of this equipment until corrections are made along with a description of the shock-absorbing surface added, to the Department to verify compliance with the requirements of this rule.

Corrective Action Plan Due: 10/04/2026

## Other Non-Compliances

This section includes other rule violations that are observable and/or based on facts.

**Domain: 02 Safe & Sanitary Environment**

Rule: 5180:2-12-13 Sanitary Equipment and Environment

Requirement: The program is required to follow the cleaning schedule for equipment.

Finding: During the inspection, it was determined that the environment, furniture, materials, and/or equipment were not kept in a sanitary condition at all times.

The following was observed: Rug in preschool is visibly dirty.

The center shall be cleaned daily. Submit the program's corrective action plan to the Department to verify compliance with the requirements of this rule.

Corrective Action Plan Due: 10/04/2026

**Domain**: **04 Indoor/Outdoor Space**
Rule: 5180:2-12-11 Outdoor Play Fall Zones
Requirement:The program is required to provide adequate fall surface for the outdoor play space.
Findings:During the inspection, it was determined that the playground did not have adequate shock-absorbing surface under and around playground equipment. Dirt was visible through mulch in many areas of play area.

Any equipment designed for climbing, swinging, bouncing, or sliding should not be placed over, or immediately next to, hard surfaces such as asphalt, concrete, dirt, grass, or flooring covered by carpet or gym mats not intended for use as as surfacing for climbing equipment. Submit the program's corrective action plan, which includes written verification of the discontinued use of this equipment until corrections are made along with a description of the shock-absorbing surface added, to the Department to verify compliance with the requirements of this rule.
Corrective Action Plan Due: 10/04/2026

**Technical Assistance Provided**

This section documents technical assistance provided to the program when the program demonstrated an overall level of compliance with a rule requirement.

**Domain: 08 Staff Files**

Rule: 5180:2-12-10 Health Training Requirements

Requirement: The program is required to have all child care staff members complete training in child abuse and neglect recognition and prevention within sixty days of hire. Staff must complete training in first aid and CPR within the first ninety days of hire.

Findings: During the inspection, it was determined staff have not completed health and safety training(s) as required. Technical assistance was offered to support compliance. As discussed, please make the necessary corrections. A written response is not required at this time.

**Domain: 10 Written Policies & Procedures**

Rule: 5180:2-12-07 Written Program Policies and Procedures

Requirement: The program's policies and procedures are required to include all topics outlined in rule.

Findings: During the inspection, it was determined the program's policies and procedures handbook does not contain all items as required: Usage of emergency medical devices and emergency medications, including but not limited to Automated External Defibrillators (AED) and Naloxone, if applicable. Technical assistance was offered to support compliance. As discussed, please make the necessary corrections. A written response is not required at this time.

## In Compliance/Not Verified/Previously Verified/Not Applicable

This section documents rule requirements that were assessed as fully compliant, previously verified, not verified during this inspection or not applicable to the program.

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-18 License Capacity | Compliant | Documenting Statement: The program was operating within their license capacity limits. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-02 License Visible | Compliant | Documenting Statement: The license was in a location visible to parents as required. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-03 Inspection Requirements | Compliant | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-04 Building Department Inspection | Compliant | Documenting Statement: A copy of the certificate of occupancy was available on-site for review. |
| Rule: 5180:2-12-04 Building Department Inspection | Compliant | Documenting Statement: On the day of the inspection, the program was operating in compliance with the current building approval(s). |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-04 Fire Inspection | Compliant | Documenting Statement: Please Note: Documentation of a fire inspection without any uncorrected violations must be secured for the program by 11/25/26. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-04 Food Service Requirements | Compliant | Documenting Statement: The program has obtained a food service exemption status from the local health department. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-05 Denial, Revocation and Suspension | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-07 Administrator Qualifications | Compliant | Documenting Statement: The administrator has completed the rules review course. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-07 Administrator Responsibilities/Requirements | Compliant | Documenting Statement: Employment records for current as well as past employees were being maintained on file as required. |
| Rule: 5180:2-12-07 Administrator Responsibilities/Requirements | Compliant | Documenting Statement: The program had at least one Child Care Staff Member with currently valid training in First Aid, Management of Communicable Disease, CPR, and Child Abuse Prevention present and readily accessible during all hours of operation. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-08 Child Care Staff Member Educational Requirements | Compliant | Documenting Statement: All Child Care Staff Members had verification of educational requirements on file at the program. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|

| | | |
|---|---|---|
| Rule: 5180:2-12-08 Orientation Training & Whistle Blower Protection | Compliant | Documenting Statement: On the day of the inspection, all child care staff members had met orientation training requirements. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-09 Background Check Requirements | Compliant | Documenting Statement: During the inspection, the required documentation regarding background checks was on file for all employees listed. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-10 Professional Development Requirements | Compliant | Documenting Statement: At the time of the inspection, all child care staff members had completed the required amount of professional development training. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-11 Indoor Space Requirements | Compliant | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-11 Outdoor Space Requirements | Compliant | Documenting Statement: Drinking water is provided by means of individual water bottles. |
| Rule: 5180:2-12-11 Outdoor Space Requirements | Compliant | Documenting Statement: Outdoor play was observed for the preschool and toddler group(s). |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-11 Outdoor Play Equipment | Compliant | Documenting Statement: Outdoor equipment was viewed to be safe and free of rust, sharp points, and other hazards. |
| Rule: 5180:2-12-11 Outdoor Play Equipment | Compliant | Documenting Statement: All equipment was observed to be properly placed out of the path of the main traffic pattern. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-12 Safe Equipment | Compliant | Documenting Statement: Equipment was observed to be in good condition. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-12 Safe Environment | Compliant | Documenting Statement: Cleaning supplies were viewed stored out of the reach of children. |
| Rule: 5180:2-12-12 Safe Environment | Compliant | Documenting Statement: All floor surfaces were maintained to not cause a slipping or tripping hazard. |
| Rule: 5180:2-12-12 Safe Environment | Compliant | Documenting Statement: All electrical outlets were covered with safety receptacles. |
| Rule: 5180:2-12-12 Safe Environment | Compliant | Documenting Statement: A safe environment was observed during the inspection. Children were protected from items and conditions which threaten their health, safety and well-being. |
| Rule: 5180:2-12-12 Safe Environment | Compliant | Documenting Statement: The indoor temperature of the program during the inspection was comfortable and met rule compliance. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-13 Handwashing Requirements | Compliant | Documenting Statement: Staff and children were observed washing hands as required by the rule. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-13 Smoke Free Environment | Compliant | Documenting Statement: No smoking was allowed on the premises, and the notice stating that smoking is prohibited was observed posted in a conspicuous place. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-14 Transportation and Field Trip Procedures | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-14 Transportation - Driver Requirements | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-14 Transportation - Vehicle Requirements | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-16 First Aid/Standard Precautions | Compliant | Documenting Statement: During the inspection, the program had complete first aid kits available as required. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-16 Management of Communicable Disease | Compliant | Documenting Statement: The DCY 08087 "Communicable Disease Chart" was posted and was readily available to staff and parents. |
| Rule: 5180:2-12-16 Management of Communicable Disease | Compliant | Documenting Statement: During the inspection the requirements regarding the isolation of a child suspected of having a communicable disease were discussed, but not observed. |
| Rule: 5180:2-12-16 Management of Communicable Disease | Compliant | Documenting Statement: The program staff stated parents were informed when their child had any exposure to a contagious illness by number(s) 2,3 below:<br><br>1. A posted notice;<br>2. Verbal communication;<br>3. A written notice sent home;<br>4. A note posted on the classroom door;<br>5. Other [ ]. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-16 Incident/Injury Reporting | Compliant | Documenting Statement: The JFS 01299 "Incident/Injury Report For Child Care" forms reviewed during this inspection were complete as required. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|

| | | |
|---|---|---|
| Rule: 5180:2-12-15 Child Health Care Plans | Compliant | Documenting Statement: At the time of the inspection, there were no children currently enrolled who had health conditions. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-16 Emergency Preparedness and Response Plan | Compliant | Documenting Statement: The program's emergency preparedness and response plan was reviewed during the inspection and met the requirements. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-17 Daily Schedule | Compliant | Documenting Statement: Daily schedules were observed posted. |
| Rule: 5180:2-12-17 Daily Schedule | Compliant | Documenting Statement: During the inspection, developmentally-appropriate practices were observed in the classroom(s). |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-17 Materials and Equipment | Compliant | Documenting Statement: Sufficient equipment was observed in all categories. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-17 Daily Outdoor Play | Compliant | Documenting Statement: Outdoor play was observed for the preschool and toddler group(s). |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-18 Ratio | Compliant | Documenting Statement: During the inspection, enough Child Care Staff Members were employed to meet the staff/child ratios. |
| Rule: 5180:2-12-18 Ratio | Compliant | Documenting Statement: The Appendix A "Staff/Child Ratios, Age Grouping and Maximum Group Size" was posted in a noticeable area at the program as required. |

| | | |
|---|---|---|
| Rule: 5180:2-12-18 Ratio | Compliant | Documenting Statement: Staff/child ratios observed during the inspection were in compliance. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-18 Group Size | Compliant | Documenting Statement: The group sizes observed on the day of the inspection were in compliance. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-19 Supervision | Compliant | Documenting Statement: During the inspection, child care staff were observed meeting the basic needs of all children assigned to the group. |
| Rule: 5180:2-12-19 Supervision | Compliant | Documenting Statement: Child Care Staff Members were supervising the children and were able to intervene as needed. |
| Rule: 5180:2-12-19 Supervision | Compliant | Documenting Statement: During the inspection, child care staff were observed assisting children throughout the day. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-18 Attendance Records | Compliant | Documenting Statement: Child Care Staff Members were observed recording the attendance for each child upon arrival and documenting each child's departure. |
| Rule: 5180:2-12-18 Attendance Records | Compliant | Documenting Statement: During the inspection, attendance records were reviewed. Child Care Staff Members were viewed recording the attendance for each child upon arrival and departure. All attendance records met the requirements of the rule and were kept with the group at all times. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-19 Child Guidance | Compliant | Documenting Statement: Appropriate child guidance and behavior management techniques and practices were observed being used during the inspection. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-22 Meal Preparation and Nutritional Requirements | Compliant | Documenting Statement: The program offered the following: parent provided snacks and lunch. |
| Rule: 5180:2-12-22 Meal Preparation and Nutritional Requirements | Compliant | Documenting Statement: Water was provided to children throughout the day by individual water bottles. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-21 Evening and Overnight Care | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-23 Infant Bottle and Food Preparation | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-22 Fluid Milk Requirements | Compliant | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-23 Infant Daily Care | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-22 Safe Food Handling/Storage | Compliant | Documenting Statement: Sack lunches were stored in the refrigerator. |
| Rule: 5180:2-12-22 Safe Food Handling/Storage | Compliant | Documenting Statement: All eating utensils were developmentally appropriate. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-24 Swimming and Water Safety Requirements | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-16 Emergency Postings | Compliant | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-16 Emergency Drills | Compliant | Documenting Statement: Documentation for completed fire, weather, and emergency/lockdown drills was verified during this inspection. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-21 Mobile Preschools | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-08 Staff Immunization Records | Compliant | Documenting Statement: All employees had immunization records or exemption documentation on file. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-02 Current Information | Compliant | Documenting Statement: The program had current information entered in the Ohio Statewide Licensing System. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-02 Amendments to the License | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-20 Cots and Napping - Practices | Compliant | Documenting Statement: Staff/child ratios were not doubled during nap time. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-15 Child Immunization Records | Compliant | Documenting Statement: At the time of the inspection, 25% of the children's records were reviewed, and the immunization records were complete, as required by the rule. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-15 Child Enrollment Records | Compliant | Documenting Statement: At the time of the inspection, 25% of the children's records were reviewed, and the enrollment records were complete, as required by the rule. |

| | | |
|---|---|---|
| Rule: 5180:2-12-15 Child Enrollment Records | Compliant | Documenting Statement: At the time of the inspection, a system to ensure children's enrollment records were updated annually was being utilized. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-15 Child Record Requirements | Compliant | Documenting Statement: At the time of the inspection, a system to ensure children's records were kept on file for one year was being utilized. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-08 Staff TB Screening Requirements | Compliant | Documenting Statement: All employees had tuberculosis (TB) screenings and immunization records on file. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-20 Cots and Napping - Equipment and Environment | Compliant | Documenting Statement: The rest area had adequate lighting, which allowed for the visual supervision of children. |
| Rule: 5180:2-12-20 Cots and Napping - Equipment and Environment | Compliant | Documenting Statement: Cots were placed appropriately and safely during nap time. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-20 Cribs - Safe Environment and Practices | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-20 Cribs - Placement | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-22 Specialized Diets | Not Applicable | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-23 Diapering and Toilet Training - Practices | Compliant | Documenting Statement: Appropriate diaper changing procedures were |

observed during the inspection in the toddler room(s).

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| 5180:2-12-23 2026 Diapering and Toilet Training - Supplies | Compliant | |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-25 2026 Medication Administration Practices | Compliant | Documenting Statement: There were no children on medication at the time of the inspection; however, the method of storage and practices for the administration were reviewed. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-25 2026 Medication Documentation | Compliant | Documenting Statement: The program had complete written documentation for administering medication or food supplements. |

| Rule | Status | Documenting Statement(s), If applicable |
|---|---|---|
| Rule: 5180:2-12-25 2026 Medication Storage | Compliant | Documenting Statement: Medication was stored in the office. |