



# **CBP Administrative and Professional Services (CAPS) Ordering Guide**



**U.S. Customs and  
Border Protection**

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## **CBP Administrative and Professional Services (CAPS) Ordering Guide**

### **Foreword**

The CBP Administrative and Professional Services (CAPS) is a multiple-award indefinite delivery/indefinite quantity (IDIQ) contract vehicle specifically designed as the preferred source for the acquisition of administrative and professional services for the Customs and Border Protection's (CBP) initiatives.

The CAPS Ordering Guide contains the information required to use this contract vehicle to obtain all organizational consulting, financial, procurement, and administrative services throughout CBP. It provides the procedures for ordering services under CAPS, and defines the roles and responsibilities of the major parties involved in the ordering process.

The contracts of which CAPS is comprised were awarded under the Federal Acquisition Streamlining Act (FASA), which requires that the prime contractors be provided a fair opportunity to be considered for delivery/task order awards. The contracts are structured as IDIQ contracts, using task orders for the acquisition of specified services. These contracts are available for use by CBP.

All questions and concerns regarding CAPS should be directed to the CAPS Program Office. The CAPS Program Office will revise these guidelines, as needed, to improve and streamline the process of awarding and managing orders under the CAPS contracts.

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## 1. General Information

### 1.1. Background

The CBP Administrative and Professional Services (CAPS) is a multiple-award indefinite delivery/indefinite quantity (IDIQ) contract vehicle for all organizational consulting, financial, procurement, and administrative services acquired by CBP.

Working in partnership with the Prime Contractors, the CAPS Program Office manages the CAPS contracts, in coordination with the Information Technology Acquisition Division (ITAD) within the Procurement Directorate. Through the use of CAPS, users have a flexible means of meeting administrative and professional services needs quickly, efficiently, and cost-effectively.

Ordering under the CAPS contracts is decentralized and is designed to meet the needs of CBP offices. Any Contracting Officer (CO) in CBP may place orders against the contract, subject to the limitations contained in their individual warrants, and in coordination with the CAPS Program Office.

### 1.2. Purpose

This document provides the procedures for ordering services under CAPS, and defines the roles and responsibilities of the major parties involved in the ordering process. CBP Contracting Officers may place orders against CAPS in coordination with the CAPS Program Office. However, overall responsibility for administration of the CAPS contract rests with the CAPS Program Office.

### 1.3. Scope

CAPS provides a wide range of administrative and professional services in support of all organizational consulting, financial, procurement, and administrative services acquired by CBP. There are two groups of Prime Contractors under the CAPS contract: (1) 8(a) small businesses, eligible to compete for all task orders (TOs); and (2) unrestricted contractors, eligible to compete only on solicitations that the 8(a) businesses are unable to satisfy.

**Appendix A** provides a list of Prime Contractors that provide solutions in the following four comprehensive functional areas (FA) of service under CAPS:

- FA1 – Procurement Support
- FA2 – Financial Solutions
- FA3 – Organizational Consulting
- FA4 – Administrative Support

The Federal Acquisition Streamlining Act (FASA) has established a “general” preference for multiple awards, and in doing so:

- Authorizes exemption from the public notice requirement when placing orders;
- Limits protests in connection with the issuance of orders except on the grounds that the order increases the scope, period, or maximum value of the contract; and
- Mandates that multiple awardees have a fair opportunity to be considered for orders in excess of \$2,500.

Pursuant to Federal Acquisition Regulation (FAR) requirements, CAPS requires that each Prime Contractor have a “fair opportunity to be considered” for each task/delivery order. Unless one of the exceptions cited at FAR 16.505 applies, the CO for the individual task order will announce each requirement to all eligible Prime Contractors who have received an award for the applicable FA of services under the requirement.

#### **1.4. Prime Contractors**

There are two separate and distinct competitive tracks that can be conducted under CAPS:

- an 8(a) set-aside track and
- an unrestricted track.

The identification of specific TO requirements and the TO competition process will enable CAPS Prime Contractors to form the most advantageous team for developing solutions to specific requirements. CAPS prime contractors are listed in Appendix A.

#### **1.5. CAPS View to Best Practices**

The ordering guidelines contained herein are in concert with the best practices guidance of the Office of Federal Procurement Policy (OFPP) and the Office of Management and Budget (OMB), as well as Homeland Security Acquisition Manual (HSAM) policy. Specifically, in promoting CAPS, the CAPS Program Office focuses on the following:

- Establishing simplified ordering procedures and award documentation,
- Managing a reasonable number of CAPS awards with highly skilled, responsible prime contractors who possess a wide variety of expertise,
- Promoting performance-based work statements,
- Ensuring availability of CAPS acquisition, technical, program, and contracting personnel to provide advice and guidance, at no cost to the ordering office,
- Scheduling periodic meetings between the CAPS Program Office and the CAPS prime contractors to discuss administrative matters, future requirements, and needed improvements in the ordering process.

## **2. Roles and Responsibilities**

### **2.1. CAPS Program Office**

As stated earlier, ITAD, within CBP's Procurement Directorate, has established CBP-wide contracts for administrative and professional services under the program name CAPS.

The CAPS Program Office within the ITAD was established with the following responsibilities:

- Ensuring that customers are aware of their responsibilities and of the scope of the CAPS contract,
- Addressing and satisfying the needs of all participants in the process,
- Maintaining a level of program integrity that prevents contractual or programmatic problems,
- Soliciting feedback and providing continuous process improvement, and
- Maintaining CAPS Contract usage information for reporting purposes.

The CAPS Program Office is available to work directly with customers, COs, and CAPS Prime Contractors throughout the acquisition process to provide assistance, support, and overall contract management/administration.

### **2.2. Requiring Activity**

The requiring activity is responsible for preparing the Task Order Request Package (TORP), along with all corollary information, including the following:

- Purchase Request (PR),
- Complete Statement of Work (SOW), Statement of Objectives (SOO), or Performance Work Statement (PWS),
- Independent Government Cost Estimate (IGCE),
- Acquisition Plan (AP),
- Proposal Evaluation Plan,
- Justification and Approval (J&A) exception, if applicable, and
- Other pertinent statute/regulation requirements.

### **2.3. Contracting Officer – CAPS Contract (CAPS CO)**

The CAPS CO has the overall responsibility for the administration of the CAPS contract. The CAPS CO is the only individual authorized to take actions on behalf of the Government to amend, modify or deviate from the contract terms, conditions, requirements, specifications, details, and/or delivery schedules. The CAPS CO is responsible for the overall administration and final closeout of the contract, and when necessary, shall:

- Provide scope oversight,
- Serve as liaison between the contractor and CBP,
- Assist in expediting orders,
- Ensure compliance with contract requirements,
- Issue the CO's final decision and handle all contract-level contractual disputes under the Contract Disputes Act, and
- Issue all modifications against the contract.

#### **2.4. Contracting Officer – Task Order Level (TO CO)**

Services will be ordered via TOs issued by TO COs. All warranted COs are authorized TO COs.

TO CO responsibilities include:

- Working closely with the CAPS Program Office to ensure proper administration of the task order,
- Ensuring that TOs are within the scope of the contract,
- Determining when a subcontracting plan should be implemented (FAR 19.7) and negotiated to achieve the maximum practicable opportunity in accordance with DHS subcontracting goals,
- Approving or withholding payment, or authorizing partial payment of invoices;
- Ensuring the administration and final closeout of TOs,
- Completing past performance reports with input from the Contracting Officer's Technical Representative (COTR).

#### **2.5. Contracting Officer's Technical Representative (COTR) – Task Order Level**

TO COs may designate COTRs for individual TOs, who will be responsible for the day-to-day coordination of that TO. It is the TO CO's responsibility to confirm that the designated individual is a trained, certified COTR. A copy of the letter of designation, identifying specific duties and responsibilities, will be provided to the contractor.

The COTR will represent the TO CO in the administration of technical details within the scope of the TO. The COTR is responsible for the final inspection and acceptance of all TO deliverables and reports, and such other responsibilities as may be specified in the TO. The COTR is also responsible for providing input to the TO CO regarding prime contractor past performance reports with respect to each TO. The COTR is not otherwise authorized to make any representations or commitments of any kind on behalf of the TO CO or the Government. The COTR does not have the authority to alter the contractor's obligations or to change the TO specifications, pricing, terms or conditions. If, as a result of technical discussions, it is desirable to modify TO requirements or the specification, changes will be issued in writing and signed by the TO CO.

## **2.6. Task Order Contract Ombudsman**

In accordance with FAR Part 16.505(b)(5), the Task Order contract ombudsman for the CAPS contract has been assigned. The ombudsman's responsibilities are to:

- Address contractor concerns regarding compliance with task/delivery order award procedures,
- Review contractor complaints on task order contracts,
- Ensure all contractors are afforded a fair opportunity to be considered for each task order, consistent with FAR Part 16.505(b), and
- When requested, maintain strict confidentiality of the contractor requesting assistance.

The ombudsman shall not participate in the evaluation of proposals submitted on the basic contract, the source selection process on the basis contract, or the adjudication of formal contract disputes arising under the basic contract or any individual order issued under it.

## **2.7. Contractor's Program Manager**

The Program Manager shall act as the central POC with the Government for all program-wide technical matters, and will represent the contractor at all post-award status meetings. The program manager shall be responsible for resolution of all technical issues, program management, and other contract support. This includes providing comprehensive account support for the CAPS contract. The Program Manager is responsible for overall contract performance and shall not serve in any other capacity under this contract.

### 3. CAPS Ordering Procedures

This section describes/details/outlines the procedures for ordering services under CAPS.

The requiring activity is responsible for preparing the task order request package (TORP), along with all corollary information, including the following:

- Purchase Request (PR),
- Complete Statement of Work (SOW), Statement of Objectives (SOO), or Performance Work Statement (PWS),
- Independent Government Cost Estimate (IGCE),
- Acquisition Plan (AP),
- Proposal Evaluation Plan,
- Justification and Approval (J&A) exception, if applicable, and
- Other pertinent statute/regulation requirements.

Once a complete TORP is received, the Fair Opportunity Process begins.

#### 3.1 Fair Opportunity Process

Each task order will identify the Functional Areas of the work to be performed. For services that cross multiple Functional Areas, the Government will identify the predominant Functional Area.

During the fair opportunity process, the order of precedence for competing task orders is as follows:

1. 8(a) Set-aside competitions in which Prime Contractors from the 8(a) Set-aside track for the associated Functional Area will be given the opportunity to compete for all task orders, then
2. Unrestricted competition in which Prime Contractors from the unrestricted track for the associated Functional Area will be given the opportunity to compete.

All competitions will be distributed first to the 8(a) Set-aside candidates to review and determine if the task order requirements can be met. A response is required within 2 working days if the 8(a) candidates can satisfy the requirements. If the requirements can be met, the streamlined or standard task order procedures will be followed. Copies of the competitive documentation should be provided to the CAPS Program Office.

In the event the 8(a) task order competition is unsuccessful, the requirement will then be competed through the Unrestricted track.

Unless one of the exceptions at FAR Part 16.505(b)(2) applies, the CO will distribute each task order requirement via email and solicit responses from all awardees. This

email satisfies the requirement for a fair opportunity to be considered. The email will provide the same information to all CAPS vendors and include, at a minimum, the following information:

- RFQ Number,
- Date of Announcement,
- Period of Performance,
- Statement of Objectives (SOO) or Statement of Work (SOW) or Performance Work Statement (PWS),
- Anticipated Task Order Type,
- Incumbent Contractor, if any,
- Email Address/Mailing Address and Proposal Due Date, and
- Preparation instructions.

The contractors are required to submit a proposal upon request of the TO CO. If a contractor chooses not to propose on the TO, the contractor shall submit a “no offer” reply in response to the proposal request. All “no offers” shall include a brief statement as to why the contractor is choosing not to propose. (e.g., conflict of interest)

### **3.2 Fair Opportunity Exceptions**

In accordance with the Federal Acquisition Streamlining Act (FASA) and FAR Part 16.505(b), the CO will provide all awardees a "fair opportunity" to be considered for each order in excess of \$2,500, unless one of the conditions below applies:

- The agency need for such services is so urgent that providing a fair opportunity would result in unacceptable delays.
- Only one awardee is capable of providing the services required at the level of quality required because the services ordered are unique or highly specialized.
- The order must be issued on a sole-source basis in the interest of economy and efficiency because it is a logical follow-on to a task order already issued under this contract, provided that all awardees were given a fair opportunity to be considered for the original order.
- It is necessary to place an order to satisfy a minimum guarantee.

In accordance with FAR Part 16.5, when an exception to the fair opportunity process exists, the TO will be processed as a sole-source procurement, including a J&A. Notification of a sole source award is not required for non-selected CAPS contractors.

If the order is a follow-on to a TO that was not issued under CAPS, or is a Task Order for which the CAPS awardees were not given the opportunity to compete, this exception cannot be used.

### 3.3 Streamlined Task Order Procedures

Task Orders with an Independent Government Cost Estimate (IGCE) below \$500,000 will be eligible for streamlined CAPS procedures. Each vendor will have at least 5 business days to respond to a streamlined solicitation. Each streamlined response must include a price proposal, a statement that there are no objections to the Statement of Work for the task order, and the resumes of proposed personnel.

To evaluate these submissions, the government will use the following evaluation criteria:

- Personnel quality, based on review of resumes or personal interviews with candidates,
- Price,
- Past performance on earlier orders under the CAPS contract or other contracts, including quality, timeliness and cost control,
- Potential impact on other orders placed with the contractor, and
- Minimum order requirements.

The evaluation criteria cited above are broad categories and can include specific sub factors.

- List the order of importance with regards to these evaluation criteria for which you may want to evaluate contractor proposals. Examples: a) Factor 1 is more important than Factor 2; Factor 2 is more important than Factor 3; b) Factor 1 and Factor 2 are equal; Factors 1 and 2 are more important than Factor 3.
- Indicate the basis of evaluation:
  - Best Value Trade-Off,
  - Lowest-Price, Technically Acceptable, or
  - Other

*Note that balancing price against the non-price factors is how you make your best value trade-off decision, and as a result, a percentage is not applied to the price factor.*

- Indicate whether all non-price evaluation factors, when combined, are significantly more important than, more important than or comparatively equal to the price factor.

### 3.4 Standard Task Order Procedures

Task Orders with an Independent Government Cost Estimate (IGCE) above \$500,000 will be subject to standard CAPS procedures; however, orders of any size may be subject to these standard procedures, at the discretion of the Government. Each

vendor will have at least seven business days to respond to the solicitation. Each proposal under standard procedures must include a price proposal, technical approach in response to the SOW, and resumes of proposed personnel.

To evaluate these submissions the government will use the following evaluation criteria:

- Personnel quality, based on review of resumes or personal interviews with candidates,
- Technical Approach,
- Price,
- Past performance on earlier orders under the contract or other contracts, including quality, timeliness and cost control,
- Potential impact on other orders placed with the contractor, and
- Minimum order requirements

The evaluation criteria cited above are broad categories and can include specific sub factors.

- List the order of importance with regards to these evaluation criteria for which you may want to evaluate contractor proposals. Examples: a) Factor 1 is more important than Factor 2; Factor 2 is more important than Factor 3; b) Factor 1 and Factor 2 are equal; Factors 1 and 2 are more important than Factor 3.
- Indicate the basis of evaluation:
  - Best Value Trade-Off,
  - Lowest-Price, Technically Acceptable, or
  - Other.

*Note that balancing price against the non-price factors is how you make your best value trade-off decision, and as a result, a percentage is not applied to the price factor.*

- Indicate whether all non-price evaluation factors, when combined, are significantly more important than, more important than or comparatively equal to the price factor.

### **3.5 Task Order Proposal Preparation**

All task order documentation shall be submitted and returned electronically.

#### **Technical Proposals (when required):**

Responses will be streamlined and succinct, to the extent practical based on the estimated dollar value and complexity of the work. Technical proposal page limitations will be identified in the instructions for each requirement. Technical proposals shall

clearly state compliance or exceptions with requirements, risks, assumptions and conflict of interest issues. Responses will not be a proposal as defined in FAR Part 15, but only sufficient information to be considered in accordance with FAR Part 16.

Proposals shall not merely restate SOO, SOW or PWS requirements.

Technical proposals shall address, as a minimum:

- Technical/Management Approach,
- Key Personnel Assigned,
- Risks,
- Period of Performance, and
- Other Pertinent Information the Offeror Deems Applicable.

### **Price Proposals:**

A written price proposal shall always be required. This proposal shall include detailed cost/price amounts of all resources required to accomplish the task. This proposal shall include the fully loaded labor rates for each labor category and hours. Your proposed labor rates should be based on your accepted CAPS Program rates, including any discounts. Offerors should propose prices based on the Task Order SOW, and specifically your solution or technical approach. Offerors should provide a detailed breakout (e.g., labor category X labor rate = Total estimated price) for the entire SOW, including the option years, based on the task descriptions, plus any other direct costs (travel, etc.) if applicable.

Profit, fee, or G&A shall not be proposed as a separate line item. Proposed rates will be reviewed for realism to ensure the Government will not be placed at risk of no performance. The quoted labor rates will apply only to the respective Task Order.

The proposal will identify and justify use of all non-labor cost elements. If travel is specified in the TO SOW, airfare and/or local mileage, per diem rates by total days, number of trips and number of Contractor employees traveling shall be included in the cost proposal.

This information shall always be in writing and shall address other relevant information as required by the contract or requested by the TO proposal request. The Contractor shall assume all costs associated with preparation of proposals for Task Orders as an indirect charge.

### **Resumes:**

Resumes shall be provided, to the maximum extent possible, for all personnel proposed in response to a task order. Resumes will not count toward the technical proposal page limits. These resumes shall be as detailed as necessary, considering the complexity and scope of the work to be performed and the depth of the candidate's experience. All relevant experience should be clearly stated, as well as all relevant academic degrees and professional certifications. Resumes should be limited to two

pages and not to exceed three pages in length. Resumes should be typed in no less than a 10-point font.

### **3.6 Task Order Types**

Under CAPS, the TO COs may negotiate two types of TOs which differ in the degree of risk assumed by the contractor. The task types are firm fixed-price and labor hour.

- Firm Fixed-Price –

A FFP contract provides for a price that is not subject to any adjustment. It places a significant risk upon the contractor and full responsibility for all costs resulting in a profit or loss. It also provides the maximum incentive for the contractor to control costs and perform effectively. It is suitable for acquiring services on the basis of reasonably definite functional or detailed specifications, when performance uncertainties can be identified and reasonable estimates of their cost impact can be made and the contractor is willing to accept a firm fixed-price representing assumption of the risks involved.

- Labor Hours –

A labor hour contract type may be used only when it is not possible, at the time of placing the order, to accurately estimate the extent or duration of the work or to anticipate costs with any reasonable degree of confidence. This contract type provides no positive profit incentive to the contractor for cost control or labor efficiency. Accordingly, appropriate Government surveillance of contractor performance is required to provide reasonable assurance those efficient methods and effective cost controls are being used.

### **3.7 Evaluation and Award**

The Government will evaluate the contractor's technical and price proposal in accordance with the selection criteria. The Government's award decision will be based, at a minimum, on selection criteria, which addresses past performance, technical/management approach, and price. In addition to past performance, technical/management approach and cost, individual TO selection criteria may include other factors relevant to the particular requirement. The order of importance for the factors will be identified in each individual request for proposal. If necessary, during the evaluation of proposals, the Government may contact a contractor with questions concerning its proposal.

After the technical proposals have been received and evaluated, an authorized official from the requiring activity will document, sign and forward the results to the TO CO for review and approval. The TO CO reserves the right to withdraw and cancel a task if issues pertaining to the proposed task arise that cannot be satisfactorily resolved.

After completion of the evaluation, discussions, if any, and best value analysis, the TO CO/TO COTR shall prepare a complete award recommendation package to document the selection process and to serve as evidence that the fair opportunity to be considered rule was applied, unless an exception was taken under FAR Part 16.505(b)(2). At a minimum, it shall include:

- A statement indicating whether announcement of the TO requirement was made to all contractors eligible for receiving an award for the task requirement, or if an exception to the fair opportunity to be considered rule was cited (cite the exception);
- The selection criteria/methodology used to evaluate the competing contractors;
- The results of the evaluation; and
- The rationale for the recommendation of the TO awardee, including a summary of any negotiations conducted, price analysis and best value analysis.

The TO CO's decision on each order shall be final and shall not be subject to protest under FAR Part 33.1.

TOs may be issued by email, regular mail or facsimile using an Optional Form 347 with a copy of the award to the CAPS Program Office.

### **3.8 Debriefings**

If not selected for a TO award, contractors may contact the TO CO to discuss the reasons for non-acceptance. Debriefings can be done by written or oral communication. The TO CO and the unsuccessful contractor may discuss the reasons for non-selection; however, the TO CO may not:

- Discuss the other contractors' proposals,
- Compare contractors' proposals, or
- Allow a non-selected contractor access to the award decision documentation.

*See FAR 1.5 for further guidance.*

### **3.9 Task Order Protests**

In accordance with FAR Part 16.505(a)(9), no protest under Subpart 33.1 is authorized in connection with the issuance, or proposed issuance, of a TO under this contract. The only exception is on the grounds that the order increases the scope, period, or maximum value of the contract.

### **3.10 Quick-Closeout Procedures**

The contractor is authorized to use the quick-closeout procedure for TOs issued under this contract in accordance with FAR 42.708, Quick-Closeout Procedure.

- In accordance with FAR 42.708(a), the TO CO has the authority to negotiate settlement of indirect costs for a specific TO if: it is physically complete; the amount of unsettled indirect cost to be allocated to the TO is relatively insignificant; and agreement can be reached on a reasonable estimate of allocable dollars.
- In accordance with FAR 42.708(b), a determination of final indirect costs under the quick-closeout procedures shall be final for the TO it covers and no adjustment shall be made to other contracts for over- or under-recoveries of costs allocated or allocable to the contract covered by the agreement.
- Final invoices which result in a charge to the Government in excess of \$250.00 or refunds to the Government in excess of \$250.00 shall be processed prior to quick-closeout of the TO. Amounts due to the contractor or refundable to the Government of less than \$250.00 will not be processed.
- Submission of a final “0-dollar invoice” is not required. Once agreement for quick-closeout is reached on individual TOs, a bilateral modification will be issued to close out the TO. Once the bilateral modification is executed by the CO, the TO is closed and no further invoicing, adjustments, or claims will be accepted.
- All TOs under this contract do not have to be closed in accordance with quick-closeout procedures. The TO CO and the contractor will evaluate complex TOs on a case-by-case basis for applicability of quick-closeout procedures.
- Modifications for quick-closeout will include the following statement: “The bilateral execution of this modification releases the Government and *[insert contractor name]* from any further obligation.” Sums paid under this order prior to the execution of this modification constitute full and complete settlement for all services rendered under the order.

**Appendix A – CAPS Prime Contractors by Functional Area**

**CAPS Prime Contractors by Functional Area**

<b>Company Name</b>	<b>Unrestricted (U) or 8(a) Track</b>	<b>FA1</b>	<b>FA2</b>	<b>FA3</b>	<b>FA4</b>	<b>Contract Number</b>
CNA Corporation	8(a)	X	X	X	X	HSBP1007D01586
Enterprise Information Services, Inc. (EIS)	U	X	X	X	X	HSBP1007D01590
ERIMAX, Inc.	8(a)	X	X	X	X	HSBP1007D01579
Infozen, Inc.	8(a)	X	X	X	X	HSBP1007D01571
Nortel	U	X	X	X	X	HSBP1007D01591
Ofori & Associates PC	8(a)	X	X	X	X	HSBP1007D01496
Organizational Strategies, Inc. (OSI)	U	X	X	X	X	HSBP1007D01589
Primescape Solutions, Inc.	8(a)	X	X	X	X	HSBP1007D01587
Stratecon LLC	8(a)	X	X	X	X	HSBP1007D01580

## **Appendix B - Description of CAPS Functional Areas (FAs)**

### **CAPS Functional Areas (FAs)**

The task order CO, with the advice/assistance of the CAPS Program Office, if desired, will determine under which functional area a task order request belongs. This determination will be based on the predominant work to be performed under the task order. CAPS offers four different functional areas (FAs) of support and services, as listed below:

#### **Functional Area 1: Procurement Support**

Services may include support for all levels of Federal Government Procurement, including:

- Strategic planning on acquisition approaches for complex and first-time procurements, routine procurements, inter-agency agreements, strategic sourcing, and competitive sourcing,
- Participation with customers in the structuring of RFPs for both complex and simple procurements and developing RFP and contract documentation,
- Developing contract line item structures,
- Reducing technical requirements into logical frameworks and unambiguous specifications and statements of work,
- Leading development of evaluation criteria and evaluation schemes, and crafting project-unique contract clauses,
- Developing the requisite planning and justification documentation for approval of procurements and supporting and defending the procurement to approval authorities,
- Developing acquisition plans and other procurement justification and approval documentation,
- Developing:
  - source selection plans,
  - evaluation criteria,
  - statements of work,
  - task statements,
  - contract modifications, and
  - contract correspondence.
- Performing contract administration and procurement cost/price analysis,
- Other pre-award and post-award support activities.

#### **Functional Area 2: Financial Solutions**

Services may include any of the following:

- Accounting transaction analysis,
- Transaction processing,
- Data analysis and summarization,

- Technical assistance in devising new or revised accounting policies and procedures,
- Classifying accounting transactions,
- Special studies to improve accounting operations,
- Routine accounting functions.
- Assess and improve the budget formulation and execution processes,
- Conduct special or routine reviews to resolve budget formulation or budget execution issues,
- Provide technical assistance to improve budget preparation or execution processes.
- Assess and improve financial management systems,
- Financial reporting and analysis,
- Strategic financial planning,
- Financial policy formulation and development,
- Perform routine and specialized cost/price or spend analysis,
- Devise and implement performance measures,
- Conduct special cost studies,
- Perform actuarial services,
- Perform economic and regulatory analysis,
- Assist with financial quality assurance efforts,
- Perform benchmarking,
- Perform financial statement audits,
- Financial-related audits and performance audits,
- An independent assessment of an audited entity's financial statements in conformity with generally accepted accounting principles,
- Financial information,
- Adherence to financial compliance requirements and internal controls,
- Organization or program performance to identify areas for improvement.
- Other services performed by auditors include:
  - Assisting in the development of questions for use at hearings,
  - Developing methods and approaches in evaluating a new or proposed program, or
  - Forecasting potential program outcomes.

### **Functional Area 3: Organizational Consulting**

Services may include providing expert advice, assistance, guidance or counseling in support of US Customs and Border Protection mission oriented business functions. This may include studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts.

Examples of consultation include but are not limited to:

- Strategic, business and action planning,
- High performance work,

- Process and productivity improvement,
- Systems alignment,
- Leadership system,
- Organizational assessments,
- Cycle time,
- Performance measures and indicators,
- Program audits, evaluations, and customized training.

#### **Functional Area 4: Administrative Support**

This functional area includes:

- Tasks concerned with preparing, transcribing, transferring, systematizing, and preserving written communications and records,
- Gathering and distributing information,
- Operating office machines,
- Storing, distributing, and accounting for stores of materials,
- Operating telephone switchboards,
- Answering and routing routine phone calls,
- Distributing mail and delivering messages,
- Maintaining calendars, coordinating meetings, and assisting visitors, and
- Performing other administrative support and clerical duties.