GENERAL SERVICES ADMINISTRATION
Federal Supply Service
Authorized Federal Supply Schedule Price List

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

The Multiple Award Schedule

FSC Group: Professional Services

Class(es)/Product code(s) and/or Service Codes (as applicable) Contract number (Update to reflect PSCs associated with new SINs): R408, R499 and U0006

Contract number: 47QRAA19D00BN

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at www.fss.gsa.gov.

Contract period: August 20, 2019 through August 19, 2024

Price list current as of Modification #PA-0004, effective April 15, 2020

Prices Shown Herein are Net(discount deducted)

ASHLIN Management Group, Inc.
16701 Melford Blvd Ste 400
Bowie, Md 20715-4411
P:(301) 345 – 8357
F:(301) 345 – 8269
www.ashlininc.com

Contract Administrator: Samuel Y. Botts, Sr.
Chief Administrative Officer
sybotts@ashlininc.com

Business size: woman-owned, small disadvantaged
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Who We Are

“A culture built on trust, agility and delivering amazing solutions.”

ASHLIN Management Group is a management consulting firm specializing in providing business intelligence and virtual learning solutions to Government entities and small to mid-size organizations.

ASHLIN’s approach to business intelligence is to empower decision makers with meaningful insights that have the potential to create pivotal outcomes. Our ability to translate the science into actionable items on the operations or program side of the house, is what sets ASHLIN apart from its peers.

As organizations evolve and continue to deeply integrate data into their processes, ASHLIN is there as a trusted value partner leveraging information to better understand how to arrive at solutions intelligently.
CUSTOMER INFORMATION

1a. Table of awarded special item numbers with appropriate cross-reference to item descriptions and awarded prices page numbers:

<table>
<thead>
<tr>
<th>SPECIAL LINE ITEM NUMBERS (SINS)</th>
<th>AWARDED PRICES</th>
<th>ITEM DESCRIPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611</td>
<td>Page 8</td>
<td>See pages 10 - 23</td>
</tr>
<tr>
<td>Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>611430</td>
<td>Page 8</td>
<td>See pages 10 - 23</td>
</tr>
<tr>
<td>Professional and Management Development Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>611512</td>
<td>Page 8</td>
<td>See pages 10 - 23</td>
</tr>
<tr>
<td>Flight Training Includes aviation and flight training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OLM</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Order-Level Materials</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1b. Identification of the lowest hourly rate for each special item number awarded in the contract:
Page 7

1c. A description of all offered labor categories, experience, functional responsibility and education:
Page 8-16

2. Maximum order: $1,000,000
3. Minimum order: $100.00
4. Geographic coverage (delivery area): Domestic only
5. Point(s) of production (city, county, and State or foreign country): Same as company address
6. Discount from list prices or statement of net price: Government net price (discounts already deducted). See the following
7. Quantity discounts: None offered
8. Prompt payment terms: Discount 0.5% - 10 Days, Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions
9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold: Yes
9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Will accept
10. Foreign items (list items by country of origin): None
11a. Time of delivery. (Contractor insert number of days.): Specified on the Task Order
11b. Expedited Delivery: Contact Contractor
11c. Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery: Contact Contractor
11d. Urgent Requirements. The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery: Contact Contractor
12. F.O.B. point(s): Destination
13a. Ordering address(es):

<table>
<thead>
<tr>
<th>MAIL ORDERS</th>
<th>EMAIL ORDERS</th>
<th>FAX ORDERS</th>
</tr>
</thead>
</table>
| ASHLIN Management Group, Inc.  
16701 Melford Blvd Ste 400  
Bowie, Md 20715-4411  
ATTN: Samuel Y. Botts, Sr. | sybotts@ashlininc.com | (301) 345 – 8269  
ATTN: Samuel Y. Botts, Sr. |

13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. Payment address(es): Same as company address

15. Warranty provision: Contractor’s standard commercial warranty

16. Export packing charges, if applicable: N/A

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Contract Contractor

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 lists and any discounts from list prices (if applicable): 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): N/A

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location.) The EIT standards can be found at: www.Section508.gov.

25. Data Universal Number System (DUNS) number: 17-5897388

26. Notification regarding registration in System for Award Management (SAM) database: Registered
COMPANY OVERVIEW

ASHLIN Management Group, Inc., a nationally recognized human services management firm, provides technical assistance, training, evaluation, quality assurance, and administrative and logistical support to the federal government, state and local governments, corporations, and community-based organizations. Founded in 1996, ASHLIN is a woman-owned small and disadvantaged business that successfully graduated the U.S. Small Business Administration's (SBA) 8(a) Business Development Program in April, 2013. Our expert team of managers, program specialists, business intelligence analysts, subject matter experts, administrative staff deliver top quality services and products, to support our client’s varied activities and needs.

ASHLIN has a rich and successful history of developing innovative solutions for clients through using data and business intelligence to drive insights that lead to desired outcomes. Our success in the small business arena, deep experience in providing data driven project management, customer satisfaction and technical expertise are what allow ASHLIN to consistently deliver amazing solutions.

Our consulting services go beyond recommending solutions to full service implementation. and our efficient data management system drives our model for successful outcomes. Because of our demonstrated experience with both urban and rural populations and cultural diversity, ASHLIN is trusted by Federal agencies and state and local governments to plan and evaluate programs and services, develop quality improvement systems, and design and conduct staff trainings. ASHLIN not only delivers top quality services, we also coordinate diverse teams, including external consultants, in selecting the most appropriate and responsive resources to support our clients’ varied activities and needs.

Validated Technical Approaches and Methodologies. We have delivered services to the CDC, DOL, ED and FDA and other Federal clients in the areas of business intelligence, impact evaluation and training delivery systems.

Experience Conducting Quality Reviews and Evaluating Customer Satisfaction. Understanding customer satisfaction is key to any Federal agency’s success. ASHLIN has reviewed programs and services and determined customer satisfaction levels for a wide array of governmental and nongovernmental clients.

Quality Assurance Expertise. Ensuring quality is the cornerstone of ASHLIN’s success. An indicative measure of how our clients value our work is the volume of follow-on and repeat work we do. Nearly 90 percent of our current contracts are based on follow-on work.

National Reputation of the ASHLIN Staff. Our staff is recognized throughout the industry as experts in their fields. These individuals include quality improvement specialists, program evaluators, and program planners.

ASHLIN has significant experience in providing training, evaluation and technical assistance to organizations that work with special or at-risk populations, including adolescents and youth, racial/ethnic minority, and urban and rural populations, as well as communities affected by HIV/AIDS, domestic violence, and low educational attainment. Recognizing the importance of cultural competency in the delivery of services, ASHLIN integrates these principles into all of our program development, training and consultation services.
The breadth of Multiple Award Schedule for Professional Services provided by ASHLIN to government and community-based organizations includes:

- Business Intelligence
- Data Visualization
- eLearning and Digital Learning Platforms
- Assessments & consultation for small businesses/CBOs to improve service delivery and address funding needs in both urban and rural locales
- Policy development and training to agencies working in the fields of public health, education, workforce development, and child support
- Workforce development and apprenticeship
- Database development as a component of quality management consultation
- Training and technical assistance to agencies and capacity building for public health programs
- Opioid prevention programs

This breadth of service capability—policy analysis, training, performance measurement and technical consultation—coupled with the ability to respond swiftly to client needs is unparalleled by any other firm of similar makeup.

ASHLIN has been a small business pioneer in establishing successful program models that can be replicated. For example, ASHLIN, as the prime contractor to the Centers for Disease Control and Prevention’s (CDC) ASHLIN created the CDC’s flagship training program for the design of employer worksite wellness program, Work@Health. For the Department of Labor, Office of Job Corps, ASHLIN is developing standards-based education and training programs that will be replicated and delivered at Job Corps centers nationwide, in both urban and rural environments.
Labor Categories and Rates
ASHLIN offers the following labor categories and rates for SINs 541611 and 611430

<table>
<thead>
<tr>
<th>Labor Category Offered</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject Matter Expert I</td>
<td>$140.88</td>
<td>$144.26</td>
<td>$147.72</td>
<td>$151.27</td>
<td>$154.90</td>
</tr>
<tr>
<td>Subject Matter Expert II</td>
<td>$152.74</td>
<td>$156.41</td>
<td>$160.16</td>
<td>$164.01</td>
<td>$167.94</td>
</tr>
<tr>
<td>Subject Matter Expert III</td>
<td>$170.38</td>
<td>$174.47</td>
<td>$178.66</td>
<td>$182.94</td>
<td>$187.33</td>
</tr>
<tr>
<td>Subject Matter Expert IV</td>
<td>$188.00</td>
<td>$192.51</td>
<td>$197.13</td>
<td>$201.86</td>
<td>$206.70</td>
</tr>
<tr>
<td>Program Manager</td>
<td>$253.00</td>
<td>$259.07</td>
<td>$265.29</td>
<td>$271.65</td>
<td>$278.17</td>
</tr>
<tr>
<td>Project Specialist</td>
<td>$77.62</td>
<td>$79.49</td>
<td>$81.39</td>
<td>$83.35</td>
<td>$85.35</td>
</tr>
<tr>
<td>Financial Business Manager</td>
<td>$115.19</td>
<td>$117.95</td>
<td>$120.78</td>
<td>$123.68</td>
<td>$126.65</td>
</tr>
<tr>
<td>Curriculum Development/Training</td>
<td>$87.87</td>
<td>$89.98</td>
<td>$92.14</td>
<td>$94.35</td>
<td>$96.62</td>
</tr>
<tr>
<td>Administrative Assistant**</td>
<td>$52.87</td>
<td>$54.14</td>
<td>$55.43</td>
<td>$56.77</td>
<td>$58.13</td>
</tr>
<tr>
<td>Project Manager I</td>
<td>$92.44</td>
<td>$94.65</td>
<td>$96.93</td>
<td>$99.25</td>
<td>$101.63</td>
</tr>
<tr>
<td>Project Manager II</td>
<td>$133.98</td>
<td>$137.20</td>
<td>$140.49</td>
<td>$143.86</td>
<td>$147.31</td>
</tr>
<tr>
<td>Data Scientist</td>
<td>$110.29</td>
<td>$112.93</td>
<td>$115.64</td>
<td>$118.42</td>
<td>$121.26</td>
</tr>
<tr>
<td>Senior Project Specialist</td>
<td>$92.44</td>
<td>$94.65</td>
<td>$96.93</td>
<td>$99.25</td>
<td>$101.63</td>
</tr>
<tr>
<td>Senior Project Specialist II</td>
<td>$110.37</td>
<td>$113.02</td>
<td>$115.73</td>
<td>$118.51</td>
<td>$121.35</td>
</tr>
<tr>
<td>Senior Project Specialist III</td>
<td>$133.98</td>
<td>$137.20</td>
<td>$140.49</td>
<td>$143.86</td>
<td>$147.31</td>
</tr>
<tr>
<td>Business Analyst I</td>
<td>$60.56</td>
<td>$62.01</td>
<td>$63.50</td>
<td>$65.02</td>
<td>$66.59</td>
</tr>
</tbody>
</table>
## Service Contract Labor Standards

<table>
<thead>
<tr>
<th>SCLS Eligible Contract Labor Category</th>
<th>SCLS Equivalent Code - Title</th>
<th>WD Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant**</td>
<td>01312 Secretary II</td>
<td>2015-4281</td>
</tr>
</tbody>
</table>

**The Service Contract Labor Standards, formerly the Service Contract Act (SCA) apply to this contract and it includes SCLC applicable labor categories. Labor categories and fixed price services marked with a (**) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLC/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).**
LABOR CATEGORY DESCRIPTIONS

<table>
<thead>
<tr>
<th>Subject Matter Expert I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experience:</strong></td>
</tr>
<tr>
<td>Eight (8) years of experience within the area required.</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
</tr>
<tr>
<td>Confers with client management to understand the client's strategic business goals and strategies. Analyzes client requirements and recommends development or acquisition strategies. Assists clients in developing strategic plans and concepts. Advises client on the impact of new legislation or new technologies that are relevant to their agency. Demonstrates exceptional oral and written communication skills. Possesses requisite knowledge and expertise to be recognized in the professional community as an &quot;expert&quot; in the technical/specialty area being addressed.</td>
</tr>
<tr>
<td><strong>Education:</strong></td>
</tr>
<tr>
<td>Bachelor’s degree. A Master’s degree may be substituted for two (2) years of experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.</td>
</tr>
</tbody>
</table>
# Subject Matter Expert II

**Experience:**

Ten (10) years of experience within the area required.

**Functional Responsibility:**

Confers with client management to understand the client's strategic business goals and strategies. Analyzes client requirements and recommends development or acquisition strategies. Assists clients in developing strategic plans and concepts. Advises client on the impact of new legislation or new technologies that are relevant to their agency. Demonstrates exceptional oral and written communication skills. Possesses requisite knowledge and expertise to be recognized in the professional community as an "expert" in the technical/specialty area being addressed.

**Education:**

Bachelor’s degree. A Master’s degree may be substituted for two (2) years of experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
### Subject Matter Expert III

**Experience:**
Ten (10) years of experience within the area required.

**Functional Responsibility:**
Confers with client management to define the client's strategic business goals, and advises in the reengineering of business processes to meet these goals. Analyzes client requirements and recommends development or acquisition strategies. Assists clients in developing strategic plans and concepts. Advises client on the impact of new legislation or new technologies that are relevant to their agency. Demonstrates exceptional oral and written communication skills. Recognized in the professional community as an "expert" in the technical/specialty area being addressed.

**Education:**
Master's degree. A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
<table>
<thead>
<tr>
<th>Subject Matter Expert IV</th>
</tr>
</thead>
</table>

**Experience:**
Twelve (12) years of experience within the area required.

**Functional Responsibility:**
Confers with client executive management using line of business expertise to define the client's strategic business goals, and advises in the reengineering of business processes to meet these goals. Analyzes client requirements and recommends development or acquisition strategies. Assists client in developing strategic plans and concepts. Advises client on the impact of new legislation or new technologies that are relevant to their agency. Demonstrates exceptional oral and written communication skills. Recognized in the professional community as an "expert" in the technical/specialty area being addressed.

**Education:**
Master's degree. A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
<table>
<thead>
<tr>
<th>Program Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experience:</strong></td>
</tr>
<tr>
<td>Ten (10) years of experience in relevant program area and a minimum of five (5) years of experience in program management.</td>
</tr>
</tbody>
</table>

| **Functional Responsibility:** |
| The Program Manager functions at a senior level and serves as the lead point of contact and primary client interface for all program related issues. Oversees full life cycle development and implementation program and technical activities to ensure successful project execution and meeting of requirements. Performs all program/project management functions including work breakdown and cost estimation, scheduling, monitoring and tracking of technical progress against the defined timetables and budgets, and staff assignment and development. Leads and directs the successful delivery of application development, systems integration, and product installation/customization services while ensuring that assigned projects adhere to the approved life cycle work patterns, standards, and procedures for solution delivery. Supervises and manages all staff assigned to the project, assigns and directs their activities. Ensures that the Project is in compliance with all applicable requirements of the contract, State and Federal regulations, as well as all ASHLIN standards and procedures and the terms and conditions of the RFP and proposal. Performs onsite Project Management. Monitors and manages budgetary and financial aspects of the project to ensure that expenditures are contained within budget limitations. Prepares all required management, status, and other reports in the formats and per the schedule requested. Ensures that all Projects are in compliance with all applicable requirements of the contract (PRH, PAG and Policy’s). Manages work plan and work flow charts, administers, and oversees the day-to-day aspects of the Project or contract, providing leadership on all major project activities and deliverables. Performs other duties as assigned by management. |

| **Education:** |
| Minimum Master’s degree and knowledge and experienced in formal project management practices similar to those published by the Project Management Institute (PMI). A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education. |
## Project Specialist

### Experience:
Five (5) years of experience relevant to the program area required.

### Functional Responsibility:
The Senior Project Specialist assists in the daily operation of ASHLIN Support Contracts for federal, state and local government programs and commercial clients. The Project Specialist participates as a team member in the strategic planning and implementation of program and policy developments to improve client program performance and ensure timely production of quality deliverables as required. The Project Specialist may create project work plans and revise as appropriate to meet changing needs and requirements; prepare deliverables on time, as assigned by the program manager or team lead; prepare written reports, summaries and other documents; ensure project documents are error-free, complete, current, and archived appropriately; and update and maintain critical databases as required. Additionally, the Project Specialist may promote and support high quality work products of ASHLIN core programs by analyzing available management information, developing tools and identifying alternative processes to monitor and improve performance and mitigate potential performance risks; and collect, analyze and report performance indicators and management information for all ASHLIN programs to ensure statutory, regulatory and contractual compliance and goal achievement.

### Education:
Bachelor's degree in business, information science, statistics, math, computer programming or subject area related to program required. A Master's degree may be substituted for two (2) years of experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
Financial Business Manager

Experience:
Ten (10) years program control experience required.

Functional Responsibility:
The Financial Business Manager (FBM) is responsible for the financial management of contracts ensuring performance is within cost, on schedule and meets management goals. The FBM must ensure contracts are conducted within the Federal Acquisition Regulations (FAR) standards by establishing and maintaining professional relationships with various agencies. Additional responsibilities include generating and submitting formal cost proposals which represent current, complete and accurate data; supporting negotiation of proposals submitted; following contract award, the FBM will establish internal budgets and use financial management tools to report contract cost and schedule performance; participation in setting the baseline and supporting the cost account managers in monthly variance analysis reporting; and preparing quarterly estimates at completion (EACs).

Education:
Bachelor's degree in Finance or Accounting required. A Master’s degree may be substituted for two (2) years of experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
**Curriculum Development/Training Specialist**

**Experience:**
Five (5) years of experience in developing standards-based education and training curricula.

**Functional Responsibility:**
The Curriculum Development/Training Specialist oversees and assists with the implementation of various standards-based education and training curricula; implements evidence-based teaching and learning strategies; may conduct both academic and technical training; teaches standards-based curriculum and best practice instructional methods to instructors and mid-level management staff; and utilizes whole-brain (active learning) teaching methodologies that produce a more balanced use of visual, auditory, and kinesthetic learning techniques when required.

**Education:**
Master’s degree in education. A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
<table>
<thead>
<tr>
<th>Administrative Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experience:</strong></td>
</tr>
<tr>
<td>Two (2) years administrative experience within the industry.</td>
</tr>
<tr>
<td><strong>Functional Responsibility:</strong></td>
</tr>
<tr>
<td>Works under general supervision in performing moderately complex administrative duties and assists in specific tasks of a more complex nature. He or she performs administrative functions related to management policies and general project operations.</td>
</tr>
<tr>
<td><strong>Education:</strong></td>
</tr>
<tr>
<td>High School. An Associate’s Degree or above may be substituted for experience.</td>
</tr>
</tbody>
</table>
## Project Manager I

**Experience:**
Five (5) years of relevant experience.

**Functional Responsibility:**
Performs day-to-day management of single or multiple contract or project support operations. Uses proven and widely accepted project management framework to work with client management to understand the client's strategic project goals and strategies ensuring the on-time completion, customer interaction, and project execution tasks. Leads and/or supervises team on projects of various sizes or significant segment of large complex projects. Analyzes project related problems and creates innovative solutions that may involve finance, scheduling, technology, methodology, tools, and solution components. Tracks and monitors project budgets and staff utilization throughout the entire project. Responsible for ensuring successful project completion on schedule and within the established budget.

**Education:**
Bachelor’s degree. A Master’s degree may be substituted for two (2) years of relevant experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
**Project Manager II**

**Experience:**
Eight (8) years of relevant experience.

**Functional Responsibility:**
Performs day-to-day senior level management of single or multiple contract or project support operations. Uses proven and widely accepted project management frameworksto work with client management to understand the client's strategic project goals and strategies ensuring the on-time completion, customer interaction, and project execution tasks. Leads and/or supervises team on projects of various sizes or significant segment of large complex projects. Analyzes project related problems and creates innovative solutions that may involve finance, scheduling, technology, methodology, tools, and solution components. Tracks and monitors project budgets and staff utilization throughout the entire project. Responsible for ensuring successful project completion on schedule and within the established budget. May supervise project staff members.

**Education:**
Bachelor’s degree. A Master’s degree may be substituted for two (2) years of relevant experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
# Data Scientist

**Experience:**
Eight (8) years’ experience within the area required.

**Functional Responsibility:**
Confers with client management to frame up and simplify complex problems, finding root causes and hidden problems, being able to link causality and ultimately provide predictive guidance based on data. Synthesizes disparate information and recognizes patterns and relationships across data; synthesizes large sets of data from multiple sources, develops data visualizations for the purposes of tracking key performance indicators and other critical metrics tied to program outcomes. Meets with agency leaders and stakeholders, collaborating with other consultants and program agency personnel regarding the development of innovative data analysis techniques. Extracts insights from the data, using scientific techniques to facilitate effective decision making at the program management level to mitigate risks, drive outcomes and maintain quality control.

**Education:**
Bachelor’s degree in Statistics, Math, Data Science or Computer Science preferred. A Master’s degree may be substituted for two (2) years of experience; a Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
## Senior Project Specialist

**Experience:**
Six (6) years of experience in relevant program area.

**Functional Responsibility:**

The Senior Project Specialist assists in the daily operation of ASHLIN Support Contracts for federal, state and local government programs and commercial clients. Provides senior level support and project knowledge to staff and members from the standpoint of training, support and documentation development. This position may develop training materials and conducts classes for staff to ensure technology is being used at its full potential. Provides technical knowledge and analysis of highly specialized applications and operational environments, high-level functional systems analysis, design, integration, documentation and implementation advice on exceptionally complex problems that need extensive knowledge of the subject matter for effective implementation. The Senior Project Specialist II may supervise one (1) or more project staff members.

**Education:**

Bachelor’s degree. Relevant training certifications in industry topics a plus. A Master’s degree may be substituted for up to two (2) years of experience. A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
## Senior Project Specialist II

### Experience:
Eight (8) or more years of experience in relevant program area with at least one (1) year of supervisory experience.

### Functional Responsibility:

The Senior Project Specialist II assists in the daily operation of ASHLIN support contracts for federal, state and local government programs and commercial clients. Works in conjunction with senior level project staff, to assist with the implementation of programs and projects. Duties may include planning, developing, implementing and evaluating programs and projects, coordinating project activities, collaborating with project team members, developing measurable project goals and objectives, and monitoring progress toward achievement. Write and disseminate work plans and project documents, including procedures, proposals, progress reports and presentations. The Senior Project Specialist II may supervise one (1) or more project staff members.

### Education:
Bachelor’s degree. A Master’s degree may be substituted for up to two (2) years of experience. A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
Senior Project Specialist III

Experience:
Ten (10) or more years of experience in relevant program area with at least one (1) year of supervisory experience.

Functional Responsibility:
The Senior Project Specialist III assists in the daily operation of ASHLIN Support Contracts for federal, state and local government programs and commercial clients. Works in conjunction with senior level project staff, to assist with the implementation of programs and projects. Duties may include planning, developing, implementing and evaluating programs and projects, coordinating project activities, collaborating with project team members, developing measurable project goals and objectives, and monitoring progress toward achievement. Write and disseminate work plans and project documents, including procedures, proposals, progress reports and presentations. The Senior Project Specialist III may supervise one (1) or more project staff members.

Education:
Bachelor’s degree. A Master’s degree may be substituted for up to two (2) years of experience. A Ph.D., MD or JD may be substituted for up to five (5) years of experience. Relevant experience above the minimum required may be substituted for each year of required education.
<table>
<thead>
<tr>
<th>Business Analyst</th>
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<tr>
<td><strong>Experience:</strong></td>
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<tr>
<td>Three (3) years of relevant experience.</td>
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<td><strong>Functional Responsibility:</strong></td>
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<td>Implements process flow improvements and aligns updates and recommendations within the context of highest possible efficiency and effectiveness. Responsible for data mining and reporting as required under the assigned project/program’s statement of work. May prepare and conduct business analyses and studies, needs assessments, prepare forecasts and analyzes trends and metrics, performance measurements, requirements. Prepare reports and recommendations related to management, organizational structure, policy/procedures and business systems and identify potential business risks.</td>
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<tr>
<td><strong>Education:</strong></td>
</tr>
<tr>
<td>Bachelor’s Degree. A Master’s degree may be substituted for up to two (2) years of experience. A Ph.D., MD or JD may be substituted for experience. Relevant experience above the minimum required may be substituted for each year of required education.</td>
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