



Dave Mitchell & Associates Ltd.

P.O. Box 64618
RPO Como Lake
Coquitlam, BC V3J 7V7

Phone: 604 812 8951
Fax: 604 552 8951
Email: dwmitchell@telus.net

Dave Mitchell and Associates Ltd. is a BC company established in 2000 that offers consulting services for all aspects of public safety operations. Our client list includes fire departments and governments at the provincial, territorial, regional and municipal levels in British Columbia, Alberta, Ontario, the Yukon and Northwest Territories. Our firm is independent and is not affiliated with any technology, apparatus or other product vendors.

Our services include:

- ▲ master fire plans
- ▲ fleet analysis
- ▲ fire hall location studies
- ▲ fire services reviews
- ▲ GIS analysis
- ▲ governance and bylaw reviews
- ▲ executive recruitment
- ▲ quality assurance programs
- ▲ technology procurement, implementation and support
 - Computer Aided Dispatch (CAD)
 - Record Management Systems (RMS)
 - Mobile communications including Mobile Workstations (MWS)
 - Fire Station Alerting
- ▲ planning, assessment and implementation of 9-1-1 systems
- ▲ public safety voice and data radio systems reviews
- ▲ communication centre design
- ▲ dispatcher recruitment and training
- ▲ occupational health and safety reviews
- ▲ organizational reviews and strategic planning
- ▲ executive coaching
- ▲ training including training centre review
- ▲ inspections and audits
- ▲ technical writing
- ▲ disaster recovery/business continuity plans

Our consultants have a broad range of professional experience including municipal fire department management, CAD and RMS system procurement and implementation, fire and police dispatch management, 911 PSAP operation, corporate law, radio engineering, board governance and communication system auditing. We maintain memberships in and are affiliated with the NFPA, APCO, NENA, CITIG, the BC 911 Service Providers and CAMC, in addition to the Fire Chiefs' Association of BC.

ASSOCIATES

Dave Mitchell

Dave Mitchell retired as Division Chief, Communications in 1998 from Vancouver Fire and Rescue Services ("VFRS") following a career spanning 32 years. During this time he was responsible for managing the emergency call taking and dispatch for the Vancouver and Whistler Fire Departments. In 1997 he managed the transition of dispatch service for the five Fire Departments on the Sunshine Coast from an independent contractor, to VFRS. In 1998, Dave was hired by E-Comm, Emergency Communications for Southwest BC as its first Director of Operations. In this role he was a member of the founding senior management team, and was responsible for the transition of the Regional 9-1-1 Control Centre staff from the Vancouver Police Department to its current location at 3301 East Pender in June 1999. By June 2000 this included the management of approximately 200 call takers, dispatchers and team managers in addition to a ULC listed alarm monitoring service.

He left E-Comm in June 2000 to work as a consultant, and since that time has managed the development of corporate, strategic and operational plans for a number of clients. In addition, he has completed a number of fire hall location studies for clients throughout the Province, provided transition management services to VFRS as it implemented a new Computer Aided Dispatch system. In 2004, Dave provided technical advice to the Hon. Gary Filmon as part of the Firestorm 2003 Review. In 2005, along with ICTconsult Inc., he conducted a full review of the radio system for the fire departments on the Sunshine Coast Regional District and in 2006 he conducted a similar review for the Central Okanagan Regional District and in 2011 for the Regional District of Okanagan Similkameen.

More recently, along with a number of associates he has conducted master fire plans for West Vancouver, Saanich, North Vancouver District, Sidney, Spallumcheen/Armstrong, Port Moody, Harrison Hot Springs, North Vancouver City, Squamish, Dawson Creek, and Pitt Meadows in addition to managing major communications upgrades for E-Comm and the Regional District of Fraser-Fort George along with fire hall location studies for the Fort St. John, Crowsnest Pass, Scotch Creek, Burnaby, Port Moody, Central Saanich and Pitt Meadows Fire Departments.

He has also led a number of communication centre reviews for clients such as the Prince George Fire Department, the City of Lethbridge Public Safety Communications Centre, the Regional District of Okanagan Similkameen and the Toronto Fire Service. He has recently

conducted fire service reviews for the Comox Strathcona, Columbia Shuswap, Squamish Lillooet, Comox Valley, Peace River, Kootenay Boundary and Alberni-Clayoquot Regional Districts. He was retained by the Fire Commissioner to advise her office in connection with the project in 2009 to develop a region-wide mutual aid agreement that encompassed the Olympic corridor up to Whistler and more recently developed a fire services resource allocation strategy in 2011.

Dave holds a Bachelor of Arts Degree (Geography) from Simon Fraser University in addition to a diploma from their Executive Management Development Program. He is past Chair of the Board of Directors of the Vancouver General Hospital and University of British Columbia Hospital Foundation, and is a past Director of the Justice Institute of British Columbia Foundation, a member of the National Fire Protection Association, the National Emergency Number Association, the Association of Public-Safety Communications Officials, the BC 911 Service Providers Association, the Fire Chiefs' Association of British Columbia, the Canadian Association of Management Consultants and is a member of the Public Safety Communications Advisory Committee of Kwantlen Polytechnic University.

Cassandra Boone

Cassandra Boone was hired by E-Comm 9-1-1, the Emergency Communications Centre for Southwest BC, in 1999 as a member of the Alarm Monitoring operation. In 2001, Cassandra moved to E-Comm's Public Safety Team supporting the Altaris CAD (Computer Aided Dispatch) system as well as the Versaterm CAD and RMS (Records Management System) applications. In 2002, she became the Mobile Application Specialist for E-Comm, coordinating and managing all aspects of mobile workstations for both police and fire. Cassandra played a major role in the procurement and implementation of mobile workstations for the Lower Mainland Police Records Information Management Environment (PRIME-BC) agencies as well as the E-Comm Intergraph Fire clients. Cassandra was promoted to the position of Public Safety Systems Coordinator at E-Comm in January of 2009. This position included overseeing a system with the following components: Intergraph CAD (including I/Mobile, I/Netviewer, InterCAD with BCAS), Location Fire Station Alerting and FDM Records Management System (RMS). In this role, she coordinated the implementation of Intergraph CAD for 24 fire agencies, and FDM RMS for 15 fire agencies. Cassandra left E-Comm to work as a consultant and has recently completed a series of projects with the City of Lethbridge Public Safety Communications Centre (the "PSCC"), including a CAD upgrade, multi-agency Fire/EMS CAD transition, Fire Station Alerting implementation, and moving the PSCC to a newly built building.

Over the past 12 years, Cassandra has developed extensive experience with police and fire service CAD and RMS systems and has participated with the development of functionality, integration and regression testing leading to system acceptance. She has worked with many implementation and support teams. She has also been providing training to emergency services members and dispatchers in CAD, RMS as well as other related systems. She has received a letter of commendation from the Assistant Deputy Minister and Director of Police Services of BC and an Inspector's commendation from the Vancouver Police Department. Cassandra is

currently a member of the National Fire Protection Association, the Association of Public-Safety Communications Officials, the National Emergency Number Association and the Canadian Interoperability Technology Interest Group.

Wayne Humphry

Wayne is recently retired from Vancouver Fire/Rescue after a career spanning 31 years. During this time, Wayne served in fire suppression, rising to the rank of Battalion Chief. He also worked extensively with Vancouver Fire's training division as an instructor and Division Chief between 1996 and 2009.

Based on his work in both roles he has extensive experience in fire rescue emergency operations, specialty teams, logistical planning and budgeting, training and development, facilitation, and project creation and management. In addition to his work with Vancouver Fire he has been an instructor at the Justice Institute of BC, at UBC's Sauder School of Business as well as for Capilano University.¹

Wayne has developed in-house Officer Development seminars including ProBoard certified programs for various career fire departments throughout the province, for Capilano University and the Justice Institute of BC as well as a High-Rise Firefighting Manual and Operational Guidelines.

He is an accredited instructor with the Fire Academy and his subject expertise includes Fire Officer Level 1, 2 and 3 programs – Emergency Incident Management (BCERMS/ICS, Command Post and EOC operations, fire behavior, strategies and tactics); Incident Safety Officer; and Live Fire Exercises Levels 1, 2 & 3. Wayne was also a Fire and Rescue Services Subject Matter Expert for the JI's Critical Incident Simulation Centre's program development for multi-agency, multi-jurisdictional incident management training.

Wayne has worked with Dave Mitchell & Associates Ltd. on the study examining the issues related to the establishment of a fire department by the Columbia Shuswap Regional District in the Kicking Horse Mountain region, the inspections and audits for the Regional District of Fraser-Fort George and the master fire plans for Dawson Creek and Squamish. In addition Wayne teaches officer development and emergency incident management to a range of clients in BC and Alberta including Calgary, North Vancouver District, Burnaby, Coquitlam and other fire departments.

¹ Wayne has trained fire fighters and officers from a large number of fire departments in BC including: Adams Lake, Armstrong-Spallumcheen, Ashcroft, Barriere, Beaver Creek, Burns Lake, Celista, Chase, Comox, Cowichan Bay, Cranbrook, Cumberland, Dawson Creek, Deep Bay, Enderby, Esquimalt, Fernie, Fort St James, Fort St John, Golden, Kamloops, Kelowna, Langford, Langley City and Township, Logan Lake, Loon Lake, Lumby, Malakwa, Mission, Nanaimo, North Saanich, Oak Bay, Peachland, Pemberton, Port Alberni, Port Alice, Prince George, Princeton, Quesnel, Salmo, Sayward, Smithers, Sooke, Squamish, Summerland, Terrace, Vernon, View Royal, West Vancouver, Whistler, Williams Lake, Windermere and Yale.

Geoff Lake

Geoff Lake is a fire services professional with over 33 years of operational and administrative experience. He has extensive experience in budget analysis, strategic planning/analysis, project management, executive leadership, contract negotiations and organizational change. Applying this experience successfully, results in effective and practical business solutions for organizations.

During his long and successful career in the City of Richmond's Fire-Rescue Department, Geoff rose to the position of Deputy Fire Chief - Administration responsible for the Fire Prevention Division, the Mechanical Division, the Public Education Division, and Communication/Technology. He managed a \$22 million annual budget and was responsible for the procurement of capital equipment including fire apparatus and other fire services equipment. From 2004 to 2007, Geoff oversaw the completion of two new fire halls, from the initial planning and budgeting stage through design and final construction. These complex projects included conducting fire hall location studies, liaising with the city real estate agent to procure the property, and working with architects, planning and the city project manager to design and oversee construction of the facilities.

With responsibility for the communications and technology requirements of the Department, Geoff oversaw the selection and implementation of the new Records Management System (RMS) and a new Computer Aided Dispatch (CAD) System. He took an active role in setting up Project Fires, a jointly owned/operated fire services RMS currently hosted by E-Comm. In 2003, under Geoff's leadership, Richmond Fire Rescue took a lead role in the emergency services Combined Events Radio Project. The project provided emergency personnel from all services with the ability to communicate directly with each other prior to arriving on scene. During his career Geoff had the opportunity to practice labour relations from the perspectives of both a union representative and a senior manager. These experiences have left him with a clear understanding of just what it takes to build and maintain healthy, respectful and beneficial workplace relationships. As Deputy Chief he was responsible for overseeing and implementing interpretation of the collective agreement.

Since retiring from the fire service in 2008, Geoff has been working as a consultant within the public safety industry, including spending 13 months as Olympic Coordinator for Safety & Security for the City of Richmond 2010 Olympic Festival Site. He recently worked with DMA on a project involving the inspections and audits of the Regional District of Fraser Fort George volunteer fire departments and on the development of a Fire Services Emergency Resource Mobilization Program for the Office of the Fire Commissioner. In addition, he has worked with DMA on the development of several fire department reviews and master fire plans.

Ian MacDonald

Ian MacDonald is a former lawyer who practiced international corporate law in Canada and the United Kingdom. Ian started as a lawyer with Davies Ward & Beck in Toronto in 1990 and worked on large corporate transactions in Canada, including corporate financings, shareholder

agreements and corporate restructurings and corporate acquisitions. Ian became a partner in Davies Ward & Beck in 1994 and an equity partner in 1996.

After moving to England in 1998, Ian became managing partner of Arnander, Irvine & Zietman, an intellectual property/litigation firm, and had a varied practice advising clients in respect of company formation, shareholder and members' agreements, corporate financing, governance issues, and privacy matters. He also did extensive work on litigation files related to corporate fraud.

Ian retired as a lawyer in January 2004 and returned to Canada, since which time he has acted as a volunteer director on two boards, acting as the chair of the governance committee for both, and assisted various community groups in developing long term strategic and business plans. Ian has previously worked with Planetworks Consulting Corporation on the Capital Region Emergency Service Telecommunications project, conducting a full governance review of that organization.

Ian has worked with DMA for the past 10 years, working on almost all of the major fire and emergency service projects, including the recently concluded reviews of the Kootenay Boundary Regional Fire Service and the Armstrong-Spallumcheen Volunteer Fire Department.

Ian is currently working on the Whitehorse, Sasamat and West Vancouver fire service projects. In addition, he is providing advice to two public sector clients assisting with governance reviews and reorganizations.

Patrick McPhillips

Patrick McPhillips retired in 2012 after a 35 year career with Coquitlam Fire/Rescue where he served as professional fire fighter, Chief Training Officer and Assistant Chief of Operations. In these roles Patrick was involved with all aspects of fire service training, safety and crew management, fire investigations, fire inspections and emergency operations.

Since 2009, Patrick has been a Structure Protection Specialist for the Office of the Fire Commissioner (the "OFC"). As part of a wildfire management team his duties include: working as part of an Incident Command team; coordinating the management and deployment of structure protection trailers and crews; and the triaging and protecting of structures in the wildland interface. As well, in 2012 he temporarily served as Fire Services Advisor (Coastal Region) for the OFC where he assisted the public in fire code inquiries, conducted fire inspections and fire investigations and delivered training. Patrick is experienced and qualified at delivering a variety of forestry wildfire courses.

Recently, Patrick established the consulting firm, Pacific Wildfire Consulting, to provide advice to communities and industry on forestry interface protection issues.

Lorne Mutter

Lorne Mutter served over 30 years with VFRS retiring in late 2003 as the Division Chief, Mechanics. He served in Fire Suppression, Fleet Maintenance and the Training Division where he was a Training Officer, an instructor for VFRS at the Justice Institute of BC and the Acting Division Chief, Training.

Lorne has Trades Qualifications in Commercial Transport Mechanics, Heavy Duty Mechanics, Automotive Mechanics, and Motor Vehicle Inspection; until recently he was qualified as a Master Emergency Vehicle Mechanic. During his tenure with VFRS he worked with the Justice Institute of BC and Surrey Fire developing the Emergency Vehicle Operations Program for BC and developed the specifications used by VF&RS for the 18 pieces of heavy fire apparatus purchased between 2006 and 2009. He has vast experience with the development of recommendations and specifications for fire apparatus and equipment, as well as the development of programs for their maintenance and upkeep. Lorne has just completed work on reviewing the apparatus and equipment of the Squamish Fire Department, as part of the work on that Department's master fire plan.

Melanie Smith

Melanie Smith worked for nine years as a police dispatcher for the City of Vancouver and during that time assisted in developing operational procedures, emergency procedures, and operational disaster and recovery plans. In 1996, she assisted in developing the Request for Proposal for the new CAD system for E-Comm and in 1999, was hired by E-Comm as one of the first eleven Team Managers. As well as training and supervisory duties, she worked on the implementation of the Altaris CAD system with responsibilities for data collection, training and developing interface and functional design specifications with all participating agencies (Fire, Police and Ambulance). She became the CAD Administrator, involving her in both operational and technical aspects of the CAD system. Along with managing day-to-day support issues, she successfully managed the transitions of Vancouver Fire (including all seven client agencies), Port Moody Fire, Vancouver Police and B.C. Ambulance Service (Region 2) onto the E-Comm CAD platform.

Melanie left E-Comm in 2003 to work as a consultant and has participated with a dispatch review for the Saanich Fire Department. She has also worked with Northrop-Grumman/ PSI in the training and implementation of the Altaris CAD and Command Point CAD systems. Melanie assisted Dave Mitchell & Associates working with the Regional District Fraser-Fort George on an FDM CAD and RMS implementation for the fire services served by the Prince George Fire/Rescue Service. Melanie has worked with the RCMP as the CAD Implementation Coordinator for the Vancouver Island District area, as part of the RCMP PRIME-BC RMS Renewal project. She has completed working on the quality assurance review with Toronto Fire Services, a communication centre review for the City of Lethbridge and a Dispatch Centre and CAD system review for Yukon EMS. Most recently, Melanie has assisted E-Comm in implementing the Intergraph FireCAD project for the Lower Mainland. She continues to work

with E-Comm transitioning new agencies onto the FireCAD project and also with the Project FIRES RMS system. She has also provided project management services to the City of Lethbridge Public Safety Communications Centre, for several projects including a CAD upgrade, multi-agency Fire/EMS CAD transition, Fire Station Alerting implementation, and moving the PSCC to a newly built building.

Melanie has completed the Law Enforcement diploma from Grant McEwan College (Edmonton) in 1981 and in 2006 received a Business Analyst diploma from Royal Roads University (Victoria). In 2010, Melanie completed the Advance BA certification from McMaster University. She is currently a member of the National Fire Protection Association (NFPA), the Association of Public-Safety Communications Officials (APCO), the National Emergency Number Association (NENA), the International Institute of Business Analysis (IIBA) and the Canadian Interoperability Technology Interest Group (CITIG)

CLIENTS

- ▲ Alberni-Clayoquot Regional District
- ▲ BC Professional Fire Fighters Assn.
- ▲ Burnaby Fire Fighters Union
- ▲ Calgary Fire Department
- ▲ Central Okanagan Regional District
- ▲ Capilano Community Services Society
- ▲ Central Saanich Fire Department
- ▲ City of Abbotsford
- ▲ City of Coquitlam
- ▲ City of Port Moody
- ▲ City of Prince George
- ▲ City of Squamish
- ▲ City of Vancouver
- ▲ City of Vernon
- ▲ City of West Vancouver
- ▲ City of Whitehorse
- ▲ Columbia Shuswap Regional District
- ▲ Comox Strathcona Regional District
- ▲ Coquitlam City Soccer Association
- ▲ Coquitlam Fire/Rescue Department
- ▲ CREST: Capital Region Emergency Service Telecommunications Inc.
- ▲ Crowsnest Pass Fire Department
- ▲ Dawson Creek Fire Department
- ▲ Delta Fire/Rescue Services
- ▲ Douglas College: Criminology
- ▲ E-Comm, Emergency Communications for Southwest B.C.
- ▲ Fire Chiefs' Association of B.C.
- ▲ Fort St. John Fire/Rescue Department
- ▲ Fraser Valley Regional District Fire Dispatch
- ▲ Greater Victoria Fire Chiefs Association
- ▲ Harrison Hot Springs Fire Department
- ▲ International Association of Fire Fighters
- ▲ Johnston Davidson Architecture + Planning Inc.
- ▲ Justice Institute of B.C. - Fire Academy
- ▲ Kamloops Fire/Rescue Services
- ▲ Kelowna Fire/Rescue Department
- ▲ Kootenay Boundary Regional Fire
- ▲ Lethbridge Fire/EMS Services
- ▲ Nanaimo Fire/Rescue
- ▲ New Westminster Fire Department
- ▲ North Okanagan Regional District
- ▲ North Vancouver City Fire/Rescue
- ▲ North Vancouver District Fire/Rescue
- ▲ Office of the Fire Commissioner (BC)
 - 2009 Olympic Corridor Mutual Aid Review
 - 2011 Olympic Corridor Mutual Aid Review Phase 2
- ▲ Peace River Regional District
- ▲ Pitt Meadows Fire Department
- ▲ Port Alberni Fire Department
- ▲ Port Coquitlam Fire & Emergency Services
- ▲ Port Moody Fire Department
- ▲ PRIMECorp – Police Records Management Environment
- ▲ Prince George Fire Department
- ▲ Province of BC: Firestorm 2003 Review
- ▲ Qualicum Beach Fire Department
- ▲ Regional District of Fraser-Fort George
- ▲ Regional District of Kootenay Boundary
- ▲ Regional District of North Okanagan
- ▲ Richmond Fire/Rescue
- ▲ Saanich Fire/Rescue Services
- ▲ Saanich Police Department
- ▲ Saltspring Island Fire Department
- ▲ Sasamat Fire Department
- ▲ Sechelt Fire Department
- ▲ Seymour Community Services Society/
Parkgate Community Services Society
- ▲ Sidney Fire Department
- ▲ Spectra Energy
- ▲ Squamish Lillooet Regional District
- ▲ Sunshine Coast Regional District
- ▲ Toronto Fire Department
- ▲ Township of Spallumcheen/City of
Armstrong Fire Department
- ▲ Union of BC Municipalities
- ▲ Vancouver Fire/Rescue Services
- ▲ Vernon Fire/Rescue Department
- ▲ View Royal Fire/Rescue
- ▲ West Vancouver Community Centres
Services Society
- ▲ West Vancouver Fire & Rescue
Services
- ▲ Whitehorse Fire Department
- ▲ Yellowknife Fire Department
- ▲ Yukon Territorial Government