

# **CERTIFICATION GUIDELINES**

**for  
United Methodist Weekday  
Preschool & Kindergarten**

**in the  
North Georgia Conference**



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Developed by the North Georgia United Methodist Church Preschool Association

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## **MISSION STATEMENT**

We believe that the church

- is called to be in ministry to the congregation and to the community.
- is committed to assist persons to live life in the fullness that Jesus proclaimed.

We believe that each child

- is a child of God.
- has a right to develop to his/her fullest potential.

We believe that weekday programs

- should provide examples of the highest qualities of the Christian faith.
- should assist parents in these crucial years of child rearing.
- should provide children the best of early childhood education so that they may develop to their fullest potential physically, mentally, emotionally, socially and spiritually.

## USE OF GUIDELINES

These guidelines may be used as:

### I. A PLANNING TOOL

The standards outlined in this document may be used as you plan and evaluate your own program.

### II. AN EVALUATION TOOL

The standards may be used as an evaluation tool if you wish to be recognized by the United Methodist North Georgia Conference Preschool Association as a Program of Excellence for Young Children.

The process of certification is noted below:

1. File a letter of intent with application fee to the Office of Connectional Ministries.
2. A mentor is assigned.
3. Complete and submit a self-study.
4. An on-site visit is made.
5. A committee reviews school and makes recommendations. The Office of Connectional Ministries grants certification.

## LICENSURE BY THE STATE OF GEORGIA

You are exempt from state licensure if your program meets the following criteria:

1. Nursery schools, playschools, kindergartens or other educational programs for children two (2) years through six (6) years of age which operate for no more than four (4) consecutive hours per day.
2. Parent's Morning Out or similar programs which operate for no more than four (4) consecutive hours per day for no more than two (2) days per week or which limit attendance to no more than eight (8) hours per week per child".

*Reference: <http://www.decal.state.ga.us/Documents/CCS/Exemption%20Categories.pdf>*

If you need or desire to be licensed or file for exemption from licensure, contact:

Bright From The Start:  
Georgia Department of Early Care and Learning  
Child Care Services  
10 Park Place South, Suite 600  
Atlanta, GA 30303  
404-657-5562  
Fax 404-656-0351

Note: The symbol ▲ indicates a sample form is included as an addendum to these guidelines.

## **PERSONNEL**

There must be a document which states personnel policies, including but not limited to hiring, resignation, dismissal, evaluation, grievance, professionalism, confidentiality, and ethical conduct. This should also include requirements and procedures related to staff employment, i.e., letter of agreement▲, salaries, workman's compensation. It is highly recommended this information be compiled in a staff handbook.

### **I. STAFF REQUIREMENTS**

#### **A. All Staff**

1. Is at least 18 years of age.
2. Is not suffering from any physical condition, communicable disease or mental health disorder which would interfere with the applicant's ability to provide care and supervision of young children. Proof of an annual physical exam and biennial TB skin test are strongly recommended.
3. Must have an acceptable criminal record check in the state of Georgia.
4. Has current evidence of successful completion of biennial training program in CPR and First Aid. Training must be offered by certified or licensed health care professionals and deal with the provision of emergency care for infants and children. This is applicable to fifty percent or more of the current staff.
5. Agrees to uphold the philosophy of the United Methodist Church regarding the spiritual development of young children. ▲
6. Has not made any false statements concerning qualifications.

#### **B. Directors**

The director meets one of the following sets of academic requirements and qualifying experiences at the time of employment.

- Bachelor's degree from an accredited college or university in a field other than early childhood education or child development and three years qualifying work experience.
- Bachelor's degree from an accredited college or university in early childhood education or child development and two years qualifying work experience.

#### **C. Teachers**

1. For teachers of children 0-2 years of age:
  - High school diploma or graduate equivalency diploma
  - One year qualifying child care experience.
2. For the teachers of children 2-5 years of age:
  - High school diploma or graduate equivalency diploma, thirty hours of instruction in ECE child development DHR approved classes or classes taught by masters' degreed teacher, and two years qualifying child care experience.

- Early childhood associate credential, or a child development and related care diploma from an accredited vocational institute, or similar credentials where the course of study includes an intensive practicum in child care as part of the curriculum and two years qualifying child care experience.
- Associate’s degree in early childhood education and one year qualifying child care experience.
- Bachelor’s degree from an accredited college or university in a field other than early childhood education or child development, and one year qualifying child care experience.
- Bachelor’s degree from an accredited college or university in early childhood education and child development.

D. Assistants

- High school diploma or graduate equivalency diploma.
- One year qualifying child care experience.

E. Substitutes or Volunteers

- 18 years of age.
- Criminal record check.

II. GROUPING OF CHILDREN & TEACHER-STUDENT RATIOS

A. Supervision of Children

1. Children should be cared for by the same caregivers if possible.
2. Children are supervised by two adults at all times.

B. Ratios

The following ratios are recommended:

	Adults	Children
Infants-6 mos .....	1	- 3
7-12 mos.....	1	- 4
13-18 mos.....	1	- 4
19-23 mos.....	1	- 5
2 years .....	1	- 6
3 years .....	1	- 7
4 years .....	1	- 8
5 years .....	1	- 9

III. STAFF TRAINING

A. Orientation

Prior to employment, all employees shall be oriented in the following areas:

1. The preschool’s policies and procedures.
2. Employee’s assigned duties and responsibilities.
3. Emergency and crisis plans.
4. Health and safety requirements.

5. Reporting requirements for suspected child abuse.
6. Grievance policy.

B. Ongoing Staff Training

Each year all supervisory (including the director) and caregiver personnel shall attend ten hours of staff development training. All instruction will be obtained from an accredited college, DHR or SDU classes, or other director-approved classes in early childhood and instructional issues.

C. Documentation of Training

Evidence of orientation and training shall be documented in the personnel file of each staff member which shall be available for inspection at any time.

D. Training Resources

1. Professional development resource materials are available such as books, video tapes, and cassette tapes.
2. Information about training workshops or seminars is communicated to the staff.
3. Observation at other preschools can be arranged.
4. A balance between hands-on workshop classes and child development topics is recommended for staff development.

IV. EVALUATION

1. Staff evaluation forms are made available.▲ A self evaluation is part of this form.
2. Staff are informed of written procedures for staff evaluation.
3. The director evaluates staff performance on an ongoing basis. Written staff evaluations are completed annually.
4. Conferences are scheduled with the director for each staff member. The director offers positive, constructive suggestions for modifying behavior and/or procedures, and discusses individual, professional goals.
5. Staff evaluation forms are kept on file.
6. Staff evaluations may be used for decisions such as promotions, salary increases, or warnings.

V. GRIEVANCE POLICY

A policy must be in place to govern procedures for conflict between:

1. Staff members.
2. Director and staff member/s.

VI. STAFF MEETINGS

1. Staff meetings are scheduled in advance and occur at least once a month.
2. Staff meetings have planned agendas to include a devotion, administrative business, staff responsibilities, planning for children/curriculum.
3. Staff are invited to share ideas and concerns in staff meetings.

VII. FRINGE BENEFITS

Will be established by the preschool board to include the following:

1. Sick Leave
2. Personal Leave

3. Professional Leave
4. Holidays
5. Jury Duty
6. Substitutes for teacher assistants/directors

#### VIII. SUBSTITUTES

1. The preschool will provide for substitute (paid or volunteer) staff when regular staff is absent from work.
2. A list of substitutes and their phone numbers should be on file.
3. Substitutes must be informed of the preschool's policies/procedures and staff responsibilities for the age group they are assigned.
4. The substitute should be in class with a teacher or assistant at all times.

#### IX. RELATIONSHIPS

1. Director is present and available to staff.
2. Director meets with staff on a regular basis.
3. Director shares information with staff in a timely manner.
4. Director invites staff to share new ideas and goals.
5. Director clearly communicates expectations to staff.
6. Director visits/observes in classrooms on a regular basis.
7. Director verbally encourages staff.
8. Director listens to staff and acknowledges their concerns.
9. Director discusses the special needs of specific children and families with the teacher and assists teacher in solving problems, communicating with parents, identifying procedures for referrals, and communicating with resource persons.

### **PRESCHOOL BOARD**

A preschool board should be established to guide and support the operations of the preschool. The board should be established by each local church in accordance with the Book of Discipline.

#### I. MEMBERSHIP

The preschool board should be representative of other church boards/committees with whom the preschool interacts, i.e., finance, trustees, children's ministries, education, staff parish relations. In addition, preschool board representatives may include preschool staff members, other church staff members and preschool parents (church members and non-church members).

#### II. MEETINGS

A regular meeting schedule should be established. Quarterly meetings are recommended as a minimum.

#### III. DUTIES

The terms and duties of the preschool board should be established in writing as by-laws. Specific duties should include developing staff and student policies, approving a workable



budget, providing support to the director and staff, developing operational needs and procedures, interacting with other church committees.

## **CURRICULUM CRITERIA**

The program should have a written statement of its philosophy and goals available for review. Written policies are essential to define and clarify the program's responsibility to the children, their families, the staff and the church.

The program should have a written curriculum based on knowledge of early childhood development. The program's philosophy and goals should be reflected within the developmentally appropriate activities planned for children.

The program should provide a variety of activities incorporating the following:

1. Child initiated activities.
2. Large and small group interaction.
3. Large and small motor experiences.
4. Alternating periods of quiet and active play.
5. Outdoor play each day, weather permitting.
6. Development of spiritual concepts.

Developmentally appropriate activities and materials should be used in order to achieve the following goals:

1. Promote Christian attitudes, values, and actions.
2. Promote positive self concept.
3. Develop social skills.
4. Encourage child to think, reason, question, and experiment.
5. Encourage language development.
6. Enhance physical development and skills.
7. Demonstrate and encourage sound health, safety and nutritional practices.
8. Offer a variety of art and music experiences, encouraging creative expression and appreciation.
9. Promote respect for individual and cultural differences.

The use of television, films and videotapes is limited to special events and is not used on a regular basis. Material used should be previewed and determined age appropriate.

Transitions should be made in a smooth, respectful manner. Staff should be sensitive to the needs and interests of the children. Staff should be flexible in changing plans when necessary to accommodate the needs or interests of the children. Curriculum should be developed with the following in mind:

1. Growth and developmental stages. ▲
2. Planned scope and sequence of units.

3. Appropriate classroom environment for age group.
4. Preparation of children for the next age level class.

## **PHYSICAL FACILITY**

### **I. OUTDOOR PLAY SPACE**

When planning outdoor play space, thought should be given to insure safety, ease of supervision, and accessibility. The area should be enclosed or fenced. Gas meters, cooling/heating systems, etc. located on the outdoor play space must be protected to avoid contact with equipment, meters, drains, etc. Grounds shall be kept clean and free from litter and other dangerous materials.

Optimally, outdoor play space should be divided for appropriate age groups and include areas for riding toys, sand/water play, and a variety of equipment for riding, climbing, balancing, and running.

Emergency first aid supplies should be readily accessible at all times.

The following areas necessitate special consideration:

1. Height of fencing.
2. Placement of Equipment.
3. Appropriate type and depth of ground cover.

In order to meet all necessary safety standards, each preschool should consult one or more of the following sources:

1. U.S. Consumer Product Safety Commission
2. Department of Human Resources, Family & Children Services
3. Individual guidelines from licensed, bonded, insured playground companies.

### **II. INDOOR PLAY SPACE**

All space used by the preschool should be equipped and arranged to facilitate:

1. Variety of small/large group activities.
2. Ease of mobility of children to reduce risk of accident or injury.
3. Visual supervision of children at all times.
4. Emergency evacuation.

### **III. ADMINISTRATIVE SPACE**

In planning for administrative space in the preschool, consideration should be given to:

A. Ample space for:

1. Desk, chairs, filing cabinets, bookcases, etc.
2. Office equipment, i.e., computers, phones, etc.

B. Privacy for:

1. Storage of confidential files and records.

2. Confidential conversations with staff, parents, etc.
3. After school supervision of a “late pick up” where phone access is needed.

#### IV. CLASSROOMS

##### A. SPACE

1. It is suggested that a preferred standard of 30 square feet per child be allotted of classroom space. A minimum standard of 25 square feet per child may be acceptable if other spaces are also available to the children.
2. All room sizes must meet fire code, health and safety regulations, and other county, state or federal guidelines.
3. A report should be kept listing the size of each room, the age of the class using the room, and the number of children enrolled in the class.

##### B. DOORS AND WINDOWS

1. Doors and windows should be of the type recommended by the local fire department.
2. If the facility is not climate controlled, outside doors and windows must have screens.
3. Doors must be the type which cannot be locked/unlocked by children.

##### C. FLOORS

1. Should have non-abrasive coverings.
2. If covered, area carpets/rugs should have secured edges.
3. Should be easily cleaned.

##### D. WALLS

1. Should be in good condition.
2. Should be painted with non-toxic, lead free paint.

##### E. VENTS

1. Should not be blocked by furniture/equipment.
2. Should have openings of the size to prevent the insertion of objects.

##### F. ELECTRICAL

1. Outlets, plugs, and cords should be in good condition.
2. Outlets should have safety plugs.
3. Cords should be secured to prevent accidents.

##### G. BULLETIN BOARDS, CHALK BOARDS, CORK STRIPS

1. Should have surfaces in good condition.

2. Should be securely mounted.
3. Should be at appropriate heights for intended use.

#### H. TELEPHONE

A telephone should be easily accessible to all preschool staff for emergency use.

#### I. EQUIPMENT

1. The following should be regarded as equipment:
  - a. Playsets
  - b. Housekeeping sets
  - c. Easels
  - d. Free standing boards
  - e. Sand/water tables
  - f. Audio-Visual equipment
  - g. Computers
2. All equipment should:
  - a. be primarily wooden or heavy duty plastic.
  - b. be stabilized (not easily tipped or moved).
  - c. have no protruding hinges.
  - d. have doors that are easily opened from either direction.
  - e. be painted/stained with non-toxic, lead free surface coverings.

#### J. FURNITURE

1. The following shall be regarded as furniture:
  - a. Tables
  - b. Chairs
  - c. Cabinets
  - d. Bookcases
  - e. Shelves
  - f. Hanging Hooks

All furniture shall be sturdy and designed for heavy use. Furniture should be stained or painted with non-toxic, lead-free surface covering. Special attention should be given to the following items:

- a. Tables should:
  - have rounded corners.
  - be non-collapsible, or equipped with locking mechanism.
  - have smooth, non-porous surfaces.
- b. Chairs are:
  - non-collapsible.
  - equipped with locking mechanism.
- c. Cabinets should:
  - be stabilized.

- have non-protruding hinges.
  - be easily opened to avoid entrapment.
- d. Bookcases should:
- be stabilized.
- e. Shelves should:
- have rounded corners.
  - be placed at appropriate level for child use/adult use.
  - be securely mounted.
- f. Hanging hooks should be:
- non-protruding.
  - rounded at tips.
  - protected by a shelf.
  - placed above heads of children but within arm's reach.
  - securely mounted.
  - in classrooms, not in hallways.

## V. STAIRWAYS

1. Must have handrails.
2. Stairwell surfaces must be non-skid.

## VI. MULTI-PURPOSE SPACE

Ideally there should be other rooms available for:

1. Rainy day play
2. Music
3. Gross motor activity
4. Chapel
5. Other extra-curricular activity

## VII. BATHROOM FACILITIES

Adequate bathroom facilities should be available for children in the classroom or in close proximity to each classroom. Each bathroom should have flushing toilets, sinks with running water, and antibacterial soap dispenses. All health department regulations must be met with special attention given to proper daily cleaning and disinfecting. Trash should be removed daily.

## VIII. STORAGE

Storage areas must be provided for classroom materials and equipment. Care should be given to the following:

1. Easy access to all arts and crafts supplies.

2. Excess furniture and equipment should be removed from rooms used by children.
3. Cleaning/flammable materials are locked and stored out of children's reach.
4. First aid supplies, while easily accessible, are out of children's reach.

## **FINANCE**

### **I. FINANCIAL POLICY**

To provide quality education for the children, the preschool director, board, and the appropriate church committee should see that necessary funds are available. These funds may be secured in the following ways:

1. Tuition
2. Fundraisers
3. Registration monies
4. Special fees (activity, book, etc.)
5. Donations
6. Church supplement
7. Other

### **II. PRESCHOOL BUDGET**

Ideally, the preschool operational budget should be a joint effort plan between the director and appropriate church personnel. The amount of money needed to carry out the program goals and objectives becomes the operating budget for the school year. Items to be considered are:

#### **A. PERSONNEL**

1. Salaries
2. Benefits (sick leave, paid holidays, etc.)
3. Staff development
4. Substitute pay
5. Required federal and state deductions (tax withholding, workman's comp, etc.)

#### **B. PROGRAM**

1. Equipment (copier, playground, etc.)
2. Equipment repair and replacement
3. Expendable supplies (paper, paste, paint, etc.)
4. Curriculum
5. Classroom furniture
6. Classroom toys, games, manipulatives
7. Office supplies
8. Use of building fees/contributions

9. Utilities
10. Professional organizations, journals, etc.

C. FACILITIES MAINTENANCE – INDOOR & OUTDOOR

D. FOOD SERVICE (if applicable)

E. TRANSPORTATION (if applicable)

### III. FINANCIAL MANAGEMENT

Once financial resources and amounts of income have been determined, a written plan including both income and expenditures must be made. Procedures must be established for the accurate recording of monies received and disbursed. Computer software programs are available for this purpose. The following items are essential:

1. Current monthly operating budget.
2. Current year-to-date expenses. ▲
3. Petty cash expenses (if applicable).
4. Communication of monthly financial status to the preschool board or appropriate committee. ▲
5. Evaluation of expenses and fees to project the operating budget for the following year. ▲
6. Establishment of accurate systems of bookkeeping and internal controls.

## **LIABILITY**

### A. POLICY STATEMENT

The preschool should have a policy statement regarding the following issues:

1. Discipline.
2. Accidents, i.e., accident report ▲, release authorization.
3. Use of medication and related health issues, i.e., immunization, allergies, communicable diseases.
4. Physical, sexual or verbal abuse, and other criminal acts.
5. Food.
6. Toileting and diaper changing.
7. Special needs children.
8. Transportation of children, i.e., field trip, late pickup, emergency.
9. Custody issues.
10. Supervision of children.
10. Animal policy.
11. Plant policy.

Staff and Parents will have opportunity to review policies annually.

## **SAFETY**

The preschool should have a policy regarding the following safety issues. Refer to state and local guidelines in the establishing of your criteria.

- A. Sleeping and resting equipment shall be arranged to:
  - 1. avoid obstructing access to exit doors.
  - 2. provide the teacher access to each child.
  - 3. prevent children's access to cords hanging from window treatments or other hazardous objects.
  
- B. Children shall not be permitted to:
  - 1. be in the kitchen except as part of a planned, supervised learning experience.
  - 2. wear hazardous items around their necks or attached to their clothing.
  - 3. participate in an activity away from the preschool without the parent's written permission.
  
- C. No child should be left unattended while being diapered or having their clothes changed on a diaper changing surface.
  
- D. All electrical outlets within the reach of children must have protective caps specifically designed to prohibit children from placing anything in the receptacle.
  
- E. Heating and cooling equipment must be protected from children's reach.
  
- F. A telephone shall be readily available in the preschool with the following numbers posted in a conspicuous place next to each telephone. In those areas of the state serviced by 911, this emergency number may be posted in lieu of the phone numbers required for:
  - 1. physician or hospital
  - 2. ambulance or rescue squad service
  - 3. fire department
  - 4. police department
  - 5. county health department
  - 6. regional poison control department
  
- G. A weather radio with an alarm must be operational.
  
- H. Construction and maintenance should take place only in areas that are not accessible to the children.
  
- I. Door locks should permit personnel to open a locked room from outside the room in an emergency.



- J. All windows or glass doors should be constructed of safety glass or have protective devices covering the glass.
- K. Children should not be permitted access to any area not approved for childcare.
- L. All swimming and wading pools shall be sanitized in accordance with local health regulations and be inaccessible to children except during supervised activities.
- M. The preschool should have a transportation plan in place for off-site activities. Any vehicle used by the school must follow current child safety laws for the state of Georgia. Vehicles used for the transportation of children must have an annual maintenance check.
- N. The preschool premises should be free of plants which are poisonous or hazardous.
- O. The preschool should have an animal policy.
- P. The preschool is responsible for the child from the time the child arrives at school until the time the child is picked up from school.
- Q. Child abuse, neglect, or deprivation.

Whenever there is a reasonable cause to believe that a child has been physically injured or has suffered death by other than accidental means, has been neglected, exploited or deprived, or sexually assaulted or exploited, such incident must be reported. Any suspected incident of child abuse, neglect, or deprivation shall be reported to the local County Department of Family and Children Services in accordance with O.C.G.A. Sec. 19-7-5.

- R. The preschool should have a written plan for handling emergencies, including but not limited to fire, severe weather, crisis situations, loss of electrical power or water and death. ▲

## **SPECIAL NEEDS CHILDREN**

A policy should be in place regarding children with special needs.

- A. A special needs child is defined as one who is physically, socially, emotionally or behaviorally challenged and one that would require modification in regular education classroom.
- B. When the teacher and director observe that a child is having difficulty performing at an appropriate developmental age level, is having difficulty adjusting to school, or is disrupting the learning environment for other children, efforts should be made to address this issue with the parents and provide resource information regarding referrals in the county in which the child lives.
- C. If you choose to serve special needs children in your program, consider the following:

1. Specialized staff training.
2. Lower staff/child ratios.
3. Special environmental arrangements and equipment.
4. Placement of the child by developmental level rather than by chronological age.
5. Support for the parents of the special needs child.

## **RELATIONSHIPS WITH PARENTS**

To foster positive relationships between the school and the home, parents should be welcomed as an integral part of the school experience. This may include:

1. Parent visits to the classroom.
2. Parents as resource people for enhancing the total program.
3. Education programming for parents dealing with family and child issues.
4. Parent organization.

### **I. ONGOING COMMUNICATION**

1. Parent orientation at the beginning of the year.
2. Parent handbook.
3. Newsletter and/or calendars from both the teacher and the director should be sent home on a regular basis.
4. Written report of injury.
5. Parental involvement in the classroom, i.e., class parties, special projects, reading volunteer. Open communication with parents regarding various aspects of their child's development.
6. Written permission forms
  - a. Car pool pick-up
  - b. Field trips
  - c. Emergencies
7. Conferences
  - a. At least two conferences should be offered each year.
  - b. Information for these conferences can be gathered in the following ways:
    - 1) Anecdotal records.
    - 2) Classroom/playground observations.
    - 3) Locally or nationally developed progress checklists.
    - 4) Dated compilation of children's work.
    - 5) Confidentiality must be maintained concerning all personal and private information regarding each family.

### **II. EVALUATION**

Parents should have an opportunity to make an annual evaluation of school program. ▲

## **COMMUNICATION WITH CHURCH AND COMMUNITY**

### **I. CHURCH**

- A. Recognizing the preschool is an outreach ministry of the church, a procedure should be established to communicate with churched families, unchurched families, and families with special circumstances.
- B. The preschool should jointly develop with the local church a set of guidelines including policies and procedures for:
  - 1. Use of space.
  - 2. Use of supplies and equipment.
  - 3. On-going maintenance.
  - 4. Repairs and upkeep.
  - 5. Major alterations/renovations.
  - 6. Scheduling of events.
  - 7. Joint public relations.
- C. The preschool's policy for the prevention of child abuse in the church shall be in keeping with the local church's policy statement.

### **II. COMMUNITY**

Within the community, the preschool should:

- A. Communicate a policy of non-discrimination.
- B. Coordinate with local schools, both private and public, regarding programs and special services available.
  - 1. Placement procedures for entering kindergarten and 1<sup>st</sup> grade.
  - 2. Refers to services available for speech, hearing, vision, or other special education services.
- C. Communicate via various media, i.e., newspapers, internet, radio.
- D. Utilize the resources for enhancing the total program, i.e., field trips, speakers, special programs.

## **GOALS TO IMPROVE PROGRAM**

### **I. SHORT TERM GOALS (Minimum of three)**

### **II. LONG TERM GOALS (Minimum of three)**

## **REQUIRED FORMS**

State of Georgia or Federal government regulations require that preschools complete:

- Form 3231 - Immunization Form (1-5 years) – County Health Department or Pediatrician
- Form 3300 - Ear, Eye, & Dental Form (5 years only) – County Health Department or Pediatrician
- W-4 Forms (Federal) – Internal Revenue Service
- G-4 State Tax Form – Georgia Revenue Department
- U.S. Dept. of Justice #I-9 – Immunization & Naturalization Service – Georgia Bureau of Vital Statistics
- #5578 – Racial Non discrimination – Internal Revenue Service
- Exemption From Licensing – Georgia Department of Human Resources
- Workers Compensation Panel of Physicians and Procedures – Georgia Department of Labor or Your Workers Compensation Insurance Carrier