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| Date: |  | | |  | |  |
| Prepared by: | |  | | | | |
| Point of Contact: | | |  | | | |
| Email: |  | | | | Telephone: |  |

1. **Subject**
   1. The topic or issue of the briefing paper.
2. **Background**
   1. Provide a summary of past and/or current events that provide a context for the topic or issue, including any policies or past practices.
   2. Either provide data or need to obtain it.
3. **Analysis**
   1. Identify significant aspects of the topic or issue.
   2. Identify the options or courses of action that should be considered, including details about the advantages and disadvantages of each.
   3. Identify actions currently taken or recommended to address the issue.
4. **Cautionary Notes**
   1. Identify any sensitive aspects of the topic or issue that may affect a person or an organization in a negative way.
5. **Recommended Action** 
   1. Provide your recommendation action that you wish APNA leadership to take.
6. **Fiscal Considerations**
   1. This section will be completed by staff.