### City of Lake Forest Park

## 2025-2026 Public Works Budget Presentation

September 26, 2024

### What does Public Works do?

Operates and maintains the following assets:

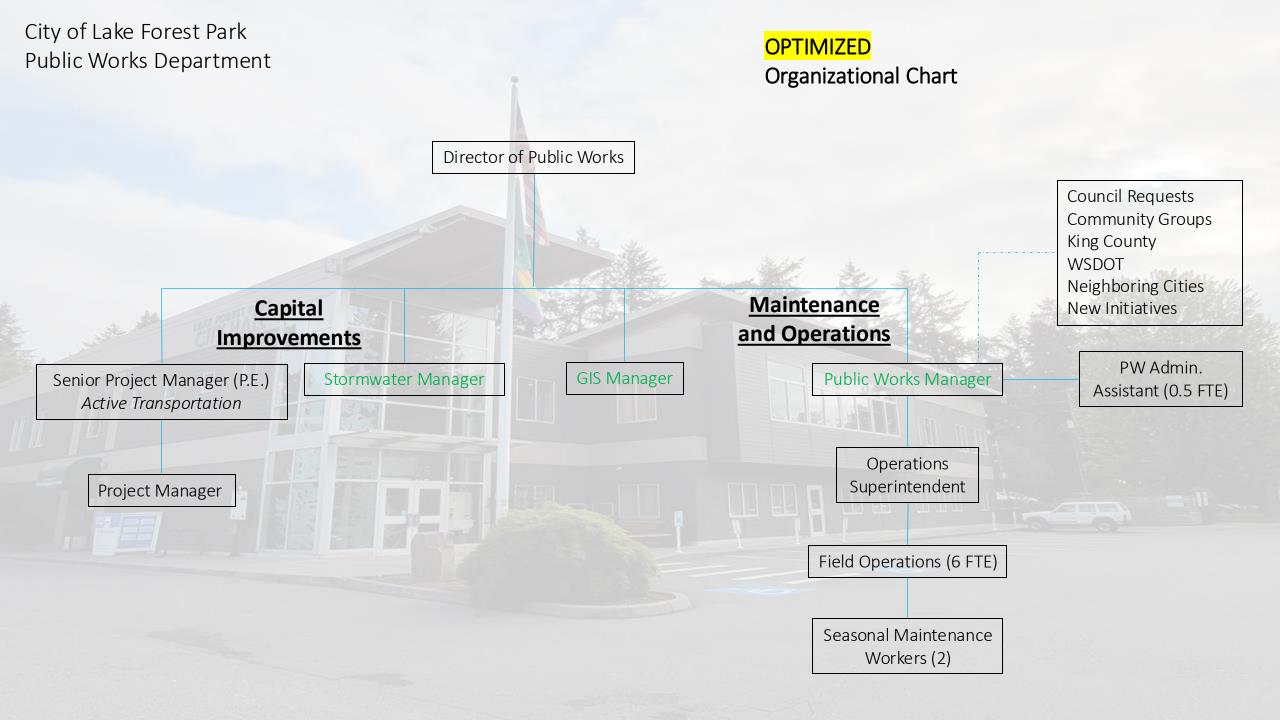
Stormwater System
Sanitary Sewer System
Roadway Network
Parks and Open Spaces
Facilities
Vehicles and Equipment

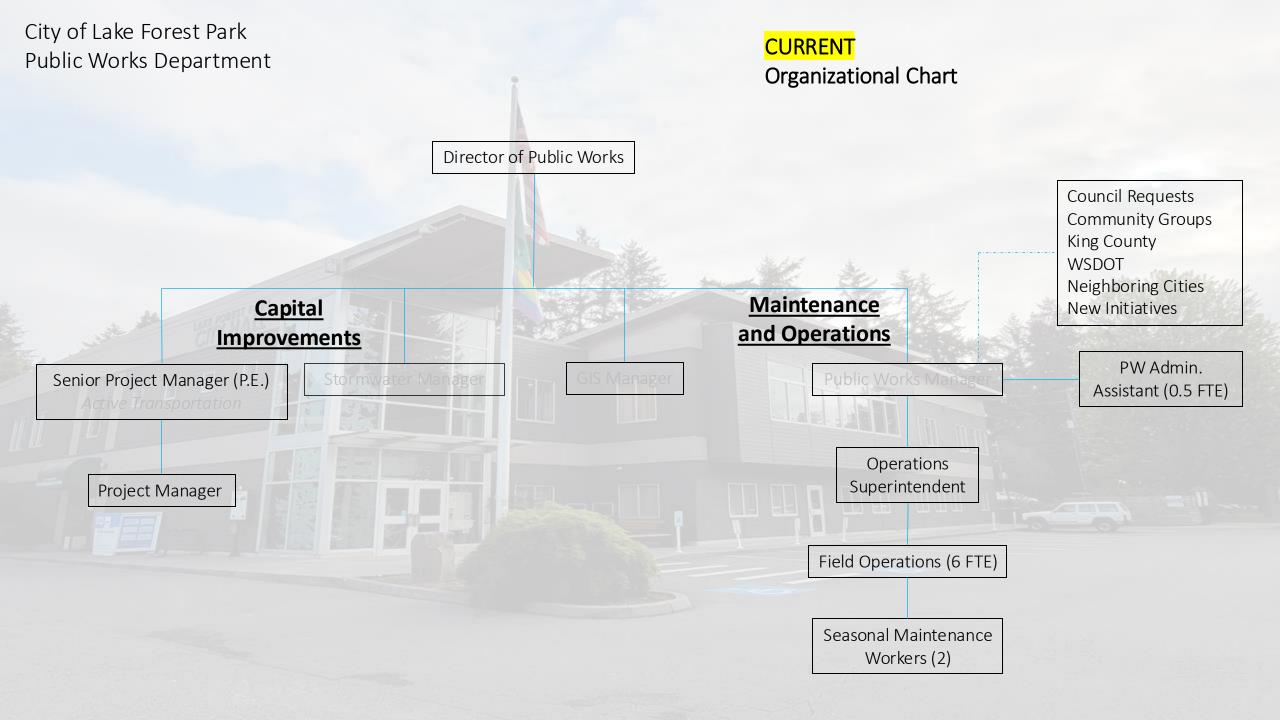
What does Public Works NOT do?

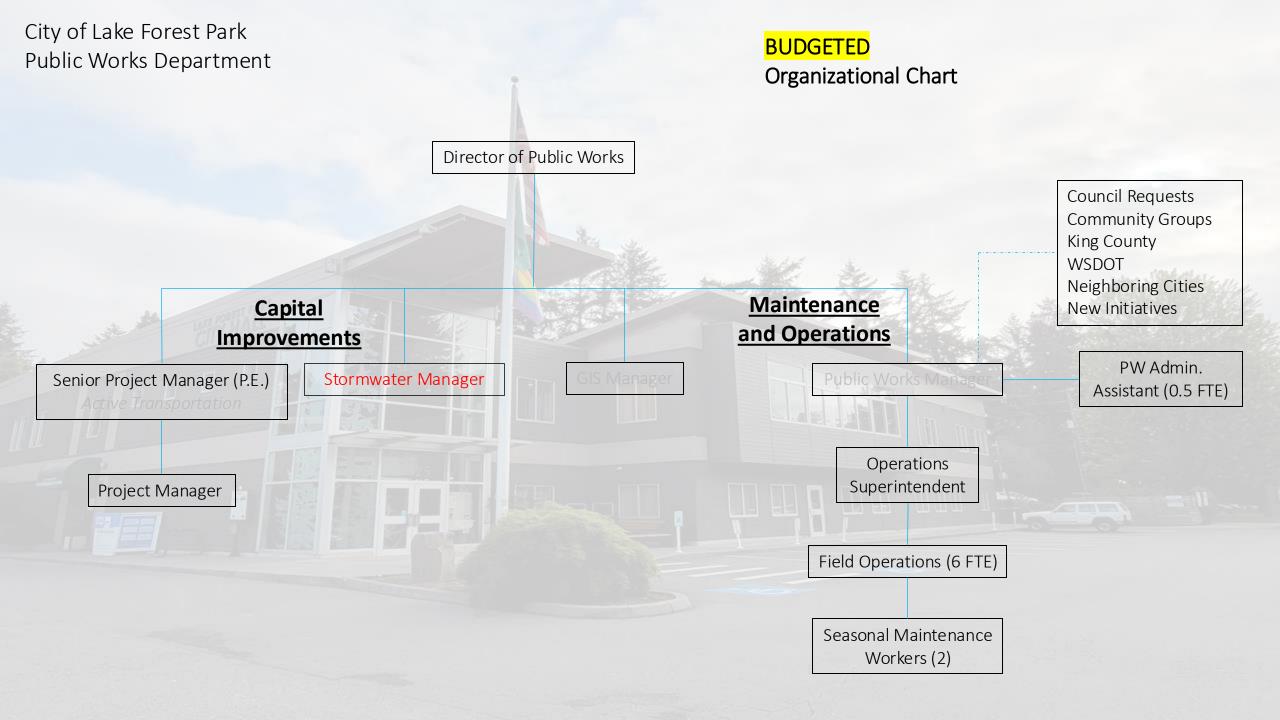
Electricity
Communications
Potable Water
Solid Waste

# Public Works — By The Numbers Assets Maintained and Operated

- 110 miles of pavement
  - 10 miles of sidewalks
    - 3 facilities (City Hall and Public Works (2))
  - 39 miles of storm sewer lines
  - 45 miles of sanitary sewer lines
    - 9 miles of ditch lines
- 40+ acres of parks and open spaces
  - 50 sewer grinder pumps maintained
- 1,500+ annual utility locates







### Current Challenges for Public Works

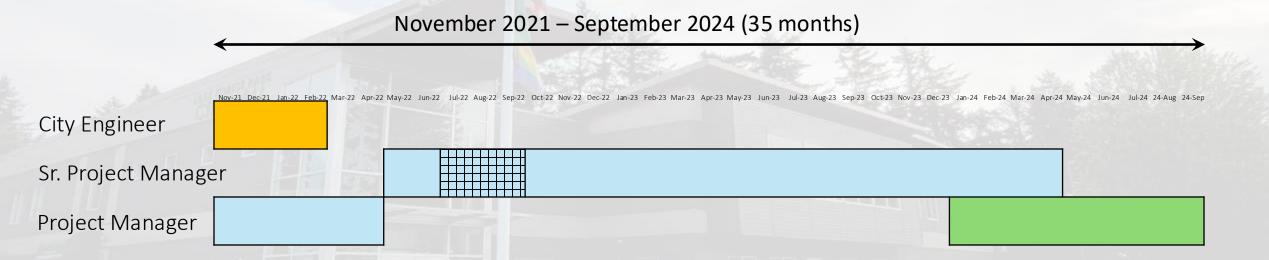
- Finding qualified staff
- Inflationary effects
- Limited funding
- Increased regulatory requirements

### Future Budget Impacts

- Staff retention and replacement
- Aging fleet and equipment
- Cost of goods and services

#### Actual Staffing Issue in Public Works

#### Project Manager/Senior Project Manager Position



%	Number of PMs
21%	2 Project Managers
69%	1 Project Manager
10%	O Project Managers



#### **Employee Expense Considerations**

- Multiple market adjustments previously and currently
- Allocating seasonal workers appropriately to correct fund
- Benefits increase 8% in 2025 and anticipated 6%-8% in 2026
- L&I increase 15%
- Payroll taxes increase as wages increase

### PUBLIC WORKS DEPARTMENT — PARKS

#### **MISSION**

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public parks and their related assets

- Provide landscaping maintenance services to preserve and improve our nearly 40 acres of parks and open spaces.
- Public Works is responsible for opening the parks as well as the overall condition of the parks and trail system.
- Maintenance activities include tending to the trees, shrubs, annual plantings, grassed areas, sports facilities, irrigation systems and six miles of pathways.
- Other amenities serviced by Public Works includes drinking fountains, tennis courts, viewing decks, boardwalks, parking areas, signage, and the outdoor play equipment.
- Public Works provides barricades and other support for special activities that take place in any of our parks.

<b>Department Budget Summary</b>	, Public	Works					
	2	023-2024			20	25-2026	
		Adopted	2	023-2024	P	roposed	%
Description		Budget	P	rojected	1	Budget	Change
Parks							
Salaries	\$	286,900	\$	231,408	\$	302,500	5.4%
Salaries - Seasonals	\$	15,000	\$	32,535	\$	43,000	186.7%
Overtime	\$	3,000	\$	6,122	\$	6,000	100.0%
On-Call Services	\$	5,000	\$	5,000	\$	8,000	60.0%
Employee Benefits	\$	95,000	\$	98,268	\$	115,000	21.1%
Safety Clothing / Boots	\$	1,000	\$	1,000	\$	1,500	50.0%
Employee Benefits - Seasonals	\$	6,500	\$	3,579	\$	10,000	53.8%
Office Supplies	\$	5,300	\$	1,119	\$	3,000	43.4%
Operating Supplies	\$	8,000	\$	8,000	\$	10,000	25.0%
Small Tools & Equipment	\$	8,000	\$	5,829	\$	7,000	-12.5%
Professional Services	\$	30,000	\$	31,116	\$	20,000	-33.3%
Communications	\$	8,000	\$	7,086	\$	8,000	0.0%
Travel Exp. (lodging, meals)	\$	500	\$	269	\$	1,500	200.0%
Equipment Rental	\$	4,000	\$	2,000	\$	5,000	25.0%
Insurance	\$	27,700	\$	27,924	\$	32,433	17.1%
Utilities	\$	55,000	\$	58,879	\$	75,000	36.4%
Repairs & Maintenance	\$	110,000	\$	101,042	\$	40,000	-63.6%
Dues / Subscriptions	\$	1,000	\$	759	\$	1,000	0.0%
Training	\$	2,000	\$	861	\$	1,500	-25.0%
Total Parks	\$	671,900	\$	622,796	\$	690,433	2.8%

### PUBLIC WORKS DEPARTMENT — FACILITIES

#### **MISSION**

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including the public facilities.

- Public Works maintains City Hall, the Public Works Office, and the Public Works Maintenance Shop according to a facility preventive maintenance program.
- Maintenance activities include a hybrid approach by using in-house crews and outside vendors to address a wide array of operations from janitorial and HVAC upkeep to carpet replacement and painting.
- Compliance with regulations related to fire codes, elevator services, ADA requirements, energy efficiency, and security service, along with many more building amenities are maintained by Public Works.

	20	023-2024			20	25-2026	
	A	dopted	20	023-2024	Pr	oposed	%
Description		Budget	Р	rojected		Budget	Change
Facilities				,			
Salaries	\$	71,000	\$	62,833	\$	88,000	23.9%
Salaries - Seasonals	\$	12,000	\$	21,690	\$	28,500	137.5%
Overtime	\$	2,500	\$	1,667	\$	2,000	-20.0%
On-Call Services	\$	1,500	\$	1,264	\$	2,000	33.3%
Employee Benefits	\$	23,100	\$	26,860	\$	36,500	58.0%
Safety Clothing / Boots	\$	600	\$	418	\$	1,500	150.0%
Employee Benefits - Seasonals	\$	4,800	\$	2,152	\$	7,000	45.8%
Office Supplies	\$	600	\$	929	\$	1,000	66.7%
Operating Supplies	\$	21,000	\$	18,112	\$	20,000	-4.8%
Small Tools & Equipment	\$	3,000	\$	3,000	\$	4,000	33.3%
Property Assessments	\$	20,000	\$	11,311	\$	12,192	-39.0%
Janitorial Contract	\$	90,000	\$	89,841	\$	95,000	5.6%
Professional Services	\$	35,000	\$	12,000	\$	30,000	-14.3%
Communications	\$	2,000	\$	4,397	\$	2,000	0.0%
Travel Exp. (lodging, meals)	\$	1,000	\$	823	\$	1,000	0.0%
Equipment Rental	\$	1,500	\$	1,102	\$	2,000	33.3%
Insurance	\$	6,832	\$	6,886	\$	7,998	17.1%
Utilities - P.W. Facilities	\$	25,000	\$	20,905	\$	22,000	-12.0%
Utilities - City Hall	\$	130,000	\$	101,963	\$	110,000	-15.4%
Repairs & Maintenance	\$	46,000	\$	78,766	\$	80,000	73.9%
Emergency Management	\$	1,000	\$	1,000	\$	2,000	100.0%
Dues & Subscriptions	\$	200	\$	200	\$	1,000	400.0%
Training	\$	400	\$	400	\$	1,500	275.0%
Security Monitoring Software	\$	-	\$	41,927	\$	43,500	
Total Facilities	\$	499,032	\$	510,446	\$	600,690	20.4%

### PUBLIC WORKS DEPARTMENT — STREET MAINT.

#### MISSION

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public streets.

- Public Works maintains approximately 55 center lane miles of pavement within the City's limits.
- Maintenance activities primarily focus on the preserving our existing pavement with minor improvements such as shoulder repairs, crack sealing, and patching.
- Public Works contracts with King County to maintain and/or replace traffic signs and pavement markings.
- City crews conduct all deicing, plowing, and sanding activities throughout the City.
- This budget includes the electricity costs associated with the City-owned streetlights.
- The Street Maintenance funds covers the nonsalary related portion of the work.

Department Budget Summary	, Public	Works					
	2	023-2024			2025-2026		
		Adopted	2	023-2024	P	roposed	%
Description		Budget	P	rojected		Budget	Change
Street Maintenance							
Road Surface Maintenance	\$	50,000	\$	50,000	\$	67,000	34.0%
Repairs & Maintenance	\$	2,000	\$	2,000	\$	-	-100.0%
Shoulder Maintenance	\$	30,000	\$	30,000	\$	20,000	-33.3%
Structure Maintenance	\$	19,400	\$	19,400	\$	13,000	-33.0%
Street Lighting Maintenance	\$	291,000	\$	291,000	\$	295,000	1.4%
Sign Replacement	\$	8,800	\$	22,484	\$	15,000	70.5%
Sign Maintenance	\$	46,200	\$	43,200	\$	50,000	8.2%
Pavement Marking / Striping	\$	53,000	\$	56,000	\$	40,000	-24.5%
Snow Plowing / Sanding	\$	90,000	\$	39,331	\$	80,000	-11.1%
Roadside Maintenance	\$	140,000	\$	80,000	\$	80,000	-42.9%
Professional Services	\$	-	\$	47,476	\$	60,000	
Total Street Maintenance	\$	730,400	\$	680,891	\$	720,000	-1.4%

### PUBLIC WORKS DEPARTMENT — STREET OPS.

#### **MISSION**

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public streets.

- The Engineering group in Public Works establishes, oversees, and manages the Capital Improvements Program.
- Engineering is involved with capital projects, master planning, professional services, and the sewer and surface water utilities.
- Typical projects led by engineering include bridge replacements, roadway reconstructions, sewer lift station replacements and NPDES conformance; contracts for designed elements such as ADA compliant ramps, new surface water improvements, culvert replacement projects, and major roadway projects.
- The Street Maintenance funds covers the salary related portion of the work.

Department Budget Summary,	, Public	Works					
		023-2024 Adopted	,	023-2024	_	025-2026 Proposed	
Description	-   '		_		ľ		%
Description	_	Budget	Р	rojected	_	Budget	Change
Street Operations					_		
Machinery & Equipment					_		
On-Call Services							
Salaries	\$	416,250		350,485	\$	469,000	12.7%
Salaries - Seasonals	\$	25,000	\$	54,010	\$	85,500	242.0%
Overtime	\$	10,000	\$	10,019	\$	10,000	0.0%
On-Call Services	\$	11,000	\$	11,000	\$	15,000	36.4%
Employee Benefits	\$	148,500	\$	151,749	\$	192,500	29.6%
Safety Clothing / Boots	\$	3,000	\$	3,000	\$	1,500	-50.0%
Employee Benefits - Seasonals	\$	10,000	\$	4,777	\$	19,500	95.0%
Office Supplies	\$	1,500	\$	500	\$	600	-60.0%
Operating Supplies	\$	10,000	\$	10,321	\$	12,000	20.0%
Small Tools & Equipment	\$	3,500	\$	4,513	\$	10,000	185.7%
Professional Services	\$	70,000	\$	20,854	\$	30,000	-57.1%
Communications	\$	12,000	\$	12,000	\$	12,000	0.0%
Travel Exp. (lodging, meals)	\$	1,000	\$	1,000	\$	1,500	50.0%
Equipment Rental	\$	2,500	\$	2,500	\$	3,000	20.0%
Insurance	\$	46,334	\$	46,709	\$	54,251	17.1%
Utilities	\$	13,000	\$	13,000	\$	15,000	15.4%
Dues / Subscriptions	\$	500	\$	867	\$	1,500	200.0%
Training	\$	1,000	\$	1,974	\$	1,500	50.0%
Cap Outlay - Software	\$	_	\$	7,442	\$	-	
Interfund Svc. To Fund (001)	\$	104,376	\$	142,118	\$	175,556	68.2%
Interfund Svc. To (501)	\$	115,076	\$	102,281	\$	202,454	75.9%
Interfund Svc. To (502)	\$	_	\$	12,795	\$	16,390	
Total Street Operations	\$	1,004,536	\$	963,914	\$	1,328,751	32.3%

### PUBLIC WORKS DEPARTMENT — ENGINEERING

#### **MISSION**

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public streets, sanitary sewers, parks, public facilities, and surface water infrastructure.

- The Engineering group in Public Works establishes, oversees, and manages the Capital Improvements Program.
- Engineering is involved with capital projects, master planning, professional services, and the sewer and surface water utilities.
- Typical projects led by engineering include bridge replacements, roadway reconstructions, sewer lift station replacements and NPDES conformance; contracts for designed elements such as ADA compliant ramps, new surface water improvements, culvert replacement projects, and major roadway projects.

Department Budget Summary, Po	ublic	Works					
	20	023-2024			2	025-2026	
	-	Adopted	2	023-2024	P	roposed	%
Description		Budget	P	rojected		Budget	Change
Engineering Operations							
Lobbying Activity	\$	95,000	\$	88,904	\$	104,545	10.0%
Interfund Svc. To GF (001)	\$	50,500	\$	61,390	\$	66,909	32.5%
Interfund Svc. To Replacement (501)	\$	16,608	\$	12,916	\$	33,132	99.5%
Interfund Svc. To Replacement (502)	\$	-	\$	3,692	\$	13,544	
Office / Operating Supplies	\$	-	\$	7	\$	-	
Professional Services	\$	100,000	\$	21,617	\$	-	-100.0%
Travel Exp. (lodging & meals)	\$	8,000	\$	-	\$	6,000	-25.0%
Training	\$	4,000	\$	-	\$	6,000	50.0%
Salaries	\$	305,000	\$	271,246	\$	368,500	20.8%
Overtime	\$	6,000	\$	1,500	\$	6,000	0.0%
Employee Benefits	\$	20,500	\$	84,141	\$	135,000	558.5%
Insurance	\$	12,965	\$	13,070	\$	15,181	17.1%
Dues / Subscriptions	\$	-	\$	10	\$	-	
Total Engineering Operations	\$	618,573	\$	558,493	\$	754,811	22.0%

### PUBLIC WORKS DEPARTMENT — SEWER UTILITY

#### **MISSION**

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public sanitary sewers.

- Public Works maintains 45 miles of sanitary sewer lines, pressure mains, and two lift stations within the City, including televising, cleaning, and performing repairs as needed.
- King County operates the wastewater facilities, and the City acts as the billing agent for the County's portion of the fees (METRO Charges).

Department Budget Summary, Public Wo	orks						
	2	023-2024			2	025-2026	
	1	Adopted	2	023-2024	F	Proposed	
Description		Budget	F	rojected		Budget	% Change
Sewer Utility							
Salaries	\$	583,250	\$	491,754	\$	684,000	17.3%
Salaries - Seasonals	\$	15,000	\$	18,651	\$	28,500	90.0%
Overtime	\$	10,000	\$	12,058	\$	12,000	20.0%
On-Call Services	\$	8,000	\$	9,773	\$	10,000	25.0%
Employee Benefits	\$	190,500	\$	191,502	\$	260,000	36.5%
Safety Clothing / Boots	\$	8,000	\$	2,610	\$	1,500	-81.3%
Employee Benefits - Seasonals	\$	6,000	\$	2,552	\$	7,000	16.7%
Office Supplies	\$	2,000	\$	687	\$	1,500	-25.0%
Operating Supplies/Materials	\$	15,000	\$	9,185	\$	15,000	0.0%
Small Tools & Equipment	\$	14,000	\$	7,797	\$	12,000	-14.3%
METRO Charges	\$	5,204,772	\$	5,204,772	\$	5,885,045	13.1%
Professional Services	\$	140,000	\$	140,000	\$	110,000	-21.4%
Communications	\$	17,000	\$	17,000	\$	18,000	5.9%
Travel Exp. (lodging, meals)	\$	1,000	\$	365	\$	1,000	0.0%
Advertising	\$	1,000	\$	500	\$	1,000	0.0%
Equipment Rental	\$	2,000	\$	1,000	\$	2,000	0.0%
Insurance	\$	49,316	\$	49,715	\$	57,743	17.1%
Utilities	S	18,000	S	4,295	\$	9,000	-50.0%
Repairs & Maintenance	\$	145,000	\$	145,000	\$	100,000	-31.0%
Dues & Subscriptions	\$	11,000	\$	11,000	\$	10,000	-9.1%
Training	\$	3,000	\$	3,000	\$	5,000	66.7%
Utility Tax Sewer	\$	397,000	\$	391,772	\$	480,112	20.9%
Taxes & Assessments	\$	70,000	\$	163,195	\$	168,953	141.4%
Copier Rental	\$	1,500	\$	-	\$	-	-100.0%
Interfund Svc. To GF (001)	s	243,000	\$	353,241	\$	372,180	53.2%
Interfund Svs. To Fund (501)	S	119,062	\$	115,260	\$	208,322	75.0%
Interfund Svs. To Fund (502)	\$	-	S	3,802	\$	17,936	
Transfer To Sewer Cap. (402)	\$	250,000	S	250,000	\$	250,000	0.0%
Transfer To PWTF Repay. (407)	s	336,000	S	336,000	\$	168,000	-50.0%
Taxes & Assesssments: PWTF Repayment 407	s	2,800	S	2,030	\$	2,000	-28.6%
Repayment of PWTF Loan (Prin)	\$	479,214	\$	479,214	\$	239,607	-50.0%
			_		_		
Repayment of PWTF Loan (Int.)	\$	5,990	\$	5,990	\$	1,198	-80.0%

### PUBLIC WORKS DEPARTMENT — SEWER UTILITY

#### MISSION

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public sanitary sewers.

- Public Works maintains 45 miles of sanitary sewer lines, pressure mains, and two lift stations within the City, including televising, cleaning, and performing repairs as needed.
- King County operates the wastewater facilities, and the City acts as the billing agent for the County's portion of the fees (METRO Charges).

onthly Service Residential Rates	2023	2024	2025	2026
King County	52.11	55.11	58.28	62.36
City	20.77	21.39	22.46	23.58
	\$ 72.88	\$ 76.50	\$ 80.74	\$ 85.94
Monthly Increase: Total Increase	\$ 3.45 5.0%	\$ 3.62 5.0%	\$ 4.24 5.5%	\$ 5.20 6.4%
County Portion City Portion	5.75% 3.0%	5.75% 3.0%	5.75% 5.0%	7.00% 5.0%
Utility Tax 6%	\$ 77.25	\$ 81.09	\$ 85.58	\$ 91.10

Sewer Monthly Service				
Commercial & Multi-Family	2023	2024	2025	2025
King County	\$ 6.57	\$ 6.95	\$ 7.35	\$ 7.87
City	\$ 4.20	\$ 4.33	\$ 4.55	\$ 4.77
	10.78	11.28	11.90	12.64
Monthly Increase:	\$ 0.48	\$ 0.50	\$ 0.62	\$ 0.74
% Increase:	4.7%	4.7%	5.5%	6.2%
Utility Tax 6%	\$ 11.42	\$ 11.96	\$ 12.61	\$ 13.40

### PUBLIC WORKS DEPARTMENT — S.W. UTILITY

#### MISSION

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public surface water infrastructure.

- Public Works oversees, manages, and operates the City's Surface Water Utility which includes
   39 miles of storm lines and 9 miles of ditches.
- In accordance with our NPDES permit and direction from the Department of Ecology, the City works to ensure that stormwater, surface water, and run off water is conveyed and treated appropriately before discharged into our waterways.

Department Budget Summary, Public W	2	023-2024 Adopted		023-2024	_	2025-2026 Proposed	
Description	Budget		Projected			Budget	% Change
Surface Water Utility_							
Salaries	\$	721,700	\$	600,564	\$	1,175,500	62.9%
Salaries - Seasonals	\$	35,000	\$	75,910	\$	99,500	184.3%
Overtim e	\$	10,000	\$	15,195	\$	16,000	60.0%
On-Call Services	\$	15,000	\$	15,000	\$	14,000	-6.7%
Employee Benefits	\$	178,500	\$	248,079	\$	442,500	147.9%
Safety Clothing / Boots	\$	3,000	\$	3,632	\$	8,000	166.7%
Employee Benefits - Seasonals	\$	14,000	\$	4,683	\$	22,000	57.1%
Office Supplies	\$	8,000	\$	1,893	\$	5,000	-37.5%
Operating Supplies	\$	18,000	\$	11,411	\$	16,000	-11.1%
Small Tools & Equipment	\$	10,000	\$	6,856	\$	7,000	-30.0%
Taxes & Assessments	\$	43,000	\$	54,177	\$	58,500	36.0%
Surface Water Utility Tax to GF	\$	182,500	\$	182,697	\$	220,800	21.0%
Prof. Services/Engineering	\$	573,000	\$	558,944	\$	300,000	-47.6%
County Administration Billing	\$	25,000	\$	50,928	\$	50,000	100.0%
Communications	\$	30,000	\$	30,000	\$	30,000	0.0%
Travel Exp. (lodging, meals)	\$	1,000	\$	2,500	\$	3,000	200.0%
Equipment Rental	\$	5,000	\$	5,000	\$	5,000	0.0%
Insurance	\$	66,568	\$	67,107	\$	77,943	17.1%
Utilities	\$	3,200	\$	596	\$	1,500	-53.1%
System Maintenance & Operation	\$	680,000	\$	819,673	\$	500,000	-26.5%
Street Drainage Maintenance	\$	125,000	\$	125,000	\$	130,000	4.0%
Neighborhood Surface Water	\$	20,000	\$	20,000	\$	20,000	0.0%
Repairs & Maintenance	\$	30,000	\$	20,000	\$	30,000	0.0%
Dues / Subscriptions	\$	42,300	\$	42,300	\$	50,000	18.2%
Training	\$	10,000	\$	5,817	\$	10,000	0.0%
Copier Rental	\$	2.000	\$	-	\$	-	-100.0%
Sweeper Principal	\$	88,771	\$	88,771	\$	-	-100.0%
Sweeper Interest	\$	3,501	\$	3,501	\$	-	-100.0%
Interfund Svc. To GF (001)	\$	141,000	\$	177,158	\$	185,210	31.4%
Interfund Svc.To Replacement Fund (501)	\$	156,914	\$	136,842	\$	204,638	30.4%
Interfund Svc. To Replacement Fund (502)	\$	-	\$	20,072	\$	27,524	
Interfund Svc. To Transportation Capital (302)	\$	56,200	\$	28,006	\$	-	-100.0%
Transfer To Surface Water Capital (404)	\$	425,000	\$	425,000	\$	400.000	-5.9%
Total Surface Water Utility	\$	3,723,154	\$	3,847,312	\$	4,109,615	10.4%

### PUBLIC WORKS DEPARTMENT — S.W. UTILITY

#### **MISSION**

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public surface water infrastructure.

Sur	ace Water Utility Assessn	nents		2024	2025				2026			
					20%			20%		20% Proposed		ncrease
						Ann	ual Increas	e		Annual Increas		
	Single Family Residential			270.86	\$ 325.03	\$	54.17	\$	390.04	\$ 65	.01	
	Class	% Impervious Sur	face									
	Very Light	0%-10%	\$	270.86	\$ 325.03	\$	54.17	\$	390.04	\$ 65	.01	
	Light	11%-20%	\$	651.05	\$ 781.26	\$	130.21	\$	937.51	\$ 156	.25	
	Medium	21%-45%	\$	1,309.35	\$ 1,571.22	\$	261.87	\$	1,885.46	\$ 314	.24	
	Medium High	46%-65%	\$	2,528.37	\$ 3,034.04	\$	505.67	\$	3,640.85	\$ 606	.81	
	High	66%-85%	\$	3,205.57	\$ 3,846.68	\$	641.11	\$	4,616.02	\$ 769	.34	
	Very High	86%-100%	\$	4,198.88	\$ 5,038.66	\$	839.78	\$	6,046.39	\$ 1,007	.73	

### PUBLIC WORKS DEPARTMENT - SUMMARY

	2023-2024	2024-2025		
	Adopted Budget	Proposed Budget	Change (\$)	Change (%)
Parks	\$671,900	\$690,433	\$18,533	2.7%
Facilities	\$ <mark>49</mark> 9,032	\$600,690	\$101,658	20.3%
Street Maintenance	\$730,400	\$720,000	-\$10,400	-1.4%
Street Operations	\$1,004,536	\$1,328,751	\$324,215	32.2%
Engineering Operations	\$618,573	\$754,811	\$136,238	22.0%
Sewer Utility*	\$7,860,400	\$8,895,791	\$1,035,391	13.1%
Surface Water Utility	\$3,723,154	\$4,109,615	\$386,461	10.3%
Totals:	\$15,107,995	\$17,100,091	\$1,992,096	13.1%
	*King Co	unty Utility Sewer Increase 5	5.75% (pass through)	\$680,273
		Total with	out KC rate increase	7.67%

### Future needs in Public Works

- Right size staff (i.e. increase)
- Increase funding
- Replace aging fleet and equipment
- Become GIS centric
- Deploy laptops in the field
- Develop an asset management plan

