**TRC Process Improvement Implementation Begins**

In 2017 the city hired Novak Consulting Group to perform an organizational assessment and identify opportunities for process improvement. During 2018 Novak submitted four reports on the following topics: Technical Review Committee, Special Events, Environmental Services & Fleet Management, and a Workforce Profile & Employee Survey. In the fourth quarter, the City began implementing recommendations beginning with appointing an empowered TRC chair. In December, the Innovation office coordinated with the newly appointed TRC Chair, Eric Schultz and the City’s Process Improvement Director, Susan Poteat to review and prioritize the additional 22 TRC specific recommendations.

Beginning in January, TRC staff will utilize an online time tracking system that will enable the City to better understand the time required to review various types of projects and determine if departments that serve on the TRC committee are properly resourced. Additionally, to increase the effectiveness of TRC meetings for the applicant, staff that review an agenda item will be required to attend that application meeting. To minimize disruption to staff schedules, starting with the January 17th meeting TRC agendas will be grouped by reviewer(s) and will no longer be arranged on a “first come” basis.

Visit the TRC Process Improvement page ([https://www.charleston-sc.gov/TRC/pi](https://www.charleston-sc.gov/TRC/pi)) on the City website for more details on the TRC Implementation Plan.

**Sustainovation Training**

City of Charleston Process Improvement Director, Susan Poteat, and Novak Consulting Group invited Nick Kittle, a Government Performance and Innovation Coach, to conduct a one-day Sustainovation Training with approximately 50 staff from across the organization in December 2018. Nick walked staff through his Sustainovation toolkit for creating, growing and implementing new ideas in government. Some of the takeaways include focus on the why, empathize, learn your personal creative atmosphere, create an environment of Team Us, pilot, don’t be afraid to try and fail, doing nothing has real consequence, always find a way to share the people story, and create an effective and impactful elevator speech. Interestingly, there was overwhelming consensus among the group that the following quote defined Sustainovation for us: “If you always do what you always did, you will always get what you always got.” (Einstein).