

PROCUREMENT SERVICES

Reference Manual



**GRADUATING
COLLEGE-READY**

DESTINATION
2025



SCSK12.ORG



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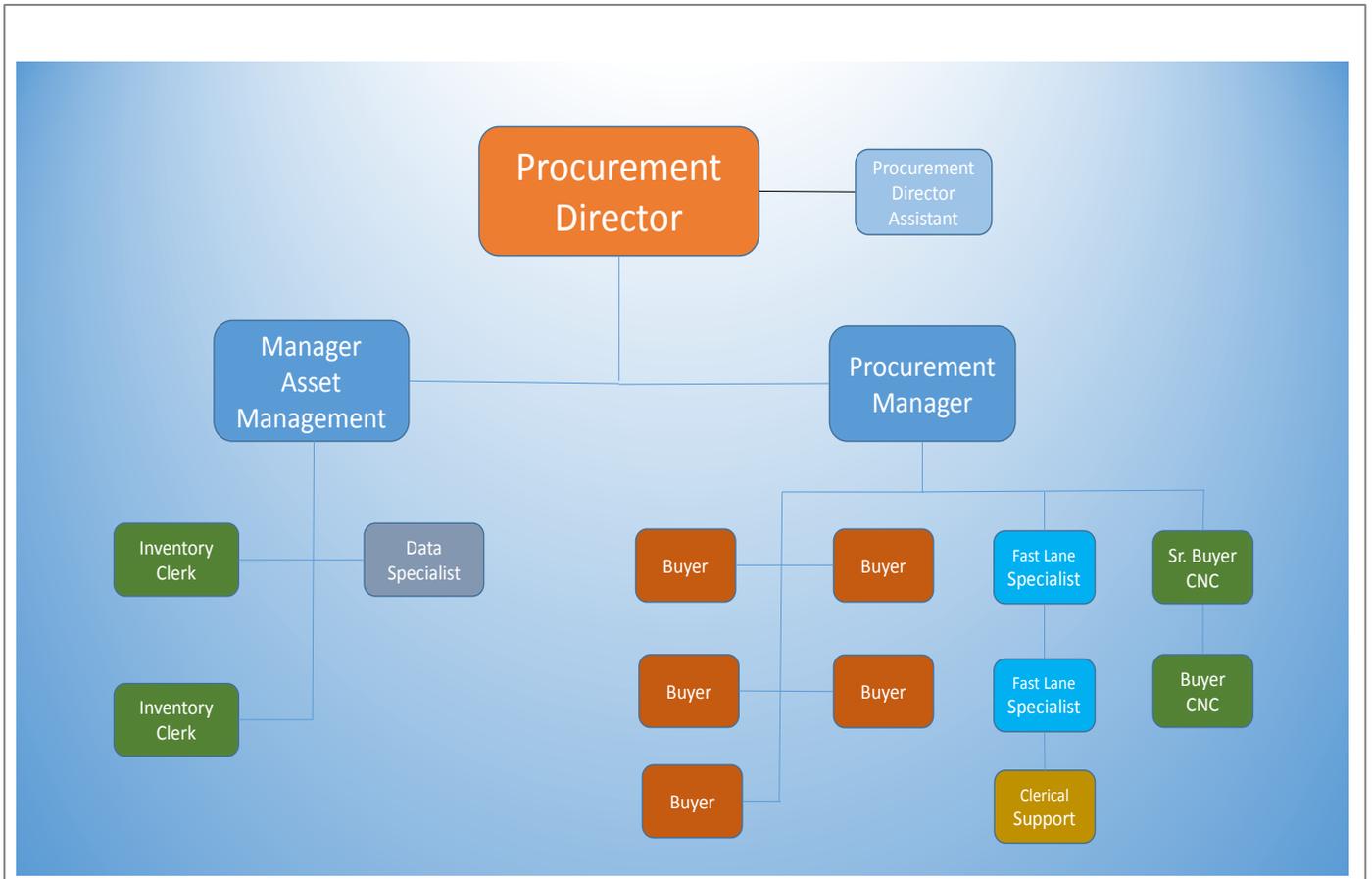
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GENERAL INFORMATION

A. Procurement Organization Chart



B. Introduction

The Department of Procurement Services is responsible for giving priority status to the needs of the pupils in Shelby County Schools and obtaining the maximum value for each dollar expended. The Procurement Services personnel are to consider the interest of the school system and the betterment of its' educational programs. The Director of the Department along with the staff performs a broad spectrum of functions as required in coordinating all phases of centralized purchasing within established Board Policy and procedures governing the procurement of goods and services for Shelby County Schools. This manual will provide the guidance necessary for the administrative personnel involved or responsible for the purchasing functions at their respective locations; however, this information will prove valuable to every District staff member and various departments and schools.

C. Mission Statement

“To provide schools and administrative offices with the goods and services needed, when needed, within specifications, and at optimal price points to assist the District in meeting short and long term educational goals. In doing this, we must ensure procurement laws and policies are followed and the District achieves the most cost-effective prices for goods and services possible.”

Procurement Services is responsible for purchasing all goods and services for schools, offices, teachers and staff of the Shelby County Schools for the best dollar value. The Procurement Services Department is committed to bid practices that offer all vendors open and fair competition. The role of Procurement Services is to ensure that our customers have the appropriate tools to teach our children and to lead them into successful futures beyond their years with Shelby County Schools.

D. Vision

Procurement Services will be the leader in Procurement Best Practices and Strategic Sourcing for the District. The department will demonstrate a commitment to the community by implementing new strategies that will increase levels of spending with Local Small Business Enterprises. Procurement subscribes to the standards of the National Association of Purchasing Management and the National Institute of Governmental Purchasing. We are members of the Tennessee Association of School Business Officials and follow the guidelines as outlined in Tennessee Code Annotated.

E. Code of Ethics

Procurement Services staff adheres to a strict code of ethics. SCS Procurement Services subscribes to the standards set forth by the National Association of Purchasing Management and the National Institute of Governmental Purchasing. Ethics in SCS Procurement promote efficiency and honesty in the Purchasing function; create a business atmosphere where honesty and integrity prevail; portray a wholesome approach to conducting business transactions in order to dispel negative views; discourage attempts by suppliers to engage in unacceptable conduct; provide a guide for good business conduct for any Procurement officer. Lastly, adherence to a strong code of ethics in SCS Procurement demonstrates for our students a strong moral character as an example of what is right in the SCS business environment.

F. Purpose

The purpose of this manual is to assist our customers in the purchase of goods, services and equipment necessary to support our schools and offices. To that end, this manual will:

1. Simplify, clarify and modernize the policies governing procurement by Shelby County Schools.
2. Introduce compliance with federal and state laws, school board policies and Purchasing regulations
3. Make as uniform as possible the procedures on purchasing, provide increased economy in procurement activities, and maximize the purchasing value of Shelby County School funds
4. Provide safeguards of the maintenance of a procurement system of quality and integrity
5. To obtain in a cost-effective and responsive manner the materials, services and equipment required

by Shelby County Schools.

G. Application

This manual and the policies outlined herein shall apply to every expenditure of Shelby County Schools funds, regardless of their source, except as noted below. Nothing, however, in the manual shall prevent Shelby County Schools from complying with the terms and conditions of any grant, gift, or cooperative agreement.

Funds exempt from application of this code:

1. School Activity Funds (School Cafeteria Funds, School Concession Funds and Internal school funds): These funds are governed by the procedures outlined in the School Activities Accounting Manual, which complies with the Tennessee Internal School Financial Management Manual.
2. PTA Funds: PTA funds as well as other parent-student or parent-teacher organizations such as a band booster and athletic support organizations shall be governed by policies and procedures adopted by each individual organization.

PROCUREMENT SERVICES DUTIES AND RESPONSIBILITIES

A. Procurement Services Duties and Responsibilities

Procurement Services is responsible for purchasing all goods and services for schools, offices, teachers and staff of the Shelby County Schools for the best dollar value. The Procurement Services Department is committed to bid practices that offer all vendors open and fair competition. The role of Procurement Services is to ensure that our customers have the appropriate tools to teach our children and to lead them into a successful future beyond their years with Shelby County Schools.

The Director of Procurement Services with his/her staff performs the following primary functions:

- Coordinates all phases of centralized purchasing, Bids, Proposals and Contracts as established by board policy and at the direction of the Chief of Business Operations.
- Purchases all goods, services and equipment used in the school system upon receipt of properly approved requisitions.
- Assists cooperatively with the end-users in developing specifications that are descriptive of materials requisitioned and are sufficiently broad to promote competitive bidding.
- Constantly strives to maintain an up-to-date file of responsible bidders to assure securing the best prices available on the desired product, consistent with quality, service and timely delivery.
- Tabulates bids and prepares recommendations for presentation at the Board meetings.
- Coordinates with various departments and schools to schedule yearly requests at appropriate buying intervals.
- Conducts such tests as may be necessary to assure compliance with specifications to protect the school system from fraud and deceit and to protect bidders who bid specifications.
- Assists in the preparation of budgets by furnishing descriptions and estimated costs on goods and services to the various departments.
- Maintains adequate records on all transactions.
- Assists Parent-Teacher Organizations and other school groups in the selection and purchase of items for their particular schools, provided proper approval for such purchases have been received.
- Contracts for the removal of structures that have been properly approved for removal.
- Directs sales personnel to appropriate department managers.
- Develops and maintains successful vendor relationships.
- Assumes responsibility for the efficiency, productivity and integrity of the operations of the Department of Procurement Services.

REQUESTORS' RESPONSIBILITIES

A. YOUR ROLE

The purpose of this chapter is to define and describe your role, including conduct and ethics during and after the procurement process.

It is extremely important to note that the District will not process invoices that do not have a valid contract or Purchase Order executed by authorized District personnel. Therefore, all vendors are required to have a valid contract or Purchase Order (purchases \$500 or greater) prior to providing services or delivering goods to a school or office within the District. If the vendor provides services or delivers goods in advance of a valid executed contract or Purchase Order, the vendor does so at its own risk and invoices received will not be processed for payment. Therefore, you must ensure that prior to receipt of services or goods delivered by a vendor, that the appropriate procedures are followed to ensure payment to the vendor.

In addition, purchases shall be made as provided by applicable Tennessee Law, Federal Law, Board policies and the policies and procedures within this manual. Any purchase or contracts entered into in violation of the policies and procedures contained herein are void and not binding on the District. **You may be subject to personal liability if you willfully or intentionally violate the policies and procedures set forth in this Procurement Manual including liability for the costs of services or goods incurred by the District.**

A.1. Conduct

You have a fiduciary responsibility to protect the interest of the District, to place the District's interest above your own, and most importantly, to safeguard the District's resources.

A.2. Ethics

Ethics is an overarching theme for schools, offices, District staff, vendors, and consultants from the time preceding the initiation of the procurement process through the fulfillment of a contract. Procurements utilizing District funds are either direct or indirect spending of public funds and subject to public scrutiny. Therefore, before, during, and after the procurement process, we must all be responsible, honest, prudent, and avoid participating in any decision-making where there could be a conflict of interest or the appearance of a conflict.

A.3. Splitting to Avoid Competition

It is unlawful to split or separate into smaller work orders/projects any work, project, service, or purchase for the purpose of evading the competitive process. No person shall willfully split a single transaction into a series of transactions for the purpose of evading the requirements. Moreover, it is against Board policy to split any service contracts to avoid the competitive negotiation requirement.

Bid-splitting is never acceptable as it is a violation of the District Policy and may result in disciplinary action and/or restricted procurement ability. Whether you are purchasing 50 items or 1 item, if the total of that purchase is greater than the dollar threshold and the purchase is split into multiple transactions in order to complete the transaction, it is still considered bid-splitting.

A.4. Anti-Kickbacks

It is District policy that all employees act with integrity and good judgment and recognize that accepting personal gifts from vendors may cause favoritism. No employee of the District shall solicit or accept any personal favor, gift,

gratuity or offer of entertainment directly or indirectly from a vendor who is doing or seeking to do business with the District.

A.5. Incentives and Rebates

It is District policy to not use incentives and rebates for personal benefit. In addition, it is District policy to negotiate either quantity or trade discounts in lieu of accepting incentives or entering into rebate agreements with suppliers for all methods of purchase. If a vendor proposes incentives or rebate agreements, refer the vendor to Procurement Services who will review the conditions of the offer to determine if:

- it is reasonable;
- more favorable prices are available from other vendors; and
- either the rebate or incentive value can be applied toward the purchase price.

A.5.a. Incentives

Incentives are deliberate enticements offered by a vendor to encourage a purchase. Incentives are tangible non-monetary benefits to the recipient and include any value-added goods and services offered at no charge. Examples include:

- Extra goods or services
- Gifts
- Tickets to an event
- Free merchandise

Incentives are generally not accepted because it is inappropriate for a public institution to accept either property or a service that is difficult to identify as tangible and administer to the benefit to the District.

A.5.b. Rebates

Rebates are offers from the supplier either to return part of the cost of the order to the purchaser or to provide additional consideration or compensation to encourage the purchase of goods and/or services. Examples are:

- cash or credit based on total purchases
- value-added goods or services offered at a substantially reduced price
- checks to either the purchaser or the District

If a manufacturer rebate is offered on a purchase you make, policy requires that the rebate check is made payable to the Shelby County Schools. You must submit the rebate check to Finance. Failure to do so may result in investigation, criminal prosecution and disciplinary action.

B. PLANNING AHEAD

Planning ahead is the most important step. The dollar threshold of the acquisition will determine whether the procurement will need to be competitively procured. If the procurement will be competitive, you should plan ahead to ensure timeliness and efficiency. Urgency of a purchase because of lack of prior planning is not an acceptable reason to rush a purchase through. The competitive process can be lengthy depending on the complexity of the acquisition. Therefore, we recommend that you begin planning by utilizing the elements below.

B.1. Planning the Acquisition Elements

When planning the acquisition approach, correctly determine the following:

- the need you are trying to address;
- existing options for meeting your need(s) and the inherent trade-offs;
- funding and estimated dollar value;
- type of procurement (goods, commodity, professional service, information technology, etc.);
- review and approval process;
- impact of existing District policies and procedures;
- method to acquiring goods, commodity and/or professional service;
- timeline;
- scope of work & evaluation criteria;
- specifications and updates; and
- management and back-up plan

B.1.a. Analysis of the Need

In planning for an acquisition, the first step is to validate the need you are trying to address. Is it an isolated problem or does it connect to a larger need or issues at other sites?

B.1.b. Research of Existing Options

What research has been conducted to determine the various options to meet the procurement need?

B.1.c. Funding and Estimated Dollar Value

In planning the acquisition elements, the first step is to identify the funding source and budget for the acquisition. Identifying a funding source and budget will assist in determining the ability to acquire the supplies, equipment, general and professional services.

Initiating a Contract for Professional Services When Funds are Pending

Often schools and offices receive grant award notification and are required to begin service prior to receipt of funds by the District. In such cases, you are still required to submit the necessary forms to Procurement Services and the General Counsel's Office to initiate the contract. In addition, you shall provide a copy of the grant award notification letter as evidence of funds availability and a letter from Finance.

It is strongly recommended that grant recipients contact Finance to ensure grant funds are placed in the appropriate account as soon as grant award notification is received. Finance can work with the grant recipient to establish a zero budget line, if necessary, to allow funds to be encumbered for expenditure on grant-funded contract services as soon as possible.

B.1.d. Type of Purchase

Determining the type of purchase begins by identifying the major objective and/or purpose of the entire purchase. In doing so, ask yourself the following questions:

- What is the sole or main purpose of the purchase?
- Is it available in the District's Warehouse?
- Is a Master Contract/Agreement available?
- Is it for supplies, equipment, general or professional services?

C. PROFESSIONAL SERVICES (Non-Facilities)

Professional service contracts will be processed under the following conditions:

Professional service contracts can be used to engage qualified individuals or firms to provide temporary special services in areas such as financial, economic, accounting, engineering, architect, technical, design-build, legal, or administrative matters.

Professional service contracts may not be used to hire persons who should be classified as employees rather than as contractors under Internal Revenue Service (IRS) guidelines, or to perform work that could be assigned to certificated, classified, or unclassified District employees.

C.1. . Legal Requirements for a Valid Independent Contractor Relationship

- Under Federal and State law, an independent contractor is one who renders a specified service for a specified result, under the control of the District as to work product only, not as to the manner and means of accomplishing the result. If the District has the right to control the method of performance, the worker is an employee and may not be hired by contract.
- The independent contractor relationship must comply with IRS requirements.
- Examples of workers who cannot be hired as contractors:
 - a. Administrators, substitutes, tutors
 - b. Teachers, school bus drivers, cafeteria workers
 - c. Specialty teachers, clerical staff, counselors
 - d. Instructors, athletic coaches, custodians
 - e. Proctors, librarians, nurses
 - f. Psychologists, examination monitors

STEPS IN THE PROCUREMENT PROCESS

A. Overview of the Procurement Process

Individual purchases of \$500 or less do not require a purchase order, invoices for such purchases should be sent directly to the Shelby County Schools Accounts Payable Office. For all non-purchase order expenditures, the budget center manager and the management level above the budget center manager must sign and approve invoices for payment. Purchases over \$500 must be requested in E-Procurement and have a purchase order prior to purchase.

The customer enters the requisition into E-Procurement: an administrator or financial secretary. The customer enters the requisition as a catalog/warehouse order or non-catalog/ special request orders. If a bid is not required, a purchase order is generated and issued to vendor. If a bid is required the buyer processes as Bid or RFP.

If the request is a bid/RFP and does not require Board approval purchase order is generated and issued to vendor. If Board approval is required buyer creates report for approvals. Board approval process as followed:

1. Director of Procurement
2. Chief of Business Operations
3. Superintendent's Cabinet
4. Board Work Session
5. Board Meeting

After the Board approves the bid/RFP, purchase order is generated and issued to vendor. If the Board does not approve the bid/RFP no purchase order is issued until all issues are addressed.

B. Strategic Sourcing Suppliers

The Board approves Strategic Sourcing suppliers for office supplies, educational supplies, printing services and equipment (computers, computer maintenance, copiers and copier maintenance). Procurement Services has contract pricing already in place for many and various types of equipment that is used in our classrooms. The contracts allow schools and departments to enjoy improved pricing and service. Note that where strategic sourcing contracts are in place, their use is highly recommended. Strategic Sourcing suppliers are based on Competitive Bidding/RFPs. For a list of Strategic Sourcing suppliers and prices/discounts log onto www.scsk12.org and click on Doing Business with SCS, then Pricing Catalogs.

All requests for the purchase of these items must be made in E-Procurement.

Any questions may be directed to the Procurement Services Main Help Desk at (901) 416-5376. We encourage all schools and administrative office to use our website as a tool for informational as well as ordering use.

C. Purchase Order

The Shelby County Schools purchase order is the seller's authority to ship and invoice for the goods specified on the order. The purchase order is a legal document. SCS purchase orders will have the signature of the Director of Procurement Services; and, if applicable date of the bid, the date of Board approval, the vendor quote, and contract term.

D. Follow Up for Orders

The follow-up and expediting of purchase orders is handled by the appropriate buyer under the direction of the Procurement Services Director. Other areas requiring follow-up by the buyer: price discrepancies, incorrect or substandard items received from the vendor, or coordination of delivery schedules.

E. Receipt of Purchased Items

Proper receipt of purchased items is just as important as any of the other steps in the purchasing process. Since the Procurement Department does not receive merchandise ordered, it must rely upon the receiver to keep the Procurement Department fully informed. The receiver should follow certain simple steps in checking goods received.

Each receiver in checking a shipment should do the following:

1. Check to see if the shipment has been delivered to the right address.
2. Check the carton externally for evidence of severe damage that indicates it may have been dropped crushed, etc. If the carton is damaged, it should be brought to the attention of the person making the delivery and noted on his delivery receipt. Should a container be so damaged that it could easily be determined that the contents are damaged, the vendor should be notified at once for proper disposition.
3. Check the contents of the carton against the packing list and the receiver's copy of the purchase order. Any item appearing on the packing list that is not in the carton should be noted on the delivery receipt form in ink.
4. Check the quality of the shipment against quality designated on the purchase order. If there is any doubt, notify the Procurement Services Department at once.
5. If the items received are in good condition and the purchase order is complete, the requestor of the purchase order must log on to E-Procurement to receive his/her items.

F. Timeline for Bids & Board Approvals

State law mandates that items over \$10,000 must be competitively bid. Please allow Procurement Services three (3) weeks to process your bid. State law indicates that bids be advertised for a minimum of ten (10) days. Procurement will work with our internal customers to evaluate each bid as necessary.

Board approval is required for the purchase of items costing \$100,000 or more. The approval of the Board is not required for fund transfers, non-expenditure transactions, and recurrent expenditures such as debt service, utilities and telephones, where such expenditures have previously been approved and/or budgeted. Approval is not required for budgeted purchases of textbooks purchased through the State Depository, or testing materials.

Regular meetings of the Board Members shall be held on the last Tuesday of each month. If a meeting date falls on a legal or religious holiday, the meeting will be rescheduled. A majority of the full Board may change any regular meeting date, time and place.

If an item is processed as a bid and requires Board approval, please make sure the request has been electronically signed off by all approvers and in the Buyers Queue six (6) weeks prior to Board meeting. This timeline is necessary because items that must be Board approved must be:

1. Reviewed by the Director of Procurement;
2. Reviewed by the Chief of Business Operations;
3. Reviewed by the Superintendent's Executive Cabinet;
4. Reviewed by Board Members at Board Work Session;
5. Approved by Board Members at next Board Meeting.

PURCHASE AMOUNT	TIMELINE (Non-Professional Services/Supplies/Equipment)
\$1 - \$3,499	Requisition approved and purchase order released within 3 business days of complete requisition submission.
\$3,500 up to \$9,999	Requisition approved and purchase order released within 3 business days of receiving complete requisition submission with minimum of three quotes attached.
\$10,000 to \$99,999 Bid above the State Competitive Procurement Limit	Procurement Services will process the bid within 15 business days of the receipt of a complete requisition and bid specifications. The requisition will be approved and a purchase order released after the bid closes and the award recommendation is received.
\$10,000 to \$99,999 RFP above the State Competitive Procurement Limit	Procurement Services will process the RFP within 20 business days of the receipt of a complete Project Request Form and complete Scope of Services. The requisition will be processed and a purchase order released after the RFP closes and the award recommendation is received.
\$100,000 and above	A tailored acquisition will be developed depending on the level of complexity. Additional time will be required for the Board Approval process.

BOARD MEETING SUBMISSION DEADLINES

2016-2017

August 2016						
S	M	T	W	T	F	S
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September 2016						
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October 2016						
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30	31					

November 2016						
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27	28	29	30			

December 2016						
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January 2017						
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29	30	31				

February 2017						
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26	27	28				

March 2017						
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April 2017						
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30						

May 2017						
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28	29	30	31			

June 2017						
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25	26	27	28	29	30	

July 2017						
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23	24	25	26	27	28	29
30	31					

LEGEND

- Staff Action Items Due to Board Office by 5pm
 - Cabinet Initial Review of Upcoming Month's Staff Action Items
 - Cabinet 2nd Review of Staff Action Items
 - Cabinet Final Review of Staff Action Items
 - Upcoming Month's Work Session Agenda Open in Board Docs for Uploads
 - Agenda Posted
 - Work Session/Business Meeting
- ^o Note: Submission deadline for items due the following month

SOURCING METHODS

Unless otherwise authorized by law, all Shelby County Schools' purchase orders/ contracts shall be awarded by one of the following methods:

A. COMPETITION OVERVIEW

Competition is the cornerstone of our procurement system and the benefits of competition are well established. Procurement Services has a number of tools to facilitate the efficient and effective use of competition including various procurement methods such as the Request for Quotes (RFQ), Invitation for Bid (IFB), Request for Proposal (RFP), and the Request for Qualifications and Information (RFQ/I).

The principle of competition has one primary and two secondary purposes. The primary purpose is to obtain the best quality and service at minimum cost. The secondary purposes are to guard against favoritism and profiteering at public expense, and to provide equal opportunities to participate in public business to every potential vendor.

Competition is a solicitation for any kind of asset (purchase or lease), whether material (goods, products, or construction) or immaterial (services) which enables all deemed responsible sources to compete in a fair and open environment. While procurement is supposed to bring fairness, impartiality, transparency, and suitability to internal practices, a competitive procurement process will ensure the highest level of openness, thus maximizing the suitability of the requested assets or services, and the best return on investment.

If you have not conducted formal procurement planning, this process is a way to establish the need for a separate procurement function and demonstrate its value to you and your School or Office. Specific suggestions for useful procurement planning activities are discussed below under Section C. Procurement Planning.

B. COMPETITION CONCEPTS

The competition concept is the premise that the public is best served and public funds (over a specified level) are spent wisely only after being subjected to the rigors of competitive procurement. It is incumbent on the District leadership in reinforcing the use of competition and related practices for achieving a competitive environment. As public officials, we must promote competition to its fullest extent through proper planning, make versus buy, coordination and communication, and taking the time to define each requirement carefully. Competition provides an equal playing field and opportunity.

The benefits of competition include the following:

- saves the District monies;
- improves vendor performance;
- curbs fraud; and
- promotes accountability for results.

C. PROCUREMENT PLANNING

Within the District, change occurs at a very rapid pace, coupled with seriously limited resources. Pressurize the environment with a compelling, urgent time line for improving student achievement. Then, it seems evident that the Procurement planning cycle exists in an arena where planning is extremely difficult. However, once done, a planning cycle can be attained, thus lessening pressure and the need for urgent or emergency requests. Procurement planning calls for systemically strengthening acquisition streamlining within the District, while at the same time supporting the acquisition needs of the District in a timely fashion. More time must be spent on acquisition data collection, analysis, planning, defining of requirements, and planning in order to change and increase competition levels.

Procurement planning is a process in which Procurement can assist you to analyze and forecast your Procurement needs while organizing those needs by priority. This process takes into account the time necessary to conduct competitive procurements and any required approvals to include Board approval

D. PLANNING AND DEFINING THE REQUIREMENT

D.1 Caution during Planning

All too often a vendor is influential in presenting solutions, or District staff will view a single vendor as the preferred. Writing RFP specifications to match a specific vendor's product is prohibited. Vendors who write the Statement of Work or the RFP CANNOT submit a response to the bid/RFP.

Preparing specifications or statements of work is your responsibility because you have the greatest understanding of functional and performance requirements. However, Procurement will review the statement of work in order to avoid exclusionary specifications and to encourage free and open competition.

You and the leadership of your department or program need to clearly understand the scope of Procurement's role and partnership to accomplish several objectives:

- to obtain the best value for your school/office and the District which requires an evaluation of all the service quality, cost, schedule, and other objectives of the District's operating functions;
- to comply with Federal, state, local, and District Procurement requirements;
- to ensure an understanding of your precise authority in dealing with vendors who, while partners in many respects, have some interests that conflict sharply with yours;
- to control through finite, professional boundaries, the possibility of corruption or unethical practices; and
- to define specific deliverables with accountabilities.

D.2 Best Practices

The preparation of an advance procurement plan can begin with data already prepared for service and financial planning purposes. Although projects funded with operating funds are often smaller and the operating budget does not usually offer as much specificity, the School/Office with the assistance of Procurement Services may be able to identify many planned procurements from the operating budget as well. Historical usage is another

valuable source for the plan, particularly when compared to the operating budget.

Another method available to assist with preparation of the plan is to conduct a survey of internal Schools/Offices. They may provide more detail on the budgeted projects and may be able to identify projects that are not differentiated in the budget. An annual survey of the major customers will encourage the customers themselves to plan their needs for goods and services.

D.3 DISTRICT STRATEGIC SOURCING

The District through Procurement Services encourages cross school and office collaboration and adoption of industry best practices. This allows the District to aggregate requirements, streamline processes and leverage its buying power. As a result, best value and repeatable processes are created that can be used in any acquisition environment to drive down the cost of commonly purchased commodities and services.

The primary goals of Strategic Sourcing are:

- Strategically source District-wide to potentially include/partner with outside School Districts/Governmental Agencies
- Establish mechanisms to increase total cost savings, value, and socioeconomic participation
- Collaborate with industry to develop optimal solutions
- Share best practices
- Create a strategic sourcing community of practice

It is incumbent upon the District to identify commodities and services that could be purchased more efficiently through strategic sourcing.

D.4 Benefits

Strategic Sourcing solutions provide easy access to common procurement vehicles that offer greater discounts as collective volume increases, business intelligence and best practice solutions. Additional benefits include:

- Allows for cross-department participation
- Assists with small business goals
- Collect and analyze procurement data
- Identify procurement trends
- Re-engineer high cost business processes
- Replicate cost-saving business processes
- Share lessons learned and best practices
- Realize cost efficiencies
- Streamlines procurement process
- Drives additional discounts

E. Small Purchases

The Department of Procurement Services through the requisition approval process must make all procurements in excess of \$500. All procurements exceeding \$10,000 must be made through competitive bids. Procurement requirements shall not be artificially divided to constitute a small purchase.

F. Master Purchase Order (Repetitive Purchases from a Single Vendor)

Whenever Procurement Services identifies the repetitive purchases of services and goods such as supplies, furniture, fixtures, equipment, and material of every kind, from one vendor, even if individual orders are less than \$500, Procurement Services may require a Master Purchase Order for such items.

G. Sole Source Procurement

A contract may be awarded for a supply, service, or construction item without competition when, under regulations, the Director of Procurement Services, determines that there is only one source for the required supply, service, or construction item.

Sole source is a non-competitive purchase or procurement process accomplished with only one source, thus limiting full and open competition. The Board of Education and Procurement Services Division policies limit the use of the single source and/or sole source purchases. Every effort must be taken by schools and offices to solicit competition when procuring for goods and services. Departments and Schools must complete and submit a Single/Sole Source Justification Form when requesting the approval to make a single/sole source purchase. Departments and Schools must obtain prior senior staff approval on the justification form prior to submitting a Single/Sole Source Justification Form.

In cases where Procurement Services and the Department/School agree via justification that an article of a specified brand or trade name is the only article that will properly meet the needs of the District, competition is exempt. Specifications for commodities, goods or services may designate a product by brand or trade name when one or more of the following conditions apply:

- The product is designated to match others in use on a particular District improvement that has been completed or is in the course of completion.
- One product has a unique application required to be used in the District’s interest.
- Only one brand or trade name is known (for example, patented technology).

G.1 Difference between Sole Source and Single Source

What is Sole Source?	Specific products or services available from one and only one source, also called sole source, sole provider, sole supplier, sole vendor, or sole distributor. The product or service must be so unique and innovative to reasonably conclude that, if the requirement were to be openly competed, the requirement could be satisfied by one and only one source.
What is Single Source?	A single source is a source specifically selected amongst others, if any, due to specific reasons, i.e. availability, capacity, location, replacement parts, compatibility, quality, service, support, etc.

G.2 Sole Source Evaluation Factors

Sole source solicitation constitutes a violation unless it is justified by one of the seven circumstances listed below:

1. Only one responsible source and no other supplies or services will satisfy agency requirements; Must also meet the following sub-requirements:
 - a. uniqueness, i.e. the item is only available from one single supplier (one-of-a-kind, parts maintenance, compatibility, standard compliance, patent, trade secret, copyright); or
 - b. immediacy, i.e. delivery date or delays resulting from competitive solicitation are not acceptable; or
 - c. emergency, i.e. delays resulting from other methods of solicitation are not bearable; or
 - d. legitimacy, i.e. specific contexts (geographic, contractual, political, legal, military, security, etc.) may allow such a non-competition of sources; or
 - e. inadequacy, all sources are qualified as inadequate (compatibility, compliance, price, quality, service, support, etc.); or
 - f. exigency, i.e. any other specific reason dictating the choice of a given provider.
2. Unusual and compelling urgency;
3. Industrial mobilization; engineering, developmental, or research capability; or expert services;
4. International agreement;
5. Authorized or required by statute or grant;
6. National security; and
7. Public interest.

G3 Inappropriate Sole Source Justification

Sole sourcing is not appropriately justified when used as a method of selecting a preferred vendor. Past performance alone is not an acceptable sole source justification. Notwithstanding the fact that they could be voided by potential sole source solicitation protests, purchases of this kind, when put under scrutiny, will surely attract auditors' interest in their quest for details suggesting a bit of favoritism, partiality, and other bias.

G.4 Single Source

In the case of Professional Services where the Department or Office performed an RFP process which yielded no other competitive responses, Departments/Schools must obtain prior approval from senior leadership prior to the request of a Single Source contract. Departments/Schools must obtain prior senior staff approval on the Single/Sole Source Justification Form. The Board of Education and Procurement Services Division policies limit the use of the single source and/or sole source purchases. Every effort must be taken by schools and offices to solicit competition when procuring for goods and services.

In cases where Procurement Services and the Departments/Schools agree via justification that only a single vendor will properly meet the needs of the District, competition is exempt.

Single source procurement is one in which multiple sources available are but the item(s) or service must be purchased from a specific vendor for a specific reason. Such reasons would include, but are not limited to:

- Service issue;
- Location;
- Availability;
- Capacity;

- District or school emergency; and/or
- State or grant mandated provider

G.5 Justification

The following questions must be answered and must be provided to Procurement Services by you (School/Department):

- Why is this necessary?

Explain why this service is required.

- Why is this firm selected?

Do we have prior experience with the vendor that this procurement will build upon? Is the service to be provided unique or proprietary in nature? Please include whether the firm is a small business and/or its employees belong to a union. If grant-named vendor, indicate.

- Explain why this contract could not be competitively bid.

Describe why this contract request could not undergo the normal competitive bid process required by the Board.

- How was a fair price established?

Provide details about the firm's competitors and pricing; how this is a best value for the District.

- What would happen if this were not approved?

Clarify ramifications of taking action versus not taking actions; including delay for competitive procurement.

- What are the terms of the proposed agreement?

Identify terms of any proposed agreement, including the funding sources. Identify any savings over the previous year, "green" initiatives.

H. Emergency Procurement

Emergency purchases are purchases made because of the existence of an emergency condition. An emergency condition is an unforeseen danger to life, health, safety, or property. The existence of such a condition creates an immediate and serious need for goods, services, or construction that cannot be met through normal procurement methods.

Emergency purchases approved by the Director of Procurement Services may be made without a purchase order; however, if these purchases fall within the amounts that require Board approval, they shall be presented to the Board at the next regular meeting.

I. Quote

Quotes are non-publicly solicited bids for items totaling less than \$10,000. Purchases estimated to be from \$500.00 to \$9,999.00 may be made by the Procurement Services Department instead of the school or department. Quotes may be taken by phone or emailed from a minimum of three vendors. All quotes should be attached to the associated requisition.

Purchases whose estimated value will be from \$3,500.00 to \$10,000.00 may be made through quotes or competitive written bids; these may be emailed to Procurement Services by the vendor, but must meet any designated submission deadlines. These bids are not read publicly. Currently, State law requires a minimum of three competitive bids for items that are under \$10,000 when possible.

J. Competitive Sealed Bidding

A bid is a document that includes a description and all contractual terms and conditions applicable to the procurement. Tennessee Code Annotated requires that all purchases for supplies, furniture, fixtures, equipment, material and non-professional services of every kind in excess of ten thousand dollars (\$10,000), including those of individual schools, shall be based on competitive bids.

Procurement Services requires at least three (3) weeks to process a bid. State law indicates that bids be advertised for a minimum of ten (10) days. Procurement Services advertises all significant formal bids and proposals whose total estimated value to be \$10,000.00 or more on the Procurement section of the SCS web page. Large dollar bids or proposals that will have significant impact on the District are advertised in Local newspapers.

Procurement Services has moved to an electronic bid process. Invitations to bid are sent to prospective bidders electronically. The bidders respond to the bid solicitation within the electronic platform. Bids include the required quantity, specifications, and directions for delivery of that commodity. Bids that are issued from the Procurement Services Department include the Fair Business Plan and the Local Vendor Preference Program overview. Bids remain sealed until the bid deadline has expired. Bids are opened and evaluated by sourcing staff and the internal stakeholder.

Unless governed by the Local Vendor Preference Program, the best and lowest bid shall be accepted, provided that the district reserves the right to reject any or all bids or any part of any bid and, if applicable, to accept that bid which is best as evidenced by reasons relative to the purpose of the purchase. Procurement Services works closely with the departments requesting the items bid to determine which bid meets all specifications and which bid is best for the District. When the best bid is not the lowest received, a letter or memo of justification is requested by the Procurement Services Department from the customer.

Any bid response may be withdrawn prior to the scheduled time for the opening of bids. Any bid response received after the time and date specified may not be considered. Shelby County Schools reserves the right to accept or reject any bid as deemed to be in the best interests of Shelby County Schools. The bidder to whom the award is made may be required to enter into a written contract governed by policy. Splitting an order to avoid the use of bidding or other purchasing procedures is prohibited. Employees found in violation of this provision may be subject to discipline up to and including dismissal from employment.

K. Special Procurements

A special procurement is one in which the Director of Procurement determines that an unusual or unique situation exists that makes the application of all requirements of competitive sealed bidding unnecessary. Any special procurement under this Section shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the procurement and for the selection of the particular contractor shall be included in the justification information.

L. Procurements of Services or Professional Services

Contracts for services must be obtained through a process that is equitable and fair that ensures that sound decisions are made relating to the educational program. All contracts will be reviewed, approved and processed on a regular and timely basis. A time frame will be established whereby each contract in each category will be reviewed and appropriate action taken to renew, obtain a new bid and/or terminate the contract.

The contracts shall be placed into one of the following categories: Professional Service; Public Service; Insurance; Sole Source Provider; Leases; Maintenance/Repair.

This policy only applies to contracts for services that exceed \$5,000, extend beyond one-year and are not covered by any other established purchasing procedure. Board approval is required, and leases may not have a term greater than thirty-six (36) months.

Shelby County Schools shall secure quality professional services for its schools from highly competent and ethical providers. Professional Services are those services provided by an individual or group of individuals that involve unique creativity, talents, and abilities or special training and/or skills. Professional Services include auditing, accounting and financial services, business-consulting services, educational consulting services, insurance, research services, seminar leaders, surveys and studies, and technical services.

To ensure that Shelby County Schools selects the best-qualified providers who meet the highest standards, all contracts for professional services must go through a review and approval process. Contracts for professional services shall not be based upon competitive bids.

L.1 STATEMENT OF WORK FOR PROFESSIONAL SERVICES

The elements of a Statement of Work (SOW) can vary with the objective, complexity, size, and nature of the work to be performed. A SOW should be drafted in clear, simple, and concise statements. There should never be a question as to what work is to be completed, or what the contractor is obligated to do – nothing should be implied. Requirements should be clearly stated to easily determine compliance to the contract. All requirements should be described in sufficient detail to assure clarity. Every effort should be made to avoid being ambiguous.

There are five (5) basic parts that will provide a practical discipline for drafting a SOW. They are as follows:

Scope	A broad, non-technical sketch of the nature of the work required. This part summarizes the actions to be performed by the contractor and the results expected by the District.
References	All documents invoked elsewhere in the SOW should be listed by document number and title. Pinpoint specific chapter sections, etc. applicable to the contract. Explain where the material may be obtained. The documents may include District Bulletins, laws, scholarly studies and technical publications, reports, standards, specifications, and other references needed to clarify or support the work task.
Requirements (References/Tasks)	Explain precisely the work to be performed in clear, understandable language. Set out exactly what is needed and the specific objectives. Define the nature of the work, with strong “work” words, as objectives.
Program Management	This is where you indicate your project meeting requirements, reports required or anything to do with project management.
Deliverables	Specify what “tangible” or “intangible” work products should be produced as a result of project execution, and when they should be delivered (i.e. status report due 30 days after contract start).

A SOW is unique for each procurement, but usually consists of some or all of the following:

1. A general statement of the scope or extent of the work to be performed.
2. The period of performance of the work.
3. The place for performance of the work.
4. Reference documents, procedures, or specifications governing the work to be performed.
5. The specific work requirements:
 - a. A detailed statement of the purpose, objective or goals to be undertaken by the vendor.
 - b. The job classification or approximate skill level of the personnel to be made available by the vendor.
 - c. An identification of all significant data deliverables and material to be developed by the vendor and delivered to the District.
 - d. An identification of all significant data or materials to be delivered by the District to the vendor.
 - e. An estimated time schedule for the provisioning of these services by the vendor.
 - f. Completion and Acceptance criteria for the work to be performed.
6. Management or administrative requirements of the work.
7. Compliance or Progress Reporting requirements.
8. Completion or Close-out requirements.

Deliverables / Data / Proprietary Rights

It is important to include where applicable data or proprietary rights. For example:

“Contractor in performance of its duties described within the scope of services agreed upon between the school or office (District) and the contractor, acknowledges that the District holds all exclusive and proprietary rights to the deliverables produced under the referenced agreement (contract or Purchase Order). i.e., photographs taken as part of the scope of work; programs, software, lines of code written for a specific development project; intellectual properties developed as a part of a District paid/funded contract or project; documents written as a deliverable under an agreed upon project; etc.”

“Contractor acknowledges that the District has exclusive and unlimited rights to such deliverables, which the contractor shall not have any rights to use, reuse, sell, resell, re-engineer, reverse engineer, and provide to others, or maintains copies for work or archival purposes. Upon completion of the contract and within thirty (30) days from acceptance of final deliverables by the District, contractor shall provide written certification that it has purged and destroyed all copies of the deliverables (hard and electronic copies) from their possession, including subcontractors and those affiliated with the performance of duties under the agreement.”

Performance oriented or performance based

Performance based SOW are the preferred method of stating needs. A performance based SOW structures all aspects of procurement around the purpose of the work to be performed and does not dictate how the work is to be accomplished. It is written to ensure that the vendor is given the freedom to determine how to meet the District’s performance objectives and provides for payment only when the results meet or exceed these objectives.

M. Request for Proposals (RFPs) and Request for Qualifications (RFQs)

RFP's are issued for a service or special project and allow for a wider interpretation of what is required of the vendor in order to complete the project successfully. RFQs are issued for a service or special project when a vendor's specialized competency or qualifications in an area will be the primary factor in awarding a contract. The District often requires services that are provided by consultants or highly specialized vendors. Request for Proposals (RFP's/RFQs) are often awarded based on the services offered and competence within the area of specialty and are evaluated by a team or committee convened for that purpose. Proposals may be awarded on criteria other than low bid dollar amount.

M.1 Instructions for Submitting Project Request Form

1. Fill out the Scope of Services Template and Project Request Form completely.

Project Request Form and Scope of Services Template are located on Procurement's website under Manager's and Employee Resources.

2. Initiative (Project) sponsor distributes Evaluator Conflict of Interest and Confidentiality Statement to each Committee Member indicated on the Project Request Form and the sponsor collects signed statements

3. Initiative (Project) sponsor must email the completed and signed Project Request Form Scope of Services Template, Scope of Services Template, and Evaluator Conflict of Interest and Confidentiality Statements to: ProcurementServices@scsk12.org.

4. The Scope of Services Template must be submitted in Word format.

All documents must be submitted in the same email for each project as separate attachments. The Subject of the email must read: Project Request Form for (Initiative Title).

Please Note:

The Scope of Services Template must be reviewed by all committee members prior to submission of the Template, Project Request Form, and Evaluator Conflict of Interest and Confidentiality Statement to Procurement Services.

CONSTRUCTION BID PROCESS

A. Construction Bid Process

Shelby County Schools adheres to guidelines established by The State of Tennessee Board for Licensing Contractors, Shelby County Schools Policy and Procedures and Procurement Services Policy and Procedures when soliciting bids for construction projects. The bid process for construction bids is the same as the overall bid process except for the following additions:

1. An extra form is provided with the bid to assist the bidder in providing certain state required information for projects that are \$25,000.00 or greater;
2. For projects that are \$10,000.00 or greater, the successful bidder shall be required to provide a Performance Bond executed by a surety or bonding company in the full amount of the bid price of the project and the cost of the bond is to be included as part of the bid price;
3. Proof of insurance in pre-determined amounts listing Shelby County Schools as the Certificate Holder is required;
4. Projects such as re-roofing projects, large capital projects, or any so designated project, bidders may be required to include a "Bid Bond" for 5% of the total bid price with their bid.

The following items are required of vendors in order to have a valid and binding construction contract with Shelby County Schools:

1. A vendor number on file in Procurement Services;
2. A State of Tennessee Contractors License for projects that are \$25,000.00 or greater, proof of which must be documented/verified by the buyer prior to awarding a bid to a contractor;
3. A formal Contract signed by an authorized official of the company and approved by an authorized Shelby County Schools official;
4. An official Shelby County Schools Purchase Order document signed by the Director of Procurement Services;
5. A Shelby County Schools Purchase Order containing the date that the project was approved by the Shelby County Board for all projects \$100,000.00 or greater;
6. A signed, numbered and notarized Performance Bond executed by a surety or bonding company in the full amount of the project and containing the notary's seal must be on file with Shelby County Schools for projects \$10,000.00 or greater;
7. Proof of insurance on file documented by a "Certificate of Liability Insurance" issued by an authorized insurance company listing the vendor as the insured, Shelby County Schools as the Certificate Holder and listing the project(s) covered. Standard Operating Procedure (SOP) requires coverage of: Workmen's Compensation Insurance: in accordance with Tennessee State Law; General (Public) Liability and Property Damage Insurance: \$1,000,000 limits –bodily injury, \$500,000—property damage.

SPECIFICATIONS AND QUALITY CONTROL

A. Specifications and Quality Control

Quality is just as important as price, and it is the duty of Procurement Services, working in conjunction with the using department, to secure the best quality for the purpose intended. Quality buying is defined as the purchase of goods, supplies, materials, equipment or services that will fulfill the requirements for the purpose intended at the best dollar value.

Appropriate specifications aid in obtaining proper quality. Procurement Services personnel work closely with using departments in writing adequate specifications and updating current specifications. Specifications are descriptions of the material and/or services to be purchased. Specifications should fulfill but not necessarily exceed requirements. Several types of specifications used by Procurement Services are:

1. Specifications by brand or trade name: This type of specification is used when branded products have been proven the best for the intended use. An example of this type of specification would be in the purchase of brand name educational toys and games for Exceptional Children. Brand name and model specifications also establish quality standard usually known by the vendors in that industry. Procurement Services usually has several brands of a type of product that have been proved acceptable. Few brands do not have comparable and competitive equals.
2. Blueprints: specifications by blueprints are used in the purchase of new construction, renovation, grading, paving, special parts for maintenance shops, etc.
3. Chemical analysis or physical properties: a specification by chemical analysis is used for the purchase of paint, varnish, lacquer, etc. Specifications by physical properties would include items such as steel, pipe, etc.
4. Identification with standard specification known to the industry: this type of specification is used when industry standards have been set up and are well known to all. Lumber is frequently purchased according to the National Hardwood Grading.

Whatever type of specification is used, there are certain criteria any specification must have to serve the purpose of Procurement Services. Appropriate specifications should be:

1. Simple, clear and concise.
2. Thorough enough to eliminate the bidding of materials not consistent with quality requested.
3. Fair to all vendors to create an atmosphere of open competition and should not be restrictive.

VENDOR REGISTRATION

A. Vendor Management

Shelby County Schools Procurement manages the vendor file. Vendors are not only suppliers of products, but also those who are paid to work for Shelby County Schools on a contract basis. Therefore, vendors are suppliers, MLGW, referees for ball games, and many others who perform services for Shelby County Schools.

Vendors may register with the District by logging onto www.scsk12.org and clicking Doing Business with SCS, then Vendor Registration Form.

B. eSchoolMall

Suppliers who wish to compete for bids must apply for a vendor number using the procedures above. Also prospective vendors should register in our electronic bidding platform E-School Mall, <http://www.esmsolutions.com>, in order to receive bids.

If a supplier should have any questions regarding eSchoolMall registration, the supplier must contact eSchoolMall at (877) 969-7246. If a supplier has any questions, concerning email notification for any on-line bid advertised on our website, the supplier should contact Procurement Services at (901) 416-5376.

Suppliers can see a full list of SCS bids and RFPs by logging onto www.scsk12.org and clicking on Doing Business with SCS, then Bids & RFPs.

C. Local Preference

Shelby County Schools Procurement Services strives to ensure that all bidders are offered a fair and reasonable opportunity to bid for all products and services. We implement the local preference policy, which allows a 5% preference for suppliers who have a business license in Shelby County, and who qualify as the next lowest bidder, within 5 % of the low bid. Shelby County Schools Procurement works closely with the Mid South Minority Business Council to ensure that all M/WBE (Minority. Women Business Enterprises) are on par with all other vendors in the Memphis and Mid- South Statistical Area in terms of opportunities for business development and sustainability.

The Local Preference is only applied to procurements 100% funded by local funds, General Funds. The Local Preference Policy is not applied to procurements in whole or in part funded by Federal dollars or any other restricted funds.

PROCUREMENT PURCHASING THRESHOLDS

A. Procurement Purchasing Thresholds

FEDERAL FUNDS	
Supplies, Equipment and General Services	
DOLLAR THRESHOLD	REQUIREMENTS:
\$1 up to \$3,499	Department/School can purchase on the open market. Quotes are recommended for these purchases: verbal or written.
\$3,500 up to \$9,999	Every effort should be made to reach out to minority and women owned businesses. Departments/Schools must solicit three written quotes from qualified vendors. The quotes must be attached to the requisition for approval. Every effort should be made to reach out to minority and women owned businesses.
\$10,000 and above	Competitive procurement required (Bid, RFP, RFQ). Competitive procurements must be executed by Procurement Services.

GENERAL OR OTHER NON-FEDERAL FUNDS	
Supplies, Equipment and General Services	
DOLLAR THRESHOLD	REQUIREMENTS:
\$1 up to \$3,499	Department/School can purchase on the open market. Quotes are recommended for these purchases: verbal or written.
\$3,500 up to \$9,999	Every effort should be made to reach out to minority and women owned businesses. Departments/Schools must solicit three written quotes from qualified vendors. The quotes must be attached to the requisition for approval. Every effort should be made to reach out to minority and women owned businesses.
\$10,000 and above	Competitive procurement required (Bid, RFP, RFQ). Competitive procurements must be executed by Procurement Services.

FEDERAL FUNDS PROFESSIONAL SERVICES	
DOLLAR THRESHOLD	REQUIREMENTS:
\$1 up to \$3,499	<p>Department/School can purchase on the open market from qualified vendors. Quotes are recommended for these purchases: verbal or written.</p> <p>Every effort should be made to reach out to minority and women owned businesses.</p>
\$3,499 up to \$49,999	<p>Departments/Schools must solicit three written quotes from qualified vendors. The quotes must be attached to the requisition for approval. Pricing should be the predominant factor when selecting a vendor.</p> <p>Every effort should be made to reach out to minority and women owned businesses.</p>
\$50,000 up to \$149,999	<p>Departments/Schools must use the District's Professional Services Selection Process. Pricing should be the predominant factor when selecting a vendor.</p> <p>Every effort should be made to reach out to minority and women owned businesses.</p>
\$150,000 and above	<p>Competitive procurement required (RFP). Competitive procurements must be executed by Procurement Services.</p>

GENERAL AND OTHER NON-FEDERAL FUNDS PROFESSIONAL SERVICES	
DOLLAR THRESHOLD	REQUIREMENTS:
\$1 up to \$49,999.00	<p>Department/School can purchase on the open market from qualified vendors.</p> <p>Every effort should be made to reach out to minority and women owned businesses.</p>
\$50,000 and above	<p>Departments/Schools must use the District's Professional Services Selection Process.</p> <p>Every effort should be made to reach out to minority and women owned businesses.</p>

PROCUREMENT DO'S AND DON'TS

Below are 7 “Do’s and Don’ts” to provide guidance in certain situations. The Do’s and Don’ts are also included in areas of the manual to reinforce their importance to particular situations. The notations, DD-1, DD-2, etc., which appear on section headers throughout the manual refer to the Do’s and Don’ts in this chapter.

DD-1 After the Fact Contracts

DO submit your contract request in sufficient time to allow processing of your request and development of the competitive solicitation and contract, or justification of single source and contract. A minimum of 15 business days is recommended for Single Source procurements. If prior approval by the Board of Education is required for a Single Source contract, a minimum of 60 business days is recommended. Call Procurement for time estimates where the process will be competitive.

DON’T create an “After the Fact” contract. Don’t authorize a contractor to commence services or ship products unless a valid, fully executed contract or Purchase Order has already been established by Procurement.

DD-2 Funding

DO ensure that contract funding is in place or that the Budget Office has certified via Memorandum that the contract funding will be available in sufficient time to meet the payment obligations of the contract. Federal “Anti-Deficiency” law requires that contracting officers not enter into contracts unless they can be fully funded.

DON’T submit contract requests without having secured funding.

DD-3 Issuing a contract

DO check with General Counsel’s Office if a vendor asks you to sign a contract.

DON’T sign a contract with a vendor.

“Fully executed”, for this purpose means that the contract or Purchase Order must carry the signature of a duly delegated contracting official of Procurement, except where a low dollar Purchase Order may be issued by a school or office, or where a Master Services Agreement authorizes the school or office to issue a Task/Work Order accompanied by a Purchase Order.

DD-4 Grant Funded Contract Requests

DO check with Procurement prior to applying for a grant, to see what competitive processes can be started or planned in the early stages.

DON’T let a contractor write him/herself into the grant application, whenever possible. The service and price that you get may not be of good value.

DD-5 Competition

DO recognize that the money spent using contracts and Purchase Orders belongs to the public, and that competition is required by Board policy and by the State of Tennessee Code Annotated, to ensure full compliance with competitive bidding statutes as a means of protecting the public from misuse of public funds; to provide all qualified bidders with a fair opportunity to enter the bidding process, thereby stimulating competition in a manner conducive to sound fiscal practices; to eliminate favoritism, fraud, and corruption in the awarding of public contracts.

DON'T submit a requisition with a Single Source Justification, if competition can be obtained. Check with Procurement before attempting to write a Single Source Justification. Within certain dollar ranges, you can conduct your own informal competitive process, and you can also request Procurement to issue a competitive solicitation at the higher dollar amounts.

DD-6 Bid Splitting

DO recognize that according to the SCBE Policy it is a violation of policy to split or separate into smaller work orders or projects any work, project, service, or purchase for the purpose of evading the competitive procurement requirements.

DON'T issue multiple contract requests (or low dollar Purchase Orders) for smaller sections of your total requirement to avoid going thru the competitive process, or to avoid obtaining the required District or Board approvals.

DD-7 Rebates, Premiums, Incentives, and Kickbacks

DO contact Procurement for advice if a vendor offers or suggests that you or your school accept something of value that is not part of the official offer.

DON'T accept any "kickback" from a vendor (personal favor, gift, gratuity or offer of entertainment). Don't accept premiums, rebates or incentives for your school or office, unless they are clearly defined in the offer.

APPENDIX

Shelby County Board of Education

2011

Issued Date: 01/29/13

LOCAL PREFERENCE PURCHASING

I. PURPOSE

To give a local preference to businesses located in Shelby County, Tennessee for the purchase of supplies, materials, equipment, and services.

II. SCOPE

This policy applies to District level contracts with a total dollar purchase amount of \$10,000 or more.

III. DEFINITION

- A. Local Preference Purchasing means giving preference to businesses located within Shelby County, Tennessee in the purchase of personal property, materials, and contractual services and in constructing improvements to real property or to existing structures.
- B. Local Business means a vendor or contractor who holds a valid license to do business in Shelby County, Tennessee; has a street address within the limits of said locality for a continuous period of at least six (6) months prior to bid or proposal opening date; and has proof that Shelby County Personal Taxes are current (applies to local businesses who have been doing business in Shelby County, Tennessee for a year or more).

IV. POLICY STATEMENT

The Shelby County Board of Education recognizes that a significant amount of funds are spent on purchasing personal property, materials, and contractual services and in constructing improvements to real property or to existing structures. The Board also recognizes that dollars used in making purchases are derived largely from revenues generated from businesses located within Shelby County, Tennessee. The Board believes that funds generated in the community should be placed back into the local economy. Therefore, it is the policy of Shelby County Board of Education to provide a preference to local businesses in procurement transactions whenever the application of such a preference is reasonable in light of the dollar-value of proposals received in relation to such expenditures.

In the bidding of, or letting for procurement of supplies, materials, equipment and services, with a total price of ten thousand (\$10,000.00) dollars or more, if the lowest responsive bidder is a regional or nonlocal business, then all bids received from Local Businesses are decreased by five (5) percent. The original bid is not changed; the five (5) percent is calculated only for the purpose of determining the Local Preference. The Local

Preference cost differential is not to exceed one hundred thousand dollars (\$100,000.00).

In the case of request for proposals, letters of interest, best evaluated bids, qualifications or other solicitations and competitive negotiation and selection in which objective factors are used to evaluate the responses, Local Businesses will be assigned five (5) percent of the total evaluation points up to a maximum of five (5) points.

In the event of a tie between a local and non-local business, favor shall be given to the Local Business and a coin toss method will be used to break ties between two (2) or more local businesses meeting said specifications.

Exceptions

This preference shall not apply to purchases or contracts that are funded in whole or in part by a governmental entity if the laws, regulations or policies governing such funding prohibit application of the Local Preference; when exigent emergency conditions or noncompetitive situations exist; and when a particular purchase, contract, or category of contracts for which SCS is the awarding authority is waived upon written justification and recommendation of the Board.

Restrictions

The Local Preference shall apply to District level purchases only. The preference shall apply to new contracts for supplies, materials, equipment, and services first solicited after January 29, 2013.

V. RESPONSIBILITY

- A. The "users" of services are responsible for furnishing an objective evaluation of their needs and for identifying the specifications of the services to be delivered.
- B. The Chief Financial Officer is responsible for developing final specifications and obtaining all bids, requests for proposals, and contracted service agreements.
- C. The Chief Financial Officer is responsible for ensuring that all services have been properly approved and all procedures followed before signing contractual agreements.
- D. The Superintendent is responsible for ensuring compliance with this policy.

Shelby County Board of Education

2006

Issued Date: 01/31/12

Effective: 07/1/13

Revised: 03/25/14

06/25/13

PURCHASING AUTHORITY

I. PURPOSE

To ensure Shelby County Schools are provided with goods and services at a fair and equitable cost; to fulfill the District's oversight responsibility of ensuring that resources are managed and allocated prudently in the best interest of students and the community while driving academic achievement and aligning with the goals of the Board and administration; and to provide the guidelines for interested parties to submit bids or Requests for Proposals (RFPs) for such goods and services.

Note: The manual for purchasing procedures is located on the District website at http://www.scsk12.org/uf/procurement/files/2013/PS%20Manual%20SCS%20062520_13.pdf

II. SCOPE

This policy applies to the bid and purchase of goods such as supplies, furniture, fixtures, equipment, and material of every kind (including such purchases made by schools using site-based funding). It also applies to the purchase of services (see also, policy 2013 Professional Services), the lease of equipment and contracts for more than one year (including such purchases made by schools using site-based funding). In addition to the purchasing requirements set out in this policy, some purchases may also require a written contract. (See policy 2012 Contract Requirements, Approval, and Signatory Authority for contract requirements related to the purchase of goods and services.)

III. DEFINITIONS

- A. Non-Professional Service - Services of a general nature based on skill that is repetitive in nature, for which there is adequate competition in the marketplace to set a market price (e.g., painting, roofing, cleaning, etc.)
- B. Sole Source Provider – A supplier of goods and services exempt from the bid process in the absence of another supplier capable of performing the function of the sole source product or service.
- C. Single Source Provider – A single supplier of goods and services among others in a competitive marketplace which for an acceptable reason has predominant qualifications and unique attributes only possessed by that source. Factors that determine single source

include availability of product, compatibility of product with existing District products, programs or resources, standardization of product with existing District products, programs or resources, and grant or contract requirements.

- D. Emergency Purchases - Emergency purchases are purchases made because of the existence of an emergency situation. An emergency situation is an unforeseen danger to life, health, safety, or property. The existence of such a situation creates an immediate and serious need for goods, services, or construction that cannot be met through normal procurement methods in a timely manner.
- E. Professional Services – Services provided by an individual or group of individuals with a professed expertise based on prolonged and specialized intellectual training over time which enables a particular service to be rendered. The term implies professional attainment in specialized knowledge as distinguished from mere skill. Professional services include, but are not limited to, insurance, auditing, accounting and financial services; professional development, business consulting services; educational consulting services; research services; seminar leaders; surveys and studies; legal services; medical services; technical services (e.g. technology); and software development.

IV. POLICY STATEMENT

A. Competitive Bid Requirements

All purchases of supplies, furniture, fixtures and material of every kind that are subject to the competitive bid requirements shall be purchased through the Board's Executive Committee (Chairperson and Superintendent). All single contracts for any of the aforementioned purchases exceeding one hundred thousand dollars (\$100,000) must be approved by the Board, except commodity products. Commodity products are defined as items normally used in the routine operation of the District. The Superintendent shall furnish the Board with a monthly report which includes commodity purchases and awards made pursuant to this policy that are equal to or in excess of one hundred thousand dollars (\$100,000) and maintain documentation on the District website that is readily available to the public (<http://www.scsk12.org/uf/procurement/tabulations.php>).

Specifically, competitive bid requirements apply to the purchase of equipment, supplies, materials and non-professional services according to the following guidelines:

Equipment, Supplies, and Materials – All purchases of supplies, furniture, fixtures, equipment, and material of every kind in excess of ten thousand dollars (\$10,000),¹ including those of individual schools, shall be based on competitive bids.

Non-Professional Services – All contracts for non-professional services that exceed ten thousand dollars (\$10,000) shall be based on competitive bids.

For all items subject to competitive bid, the requirements of the bid, the final award and, after the bid has been awarded, the amount of the bid award and name of bidder must be posted on the District website

within 30 days of letting the contract.

For all items subject to competitive bid which exceed one hundred thousand dollars (\$100,000) the following information must additionally be provided on the District website, if applicable and/or obtainable:

- Total cost of purchase including any anticipated associated costs;
- Funding source;
- Sustainability of funding source;
- Number of students served and the student population in need of the item or service;
- Cost per student served and cost per total students in the school district;
- Cost for the previous three (3) years;
- Other options for addressing the need for the purchase;
- National annual cost trends for the past five (5) years;
- Measurable outcomes expected;
- Explanations for any assumptions (i.e., inflation rate) and any indices used (i.e., FCI);
- If the purchase relates to a “program”, the number of years the program will be needed.

A comprehensive vendor list for the purpose of soliciting competitive bids may be used; provided, that the vendors on the list are given notice to bid; and provided further, that the Purchasing Department shall at least annually advertise in a newspaper of general circulation in Shelby County for vendors and shall update the list of vendors following the advertisement. At anytime, however, a vendor may become a registered vendor by completing the application process through the District website. If a comprehensive vendor list is not used, bids shall be solicited by advertisement in a newspaper of general circulation in Shelby County, except that the newspaper advertisement may be waived in the event of emergency.

The bid process shall be provided in the SCS Purchasing Manual in accordance with state law and Board policy. Unless governed by the policy on Local Preference Purchasing (#2011), the best and lowest bid shall be accepted, provided that the District reserves the right to reject any or all bids or any part of any bid and, if applicable, to accept that bid which is best as evidenced by reasons relative to the purpose of the purchase.

The bidder to whom the award is made may be required to enter into a written contract governed by the Contract Requirements, Approval, and Signatory Authority policy (#2012).

Splitting an order in order to avoid the use of bidding or other purchasing procedures is prohibited. Employees found in violation of this provision may be subject to discipline up to and including dismissal from employment.

Exceptions to Competitive Bidding

The following are exceptions to the competitive bidding requirement:

Professional service contracts such as contracts for legal services and educational consultants shall not be based upon competitive bids but shall be awarded on the basis of recognized expertise, competence

and integrity or other unique qualities.³ This may be facilitated through a request for qualifications (RFQ) or request for proposals (RFP) process;

- Liability Insurance purchased through a plan authorized and approved by any organization of governmental entities representing cities and counties;⁴
- Purchases of goods or contracts for services from sole source and single source providers;
- Purchases of equipment under the same terms of a legal bid initiated by any other Local Education Agency (LEA) in Tennessee.⁵ The District shall provide a rationale documenting a justifiable benefit to the District; or purchases of supplies, equipment, and services under a competitive bid issued by any municipality, county, utility district, or other local governmental unit of the state for the District (the “procuring entity”), such as applicable purchasing co-operatives, subject to the following requirements:
 - The purchases shall be made on the same terms and under the same rules and regulations as regular purchases of the procuring entity.
 - Where the District would otherwise be required to advertise and receive bids, it shall be sufficient for these purposes that the procuring entity has complied only with its own purchasing requirements.
 - The District shall provide a rationale documenting a justifiable benefit to the District.

• **Purchasing Process**

All purchases of less than ten thousand dollars (\$10,000) may be made in the open market without newspaper notice, but shall, whenever possible, be based upon at least three (3) competitive bids. Such purchases are subject to the provisions outlined below.

Invoice Purchasing (Items up to \$500)

Individual purchases of five hundred dollars (\$500) or less in the aggregate do not require a purchase order prior to purchase and invoices for such purchases should be sent directly to the Shelby County Schools Accounts Payable Office. **Exception:** The administrator responsible for federal programs has internal control over developing and approving non-purchase order expenditures, including equipment purchases. For all non-purchase order expenditures, the budget center manager and the management level above the budget center manager must approve invoices for payment, as provided in the Purchasing Manual and maintain documentation on the District website that is readily available to the public. (http://www.scsk12.org/uf/procurement/files/2013/PS%20Manual%20SCS%2006252_013.pdf).

Purchase Orders (Items over \$500)

All purchases over five hundred dollars (\$500) shall be by purchase order, and no purchase over five hundred dollars (\$500) shall be made nor payment approved unless covered by an approved purchase order, except for (i) emergency purchases as defined in this policy and approved by the Director of

Purchasing or Superintendent's designee or (ii) financial transactions exempted from the purchase order process in accordance with this policy.

Emergency Purchases

Emergency purchases approved by the Director of Purchasing or Superintendent's designee may be made without a purchase order; however, these purchases shall be documented in accordance with procedures established by the Purchasing Department and approved by the Superintendent. If these purchases fall within the amounts that require Board approval, they shall be presented to the Board at the next regular meeting.

Financial Transactions Exempted From the Purchase Order Process

Certain financial transactions are exempted from the purchase order process and do not require a purchase order. Financial transactions exempted from the purchase order process include but are not limited to: payment of (i) athletic official fees and school reimbursements for sports; (ii) telephone service; (iii) utilities; (iv) service utilities; and (v) expense reimbursements to individuals. These and other such financial transactions shall be identified in the "Purchase Order Exemption List" approved by the Superintendent and located in the purchasing department and maintain documentation on the District website that is readily available to the public. (<http://www.scsk12.org/procurement/db.php?PID=282>) Expenditures and/or purchases made using the "Purchase Order Exemption List" shall be documented in accordance with procedures established by and approved by the Superintendent and/or his/her designee. Any other transactions not identified in the "Purchase Order Exemption List" must be processed using an invoice, a purchase order, procurement card, or as an emergency purchase, as defined by this policy.

Information Technology Acquisitions - Approval Required

All acquisitions of information technology (equipment, software, etc.) not on the SCS approved standards list, through purchase, donation, or otherwise, must be approved in advance by the Purchasing Department.

Review of Internal Controls and Non-Purchase Order Expenditures

The Superintendent shall appoint an internal review committee, which shall include but not be limited to a representative from the department responsible for internal auditing and/or the Superintendent and/or his/her designee, to review the purchasing processes and procedures contained in the manual and recommend changes, if necessary. This committee shall also monitor internal controls related to the different types of purchases.

Purchases Requiring Board of Education Approval

Board of Education approval shall be required for all service contracts, including Professional Service Contracts, equal to or exceeding one hundred thousand (\$100,000); and contracts for purchases of supplies, furniture, fixtures, equipment, and material of every kind or service contracts, including Professional Service Contracts, extending beyond one year. Purchases

shall not be broken down into individual components nor shall service contracts, including Professional Service Contracts, be divided for the purpose of falling outside these limits.

Purchases Not Requiring Board of Education Approval

Board of Education approval is not required for fund transfers, non-expenditure transactions, recurrent expenditures such as debt service, utilities and telephones, or master purchase orders where such expenditures have previously been approved and/or budgeted. Approval is not required for budgeted purchases of textbooks purchased through the State Depository or budgeted purchases of standardized testing materials. The Director of Purchasing or Superintendent's designee is authorized to issue purchase orders and/or authorize payments for expenditures not requiring Board of Education approval.

Disclaimer

Purchases made that are not in compliance with this policy may become the personal responsibility of the person making the purchase. The Board will not, under any circumstances, be responsible for payment for any services, equipment, furniture, fixtures, materials or supplies purchased by unauthorized individuals or in an unprescribed manner. Employees who authorize or contract for any obligation in violation of this policy or any other Board policy may be required to assume personal responsibility for the payment of the obligation and may be subject to discipline, up to and including dismissal from employment.

• Presentation of Bids and Purchase Requests

In accordance with this policy, any request for the purchase of items and services equal to or exceeding one hundred thousand dollars (\$100,000) must be approved by the Board. When making a request to the Board for approval, administration shall provide specific information including, but not limited to the following:

- District goal the request serves;
- Measurable outcomes expected;
- Cost for the previous three (3) years, where applicable;
- Cost per student served, where applicable;
- Explanation of expected benefits and why specific item or service is the best purchase;
- Other options for addressing the need for the purchase;
- Sustainability Plan;
- Implementation Plan;
- Adverse impact on students and/or the district if not approved at the level requested; and
- Number and description of staff positions to be created, where applicable.

I. RESPONSIBILITY

- I.1 The "users" of services are responsible for furnishing an objective evaluation of their needs and for identifying the specifications of the services to be delivered.
- I.2 The Purchasing Department/Superintendent (or designee) is responsible for developing final specifications and obtaining all bids, request for proposals (RFP), and requests for qualifications (RFQ) for goods and services.
- I.3 The Purchasing Department/Superintendent (or designee) is responsible for issuing purchase orders for all approved purchases requiring a purchase order under this policy and for ensuring appropriate board approval procedures are followed in accordance with this policy.
- I.4 The Superintendent's designee and General Counsel are responsible for ensuring that procedures for reviewing contracts are developed.
- I.5 The Superintendent's designee and/or General Counsel are responsible for drafting, reviewing

and, when necessary, revising the terms and conditions of the purchase order and bidding standards. This shall occur annually, periodically, or upon request of the Board, Superintendent, or the General Counsel; or upon the recommendation of the Purchasing Department.

I.6 The Superintendent is responsible for making recommendations to the Board to approve the purchase of goods and the acquisition of all services meeting the requirements for Board approval.

I.7 The Superintendent is responsible for ensuring that this policy is adhered to.

Legal References:

1. TCA 49-2-203(a)(3)(A)
2. TCA 49-2-203(a)(3); TCA 49-2-203(a)(3)(A)(B); TCA 49-2-206
3. TCA 12-4-106
4. TCA 29-20-407
5. TCA 12-3-1004

Cross References: