

Municipal Clerk's Office

**Approved**

Date: **January 28, 2020**

**Immediate Reconsideration Failed**

Date: **January 28, 2020**

Submitted by: Chair of the Assembly at the  
Request of the Mayor

Prepared by: Department of Law

For reading: January 14, 2020

**ANCHORAGE, ALASKA**

**AO No. 2020-3**

1 **AN ORDINANCE PROVIDING FOR THE SUBMISSION TO THE QUALIFIED**  
2 **VOTERS OF THE MUNICIPALITY OF ANCHORAGE, ALASKA, AT THE**  
3 **ELECTION TO BE HELD IN THE MUNICIPALITY ON APRIL 7, 2020, THE**  
4 **QUESTION OF WHETHER TO APPROVE A SPECIAL TAX LEVY DEDICATED TO**  
5 **PAYMENT OF THE COSTS OF LEASING EMERGENCY MEDICAL EQUIPMENT**  
6 **AND SYSTEMS, AND RESCINDING VOTER AUTHORIZATION IN 2019, AND ANY**  
7 **FURTHER VOTER AUTHORIZATION IN 2020, TO INCUR GENERAL OBLIGATION**  
8 **DEBT FOR CARDIAC MONITORS AND CPR CHEST COMPRESSION SYSTEMS.**  
9

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10  
11 **WHEREAS**, the municipality has, in prior years, sought and obtained voter approval  
12 to borrow money and issue bonds to buy emergency medical equipment, such as  
13 LifePak Cardiac Monitors and Lucas CPR Chest Compression Systems;  
14

15 **WHEREAS**, in AO 2019-1, the Assembly approved the submission to voters of a  
16 ballot proposition that authorized the municipality to borrow money and issue  
17 \$5,936,000 in principal amount of general obligation bonds;  
18

19 **WHEREAS**, the \$5,936,000 addressed in AO 2019-1 included \$280,000 for “Fire  
20 Lifepak 12 Cardiac Monitors Replacement”;  
21

22 **WHEREAS**, the proposition authorized by AO 2019-1 was approved by voters in April  
23 2019;  
24

25 **WHEREAS**, notwithstanding voter approval, the Anchorage Fire Department has not  
26 incurred the anticipated \$280,000 debt, nor has the municipality issued corresponding  
27 municipal bonds because the Anchorage Fire Department has determined that it  
28 would better serve the public interest to cease purchasing Lifepak Cardiac Monitors  
29 and other emergency medical equipment, and to instead enter into an agreement to  
30 lease such equipment;  
31

32 **WHEREAS**, the municipality’s prior practice of purchasing emergency medical  
33 equipment with proceeds of voter-approved general obligation bonds has resulted in  
34 the three fire departments operating within the municipality – the Anchorage Fire  
35 Department, the Chugiak Volunteer Fire Department, and the Girdwood Volunteer  
36 Fire Department – using and maintaining several differing versions of similar cardiac  
37 monitors, and chest compression systems, and emergency-medical equipment, and  
38 has precluded the departments from implementing a predictable and dependable  
39 capital-replacement schedule;  
40

41 **WHEREAS**, the vendor that has most recently sold LifePak Cardiac Monitors, Lucas  
42 CPR Chest Compression Systems, Automated External Defibrillators (AEDs) to the  
43 municipality has adopted a new business model and is now willing to lease that

equipment and other EMS equipment and systems to the municipality;

**WHEREAS**, by leasing, rather than purchasing emergency medical equipment, the fire departments operating in Anchorage can deploy a standard, uniform set of equipment across the municipality, acquire necessary gurneys and data systems, and “refresh” equipment in a standard and dependable manner;

**WHEREAS**, by leasing, rather than purchasing emergency medical equipment, maintenance obligations will be shifted to the vendor;

**WHEREAS**, the Anchorage Fire Department has determined that leasing, rather than continually re-purchasing, emergency medical equipment, will result in a lower total cost to taxpayers and, over a ten-year period, will result in millions of dollars in savings, assuming the same equipment would ultimately be procured;

**WHEREAS**, if voters approve the proposition proposed by this ordinance, the need to bond for emergency medical supplies and systems would likely be eliminated for at least a decade;

**WHEREAS**, if voters approve the proposition proposed by this ordinance, debt authorized by voters in 2019 for emergency medical equipment and any debt authorized by voters in 2020 for emergency medical equipment would no longer be necessary, and voter approval to incur such debt would be rescinded; now, therefore,

**THE ANCHORAGE ASSEMBLY ORDAINS:**

**Section 1. Ballot Proposition.** The Assembly hereby submits to the qualified voters of the Municipality, at the regular municipal election to be held on April 7, 2020, the proposition of whether or not the Municipality should levy \$830,000 annually as a special tax, as described in Anchorage Municipal Charter section 14.03(b)(3), dedicated to pay the costs of renting or leasing emergency medical equipment and systems.

The Clerk shall prepare the ballot proposition to be submitted to the voters as provided by this ordinance and the Municipal Code and shall perform all necessary steps in accordance with law to place this proposition before the voters at the regular election. The proposition must receive an areawide majority vote of those in the Municipality voting on the question to be approved. The proposition shall be substantially in the following form:

PROPOSITION NO. \_\_\_\_

**AREAWIDE EMERGENCY MEDICAL SUPPLIES AND SYSTEMS  
SPECIAL LEVY AND REDUCTION OF VOTER-APPROVED INDEBTEDNESS**

For the purpose of renting or leasing cardiac monitors, chest compression systems, automated external defibrillators (AEDs), power gurney systems, and other emergency medical equipment and systems, as provided in AO 2020-\_\_\_\_, shall Anchorage levy a special tax in the

amount of \$830,000 annually, dedicated solely to those purposes, and rescind voter authorization in 2019, and any further voter authorization in 2020, to incur general obligation debt to purchase cardiac monitors and chest compression systems?

Voter approval of this proposition authorizes for each \$100,000 of assessed property value (based on the estimated 2020 areawide assessed valuation in Anchorage) an annual increase in taxes of approximately \$2.40.

Among other things, approval of this proposition will permit the Anchorage, Chugiak and Girdwood fire departments and the Anchorage Police Department to deploy uniform cardiac monitors, chest compression systems and AEDs, through a leasing arrangement. To purchase the equipment using the proceeds of general obligation bonds, rather than lease it, bonds in the principal amount of not less than \$11,260,533.94 would have to be issued over the next ten years. This proposition will eliminate that need.

If passed, this proposition would eliminate \$400,000 from the principal amount of indebtedness that could be authorized by the separate "Areawide Public Safety and Transit Capital Improvement Bonds" proposition, included as Proposition \_\_\_\_ on this ballot. It would also reduce the principal amount of indebtedness authorized by voters in 2019 by \$280,000.

The tax shall be from real and personal property taxes levied and collected areawide within Anchorage.

YES  NO

**Section 2.** Contingent reduction of authorized indebtedness. If and only if the proposition set out in section 1 of this ordinance is approved by a majority of the qualified voters voting on the proposition at the regular election held on April 7, 2020, then:

A. Reduction of 2019 authorization by \$280,000. AO 2019-1 is hereby amended to revise all references to "\$5,936,000" to be "5,656,000," and to revise Exhibit A to AM 4-2019 as follows:

**EXHIBIT A**

**Areawide Public Safety and Transit Capital Improvements  
2019 Bond Project List  
(000)'s**

Project	Amount	O&M
Anchorage Area-Wide Radio Network Infrastructure Upgrade	\$2,950	\$ 6
Fire Ambulance Replacement	700	--
Fire Lifepack 12 Cardiac Monitors Replacement	280	--
Bus Stop Improvements	76	--
C St and 7th Ave Bus Stop Improvement	200	--
Capital Vehicle Maintenance	40	--
ITS/Automated Operating Systems	400	--
Support Equipment	40	--
Transit Facility Rehab/Upgrades	390	--
Transit Fleet Vehicle Replacement	360	--
School Zone Safety	500	--
<b>Total</b>	<b>\$5,936</b>	<b>\$ 6</b>
	<b><u>\$5,656</u></b>	

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B. Reduction of requested 2020 authorization by \$400,000. AO 2019-153 is hereby amended to revise all references to "\$5,095,000" to read "\$4,695,000," and to revise Exhibit A to AM 826-2019 to read as follows:

**EXHIBIT A**

**Areawide Public Safety and Transit Capital Improvements  
2020 Bond Project List  
(000)'s**

Project	Amount	O&M
Fire Lifepack 12 Cardiac Monitors the Lucas CPR Chest Compression Systems Replacement	\$ 400	--
Fire Ambulance Replacement	1,400	--
Anchorage Area-Wide Radio Network Infrastructure Upgrade	1,300	--
ITS/Automated Operating System/Management Information Systems	676	--
Transit Facilities, Centers, and Bus Stop Improvements	730	--
Transit Fleet/Support Equipment/Support Vehicle Replacement & Expansion	589	--
<b>Total</b>	<b>\$5,095</b>	<b>--</b>
	<b><u>\$4,695</u></b>	

6  
7  
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9

**Section 3. Effective Dates.** This ordinance shall be effective immediately upon passage and approval by the Assembly.

10  
11  
12

PASSED AND APPROVED by the Anchorage Assembly this 28th day of January, 2020.

13  
14  
15  
16

ATTEST:

  
\_\_\_\_\_  
Chair

17  
18  
19  
20

  
\_\_\_\_\_  
Municipal Clerk



# MUNICIPALITY OF ANCHORAGE

## ASSEMBLY MEMORANDUM

No. AM 23-2020

Meeting Date: January 14, 2020

1 **From:** Mayor

2  
3 **Subject:** AN ORDINANCE PROVIDING FOR THE SUBMISSION TO THE  
4 QUALIFIED VOTERS OF THE MUNICIPALITY OF ANCHORAGE,  
5 ALASKA, AT THE ELECTION TO BE HELD IN THE MUNICIPALITY ON  
6 APRIL 7, 2020, THE QUESTION OF WHETHER TO APPROVE A  
7 SPECIAL TAX LEVY DEDICATED TO PAYMENT OF THE COSTS OF  
8 LEASING EMERGENCY MEDICAL EQUIPMENT AND SYSTEMS, AND  
9 RESCINDING VOTER AUTHORIZATION IN 2019, AND ANY FURTHER  
10 VOTER AUTHORIZATION IN 2020, TO INCUR GENERAL OBLIGATION  
11 DEBT FOR CARDIAC MONITORS AND CPR CHEST COMPRESSION  
12 SYSTEMS.  
13

14 The attached ordinance would place a new kind of proposition on the ballot for the regular  
15 Municipal election to be held on April 7, 2020. The proposition would give the municipality  
16 the capacity to lease, rather than buy, emergency medical equipment and systems.  
17

18 Leasing equipment, rather than purchasing it in the typical paid-for-by-bonded-  
19 indebtedness model, is anticipated to yield the following advantages:  
20

- 21 • the total cost to taxpayers, as compared to borrowing and purchasing the leased  
22 equipment and supplies, will be less,  
23
- 24 • the municipality's three fire departments, and the police department, will be able  
25 to deploy and train on uniform equipment, and  
26
- 27 • the municipality will have reduced maintenance responsibilities (because the  
28 vendor would shoulder additional maintenance obligations), and decreased risk  
29 (because the vendor will replace damaged or defective equipment over a longer  
30 period).  
31

32 The proposition attends to the fact that the vendor that currently sells EMS equipment  
33 and supplies to the municipality, Stryker (formerly Physio-Controls), has developed a new  
34 business model, and newly offers equipment for lease, with service agreements. The  
35 model has been successfully deployed in New Orleans and Memphis.<sup>1</sup>

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<sup>1</sup> See, e.g., Letter from Former E.M.S. Chief of New Orleans to Battalion Chief Steve Mendive (Dec. 26, 2019) (reporting satisfaction with the leasing arrangement), attached.

1 At present, the municipality's three fire departments and police department have the  
2 following EMS equipment and systems deployed in the field:

- 3  
4 • 37 "LifePak 15" Cardiac Monitors, of which:  
5 20 are "Version 1" and over ten years old (three years older than the  
6 recommended seven-year service life)  
7 12 are "Version 2", and  
8 5 are "Version 3";  
9
- 10 • The 37 monitors are currently deployed as follows:  
11 28 to the Anchorage Fire Department  
12 4 to the Chugiak Volunteer Fire Department  
13 3 to the Girdwood Volunteer Fire Department  
14 2 held in reserve.  
15
- 16 • 4 "LifePak 12" Cardiac monitors, the model that pre-dated the "LifePak 15," two of  
17 which are in regular service, and two of which are no longer functional. (The 2  
18 LifePak 12 models are deployed in lieu of the 2 LifePak 15s held in reserve to  
19 ensure that AFD's advanced-life-support ambulances, the apparatus on which  
20 cardiac monitors are most used, will always have a LifePak 15, the most current  
21 model.)  
22

23 Cardiac monitors have a recommended service life of 8 years.

- 24  
25 • 26 Lucas Chest Compression System devices, of which  
26 17 are "Version 2" and  
27 9 are "Version 3.1";  
28
- 29 • The 26 devices are currently deployed as follows:  
30 18 to the Anchorage Fire Department  
31 3 to the Chugiak Volunteer Fire Department  
32 3 to the Girdwood Volunteer Fire Department  
33 2 held in reserve.  
34
- 35 • Lucas chest compression devices have a recommended service life of 8 years.  
36
- 37 • 284 Automated External Defibrillators (AEDs), of which:  
38 27 are "LP-1000"s, and deployed as follows:  
39 21 to the Anchorage Fire Department  
40 3 to the Chugiak Volunteer Fire Department  
41 2 to the Girdwood Volunteer Fire Department  
42 1 is held in reserve, and  
43 257 are used by APD, of which:  
44 224 are "LP-1000"s and  
45 33 are "LP-500"s.  
46

- 1 • Lucas chest compression devices have a recommended service life of 8 years.  
2  
3 34 Power-Pro XT Gurneys, of which:  
4 22 are regularly deployed, as follows:  
5 17 to the Anchorage Fire Department  
6 3 to the Chugiak Volunteer Fire Department  
7 2 to the Girdwood Volunteer Fire Department  
8 and  
9 12 are of excess age and held in reserve.  
10
- 11 • Power-Pro gurneys have a recommended service life of 7 years.  
12
- 13 • 15 Power Load Lift Systems (to load gurneys into vehicles), of which:  
14 3 are first generation,  
15 and which are deployed as follows:  
16 10 to the Anchorage Fire Department  
17 3 to the Chugiak Volunteer Fire Department  
18 2 to the Girdwood Volunteer Fire Department.  
19
- 20 • Power Load lift systems have a recommended service life of 7 years.  
21
- 22 • 29 Stair Chairs, of which  
23 22 are regularly deployed as follows, and  
24 17 to the Anchorage Fire Department  
25 3 to the Chugiak Volunteer Fire Department  
26 2 to the Girdwood Volunteer Fire Department  
27 7 are held in reserve.  
28
- 29 • 4 McGrath Video Laryngoscopes, a technology that better enables first-responders  
30 to safely intubate patients which are not breathing. 1 is deployed to the Anchorage  
31 Fire Department; and 3 are deployed to the Chugiak Volunteer Fire Department.  
32
- 33 • The equipment and services offered intended to be leased if the proposition  
34 passes are outlined in Exhibit A, and summarized as follows:  
35  
36 48 "LifePak 15" Cardiac Monitors, all of which would be "Version 4," and all  
37 of which would be replaced at no charge during the lease term with "LifePak  
38 X" Cardiac Monitors, the next generation estimated to be released between  
39 2025 and 2038, a net increase of 7 devices so that monitors can be  
40 deployed on AFD trucks and tenders. 35 would be deployed to the  
41 Anchorage Fire Department; 6 to the Chugiak Volunteer Fire Department;  
42 5 to the Girdwood Volunteer Fire Department; and 2 would be held in  
43 reserve.  
44
- 45 32 Lucas Chest Compression Systems, a net increase of 6 devices, so that  
46 devices can be deployed on all AFD trucks and tenders (seven of which

1 currently have no Chest Compression devices). 22 would be deployed to  
2 the Anchorage Fire Department; 5 to the Chugiak Volunteer Fire  
3 Department; 3 to the Girdwood Volunteer Fire Department; and 2 would be  
4 held in reserve.

5  
6 363 LifePak CR2 Automated External Defibrillators (AEDs), the version that  
7 replaced the LP-1000, a net increase of 51 devices that expands  
8 deployment in the fire departments by 7 (again, to outfit trucks and tenders  
9 that do not currently have AEDs), and in the police department by 46  
10 (because the number of sworn officers has grown since AEDs were initially  
11 deployed). 28 would be deployed to the Anchorage Fire Department; 7 to  
12 the Chugiak Volunteer Fire Department; 6 to the Girdwood Volunteer Fire  
13 Department; and 322 to the Anchorage Police Department. To ensure that  
14 every police vehicle that is regularly in the field has an AED, the police  
15 department intends to deploy its AEDs as follows:

16  
17 Patrol, 252  
18 Warrants, 13  
19 Traffic, 11  
20 School Resource Officers, 16  
21 Investigative Support Unit, 9  
22 Community Action Policing team, 14  
23 Impaired Driving Enforcement Unit, 7.

24  
25 22 Power-Pro XT Gurneys, a one-for-one replacement of the currently  
26 deployed devices.

27  
28 22 Power Load Lift Systems, all of which would be current technology.

29  
30 22 Stair Pro Stair Chairs, one-for-one replacement of the currently deployed  
31 devices, all of which would be upgraded to the latest model.

32  
33 27 McGrath Video Laryngoscopes, an increase of 23 to fully deploy the  
34 technology across the system. 17 would be deployed to the Anchorage Fire  
35 ; 4 to the Chugiak Volunteer Fire Department; 3 to the Girdwood Volunteer  
36 Fire Department; 2 to the Training Center; and 1 would be held in reserve.

37  
38 Associated maintenance agreements and data systems.  
39

1



LIFEPAK® 15



LUCAS®



LIFEPAK® CR2



LIFENET & CODE-STAT®

2



POWERLOAD & Power PRO®



McGrath MAC EMS Video Laryngoscope



Accessories & Disposables

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To purchase all of the leased equipment, the vendor has offered a 2020 price of \$11,260,533.94 (with trade-ins). If purchased with proceeds from bonds, taxpayers would also pay debt service charges, in addition to the purchase price.

The leasing arrangement is projected to cost \$8,290,286.92 over ten years, at annual cost of \$829,028.69. Leasing is anticipated to eliminate the need to bond for the leased items for at least a decade.

**THE ADMINISTRATION RECOMMENDS APPROVAL.**

Prepared By:	Jodie Hettrick, Chief, Anchorage Fire Department
Concur:	Justin Doll, Chief, Anchorage Police Department
Concur:	Alexander Slivka, CFO
Concur:	Lance Wilber, Director, Office of Management & Budget
Concur:	Rebecca A. Windt Pearson, Municipal Attorney
Concur:	William D. Falsey, Municipal Manager
Respectfully submitted:	Ethan A. Berkowitz, Mayor

**EXHIBIT A**

**Areawide Emergency-Medical Supplies And Systems**

**(000)'s**

<u>Equipment</u>	<u>Quantity</u>	<u>Amount If Purchased</u>
LifePak 15	48	\$ 3,349.19
4G Modem	48	\$ 87.92
LifeNet Asset	48	\$ 45.69
LUCAS Chest Compression System	32	\$ 1,018.11
McGrath	27	\$ 174.69
CR2 - AED	334	\$ 1,602.70
Power-Pro XT	22	\$ 848.92
Power-LOAD	22	\$ 997.09
Stair-PRO	22	\$ 145.36
LifePak 15 ProCare Service	48	\$ 863.52
LUCAS ProCare Service	32	\$ 364.16
CR2 ProCare Service	334	\$ 1,179.02
Power-Pro XT ProCare Service	22	\$ 289.96
Power-LOAD ProCare Service	22	\$ 380.82
Stair-PRO ProCare Service	22	\$ 23.54
<b>Total Estimate (without trade-ins)</b>		<b>\$ 11,370.70</b>
<b>Total if leased for 10 years</b>		<b>\$ 8,290.29</b>
<b>Total Estimated savings if leased</b>		<b>\$ 3,080.41</b>

**MUNICIPALITY OF ANCHORAGE**  
**Summary of Economic Effects - General Government**

AO Number: 2020-3

Title: AN ORDINANCE PROVIDING FOR THE SUBMISSION TO THE QUALIFIED VOTERS OF THE MUNICIPALITY OF ANCHORAGE, ALASKA, AT THE ELECTION TO BE HELD IN THE MUNICIPALITY ON APRIL 7, 2020, THE QUESTION OF WHETHER TO APPROVE A SPECIAL TAX LEVY DEDICATED TO PAYMENT OF THE COSTS OF LEASING EMERGENCY MEDICAL EQUIPMENT AND SYSTEMS, AND RESCINDING VOTER AUTHORIZATION IN 2019, AND ANY FURTHER VOTER AUTHORIZATION IN 2020, TO INCUR GENERAL OBLIGATION DEBT FOR CARDIAC MONITORS AND CPR CHEST COMPRESSION SYSTEMS.

Sponsor: Mayor  
 Preparing Agency: Finance  
 Others Impacted: Areawide: Safety & Public Transportation

**CHANGES IN EXPENDITURES AND REVENUES:** (Thousands of Dollars)

	FY20	FY21	FY22	FY23	FY24
Operating Expenditures					
1000 Personal Services					
2000 Supplies					
3000 Other Services	830	830	830	830	830
4000 Debt Service					
5000 Capital Outlay					
<b>TOTAL DIRECT COSTS:</b>	<b>830</b>	<b>830</b>	<b>830</b>	<b>830</b>	<b>830</b>
ADD: 6000 Charge from Others					
LESS: 7000 Charge to Others					
<b>FUNCTION COST:</b>					
<b>REVENUES:</b>	<b>830</b>	<b>830</b>	<b>830</b>	<b>830</b>	<b>830</b>
<b>CAPITAL:</b>					
<b>POSITIONS:</b> FT/PT and Temp.					

**PUBLIC SECTOR ECONOMIC EFFECTS:**

Leasing costs are projected based on pricing information presented to the Anchorage Fire Department by Stryker, the municipality's current vendor. The proposition would authorize an additional property tax increment of \$830,000 annually to cover those costs.

To purchase the equipment (with trade-ins) with the proceeds from a single bond proposition, bonds in the principal amount of \$11,260,533.94 would be issued. Annual debt service on those bonds would be \$865,666.50, assuming bonds are sold as a package @ 4.5% interest, with bond repayments corresponding to the expected life of the assets financed up to 20 years. In practice, the municipality would likely not seek to purchase all of the equipment it now seeks to lease in a single year – acquisition of the equipment would be structured in annual purchases over not less than ten years (with the consequence that debt payments would be spread over time, but purchase prices would likely also go up, and the municipality would continue to maintain different versions of similar EMS equipment).

The proposition would also eliminate voter authorization up to \$680,000 to incur general obligation debt to purchase cardiac life monitors. Were \$680,000 in principal amount of general obligation bonds issued, annual debt service on the \$680,000 would be approximately \$52,275. To cover that debt service, an estimated property tax increase of 0.0015 mills or \$0.15 per year on \$100,000 of assessed valuation in the Municipality areawide would be necessary. This proposition will eliminate that cost.

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**PRIVATE SECTOR ECONOMIC EFFECTS:**

The additional property tax increment of \$830,000 equates to an estimated property tax increase of 0.024 mills or \$2.40 per year on \$100,000 of assessed valuation in the Municipality areawide.

For purposes of comparison, if the municipality received voter-authorization in a single year to purchase the equipment it now wishes to lease and incurred an annual estimated debt service obligation of \$865,666.50, an estimated property tax increase of 0.0250 mills or \$2.50 per year on \$100,000 of assessed valuation in the Municipality areawide would be necessary.

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# CAF Consulting, LLC

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December 26, 2019

Chief Mendive,

It was a pleasure speaking with you surrounding your initiative to secure needed capital equipment for your city.

As we discussed, I recently retired as the Chief of E.M.S. for the City of New Orleans in June of 2019, following 26 years of service in EMS. Following Hurricane Katrina, my sole focus as the Chief of E.M.S. was to develop processes throughout our system that would help make our department resilient with a special consideration and sensitivity to the ever-changing technology field of prehospital emergency medicine. As you are aware, the capital expenditure of such equipment is a gross investment which is not solely based on cost. The most important decision influences we have center around the science and the impact to patients and the community we serve. In making our decision to procure our cardiac monitors, AED's and automated chest compression machines (Lucas devices) our decision-trees principal focus was based on the greatest impact and benefit to our patients. Regarding cardiac monitors, as Stryker is the only cardiac monitor manufacturer that provides biphasic 360 joules defibrillation/shock capability in the market, as well as diagnostic EKG transmission and a completely integrated analytic software platform, the decision became quite clear as to what equipment was in the best interest of our community. Understanding this decision, the next challenge was how do we secure the needed equipment with our budget while simultaneously sustaining our mission of maintaining our position of being on the cutting edge of ever-changing evidence based and clinically sound medicine. Knowing this was going to be a challenge, I reflected as to what helped develop and grow our department into a leader in the EMS industry. This notoriety and success did not come easy and can only be achieved with one word.....partnerships. The partnership has to be a true sense of the word with aligned understanding of the community as well as the goals of the department and city for growth and development not just for the department but public safety as a whole. Understanding this a meeting was called for with our direct engaged Stryker representatives as well as the Stryker key decision makers of the Stryker leadership team. What was developed with Stryker was a long-term partnership that met the needs of our community and public safety providers not just today but also a decade into the future. The developed program satisfied the immediate need for capital equipment replacement and/or upgrades now while also allowing us scheduled upgrade options when new technology is developed, all while saving the city millions dollars over the course of the ten year contract and more importantly "future proofing" the city from software and technology through an annual payment agreement. It is important to note that this program took a holistic approach to this equipment and not only secured equipment for EMS but also other departments (Police, Fire, Homeland Security, Parks and Recreation) and city building managed by the city. By having an integrated system, with service and software support, it allows a city to manage all resources and maintain an interoperable integration during emergency responses. From a fiscal perspective, this program allows for a long-term structured budget for city leaders as fixed annual payments are not impacted by industry Producers Price Increase (PPI) that are experienced with traditional out right capital procurements. Subsequently, this will allow city leaders to focus on other projects within the community that may require focus as this essential public safety equipment has been mitigated for the next decade.

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If you would like to know more about the program I developed with Stryker, please do not hesitate to contact me. I wish the best of luck in your initiative in providing this required lifesaving equipment to the citizens and visitors of Anchorage.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Carl A. Flores', with a long horizontal flourish extending to the right.

Carl A. Flores

President / CEO