Town Council
Work Session
Agenda Item 2.a.

Agenda Item: **Small Business Process Improvement Initiative Briefing**

Meeting Date: December 2, 2025

Category: Discussion

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Description:
At the January 2025 retreat, Town Council prioritized several initiatives within the Strategic Plan, forming a two-year work plan for the organization. One of those initiatives was related to Strategic Focus Area 3, Economic and Environmental Sustainability, Goal 4: Improve and streamline town processes required of new and existing businesses. Shortly after the retreat, a cross-departmental team was chartered to address this priority. This briefing is a discussion of the results of those efforts and planned improvements supporting a positive, collaborative relationship between the town and its business community.

The *Small Business Process Improvement Initiative* is a cross-departmental effort aimed at improving how small businesses start, operate, and interact with the Town of Herndon. The initiative identifies and implements improvements that make Town processes clearer, more efficient, and more accessible for the business community. This presentation focuses on three primary high-level areas:

1. **Technology and Modernization** – expanding the use of Cityworks and related systems to streamline workflows, improve transparency, and enhance data-driven decision-making.
2. **Communication and Accessibility** – updating and maintaining outward-facing materials, including the New Business Guide and related resources, to ensure clarity, consistency, and multilingual access.
3. **Unified Service Experience** – creating a more seamless customer experience across departments through improved signage, hybrid service models, and staff cross-training.

These improvements strengthen Herndon's position as a responsive, business-friendly community while maintaining the Town's hallmark personalized service.

Background:
The *Small Business Process Improvement Initiative* was launched as part of a broader effort to modernize and streamline how businesses interact with the Town. The project

team, comprised of representatives from Community Development, Public Works, Finance, IT, and Economic Development, conducted a comprehensive review of the end-to-end experience of doing business in Herndon.

This included:

- Reviewing and comparing peer jurisdiction materials and outreach practices across Northern Virginia.
- Assessing internal technology tools, data management practices, and interdepartmental coordination.
- Identifying opportunities for clearer communication, reduced redundancy, and improved customer experience.

The resulting report outlined actionable strategies to improve accessibility, consistency, and efficiency—while emphasizing the importance of maintaining a personal, service-oriented approach. The initiative directly supports Council Strategic Initiative EES 4: Modernize and streamline how businesses interact with the Town.

Timing Impact:
Implementation of the initiative is being phased across multiple fiscal years to align with budget cycles and technology deployments.

- **Near-term:** Launch of cross-departmental service standards, updates to the New Business Guide, and rollout of expanded language access tools.
- **Mid-term:** Introduction of hybrid service options such as customer kiosks, updated lobby signage, and the Cityworks Public Portal.
- **Ongoing:** Continuous evaluation and maintenance of business-facing resources, process mapping, and performance data reporting.

This initiative represents a continuous improvement approach rather than a one-time project, with progress tracked and refined through departmental collaboration.

Strategic Focus Area:
Environmental and Economic Sustainability

Fiscal Impact:
The initiative has been designed to utilize existing resources and budget allocations wherever possible. Most near-term improvements, such as updates to business guides, translation tools, and Cityworks configuration, are being completed within current departmental operating budgets.

Potential future costs could include technology upgrades, digital signage, or kiosk installations, which would be evaluated through the regular budget process and

presented for consideration in future fiscal years. No new funding allocations are required at this stage.

Legal Impact:
There are no immediate legal impacts resulting from this initiative. All process enhancements, communication updates, and technology implementations will continue to comply with applicable state and local regulations related to business licensing, permitting, zoning, and accessibility standards.

As departments begin to utilize the findings and recommendations from this report to improve the ease of certain services, some process or procedural optimizations may ultimately require amendments to the Town Code. Any such changes would be brought forward for consideration through the standard legislative process and coordinated review by the Town Attorney's Office and relevant departments prior to adoption.

Staff Recommendation/Next Steps:
There are no necessary actions or recommendations at this time. Staff will provide progress updates to Town leadership as key milestones are achieved and as opportunities for additional Council consideration arise.

Attachments:
1. Presentation