

**MEMORANDUM**

**TO:** Maya Singh, Asset Management Analyst

**FROM:** Maria Chen, Chief Financial Officer

**DATE:** October 26, 2023

**SUBJECT:** Urgent: Fleet Renewal Business Case

Hi Maya,

Welcome aboard. I'm sorry to throw you into the deep end, but we have a critical situation that requires your immediate attention.

As you know, our recent service disruptions are becoming a major political issue. The city council is breathing down our necks, and our budget hearing is in six weeks. I intend to propose a significant bond measure for a multi-year fleet renewal program, but I can't go to them with anecdotes. I need hard numbers.

I need a defensible, data-driven model that shows the total cost of ownership for our current fleet, projects future maintenance costs, and demonstrates the ROI of a phased renewal. Right now, we can't do that. Frank's team gives me their budget requests, but I can't see the data behind them.

Your first task is to outline a proposal for an Asset Information System that can provide this single source of truth. What information do we need to be tracking? What would the system do? How will it help us make smarter, more defensible decisions? I need a preliminary outline for our meeting with Frank next week.

Let's show them how data can get this done.

Best,

Maria