

**Simplified Bid  
Financial Analyst Services  
March 6, 2015**

**Attachment A  
Scope of Work**

- A. As directed by the State, Contractor shall perform the following:
1. Review and analyze Vermont Certificate of Need (“CON”) applications, including but not limited to the financial information, narrative and other documents submitted by the applicant.
  2. Identify gaps in information and develop questions for the State to send to the applicant regarding issues raised in the application that require clarification or additional information. Analysis may include summarizing changes reflected in the financial tables, including increases/decreases in the income statement, revenue source projections, utilization, staffing projections, liquidity, cash flow, balance sheet, financing arrangement, capital structure and debt to determine applicant’s ability to fund and sustain the project in addition to all other on-going commitments and assess the applicant’s overall financial health. As appropriate, compare applicant’s financial information to industry peers. Assess the project’s impact on charges, rates and/or net patient revenue.
  3. Review and analyze applicants’ responses to questions and identify additional or follow-up questions if information submitted raises further questions, or conflicts with information provided in previous submissions.
  4. Respond to questions raised by the State, by telephone, email or otherwise, as requested, and be available to State staff as needed within two (2) working days from contact.
  5. If requested, prepare a summary or written report of findings for inclusion in the record.
  6. Attend and/or testify at public hearings or State meetings in Vermont, upon request and as needed. All efforts will be made to accommodate Contractor’s schedule.
  7. Contractor shall complete and remit work on the schedule as directed by the State. The State will work with Contractor to identify deliverables timelines, performance expectations, and possible incentives based on Contractor performance. Contractor shall keep State staff informed on an ongoing basis regarding the status of its review.
  8. If, during the term of the contract, Contractor fails to perform the services outlined herein, or fails to meet required time frames for completion of work, the State may withhold or deny payment for the service, or terminate the contract.