

MEMORANDUM

TO: Asset Management Analyst

FROM: Maria Chen, Director of Public Works

DATE: October 26, 2023

SUBJECT: FY2025 Capital Project Prioritization

As you know, we are entering our capital planning cycle for the next fiscal year. We have received proposals for 18 projects, with a total requested funding of nearly \$30 million. Our allocated capital budget for this cycle is **\$15 million**.

We cannot afford to make these decisions based on intuition. I need a transparent, data-driven, and defensible methodology for prioritizing this list.

Please use the attached project dataset (`capital-projects-dataset.csv`) to develop a prioritization model. Your model should account not only for cost and strategic value but must also explicitly incorporate the risk of failure associated with not performing the work.

I expect a memo with your final recommended project portfolio, ensuring it adheres to the \$15 million budget. Please also include a brief but clear explanation of your methodology so I can confidently present these recommendations to the City Council.

Thank you for your analytical rigor on this important task.