



Purchasing Handbook





INTRODUCTION

The purpose of this handbook is to provide information to all schools and departments about the purchasing procedures of Granite School District while adhering to procurement policies approved by the Granite School District Board of Education and the State of Utah Procurement code and rules.

The function of the Purchasing Department is to provide the procurement of materials, equipment and services needed in a timely manner while maximizing the value of every taxpayer dollar.

Our goal is to enhance the education mission of Granite School District by the procurement of all materials, equipment, supplies, services and commodities at the lowest cost consistent with quality, quantity and delivery requirements in an expeditious and professional manner.

If the directions given in this handbook are followed, the acquisition of supplies and equipment will be expedited, many problems avoided and money saved for the district.

Situations will undoubtedly arise that are not fully covered by these procedures. If you have a unique situation or you are uncertain, please do not hesitate to call Purchasing at extension 385-646-4518.



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PURCHASING POLICY

The Business Administrator/Treasurer and the Director of Purchasing and others whom they designate, shall be the only persons authorized to obligate the district for the purchase of supplies, equipment, and services except as allowed in Granite School District procurement policy and procedures as per the Fiscal Policy Manual. The only other exception would be in the event of an emergency wherein loss or harm will result without immediate action.

On September 3, 2013, the Granite School District Board of Education approved a new fiscal policy manual. A copy of the new fiscal policy manual can be found on the Accounting and Purchasing web pages. The link below will take you to the manual.

[Link to New Fiscal Policy Manual](#)

Purchasing Authority

The Purchasing Department of the Granite School District has been given the exclusive authority by the Board and State law, unless otherwise stated, to:

1. Initiate, conduct, and/or conclude negotiations concerning the purchase of materials, equipment, supplies and services for the district.
2. Obligate the district for goods and services duly requisitioned and approved.
 - a. **Orders or commitments by the faculty or staff are not binding on the district. Individuals representing the Granite School District without approved purchasing authority cannot obligate the district to any legal commitment.**
 - b. **Individuals who place unauthorized orders and circumvent purchasing policy will have to make settlement for the purchase personally.**
3. **The Purchasing Department is not authorized and will not arrange personal purchases for faculty or staff. The use of the district's name directly or by inference to obtain a reduced price for any product being purchased for private use is expressly prohibited.**
4. The Purchasing Department may question the quality, quantity and kind of material requisitioned or may suggest alternate items.
5. The selection of sources and vendors is the responsibility of the Purchasing Department. Sources may be suggested by departments and they will be considered whenever it is economically feasible or expedient to do so. Local sources are preferred and should be suggested whenever possible.
6. No purchase order will be initiated unless funds are available in the budget to cover the cost. If the purchase amount exceeds the requisition amount by more than 5% it will be referred back to the requestor for approval.
7. Advance payments are usually not allowed except for certain purchases with extenuating circumstances, i.e., subscriptions, books, etc. These exceptions will be determined at the time of need.
8. Travel expenditures are not processed by the Purchasing Department. They are processed in the Accounting Department.



PURCHASING POLICY (CONTINUED)

9. Consulting and professional service needs should receive prior approval before a commitment is agreed to. Contact the Director of Purchasing for direction with these types of services.
10. Questions concerning these policies should be addressed to the Director of Purchasing.

Purchasing Responsibilities

1. Any expenditure in excess of \$50,000 for supplies, equipment, or services requires prior approval of the Board of Education.
2. Purchases made by the Director of Purchasing, or delegated agents, are made as a result of authorized requisitions prepared by department heads and others. A requisition is defined as a "statement of needs" and shall receive prior approval to determine the availability of funds.
3. Whenever possible, local markets and vendors shall be favored in the purchase of supplies, equipment, and services, when price and quality are equal to other sources.
4. Competitive prices shall be sought from all available sources whenever possible.
5. The right remains with the Director of Purchasing, or designated agents, to substitute equivalent items of supply or equipment when cost or timing is a factor, as long as consultations with the originator of the requisition precedes the substitution.
6. The Purchasing Department has the right to cancel all, or any part, of a purchase order which fails to meet the specifications regarding quality, price, delivery, or service specified therein.



IMPROPER USE OF EMPLOYMENT FOR PERSONAL PURCHASES

The Utah Public Officers' and Employees' Ethics Act prohibits district employees from using their positions to acquire private economic or other interests that are substantially different from those available to the general public. ([Administrative Memorandum Number One Hundred Eighteen.](#))

1. **School and District Accounts**

While It may be advantageous for a school or district department to have an account or membership with a bulk or wholesale store (e.g. Sam's Club, Costco) it is improper conduct to open accounts in the name of the school or district for personal use or to use existing school or district accounts for personal purposes.

- a. Charge Cards — schools or departments shall not have store charge cards.
- b. Employee Personal Memberships — school or district employees shall not use school or department “umbrella” accounts to receive personal memberships. Special rates or memberships are addressed in 3a. and 3b. below.

2. **Tax Numbers**

It is improper conduct and in violation of federal law to use a school or district tax number to avoid paying sales tax on personal purchases.

3. **Personal Accounts**

- a. Special promotions or rates for school and district employees may be accepted if those promotions or rates are established by the provider on behalf of an entire class of employees, if an employee meets the requirements of the category. For example, subject to subsection b of this section, it would not be improper conduct for a teacher to respond to an advertisement or offer of special loan rates for teachers or for an educator to purchase a computer from a company offering an educator discount.
- b. Private residences business regarding personal accounts shall be transacted utilizing the address of the employee's personal residence and using the employee's own name *for both billing and shipping purposes*. Accounts with businesses that will not ship directly to the employee's personal residence or require that the school or district's name be part of the account are not considered personal accounts. Employees are not authorized to connect the district to personal accounts.



USE OF PUBLIC FUNDS FOR TOKENS OF APPRECIATION

District employees are answerable to the public for the expenditure of all funds, whether budgeted funds or school funds, regardless of the source of the funds. Funds may only be expended for the purposes for which they have been allocated. State and federal law contemplate the infrequent and nominal expenditure of funds for tokens of appreciation to employees or volunteers. ([Administrative Memorandum Number One Hundred Twenty.](#))

1. **Justification of Expenditure**

A necessary requisite for any expenditure of public funds for a token of appreciation is a rational connection between the expenditure and improving the operation of the school.

2. **Allowable Expenditures**

- a. Annual Maximum: In no event shall the total amount, regardless of the funding source or sources spent for an individual exceed \$25 per year. This section shall not be construed as creating an entitlement of any kind.
- b. Examples of Allowable Expenditures
 1. Traditional birthday or holiday gifts.
 2. Occasional theater or sporting event tickets.
 3. Flowers, fruit, books, or similar property under special circumstances (e.g. on account of illness, outstanding performance, or family crisis).
- c. Examples of prohibited expenditures: Federal law states that frequent or more than nominal benefits provided by employers to employees are taxable income. Consequently, frequent or expensive gifts or cash or cash equivalents are prohibited. The following are examples of such prohibited expenditures:
 1. Season tickets to theater or sporting events.
 2. Cash or gift cards.
 3. Gift Certificates.

3. **Allowable Funds**

The following funds may be used for the purchase of tokens of appreciation:

- a. Morale funds (if authorized by the morale committee).
- b. Principal's discretionary funds.
- c. Vending and pop machine funds.
- d. Grant funds (if written into the grant).
- e. Supply funds (elementary schools and district office only).

4. **Authorization for Expenditure**

Purchase of tokens of appreciation shall be authorized by:

- a. School principals for schools.
- b. Division Assistant Superintendents for district departments.



EMPLOYEE ACCEPTANCE OF GIFTS AND GRATUITIES



Under Utah Law, (see Utah Code Annotated, Section 67-16-5), "No public officer or public employee shall knowingly receive, accept, take, seek, or solicit, directly or indirectly, any gift, compensation, or loan for himself or another if: (a) it tends to influence him in the discharge of his official duties; or (b) he recently has been, or is now, or in the near future may be involved in any governmental action directly affecting the donor or lender." [Administrative Memorandum Number Fifty-Five](#).

Exceptions:

- a. An occasional non-pecuniary gift having a value not in excess of \$50;
- b. An award publicly presented in recognition of public services;
- c. Any bona fide loan made in the ordinary course of business by an institution authorized by the laws of this state or any other state to engage in making such loans;
- d. A political campaign contribution, if the contribution is actually used in a political campaign of the recipient public officer or public employee.

Under Utah Law, (see Utah Code Annotated, Section 63G-6-1001), "Any person acting as a procurement officer for the State of Utah or any subdivision thereof, or who in any official capacity participates in the procurement of any supplies, services, construction, real property, or insurance for any such political units, is guilty of a felony if the person asks, receives, or offers to receive any emolument, gratuity, contribution, loan, or reward, or any promise thereof, either for the person's own use or for the benefit of any other person or organization, from any person interested in the sale of such supplies, services, construction, real property, or insurance."



METHODS OF PROCUREMENT

Methods available to district staff to purchase goods and services generally fall into one of the following three categories. Detailed procedures for each of these options are outlined in the following sections of this manual.

1. **District Warehouse:** Commonly used supplies are ordered from the district warehouse. This is accomplished by the site or department submitting a “stores order.”
2. **Purchase of Non-Stock Items and Services:** To procure goods not stocked in the warehouse or provide outside services not provided by district staff. The site or department should submit a requisition on line through the district financial system (Reflections) and in turn, buyers will generate a purchase order to the appropriate vendor.
3. **Direct Purchases:** In some circumstances district staff may need to make purchases directly using a pay voucher, p-card or a school check. Total purchase must be according to limits as per Granite School District [Procurement Policy and Procedure](#).

The methods used by the Purchasing Department for pricing are:

1. **Request for Quotation (RFQ)** is a purchasing process to invite suppliers to quote firm pricing on specific products or services. Logically, the more detailed the specifications, the more accurate the quote will be. Suppliers are asked to confirm that their product or service meets or exceeds everything specified. An RFQ typically involves more than the price per item. Information like payment terms, commitments on delivery dates, quality assurance, and length of time that the quoted price will be in effect. This process may be done by written quotation or by phone call.
2. **Invitation for Bid (IFB)** (sometimes referred to as a “sealed bid”) is an invitation to contractors or suppliers to submit a bid on a specific product or service where the cost is expected to be over \$50,000. The contract is to be awarded to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the Invitation for Bid.
3. **Request for Proposal (RFP)** is a written request for proposal for products or services where the needs of the district are not completely clear. Negotiations may be necessary and cost is just one criteria of several necessary to make a decision. It is most often used for the purchase of professional services, “state of the art” equipment or a product or service tailored for district use. This method will only be used when directed by the Administration or suggested by the Purchasing Department.
4. **Sole Source** is a commodity or service for which a single supplier, has the sole and exclusive right to manufacture and/or sell or provide. Sole source procurement requires written justification from the requisitioner to the Purchasing Department and Purchasing Department approval, **prior to commitment** of an order. The sole source form can be found on the web; [Sole Source Request form](#).



BEFORE YOU BUY . . .

The first step in acquiring goods or services for your location is to define your needs. What issue or need are you trying to solve through this procurement? Once this is determined, check to see if the item(s) are available at the district warehouse and make the purchase using a District Stores Order. If not, check to see if the goods or services are available on a District or State contract. You can view these contracts by going to this link on the Purchasing Department web site ([District or State Contracts](#)). If neither of these options are available, a detailed specification or scope-of-work can be developed for use in the purchasing process. A specification may include any or all of the following:

- Description
- Quantity
- Manufacturer and model number
- Color
- ISBN's
- Training requirements
- Maintenance requirements
- Estimated cost
- Freight charges

The Purchasing Department is available to assist in finding sources for both goods and services and maintains a database of local and national vendors. Many items are available using existing bids and contracts that provide the district with favorable terms and pricing.

Departments may contact suppliers for price quotes and product information for purchases up to \$4,999. A minimum of **two verbal or written quotes** must be obtained and documented on the district quote form (available on the web) per [Procurement Policy and Procedure](#) for audit purposes and submitted to Purchasing for a purchase order. For purchases with a cost over \$4,999, the Purchasing Department must obtain the quotes and issue the purchase order.



DISTRICT WAREHOUSE ISSUES (STORES ORDERS)

How do you proceed?

Once you have determined the item(s) you need, have your specifications and that funds are available within your current budget, a stores order (issue) or a requisition must be submitted. A stores issue is placed for items available through the district warehouse.

The district maintains and operates a central warehouse that stocks commonly used supplies. Bulk quantity ordering provides convenient and cost effective means for site and department personnel to procure commonly used supplies.

The Purchasing Department makes every effort to consistently stock all commonly used supplies in the warehouse. Suggestions for additions to warehouse stock are welcome by completing this form "[Request New Warehouse Item](#)" and sending the completed form to the Purchasing Department.

Stores Issue (District Warehouse items):

The following procedure should be followed when ordering supplies from the warehouse. All remote stock issues cannot be released without the proper electronic sign-off.

1. Make certain the correct account number, stock number, description, unit of measure and quantity required appear on the stock issue request, using the current catalog information.
2. Double check the stock number and catalog description to see that they match. Plan ahead and consolidate orders as much as possible. Stock issue requests for less than \$25.00 are discouraged.
3. If the stock issue request is for equipment, it will require approval by the Capital Outlay Review committee. Special programs will require approval before any order can be filled using any of their account numbers.
4. Items will be charged to the requesting department or school at the current average cost. Because of price changes and the possibility of running out of stock on some items, the Purchasing Department cannot guarantee the catalog price and/or availability for the entire school year.
5. Any items not on hand at the time of the request will be put on back issue and shipped when available. Items are charged to the school only when delivered.
6. When the items are delivered to the specified location, a piece count will be marked on the delivery copy and the number of pieces are to be verified by the receiver before signing for the delivery. The order should be unpacked and checked for accuracy within 24 hours and any problems reported to the warehouse. **Until the problem is resolved, keep the order intact—DO NOT distribute any of it.**

If you need help entering a stores order, you can go to this link:

[Stores Entry Training](#) for step by step instruction with pictures of the various screens.



RECEIVING WAREHOUSE ORDERS

Warehouse stock issue requests are consolidated into one large order per delivery location. This consolidation is necessary to increase efficiency of order picking and to reduce the need of packing each stock issue request separately. The site is responsible to disperse items received to the appropriate department or classroom.

When a delivery is made, copies of the warehouse stock issue will accompany the pick list. A piece count will be marked on the delivery copy. The person signing for the delivery should verify that the piece count agrees with the amount indicated on the delivery slip before signing for the delivery. Mistakes do happen. Most of the errors and damages are caught at the warehouse. Using the following guidelines will help catch errors early and minimize problems associated with those inadvertent errors.

1. Checking Orders:

- a. Orders should be checked within 24 hours. Any problems must be reported to the warehouse before the order is distributed. It is the site's responsibility to verify for correctness or any concealed damage. It is very difficult to handle mistakes if the order has been distributed throughout the facility. In most cases' problems can be resolved if the order is not broken up.
- b. Discrepancies such as shortages, overages, or damaged product must be reported immediately after the order has been checked.

IMPORTANT: Please remember orders should not be distributed or stored prior to your request for replacement. Please call the warehouse, 385-646-4286, as soon as the error is discovered. Problems that extend beyond a reasonable period of time are not the responsibility of the warehouse. If the warehouse accepts the reliability of the mistake or damage, the problem will be handled with a DIRECT EXCHANGE.

2. Return for Credit:

- a. Current warehouse items that are no longer needed or that were ordered by mistake can be returned for credit but a 5% restocking fee will be charged. If the warehouse made the error, no restocking fee will be charged.

NOTE: Requests for credits should be turned in a month *before* the fiscal year cut off. Credits cannot be given for stock issue requests processed in the last week before cut off. **Mistakes made by the warehouse will be corrected by direct exchange. Mistakes in ordering by the school or department must be corrected by return and credit.**

- c. The item must be new, in its original package or container and listed on the current warehouse stock status report. A copy of the original stock issue receiving document must accompany the item when returned. Upon receiving the item it will be inspected and received into stock, if deemed acceptable by the buyer and central warehouse staff. Credit will be issued to the respective account number.
- d. If you have surplus items that were purchased in a previous fiscal year,



RECEIVING WAREHOUSE ORDERS (CONTINUED)

warehouse personnel can advise you as to which schools in the district are using the product. You may be able to negotiate a trade to help out another school. If not, you can return them to the warehouse and they will dispose of them for you.

3. **Defective Products Received from the Central Warehouse**

- a. All items judged defective should be discussed with the warehouse or the respective buyer. Please call and discuss the problem to determine the procedure that will best rectify the problem. Each problem has its own unique solution. Please call before taking any action.
- b. If the problem is an isolated one and not a repeat situation, the value of the item is an important factor, i.e. a twenty-five cent leaking pen. It will cost more to exchange the pen than it is worth. These types of problems should be noted and the pen discarded. If the problem persists, please notify the buyer. If the acquisition value of an item **exceeds ten dollars** then it should be returned to the warehouse for an exchange or credit.

Mistakes do happen. There is no way to guarantee that every item shipped is the right item and that it will arrive in good condition.

If items are delivered that are not for your site, do not accept them!



REMOTE REQUISITIONS

Requisitions for Non-Stock Items and Services (Buy Out):

Requisitions are used to request a purchase when the needed equipment or material is not stocked in the warehouse. A remote requisition must be entered on line through the district financial system (QCC). If you have not received your sign on user information, contact Information Systems. Properly completing a requisition will help the purchasing team prepare a purchase order in a timely manner. The following guidelines should be followed when entering a remote requisition. To view step by step instruction go to this link: [Remote Requisition Training](#).

1. Enter an accurate description of each item, ISBN'S, product name, dimensions, manufacturer, model or catalog number, size, color, etc. If specifications are not clear or incomplete, a request for clarification will be made by the Purchasing Department. This slows down the purchasing process.
2. If the item(s) are needed in a hurry, type "RUSH" and the date they must be received by in the description area of the requisition. Purchasing will make every reasonable effort to meet your deadline.
3. If the item(s) ordered must be exact and cannot be substituted, type "NO SUBSTITUTE" in the description portion of the requisition. When substitutes are not acceptable, a full explanation covering the reason for such will be required. A sole source form must be completed, signed and sent to purchasing for a sole source purchase. The estimated cost of each item has to be included on the requisition.
4. List suggested sources of supply. Provide copies of correspondence referring to specialty items and the person to contact whenever possible.
5. If used equipment is requested for purchase it will be necessary to have the technicians at the Maintenance Service Center or the program coordinator evaluate it first. This will assure that not only will we receive a good price, but that the equipment meets specification and will qualify for maintenance by the Maintenance Service Center. The requisition must state that the equipment requested is used.
6. In some emergency situations, a buyer may issue a purchase order number on a requisition before the purchase order has printed. In these situations the requisition still must meet all the requirements listed above and must have sufficient funds to cover the purchase.

School will Pay Requisitions for non-stock items that are to be purchased with school funds and exceed the purchase amount allowed in [Procurement Policy and Procedure](#):

- a. Enter a remote requisition following the procedures above, then type "school will pay" in the description area.
- b. Send a check made out to Granite School District to Accounting with the correct budget number on the stub.
- c. After the check has been received, Accounting will release the requisition so that a purchase order can be processed.

If the item is equipment, the proper approvals will be necessary prior to the purchase.



RECEIVING PURCHASE ORDERS (BUY OUTS)

Granite School District receives large quantities of materials at its various locations. The proper receipt of these materials will prevent problems with vendors and expedite the availability of needed goods.

Policy

When materials are received, the following steps must be taken to protect the district's interest and assure prompt payment to the vendor.

1. **Receiving goods**: Any school or department receiving goods must inspect them for obvious damage, irregularities, or discrepancies. If any of these conditions exist, it should be recorded on all copies of the shipping ticket, the bill of lading, etc. If the order is in such condition that it appears there is "possible hidden damage," write this statement on all copies of the receiving document then sign and date the receiving document and have the delivery vehicle driver do the same.

CAUTION: Once received the order should be opened immediately and checked for any hidden damage.

The requisitioning department is responsible for notifying the Purchasing Department immediately if any of the above is found. This notification should be made the same day, if possible, and include the following information:

- a. The vendor's name and the purchase order number.
 - b. Date received.
 - c. Items damaged and their condition and also the condition of the shipping container upon receipt.
2. **Damaged goods procedure**: All damaged materials should be preserved in their original condition and shipping containers until any and all claims are resolved. This is very important. Before a claim can be filed, an inspection by the carrier must be made of the packaging and shipping material as well as the damaged merchandise. It is the responsibility of the receiving school or department to contact the carrier immediately concerning any damage. Contact the Purchasing Department (call the responsible buyer, if known) if you need help.
 3. **If there are no problems with the order**: Your copy of the purchase order with an authorized signature and any delivery tickets, invoices, etc., should be sent immediately to Accounts Payable in the Accounting Department. Serial number, model number and location should be entered on the copy of the purchase order for equipment before it is sent to Accounts Payable. There may be some cash discounts available upon prompt payment so it is important that there are no delays. This will also prevent service charges on the order.
 4. **Receiving material without a Purchase Order**: Do not receive material for which you do not have a purchase order. When material is received, which is not ordered, is defective, or in any way unacceptable, the Purchasing Department should be notified. The Purchasing Department will arrange for the return or exchange of the material.
 5. **Receiving material that belongs to another department or location**: If material is



RECEIVING PURCHASE ORDERS (BUY OUTS)... CONTINUED

signed for and belongs to another department or school it is essential that contact with the proper recipient be made as soon as possible. Remember the person accepting delivery is held responsible for all the materials received, **correct or not.**



PAY VOUCHERS

Pay vouchers are a method of paying for items less than \$1000.00. Expenditures on pay vouchers are paid directly by the Accounting Department, therefore they are restricted in their uses to the following purchases:

1. **Items less than \$1,000.00:** The pay voucher must have the vendor's original invoice attached. The only exception is where the pay voucher is being used with another form. In this case, the vendor's completed order form must be attached and include correct pricing and freight charges. Vouchers without the proper forms will be returned to the originator. Please show in the description area to whom and where the order is to be shipped.

When ordering supplies, etc. **less** than \$1,000.00 without an order form or invoice, contact the vendor and give a pay voucher number. Attach the invoice to the pay voucher when items are received and send to accounting for processing.

2. **Reimbursements:** Sales tax on reimbursements will not be paid but will be deducted from the total amount requested for reimbursement. In order to avoid paying sales tax on small purchases, it will be necessary to provide the store where the purchase is made with a TC-[721G](#) form filled out and signed by the Supervisor, Principal, or Director. The only other way to avoid sales tax is to make all purchases either with a school check, pay voucher, purchasing card or purchase order.
3. **Travel:** This includes payments for lodging, registrations, per diem, air fare, mileage (out of Salt Lake County), ground transportation, etc. Attach the original and one copy to the pay voucher.
4. **Utility payments:** All utility payments must be on pay vouchers. This will expedite the timely payment of utility bills.
5. **Approved equipment over \$1,000.00:** Any equipment costing more than \$1,000 cannot be purchased by the use of a pay voucher or purchasing card and will not be approved by the Purchasing Department. All purchases of equipment costing more than \$1,000 must be submitted on a requisition and receive approval from the Capital Outlay Review Committee.

Pay Vouchers must include the following:

- a. Invoice number if paying an invoice.
- b. Vendor name, number and address.
- c. Signature and date of person preparing the voucher.
- d. Signature and date of supervisor and/or director.
- e. Correct account number.
- f. The attached invoice must be itemized and show each item purchased and individual pricing for each item.

If you need additional pay voucher forms, call the Accounting Department.

The Purchasing Department may determine at any time that the use of a pay voucher or purchasing card is the best method for making a particular purchase. To accommodate these



PAY VOUCHERS (CONTINUED)

situations, the Purchasing Department may authorize the use of a pay voucher for a purchase costing more than \$1,000.00. All pay vouchers that total more than \$1,000.00 except for insurance and travel, must have the **prior** approval and signature of a purchasing agent before they will be processed for payment. This includes any grant money regardless of the budget from which it comes.



PURCHASING CARD

The district has made available to certain employees delegated authority to make minor purchases directly through a “purchasing card” system. The benefit is to allow schools/departments flexibility to purchase small routine materials and supplies on the spot with no delay. Certain controls have been developed for the purchasing card that do not exist in a traditional credit card. These controls are in place to ensure that the card is used only for specific purchases and within specific dollar limits.

All cards are issued at the request of your manager. The guidelines below are a brief summary of how to request and receive a purchasing card:

1. Review the [Purchasing Card Program Information](#).
2. Complete a new account information form.
3. Your manager must sign the form giving their approval.
4. Read carefully and sign the Agreement to Accept the Purchasing Card. Ask your manager to sign the agreement as well and present it with your New Account Information Record.
5. Attend the P-card training class.

Trainings are held monthly at the Granite Education Center in the purchasing conference room C-101, usually the first Wednesday of each month. All trainings are held at 9:00 a.m. and typically run about an hour in length. Individuals should only attend with approval from their administrator. Those interested in attending must reserve their place at the training by emailing or calling the Purchasing Department, extension 4562.

All cards are issued at the request of your manager.

Card usage may be audited and/or rescinded at any time. **You are the only person entitled to use your card!** Finally, remember you are committing district funds each time you use the purchasing card. This cannot be taken lightly!



EMERGENCY PURCHASES

True emergencies are infrequent but they do exist. “an emergency condition is a situation which creates a threat to public health, welfare, or safety such as may arise by reason of floods, epidemic, riots, equipment failure, or such other reason as may be determined by the chief procurement officer or his designee. The existence of such condition creates an immediate and serious need for supplies, services, or construction that cannot be met through normal procurement methods (63G-6a-803).”

Purchases made in urgent and emergency situations are generally more costly than routine purchases. Lack of proper planning, overlooked requirements or negligence may cause the need for urgent purchases, but they are not true “emergencies.”

Procedure

Requisitions for items needed on an emergency basis should be hand-carried directly to the Purchasing Department. Approval from the Purchasing Director or designee is required prior to processing a walk-through request. Determination of the emergency or priority of the request will be at the sole discretion of the Purchasing Director or designee. These items will be processed immediately unless bidding or other requirements prohibit it.



SOLE SOURCE (PROPRIETARY PURCHASE)

On a case-by-case basis, the bid or quote requirement may be waived and a sole source purchase approved by the purchasing department. A sole source procurement is a product or service that is available from only one source. However, at a minimum, for purchases greater than \$50,000, we will advertise sole source procurements on BidSync (district bidding website) for at least seven (7) days.

Sole source procurements require the [District Sole Source form](#) to be completely filled out by the requisitioner and sent to the Purchasing Department, prior to commitment of an order. Justifications are to be supported by factual statements that will pass internal and state audits. The detailed justification must establish that the vendor is the only source available to provide the item or service required. The justification should explain and fully describe the conditions that make the supplier or vendor a sole source and must be based upon a need for some feature or characteristic that is unique to the requested product or service that cannot be provided by any other product or service.

A purchase might be practical from only one vendor (sole source) for the following reasons:

1. There is no competitive product. The good/service is a one-of-a-kind or patented product, a copyrighted publication available from only one source, or a unique item such as a work of art.
2. The product is only available from a regulated or natural monopoly. For example: utilities.
3. The replacement of a component or a repair part is only available from the original supplier and the part is not interchangeable with similar parts available from another supplier.
4. The product or equipment is unique. There is no other product or equipment available that meets the specialized needs of the department or performs the intended function.

The practice of specifying or requesting sole source items should be limited. With competition eliminated, purchases involving sole source are often more costly to the district.

LIBRARY BOOKS & MAGAZINES

1. **Library Books**: Granite School District has a contract in place so that schools and departments can place orders directly with approved vendors for purchases under \$1,000.00 using a pay voucher or a purchasing card if the total is under \$499.00. For orders over \$999.99, please submit a requisition and the Purchasing Department will process as per District Procurement Policy and Procedure.

Schools should contact vendors directly for volume purchasing or solicit competing quotes among the approved vendors to receive the best pricing. You can view the approved vendors and their specifications on our web page.

2. **Magazines**: Granite School District has established a contract for magazine subscriptions except for those that are sole source. The contract is a percentage discount off the publisher's list price.





CHANGE ORDERS

For any changes to a purchase order:

1. A completed and signed copy of the [Change Order Form](#) must be sent to purchasing.
2. Increasing the amount of the PO (contract) cannot be processed unless sufficient funds are available.
3. Change orders must be signed by a Granite School District representative (the person responsible for that budget) and processed through the Purchasing Department in advance to any change in the contract or delivery or acceptance of additional goods or commencement of additional work.



POSTAGE AND MAILINGS

Bulk Mailings: The Post Office has specific rules for bulk mailings which change often. To get current information, please refer to this link found on the purchasing web site for all [District Mail Services and information.](#)

Inter-Office District Mail: The district has issued the following memorandum for the use of inter-office district mail.

Administrative Memorandum Number Sixty-One Use of District Mail

1. Granite District's in-house "district mail" is provided for the exclusive use of school and district personnel. District mail may be used only for the distribution of inter-office and interschool mail, district materials and supplies, U.S. Mail, and for work-related communication among employees of the district. Any other use is prohibited, except as specifically provided in the memorandum.
2. Any employee of the district may use district mail for work-related communication with other employees. However, district mail may not be used for distribution of any form of advertising or soliciting relating to an employee's private business, private employment, or political or religious affiliations.
3. Employee organizations which are officially recognized by the Board of Education to represent a specific group of employees may use district mail for work-related communication involving their representational duties. However, such organizations may not use district mail to recruit membership or to organize job action of any kind. The district reserves the right to withdraw use of district mail from such employee organizations at any time.
4. Employee organizations without official recognition by the Board of Education to represent a specific group of employees may not use district mail.
5. The Granite District Parent Teacher Association (PTA) and the Granite Education Foundation (GEF) may use district mail for work-related communication within the district. However, unless it is related to an approved school fund raiser, PTA and GEF may not use district mail for any form of advertising or soliciting relating to private business, private employment, or political or religious affiliations. The district reserves the right to withdraw use of district mail from PTA and GEF at any time.
6. District mail is not a public forum. Companies, organizations, and individuals from outside the district may not use district mail for the distribution of advertisements, flyers, newspapers, or any other materials. Exceptions are sometimes allowed for educational and governmental agencies. Any exceptions must be approved in advance by the district Public Relations office.
7. The district reserves the right to deny the use of district mail to any person at any time.



EQUIPMENT REPAIR

Does your equipment need repairs?

The district has procedures for getting equipment repaired. If these procedures are followed, the equipment will be repaired in a timely manner and with less down time.

Most repairs on equipment or facilities are handled by the Granite School District Maintenance Service Center. It is the policy of the district to use the expertise of the Service Center's trained technicians. There are three ways to accomplish getting repairs made:

1. **Portable equipment repairs:** When any portable equipment i.e., a vacuum, an electric drill, etc, needs repair, do the following:
 - a. Fill out an "Equipment Repair Form" (these are available from the warehouse and are listed in the supply catalog, stock #192053). Incomplete information may result in loss of equipment. Keep the original white copy for your records.
 - b. This equipment will be transported by the district mail service to the Maintenance Service Center for repair. Place the item by the outgoing mailbag in a conspicuous way so the mail service person can see it or tell them so it is not missed when the mail is picked up. Have the repair form signed by the pick up person and keep the proper copy.
 - c. After it has been repaired, it will be returned to its origination point by the mail service. The equipment repair form must be signed by the receiver.
2. **Non-portable equipment repairs:** When any non-portable equipment, either too large for transport by the mail service or too many i.e., chairs or desks needing repair, do the following:
 - a. Enter a work order on line for the appropriate department at the Maintenance Service Center.
 - b. If the repair is of an emergency nature, call the Maintenance Service Center and explain the problem.
 - c. The Maintenance Service Center will do either the repair or contract the work out. Do not contract the repair directly with any company or individual. This will be done by maintenance, if necessary.
3. **Warranty Items:** Items covered under warranty or a maintenance agreement contact the vendor to request repair since no charge will be incurred.

Equipment normally repaired by contracted services (not the GSD Maintenance Department): Home Economics and Vocational Education equipment should include a repair estimate and cost of replacement. In most cases, the cost of repair should not exceed 70% of replacement cost, unless repair parts are no longer available.

Any questions on the items that do not meet the above criteria should be forwarded to the appropriate department supervisor or Director of Purchasing, *before* proceeding.



TRANSFER OF EQUIPMENT

Equipment is transferred by either the Warehouse or the Maintenance Service Center for one of the following reasons and **only** with a completed Equipment Repair or Transfer form.

1. Reasons for transferring:

- a. **Surplus Equipment:** Items that are declared surplus including books will be moved to the warehouse or to another school only after an "Equipment Transfer Form" (warehouse stock #192061) has been filled out and sent to the Purchasing Department with the appropriate signature. These items will be held for redistribution as needed or sold to the public or sold for salvage. Only the warehouse has the authority to sell surplus property regardless of its source (for exceptions see Administrative Memorandum Number Sixteen).

Caution: If an item is declared surplus by the using facility and shipped to the warehouse, it will not be replaced. This only happens with condemned items.

- b. **Condemned equipment:** Equipment that is condemned will be moved to the Surplus Warehouse to be sold to the public or sold for salvage.
- c. **Repairs:** See Equipment Repair in previous section.

2. Equipment and furnishings are moved from the site in two ways:

- a. Mail service will transport to the Maintenance Service Center with an Equipment Repair form or;
- b. They will be picked up by the warehouse in response to a transfer form filled out by the Maintenance Service Center and signed by the Purchasing Department. This is usually done when there are a large number of items or the item is too large to be moved by the mail service.

Exception: When pianos are moved from one building to another this is done by the Maintenance Service Center on a contract with a local mover.



SURPLUS LIBRARY BOOKS

When library books are no longer useful because of content (obsolete or outdated information, bias, patron needs, appropriateness for grade levels), condition (damage, wear, smell), or circulation, media staff may deem the books surplus and dispose of them according to the following guidelines and procedure.

Guidelines & Procedure

1. Media staff will work under the guidance of the district library specialist.
2. Principals will be alerted when staff are weeding library materials and may request a list of weeded materials and the reason for removal for their approval.
3. Staff will remove weeded books from Destiny, cross out the barcodes, and clearly stamp each book "DISCARD" or "SURPLUS."
4. Books with no value for reuse (those in very poor condition or containing obsolete, invalidated, or discriminatory information) will be recycled directly.
5. For other books, staff will attempt to repurpose them following these methods in the order given:
 - a. Offer books to teachers and staff for school use.
 - b. Sell books to students and parents. (Schools must adhere to all required accounting policies and procedures for collection of funds.)
 - c. Give books away to students or parents.
 - d. Offer the book to any organization that will receive the donation. One known organization, Discover Books, has book donation containers throughout the valley. They will also pick up weeded books if you have a large donation:
 1. Contact the district specialist before the first Thursday of each month. Indicate where boxes will be located for easy pick-up (a loading dock, near a main entrance, curbside, etc.).
 2. Have at least five boxes of discarded books to pick up OR combine weeded books with a nearby school at one location to meet the five-box minimum.
 3. Move boxes to an easily accessible spot for pick-up on the morning of the second Thursday of the month.
 4. Do not donate Advanced Reader Copies or uncorrected proofs to any organization which resells goods (Salvation Army, DI, Discover Books, Goodwill, and others).



DISPOSITION OF SURPLUS PROPERTY

State law governs the disposal of equipment and other property that has been purchased with taxpayer dollars. Other state laws dictate the method of disposal of items that have been determined by the state to be hazardous waste. In addition, items that have been inventoried and capitalized by the district must be removed from district accounting records when the property is disposed of.

Only the Warehouse Supervisor or the Director of Purchasing has the authority to sell or trade district surplus property. This may be done by competitive sealed bidding, auctions or sales to the public. The Surplus Warehouse is responsible for all surplus property and its sale or redistribution throughout the district. This requirement is mandated by state law and district policy. [See Administrative Memorandum Number Sixteen.]

Property coming into the Surplus Warehouse must be accompanied with a valid "Equipment Transfer Form" signed by the appropriate person. The only exception is property that is being stored for a school or a department. Property to be stored must be accompanied by a work order.

1. **Surplus Sales to Public:** All surplus items are now sold on **publicsurplus.com**.
2. **Salvage Property:** Will only be sold to salvage yards.
3. **Redistributed Property:** Surplus property is available for re-use by schools and departments. Items may be selected each Thursday from 12:30 to 3:00 p.m. Calls to the Surplus Warehouse to reserve property is not allowed. All items are available on a first come, first served basis.

Even if a site determines an item is of no use, do not throw it in the dumpster. Computers, TVs, and other electronic equipment may contain parts that may be used elsewhere and/or which are considered hazardous waste. Under no circumstances should you get rid of unwanted books by tossing them in the dumpster.



SURPLUS PROCEDURES FOR SCHOOL PURCHASED UNIFORMS/APPAREL

This procedure applies to school purchased uniforms and apparel. The surplus process is to occur at the school, because no market exists for sport uniforms and apparel containing a school logo or name outside of its school community. Appropriate efforts should be made to maximize the return to the school on each sale.

When uniforms and apparel are determined by the appropriate coach/advisor and school principal to be outdated, unusable, or worn-out the following steps are to be taken:

1. The coach/advisor is to provide the principal with a spreadsheet containing the following details for the lot of uniforms or apparel:
 - a. Quantity
 - b. Description
 - c. Brand
 - d. Estimated value
 - e. Intended buyer (student or other entity)
 - f. Actual sales amount for each item **(to be completed after sale has concluded see paragraph 4.b.)**
2. The principal reviews the list and if in agreement forwards the list along to the Director of Purchasing requesting authorization to surplus the products.
3. The Director of Purchasing reviews the request and if approved provides the principal with an authorization to conduct the sale.
4. After the sale has concluded the following steps are to occur:
 - a. All proceeds from the sale are to be placed in the account the items were purchased initially.
 - b. The originally submitted spreadsheet is updated with the actual sales amounts and is submitted to the Director of Purchasing.



SURPLUS PROCEDURES FOR USED TEXTBOOKS

Determination of Surplus Status: When a textbook has been determined to be not needed, outdated or otherwise unusable by a school.

Procedures:

1. Post the surplus book(s) on Follett Educational Services Surplus Management System (SMS) for viewing by others schools and districts review for required 14 day posting period. You can contact Follett Educational Services at 801-205-0259.
2. If books are desired by another school within the district arrange for the transfer of the books with the school principal. If the books are desired by another district please contact the district warehouse manager to arrange for the sale of these books.
3. If no parties are interested in the book a principal can do any of the following with the books:
 - a. Donate them to any individual or group that may have use for them.
 - b. Sell the books to FES through this contract. All profits should be placed in the local school textbook account.
 - c. Work with FES to recycle the textbook if no market demand exists for the text book.

Buy Back Process: To occur multiple times during the year as determined by the district to capitalize on the most advantageous market conditions. These times will be arranged by the district warehouse manager.

Contract Pricing:

1. Revenue Sharing

Revenue is to split for all books purchased by Follett Educational Services (FES) at 51% to the district and 49% to FES. FES will pay 51% of current Amazon Marketplace Used Sell Price at the time of purchase. FES will provide periodic documentation to the district to support the purchase percentage.

2. Credit Voucher Program

FES will provide payment in the form of a corporate draft at the close of each collection period. To further increase value, the district may choose payment in the form of a FES credit voucher, adding an additional 10% value to payment and providing for the redemption at any of the Follett Corporation family of companies (Follett Educational Services, Inc., Follett Library Resources, and Follett Software Company).

3. Customer Rewards Program

FES offers districts a Customer Rewards Program: districts can earn 1 point for every dollar spent on the purchases of any FES products or services. Products and services include, but are not limited to, Pre-Owned Textbooks, New Paperback Novels, new Reference Books, and New Supplemental Learning Materials. Please refer to www.fes.follett.com for a complete list of products and services. The district can also earn 1 point for every dollar FES pays the district for the books sold to FES ("buybacks"). Points accrue from June 1 through May 31 of each year, based on



SURPLUS PROCEDURES FOR USED TEXTBOOKS (CONTINUED)

purchases/buy-backs completed within that time period that are on or after the enrollment date of the district.

4. Consignment Program

FES can create a district consignment lot for textbooks that may have future value beyond FES' immediate need. Books meeting consignment criteria will be captured during FES' sorting process. These books will be held at FES' facility at no cost or risk to the district. FES will monitor the consignment lot against FES' daily needs and should the textbooks be pulled from this inventory a payment will be made to the district.



CONDEMNATION OF EQUIPMENT AND FURNISHINGS

The replacement of equipment and furnishings must be done in an orderly manner to avoid confusion, misunderstanding and to save money. The district has set up a procedure to follow that will allow each department or school to have their needs reviewed and considered. Though the procedure may appear to be discriminatory and slow at times, it is necessary to avoid budgetary problems and conserve funds for equipment.

If equipment and/or furniture has been condemned and needs to be replaced:

- a. A remote requisition is initiated by the school or department.
- b. Maintenance will fill out and sign an Equipment Transfer Form.
- c. The Equipment Transfer Form is used as the condemnation document and is available from the warehouse, stock #192061.
- d. The original (white) copy of the GSD condemnation/equipment transfer form must be attached to a copy of the remote requisition and sent to Support Services.

Condemnations, in most cases, will be performed by the Maintenance Department Foreman normally involved with the repair of those items in question. The following list shows the department and the category of equipment or furnishings that is authorized to condemn equipment.

	<u>Department</u>	<u>Item</u>
1.	Carpentry & Hardware 385-646-4273	Gym equipment, non-upholstered furniture, cabinets
2.	Paint & Interiors 385-646-4274	Window coverings, ladders, scaffolding, maps
3.	Grounds, Welding & Fleet 385-646-4278	Vehicles, snow removal equipment, lawn equipment, and playground equipment.
4.	Gen.Maintenance/Custodial 385-646-4259	Custodial equipment such as floor machines, vacuums, air handling and mechanical equipment, compressors, exhaust fans, lifts, white and bulletin boards, and multi-purpose doors.
5.	Electrical 385-646-4275	All electrical fixtures
6.	Plumbing 385-646-4276	Mechanical equipment, plumbing fixtures.
7.	Police Electronics 385-646-5614	Wireless radio equipment, audio visual equipment, projectors, and cameras
8.	Bates Service Center 385-646-4231	Food preparation equipment (not part of the facility)
9.	Maintenance Project Coordinator 385-646-4669	Stage drapes and carpet.



CONDEMNATION OF EQUIPMENT AND FURNISHINGS (CONTINUED)

- | | | |
|-----|---|--|
| 10. | Information Systems
385-646-4260 | Computers, printers, computer monitors, laptops, phones, cell phones, copiers, fax machines, scanners, laminators, shredders, calculators, (misc. office machines) |
| 11. | CTE Director
385-646-4342 | Vocational education equipment |
| 12. | District Music Specialist
385-646-7433 | Musical instruments |

Reasons for condemnation are:

1. Price to repair the item will exceed 70% of the cost for replacement. This repair price includes parts and labor.
2. Repair parts are no longer available or cannot be manufactured without difficulty or the cost being prohibitive.
3. Equipment does not meet safety standards and cannot be upgraded or the cost to upgrade is prohibitive.

Exceptions:

1. Used, donated equipment will not be condemned unless it is identified on the school fixed asset inventory system for one year. Condemnation of this equipment will require a written statement from the administrator that expresses the need for this equipment to be purchased.
2. Obsolete equipment still in working order must be reviewed by the Instructional Coordinator for that department. Condemnation of this equipment will require a written statement from this coordinator as to why you are requesting condemnation and the need to replace.



DONATED EQUIPMENT

Accepting Donations of Computers and Other Equipment

District staff members may be contacted by parents or other community members wanting to donate old computers, printers and other technology equipment to the District. Unfortunately, the experience has been that most equipment being donated is broken, outdated and/or incompatible with current District equipment, making it unusable to the district. DO NOT accept any computer donations unless the following criteria is met:

1. Knowledge that the site/school can use the equipment,
2. The equipment is compatible with equipment currently in use, and
3. It will not require any additional work or support on the part of the District Technology staff to repair or service the equipment.

If a potential donation does not meet the above criteria, refer the patron to the Granite Education Foundation.

If you have questions about whether equipment meets our standards, please contact Information Systems.



VANDALISM

The first thing you should do when you discover a theft, graffiti incident, or other damages to Granite School District property, you should contact Granite Police immediately. These incidents must be reported to our police department, not outside agencies. Once the police have taken a report, the school or district location must complete a vandalism report on-line. You can find the [on-line vandalism report](#) on the district website, under maintenance, the same place you submit work orders.

There are several items you must list to get a vandalism processed. First, the case number, date of offense, incident type (graffiti, theft, etc.) description of damages or theft, location in the building or grounds and any comments you might have about the incident. You must request a work order, if there is a need. If it is a theft, add information on lost/stolen or damaged equipment under Incident/Property items. You must have the serial number, model number, asset numbers, cost of items and description of the items. Continue down and request the item to be replaced, if it qualifies. Submit and keep your incident numbers so you can track the vandalism.

What qualifies? First, any damage done to our buildings or grounds. Equipment is a little subjective; the item must have a district asset number or school asset number and have a value of more than \$500.00 as per district policy. Once the vandalism is submitted with all the above listed information, a work order is generated and the police department will order/produce the requisition for qualifying equipment to be replaced. The equipment will be shipped directly to your location.

If you have questions about vandalisms, please feel free to contact Granite School District Police, 801-481-7122.



YEAR-END PROCEDURES

Please plan ahead to prevent last minute rushes which cause unnecessary anxiety and confusion. The successful conclusion of the budget year is largely dependent upon your wise planning. Exceptions **cannot** be made to these procedures. ***This includes all funds regardless of their source, i.e., Trust Lands, Schools for the 21st Century, Grants, etc.***

1. **Cut off dates for a fiscal year:** During April, each year, a memorandum is sent to all department heads, principals and school secretaries giving information on the cut off dates for requisitions and stock issue requests prior to the transition between fiscal years. It is also posted on the purchasing web page. **The instructions in this memo must be followed to prevent loss of budgeted funds.**
2. **Warehouse Stock Credit:** Any stock issue request that requires a credit or some type of adjustment must be processed in the same fiscal year. Credits cannot be carried over from one fiscal year to another.



BIDDING REQUIREMENTS AND PURCHASING LIMITS

Bidding requirements and purchase limits for Granite School District are set forth in "Granite School District Policy" and "Utah State Code." The Purchasing Department urges you to become well acquainted with the information provided in the Fiscal Policy Manual and to follow its instructions closely.

Procedure:

The Purchasing Department is responsible for the purchase of all goods, supplies, equipment and services used by the Granite School District, except as allowed by [Procurement Policy and Procedure](#).

1. **Delegation of purchasing authority:** The Board of Education may delegate such authority as deemed appropriate. As per Utah Code 53A-3-405, "an officer or employee of a school district may not make a purchase or incur indebtedness on behalf of the district without the approval and order of the board."
2. **Authority of procurement officers:** Procurement officers may take any action of a procurement nature to advance the economic well-being and efficient operation of the school district so long as that action is not in conflict with the Utah Procurement Code or Board of Education policy or administrative regulation.
3. **Small purchases:** Any purchase less than \$50,000 for supplies, equipment and services is considered a small purchase.
4. **Board limits:** "The expenditure of any sum in excess of \$50,000 for supplies, equipment, or services requires prior approval of the board." See "Policies, Rules and Regulations of the Board of Education," Number 6., Purchasing and Warehouse Distribution Services. Any purchase that fits this category will take longer to process because of the time required for the bidding or RFP process and the need for board approval. These types of purchases should be requested with this time requirement in mind (usually a minimum of 30 days).
5. **School purchases:** Schools may make small purchases by following the direction given in Procurement Policies and Procedures.
6. **Minimum Purchase Order amounts:** Because of the costs involved in processing, printing and sending a Purchase Order, it should be for an amount of at least \$100.00. Any order smaller should be handled by using a pay voucher or purchasing card. Procurement requirements shall not be artificially divided to avoid using the other source selection methods.
7. **Bidding:** By direction of district policy, state law and for the purpose of supporting local businesses, Purchasing will place orders locally whenever practical. Quotations are solicited from the widest practical selection of firms with proven performance and from whom the best price can be obtained commensurate with quality, required delivery and the general requirements of the purchase.

In the selection of possible suppliers, all applicants are given equal consideration if after evaluation they are considered qualified. These firms comprise a bidders list compiled by the Purchasing Department and remain active until conditions cause their removal from the list. Some factors used in this determination are; service, reputation,



BIDDING REQUIREMENTS AND PURCHASING LIMITS (CONTINUED)

availability of stock, financial responsibility, technical competence, and proximity. The Utah Preferred Bidder law shall apply to all purchases when applicable.

8. **Specifications** shall be drafted with the objective of clearly describing the supply item, commodity, equipment or service requirements and encouraging competition. While the use of brand names is an essential element in the preparation of specifications, brand names are used for descriptive purposes only, and except in "NO SUBSTITUTE" situations the statement "or acceptable substitute" will be included in the Request for Quotation or Invitation for Bid.
9. By their nature, some commodities and services lend themselves to annual and biannual bids. The practicality of this type of bidding will be determined by the Purchasing Department. These types of long term agreements will be put in place when it is in the best interest of Granite School District.
10. Once a purchase order is issued only the purchasing agent who originated it may change any item or price listed on it. All communication with the vendor for any changes on the purchase order must be coordinated through the Purchasing Department. Failure to follow these instructions may invalidate the purchase order and will delay payment.

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