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**SENT ELECTRONICALLY**

May 17, 2021

Mr. Craig Miskovich  
Downs Rachlin Martin, PLLC  
PO Box 99  
St. Johnsbury, VT 05819

**RE: Docket No. GMCB-009-20con, Proposed Purchase of Ambulance Services by  
WLRC Medical, Inc.**

Dear Mr. Miskovich:

Thank you for the application received for the above referenced project. Please provide the following information:

**Financial**

1. Explain in detail WLRC's contingency plan if more funds are needed to meet its current commitments and obligations for recently purchased entities in other states noted in the organizational chart and also provide adequate funds to purchase and operate AmCare (including the purchase of new equipment and technology specified in the application).
2. WLRC projects operating margins of 17% in 2021; 14% in 2022; and 14% in 2023. WLRC also projects an average annual growth of 8% for revenues and 7% for operating expenses for 2020-2023. Explain in detail your contingency plan if these increases in operating margins and revenues are not achieved. Also, explain the financial impact on the viability of AmCare and impact on services currently provided and represented as being maintained after AmCare is purchased.
3. In its April 28, 2021 response, WLRC attributed a projected increase in transports to two factors: 1) aid to nearby towns, municipalities, and small professional services that have sought AmCare's help in providing services; and 2) a recent uptick in calls that is expected to continue. Please specify the impact of each factor and provide support for the assumptions, including additional details regarding the requests for aid that AmCare has received.
4. Confirm the Vermont county(s) and towns currently served by AmCare and the county(s) and towns (and other contiguous states, if applicable) that will be served by AmCare after the proposed purchase by WLRC. Specify where the increase in the percentage of



transports and responses will be coming from and explain the impact on existing entities providing transport and response services in Vermont towns and counties WLRC will serve.

5. Provide a copy of your IRS determination letter.

In responding, restate the question in bold font and respond in unbolded font. Send an electronic copy to me at [donna.jerry@vermont.gov](mailto:donna.jerry@vermont.gov) and one hard copy (three-hole punched) with a Verification Under Oath to my attention at the Green Mountain Care Board, 144 State Street, Montpelier, Vermont 05602.

If you have any questions, please do not hesitate to contact me at 802-760-8162.

Sincerely,

*s/ Donna Jerry*  
Senior Health Policy Analyst  
Green Mountain Care Board

cc. Michael Barber  
General Counsel

