

MEMORANDUM

TO: Anya Sharma, Asset Manager

FROM: Frank Miller, City Manager

DATE: October 26, 2023

SUBJECT: Urgent: Development of an Integrated Asset Management Policy

Anya,

Welcome aboard. As we discussed, your first priority is to draft a comprehensive Asset Management (AM) Policy and a corresponding AM Strategy for the City of Northwood.

Frankly, we are at a tipping point. Our current approach is fragmented and unsustainable. The council is pulling in a dozen different directions, and our operational budget is consumed by emergency repairs. I cannot go into the next budget session without a clear, defensible plan that shows how we will manage our assets more strategically.

I need a policy that establishes clear principles for decision-making. It must address financial sustainability, service levels, and risk management. The strategy needs to operationalize that policy. I want to see specific objectives—what are we actually going to *do*?

Don't give me a 300-page academic treatise. I need a practical framework that we can implement now. The council needs to see that this 'asset management' initiative will lead to better long-term decisions and not just more meetings. Your first draft is due before the pre-budget council retreat in six weeks. This is our top priority.