On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage!, a menu-driven database system. The INTERNET address for GSA Advantage! is http://www.gsaadvantage.gov

**SCHEDULE TITLE:** Multiple Award Schedule

**CONTRACT NUMBER:** GS-35F-277CA

**CONTRACT PERIOD:** 2 Apr 20 – 1 Apr 25

For more information on ordering from Federal Supply go to this website: www.gsa.gov/schedules

**CONTRACTOR:**

Name: Delta Solutions & Strategies, LLC
Address: 7150 Campus Drive, Suite 365
         Colorado Springs, CO 80920
Phone No: (719) 475-0605
Fax No: (719) 475-8005
E-Mail: mstafford@deltasands.com

**CONTRACTOR’S ADMINISTRATION SOURCE:**

Name: Delta Solutions & Strategies, LLC
Address: 7150 Campus Drive, Suite 365
         Colorado Springs, CO 80920
Phone No: (719) 475-0605
Fax No: (719) 475-8005
E-Mail: mstafford@deltasands.com

**BUSINESS SIZE:** Small Business
CUSTOMER INFORMATION:

1a. TABLE OF AWARDED SPECIAL ITEM NUMBERS (SINs)

<table>
<thead>
<tr>
<th>SIN</th>
<th>SIN Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>Information Technology Professional Services</td>
</tr>
<tr>
<td>OLM</td>
<td>Order Level Material</td>
</tr>
</tbody>
</table>

1b. LOWEST PRICED MODEL NUMBER AND PRICE FOR EACH SIN:
Not Applicable, Services Only

1c. HOURLY RATES (Services only):

<table>
<thead>
<tr>
<th>SIN(s)</th>
<th>SERVICE PROPOSED (e.g. Job Title/Task)</th>
<th>Approved GSA Pricing</th>
</tr>
</thead>
<tbody>
<tr>
<td>54151S</td>
<td>1. Senior Subject Matter Expert</td>
<td>$296.12</td>
</tr>
<tr>
<td>54151S</td>
<td>2. Senior Consultant</td>
<td>$281.70</td>
</tr>
<tr>
<td>54151S</td>
<td>3. Senior Technical Expert</td>
<td>$251.88</td>
</tr>
<tr>
<td>54151S</td>
<td>4. Consultant</td>
<td>$187.09</td>
</tr>
<tr>
<td>54151S</td>
<td>5. Program Manager</td>
<td>$162.87</td>
</tr>
<tr>
<td>54151S</td>
<td>6. Project Leader</td>
<td>$140.65</td>
</tr>
<tr>
<td>54151S</td>
<td>7. IT Process Improvement Specialist</td>
<td>$140.65</td>
</tr>
<tr>
<td>54151S</td>
<td>8. Senior IT Training and Integration Specialist</td>
<td>$129.66</td>
</tr>
<tr>
<td>54151S</td>
<td>9. Senior Operations Analyst</td>
<td>$125.01</td>
</tr>
<tr>
<td>54151S</td>
<td>10. IT Training and Integration Specialist</td>
<td>$120.38</td>
</tr>
<tr>
<td>54151S</td>
<td>11. IT Decision Support Computer Specialist</td>
<td>$118.99</td>
</tr>
<tr>
<td>54151S</td>
<td>12. Engineer I</td>
<td>$111.91</td>
</tr>
<tr>
<td>54151S</td>
<td>13. Systems Analyst</td>
<td>$112.47</td>
</tr>
<tr>
<td>54151S</td>
<td>14. IT Process Improvement Analyst</td>
<td>$111.04</td>
</tr>
</tbody>
</table>

2. MAXIMUM ORDER*: $500,000

NOTE TO ORDERING ACTIVITIES: *If the best value selection places your order over the Maximum Order identified in this catalog/pricelist, you have an opportunity to obtain a better schedule contract price. Before placing your order, contact the aforementioned contactor for a better price. The contractor may (1) offer a new price for this requirement (2) offer the lowest price available under this contract or (3) decline the order. A delivery order that exceeds the maximum order may be placed under the schedule contract in accordance with FAR 8.404.

3. MINIMUM ORDER: $100

4. GEOGRAPHIC COVERAGE: The geographic scope of this contract is the 48 contiguous states and the District of Columbia, Alaska, Hawaii, and the Commonwealth of Puerto Rico and on a worldwide basis, any foreign country in which trade is not prohibited by the U.S. Government.

5. POINT(S) OF PRODUCTION: N/A (Services Only)
6. **DISCOUNT FROM LIST PRICES:** GSA Net Prices are as listed in Section 1(c) above.

7. **QUANTITY DISCOUNT(S):** None

8. **PROMPT PAYMENT TERMS:** None

9.a Government Purchase Cards must be accepted at or below the micro-purchase threshold.

9.b Government Purchase Cards are not accepted above the micro-purchase threshold. Contact contractor for limit.

10. **FOREIGN ITEMS:** None

11a. **TIME OF DELIVERY:** Contact Contractor

11b. **EXPEDITED DELIVERY:** Contact Contractor

11c. **OVERNIGHT AND 2-DAY DELIVERY:** N/A (Services Only)

11d. **URGENT REQUIREMENTS:** Contact Contractor

12. **FOB POINT:** Destination

13a. **ORDERING ADDRESS:** Same as Contractor

13b. **ORDERING PROCEDURES:** Ordering activities shall use the ordering procedures described in Federal Acquisition Regulation 8.405-3 when placing an order or establishing a BPA for supplies or services. The ordering procedures, information on Blanket Purchase Agreements (BPA’s) and a sample BPA can be found at the GSA/FSS Schedule Homepage (fss.gsa.gov/schedules).

14. **PAYMENT ADDRESS:** Same as contractor

15. **WARRANTY PROVISION:** N/A for services

16. **EXPORT PACKING CHARGES:** Not applicable

17. **TERMS AND CONDITIONS OF GOVERNMENT PURCHASE CARD ACCEPTANCE:** N/A

18. **TERMS AND CONDITIONS OF RENTAL, MAINTENANCE, AND REPAIR (IF APPLICABLE):** N/A

19. **TERMS AND CONDITIONS OF INSTALLATION (IF APPLICABLE):** N/A

20. **TERMS AND CONDITIONS OF REPAIR PARTS INDICATING DATE OF PARTS PRICE LIST AND ANY DISCOUNTS FROM LIST PRICES (IF AVAILABLE):** N/A

20a. **TERMS AND CONDITIONS FOR ANY OTHER SERVICES (IF APPLICABLE):** N/A

21. **LIST OF SERVICE AND DISTRIBUTION POINTS (IF APPLICABLE):** N/A

22. **LIST OF PARTICIPATING DEALERS (IF APPLICABLE):** N/A

23. **PREVENTIVE MAINTENANCE (IF APPLICABLE):** N/A
24a. SPECIAL ATTRIBUTES SUCH AS ENVIRONMENTAL ATTRIBUTES (e.g. recycled content, energy efficiency, and/or reduced pollutants): As applicable

24b. Section 508 Compliance for Electronic and Information Technology (EIT): As applicable

25. DUNS NUMBER: 124651964

26. NOTIFICATION REGARDING REGISTRATION IN SYSTEM FOR AWARD MANAGEMENT (SAM) DATABASE: Contractor has an Active Registration in the SAM database.

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TERMS AND CONDITIONS APPLICABLE TO INFORMATION TECHNOLOGY (IT) PROFESSIONAL SERVICES (SPECIAL ITEM NUMBER 54151S)

1. SCOPE
   a. The prices, terms and conditions stated under Special Item Number 54151S Information Technology Professional Services apply exclusively to IT Professional Services within the scope of this Information Technology Schedule.
   b. The Contractor shall provide services at the Contractor’s facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. PERFORMANCE INCENTIVES I-FSS-60 Performance Incentives (April 2000)
   a. Performance incentives may be agreed upon between the Contractor and the ordering activity on individual fixed price orders or Blanket Purchase Agreements under this contract.
   b. The ordering activity must establish a maximum performance incentive price for these services and/or total solutions on individual orders or Blanket Purchase Agreements.
   c. Incentives should be designed to relate results achieved by the contractor to specified targets. To the maximum extent practicable, ordering activities shall consider establishing incentives where performance is critical to the ordering activity’s mission and incentives are likely to motivate the contractor. Incentives shall be based on objectively measurable tasks.

3. ORDER
   a. Agencies may use written orders, EDI orders, blanket purchase agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.
b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

4. PERFORMANCE OF SERVICES
   a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity.
   b. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.
   c. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.
   d. Any Contractor travel required in the performance of IT Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts.

5. STOP-WORK ORDER (FAR 52.242-15) (AUG 1989)
   a. The Contracting Officer may, at any time, by written order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this contract for a period of 90 days after the order is delivered to the Contractor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage. Within a period of 90 days after a stop-work is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the Contracting Officer shall either
      (1) Cancel the stop-work order; or
      (2) Terminate the work covered by the order as provided in the Default, or the Termination for Convenience of the Government, clause of this contract.
   b. If a stop-work order issued under this clause is canceled or the period of the order or any extension thereof expires, the Contractor shall resume work. The Contracting Officer shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if
      (1) The stop-work order results in an increase in the time required for, or in the Contractor's cost properly allocable to, the performance of any part of this contract; and
      (2) The Contractor asserts its right to the adjustment within 30 days after the end of the period of work stoppage; provided, that, if the Contracting Officer decides the facts justify the action, the Contracting Officer may receive and act upon the claim submitted at
any time before final payment under this contract.

c. If a stop-work order is not canceled and the work covered by the order is terminated for the convenience of the Government, the Contracting Officer shall allow reasonable costs resulting from the stop-work order in arriving at the termination settlement.

d. If a stop-work order is not canceled and the work covered by the order is terminated for default, the Contracting Officer shall allow, by equitable adjustment or otherwise, reasonable costs resulting from the stop-work order.

6. INSPECTION OF SERVICES


7. RESPONSIBILITIES OF THE CONTRACTOR

The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 (Dec 2007) Rights in Data – General, may apply.

8. RESPONSIBILITIES OF THE ORDERING ACTIVITY

Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite IT Professional Services.

9. INDEPENDENT CONTRACTOR

All IT Professional Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

10. ORGANIZATIONAL CONFLICTS OF INTEREST

a. Definitions.

“Contractor” means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.

“Contractor and its affiliates” and “Contractor or its affiliates” refers to the Contractor, its chief executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.

An “Organizational conflict of interest” exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor’s or its affiliates’ objectivity in performing contract work.
b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.

11. INVOICES

The Contractor, upon completion of the work ordered, shall submit invoices for IT Professional services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

12. PAYMENTS

For firm-fixed price orders the ordering activity shall pay the Contractor, upon submission of proper invoices or vouchers, the prices stipulated in this contract for service rendered and accepted. Progress payments shall be made only when authorized by the order. For time-and-materials orders, the Payments under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (MAR 2009) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) applies to time-and-materials orders placed under this contract. For labor-hour orders, the Payment under Time-and-Materials and Labor-Hour Contracts at FAR 52.212-4 (MAR 2009) (ALTERNATE I – OCT 2008) (DEVIATION I – FEB 2007) applies to labor-hour orders placed under this contract. 52.216-31(Feb 2007) Time-and Materials/Labor-Hour Proposal Requirements—Commercial Item Acquisition. As prescribed in 16.601(e)(3), insert the following provision:

a. The Government contemplates award of a Time-and-Materials or Labor-Hour type of contract resulting from this solicitation.

b. The offeror must specify fixed hourly rates in its offer that include wages, overhead, general and administrative expenses, and profit. The offeror must specify whether the fixed hourly rate for each labor category applies to labor performed by—

(1) The offeror;

(2) Subcontractors; and/or

(3) Divisions, subsidiaries, or affiliates of the offeror under a common control.

13. RESUMES

Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.
14. INCIDENTAL SUPPORT COSTS

Incidental support costs are available outside the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.

15. APPROVAL OF SUBCONTRACTS

The ordering activity may require that the Contractor receive, from the ordering activity’s Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.

16. DESCRIPTION OF IT PROFESSIONAL SERVICES AND PRICING

a. The Contractor shall provide a description of each type of IT Service offered under Special Item Numbers 132-51 IT Professional Services should be presented in the same manner as the Contractor sells to its commercial and other ordering activity customers. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles (labor categories) for those individuals who will perform the service should be provided.

b. Pricing for all IT Professional Services shall be in accordance with the Contractor’s customary commercial practices; e.g., hourly rates, monthly rates, term rates, and/or fixed prices, minimum general experience and minimum education.

c. The following is an example of the manner in which the description of a commercial job title should be presented:

EXAMPLE: Commercial Job Title: System Engineer

Minimum/General Experience: Three (3) years of technical experience which applies to systems analysis and design techniques for complex computer systems. Requires competence in all phases of systems analysis techniques, concepts and methods; also requires knowledge of available hardware, system software, input/output devices, structure and management practices.

Functional Responsibility: Guides users in formulating requirements, advises alternative approaches, conducts feasibility studies.

Minimum Education: Bachelor’s Degree in Computer Science

Labor Categories and Descriptions

No. 1  
Commercial Job Title: Senior Subject Matter Expert

Minimum/General Experience: 10 Years

Functional Responsibility: Independently provides senior-level expert management and technical direction for problem definition, analysis, and requirements development and implementation for complex situations within a specific subject matter area. Provides recommendations and advice on system development, improvements, optimization, and maintenance; requirements definition and justification; policy development; planning; programming; budgeting; resource allocation and analysis; operations; training; and other mission areas as required. Specialized experience includes superior functional
knowledge of delivery order specific requirements or developing functional requirements for complex integrated systems. Demonstrated ability to work independently or under only general direction.

**Minimum Education:** MS/MA degree or equivalent

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**No. 2**  
**Commercial Job Title:** Senior Consultant  

**Minimum/General Experience:** 5 Years

**Functional Responsibility:** Provide expert, independent services and leadership in specialized technical areas for problem definition, analysis, and requirements development and implementation for complex systems in the subject matter area. Provides recommendations and advice on system improvements, optimization, and maintenance. Is familiar with related technology and technical programs in the area of interest. Demonstrated ability to communicate orally and in writing. Demonstrated ability to work independently or under only general direction.

**Minimum Education:** BS/BA degree or equivalent

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**No. 3**  
**Commercial Job Title:** Senior Technical Expert  

**Minimum/General Experience:** 15 years

**Functional Responsibility:** Independently conceives and develops solutions to technical programs through the application of professionally accepted techniques, practices, and procedures. Applies an expert level of knowledge on technical standards to ensure that technical work conforms to high standards and meets or exceeds all contract requirements. Compiles and evaluates design and data to determine adequacy of the product or software and the engineering effectiveness of the results compared to the defined requirements and specifications. Works closely with software engineers, scientists, engineers, and other technical experts in development, design, and testing. Provides leadership and direction to junior technical personnel while conducting analysis, development, test, and integration activities. Superior functional knowledge of delivery order specific requirements or developing functional requirements for complex integrated systems. Demonstrated ability to work independently or under only general direction.

**Minimum Education:** PhD or equivalent

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**No. 4**  
**Commercial Job Title:** Consultant  

**Minimum/General Experience:** 7 Years

**Functional Responsibility:** Provides expert, independent services and leadership in specialized technical areas. Provides specialized advice and assistance in area of concerns. Is familiar with related technology and technical programs in the area of interest.

**Minimum Education:** BS/BA or equivalent
No. 5
Commercial Job Title: Program Manager

Minimum/General Experience: 10 Years

Functional Responsibility: Experience managing large projects, contracts, funds, and resources. Duties may include contract management, large project management, and interface with the customer agency. The Program Manager serves as the direct representative and spokesperson on all matters dealing with the customer's designated representative, and customer agency representatives. Responsible for establishing schedules and communicating guidance to subordinates and subcontractors and for the overall operational contract execution and performance. Allocates resources to support all ongoing projects.

Minimum Education: MS/MA or equivalent

No. 6
Commercial Job Title: Project Leader

Minimum/General Experience: 7 Years

Functional Responsibility: Leads and manages projects with responsibility for achieving all technical, financial, and schedule objectives. Develops program plans, assigns tasking, monitors work progress, and reports status to leadership. Usually serves as the primary interface to the customer. Reviews and approves contract deliverables.

Minimum Education: BS/BA or equivalent

No. 7
Commercial Job Title: IT Process Improvement Specialist

Minimum/General Experience: 6 Years

Functional Responsibility: Experience in IT systems that help improve organizational management, organizational behavior, strategic, tactical, and operational planning, support, and training. Expertise in facilitation, training, methodology development and process mapping.

Minimum Education: BS/BA or equivalent

No. 8
Commercial Job Title: Senior IT Training and Integration Specialist
Minimum/General Experience: 10 Years

Functional Responsibility: Experience in information systems development, training, or related fields. Supports the development, research and course development for specialized training. Develops course materials to enhance operator knowledge of systems and the context in which they are operated. Provides training documentation support to include the development/maintenance of individual training and pre-formatted materials. Provides training documentation/materials for review, updates materials and standardizes training books. Develops and maintains standard operations procedures. Supports maintaining and exercising alert notification procedures and supports developing and executing training
with other agencies and organizations. Demonstrated ability to communicate orally and in writing. Demonstrated ability to work independently or under only general direction.

**Minimum Education:** MS/MA or equivalent

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**No. 9**  
**Commercial Job Title:** Senior Operations Analyst  
**Minimum/General Experience:** 10 Years  

**Functional Responsibility:** Experience in supervision and operations and leading high-performance teams producing products and services. Independently conducts analysis and documentation of software, hardware, and system requirements to be included in the development, implementation, and production of integrated technology systems. Possesses an expert level of knowledge and leads Systems Analysts in conducting planning and execution of integration and acceptance testing; creation of system documentation and user training materials; analysis and design of business applications, complex large-scale systems, database management, and use of programming languages; and current storage and retrieval methodologies. May work from schematics, diagrams, written and verbal descriptions, or defined plans to perform testing and troubleshooting functions on electronic or mechanical components, equipment, or systems. Manages, operates, sustains, and provides support for Information Technology (IT) services. Provides IT services to organizations based on the Industry Best Practices framework that allows for high-quality, measurable performance of IT services. Performs all tasks associated with Systems Engineering and IT System Administration and maintenance in support of existing and future networks and other IT initiatives.

**Minimum Education:** BS/BA or equivalent

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**No. 10**  
**Commercial Job Title:** IT Training and Integration Specialist  
**Minimum/General Experience:** 7 Years  

**Functional Responsibility:** Provides training documentation support to include the development and maintenance of individual training and pre-formatted materials. Provides training documentation/materials for review, updates materials, and standardizes training books. Develops and maintains standard operations procedures. Supports maintaining and exercising alert notification procedures and supports developing and executing training with other agencies and organizations. Demonstrated ability to communicate orally and in writing.

**Minimum Education:** BS/BA or equivalent

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**No. 11**  
**Commercial Job Title:** IT Decision Support Computer Specialist  
**Minimum/General Experience:** 3 Years  

**Functional Responsibility:** General cross-functional computer skills, knowledge of LAN servers, and knowledge of technical content. General experience includes knowledge of automated environments.
Supports workgroup facilitators or data modeler in preparing and conducting meetings, workshops, and wargames. Manipulates on-line electronic meeting software, such as Group Systems for business process review and improvement sessions. Responsible for the cataloging, maintenance, and distribution of customer session files.

**Minimum Education:** BS/BA or equivalent

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**No. 12**  
**Commercial Job Title:** Engineer I  

**Minimum/General Experience:** 5 Years  

**Functional Responsibility:** Independently conceives and develops solutions to engineering programs through the application of professionally accepted engineering techniques, practices, and procedures. Applies a proficient level of knowledge on engineering standards to ensure that engineering work conforms to high technical and organization standards and meets or exceeds all contract requirements. Compiles and evaluates design and data to determine adequacy of the product or software and the engineering effectiveness of the results compared to the defined requirements and specifications. Works closely with software engineers, scientists, and other engineers in development, design, and testing. Professional experience in area of specialization working knowledge of related activities.

**Minimum Education:** BS/BA or equivalent

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**No. 13**  
**Commercial Job Title:** Systems Analyst  

**Minimum/General Experience:** 10 Years  

**Functional Responsibility:** Provides information technology solutions using the latest hardware, software, database, and peripheral equipment. Works on segments of developmental projects, constructing experimental or prototype models to meet technical requirements, conducts tests or experiments, evaluates and records data. Provides technical support to engineers/analysts through a proficient level of knowledge in research, design, development, testing, and/or manufacturing process improvement. May work from schematics, diagrams, written and verbal descriptions, or defined plans to perform testing and troubleshooting functions on electronic or mechanical components, equipment, or systems.

**Minimum Education:** BS/BA or equivalent

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**No. 14**  
**Commercial Job Title:** IT Process Improvement Analyst  

**Minimum/General Experience:** 3 Years in IT Process Improvement arenas; 10 Years general experience.

**Functional Responsibility:** Experience in Business Process Improvements arenas to include computer support systems that improve organizational management, organizational behavior, strategic, tactical, and
operational planning, support, and training. Serves as the lead analyst on projects and provides training and mentorship to subordinate analyst.

**Minimum Education**: BS/BA or equivalent

*NOTE: Education equivalents are 14 years of related experience equates to a PhD; 8 years of related experience equates to a Master’s degree; 5 years of related experience equates to a Bachelor’s degree; 3 years of related experience equates to an Associate’s degree.*