

Fire and EMS Provider Interview Summary

Collaborative Fire & EMS Service Delivery in Snohomish County: A Feasibility Study
DRAFT September 6, 2023

Contents

- Background 2**
 - Project Background..... 2
 - Desired Outcomes 2
 - Introduction to this Document 3
- High-Level Summary of Findings 4**
- Detailed Findings 5**
 - Current State 5
 - Fire Protection Services 5
 - EMS 7
 - Desired Future State..... 10
 - Increased Cooperation..... 10
 - SCEMS 11
 - Potential Functions for Cooperation..... 12
- Interview Questions 15**

Background

Project Background

Rapid population growth and increased demand on services have put significant strain on local government services, with fire and emergency services often among the first to experience these impacts. Fire and EMS providers in Snohomish County currently face rapid population growth in rural areas, geographic proximity that requires frequent inter-reliance of urban and rural fire agencies, and fiscal constraints that strain individual agencies. While Snohomish County fire and EMS agencies have long cooperated in certain functions, there is a desire for agencies to identify opportunities for more effective and efficient service delivery to successfully navigate community changes and scale up to meet demand today and into the future.

Snohomish County 911 has contracted with BERK Consulting on behalf of fire and EMS providers in Snohomish County to begin the process to assess, analyze, and ultimately recommend areas for greater cooperation. Functions and systems being considered include recruitment, training, equipment purchasing, special teams, and other ideas short of actual consolidation of service delivery. A long-term strategy may vary by functional area and must be agreed to by the independent fire agencies that make up the region.

Desired Outcomes

Desired outcomes for this phase of work include:

- A shared understanding of the current state.
- Consensus around a long-term vision for more cohesive provision of fire services and EMS in Snohomish County.

A potential future phase of work may include implementation planning for functions identified as ripe for collaboration, including potential structures for governance and decision-making; cost sharing and funding models; and implementation steps.

Introduction to this Document

In June and July 2023, BERK Consulting conducted 20 interviews with representatives from fire and EMS providers and stakeholders in Snohomish County (which this document will collectively refer to as “interviewees” throughout this document for simplicity). The purpose of these interviews was to understand organizations’ perspectives on the current state of fire services and EMS provision in Snohomish County and to explore the benefits and challenges associated with potential greater collaboration among providers.

The purpose of this document is to transparently share what BERK Consulting heard through these interviews. In some cases, this document disaggregates input by small, medium, and large providers as appropriate. The all-stakeholder workshop on September 20 will build from this foundation to discuss recommendations for enhanced collaboration.

See the sidebar for a list of participating organizations. Organizations were invited to involve whichever staff they preferred in these interviews, with a recommendation to include one to three key stakeholders including Chief-level staff and someone directly involved in EMS oversight for the department.

Participating Organizations To-Date

- Camano Island Fire and Rescue
- Everett Fire
- Marysville Fire RFA
- Mukilteo Fire Department
- North County Fire RFA
- Snohomish County Fire District (SCFD) 4
- SCFD 5 (Sultan)
- SCFD 15 (Tulalip Bay)
- SCFD 16 (Lake Roesiger)
- SCFD 17 (Granite Falls, includes SCFD 23)
- SCFD 19 (Silvana)
- SCFD 21 (Arlington Rural)
- SCFD 22 (Getchell)
- SCFD 24 (Darrington)
- SCFD 25 (Oso)
- SCFD 26 (Gold Bar/Sky Valley)
- Snohomish County EMS/TC Council (SCEMS)
- Snohomish County Fire Marshal
- Snohomish Regional Fire & Rescue
- South County RFA

Note: Input from Paine Field Airport Fire and Hat Island Fire Department is pending.

High-Level Summary of Findings

The following bullets offer a high-level summary of the detailed findings presented in the following sections:

- **Collaboration should continue to increase.** There is consensus that collaboration within the county has improved significantly in recent years, and there was a high level of interest in additional future collaboration. Areas with the most interest include firefighter and EMT training, officer development, recruitment, and paramedic training.
- **The countywide EMS system needs significant improvement.** Many interviewees noted EMS provision has significant organizational challenges, especially in the face of external pressures, including population growth and social trends that are increasing demand for services. There was agreement around the absolute minimum role for SCEMS, rooted in legal requirements for the MPD and a local EMS/TC council, although opinions differed on discretionary roles for SCEMs. There was also agreement regarding the need to improve the effective functioning of the organization.
- **There are barriers to collaboration.** Many interviewees suggested that effective collaboration would require Chiefs, labor unions, and others to set aside their “egos” and bring an open mind. Many interviewees also recognize that other differences within the county and organizations, such as the rural or urban nature of a community or organizational funding structures, create legitimate challenges to collaboration.
- **Some level of consolidation is in the future.** When describing the future of collaboration among fire and EMS providers in the county, many interviewees noted that some level of consolidation will occur in the next 20 years, describing a future with fewer independent agencies – perhaps one, three, or less than 10.
- **Focus on the customer.** When interviewees described the principles that should guide decision-making around greater cooperation, most focused on the customer or end user, describing a desire to provide high-quality, efficient services to the Snohomish County community.

Detailed Findings

This document presents ideas in a roughly descending order of the frequency in which they were discussed by interviewees.

Current State

Fire Protection Services

Strengths

The primary strength that interviewees discussed is **existing collaboration among providers**. Most interviewees noted that providers across the county now work more collaboratively than in prior years. More than half of interviewees specifically referenced the impact that borderless dispatch has had on improving collaboration within the county, and several mentioned the positive impact of collaborative training efforts including the Fire Training Consortium (FTC), North County Joint Training Group (JTG), and others. Other areas of collaboration that some interviewees described included communications and information-sharing, joint incident response, wildfire response, collaborative recruitment among large providers, and some recent response standardization.

One interviewee expressed that an advantage to the current approach to collaboration is that some efforts, such as dispatch, are conducted countywide and others are tailored to providers' sizes, such as the FTC for larger providers and the JTG for smaller providers. One interviewee from a small agency noted that by maintaining separate organizations rather than consolidating, providers can offer a more direct opportunity to connect with their local taxpayers.

Multiple smaller providers specifically noted the successes of the Mechanics Consortium, the JTG, and the Force Protection Committee during the COVID pandemic. Other groups noted by interviewees included the Countywide Safety Officer Group, the fire prevention group, and swift water rescue group.

Other strengths. Other general strengths that interviewees noted about existing fire protection services included Sno911's new ticketing program for services, Compliance Engine for fire inspection and compliance, and the resources available within the county.

Opportunities for Improvement

Many interviewees described fire protection and prevention services in Snohomish County as generally functioning smoothly. Noted opportunities for improvement include:

- **Increased collaboration.** Several interviewees suggested that services could improve if providers continue efforts to improve collaboration.
- **Training.** While many interviewees noted that existing collaborative efforts within training are a strength of the county, several suggested that these efforts could be improved. Many suggested that more collaborative training and alignment around training content could strengthen services by creating more seamless responses during joint response to incidents. A few interviewees suggested that all training divisions should consolidate as a single unit, which could support more engagement from some providers who are not currently involved and would reduce duplication of efforts, while others suggested the importance of maintaining existing training bodies. One interviewee described

the FTC as functioning “in name only” and another called it “a handshake agreement,” indicating that there are opportunities to formalize the structure and functions of this regional body. Multiple interviewees noted that full-time/career provider training through the FTC doesn’t meet the scheduling needs of part-time and volunteer providers, who have constraints that may prevent them from participating in existing training opportunities. Another interviewee stated that the County has too many training sites now or in the works, and that they could be significantly better if resources and efforts were concentrated in fewer sites.

- **Standardization of protocols and equipment.** Several interviewees suggested that standardization of protocols, equipment, and potentially apparatus could offer bulk purchasing opportunities and support more seamless operations for joint response to incidents. Many interviewees noted that apparatus would be more challenging to standardize, with more agency-specific preferences, and one interviewee suggested that it would be helpful and potentially compelling to clarify the scale of potential cost-savings that could be obtained with greater alignment.
- **Costs and funding.** Some interviewees described that there are opportunities for providers to improve cost-savings. A few interviewees suggested that providers could reduce costs by collaborating more in administrative and financial functions, including grant-writing, web design, and IT. One interviewee suggested that providers could collaborate more with the County Department of Emergency Management regarding grant-writing. One mid-sized provider suggested that providers in the county should work to consolidate into fewer, larger departments to minimize overhead costs. One larger provider noted that smaller providers may not have as much funding to contribute toward collaborative efforts, and that while this interviewee noted that this is not the fault of smaller providers, it can lead to inequitable distribution of work and burnout for larger providers.
- **Other opportunities for improvement.** The following ideas were each suggested by just a single interviewee.
 - Dispatch should consider unit capabilities in addition to response times.
 - Resolve differences in response plans by jurisdiction.
 - Collaborate regarding firefighter hiring and testing.
 - Maintain a reference of equipment owned by each provider to create opportunities to lend equipment.
 - Rotate paramedics between smaller and larger providers to provide ongoing training and prevent burnout.
 - Coordinate special rescue, including water rescue.
 - Camano Island, which works with the dispatch center on Island County, suggested increased coordination between the two counties’ dispatch centers, or possibly consolidation of the two.

Challenges in the Coming Five Years

Interviewees consistently noted three primary challenges for fire protection and prevention in Snohomish County:

- **Staffing**, including recruitment, retention, and “poaching” between jurisdictions.

- **Increasing call volumes** due to increasing population. One interviewee suggested that a nurse line or other models could divert some calls.
- **Funding and increasing costs**, including the 1% cap on property tax increases.

One interviewee from a small agency noted that transportation and travel distances is an ongoing challenge.

EMS

Strengths

Interviewees described the following strengths of the current state of EMS in the county:

- **High quality services.** Multiple interviewees noted that EMS providers in Snohomish County are well-trained and have a commitment to a high level of service.
- **Collaboration.** As with fire protection services, the county's borderless dispatch and mutual aid offers a high level of service.
- **Recent improvements in SCEMS.** Some interviewees also described some strengths of SCEMS, specifically noting recent improvements in the organization's functions and a progressive model of care. Some interviewees also expressed appreciation for the new Medical Program Director (MPD), Dr. Keay.
- **Other.** The following ideas were each suggested by just a single interviewee.
 - Providers communicate effectively and share resources.
 - Community Resource Paramedics (CRPs) have reduced the burden on fire response.

Opportunities for Improvement

Nearly all interviewees noted that there are significant opportunities for improvement to EMS functions in the county. Overall, many felt that EMS service delivery and training could benefit from greater centralization or systemization, especially given challenges and external forces. Suggestions include the following areas:

- **Training.** Several interviewees discussed ways that the current state of training EMTs and paramedics could improve, all focused on greater collaboration. Many suggested that providers should standardize training, and one interviewee suggested that increased communication could support better training. One small provider suggested that there should be a single coordinated source for all training, including both fire and EMS. Another small provider noted that smaller providers are not effectively able to participate in the FTC, and suggested increasing collaboration among large and small providers, potentially through having multiple academies each focused on meeting the needs of different-sized providers but all using the same standards and tests. Similarly, three small providers all highlighted the need for local-specific training that meets the needs of their communities.

Further, several interviewees noted that the training content provided on Target Solutions is inadequate and does not reflect regional needs. Most observed that the Target Solutions platform itself is unproblematic.

- **Provider alignment and standardization.** Several interviewees described various aspects of misalignment between providers, which reduces level of care for patients in mixed-jurisdictional responses. Examples include differences in apparatus, supplies, and response protocols. A few interviewees also suggested that centralization of recertification processes could offer administrative efficiencies. As described above, many providers suggested that standardizing training across providers could support a higher level of care in the county.
- **Increase direct oversight by Fire Chiefs.** Three small providers suggested that there should be more Fire Chief oversight of SCEMS, and another interviewee suggested that all central EMS administration should be led by the Fire Chiefs Association. Similarly, one interviewee suggested that there should be more Fire Chief oversight of dispatch. However, other interviewees suggested that the Fire Chiefs should relinquish some control to the MPD who is focused solely on EMS and best able to leverage countywide data to inform continuous improvement efforts.
- **Alternative pre-hospital care models.** Some interviewees suggested that the county could address increasing call volumes by developing alternative pre-hospital care models such as alternative destinations for noncritical patients, a Community Resource Paramedic (CRP) program, or nurse lines.
- **ProQA dispatch for ALS units.** Some interviewees noted that the current dispatch model under ProQA over-sends ALS units, which further strains resources. One interviewee suggested that the current system designed around dual-medical units exacerbates staffing challenges, and that a shift to single-medical units could offer a higher level of care within the constraints of the current paramedic shortage.
- **EMS levy.** Some interviewees suggested that a countywide EMS levy could help improve and systemize EMS services, while others noted that this is politically infeasible.
- **MPD role.** Two interviewees suggested that the MPD should not serve in oversight of individual fire departments as this could create conflicts of interest.
- **Other opportunities for improvement.** The following ideas were each suggested by just a single interviewee.
 - Consider strategically distributing paramedics across the county to best meet demand.
 - Improve communication between providers.
 - Expand BLS scope of practice to address the paramedic shortage.

SCEMS

Interviewees described several ways in which SCEMS could improve.

- **Clarify leadership, accountability, and oversight.** Multiple interviewees noted that they do not have clarity about who leads SCEMS, whether it's self-directed or led by the Fire Chiefs. Multiple interviewees suggested that the Fire Chiefs should be more involved, while another suggested that the MPD should have more authority in decision-making with more limited, high-level involvement from the Chiefs. Some interviewees suggested that there is no real operational oversight in the current state of SCEMS, and others suggested that a lack of accountability at SCEMS leads to delays in task completion.

- **Address inefficiencies.** Several interviewees described aspects of organizational issues and inefficiencies at SCEMS, including issues with timeliness, outdated processes, and duplicated effort with providers rather than oversight.
- **Clarify role.** Some interviewees noted that they do not understand what SCEMS is supposed to do.
- **Funding.** Some interviewees noted that Snohomish County doesn't have a county EMS system, and that SCEMS relies on volunteer work.
- **Variation in experiences between departments.** One small provider noted that some policies and procedures that SCEMS develops do not reflect resource levels at small providers, and another small provider suggested that the MPD and SCEMS do not give equal consideration to all departments. One mid-sized provider and one large provider noted that small departments receive significantly more benefit from SCEMS, which is predominantly funded by large providers.
- **Quality assurance.** A few interviewees suggested SCEMS's quality assurance platforms could improve.
- **Feedback on the MPD's role.** One interviewee noted that they are unclear of SCEMS's relationship with the MPD. Another expressed dissatisfaction that some providers have relationships with the MPD, while others do not. Another interviewee noted that the MPD's workload is too large for a single person to manage.

Challenges in the Coming Five Years

Interviewees noted several of the same challenges for EMS as described in the fire section: **staffing, increasing call volumes, and funding and increasing costs.**

Additionally, several interviewees noted that long **hospital wait times** increase fire department staffing challenges.

Other challenges. The following ideas were each noted by just a single interviewee.

- Limited space in nearby paramedic training programs.
- Potential for another pandemic.
- Lack of a central EMS director other than the MPD.
- Increase in multifamily buildings within the county.
- Residents calling 911 for nonemergent issues.

Desired Future State

This section describes interviewee input regarding a future state for the fire and EMS landscape in Snohomish County, including potential increased cooperation, the future of SCEMS, and potential functions for cooperation.

Increased Cooperation

Guiding Principles, Pace of Change, and 20-Year Vision

When describing the future of collaboration among fire and EMS providers in the county, most interviewees noted that some level of consolidation will occur in the next 20 years. Several interviewees noted that they expect the county to have a single fire and EMS provider, while several others anticipated that there will be a few providers. Several also described other aspects of their desired future of fire and EMS services, including embracing new technologies, sharing information, and focusing on health and wellness.

When interviewees described the principles that should guide decision-making around greater cooperation, most focused on the customer or end user, describing a desire to provide high-quality, efficient services to the customer. Several interviewees noted the importance of financial feasibility of collaboration, while one interviewee suggested that financial savings should not be the sole or primary measure of effectiveness of collaboration. Several interviewees also emphasized the need for an equitable voting structure, and some also discussed the importance of having a shared vision or goal.

A few interviewees suggested focusing on a specific topical focus area, including SCEMS and training, as the guiding vision for cooperation.

Benefits

All interviewees noted that cooperation is important and could offer significant benefits. The most commonly described benefits include:

- **Reduced inefficiencies and redundancies.** Greater collaboration could reduce or eliminate the instances in which two agencies conduct duplicative work.
- **Improved service.** This could include more reliable staffing of specialty teams, additional resources available to smaller providers, additional support for the county's EMS system, and shared customer expectations.
- **Seamless operations.** This includes a minimized need for negotiations and agreements and increased mutual understanding about the unique needs of each organization's geography and community. One small provider noted that this could ease the way for future consolidation.

One interviewee also noted that through collaboration, providers could collaborate to dedicate a staff position focused on a specific function such as professional development or succession planning that individual agencies could otherwise not afford.

Barriers and Concerns

When describing the potential barriers to or concerns with collaboration, the most frequently discussed idea focused on “egos,” “kingdoms,” and strained or challenging interpersonal relationships. Many

interviewees suggested that effective collaboration would require Fire Chiefs to set aside their “egos” and bring an open mind.

Other barriers described include:

- **Political barriers with elected officials.** Several interviewees described that some elected officials would struggle with the decrease in local control that could come with greater collaboration.
- **Lack of homogeneity across the county.** Several interviewees described the challenges of collaborating across organizations with different community types (e.g., rural, suburban, and urban), organizational cultures, and staffing and deployment models.

SCEMS

Desired Roles

Unsurprisingly, there was broad agreement around SCEMS’ minimum role, which is rooted in legal requirements for the MPD and a local EMS/TC council. This includes protocol development, QA/QI, certification of EMS professionals, and broad oversight of EMS services in the county.

Beyond these minimum roles, there was variation in whether SCEMS should have other roles. Some wanted to see SCEMS’s role capped at this minimum, whereas some providers felt that SCEMS should also take a larger role in training and ongoing education and recertification, including helping departments build better training and supporting standardization across providers. One interviewee suggested that SCEMS should not support training and that the county should instead have a single organization that facilitates both fire and EMS training. Some agencies currently rely on SCEMS for tracking recertifications, and others do this work in-house.

Some interviewees noted that the MPD’s work is more than a single person can reasonably handle, and that staffing for SCEMS may need to increase as the county’s population has increased.

Other less commonly noted ideas for SCEMS’s role included developing countywide data standards and reviewing data; supporting group purchasing; and helping to develop alternative care/crisis response in the county.

Desired Future

Interviewees’ perspectives on the future of SCEMS varied.

- Some interviewees expressed dissatisfaction with SCEMS and suggested that it should not exist, should remain small, or should exist only to serve its legal requirements. Some of these interviewees suggested that instead of having an EMS council, a single individual such as the MPD or the MPD and delegates could provide the necessary functions.
- Others wanted to see SCEMS grow its administrative capacity, creating a more robust countywide EMS system.
- Some suggested that SCEMS should be reconsidered from the ground-up and undergo a full restructure to best meet county needs.

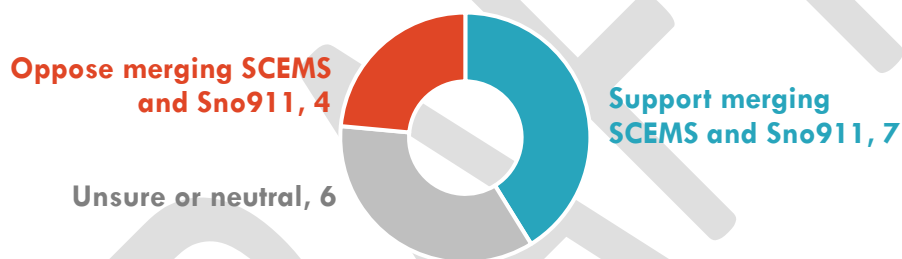
Funding and Administration

Ideas varied for how to fund SCEMS. Some interviewees suggested that SCEMS should have funding separate from the Fire Chiefs, others suggested that it should be funded similarly to how Snohomish County 911 (Sno911) is funded, and yet others suggested countywide funding such as an EMS levy.

Perspectives on whether SCEMS should be merged with Sno911 also varied, as shown in Exhibit 1. Those who supported the merge noted that they appreciate the Sno911 funding model and that Sno911 has the infrastructure to support SCEMS, including physical space, administrative support, operational oversight, and a data analyst. Of those who oppose the merge, three had the opinion that EMS is a substantively different function than dispatch and two cited operational inefficiencies at Sno911, especially the number of committees and the size of its Board. One interviewee who favored separating EMS oversight from the Fire Chiefs felt that Sno911 would not be sufficiently distant.

Other suggestions on where to house SCEMS included at a fire training consortium; with a Snohomish County department such as the Department of Emergency Management or Human Services Department; or with the Snohomish County Fire Chiefs Association.

Exhibit 1. Perspectives on Merging SCEMS with Sno911



Source: BERK, 2023.

Potential Functions for Cooperation

The BERK team presented interviewees with a list of 12 potential areas for greater collaboration and asked interviewees to describe whether they were supportive of, neutral to, or opposed to cooperation in each area. Overall, there was a high level of interest in collaboration, and many interviewees noted existing collaboration in these areas. Many interviewees expressed interest in increased cooperation in *all* functional areas. A larger proportion of small providers expressed neutrality to or concerns with collaboration than other interviewees. Mid-sized providers had the highest level of support for collaboration. Many interviewees noted the value of collaboration in some of these areas.

The following sections describe interviewee feedback on the areas for collaboration. Topics are grouped according to level of interest.

Most interest

- **Firefighter and EMT training.** Several providers of all sizes noted that this is a significant opportunity, with many describing collaborative training as a foundation for increasing collaboration in other areas. Some noted that there is significant existing collaboration via regional consortiums. A few providers of all sizes suggested training at a countywide level, including regional EMT training.

- **Officer development.** Many interviewees grouped officer development with general training needs as described above. One interviewee suggested building an associate degree program with a local community college.
- **Recruitment.** Several providers of all sizes suggested that coordinated recruitment should be a priority. Some suggested that greater collaboration, such as creating a “farm league system” could support large and small providers alike, and some suggested that recruitment should happen on a countywide level with shared testing and a shared hiring pool. Some interviewees noted that this kind of collaboration could reduce duplication of efforts by hiring agencies and create efficiencies for applicants.
- **Paramedic training.** Some small and medium providers would like to see Snohomish County-based paramedic training. Some larger interviewees noted that efforts to do so have been challenging in the past and that the Paramedic Training Program at Harborview and other options suffice. Some described coordinated allocation of limited spaces in the Harborview program as an opportunity.

Some interest

- **Equipment standards and purchasing.** A few interviewees noted that recent changes in standard laws have made this a relatively low-barrier option. One interviewee suggested that cooperative purchasing language should be used in all contracts. One interviewee suggested a shared warehouse through which providers could acquire equipment, rather than independently bargaining with vendors. Many interviewees referenced the benefits of the coordinated regional purchasing that occurred during the COVID pandemic and noted that many contracts now allow joint purchasing. Additional information-sharing and coordination would be needed to take full advantage of these opportunities.
- **Alternative care/crisis response.** Multiple interviewees noted this as high-priority area for collaboration as a potential option to meet increasing demand for EMS services. Some noted that many providers are currently attempting to make progress in this area, though with different approaches. A few small providers suggested that all providers could work with a shared community paramedic. Several small providers noted that a countywide community paramedic would not offer the personal touch that is important to their community, though some noted that this might be mitigated by having consistent staffing in a regional Community Resource Paramedic program.
- **Special operations.** Multiple interviewees noted that this work is already happening, and some noted it as a top priority. Some interviewees noted that different communities have different needs, such as swift water rescue, and some noted that special operations work is expensive to do separately. One interviewee cautioned against conducting special operations and suggested instead seeking support from the City of Seattle for incidents that require a special operations response given that these events occur infrequently.
- **Shared officer and/or decision-making during stressed operations.** Multiple interviewees described the strengths of existing collaborative work in this area, including the East County Co-Responder. Another interviewee expanded this idea to suggest more collaboration around emergency management.

Least interest

- **Fire prevention.** Few interviewees expressed a high level of interest in this opportunity, with others noting that fire prevention information must reflect local code. The Snohomish County Fire Marshal does some of this work countywide already. One small provider expressed a disinterest in this option as they prefer to offer local customer service.
- **Fleet.** A few interviewees noted that this would be highly challenging but could offer cost savings. One interviewee noted that increased collaboration in training could facilitate more standardization in fleet needs. Another noted that it would be helpful to understand the potential cost savings, which might persuade agencies to collaborate on aligned apparatus specs, with some modification allowed.
- **Research and development.** Few interviewees discussed this option in depth. One small provider noted that it can be costly to participate in countywide research and development.
- **Administration and data.** Few interviewees expressed an interest in shared administration. Some interviewees noted that increased collaboration around data analysis could offer benefits, and that large providers that have more resources to allocate to data analysis could support smaller providers in this way.

Other areas suggested

One interviewee suggested that providers could address challenges with mental and behavioral health for members, such as PTSD, at a regional level.

Interview Questions

Fire Protection Services in Snohomish County (5-10 mins)

1. What is working well in the current state? What could improve?
2. What challenges do you foresee in the coming 5 years?

Emergency Medical Services in Snohomish County (5-10 mins)

3. What is working well in the current state? What could improve?
4. What challenges do you foresee in the coming 5 years?

Snohomish County EMS (10-15 mins)

5. What roles should SCEMS play now? What roles should SCEMS grow into over time?
6. How would you envision financing SCEMS to support stability/sustainability?
7. There's been some interest in merging SCEMS with Sno911 so that Sno911 could provide SCEMS with administrative support functions. This could also lead to a change in SCEMS' governance model and financial support model. Would be your thoughts about exploring this further?

Potential Enhanced Regional Cooperation (20-25 mins)

8. What are your thoughts about greater collaboration among fire and EMS providers, including potential benefits, concerns, and barriers?
9. For each function listed below, identify whether you'd be (1) supportive of enhanced cooperation, (2) neutral to enhanced cooperation, (3) opposed to enhanced cooperation. Why?
10. What principles should guide decision-making around greater regional cooperation? What would be a desirable pace of change?
11. If you look 20 years into the future, what would you like to see in terms of collaboration and coordination among Snohomish County fire and EMS providers?

Functional Areas	Organizations that could Potentially Support Enhanced Collaboration
<ul style="list-style-type: none"> ▪ Alternative care/crisis response ▪ Fire prevention ▪ Firefighter and EMT training ▪ Fleet ▪ Paramedic training ▪ Equipment standards and purchasing ▪ Officer development ▪ Research and development (e.g., pilot projects or a shared countywide focus on an area for improvement) ▪ Recruitment ▪ Shared officer and/or decision-making during stressed operations ▪ Special operations ▪ Other? 	<ul style="list-style-type: none"> ▪ Community colleges ▪ Fire Training Consortium ▪ Law enforcement ▪ North County Joint Training Group ▪ Snohomish County 911 ▪ Snohomish County EMS ▪ Snohomish County Fire Chiefs Association ▪ Special Operations Policy Board ▪ Other?