



TOWN COUNCIL WORK SESSION AGENDA

Herndon Council Chambers Building
765 Lynn Street, Herndon, VA 20170

Tuesday, December 2, 2025 | 7:00 PM

- 1. Call to Order**
- 2. Discussion**
 - a. Small Business Process Improvement Initiative Briefing
 - b. Energy Project Update, Financing Discussion
 - c. Proposed update to Adopted Budget Policy - Transfer/Reallocation/Redistribution of Funds
 - d. Dulles Regional Chamber of Commerce Donation Request for the 2026 Friday Night Live! Concert Series
- 3. Roundtable**
- 4. Closed Meeting**
 - a. A closed meeting pursuant to the Code of Virginia Section 2.2-3711(A)(8), consultation with legal counsel regarding specific pending litigation requiring the provision of legal advice by such counsel
- 5. Adjournment**

Agenda Item: Small Business Process Improvement Initiative Briefing

Meeting Date: December 2, 2025

Category: Discussion

Prepared by: Collin Okoniewski, Economic Development Manager

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

Small Business Process Improvement Initiative

Supporting Small Business, Strengthening Community

Town Council

Work Session

December 2, 2025

Collin J. Okoniewski

Economic Development Manager

TOWN OF
Herndon

LIVE DIFFERENTLY.

Why This Matters

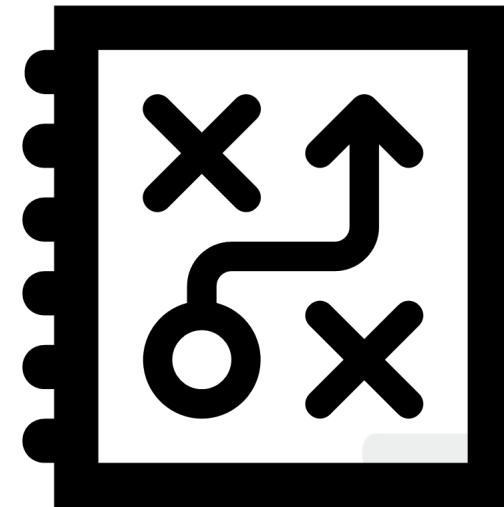


- Aligned with Town Council Strategic Initiative (EES 4): *Modernize and streamline how businesses interact with the Town.*
- Committee of cross-department staff examined every step of the business journey.
- Combined data analysis and staff insights to identify modernization and service-improvement opportunities.

How We Approached the Work

Comprehensive, data-driven, and collaborative

- ✓ Cross-departmental committee representing Community Development, Public Works, Finance, Information Technology, and Economic Development
- ✓ Reviewed quantitative performance data (permits, timelines, service metrics)
- ✓ Gathered feedback from businesses and staff
- ✓ Reviewed peer jurisdictions' business process materials, application guides, and outreach strategies across Northern Virginia to identify effective models for accessibility and clarity.



Project Team

Jessica Bynaker (IT) | James Gillie (CD) | Pablo Novelo (DPW- Engineering)
Collin Okoniewski (C) | Nate Romero (Finance) | Jeff Schweitz (DPW-Building Inspections)

What we heard?

“It would be great if I could check the status of my application online instead of calling different departments.”

“It would be nice to go to one counter or website and get everything handled in one place.”

“We just want to see where we are in the process — a dashboard or email update would make a big difference.”

“There’s a lot of good information out there, but it’s hard to know where to start.”

“A more coordinated approach would help us help customers.”

“Everyone’s been helpful, but sometimes we’re bounced around between departments.”

Driving Continuous Improvement Through Three Lenses

Three strategic focus areas shaping the Town's modernization efforts.



Modernization & Data-Driven Operations

Building smarter systems for better decisions.



Communication & Accessibility

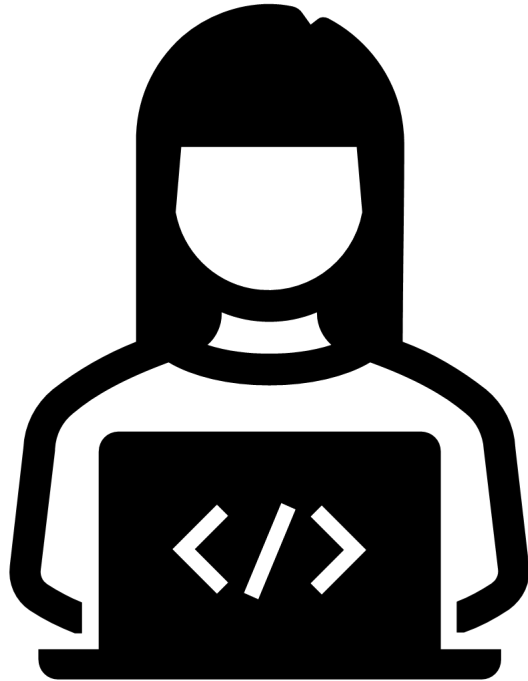
Clear, updated, consistent, and inclusive information for all.



Integrated & Personalized Service Delivery

A unified, customer-focused experience at every counter.

Focus Area 1: Modernization & Data-Driven Operations



Goal

Use technology to make doing business with the Town simpler, faster, and more transparent.

Highlights

- **Cityworks Public Portal:** launching to allow businesses to apply, track, and schedule online.
- **Internal data integration:** using Cityworks as a true operating database for reporting and analytics.
- **Data-driven decision-making:** enabling leadership to access timely metrics that guide resources and policy.

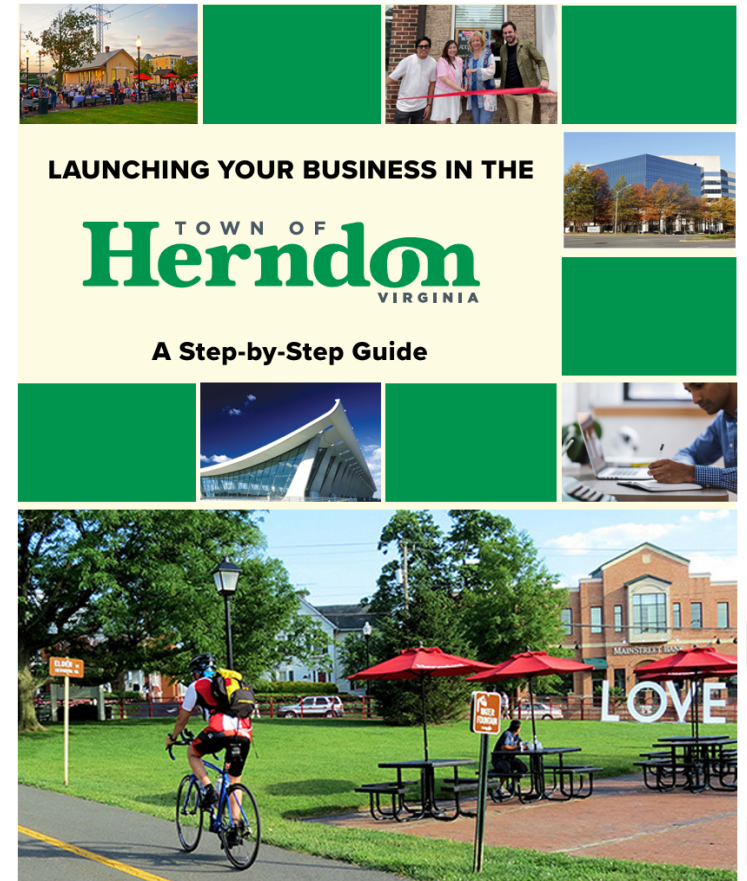
Focus Area 2: Communication & Accessibility

Goal

Ensure every business can clearly understand and navigate Town processes.

Highlights

- **New Business Guide overhaul:** clear, up-to-date, and actively maintained by all departments.
- **Unified materials:** consistent branding and plain-language guides across permits, zoning, and licensing.
- **Expanded translation support with resourcing:**
 - Multilingual versions of core forms and guides.
 - On-demand interpretation tools for staff in the office and field.
 - Continued use of bilingual staff as ambassadors of accessibility.



Focus Area 3: Integrated & Personalized Service Delivery

Technology & Tools:

- *Cityworks Portal, hybrid-service model, analytics*

People & Skills:

- *Cross-training, collaboration, customer service*

Space & Access:

- *Unified counter, digital displays and signage*

What This Means for the Business Community



- ✓ A clearer, more predictable process for opening and operating in Herndon
- ✓ Faster turnaround and better communication
- ✓ Greater inclusivity and accessibility
- ✓ A Town that feels modern but remains personal

Where We're Heading

- 📍 Cross-Department Training & Service Standards Program
- 📍 Updated Multilingual Business Guide
- 📍 Incorporation of Hybrid Service Model
- 📍 Updates to Signage
- 📍 Launch of Public Portal



Our Commitment

“These improvements are more than process changes — they’re part of a cultural shift toward transparency, accessibility, and unified service.”



Collaboration



**Investment in
Modernization**



**Shared Vision for Service
Excellence**

Herndon's Commitment to Business-Friendly Service



Herndon's small businesses are the foundation of our community.

By modernizing how we serve them, we strengthen the vitality of our Town.



Questions?



Agenda Item: Energy Project Update, Financing Discussion

Meeting Date: December 2, 2025

Category: Discussion

Prepared by: John Irish, Deputy Director of Public Works, Marjorie Sloan, Finance Director

Description:

CMTA was selected as the firm to perform the Energy Performance Contract for the Town of Herndon after going through the evaluation process set out by the regulations and guidelines of the Virginia Commonwealth's Department of Energy. After selection, an Investment Grade Audit (IGA) was performed on several town facilities, including all five major buildings. The IGA identifies as many Energy Conservation Measures (ECM) as apply to each facility and calculates how much energy savings each measure provides. By analyzing the utility usage baseline information, considering the difference between the energy consumption of current equipment and its expected life, along with the effective savings of less maintenance and repairs, the IGA produced an evaluation of measures to implement on a facility-by-facility basis. This established the first five-year EPC contract scope under the Master Agreement.

Background:

Once the IGA was established, there were several other considerations taken into account to determine the Phase 1 project scope, and that entailed cost estimates and fiscal considerations, the immediacy of HVAC equipment failing, and it was not economically wise to continue spending money on repairs (Town Shop and HMC HVAC), and the greatest return on investment of the ECM's available to the facility. Also, to be considered as a part of the Phase 1 scope is ancillary work needed to implement the Phase 1 work, including planning, outfitting and making usable suitable swing spaces for the minimization of staff and customer service disruptions.

The initial capital outlay of the project is substantial, currently estimated to exceed \$7M. Project costs are not expected to be offset by any grant funding. Optimal funding for the costs may include a bond issuance or other debt facility. A Council resolution provides a documentation of the town's intent to fund the project and partially or fully fund the costs with proceeds of a future debt issuance. A resolution allows the town the flexibility to proceed with the project and then reimburse the town's fund balances with the debt proceeds at a later date. Staff plan to propose such a resolution to Council for action at the December 9, 2025, meeting.

Timing Impact:

The project will commence following execution of the contract.

Strategic Focus Area:

- Environmental and Economic Sustainability
- Good Governance
- Strong Fiscal Stewardship

Fiscal Impact:

For this project, \$3.0M was appropriated as part of the April 2025 CIP and FY 2026 Budget. Current estimates indicate that further appropriation will be needed. The Department of Public Works intends to propose an additional appropriation for FY 2027.

Legal Impact:

Changes to the project's financing structure, including authorization of debt or reimbursement actions, will require Town Council approval.

Staff Recommendation/Next Steps:

Following Council discussion, staff is seeking direction on a resolution related to the contract and reimbursement for action on the next regular meeting agenda.

Attachments:

None

Agenda Item: Proposed update to Adopted Budget Policy - Transfer/Reallocation/Redistribution of Funds

Meeting Date: December 2, 2025

Category: Discussion

Prepared by: Marjorie Sloan, Finance Director

Description:

Town Council consideration and approval is requested to update the existing FY 2026 Adopted Budget – Policy on Transfer/Reallocation/Redistribution of Funds, as outlined below:

- The proposed updates raise the budget transfer limit requiring Town Council action from \$100,000 to \$200,000, to better accommodate the impacts of inflated costs, more material contracted services, maintenance project costs, and Town Council meeting schedule.
- The update provides further clarifications to exempt budget-neutral “housekeeping items” from requiring Town Council action.

Background:

Each year, the Adopted Budget includes an outline of the town’s financial policies, a description of the basis of accounting and budgeting used in the town, and descriptions of the fund structure used to record the financial records of the town. This documentation also includes a section describing the rules governing approval of budget transfers. All budget transfers are neutral in nature (no incremental or reduction in revenues or expenditures).

Budget transfers include moving budgeted funds between account codes within a fund, between the personnel costs and other cost categories, as well as transfers between funds. Since 2019, the adopted budget book outlines approval protocols for transfers using a threshold of \$100,000 for Departments Heads, the Town Manager, and Town Council. Staff is requesting to raise the transfer limit requiring Town Council action from \$100,000 to \$200,000. Raising the limit will provide greater flexibility to accommodate for rising costs, particularly in contract services, IT, and professional fees. It also allows the town manager to more quickly respond to the changing dynamics of repairs and maintenance across the departments. Current internal controls require documented budget before purchase orders can be issued. In addition to the increase in the

threshold, staff is requesting to document certain clarifications in applying the budget transfer policy. Staff is requesting exemption from the policy for the following three types of budget transfers.

1. Correction of a budget load error: Occasionally, it is determined that budgeted dollars were loaded to the incorrect account. In this case, it is beneficial to transfer the budget to the correct account which will be used to record the actual revenue or expenditure.
2. Changes and updates to the existing ledger structure and account codes: Under certain circumstances, it may be decided that new account codes should be added or inactivated to ensure actual financial reporting has the correct level of detail and transparency. We need to ensure that the budget is transferred accordingly.
3. The impact of approved staff reorganizations: From time to time during a fiscal year, it becomes necessary to consider adding or consolidating divisions/departments under updated supervisory, leadership or team structure. It becomes necessary to transfer both personnel and other expenditures to the new organizational structure. Attachment A provides the policy language with proposed updates.

Timing Impact:

Staff is requesting this Budget Policy update applicable for FY 2026 forward. If approved, the policy update will be in effect at the time of Town Council approval, and included in the FY 2027 proposed Budget Book.

Strategic Focus Area:

Strong Fiscal Stewardship

Fiscal Impact:

No fiscal impact.

Legal Impact:

Town of Herndon Charter, [Sec. 3.5. - General grant of powers to council](#), grants power authority to the Town Council to enact changes to the town's financial policies.

Staff Recommendation/Next Steps:

Staff is requesting the Council to consider changing the budget policy in accordance with Attachment A.

Attachments:

1. Attachment A - Budget Policy Update

Transfer / Reallocation / Redistribution of Funds

The Town Council of the Town of Herndon, by adoption of the annual budget, approves the following procedures for the transfer, reallocation, or redistribution of approved expenditures.

Department Heads and Directors

Except as outlined under Clarifications below, Department heads and directors are authorized to transfer/reallocate/redistribute any amount, up to \$100,000 of the approved operations, maintenance, and capital funding between approved expenditure accounts within their respective departments in the General Fund, other Governmental funds and Enterprise Funds only, except for salary and benefit accounts. Requests in excess of \$100,000 must be approved by the town manager. Requests in excess of \$200,000 must be submitted to the town manager for review, and to Town Council for approval.

Requested transfers from salary or benefits accounts of any amount must be submitted to the town manager for review and approval. Except as outlined under Clarifications below, Requirements in excess of \$100,000-\$200,000 must be submitted to the town manager for review, and to the Town Council for approval.

Town Manager

The town manager is authorized to approve the transfer/reallocation/redistribution of governmental and enterprise fund monies within a department or between departments in the same fund. Actions may be within or between the personnel, operations and maintenance and capital outlays/projects accounts. Except as outlined under Clarifications below, The total amount of each approval shall not exceed \$100,000 \$200,000 and multiple transfers to the same account cannot exceed a total of \$100,000\$200,000. Requirements in excess of \$100,000-\$200,000 must be submitted by resolution to the Town Council for approval.

Clarifications

Certain updates to the adopted budget are exempted from the policies outlined above. These exceptions include 1) correction of a budget load error, 2) transfers required by changes and updates to the existing ledger structure and account codes, and 3) the impact of approved staff reorganizations.

Town Council

As outlined above, The Town Council retains the responsibility and authority to approve by council action all transfers/reallocations/redistributions in excess of \$100,000\$200,000, and all budget amendments, including transfers between funds. In addition, only Town Council can authorize the reallocation of available reserve account funding when the reallocation is for a purpose other than the originally intended purpose of the reserve account.

Agenda Item: Dulles Regional Chamber of Commerce Donation Request for the 2026 Friday Night Live! Concert Series

Meeting Date: December 2, 2025

Category: Discussion

Prepared by: Dan Hoffman, Town Manager

Description:

This is a request for consensus direction from the Town Council regarding the Dulles Regional Chamber of Commerce (DRCC) request for town funding and services in support of the 2026 Friday Night Live! (FNL) concert series.

Background:

The Town has historically provided certain town services at no cost to the Dulles Regional Chamber of Commerce (DRCC) for the Friday Night Live! (FNL) concert series. These services were not previously appropriated through the Town's budget process, nor were the associated costs recovered from DRCC. In recent years, staff has worked with DRCC to better communicate the Town's costs, reduce support burdens (i.e., trash removal), and align the event with the town's established special event review process.

At its April 15, 2025, meeting, the Town Council reached consensus to provide DRCC with a \$20,000 cash donation and certain town services in support of the 2025 FNL season for an estimated total town contribution of \$59,474. On November 3, 2025, DRCC requested the same level of support from the town for the 2026 season. The Fiscal Year (FY) 2026 budget does not include funding for a donation to the DRCC, and the FNL event does not qualify for a donation under the town's current Community Cultural Festivals Donation policy.

The contract for the 2026 FNL season is in progress and is expected to be executed by December 31, 2025. The 2026 season includes 15 concert dates: May 1, 8, 22, 29, June 5, 12, 26, July 10, 17, 24, 31, August 7, 14, 21, 28, 2026.

The DRCC is requesting a total town contribution of \$46,513 for the 2026 season, consisting of a \$20,000 cash donation and approximately \$26,513 in donated town services (public works and police support). The estimated value of donated services may adjust as staff finalizes contract details with the applicant.

Staff is seeking Town Council consensus on whether to authorize a cash donation and donated town services in support of the 2026 FNL season.

Staff is continuing to review donation policies and special event guidelines to inform future processes.

Timing Impact:

The applicant has submitted their event application, and the Special Event Review Committee is actively working through its review. The funding request is being made at this time to align with the event application process and provide DRCC with clarity regarding the town's level of support for the 2026 season.

Strategic Focus Area:

Thriving Community
Good Governance

Fiscal Impact:

Based on the 15-concert 2026 schedule, the Town's estimated total contribution, including both cash and donated services, is \$46,513. If the Town Council authorizes a cash donation to DRCC, the \$20,000 may be paid from the funds appropriated for event donations. The FY 2026 budget includes \$75,000 in this line item. If a \$20,000 cash donation is approved, the remaining balance available for other event donations in FY 2026 would be \$55,000.

Legal Impact:

Under the Code of Virginia § 15.2-953, localities may appropriate public funds to any charitable institution or association, located within the locality's limits or outside the limits if the organization provides services to residents of the locality, and if such organizations are not controlled in whole or in part by any church or sectarian society. In addition, under Code of Virginia § 15.2-953, donations include the lawful provision of in-kind resources for any event sponsored by the donee.

Staff Recommendation/Next Steps:

Donations are at the sole discretion of the Town Council. Staff recommends that the Town Council provide consensus direction on whether to authorize a \$20,000 cash donation and donated town services to the Dulles Regional Chamber of Commerce in support of the 2026 Friday Night Live! concert series. Upon receiving Council direction, staff will:

- Finalize the 2026 FNL contract with DRCC for execution by December 31, 2025; and
- Communicate the town's level of support to DRCC and incorporate that direction into the event contract.

Attachments:

None