1. Executive Summary
   - Background
   - Key facts
   - Salient issues

2. Problem(s)
   - Careful statements(s) to clarify the problem(s) and remove some of the surrounding ambiguities
   - Identify the consequences that are associated with the problem(s)
   - Identify the approach you would take for addressing the problem(s)

3. Goals
   - What does the organization want to achieve?

4. Feasible Alternatives/Decisions
   - The choice among two or more mutually exclusive, feasible alternative courses of action
   - Identify information that supports your selection of alternatives
   - Identify the consequences (positive and negative) of these alternatives

5. Relevant Quantitative Analysis
   - Quantitative estimates (predictions) that are needed for costs and benefits
   - Run the numbers

6. Relevant Qualitative Considerations
   - Significant factors that cannot be measured effectively in numerical terms
   - E.g., the effect of a decision on the morale of company employees

7. Conclusions