



LEAD! 26

Chapter Citizen-Centric Reporting

LEAD! Webinar Series

May 12, 2026

Today's focus: understanding how
Citizen-Centric Reports tell your
chapter's story



What is a Citizen-Centric Report (CCR)?

- CCRs tell your story and help ensure it reaches your audience
- Audience
 - print and digital
 - people and search tools
 - finance people and not-finance people
 - Recruiting and engagement

Why CCRs Matter

- Builds trust with your community
- Makes financial and performance data understandable
- Communicates impact, not just numbers

What Does a CCR Look Like?

- 4-page, visually engaging document
- Combines:
 - Storytelling
 - Data
 - Visuals
- Designed for quick understanding

FAIRFAX CITY

PAGE 1 GOVERNMENT & THE PEOPLE

PAGE 2 KEY INDICATORS

PAGE 3 FINANCIAL PROFILE

PAGE 4 LOOKING AHEAD

City of Fairfax

CITIZEN CENTRIC REPORT
FISCAL YEAR 2019

Fairfax City is a vibrant and livable 21st-century community with a strong, sustainable economy that supports walkable, safe, and convenient access to the natural and built environment.

Perseverance During a Pandemic

Our Citizen Centric Report is normally produced and distributed earlier in the year; however, 2020 has been anything but normal. COVID-19 has taken a heavy toll on our city, but our community continues to fight hard to maintain our way of life. Since the arrival of the global pandemic in March 2020, city residents, businesses, and government have risen to meet extraordinary challenges. We are adapting, and we will persevere until it is safe to return to our normal routines.

Mayor and City Council (left to right): Mayor David Hyman, Councilmembers Jon Hanson, Dr. Lili, Denise Miller, Tom Ross, Jon Stahle, and Sang Yi

Who We Are

Fairfax City has a rich history, dynamic present, and a promising future. Located centrally in Northern Virginia and within the Washington, D.C. metro area, the city is home to a diverse, close-knit community living in vibrant neighborhoods, with award-winning schools and parks, and an outstanding quality of life. The city continues to earn national accolades, including being named one of the healthiest cities in the country by U.S. News & World Report in 2019. The city is governed by a mayor and six nonpartisan councilmembers who are elected every two years.

As a city represented by elected officials, it is vital to provide an annual report to our residents. This citizen-centric report highlights a number of areas that city residents find critical, including the city's financial health, comparisons to neighboring jurisdictions, and recent accomplishments in key areas like economic development, redevelopment, transportation, neighborhoods, and governance. The data shared in this report provide a high-level look at the city's direction and the investments being made to support residents and businesses in our community.

YEAR	Population	Per Capita Income	Median Household Income	Unemployment Rate	Average Housing Cost
2019	24,842	\$72,600	\$111,574	2.1%	\$512,032
2017	24,162	\$68,900	\$106,870	2.9%	\$499,279
2015	23,439	\$67,700	\$100,297	3.5%	\$480,877

2035 Comprehensive Plan. For more information, visit fairfaxva.gov/livablefairfax.

STRATEGIC GOALS

Economic Development
Advance the economic health of the city

Redevelopment
Stimulate and support targeted redevelopment

Transportation
Improve the city's multimodal transportation system

Neighborhoods
Enhance the quality of neighborhood living

Governance
Be a model for successful municipal governance

PAGE 2 • KEY INDICATORS

Accomplishments FY2019

Noteworthy goals achieved in our city during the past year

Economic Development

- Collaborated with nine other Northern Virginia jurisdictions to market the region beyond the Commonwealth
- Strengthened the Mason/City town-gown relationship through programs like Mason Homecoming, Patriots in the City video series, and marketing material
- Awarded City Connected Grants to promote continued economic growth in the city by encouraging businesses that graduate from the MEC-Fairfax business incubator program to relocate within the city

Redevelopment

- Started construction on Point 50, a new shopping center to replace aging Fairfax Shopping Center
- Continued construction on Scout on the Circle, a new mixed-use development at Fairfax Circle
- Began construction on Fire Station 33

Neighborhoods

- Created the annual Holiday Market and Liquid Chocolate event in Old Town Square
- Installed new playground equipment at Rutcliffe and Westmore Parks
- Initiated daily refuse/recycling collection service at 18 city parks
- Added three full-time fire medics and one fire administration recruitment and retention coordinator

Transportation

- Awarded \$40 million in transportation funding (FY2019)
- Adopted a new residential sidewalk program (Jan 2019)
- Completed Robert's Road sidewalk project

Governance

- Supported recruitment and retention of city staff
- Enhanced the city's Senior/Disabled Citizen Tax Relief Program

City of Fairfax Statistics, Fiscal Years Ending

	2015	5-Year-Trend	2019
Gross Economic Output (GEO)	\$29,107,801		\$31,551,307
Occupancy Rates: Office & Retail	89.9%		91.06%
Net change in number of active business	-138		426
Private Sector Construction (Comm & Res), Assessed Value	\$38,000,000		\$41,646,100
Capital Investment in Public Infrastructure	\$25,297,317		\$32,420,751
CUE Ridership	766,708		607,813
Miles of Streets Repaved	21.6		20.9
Average Fire Department Response Time	5:13		5:54
Residential Recycling (tons per calendar year)	7,398		7,386
Average Police Response Time	6:44		6:35
Number of Residents Served by Parks and Recreation Program	5,903		6,375
Number of City Council Meetings held	36		31
Number of Community Representatives on Boards & Commissions	117		115

Citizen Centric Report FY2019

Our public schools are owned by the city, which contracts with Fairfax County Public Schools to provide instructional services. Our city school board and superintendent oversee a system rich with innovation, including STREAM (science, technology, engineering, arts, and math) labs, environmental education/living classrooms, laptops for each middle school student, and outstanding summer enrichment. City schools have more National Board-Certified teachers than any other public high school and its feeder schools, with teachers receiving reimbursement funds from the city after completing a rigorous two-year program. More information at cityoffairfaxschools.org.

PAGE 3 • FINANCIAL PROFILE

Housing Affordability + Revenue and Expenditure Breakdown

Residential affordability

(average taxes and fees paid per homeowner per year)

City of Fairfax	No. Va. Cities	No. Va. Counties	No. Va. Towns
7,957	9,067	8,750	10,256

Annual Revenue: Commercial vs. Residential

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Commercial	46.8%	46.8%	46.5%	45.9%	46.3%
Residential	35.1%	36.2%	36.7%	36.6%	35.5%
State, Fed. & Other	18.1%	17.0%	16.8%	17.5%	18.2%

Distinguished Budget Achievement Award
26th Consecutive Year

Certificate of Achievement
39th Consecutive Year

An independent audit was conducted by Robinson, Farmer, Cox Associates, resulting in a clean audit opinion on the Comprehensive Financial Report for the year ending June 30, 2019. Also in 2019, the city's AAA bond rating was maintained. Of the 38 cities in Virginia, Fairfax is one of only four with this highest rating. Search "CAFR" at fairfaxva.gov for complete financial information.

FY2019 City General Fund Revenues and Expenditures

\$142,770,783
Where does the money come from?

\$142,012,968
How is the money spent?

The above graphs represent the City General Fund. Learn more about the city's budget at fairfaxva.gov/budget.

Citizen Centric Report FY2019

PAGE 4 • LOOKING AHEAD

Future Investments

Economic Development

- Partnering with George Mason University on the Innovation Placemaking Project
- Collaborating with Mason on the MEC 2.0 strategic planning process
- Developing and growing our business community with business support programs

Redevelopment

- Increase the commercial tax base through redevelopment
- Prepare streetscape standards for Old Town and preliminary design for Main Street to guide infrastructure improvements (adopted July 2019)
- Modernize telecommunications

Neighborhoods

- Fund LED streetlight conversion project
- Address aging stormwater management infrastructure
- Contribute to a greater diversity of housing options

Governance

- Revoke 12 percent of General Fund revenues to retain AAA bond rating
- Standardize and improve processes
- Improve online services to provide better experience
- Improve efficiency by reducing redundant and manual efforts

Transportation

- Continue design of Old Lee Highway Multimodal Improvements project
- Construct traffic calming measures on University Drive
- Widen sidewalks in two Old Town locations
- Complete design of George Snyder Trail
- Construct University Drive extension
- Design Northfax West Roadway
- Design Pickett Connector Trail

provisions in the city's Zoning Ordinance to manage the orderly roll-out of latest wireless technology facilities (amendment adopted June 2019)

Livable Fairfax

Giving voice to the community's vision for the future

2035 Comprehensive Plan

Guidance for Future Planning

The city's 2035 Comprehensive Plan, adopted in February 2019, will guide the city's growth and development over the next 20 years. Developed with input from the community and other stakeholders, the plan provides a framework for residents and decision makers to conceptualize how the city should look and function, as well as the best methods and strategies to achieve the city's goals. The plan includes an implementation guide to track progress on actions related to land use, transportation, housing, economic development, environment, public facilities, parks, arts, and historic preservation. View the plan at fairfaxva.gov/livablefairfax.

Live Life Connected

Follow us: @CityofFairfaxVA

Citizen Centric Report FY2019

fairfaxva.gov
10455 Armstrong St.
Fairfax, Va. 22030

Anatomy of a Great CCR

- Page 1: Mission, vision, goals, and community snapshot
- Page 2: Performance results for key services
- Page 3: Revenues and expenses, trends, and drivers
- Page 4: “What’s next” and challenges on the horizon

Components of Page 1: Who We Are

Introduce your organization with key facts:

- Mission and vision statements
- Services and activities
- Strategic goals
- Demographic data
- Link to your website for more information



AGA ATLANTA CHAPTER
REPORT TO OUR MEMBERS
2022 - 2023

WHO ARE WE?
The Atlanta Chapter is the local affiliate of AGA, a national association which connects and empowers professionals who support all levels of government to advance good government initiatives, grow their expertise, and accelerate their careers. As a chapter, our goal is to be the premier educational and networking organization for federal, state, and local government professionals in the state of Georgia.

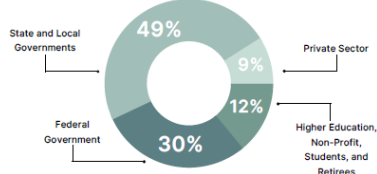
OUR MISSION
AGA is a professional association advancing accountability, transparency and leadership by promoting education, certification, innovation and collaboration across all levels of government and to stakeholders.

OUR VISION
To represent AGA, which connects and empowers professionals, to advance good government initiatives, grow their expertise and accelerate their careers.

MEMBERSHIP
Our members are as talented and diverse as the city we call home. As of June 30, 2023, the Chapter had 188 members which represented professionals from the government and private sectors: students, young professionals, retirees, and lifetime members. Our members are accountants, auditors, managers, IT professionals, and many other related fields - all of whom primarily live and work in the metro Atlanta area as well as across the state of Georgia.

	Membership	Retention Rate	New Members
FY 22	193	94%	19
FY 23	188	85%	23

OUR MEMBERS 2022 - 2023:



State and Local Governments: 49%
Federal Government: 30%
Private Sector: 9%
Higher Education, Non-Profit, Students, and Retirees: 12%

CHAPTER LEADERSHIP
Chapter President: Kristen Raley
President-Elect: Matt Coleman
Treasurer: Jim Dawson
Treasurer-Elect: Matt Cooper
ACE Director: Sabur Ibrahim
Membership: Laura Weston

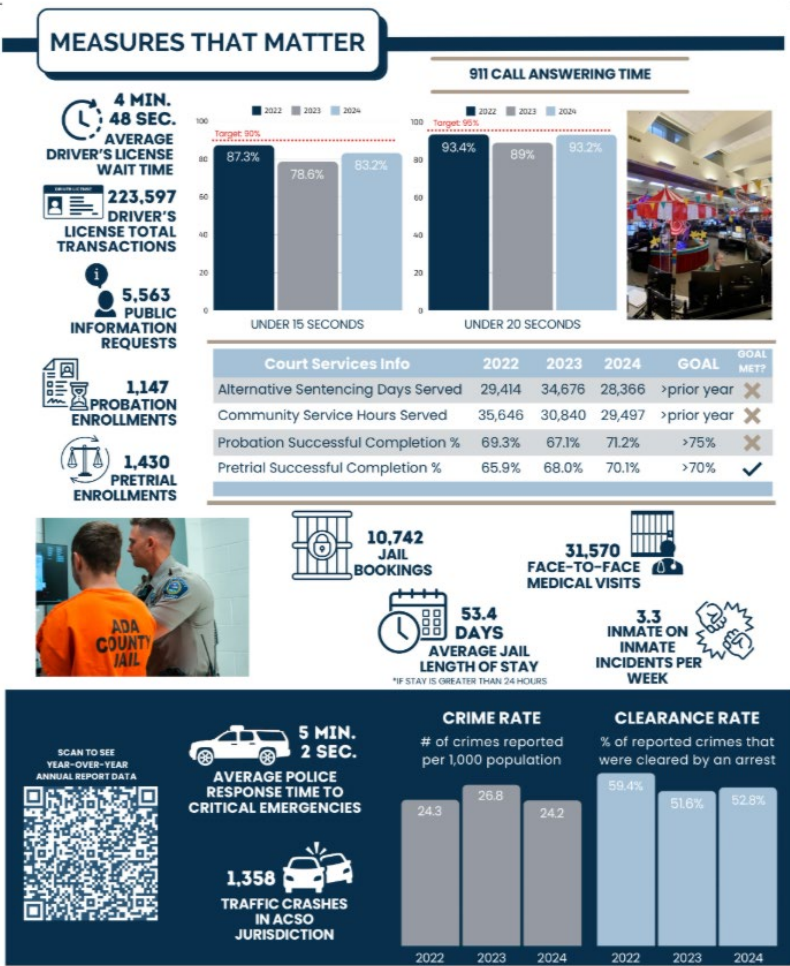
Please visit our website for the full Chapter Executive Committee List.

[View more examples](#)

Components of Page 2: How We're Doing

Share recent performance highlights:

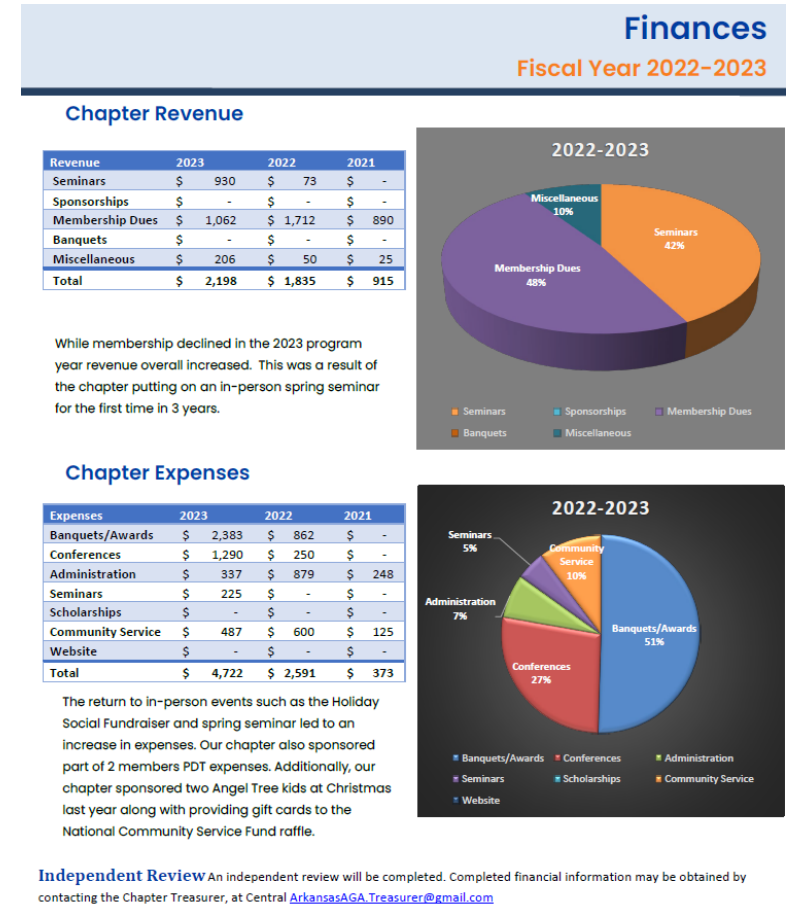
- Progress toward strategic goals
- Key accomplishments and program results
- Non-financial outcomes and community impact
- Trend data



Components of Page 3: Where the Money Goes

Report your finances in an accessible way:

- Revenues and expenditures by key service areas
- Easy-to-read charts, graphs, or tables
- Summary of audit results and link to full audit report



Components of Page 4: What's next?

Provide a forward-looking view:

- Call for citizen feedback with contact details
- Anticipated challenges (economic, environmental, legislative, etc.)
- Planned initiatives or improvements
- List of key leaders and contact info

WE WANT TO HEAR FROM YOU!

Is this report useful?
Would you like to see other information about our chapter?
Are you interested in creating a Citizen-Centric Report for your organization?

Please let us know by contacting our Accountability Chair:

Sarah Burrows, CPA CIA
Sarah.Burrows@cityutilities.net

For more information on our services, feel free to contact a member of our CEC listed below, or visit our chapter website

www.agacgfm.org

Other Contacts

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WHAT'S NEXT?
Challenges and Future Plans

Student Engagement

The Ozarks Chapter of AGA believes it is important to invest in our college students, the future workforce. Our chapter will continue this investment by reaching out to surrounding colleges and universities for panel discussions and free attendance at our seminars. The Ozarks Chapter of AGA also plans to once again offer college scholarships for the 2024-2025 program year.

Membership

A goal of the Ozarks Chapter of AGA is to grow membership by 10% in the coming program year. Our training opportunities will need to be engaging and accessible to everyone. By providing virtual and in-person meetings we will be able to reach those outside of Springfield and allow for marketing opportunities. The Ozarks Chapter of AGA will reach out to new businesses or individuals to educate on AGA member benefits to help grow our membership.

Expected Challenges

While the Ozarks Chapter of AGA has bounced back and membership is growing again, we must concentrate on providing current and relevant topics during monthly meetings and seminars. The Ozarks Chapter of AGA will continue to network and research new speakers and topics which the members request or suggest. Ozarks AGA will also continue supporting members interested in the CGFM™ designation, including scholarships and working with National AGA on a study group for all Midwestern Chapters.

What Makes a CCR Effective?

- Simple, clear messaging
- Focus on what matters most
- Consider readability & accessibility
- Consider format: digital and print
- A great CCR is engaging and attractive

Where to Start

- Don't start with design, start with content!
- Begin gathering:
 - key messages
 - data
 - highlights
- Format comes later

Breakout Activity: Starting Your Chapter's Story

What stories or accomplishments are important enough to preserve in your chapter's CCR?

In your group, discuss:

Page 2 – Looking Back

- What are accomplishments your chapter should document this year?
- What impact did those have on members or the community?

Before Our Next Session

- ✓ Talk with your chapter about accomplishments and future goals
- ✓ Identify 1–2 accomplishments your chapter should document on Page 2 (*use last year's CCR to help!*)
- ✓ Identify 1 challenge, goal, or priority for Page 4
- ✓ [Submit](#) a **new** question, challenge, or idea related to your CCR

Tomorrow: FREE Members-Only Webinar

Telling the Story of Impact – How to Capture Attention through Data

Learn how to simplify complex information, highlight outcomes, and communicate impact using AGA's [Citizen-Centric Reporting](#) framework.

May 13, 2026 • 2:00– 3:15 p.m. ET • 1.5 CPE

Register now!

What's Next?

Next Session: Chapter Citizen-Centric Reports pt. 2

Tuesday, May 26 | 2-3 PM ET

Same Zoom link