

Two old, fire geezers – Chief Cliff Jones, who has a reputation for innovation and effective strategic planning, retired with over 30 years with the Tempe Fire Department, and Gordon Aoyagi, retired Fire Administrator of the combination Montgomery County (MD) Fire and Rescue Service, who has managed change over 30 years as an executive in transportation, county administration, fire and rescue and homeland security – share their thoughts and experiences of how the fire service has changed during their tenures and the future challenges the fire service faces.

Will the fire service influence the future or be changed by future influences? Will the risk profile change for our communities? How will what we are doing today determine our future? Will sustainability become a future guiding principle – in terms of the environment, resources, and community's tolerance for taxes? How are other public safety agencies planning for the future? There are no magic or simple answers . . . use this opportunity for some provocative and creative thinking about the future.



**Tempe Fire Chief Cliff Jones (ret.)**

Cliff Jones has been a member of the Tempe Fire Department for over thirty-eight years, including 22 years as Fire Chief.

In July 2009, he was re-designated as a Chief Fire Officer through the Commission on Professional Credentialing.

Educational background includes an Associate of Arts Degree in Fire Science from Phoenix College, a Bachelor of Science in Political Science, and a Masters Degree in Public Administration from Arizona State University. In 1999, Chief Jones was selected for, and attended Harvard University's Program for Senior Executives in State and Local Government.

In 1997, Chief Jones was selected Career Fire Chief of the Year in the United States by Fire Chief Magazine.

Professional memberships include the International Association of Fire Chiefs (IAFC), the National Fire Protection Association (NFPA), the Institution of Fire Engineers-United States of America Branch and the City of Tempe Professional Development Club.

He serves as an instructor in the Arizona State University Fire Services Program in the areas of fire service program management and accreditation, leadership, fire department budgeting, and fire service administration. Currently, he serves on the Board of Directors of the Center for Public Safety Excellence (CPSE), which is headquartered in Chantilly, Virginia.

Community involvement includes; membership in and Past President of the Tempe South Rotary Club; Past Board of Directors Member and Past President of Tempe Leadership; and service as the Chair of the Tempe Advisory Board of the Salvation Army. Additionally, he serves as a Member of the Board of Directors of the Center for Habilitation.



**Rockville, MD Justice & Securities Strategies Director Gordon Aoyagi**

Gordon Aoyagi is currently the Director of Homeland Security and Public Policy for the consulting firm, Justice and Security Strategies, Inc., providing research, evaluation, strategic planning and grant assistance to public safety agencies. He has over 30 years of senior executive experience in local government. He has served over 20 years with Montgomery County, Maryland, a full service local government with a population of almost 1 million people, located in the National Capital Region. Gordon served as first Director of the Montgomery County Homeland Security Department. He was also the Disaster Manager of the County's Emergency Management Group and has directed the response to several major emergencies in the County, including the 9-11 Pentagon attack, Hurricanes Katrina and Isabel, train wrecks and other emergencies. Gordon has played key roles on Metropolitan Washington Council of Governments boards and committees in homeland security coordination and mutual assistance for the National Capital Region.

Prior to homeland security, he was appointed as the first civilian Fire Administrator, directing over 1800 career and volunteer firefighters and 19 local volunteer fire departments. He was the non-voting Chair of the Fire and Rescue Commission, the seven-member appointed policy body for the combination system. Communication interoperability, firefighter wellness and safety initiatives, critical incident stress management systems and family support network, fire rescue master plan, water supply plan, workforce diversity, specialty response team improvements, command training center, community safety outreach and life safety legislation were implemented. He also facilitated organizational change to establish unified career and volunteer command under a single, uniformed Fire Chief. Gordon was also appointed as a Maryland State Fire Prevention Commissioner.

Gordon served as the Senior Assistant Chief Administrative Officer in the Office of the County Executive. Prior to that, he was Division Chief for Transit Services. He served as the chief executive for various transit agencies in Salem, Oregon; Westport, Connecticut; and the Regional Transportation District in Denver Colorado. He completed his military service in military intelligence in Viet Nam as an US Army Captain. Mr. Aoyagi has a Bachelor of Arts from Colorado College and Masters of Public Administration from the University of Colorado.