

## MEMORANDUM

**TO:** Senior Leadership Team **FROM:** Jane Doe, Chief Operating Officer **DATE:** October 26, 2023 **SUBJECT:** Urgent Need for Asset Management Overhaul

Team,

I am writing to address a series of growing concerns regarding our management of critical infrastructure assets. The status quo is no longer sustainable.

In the last quarter alone, we have seen:

1. **Conflicting Priorities:** The Operations and Engineering teams scheduled major overhauls on two separate, but interdependent, substations at the same time, causing a preventable service disruption. There was no single point of accountability to prevent this.
2. **Budget Overruns:** We experienced a 30% budget overrun on emergency repairs. It appears that routine, preventative maintenance is being consistently deferred without a clear risk assessment or financial trade-off analysis.
3. **Lack of Ownership:** When a critical water pump failed last month, it took us 12 hours just to identify who had the authority to approve the emergency procurement of a replacement. The roles and decision-making authority are dangerously ambiguous.

We need a structured, formalized governance framework for asset management immediately. We must clarify roles, define responsibilities, and establish clear decision-making processes. I expect a proposal for this new framework within the next two weeks.