# Glossary

ACPMT: Alexandria Community Policy Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families in the City of Alexandria.

ACTUAL: Monies that have already been used or received; different from *budgeted monies*, which are estimates of funds to be spent or received.

ADA: Americans with Disabilities Act

ADEA: Age Discrimination in Employment Act

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based, multi-agency computer system serving many criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of governmental resources, within appropriated amounts, to a specific project or activity. City Council is responsible for authorizing the allocation of capital funds through a monthly review and approval process.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one-year period.

ASSESSMENT: Any fee or charge that does not exceed the actual cost incurred for the design, construction, and financing of a local improvement (such as street paving, sidewalks, or sewers).

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Office of Real Estate Assessments (for real property).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax levied upon those doing business or engaging in a profession, trade, or occupation in the City of Alexandria.

BOND-GENERAL OBLIGATION: A type of security sold for the purpose of financing capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City of Alexandria through its taxing authority.

BUDGET: A plan for financing the operations of City Government, including estimated expenditures for the coming fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates that a government follows during the preparation and adoption of a budget.

BUDGET ORDINANCE: A legal amendment to the current budget that serves to (a) better align estimates with actual revenue increases or decreases; (b) transfer funding from one department or capital project to another; or (c) otherwise increase or decrease funding to a department, capital project, or fund. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget through public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over $10,000.

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CAPITAL IMPROVEMENT PROGRAM (CIP): A ten-year plan of approved capital expenditures for long term improvements to the City's public facilities and public works, as well as to Alexandria City Public School capital projects.

CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CAPITAL PROJECT EXPENDITURE: An expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than $10,000) carpentry, electrical and plumbing repairs, or repair/routine replacement of fixtures or furniture.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CITY DEPARTMENTS - DEPARTMENT, PROGRAM, LINE OF BUSINESS: An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs, and Programs into Lines of Business, each with increasingly specific goals and performance measures.

CITY MANAGER'S PERFORMANCE PLAN (CMPP): A document that defines the performance expectations for the City Government and helps departments, agencies, and employees better understand how the goals and objectives described in the City's Strategic Plan translate into tangible long term and intermediate outcomes.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low and moderate income housing.

COMPENSATION PHILOSOPHY: A policy document approved by City Council on May 27, 1997 and revised on June 25, 2010, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy (a) addresses the establishment of fixed pay steps, which supersede the minimum-maximum (min-max) salary schedule formerly in effect; (b) defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and (c) establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendices of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff, Commonwealth's Attorney, and the Clerk of Courts.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the monthly rate of inflation, as calculated by the United States Bureau of Labor Statistics. The CPI-U is an index of prices for urban areas; a separate index, the CPI-U-DC , is published for the Washington Metropolitan Area.

CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services provided to individuals, at their residence, by a City agency.

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DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DEPARTMENT WORK PLAN (DWP): A document developed by each department in the City that (a) establishes the type and level of services that the department can offer to achieve key outcomes and (b) outlines additional strategies to achieve key performance targets using resources allocated through the budget process.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal cases to be tried or that register legal actions, such as judgments and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: A fund that allows for separate accountability of certain operations within the City of Alexandria, which are financed similar to private businesses.

EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2015, for example, begins on July 1, 2014 and ends on June 30, 2015.

FOCUS AREA: The direction of the City Government to accomplish the City's Strategic Plan, as described in the CMPP.

FOCUS AREA TEAM: A group of Department leaders (typically Directors) led by a Deputy City Manager and responsible for the programs that align with the CMPP's Focus Areas.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating a regularly scheduled 40 hour per week position at 2,080 hours of work per year with 1 full-time equivalent position. Police, Fire and Sheriff equate a different number of total hours, which varies by department.

FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred (in lieu of when cash is received or spent). Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets, and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges;

and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the accumulated total of all prior years' actual General Fund revenues in excess of expenditures (or "surplus") that are available for appropriation by City Council and that have not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. Read more about the fund balance requirements as part of the Debt Ratio Policies in the *Legislative References* section of this document.

GASB: The Governmental Accounting Standards Board (GASB) is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources that are not required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System

GRANTS: A transfer of State or Federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

INITIAL RESULT: The immediate impact of an output that indicates the effectiveness of the program and represents the logical next step toward achieving the LTO; these initial results often represent a change in attitudes, behaviors, and conditions.

INTERMEDIATE OUTCOME: The effect of initial results on attitudes, behaviors, and conditions that lead to achieving the long term outcome. Intermediate outcomes are influenced by the City as well as by other internal and external variables.

ITSC: Information Technology Steering Committee

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

LINE OF BUSINESS (LOB): Services operated by a Department's program that deliver a product and require resources.

LOGIC MODEL: A diagram that demonstrates the logical connection between the services we offer (line of business), the tangible product of our work (output), the goals of our services (initial result), the factors that lead us to achieving success (intermediate outcome), and what the community wants (long term outcome).

LONG TERM OUTCOME (LTO): The end result that the community values. Long term outcomes are influenced by the City as well as by other internal and external variables.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities, as presented by the City Manager to City Council.

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MARKET RATE ADJUSTMENT: An increase in salaries to offset the adverse effect of inflation on compensation.

MEASURE NAME: This field indicates a measurable statement, written as a number or percent.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period they become measurable and available. With respect to real property, personal property, and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Levies made prior to the fiscal year-end that are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

NVTA: Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning.

ORDINANCE: A statute or law that sets out general laws. Ordinances require public hearings before they may be adopted.

OUTPUT: The tangible product of a line of business.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (a) the availability of special revenue sources for time-limited special projects or activities; (b) needs arising that require an immediate, temporary response, sometimes prior to the next budget cycle; and (c) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police or fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions scheduled regularly to work at least 10 hours per week receive limited benefits.

PERFORMANCE MEASURES: Within the City's Results Alexandria framework, performance measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes outputs, initial results, intermediate outcomes, and long term outcomes.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of the item's original cost.

PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees, including both wages and fringe benefits.

PROGRAM: An organized set of lines of business directed toward a common purpose or goal.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if the position has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body requiring less legal formality than an ordinance.

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RESULTS ALEXANDRIA: The City's performance management system that facilitates accountability, transparency, and informed decision making in order to focus resources and programs on achieving results the community values.

REDUCTION IN FORCE (RIF): The elimination of positions due to lack of work or lack of funding. The City's RIF policy regulates the process for eliminating positions and reducing adverse impact on Employees.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges, and investments.

SPECIAL REVENUE FUND: A fund that accounts for resources restricted to expenditures for specified purposes (for example, state and federal grants).

TARGET: A quantified measurement or standard by which a program or outcome's performance is assessed.

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

TURNOVER RATE/SAVINGS: The percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

UNFUNDED POSITIONS: Positions that departments have elected to hold vacant in order to achieve personnel expenditure savings beyond the normal expected turnover savings. These positions are not funded in the budget or reflected in the departments' FTE counts, however they remain eligible for departments to request restored funding at some future date.

WMATA: Washington Metropolitan Area Transit Authority (WMATA) is the regional agency that operates the METRO bus and subway systems.