

## MEMORANDUM

**TO:** Junior Asset Analyst

**FROM:** Maria Chen, Director of Public Works

**DATE:** October 26, 2023

**SUBJECT:** Urgent Request for Analysis of Northwood Creek Bridge Proposals

As you know, the replacement of the Northwood Creek Bridge is a top priority for the city. We have received two final proposals, and I need a rigorous financial analysis to support our decision before presenting to the City Council next month.

Please conduct a full Life Cycle Costing (LCC) and Cost-Benefit Analysis (CBA) on the two attached proposals ('Proposal A: Steel Truss Bridge' and 'Proposal B: Concrete Box Girder Bridge').

I need your final recommendation, supported by your analysis, no later than November 10, 2023. The recommendation should be in the form of a concise, one-page memo that summarizes your findings and clearly states which option is the most financially sound choice for the city over the asset's full life cycle. Please attach your calculation spreadsheet to the memo.

This analysis is critical for ensuring we make a responsible, long-term investment. Thank you for your prompt attention to this matter.