GLENN B. ADAMS Chairman

CHARLES E. EVANS Vice Chairman

MICHAEL C. BOOSE JEANNETTE M. COUNCIL W. MARSHALL FAIRCLOTH JIMMY KEEFE LARRY L. LANCASTER



CANDICE WHITE Clerk to the Board

KELLIE BEAM Deputy Clerk

CUMBERLAND *COUNTY* NORTH CAROLINA

BOARD OF COMMISSIONERS

MEMORANDUM

TO: Policy Committee Members (Commissioners Boose, Evans and Lancaster)

FROM: Kellie Beam, Deputy Clerk to the Board

DATE: May 25, 2017

SUBJECT: Policy Committee Special Meeting – Thursday, June 1, 2017

The regular meeting of the Policy Committee has been CANCELLED and rescheduled as a SPECIAL MEETING on Thursday, June 1, 2017 to begin at 9:30 a.m. in Room 564 of the Cumberland County Courthouse located at 117 Dick Street, Fayetteville, NC.

AGENDA

- 1. Approval of Minutes April 6, 2017 Policy Committee Regular Meeting (Pg. 2)
- 2. Consideration and Approval of Local Priorities for the Governor's Resilient Redevelopment Program (Pg. 5)
- 3. Consideration of Revisions to the County Purchasing Policy (Pg. 7)
- 4. Other Items of Business (NO MATERIALS)

Cc: Board of Commissioners County Management County Legal County Department Heads Sunshine List

ULW NO.	IT	'EM	NO.	
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DRAFT

'CUMBERLAND COUNTY POLICY COMMITTEE COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564 APRIL 6, 2017 – 10:30 A.M. MINUTES

MEMBERS PRESENT:	Commissioner Michael Boose Commissioner Larry Lancaster
MEMBERS ABSENT:	Commissioner Charles Evans
OTHER COMMISSIONER	RS
PRESENT:	Commissioner Glenn Adams
	Commissioner Jimmy Keefe
	Commissioner Marshall Faircloth
OTHERS PRESENT:	Amy Cannon, County Manager
	Tracy Jackson, Assistant County Manager
	Melissa Cardinali, Assistant County Manager for Finance/ Administrative Services
	Rob Hasty, Assistant County Attorney
	Randy Beeman, Emergency Services Director
	Gene Booth, Emergency Management Coordinator
	Jon Soles, Public Information Specialist
	Vicki Evans, Finance Director
	Jeffery Brown, Engineering & Infrastructure Director
	Deborah Shaw, Budget Analyst
	Heather Harris, Budget Analyst
	Candice White, Clerk to the Board
	Kellie Beam, Deputy Clerk to the Board
	Press

Commissioner Lancaster called the meeting to order.

	ROVAL OF MINUTES – JANUARY 5, 2017 POLICY COMMITTEE ULAR MEETING
MOTION:	Commissioner Boose moved to approve the January 5, 2017 regular meeting minutes of the Policy Committee.
SECOND:	Commissioner Lancaster
VOTE:	UNANIMOUS (2-0)

2. CONSIDERATION OF HAZARD MITIGATION GRANT PROGRAM (HMGP) OPTIONS

DRAFT

BACKGROUND:

As part of the recovery process for Hurricane Matthew, the NC Division of Emergency Management is moving forward with its Hazard Mitigation Grant Program (HMGP) and has collaborated with declared counties to determine local needs as far as mitigating future losses. A major part of this process involves the evaluation of property losses to determine if acquisition, elevation or reconstruction in the Special Flood Hazard Zone is justified from a benefit-cost perspective. After examining the extent of damages and collecting information from various public meetings, staff is recommending that all three mitigation options (i.e., acquisition, elevation or reconstruction) be offered in the unincorporated portion of Cumberland County. Municipalities will submit their own plans and priorities for their respective communities.

At this point in the unincorporated area, there are twelve (12) applications for acquisition, five (5) applications for elevation, and four (4) applications for reconstruction. Only 1 of the 21 applications received is for properties that are physically located in the Special Flood Hazard Zone.

The total assessed value for all of these parcels to include primary structures, outbuildings and land is \$3,731,714.

RECOMMENDED/PROPOSED ACTION:

Staff recommends offering the full range of options available to homeowners under the HMGP program and moving this concept forward to the full Board of Commissioners for final consideration and approval at the April 18, 2017 regular meeting.

Tracy Jackson, Assistant County Manager, reviewed the background information and recommendation as recorded above.

Commissioner Boose stated he feels this would be the best option because it gives homeowners the full range of options.

- MOTION: Commissioner Boose moved to recommend to the full board offering the full range of options available to homeowners under the HMGP program and moving this concept forward.
- SECOND: Commissioner Lancaster VOTE: UNANIMOUS (2-0)
- 3. COMMUNICATION PROCESS AND RESPONSES BY STAFF TO COMMUNICATION FROM A BOARD MEMBER

BACKGROUND:

April 6, 2017 Policy Committee

DRAFT

Management was asked to place this item on the Policy Committee agenda for discussion. The County does not have a policy on information requests from Board members, but Management, the County Attorney and Clerk to the Board have attempted to consistently apply the following practice:

• If a Board member makes an inquiry which requires research, creation of a document or follow-up by email or memorandum, it has been the practice to share that information with the entire Board. This practice provides that all Board members have the value of the same information.

RECOMMENDATION/PROPOSED ACTION:

For discussion purposes and guidance if revisions to this practice are desired.

Commissioner Boose stated he requested this item be added to the Policy Committee agenda. Commissioner Boose stated at times the responses to his requests were being sent to the full board and other times the responses were just sent to him individually. Commissioner Boose further stated he would like to see responses for specific information sent to the full board but responses to personal matters just sent back to the individual commissioner. Commissioner Keefe stated this could really overload the email inboxes of the full board but there needs to be a common practice or guidance so people are not being subjective.

Ms. Cannon stated there are a few new department heads that may not be aware of the practice that the County Manager, County Attorney and the Clerk to the Board have been using and she would make sure to reach out so everyone understands the practice. Commissioner Faircloth stated generally if a response is relevant to the full board he likes to receive a copy of the email so everyone has the same information.

Commissioner Boose stated he is pleased with the practice Ms. Cannon explained and he does not see the need in a policy. The consensus of the Policy Committee was to keep the unwritten practice that if a board member makes an inquiry which requires staff to research, create a document or follow-up by email or memorandum, the staff should share the information with the full board.

No action taken.

4. OTHER ITEMS OF BUSINESS

There were no other items of business.

MEETING ADJOURNED AT 10:51 AM

AMY H. CANNON County Manager

SALLY S. SHUTT Assistant County Manager



MELISSA C. CARDINALI Assistant County Manager

W. TRACY JACKSON Assistant County Manager

ITEM NO.

OFFICE OF THE COUNTY MANAGER

<u>MEMORANDUM FOR THE AGENDA OF THE JUNE 1, 2017</u> <u>MEETING OF THE POLICY COMMITTEE</u>

TO: MEMBERS OF THE POLICY COMMITTEE

FROM: TRACY JACKSON, ASST. COUNTY MANAGER

THROUGH: AMY CANNON, COUNTY MANAGER

DATE: MAY 22, 2017

SUBJECT: CONSIDERATION AND APPROVAL OF LOCAL PRIORITIES FOR THE GOVERNOR'S RESILIENT REDEVELOPMENT PROGRAM

Presenter(s): Tracy Jackson, Asst. County Manager

Estimate of Committee Time Needed: 15 MINUTES

BACKGROUND:

After Hurricane Matthew, the North Carolina Legislature approved a Resilient Redevelopment Planning effort as part of the 2016 Disaster Recovery Act which was then rolled out by the Governor in January of 2017. This program provided follow-up assistance for the communities that were damaged by the hurricane, specifically to prepare locally driven recovery plans to identify redevelopment strategies, innovative reconstruction projects, and retrospective actions needed to make the communities more resilient. Fifty (50) Counties were to have plans by May of 2017, which required holding a series of three community meetings in each county, one each in February, March, and mid-April.

The state hired a consultant who was assigned to Cumberland County and facilitated a process that identified unmet needs which could be presented to the State for additional resources. The plan included:

- Building on what had already done in terms of recovery actions
- Working with local officials and the community to verify firsthand experience about the flood impacts

• Determine where current resources were not adequate and then help tie these unmet needs to specific areas such as housing, infrastructure, economic development, and environment to more formally identify the unmet needs in the community

The recommended priorities that resulted from meetings with public officials and the public are listed below:

HIGH	 1 - Critical Facilities Flood Protection (Fayetteville, Spring Lake/Hope Mills, PWC) 2 - Critical Facilities Backup Power 3 - Fayetteville and Cumberland County Acquisition/Elevation of Damaged Homes and Mitigation Reconstruction 4 - Fayetteville/Cumberland County Housing Rehabilitation Assistance 5 - Fayetteville Affordable Housing Supply 6 - City/County PWC Resilient Power (Microgrid) 7 - Fayetteville/Cumberland County Dam Rehabilitation and Replacement
MODERATE	 8 - Cumberland County Stream Restoration 9 - Stream Gauges and Early Warning Network 10 - Stormwater Management Improvements 11 - Cumberland County Qualified Local Contractor Program for Reconstruction 12 - Augmented Flood Mapping 13 - Fayetteville Downtown Revitalization
LOW	 14 - Open Space and Flood/Stormwater Retention Areas 15 - Flood Protection of Roads 16 - Flood Protection of Bridges 17 - Cumberland County Agricultural Alternative Energy Supply 18 - Interstate-95 Multi-County Coordinated Evacuation/Rerouting Plan

RECOMMENDED/PROPOSED ACTION:

Staff requests consideration and approval to move forward to the full Board of Commissioners as a Consent Agenda item at the June 19, 2017 meeting.



Kimberly Williams Buyer

ITEM NO

FINANCE DEPARTMENT PURCHASING DIVISION

4th Floor, New Courthouse • PO Box 1829 • Suite 451, • Fayetteville, North Carolina 28302-1829 (910) 678-7743 / (910) 678-7746 • Fax (910) 323-6120

MEMO FOR THE AGENDA OF THE JUNE 1, 2017 MEETING OF THE POLICY COMMITTEE

TO: POLICY COMMITTEE

FROM: AMANDA BULLARD, PURCHASING MANAGER

THROUGH: VICKI EVANS, FINANCE DIRECTOR

DATE: MAY 19, 2017

SUBJECT: CONSIDERATION OF REVISIONS TO THE COUNTY PURCHASING POLICY

Requested by:County PurchasingPresenter(s):Vicki Evans, Finance Director, and Amanda Bullard, Purchasing Manager

Estimate of Committee Time Needed: 10 Minutes

BACKGROUND:

The most recent update on the purchasing policy was approved by the Board of Commissioners November 1, 2010. Recent changes to staffing, financial software and the Finance Department's added role within contract processes has created a need to update and reorganize the current policy.

The current policy does not address several key practices that have been an integral part of County procurement, such as: dollar thresholds for contractual signatures and bid requirements for the purchase of services. This update will provide a more comprehensive policy.

RECOMMENDATION/PROPOSED ACTION

County Management recommends approval of the revised Purchasing Policy by the Policy Committee and requests the Policy be forwarded to the Board of Commissioners for consideration at the June 5th meeting.

	County of Cumberland Policies & Procedures	
Subject: Purchas	ing Policy	
Policy No.	Revision No	Date:
Approved By:		
	County Attorney	County Manager

SING POLICY

1.0 PURPOSE

This manual has been developed as a resource for Cumberland County employees to follow when procuring goods and services on behalf of the County. The policy and procedures provided in this manual were established to ensure the fair and equitable treatment of all persons involved in public purchasing, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity, in accordance with North Carolina General Statutes (N.C.G.S).

2.0 SCOPE

This policy applies to all County employees conducting purchases on behalf of Cumberland County.

3.0 POLICY

3.1 Local Preference Policy

Contracts for the provision of services in any amount and all contracts for the purchase of apparatus, materials, supplies and equipment in which the aggregate purchase price in any single contract is less than \$30,000 shall be awarded to local vendors or suppliers, to the greatest extent possible, in accordance with the further conditions set out herein.

Local vendors or suppliers shall be those who demonstrate that they pay business personal or real property taxes and are either self-employed residents of Cumberland County or employ at least one resident of Cumberland County as an employee or officer of the contracting business entity.

Commented [AB1]: 1.0 is new. Update is consistent with formatting of other approved County policies.

Commented [AB2]: 2.0 is new. Update is consistent with formatting of other approved County Policies.

Commented [AB3]: 3.1 is relocated, was 8.0 in previous policy.

Originally adopted by the Board of Co. Comm June 21, 1999 Amended February 25, 2002; November 1, 2010

3.2 Purchase Orders

All services and purchases in amounts of \$1,000 and more must have a purchase order prior to the purchase being made or the services being rendered. All purchases of goods in an amount greater than \$500 requires a document (invoice, quote, proposal, etc.) with sale details,

3.3 Purchases & Services

Less than \$1,000

1. PURCHASE OF \$1,000.00 OR LESS

Department heads may authorize services or purchases of apparatus, supplies, materials or equipment up to \$999.99 without a purchase order if sufficient funds are budgeted and available within the department budget. Prior to the purchase departments must ensure there is an appropriation authorizing the obligation and that sufficient funds will remain in the appropriation to pay the amounts that are expected to come due in the fiscal year in which the obligation is incurred.

Department Heads may authorize purchases of apparatus, supplies, materials or equipment up to \$1,000.00 without a purchase order if sufficient funds are budgeted and available in the department budget. Invoices must be immediately turned into Finance for payment to insure the obligation is recorded in the financial records in a timely manner.

\$1,000 - \$29,999.99

2. PURCHASES IN AMOUNTS GREATER THAN \$1,000.00 BUT LESS THAN \$5,000.00:

Department heads may solicit proposals for services or purchases of apparatus, supplies, materials or equipment when the estimated cost is between \$1,000 - \$29,999.99. County Purchasing will review the purchase upon receipt of requisition to ensure compliance with County policies. County Purchasing may elect to solicit additional proposals on a random basis or if experience has revealed that a more favorable price is available

Department Heads may solicit proposals for purchases of apparatus, supplies, materials or equipment when the estimated cost is greater than \$1,000.00 but less than \$5,000.00. Competitive responses must be received and recorded. At a minimum, the date, vendor's business name, telephone number, the name of the individual providing the quotation and the name of the person receiving the quotation must be recorded. The bids received must be attached to the requisition submitted to the purchasing division. The purchasing division may elect to solicit additional proposals on a random basis or if by experience they conclude that a more favorable price is available. The purchasing division will award the bid for purchase contracts if the expenditure is less than \$5,000.00 unless the requesting department reserves the right to do so.

3.4 Purchases of apparatus, supplies, materials, or equipment

\$30,000 - \$89,999.99

3. PURCHASE IN AMOUNTS GREATER THAN \$5,000.00 BUT LESS THAN \$90,000.00:

Informal bids are required for any purchase of apparatus, supplies, materials, or equipment that requires an expenditure of \$30.000 - \$89,999.99, except for purchases that qualify under

Originally adopted by the Board of Co. Comm June 21, 1999 Amended February 25, 2002: November 1, 2010 **Commented [AB4]:** 3.2 language now includes services.

Commented [AB5]: 3.3 language now includes services.

Commented [AB6]: Language now includes services.

Commented [AB7]: Language now includes services; \$5,000 increased to \$29,999.99 to be in accordance with general statutes; and details of 2 are now within procedure.

the Competitive Bidding Exceptions as per N.C.G.S 143-129(e). Departments shall submit specifications to County Purchasing for purchases in this category.

Purchases of apparatus, supplies, materials or equipment when the estimated cost is greater than \$5,000.00 but less than \$90,000.00 will be processed by the following informal bid procedure as described in GS 143-131. Informal bids are made confidential until a contract is awarded. The law specifies that these bids are not subject to public inspection or public record until the contract is awarded. No bids that are bid informally can be disclosed until the purchase order has been issued.

The award of the bid will be made to the lowest responsible bidder, or bidders taking into consideration quality, performance and the time specified in the proposals for the performance of the contract.

The Department Head will award the bid for all purchases in the amounts more than \$5,000.00 but less than \$90,000.00. NOTE: VENDOR MAY NOT BE NOTIFIED UNTIL PURCHASE ORDER IS ISSUED.

Departments will submit specifications/requisitions (see Section 6 below) to the purchasing division for purchases in this category. The purchasing division will then solicit proposals in accordance with the appropriate statutes. The department is encouraged to indicate on the requisition/specifications the names and addresses of vendors that have been contacted regarding the proposed purchase.

\$90,000 and Above

4. PURCHASES IN AMOUNTS BEGINNING AT \$90,000.00 BUT LESS THAN \$100,000.00;

Formal bids are required for any purchase of apparatus, supplies, materials, or equipment in amounts of \$90,000 or more, with exception of purchases that qualify under the Competitive Bidding Exceptions as per N.C.G.S 143-129(e). Departments shall submit specifications to County Purchasing for purchases in this category. The County Manager will mmust approve bid awards in amounts between \$90,000 - \$99,999.99. The Board of County Commissioners must approve bid awards in amounts of \$100,000 or greater.

When the estimated cost is \$90,000.00 or greater, formal bids will be solicited in accordance with GS 143-129. The County Manager will award purchase contracts in amounts beginning at \$90,000.00 through \$99,999.99. The requesting department will review all the proposals and will forward a written recommendation to the county manager. The County Manager will then consider the award of the bid and will notify the effected department and the purchasing division of his decision. Specifications, Request for Bids and Prebid Conferences will be handled as outlined in Section 3.

Departments will submit specifications/requisitions (see Section 6 below) to the purchasing division for purchases in this category. The purchasing division will then solicit proposals in accordance with the appropriate statutes. The department is encouraged to indicate on the requisition/specifications the names and address of vendors that have been contacted regarding the proposed purchase.

5. PURCHASES IN AMOUNTS OVER \$100,000.00 AND OVER:

Originally adopted by the Board of Co. Comm June 21, 1999 Amended February 25, 2002: November 1, 2010 **Commented [AB8]:** Language now includes services, \$5,000 increased to \$30,000 to be in accordance with general statutes; and details of 3 are now within procedure.

Commented [AB9]: Details of 4 and 5 are now within procedures.

The Board of County Commissioners will award purchase contracts in amounts greater than \$100,000.00. The requesting department will review all the proposals and will forward a written recommendation to the County Manager. The Manager will schedule the award of the bid for consideration by the Board at a scheduled meeting.

Departments will submit specifications/requisitions (see Section 6 below) to the purchasing division for purchases in this category. The purchasing division will then solicit proposals in accordance with the appropriate statutes. The department is encouraged to indicate on the requisition/specifications the names and addresses of vendors that have been contacted regarding the proposed purchase.

3.5 Purchase of Services

\$30,000 and Above

An Informal RFP process is required for services estimated to cost \$30,000 or more. County Purchasing will review the proposal upon receipt of requisition to ensure compliance with county policies. County Purchasing may elect to solicit additional proposals on a random basis or if experience has revealed that a more favorable price is available

3.6 Procurement Cards

The procurement card program was established to provide a more rapid turnaround of requisitions for low dollar value goods, and to reduce paperwork and handling costs. Procurement cardholders may initiate transactions in person, or by telephone, within the established limits of these procedures. Department heads may designate individuals to receive procurement cards. Procurement cardholders must attend a class in County Purchasing addressing the guidelines involved in the responsibility associated with the card. To ensure pre-audit requirement compliance, funds for each department's estimated procurement card charges shall be encumbered at the beginning of each fiscal year.

3.7 Contracts

All contracts for expenditures, in amounts of \$50,000 or more require County Manager signature. Contracts resulting from a formal bid process for expenditures in amounts of \$100,000 or more require Chairman to the Board of Commissioners signature, after Board approval. Contracts with a total amount less than \$50,000 may be signed by the Department head.

These signature requirements pertain to all contracts in which the county is obligated to expend funds, even if the funds have been approved by the Board of Commissioners in the original budget.

3.8 General Statute Compliance

North Carolina general statues allow local policy to be more restrictive than general statute. This policy is more restrictive regarding bid requirements of services and dollar thresholds for contractual signatures. Periodically, legislation results in changes to general statutes. This

Originally adopted by the Board of Co. Comm June 21, 1999 Amended February 25, 2002: <u>November 1, 2010</u> **Commented [AB10]:** 3.5 is new. Now requiring stricter bid requirements on services to ensure competitive purchasing practices.

Commented [AB11]: 3.6 was previously in procedure. New to the policy.

Commented [AB12]: 3.7 is new. Clarifying limits for signature requirements. policy shall be automatically updated upon changes in general statutes referenced within this policy, except for bid requirements of services and dollar thresholds for contractual signatures.

6. SPECIFICATIONS:

The department initiating the request-will prepare specifications. They should not be tailored to a specific product and must not be extremely restrictive. It is better to use general terms such as standard gasoline tank or gasoline tank with 15-20 gallon capacity rather than a 20-gallon tank.

7. PREBID CONFERENCE:

The purchasing division will schedule a prebid conference for purchases that contain complex requirements to facilitate the receipt of acceptable proposals. A representative from the requesting department must attend the conference to answer questions related to the specifications.

8. LOCAL PREFERENCE POLICY

Contracts for the provision of services in any amount and all contracts for the purchase of apparatus, materials, supplies and equipment in which the aggregate purchase price in any single contract is less than \$30,000 shall be awarded to local vendors or suppliers, to the greatest extent possible, in accordance with the further conditions set out herein.

Local vendors or suppliers shall be those who demonstrate that they pay business personal or real property taxes and are either self employed residents of Cumberland County or employ at least one resident of Cumberland County as an employee or officer of the contracting business entity

4.0 IMPLEMENTATION

The Finance Director is responsible for implementing and enforcing this Policy and to interpret it consistent with its spirit and intent, fiscal prudence and accountability. The Finance Director is authorized to prescribe additional administrative instructions for implementing the above policy.

OTHER MATTERS:

The Finance Officer shall prescribe additional administrative instructions for implementing the above policy.

Commented [AB13]: 3.8 is new. Added so that if/when referenced statute changes policy does not have to be reapproved by the BOCC.

Commented [AB14]: Details in 6 now within procedures.

Commented [AB15]: Details in 7 now within procedures.

Commented [AB16]: Relocated to 3.1

		of Cumberland & Procedures	
Subject:	Purchasing Policy		
Policy No.	Revi	sion No	Date:
Approved B			
Approved D	County Attorney		County Manager

1.0 PURPOSE

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2.0 SCOPE

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Local vendors or suppliers shall be those who demonstrate that they pay business personal or real property taxes and are either self-employed residents of Cumberland County or employ at least one resident of Cumberland County as an employee or officer of the contracting business entity.

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Less than \$1,000

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Department heads may solicit proposals for services or purchases of apparatus, supplies, materials or equipment when the estimated cost is between \$1,000 - \$29,999.99. County Purchasing will review the purchase upon receipt of requisition to ensure compliance with County policies. County Purchasing may elect to solicit additional proposals on a random basis or if experience has revealed that a more favorable price is available

3.4 Purchases of apparatus, supplies, materials, or equipment

\$30,000 - \$89,999.99

Informal bids are required for any purchase of apparatus, supplies, materials, or equipment that requires an expenditure of \$30,000 - \$89,999.99, except for purchases that qualify under the Competitive Bidding Exceptions as per N.C.G.S 143-129(e). Departments shall submit specifications to County Purchasing for purchases in this category.

\$90,000 and Above

Formal bids are required for any purchase of apparatus, supplies, materials, or equipment in amounts of \$90,000 or more, with exception of purchases that qualify under the Competitive Bidding Exceptions as per N.C.G.S 143-129(e). Departments shall submit specifications to County Purchasing for purchases in this category. The County Manager must approve bid awards in amounts between \$90,000 - \$99,999.99. The Board of County Commissioners must approve bid awards in amounts of \$100,000 or greater.

3.5 Purchase of Services

\$30,000 and Above

An Informal RFP process is required for services estimated to cost \$30,000 or more. County Purchasing will review the proposal upon receipt of requisition to ensure compliance with county policies. County Purchasing may elect to solicit additional proposals on a random basis or if experience has revealed that a more favorable price is available.

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These signature requirements pertain to all contracts in which the county is obligated to expend funds, even if the funds have been approved by the Board of Commissioners in the original budget.

3.8 General Statute Compliance

North Carolina general statues allow local policy to be more restrictive than general statute. This policy is more restrictive regarding bid requirements of services and dollar thresholds for contractual signatures. Periodically, legislation results in changes to general statutes. This policy shall be automatically updated upon changes in general statutes referenced within this policy, except for bid requirements of services and dollar thresholds for contractual signatures.

4.0 IMPLEMENTATION

The Finance Director is responsible for implementing and enforcing this Policy and to interpret it consistent with its spirit and intent, fiscal prudence and accountability. The Finance Director is authorized to prescribe additional administrative instructions for implementing the above policy.