

Anya,

Welcome aboard. I'm glad to have you leading the Northern Region.

As you know, the council's recent budget cuts have hit our capital fund hard. All departments are expected to find efficiencies and defer non-critical work. I've seen the initial flags on the Old Mill Bridge inspection, and I'm concerned.

Before we can even consider an emergency funding request, I need a clear-eyed risk assessment from you. I don't need a 100-page engineering study at this stage. I need a concise, data-driven plan that outlines the specific hazards, assesses their severity, and proposes a range of treatment options—from immediate, low-cost interventions to longer-term strategies.

Be mindful of the political situation with Riverbend. Any recommendation that involves significant traffic disruption will face major pushback. Your plan must be defensible not just to engineers, but to politicians and the public. Let's see what you can put together by the end of the week.

Regards,

Maria