BIG SORT
(TRENDS FACING ENV. SERV.)

- Technology
  - Automation
  - Big data
  - Uncertainty in what will come next...but we must adapt

- Customer Expectations
  - Equity
  - Business mindset/efficiency/transparency
  - Change in expectations for how they interact with government (flexibility in hours/online/apps)
  - Do more with less

- Environmental Challenges
  - New/changing environmental issues (new COCs, climate change)
  - Changing regulations

- Employees
  - Retirement/brain drain
  - Generational change
  - Adapt to change (technology, roles, expectations) – being nimble
2050 – MAJOR CHANGES

- **Customers**
  - More diversity
  - Need for equity in services
  - Affordability of rates
  - Increased pressure for transparency and efficiency
  - Change in interaction (apps, online, hours)

- **Technology**
  - Changing transportation (driverless cars, electric vehicles)
  - Automation
  - Lots of data

- **Employees**
  - Changes in benefits packages (e.g., alt work schedules)
  - Remote worksites
  - Needs to be nimble to adapt to external changes.

- **Competing Need for Resources**
  - More recycling/water re-use (one water)
  - Changing environment (sea level, rainfall patterns) & associated changes in regulations
  - Significant increases in population/ more dense housing

- **UNCERTAINTY**
2025 – GOALS/OBJECTIVES

Focus Areas
1. Effective Operations (Business)
2. Employees
3. Customers
4. Environment

Themes
1. Continuous Improvement/Efficiency
2. Equity
3. Transparency
1. EFFECTIVE OPERATIONS (BUSINESS)

- Continuous Improvement/Efficiency
  - Data driven decisions (e.g., asset management plan to minimize life cycle costs)
  - Better use of technology
  - Increased collaboration with other agencies

- Transparency
  - KPI metrics – learn and adjust (not punish)
2. EMPLOYEES

- Continuous Improvement/Efficiency
  - Culture (empowerment/continuous improvement/resiliency/etc.)
  - Training/succession planning
  - Expectations (EDPRs) are clear

- Equity
  - Workforce reflects the community it serves
  - Partnerships with local schools/community for workforce training

- Transparency
  - Data is available to employees to do their job

- Other
  - Alternate benefit packages (e.g., work schedules)
3. CUSTOMERS

- Continuous Improvement/Efficiency
  - Rate stabilization (CPI or less)

- Equity
  - Affordability for all our citizens

- Transparency
  - Data available quickly and at any time of day
    - Government performance data
    - List of services
    - User friendly interfaces (online, apps)
  - Better understanding of the work we do (social media)

*Concern - How do we measure success?*
4. ENVIRONMENT

- Continuous Improvement/Efficiency
  - Increases in recycling/energy efficiency/water reuse
  - Improvements to Puget Sound (e.g., water quality)

- Transparency
  - Community engagement/involvement in the work

- Other
  - Continue to lead by example (GSI)