



DEFENSE FINANCE AND ACCOUNTING SERVICE
ARLINGTON

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OCT 10 2003



MEMORANDUM FOR DIRECTOR, ACCOUNTING SERVICES

SUBJECT: Navy Accounting Business Case Analysis

The DFAS Transformation Strategy outlines the requirement to analyze and implement different options for each DFAS segment, defined by Product Lines. The Transformation process begins by conducting a Business Case Analysis (BCA) on the selected function. The BCA provides sufficient information on the function, available options and cost, and analyzes risk to allow DFAS leadership to make an informed decision on the best course of action for transformation.

I have approved the FY 2004 BCA integrated schedule including a Business Case Analysis (BCA) of Navy Accounting Services. You are directed to begin the BCA of Navy Accounting Services in accordance with the published schedule. You should appoint your team leader and provide the team leader's name and contact information to Jim Chittick as soon as possible. Attachment 1 provides a specific schedule for conducting the BCA and other related information. Process guidance for conducting the BCA is at Attachment 2.

Training will be provided for the BCA Team on a date agreed upon with the BCA Team Leader. Training will focus on the process as described in the DFAS Business Case Analysis Guide at Attachment 2. The Guide is currently being revised to describe the formal review process for the BCA Final Report. This revision will be provided as soon as it is finalized.

Any questions or concerns should be coordinated with the Director, Competitive Sourcing Division, Mr. Jim Chittick, at (703) 607-5176 or at James.Chittick@DFAS.mil.

Thomas R. Bloom
Director

Attachments:
As stated

Attachment 1
NAVY ACCOUNTING

The following is the approved schedule for conducting the Navy Accounting Services BCA:

- Appoint BCA Team October 6, 2003
- Begin BCA October 20, 2003
- Complete BCA February 6, 2003

The following tables provide Navy Accounting Authorized/On-board manpower figures as of the indicated date as well as information from the FY 2002 DFAS Inherently Governmental and Commercial Activities Inventory relating to Inherently Governmental positions.

The total authorized manpower information is provided, current as of September 30, 2002

| | Authorized (Workyears) | | | On Board (#Persons)* | | |
|-------------------|------------------------|-----------------|--------|----------------------|----------|-------|
| Location | Civilian (FTEs) | Military (FTEs) | Total | Civilian | Military | Total |
| Charleston | 239 | 0 | 239 | 214 | 0 | 214 |
| Cleveland | 385 | 0 | 385 | 424 | 0 | 424 |
| Ford Is, HI | 151 | 37 | 188 | 163 | 29 | 192 |
| Norfolk | 253 | 4 | 257 | 226 | 3 | 229 |
| Pensacola | 137.9 | 1 | 138.9 | 135 | 1 | 136 |
| Oakland/San Diego | 366.9 | 9 | 375.9 | 311 | 8 | 319 |
| Yokota, Japan | 146*** | 25 | 171 | 143 | 20 | 163 |
| Total | 1425.8 | 72 | 1754.8 | 1616 | 61 | 1677 |

* As of October 1, 2003

** On-Board includes Oakland and San Diego

*** Includes 126 Local National

Location of Personnel

All Navy Accounting Services personnel in the business unit are geographically located at the DFAS sites listed above.

Commercial Activities FAIR Act Inventory

The 2002 Commercial Activity (CA) Inventory is based upon information on September 30, 2002. A summary table of the Acquisition Services positions.

| | |
|---|--------------|
| Navy Accounting | |
| Criteria F,J,K - Military | 72 |
| Criteria E - Inherently Governmental Total | 182 |
| Criteria R - CA Total | 1,374 |
| Criteria L - Foreign National | 126 |
| Total All | 1,754 |

Attachment (2) is the DFAS Business Case Analysis Guide which explains the BCA process and includes an example report format for BCA Final Report.



DFAS BUSINESS CASE ANALYSIS GUIDE

May 2003

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INTRODUCTION

The DFAS Transformation Plan identifies procedures and methods to improve DFAS business operations in compliance with the President's Management Agenda, the 2002 Defense Planning Guide, and DoD Transformation requirements. The DFAS Transformation Plan establishes a Product Line by Product Line analysis of DFAS functions, termed DFAS Segments. Each DFAS Product Line will be analyzed for the best transformation approach; possible options include: FAR Part 15 or A-76 Competitive Sourcing, High-Performing Organization, Business Process Re-engineering, Public Private Venture (PPV), etc.

Prior to initiating any transformation action, each segment will be examined to ascertain the best transformation option. This examination is completed by the Business Line using a Business Case Analysis (BCA). A BCA includes information concerning the scope and boundaries of the function, alternatives for consideration, estimated costs and return on investment, an estimated schedule, risks of the options, and a general acquisition approach.

The Competitive Sourcing Division will coordinate with the BLE, PLE and DFAS management to determine how a function should be entered into the Transformation Program. The BLE and the BCA team develop the scope of the function as a first step of the BCA.

The information in this guide is intended to provide an explanation of a BCA, a process outline on how to conduct a BCA, and provide a template for DFAS BCA reports. Further training and information will be provided by the Competitive Sourcing Division.

DEFINITION OF A BUSINESS CASE ANALYSIS

A Business Case Analysis (BCA) is an analysis tool used to present alternatives and supporting information to DFAS leadership for a decision. A BCA presents all relevant facts and issues, available options, and a recommended action.

The BCA should:

- Define the mission, scope, and boundaries of the function under study
- Clearly define the organization, manpower, costs, and resources of the current function
- Present a comparison to other possible sources
- Present options for consideration with an analysis of the benefits and drawbacks of each option

The BCA should not:

- Limit information or options to influence the final decision

BCA PROCESS

The Business Case Analysis process is a structured and logical procedure to answer the critical questions of:

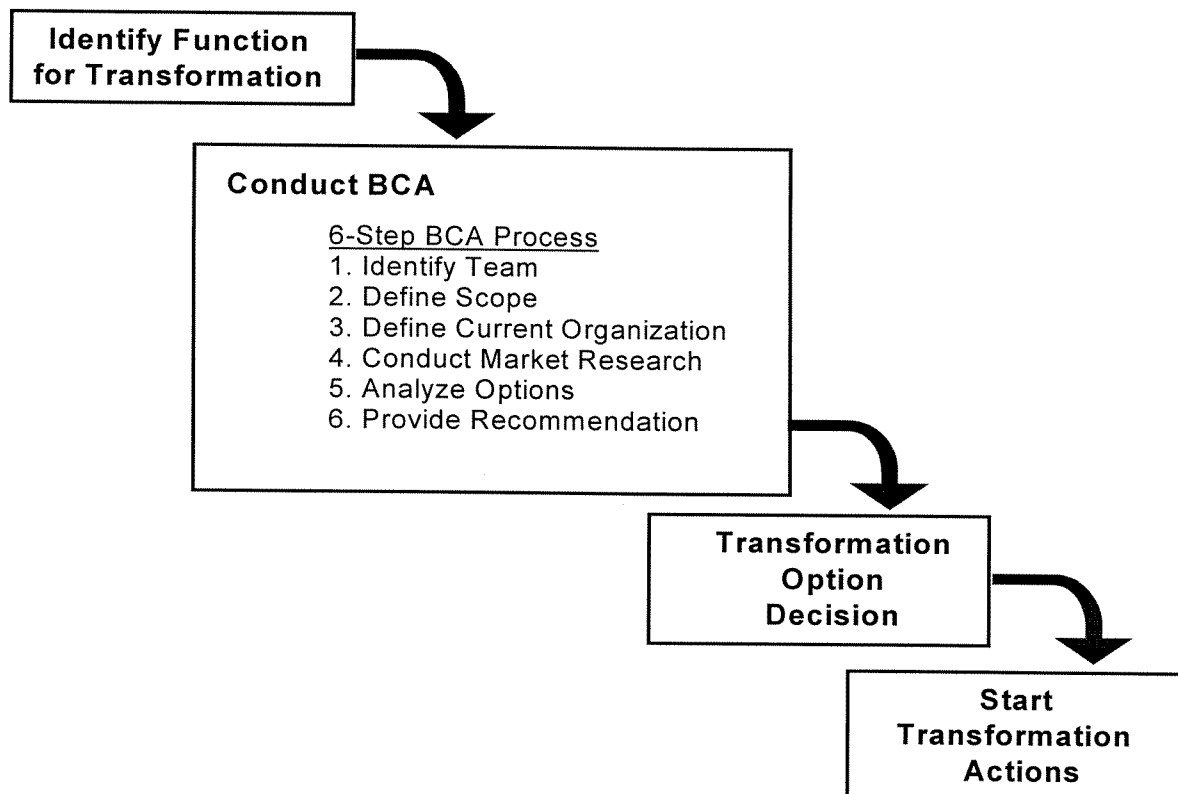
- What function is being studied?
- What are the current resources performing the function?
- Are there any comparable commercial alternatives?
- What are the available options?
- What is the recommended course of action?

Conducting a BCA can be broken down into six basic steps.

1. Appoint the BCA team
2. Define the Scope of the Study
3. Define the Current Organization
4. Conduct Market Research
5. Define and Analyze Options
6. Provide Recommendation

In general, once a functional candidate is identified by DFAS Leadership, a BCA is conducted to examine all relative information and options, and then submitted back to DFAS Leadership. With a complete BCA that presents all relevant facts, options, costs, and risks, leadership can make a well informed decision as to the correct transformation path to pursue.

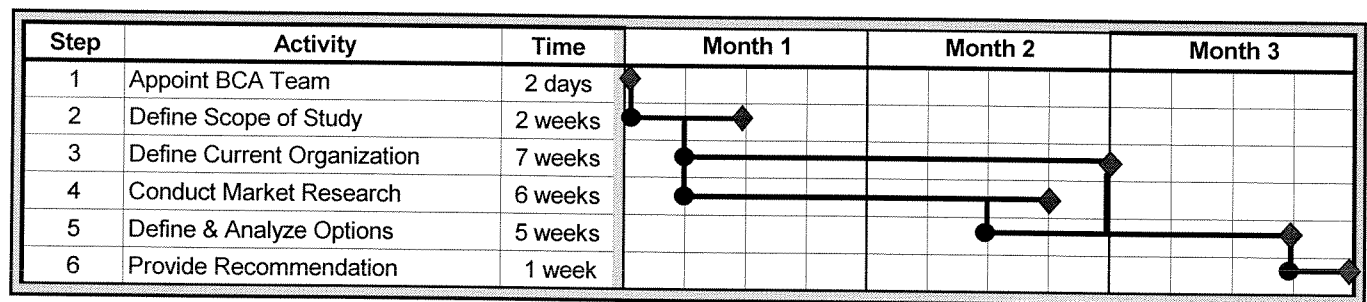
Developing a BCA that is beneficial to the decision-making process requires coordination between many participants. The key participants in the BCA Process include the BLE, PLE, Functional Managers, the Competitive Sourcing Division, Resource Management, and Acquisition Services Division.



From start to finish, a BCA should take approximately 3 months to complete. A general schedule is provided below with the primary POC for each step.

| Step | Primary POC | Time Required |
|--|----------------|---------------|
| Step 1 – Appoint the BCA Team | BLE | 2 days |
| Step 2 – Define the Scope of Study | BLE & BCA Team | 2 weeks |
| Step 3 – Define the Current Organization | BCA Team | 7 weeks |
| Step 4 – Conduct Market Research | BCA Team | 6 weeks |
| Step 5 – Define and Analyze Options | BCA Team | 5 weeks |
| Step 6 – Provide Recommendation | BCA Team | 1 week |
| Total Time | | 3 months |

Some steps can run concurrently. For example, while most of the BCA Team is defining the scope and current organization, the Acquisition and Competitive Sourcing representatives can be conducting market research.



The Director, DFAS initiates the start of the BCA process by sending a letter to the appropriate BLE. The letter will identify the function for study and the timeline for completion. Any DFAS strategic issues that may impact the function or BCA should also be noted in the letter to the BLE so the team is appropriately prepared and can consider the “big-picture” while developing the BCA. The following sections explain the 6 steps of the BCA process in more detail.

Step 1 - Appoint the BCA Team

Once notified to begin by the DFAS Director, the Business Line Executive establishes the BCA Team. The BLE should coordinate with the Competitive Sourcing Division to identify the required skills and experience needed on the team. Appointment of the team members and the BCA Team Charter will be in writing to ensure all members know and understand their responsibilities. The BLE will coordinate any training required with the Competitive Sourcing Division.

Team composition and number is flexible and the BLE must balance the need for the proper expertise with the limitations of time and sensitivity of the issue. Top level managers and functional-expert participation on the BCA Team will increase the breadth of functional

experience and knowledge, thus improving the overall quality of the final BCA report. The size of the BCA Team (especially the number of functional managers) should relate to the size and breadth of the function under study.

Required BCA Team members include:

- BCA Team Leader (BLE, PLE, or a direct appointed representative of the BLE)
- Functional manager(s)
- Functional expert(s)
- Human Resources representative
- General Counsel representative
- Competitive Sourcing Division representative
- Acquisition Services Directorate representative
- Resource Management representative
- Union Representative

Optional BCA Team members include:

- Key customer representative(s)
- Technology Services Organization representative

Establishing the BCA Team should take approximately 2 days to identify the team members and publish an appointment letter. As there will be prior coordination between DFAS Leadership when developing the list of candidates and BCA schedules, the BLE should know well in advance that a BCA is approaching and should have ample time to plan the BCA Team members.

It is highly recommended that the members of the BCA Team are assigned to this task on a full time basis. This will ensure the highest quality product and a true evaluation of the options. If conducting the BCA is a part-time or additional duty for team members, it is unlikely the BCA Team can produce a quality document within the short time allotted.

Step 2 - Define the Scope of the Study

Step 2 - Defining the Scope of the Study is critical to the success of the BCA study and the follow-on transformation actions. This step addresses the boundaries of the function under study, relationship to the DFAS mission and customers, and the impact of inherently governmental or core functions.

The BCA Team begins by defining the scope of the function for analysis in the BCA. This scope should also include a general definition of the boundaries of the function, or business unit. A business unit can be defined as related tasks, services, and functions that can be grouped together as a singular function/organization. The definition of the business unit defines the boundaries of the work that will be included in the study but should not try to state the desired organizational end result. The BLE should define the business unit as a severable (independent) function whenever possible. For transformation purposes, a severable business unit is a function or organization with clear boundaries around processes that begin and end within the business unit.

A severable function should be able to operate the key processes separate from the rest of the organization with definable inputs and outputs.

The BLE must also state the relationship of the defined function (business unit) to the DFAS mission. This should also identify the key DFAS customers of the services within the function.

The last consideration in defining the scope of the study is a consideration of inherently governmental or core functions within the defined business unit. The BLE must take into account the impact of inherently governmental responsibilities that must remain with the government. Also, the functions should be considered in reference to DFAS core functions and the possible impacts to the DFAS mission and organization.

The BLE should coordinate with the Competitive Sourcing Division and Corporate Planning for assistance in defining the scope of the study. As part of this step, input is developed early for inclusion in the Request for Information (RFI) providing a broad discussion of the function being examined.

In this step, the BLE should also define the focus of the BCA and expected outcome of the BCA Team. This leadership direction is critical and provides to the BCA Team a focus and basic set of guiding principles to use in gathering information, evaluating options, and providing a final BCA recommendation. The BLE must be aware that during study, the BCA Team may discover other factors that must be accounted for in defining the scope and boundaries of the business unit. These changes will be part of the BCA recommendation and should be considered before a final decision is made.

Step 2 - Defining the Scope of the Study should take approximately 2 weeks.

Step 3 - Define the Current Organization

Step 3 - Defining the Current Organization is the most time consuming and detailed step in the BCA Process and runs concurrently with Step 4, Conduct Market Research. It is critical for the evaluation of options and final decision that the current organization be clearly defined to include resources (manpower, facilities, budget), relationships (internal DFAS, external support, and customers), and key functions (processes, deliverables, general workload).

The first stage of Step 3 is to outline the personnel within the business unit. The Resource Management representative should provide the manpower data from the Resource Analysis Decision Support System (RADSS), e-BIZ, or the current manpower database system, and should include the number of authorized positions and personnel assigned. The numbers should include all personnel within the boundaries of the current function affected by the study, immaterial of whether the positions will be included in the final study. Also included in the personnel description is a summary from the previous Commercial Activities (CA) Inventory detailing whether the positions have been coded as inherently governmental or commercial activities.

A listing of the locations of all personnel should be included. This information should also include a breakdown of the facilities and whether they are DFAS owned, leased, or provided by other means to the function. The analysis should include square footage, cost, and other impacts such as shared usage or if the facilities are on the BRAC list.

The BCA should also include a brief description of the budget and cost expenditures of the function. The Resource Management (RM) representative should be able to provide an explanation of the budget/funding line of the function. Also, the RM representative should provide to the BCA Team a cost/expense report that defines current personnel, contract, capital funding, and other non-labor expenses.

The function relationships should also be described in this step. Function relationships should include three areas: internal DFAS, external suppliers, and customers. Internal DFAS relationships include IT/Systems functions, interfaces with other DFAS systems, or cross-functional operations with other DFAS organizations. External suppliers can include any ISSAs, support contracts, or interfaces with other non-DFAS agents required for mission accomplishment. Customer relationships are the most important and should cover both the interface and information received from DFAS customers (service branches) but also the relationship with customers when providing outputs/services.

The BCA should also clearly describe the functions included in the business unit. The description of functions should illustrate all major processes in the business unit, the overall workload of the function, and the deliverables or outputs of the function. This description is not meant to be a complete explanation of all the processes within the business unit, rather it is intended to give an overview of the processes involved and provide a macro level understanding of these processes. Each process should be explained in enough detail to show the basic inputs, action steps, and outputs. For assistance, the BCA Team may utilize Business Models, data collection sheets, or other function description tools available.

Lastly, a description of the systems utilized through the processes listed should be included. The Systems Integration representative should provide the information to the BCA Team for inclusion in the BCA report. Systems information should include a summary of current systems used and the interfaces of these systems, a description of the in-process system upgrades or changes, and a description of any planned system upgrades, replacements, or changes.

Step 3 - Defining the Current Organization should take approximately 7 weeks (49 days) running concurrently with Step 4, Conduct Market Research.

Step 4 - Conduct Market Research

Step 4 – Market Research should begin shortly after Step 2, Define Scope, is started and runs concurrently with Step 3, Define the Current Organization. The Acquisition Services representative in coordination with the Competitive Sourcing representative will conduct the market research for the BCA. It is recommended that an RFI be issued within the first seven days of the BCA start date and be advertised for 30 calendar days. An Industry day can be hosted at the beginning of the 6th week and the remainder of the 6th week can be used to analyze

the Industry responses. The desired outcome of this section is a clear view of commercial availability of similar services, general commercial standards for the services, and if desired, other options of conversion to contract (i.e. Preferential Preferred Programs such as NISH, NIB, etc.). This is meant to be a macro view of the commercial market and does not replace the requirement for in-depth market research required by FAR Part 10.

Additional market research can be conducted through web searches, or contacting individual companies or associations that are involved in similar services.

Most important in this step is the description of the commercial availability of similar services. The market research results should explain any similar commercial services to the functions being studied and how these commercial functions relate to the current DFAS function in scale and performance. Commercial industry trends and identifiable best practices from industry should also be highlighted in the market research. Also, the market research should look for lessons learned from other government studies of similar functions.

A brief comparison of the DFAS standards of service to the industry standards should also be provided. This will alert management to the differences in service standards and possible areas of adjustment to commercial standards, or possible areas of increased cost if higher government standards are required.

The BCA should also present options for conversion to Preferential Preferred Programs if applicable to the function, leadership's vision, and the available transformation options.

The last objective of the market research should be to summarize the possible industry level of interest in competing for the function, to justify conducting the transformation study.

Step 4 - Conduct Market Research should take approximately 6 weeks (42 days), running concurrently with Step 3 Define the Current Organization.

Step 5 - Define and Analyze Options

Step 5 is simply the identification of the available options and an analysis of each option. This step begins after week six and starts prior to completing Step 3, Define Current Organization. The information on each option should focus on providing enough information on all factors involved to allow management to make a well-informed decision as to the appropriate action that is in the best interest of DFAS and the DoD. All alternative courses of action should be included in the BCA. Each option should be presented separately and include a basic description of the option and the end result, a benefit analysis, a cost analysis, personnel impact analysis, and an overall risk assessment of the tangible and intangible risks of implementing the option. A basic acquisition approach should be addressed for each alternative.

The option description should include a clear definition of the end result that is comparative to the scope description of the current business unit (Step 2). This will provide management a reference of what the function could look like and how it would fit in with DFAS should the option be implemented.

The option benefit analysis should provide a clear comparison of the strengths and weakness of the option. The positive aspects of the option should be emphasized to show what the gain would be to DFAS to implement this specific course of action. The benefit analysis can be accomplished using various tools such as worksheets, benefit models, or Strength, Weakness, Opportunity, and Threats (SWOT) Analysis.

The cost analysis is an estimate of the future cost of the function under each alternative. The cost analysis should be quantifiable and should address the impact to cost from influences such as performance standards, customer satisfaction, workload surges, etc. The cost of an alternative should be an estimation of the future cost of performance. Costs for each option should be shown on a yearly basis over the period analyzed (showing future efficiencies). The future costs of performance include operations costs and overhead costs. The future cost of performance excludes any costs of implementation or investment to create the new organization. The investment/implementation costs should be shown separately from other costs or savings calculations. These costs include Staff Relocation/Severance, Training, and Study Costs. Next, an estimate of the long-term operational savings should be calculated by taking current business unit performance cost (recurring costs) for year 1 less Option 1 future cost of performance for year 1. This should be repeated for each year analyzed. Long-term savings are calculated by subtracting investment cost from total operational savings. A-76 cost methodology can not be used for this analysis.

The impact of the option on current personnel should be clearly stated. Factors to consider include personnel placement, relocation or retraining, RIF procedures, VERA/VSIP application, and the application of the Right of First Refusal.

The BCA risk assessment should consider tangible risks (such as previous mentioned costs or personnel impact) and intangible risks (such as political repercussions, customer impression, and overall sensitivity concerning the function). The risk assessment should also address methods to mitigate the risks of the alternative course of action and how the actions can affect the overall end result.

The Acquisition Services representative will provide a general acquisition approach for each option to include the recommended solicitation method.

Step 5 – Define and Analyze Options should take approximately 5 weeks (35 days.)

Step 6 - Provide Recommendation

The BCA recommendation is based upon the previous analysis of the available options from Step 5. This should indicate the course of action that has the greatest benefit and lowest risk focussing on the DFAS mission. A synopsis of the benefit and risk analysis should be provided for the recommendation to support the action. Included in the recommendation is a brief statement of the timeline to implement the option, the costs to conduct the recommended action, and a general estimation of savings. The BCA report should also include a listing of the critical

success factors that must be accomplished to ensure the recommended option produces the desired end result.

The BCA report is finalized and provided to the Business Line Executive by the BCA Team Chairman. The BLE will coordinate with the Competitive Sourcing Division to present the BCA report to the DLC. The BLE may require the BCA Team Chairman to assist with the presentation of the BCA report to the DLC. Once the BCA is provided to the DLC for decision, the BCA Team is finished with the tasking, but team members may be called upon to participate on or advise other teams in the process.

Step 6 – Provide Recommendation should take approximately 1 week.

Decision

The DFAS Leadership Council will evaluate the information presented in the BCA and make a final determination of the correct course of action; this should take approximately 4 weeks. The Director, DFAS will approve the action and authorize the announcement of the A-76 Competitive Sourcing or Transformation study.

The DFAS Competitive Sourcing Division will identify an A-76 or Transformation Study Manager who will coordinate all further actions in the study. Progress updates will be provided to the DLC as required.

TRANSITION TO TRANSFORMATION ACTIONS

Once the DFAS Leadership Council or Director has decided on a course of action, the transformation process can begin. This may be an A-76 Cost Comparison, a conversion to a High-Performing Organization, implementation of a Public-Private Venture, or other options to include participation in BRAC, work consolidation, etc. Implementation of these options are discussed in other DFAS guidance to include the DFAS Competitive Sourcing Guide.

The DLC may also decide that other strategic challenges are too great at the moment to begin immediate implementation and may amend the implementation schedule to wait to begin the selected option. Whatever the decision, the BCA should provide valuable information and discussion of available options to allow a well-informed decision, rather than plotting a course of action in the dark.

ROLES AND RESPONSIBILITIES

DFAS Director:

- Notify the appropriate BLE in writing to begin a BCA. Notification will include the function for study and a timeline for completion.
- Make final determination with the DLC as to course of action to implement.

DFAS Leadership Council (DLC):

- Evaluate options and recommendation in BCA and determine best course of action.

Business Line Executive (BLE):

- Appoint the BCA Team Leader.
- Establish the BCA Team and Charter.
- Request BCA Team representatives from other DFAS Corporate Offices (RM, HR, ASD, General Counsel, Competitive Sourcing) as required.
- Define the scope of the study and the boundaries of the functions for study.
- Ensure BCA is completed on schedule.
- Present the BCA options and recommendation to the DLC with the Director, Corporate Resources.

Director, Corporate Resources:

- Oversee the DFAS Transformation program.
- Assist the BLE in presenting the BCA options and recommendation to the DLC.
- Provide BCA Team representatives as requested by the BLE.

Director, Corporate Planning

- Manage the DFAS Transformation program.
- Coordinate with the BLE to ensure all BCA are completed as tasked.

Competitive Sourcing Division Director:

- Manage the BCA process.
- Provide Competitive Sourcing representative(s) to the BCA Teams.
- Provide BCA orientation/training to BCA Team members.

BCA Team Leader:

- Manage the BCA Team and report progress to the BLE.
- Ensure the BCA is completed on time and presented to the BLE as directed.
- Ensure the BCA properly and comprehensively addresses the scope of the function and boundaries of the function, as-is operations, available options, analysis, and a recommended course of action.
- Coordinate market research with the ASD and Competitive Sourcing Division representatives.
- As required, assist the BLE with the presentation of the BCA to the DFAS Leadership Council.
- Provide monthly updates to the BLE and Director, Corporate Planning.

Function Manager(s) / Functional Expert(s):

- Provide functional and process expertise in developing the BCA to include analysis of the current organization, evaluation of the market research, and risk analysis support.
- Assist the BCA Team Leader in completing the BCA report.

Competitive Sourcing Division representative:

- Provide guidance / facilitation to the BCA Team on the BCA process.
- Provide input and analysis from a corporate transformation perspective to the BCA Team.
- Assist the ASD representative with conducting the market research as needed.
- Assist the BCA Team Leader in completing the BCA report.

Human Resources representative:

- Provide HR expertise and advise in developing the BCA to include analysis of options and required personnel planning actions for each option.
- Assist the BCA Team Leader in completing the BCA report.

General Counsel representative:

- Provide legal expertise and advise in developing the BCA to include analysis of options and possible legal impacts for each option.
- Assist the BCA Team Leader in completing the BCA report.

Acquisition Services Directorate (ASD) representative:

- Provide acquisition expertise in developing the BCA.
- Conduct market research on the function and provide inputs to the BCA Team.
- Assist the BCA Team Leader in completing the BCA report.

Resource Management representative:

- Provide RM expertise and advise in developing the BCA to include cost analysis of the current function and of the available options.
- Assist the BCA Team Leader in completing the BCA report.

BCA TEMPLATE

The following template is provided to assist the DFAS BCA Teams while completing their Business Case Analysis of the defined function. This template is intended as a starting framework only. Each BCA may need to address additional factors in the report and this supplemental information should be added as needed.

Depending on the function under study, the BCA may be a few pages or may be many. Emphasis should be on providing a complete analysis and not on length of the document.

BUSINESS CASE ANALYSIS

GENERIC TEMPLATE

A. SCOPE

1. Definition of Business Unit
 - a. Number of personnel in business unit
 - b. Critical functions in business unit
 - c. Business unit boundaries
2. Relation to DFAS Strategy & Mission
 - a. DFAS strategy and goals
 - b. Inherently Government functions within business unit
 - c. Core functions within business unit
 - d. Severability of functions into a separate business unit
3. Critical Relationships
4. Assumptions

B. CURRENT ORGANIZATION

1. Personnel
 - a. Authorized
 - b. Assigned
 - c. Location of Personnel
 - d. RADSS and Commercial Activities Inventory comparison
 - e. Breakdown of positions affected by inherently governmental duties

2. Locations
 - a. Facility listing
 - b. Facility cost
 - c. Other facility considerations (i.e. BRAC)
3. Cost/Budget
 - a. Function programmed budget
 - b. Previous cost expenditures of function
 - c. Other cost considerations
4. Function Relationships
 - a. Internal DFAS
 - i. IT
 - ii. DFAS cross functions
 - b. External Suppliers
 - i. ISSAs
 - ii. Contracts
 - c. Customers
5. Key Processes and Outputs
 - a. Major processes within business unit
 - b. Historical workload and future workload estimate
 - c. Key deliverables and outputs
6. Systems
 - a. Current system in use
 - b. Upgrades or changes in-process
 - c. Planned upgrades, migrations, or system modifications

C. MARKET RESEARCH

1. Commercial Availability of Similar Services
 - a. Industry benchmarks and best practices
 - b. Industry trends in associated services
 - c. Comparison in scale
2. Commercial Standards for Services
3. Application of Preferential Preferred Programs
4. Summary of Commercial Interest
5. Credible commercial interest in function

D. OPTIONS AND ANALYSIS

1. Option 1 (repeat as necessary for each available option)
 - a. Description of option and end result business unit
 - b. Benefit analysis
 - i. Strengths (Pros)
 - ii. Weaknesses (Cons)
 - c. Cost analysis
 - i. Estimate of future cost of performance
 - ii. Estimate cost of implementation
 - iii. Estimated long term savings
 - d. Personnel impact
 - e. Risk assessment
 - i. Tangible risks
 - ii. Intangible
 - iii. Methods to mitigate risks
 - f. General Acquisition Approach

E. RECOMMENDED ACTION

1. Synopsis of Recommended Course of Action
2. General Timeline for Implementation
3. Critical Factors for Success
4. Estimated Cost Savings

F. ADDITIONAL INFORMATION

1. BCA Team Member List
2. Other (as needed)