

TEMPE ORAL HISTORY PROJECT
Tempe Historical Museum
809 E. Southern Avenue
Tempe, AZ 85282

Project Director:
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BEGIN TAPE ONE, SIDE ONE

SARKETT: This is Jeremiah Sarkett with Mr. Cliff Jones of the Tempe Fire Department. It is Friday, the 15th of November, 2002, and Cliff is helping us with our Oral History program. We will be discussing some Tempe Fire Department issues, his background, and just things related to the Tempe Fire Department.

To start, Cliff, where are you originally from?

JONES: I am originally from Pennsylvania, Wilkes-Barre, Pennsylvania. My parents moved us here when I was seven-years old, so we have lived in Tempe since 1954.

SARKETT: What was it like growing up in Tempe? What was the community like?

JONES: Tempe was a great place to grow up. We initially lived in a rental home where Palo Verde West dormitory is now, so we were right across the street from A.S.U., and we lived there for a year or so while my dad was having a house built in far south Tempe, which was just north of Broadway on Ventura. Kind of our playground was the campus of Arizona State University, and my brother and I had a dog, and we pretty much had roaming rights on the campus there. The campus community was obviously much smaller than it is today, and we were over there almost every day after school and on weekends. I remember there were fish ponds throughout the campus, and you could go over there and watch the fish, and the dog would get in the fish pond occasionally and chase the fish. There was a pool down

at Tempe Beach, which was on Mill Avenue and First Street, right across the street from Monte's Casa Vieja. We used to go down there a lot. The Valley Art Theater in downtown Tempe was the city's only place to see movies at that point, so we were there with some degree of frequency.

I went to Mitchell School for awhile, which is located in the west-center part of the city, and I went to Ritter School, which is now an A.S.U. building at Rural and Tyler. And then I started the fourth grade at Broadmor School, which is located on Aepli Drive at College Avenue.

SARKETT: Where did you go to high school? Tempe High?

JONES: I went to high school at Tempe High School, which I affectionately call the cultural center of the world.

SARKETT: Why do you call it that?

JONES: Because that's what my English teacher called it, and I have never forgotten that. It's just one of those statements that sticks with you. I remember that Harry Mitchell was my government teacher in my junior year. Tempe High School was just a great place. A lot of school spirit, and I know that that's still there today. When I graduated from high school I started going to A.S.U. and to Phoenix College simultaneously. I was taking some general studies courses at A.S.U. It started taking some fire science program courses at Phoenix College. I completed an Associate Arts degree before I went into the Marine Corps in 1969, and after

I got out of the Marine Corps I started with the Tempe Fire Department and then resumed working on my bachelor's degree at A.S.U.

SARKETT: When did you become interested in becoming a fireman? I've heard stories that you used to hang out at the local fire-houses with all the guys when you were a kid. What was that like? What experiences and influences do you have from those events?

JONES: I did have, I think, a unique upbringing from that vantage point. I think I was about 12-years old when I decided that I wanted to be fire fighter, and I don't think that ever really changed. The city formed a paid fire department in January of 1961, and I know that probably some time during that first week of that department being formed that I went down and met some of the fire fighters. I did start spending time at fire stations. There were only two fire stations in the city at that point, one at 31 E. Fifth Street where city hall is now and then one on Apache Boulevard which is now the fire house restaurant. Those were the city's two fire stations. The only one that was occupied initially upon formation of the paid department in '61 was the one on Fifth Street. Even with the formation of that paid department, the city continued to depend on volunteer fire fighter for a significant number of years following the hiring of paid fire fighters.

I should point out that even before the paid department was formed in January of '61, the department had one

paid fire fighter at that point. Kind of a very unique situation in that a gentleman by the name of Wally Filger lived in the fire station on Fifth Street there, and that was their home. His wife was there and a son and a daughter. He went on all the calls that there were, and he drove what we called Truck One, which was a two-person fire attack truck. He would take that truck and start to work at an incident until arrival of volunteers to supplement his efforts. So Wally Filger was the first paid fire fighter in the city, and he had had a long history with the city even prior to becoming a fire fighter. If I understand it correctly, his employee number was 0001. But he treated me very well also, but kind of the unique thing about spending some time at fire stations as a young person is that, in addition to my parents obviously and I had two of the world's greatest parents, but fire fighters became mentors for me in some situations, and to a reasonable degree. I saw the nature of what fire fighters do, and the type of people that are fire fighters is something that fit with my expectations of what I wanted to do for the rest of my life. The type of people that were fire fighters matched up with the type of work environment that I hoped to be in at some point.

SARKETT: Cliff, you said that you were in the Marines. What did you do in the Marines?

JONES: I went through boot camp in San Diego which was about three months, and then I went through pre-Viet Nam training at Camp Pendleton, and then went on leave, and then was scheduled to go to Viet Nam. I remember being

out on the tarmac there, the blacktop at Camp Pendleton, in one of the troop handling areas, and people were getting their final orders. I got orders to go to El Toro, which is in Orange County—a long ways from Viet Nam. So I worked at El Toro for the balance of my time in the Marine Corps, and I worked in an office. I worked directly for a captain in a large aviation squadron at El Toro, which had a fire squadron, and basically did the administrative work that either the captain or major or lieutenant colonel needed to have done.

SARKETT: Were you glad you didn't go to Viet Nam?

JONES: Yeah, I'm glad I didn't go to Viet Nam. I didn't and wouldn't have wished Viet Nam on anyone, but I was prepared to go to Viet Nam. Why I didn't go, I can't tell you. It was a last minute order change. I thought I was flying out to Viet Nam that day that I got orders to go to El Toro. When you look back on the Viet Nam war, on the one hand you can say being in combat builds character. It also does a lot of other things to people, and my limited insight to war is that it's not a place to be. It's something that you do for your country if you are called to do that. I was called and trained and prepared and ultimately didn't go. And I don't regret not going to Viet Nam in combat.

SARKETT: Cliff, how you think your Marine experiences, your classes at Phoenix College and later A.S.U., how do you think those types of situations and learning

experiences prepared you for your work for the Tempe Fire Department?

JONES: I think that the Marine Corps experience was an extremely good one, and I would not have been one to have admitted that at the time. I was trained by some incredibly tough people. I remember one drill instructor in particular that I think about routinely, by the name of Staff Sargent Dick. He was the toughest, meanest person I have ever met. By the same token, someone who is going to go to Viet Nam you want him to be somebody like that that you know is just extremely capable for the worst jobs that the country has to offer, which is going some place else to kill someone. Staff Sargent Dick and the other drill instructors instilled in me, and I think in most all of the other recruits, that people are capable of far more than they think they are. They stretch your capability and your capacity to the maximum, and they demonstrate to you how much is within you that without that stress of them putting you in certain situations you probably would never know. And sometimes when I get in tough situations I think back to dealing with Staff Sargent Dick and the other drill instructors, and the situation that I'm in at that moment doesn't seem nearly so bad. They helped to show me some tough times, and sometimes being a fire chief or being a fire officer at any level is just an extremely stressful and demanding position to be in. Fire fighting itself can be extremely stressful at times, both personally and organizationally, and having been through some tough times, I think, is a good foundation for a person that

is going to end up in some of those positions.

In terms of Phoenix College, I attended Phoenix College in the early days of fire science programs. There were only two people when I first started there that were not already on fire departments, and it was relatively unheard of at that point for someone to be in the program and not be currently a fire fighter. It was resented by some that were in the program, for the most part the instructors were extremely supportive. The other person that was in the program was, who has come to be a life-long friend of mine, a gentleman by the name of Gary Morris. He became a Phoenix fire fighter when I first met him going through the fire science classes. When I first met him he was a fire fighter at Luke Air Force Base. During his military service he was taking classes part time, and we became good friends. He became a Phoenix fire fighter and I became a Tempe fire fighter. He rose to the level of Deputy Chief in the Phoenix Fire Department, and then assistant chief. About a little over a year ago he was appointed as the fire chief in Seattle, Washington.

I think that working with some of the teachers at the time-almost all of them in the fire science program were fire department officers- gave me an insight to the possible future of the fire department, kind of what the future holds. It gave me better preparation, I think, to understand what a fire department was in the mid- to late 60s, and what it could be years later. I think it helped to give me a little bit of a jump start, if you will, on pursuing a career in the fire

service. At the time that I came on the Tempe Fire Department in July of 1971, it was pretty unusual for a person to have a fire science degree. Today it is not nearly as unusual. I got to interact with a lot of professional fire officers. Probably the most influential one was the person that is not the chief of the Phoenix Fire Department, Allen Bernacini. He was an instructor even then as I started to go through those courses, and has had a very positive effect on me over the years.

SARKETT: What about A.S.U.? Were there any experiences there that helped you with what you're doing now, do you think?

JONES: Oh, absolutely. I majored in political science at A.S.U. At some point of time basically everything we do has some politics in it. It was reinforced as an area of interest by Harry Mitchell, once again when I was a junior at Tempe High School. So I pursued that at A.S.U. Got my bachelor's degree in political science, and I think that at least at the time it was the closest thing that a person could major in in terms of being immediately applicable to a career in fire service. There wasn't a public administration program at the time. That came later at A.S.U. So at least at the bachelor's level, I think a degree in political science has paid dividends for me all throughout my career.

SARKETT: You said you started in July of '71 with the Tempe Fire Department. Do you remember roughly how many men were

on the force at this time?

JONES: I don't remember specifically. I want to say there were probably 35. There were only two fire stations at that time. One was what is now Fire Station 6 at 1000 E. University, and the other was a temporary fire station comprised of a mobile home [to house the fire fighters] and a prefabricated shed, if you will, to house the fire truck. That was located at Southern and Kyrene Road. That facility was operated there until a permanent facility was built, which is still in existence today at Hardy Drive just north of Southern. Fire Station 2 is there.

SARKETT: Tell me a little bit about your first year of service. What was it like to you? What were some things that stood out as far as procedures and policies?

JONES: Because I had spent time around fire stations for a good number of years, there really weren't any surprises to me during my first year. I knew most of the policies before I came on the department. I was well aware of what fire station life was like. I was reasonably tuned in, I think, to what shift work was in terms of 24-hour shifts because, while I hadn't personally experienced it, I had watched people experience it for many years. So I think that insight made the transition easier for me in terms of becoming a fire fighter. What I remember liking a lot during my first year was just exactly what I thought I would like, and that is that fighting fire was challenging and demanding and that you have to meet those

challenges and meet those demands with fantastic people. My perspective of the people did not change from the years that I spent in Tempe First Stations as a civilian growing up and then my time on the department. I think that fire fighters by their nature are the best people that you can find anywhere, and that first year simply reinforced that notion. In looking back, I can tell you that there really wasn't anything I didn't like. I liked working with that group of people. I liked the challenges, and I liked working for the city of Tempe. I very carefully weighed out whether I wanted to work in a department where I had kind of hung out for years growing up or whether I wanted to go somewhere else, and I really wanted to spend my time on the Tempe Fire Department.

SARKETT: Cliff, tell me a little bit about your pay? What was your pay like during your first few years? How was it compared to other departments in the valley?

JONES: As I look back, the pay was obviously low compared to what it is today. By the same token, it was roughly in the ballpark with other departments. Probably the primary difference in terms of pay and benefits was when I first came on Tempe fire fighters worked longer hours than, for example, Phoenix fire fighters. We worked a 67-hour work week, which compared to today, fire fighters work at 56-hour work week. The pay got me by, and once again, being in the Marine Corps for several years prior to being a fire fighter, set me up for how to get by on whatever it was you were provided with. My wife had a lot to do with us getting by in

those early years. She is very budget conscious and financially astute. As a matter of fact, she worked for a period of time herself at Good Samaritan Hospital.

SARKETT: Cliff, tell me about the benefits. I heard that you guys did receive benefits, but what types? What it everything?

JONES: Well, you received some of the same type of benefits that we do today. In other words, you had a paid vacation, paid sick leave, you had health insurance and you had a retirement system. And those are four of the big ones. Obviously there are additional benefits today over and above those. Dental insurance, vision insurance, deferred compensation programs, to name a few, have come into being over the years. Even the benefits that we had when I first came on that are still in existence today have been improved upon by the city over the years. Once again, comparatively speaking, the benefits were one of the strengths of working for the city. Workman's compensation was in existence then just as it is today although today it has been improved upon by the city. The benefits at the time were good.

SARKETT: Where did you and some of the members go for initial training? What was that like?

JONES: That's a really interesting question because one of the things we haven't covered is that for a number of years prior to my becoming a paid fire fighter with Tempe,

before I went into the Marine Corps after I became 18-years old, I was a volunteer fire fighter for a period of time. So I did have some fire fighting experience, and I did have some structured training by virtue of having been a volunteer fire fighter with the Tempe Fire Department. I was the last fire fighter hired by the city of Tempe that did not go through a formal recruit training academy after being hired. All of my training was on the job training during shift work. My first day of employment with the Tempe Fire Department I was not in training as fire fighters are today (typically for a period of three months); I went immediately on to shift work. Basically the message was the first morning I was there, my captain said, This is the truck you're going to be on right here. You're going to ride on the back. If the lights come on and they say Engine 1, get on the back of this truck and don't fall off. That was my training.

SARKETT: Who was your captain that said that?

JONES: Captain Ford. While that is overstated a little bit, I mean we actually had that conversation, but we had training every day just as fire fighters do today. There is a portion of virtually every work shift that involves some training, whether it is structured training through our Fire Training Center or whether it's training conducted by the Engine or Ladder Company captain, there is training going on with the crews. That was the case at that time.

SARKETT: Cliff, where were you initially stationed? Which fire

house? What were the living quarters like?

JONES: I was initially stationed at what was then Fire Station 1 (which is Fire Station 6 now), at 1000 E. University, and I was there just a few months until I was transferred temporarily until I was transferred to Fire Station 2, which was the temporary fire station that I alluded to earlier at Southern and Kyrene. An average shift involved many of the same things that it does today. It involved coming to work and doing a fairly elaborate check of all the emergency response equipment, the personal protective clothing, all the equipment on the trucks, and the trucks themselves. It involved station maintenance that goes on in fire stations in terms of housekeeping. Almost every day we trained for several hours, and we also did building inspections for several hours during the day. That was probably the most structured part of the shift. Typically there are two meals taken at the fire station each day which are lunch and dinner.

END TAPE 1 SIDE A

BEGIN TAPE 1 SIDE B

SARKETT: We were just talking about a typical day in the life of Cliff Jones with the Tempe Fire Department.

JONES: Obviously those activities of training and doing inspections, station maintenance apparatus, etc. would be interrupted with emergency response requirements periodically throughout the day. The department was

not nearly as busy as it is in 2002 from an emergency response standpoint, and we were primarily a fire-only organization. We did not have clear-cut and structured medical service delivery responsibilities, nor did we have some of the special teams that we have today, such as hazardous materials teams, technical rescue teams, and that type of thing. We usually stayed very busy in a structured sort of way until 5:00. We would eat dinner at 5:00, and then is as the case today, we would be on what we call "standby time," and that is you need to stay in the fire station, you need to be immediately available to respond with your apparatus, but you can watch television, you can study for college courses (which many fire fighters do), you can just have conversations with your friends and co-workers. It is pretty much their time once we get past 5:00.

SARKETT: Tell me about a typical day for you now as the head of the fire department.

JONES: A typical day for me now is meetings and lots of them. It's responding to incidents, not as a person who is going to deliver service or who is going to command the incident but is to observe how we are delivering service from a customer service standpoint, as a customer service delivery organization and to take the opportunity to interface with the people that actually do the work. And that's where I enjoy interfacing with them the most is at incidents and watching them do the work that they do in the community so well each day. It is doing typical administrative duties and responsibilities, everything from budget and budget

control to staffing issues, employee relations issues, maintaining a positive and ongoing working relationship with the fire union. Local 493 is I think an important part of my job because of the people that the Local represents are the heart and soul of the department in terms of emergency service delivery. I think it's just critical that we have a positive, ongoing communicated relationship with them.

SARKETT: I read during my research that another fire station is under construction at this point. Where is this station being built, and how many stations will that be total for the city?

JONES: You are absolutely right. There is a new fire station under construction on Ash Avenue just north of University Drive. That station is probably nearing the 50% completion mark at this point. Most of the outside structural work is done. I would assume that over the next couple of weeks they will be putting a roof on the facility and then doing the inside finish work. We hope to be in that facility during the end of the first quarter of 2003, so end of February, end of March we hope to move into that facility.

We currently have six fire stations, and when we open that fire station, we will still have six fire stations because when that station on Ash Avenue opens north of University, we will close the fire station at 1000 E. University. The oldest station will then close, and it has not been determined exactly what use that building will go to. So we'll be at six fire stations. The

closing of that University Drive station is a byproduct of a two part plan to redistribute resources from the University Drive station into two stations, so it doesn't require any additional fire trucks or fire fights, but it is redistributing those resources to address response time issues in the central east and the central west portions of the city. Three years ago we opened the fire station on Apache Boulevard, and we moved part of the resources from the University Drive station into it. That has improved our response time into the central east portion of the city. During the first quarter of 2003 when we open the station on Ash Avenue, we will significantly enhance our response times into the central west portion of the city. And that's the area between, say, Mill Avenue and University west to the city limits. Those initial resources currently have been coming from the University Drive station, so they will be better than a mile closer to that area which does have a significant population base and comprises a reasonable call load.

SARKETT: Are six stations enough for the city?

JONES: No, six stations are not enough. We have in our six-year plan forecasted the need and have for some years now for an additional fire station which we see being located in the southeast quadrant of the city. That will be Fire Station 7, and currently that is forecasted for roughly three years from now.

SARKETT: How have the designs for fire stations changed over the years? They seem to be getting different.

JONES: I think you are right. Fire stations are different than they were years ago, and there are a couple of key reasons for that. One is simply the realization that fire fighters spend a significant portion of their lives at these facilities, and we make an honest effort to make these facilities not only functional but comfortable, and also attempt to make them facilities that they can be proud of as a byproduct of their employment with the Tempe Fire Department and the city of Tempe. I think a couple of the major changes are that, in our fire stations in Tempe for a number of years now, we have individual sleeping quarters as opposed to just large open sleeping quarters like we've had years ago.

This does a couple of very important things, I think. One is that it simply gives the fire fighter during a 24-hour shift a place to kind of get away from it all. Secondly, it eliminates a probably little understood but historic fire service problem, and that is snoring. If you end up in an open dormitory with a fire fighter or two that snores, you're in a miserable situation. We don't have that anymore, with the exception of the oldest fire station on University there, because all of our other fire stations have either been built or have been remodeled to have individual sleeping rooms. I think the other thing that it does very importantly is recognizes the potential problems of working in a close environment that people that have colds or maybe are coming down with the flu are just becoming symptomatic, and you can end up sleeping just three feet away from a

person that's getting a cold or the flu. Pretty soon you have a whole fire station of sick people. I think we have significantly impacted that in Tempe.

I think the other thing that the individual sleeping rooms allow for is that in all of our multicompany fire stations, that is any fire station that has more than one company in it, the sleeping rooms are segregated by fire company. As a simple example, let's use Fire Station 2 on Hardy Dr. We have Engine 272 and Engine 277 there. Years ago when Fire Station 2 had a common dormitory, both companies got woke up for every single call even if only one company was going on the call. Now because those rooms are segregated and a computer system is programmed to recognize that segregation, if Engine 277 is going on call then the lights and tone don't come on in the other company's room. Those personnel can sleep through that incident, if not completely at least to a significant degree. That helps with their overall health and welfare. While the fire service is an occupation where in most departments members are allowed to sleep on duty after 5:00 in the evening, they seldom get a good night sleep. And that's an important point to make. It is well recognized by all of us in fire service administration and the opportunity to help make that night a little more palatable is extremely important to us to do something about when we can.

SARKETT: During your 30-year fire career you worked for numerous fire chiefs. With the volunteer force you were probably under Frank Reeves. Is that correct?

JONES: No, as a volunteer fire fighter I was under Bill Hanna, because while he was the paid chief, he was also over the volunteers. My volunteer service came only after there was a paid fire chief.

SARKETT: Well, you did work for numerous chiefs-Bill Hanna, Bill Hayes. What were these two chiefs like? Do you model any of your work styles today after them, and how important were these two men in your career and your work methods?

JONES: You can't work for someone, I don't think, for a long period of time without taking on some of their positive attributes. I think both of those men had positive attributes and clearly had a positive impact on my life and my career. First off, Chief Hanna was a person that was unique to me in that I don't think many fire chiefs would have allowed, particularly in that day and age, a young person to spend time at the fire station. That was something that I recognized early on that could be fragile, that I could end up being seen as just a person who was in the way or was a bother. I never got a sense from Bill Hanna that I was that to him. He was very supportive of my interest in becoming a fire fighter, encouraged me, sent me to talk to other people that he knew were up and coming in the fire service, and pretty much did everything he could to allow me to develop as a fire fighter if that is what I wanted to do, and ultimately, in terms of the decision maker, was the person who hired me as a Tempe Fire fighter. I am forever grateful to Bill Hanna, not only

for tolerating me as a young person at the fire stations but for ultimately hiring me as a fire fighter. Then through my first couple promotions in the fire department, it was once again Bill Hanna that made those promotional decisions. So I owe a great deal to Bill Hanna.

To Bill Hayes, I worked with Bill Hayes over the years. He and I were very good friends for many years, we are today. He was just a great person to be around. He had a unique, dry sense of humor (as did Bill Hanna), and I think both of those helped me with my overall approach to a sense of humor. Bill Hayes, I think, instilled in me the importance of the financial aspects of the job, to pay attention to detail. I worked with Bill Hayes for ten years as the assistant chief ultimately. Bill Hayes made the decision to promote me to assistant chief, and so to Bill Hayes I am forever grateful. I think there were probably other directions that he could have gone. I was a new battalion chief at the time when the assistant chief became open. He made the decision to promote me to assistant fire chief in 1978. That was a monumental day in my career. Both of them encouraged me throughout my career. Bill Hayes encouraged me after I came on the department, and I worked for Bill Hayes at one time as a fire fighter. He was a good company officer and helped to instill in me the importance of taking care of one's crew and watching out for your fellow fire fighters.

SARKETT: When were you officially announced as the Tempe Fire Chief? Tell me what the hiring process entailed?

JONES: I became the fire chief on February 15, 1988, and the process was actually fairly simple and straightforward. The city manager then, Jim Alexander, determined that he would hire a fire chief from within the department and interviewed both myself and Jim Gaintner, who was the other assistant chief and whom I am glad to say is an assistant chief today because Jim Gaintner is my right hand person without a shadow of a doubt. It was not an elaborate testing process, wasn't an assessment-centered type process that you might encounter today. I also owe a great debt to Jim Alexander for making that selection, not only in terms of being confident about the internal candidates but also for selecting me. I am comfortable that had he selected Jim Gaintner that he would have selected an absolutely outstanding person.

SARKETT: What did you initially want to accomplish most when you became chief?

JONES: I wanted to establish a planning process within the department that would involve members of the organization in that planning process. We did that and that process is still in existence today. It requires a great deal of work but results in us always having a long range plan in place, which I think for a dynamic community like Tempe is extremely important to help the city understand what the requirements of the fire department are going to be in advance of those requirements. Being on top of them we felt that a long-range plan would benefit both the department and

the city, and I feel strongly that it has. I wanted to establish a positive working relationship with the Fire Union. I feel that we have done that over the years. They are a very astute group, have a very strong agenda, but fortunately a good portion of their agenda is similar to my agenda and that is that they want to be part of a progressive department, they want to be part of an effective service delivery system, they want to maximize safety for their members in a dangerous occupation. I would share all of those. Obviously they have issues concerning pay and benefits and that type of thing as well, but they are a very proactive union organization and are good to work with.

SARKETT: Alright, Cliff. I'd like to shift gears now and talk about some Tempe fires. Recently the Hayden Mill caught fire again. This time it received some heavy damage. What was the fire like? I heard it was large in size and required much manpower. I was hoping you could describe the scene in detail, some of the obstacles that the fire department was facing, if any, and basically just walk me through this event. And then I also want to take a look at these pictures, and maybe you could describe what was going on here.

JONES: The fire at the Hayden Flour Mill was an event that we had forecasted as a department. Several months prior to that event as a part of our battalion chief-level preplanning program, one of our battalion chiefs had done a complete survey of that facility including pictures, diagrams, interior assessment, etc. and had presented that to the senior staff of the fire

department. As a result of that, we did some things to mitigate the potential for problems down there, and ultimately we ended up with a problem but in effect it was a fire prevention success story. What we did over the months prior to that fire, for example, is we had all of the combustibles (and that is combustible contents) removed from that building. That facility had a great deal of combustible contents in it. It included some hazardous materials. We had all the hazardous materials and all the combustible contents removed. That helped manage the size of that fire, it helped to manage the spread of that fire, and it helped to manage safety aspects for civilians in terms of smoke exposure in the downtown area. Had we had all the combustibles in there, we would have had a much greater problems with smoke development and with potential civilian exposures to smoke problems in that general area, including some of the neighboring buildings such as Monte's La Case Vieja and others.

We had identified that building as a building that we had wanted to enter on arrival if there was a working fire, and this was an obvious working fire situation from the time of dispatch because the building was abandoned and there was a number of problems in the building in terms of holes in the floor in certain places, etc. that we were concerned about. So the crews immediately went into what we call a defensive operation, and that is they applied large capacity master streams and handline streams from outside of the building in an effort to knock down the majority of the fire, and they were very successful in doing that.

Later in the fire-and that fire kind of crept in some paneling and some woodwork inside the structure, but it crept over time to where even as late as 9:00 that night it was breaking out in a part of the fourth story roof area of the building and required exterior streams to knock down that fire once again-but we did make a couple of entries late into the fire to preclude that fire from spreading to the east side of the building. The crews did that in as safe a way as was possible. I made a judgment that the crews that were interested in doing that could do that safely; the majority of the fire had been knocked down. We just had a slow moving fire in some woodwork, and we wanted to knock that down before it crept over to the east side.

The east side of the facility included the majority of the exposed wood in the whole complex, and had the fire reached the east side, it would have been a fire of massive proportions for the downtown area, much larger than it actually was.

The crews operated down there very effectively. It was a tough fire because it is an historic property. We attempted to manage very carefully how we related both a building that we don't want to enter and interfacing that later with an actual entry to knock down some spot fires after the main body of the fire was controlled. I think one of the things that is really important in this fire is that to make those limited entries we used a really new technology in the fire service called "thermoimaging camera." The crews used those very effectively in making these entries and seeing where the fire was and where it was moving even in the thick

smoke that was in there. They could see through the smoke with these cameras and observe what was going on with the fire. Those cameras helped them to both locate the fire quickly once they made those limited entries and knocked the fire down. That's really a change from what it would have been years ago when I first started in the fire service. I don't think any of us could have forecasted a day when we would be able to see through smoke. One of the things about fire fighting, it is not like television fires. Television fires you can usually see people, the fire fighters and the people they are going to rescue. That's not usually the case in structure fires. Normally in structure fires a fire fighter can't see his or her hand in front of their face let alone see a victim behind some furniture. But a thermoimaging camera allows you to do that.

SARKETT: Cliff, I want to go on about the mill, but I want to ask you about these cameras. Are they like a night vision goggle that a soldier would wear?

JONES: They are very close to a night vision goggle in a way, and the image that you see is very akin to the image you would see through night vision goggles. The difference is that it is not night vision goggles, it's actually a hand held device, as much like a camera as anything, and you just kind of point and look through it, and the image is projected on the screen of what you're seeing. With the naked eye you would be looking at just smoke, and when you use the thermoimaging camera you can see a person back in the smoke or you can see

fire back in the smoke. So it helps you to located people in terms of rescue situations, it helps you to see and locate the seat of the fire in terms of fire combat and extinguishment. It's a phenomenal advancement. We have one thermoimaging camera on each fire company in Tempe.

SARKETT: How much does one of those cameras cost?

END TAPE ONE SIDE B

BEGIN TAPE TWO SIDE A

SARKETT: We were just talking about the Hayden Flour Mill fire. How much of this historic building was damaged?

JONES: As I understand it, the portion that burned was going to be demolished anyway, and the fire fighters held the fire for all practical purposes to that portion that was going to be demolished. There was some interior fire that spread in paneling and woodwork that got into the older three story part of the building, and as I mentioned earlier, worked its way up into the roof area of the four story portion. There really wasn't any damage in the three story portion in terms of the fire spreading into the woodwork. There was damage to the roof of a small part of the four story portion, but that is going to be easily replaceable I think. Overall, it would be my opinion that the damage was relatively minor in terms of the portions of the building that they hope to restore as an historic structure. The fire fighters did a fantastic job of

preserving that building.

SARKETT: Cliff, I'd like to get to these pictures. If you would take a look and point some things out to me that were going on that day.

JONES: This fire was reported by an aircraft that was making an approach to Sky Harbor Airport, and very shortly after that a Phoenix Fire Department Command Officer who was on the freeway upgraded the response to this issue because he could tell that it was a working fire in a very large building. On arrival fire fighters (and that's what's going on in this first series of pictures) have come in, they've assessed the situation, they've laid out supply lines, they've hooked up attack lines, and they've begun to establish master streams. The primary master stream that was used was off of Ladder 273 that was set up on Mill Avenue immediately in front of the fire. They used their ariel ladder and 1,000 gallon per minute nozzle at the end of that ariel ladder. to knock down the majority of the fire, but they were supported by fire fighters that placed hand lines and placed other master stream devices to put a maximum amount of water on the fire from safe locations. The portion of the building where the fire was that was torn down on the Mill Avenue side was in our minds the most collapse-prone portion of the building. It was just ironic that that's where the fire started and where the fire had control of the roof area of that portion of the building on arrival. So the intent or the strategy was to knock down the major portion of the fire with minimal danger to fire

fighters.

SARKETT: Is there anything else you get from these pictures?

JONES: Well, one of the things that a few of these pictures reinforce is that there was an absolute, steadfast, ongoing concern about safety, and safety was clearly a strategic consideration at this fire as it is at almost any fire. We have a risk management philosophy that we adhere to and that was a continue part of the process at this fire. But once again, a heavy reliance on master streams to knock down a portion of the fire. The Ladder 73 stream that I referenced actually was used to eat away at the brick work in the part that collapsed so that it would expose the underside of the roof that was burning so that they could knock that fire down and extinguish it, and they were very successful in doing that.

SARKETT: What were your feelings in observing this fire? It wasn't the first time that the mill had caught fire.

JONES: No, it was not the first time, but to my knowledge it was the most serious fire that I can recall at the flour mill or at least the largest fire. During my career in the department, what went through my mind is a whole host of things. First and foremost is the notion that, as the fire chief, I am responsible ultimately for everyone at that fire scene and that once you are engaged in fire fighting there are no absolutes, that despite the best of equipment, the best of training, the best in personnel, that we can still

have problems. Fire is very unforgiving, so safety of the members of the department is of paramount importance. I think also running through my mind was just the potential magnitude of that fire if it were to migrate to the east side of the building. Certainly the exposure problem is always a concern in a large fire, and the fire fighters addressed that very well by putting themselves between the fire and the most severe exposure which was Monte's La Case Vieja. The prospect that we could have flying brands that could ignite the roof structure at Monti's was on my mind as well.

The fact that this fire would require extensive resources in addition to what our department could provide is a part of any large operation, and I am extremely grateful for the system that exists in the valley. We call it automatic aid. It allows fire departments to share resources where the closest fire company goes to an incident. Automatic aid pays dividends for citizens day in and day out, but pays dividends for fire fighters particularly during large emergencies, such as the Hayden Flour Mill. It helps us to get additional resources on the scene much faster than we would have been able to do years ago when we used a system of calling back our own members from off duty. While certainly they did a good job when they came in, it takes a long time to get them there.

To summarize that, I think the safety of our members, the preservation of the buildings in the immediate area, and the potential for preserving an historic building that the community hoped to redevelop were

paramount on my mind.

SARKETT: Was arson suspected in this blaze? What did the investigation lead to?

JONES: The investigators suspect that this fire was intentionally set, or if not intentionally set, then accidentally set by people that should not have been in the building. Some witnesses said that just before the fire broke out that they saw two relatively young people running from the building. Both the police department and the fire department are continuing to work on that aspect of the investigation.

SARKETT: Well, Cliff, we at the museum appreciate your great work with that historic property. It is good to see it still standing.

JONES: Thank you.

SARKETT: On more of a tragic note, a very tragic fire occurred on January 15, 1980 at the Jumbo Bagel Bakery and Deli. This fire took the life of Ed Gaiki, who will ever be remembered and missed. I was saddened to read about this event when I was doing my research. Ed was a great Tempean, and Cliff, were you present during this blaze? What do you remember about this incident and the aftermath? How were the department and the community able to move on in the way that they did?

JONES: I was present at that fire. I was the assistant fire

chief. This fire was late in the evening. I responded from my home. When I arrived on the scene crews were well into their operations. There were crews inside the building. That structure collapsed within a very short time after my arrival on the scene.

SARKETT: You saw the building collapse?

JONES: Yes, I did see the collapse. There are a lot of things I remember about that incident. I, like any person who was either at the incident or on the department at the time for that matter I believe, have been significantly impacted by that incident. I think that incident reinforces a notion that I mentioned earlier that fire is unforgiving. It takes no quarter. It can bring upon you the unexpected with a ferocity and a magnitude that you simply aren't prepared for. It also reinforces that you can have problems in terms of fire fighter injuries or worse yet fatalities virtually no matter what you do. What you try to do is minimize that exposure, mitigate the chances that you will have a serious fire fighter injury. Everyone who has come on the department since this hears the stories about this fire. It is something that will be a part of the Tempe Fire Department for as long as the Tempe Fire Department exists. I worked with Ed Gaiki on the same fire- company. I was Ed Gaiki's supervisor before I became a chief officer when I was a company officer. Ed Gaiki was an absolutely outstanding fire fighter and member of the community. Each year we remember Ed Gaiki on January 15. We typically meet at Gaiki Park. We have lunch there and remember Ed and his

contributions to the department and what his passing has met to the department.

SARKETT: Thank you, Cliff. On another sad note, what were your feelings after the 9/11 tragedy? How did your heart go out to the fire fighter in New York and Washington? What was going through your mind then?

JONES: One of my major interests throughout my career has been fire fighter safety. I have done a great deal of work in that area. I don't think I was able to comprehend- and maybe I'm not comprehending it now-that we could lose 343 fire fights in a single incident. For that reason shortly after that incident myself and our special operation's chief Tom Abbott went to Ground Zero with the Phoenix Fire Department's Urban Search and Rescue Team. We spent parts of two nights out there in the rubble. It is not describable. We're talking about being on rubble that is beyond belief in terms of the magnitude of the destruction. What do you do when you come up and see that you have two 110-story buildings on fire and you have smaller buildings on fire around them that are taller than any building in Tempe? What most people don't realize is that when those twin towers collapsed they took out part of the water system in Manhattan, and so there was very little water for fire fighting. They had to bring a fire boat up, one that had been decommissioned, and the majority of the water from that period of time came from that fire boat.

[Several minutes follow relating Chief Jones's reaction

to his visit to the Twin Towers that are not transcribed.]

SARKETT: Thank you, Cliff, for talking about those two very sad stories and shedding light on them for us. I want to get into some of the accomplishments you have created for the department and for the city. First and foremost the fire grading classification with the insurance services office in 1984 was lowered from a class 4 to a class 2. I want to know if it is possible as far as the monetary implementations for the city to lower it further to a class 1, and what should the average resident know about this classification system?

JONES: I think that the average Tempe resident should know that class 2 rating in the insurance classification system is an extremely good rating, that it represents the city of Tempe Fire Department, and the city of Tempe as a government organization in a very positive way. The classification system runs from a 10, which is essentially no fire department, to a 1, which is a top fire department. There are only roughly 30 class 1 fire departments in the United States today. There are about 33,000 fire departments.

SARKETT: What are some of those class 1 departments?

JONES: One of the class 1 departments is Plano, Texas. Another class 1 department is Los Angeles City, California (actually only in a portion of the city). What a class 2 means to the average resident in Tempe is that the fire department is capable of preventing

conflagrations from occurring. A conflagration is a fire that extends beyond the block of origin, and that there is a direct connection between the insurance classification and the amount of insurance premiums that we have to pay as citizens or business owners for a given level of fire insurance or homeowner's insurance. So there is a direct effect in terms of that insurance classification on our insurance rates. A class 2 gives an entity as good an insurance rate as they can get for residential properties, and it gives you obviously next to the best rate that you can get for commercial and industrial properties.

The insurance classification system is heavily staffing-dependent, and while we are well staffed as a fire department, in terms of our limited number of fire companies (we maintain a staffing level of four members on each fire company), we would have to go to an increased number of fire companies and an increased staffing level to reach a class 1. I don't know that that is in the best interest of the city.

END TAPE 2 SIDE A

BEGIN TAPE 2 SIDE B

SARKETT: What is Phoenix? Is Phoenix a class 2?

JONES: Phoenix is a class 2 also. I think the best departments in Arizona you will find have a class 2 rating.

SARKETT: What about Mesa?

JONES: Mesa is a class 2 also, I believe. The insurance classification is based on a system developed and now managed by an organization called Insurance Services Office. It is represented by a conglomerate of insurance companies, and they support this organization to evaluate cities in terms of their fire defenses. It primarily measures your fire fighting capability, your water capability. The water utilities department in Tempe plays a principal role in our insurance grading classification, and it also looks at the fire prevention program in addition to alarm and communication systems and that type of thing.

SARKETT: Cliff, Tempe was also one of the first agencies internationally to be honored and accepted by the Commission on Fire Accreditation International. How was Tempe evaluated by the CFAI and describe the process towards accreditation. Essentially, what makes the Tempe and Phoenix Fire Departments so renown? Also, what is a goal of yours to become accredited so early?

JONES: Tempe was evaluated several times actually for CFAI accreditation. I became involved in the development of a national accreditation model 12 or 13 years ago and worked with a committee of people from the International Association of Fire Chiefs to help develop the system. When it became time to first test the system back in the early '90s, I offered Tempe as a test site. Tempe was chosen, and we actually first

tested this national accreditation model in Tempe. The Tempe staff went through the accreditation program just as they would for actual accreditation once the agency became operational, and we developed a document and then a large contingent of people came out and reviewed the document and reviewed the Tempe Fire Department. That did not result in accreditation. We are considered the alpha test site for the national accreditation model. But having gone through that as the alpha test site, then when the CFAI was incorporated in 1997, Tempe was simply probably better positioned than most any other fire department to go through the program in terms of assessing itself and then asking the commission to send in a site team which is comprised of three to four people, fire service experts from around the country and not only validate the extensive document you have prepared which is an assessment of your own department, but then they assess the department as well.

Tempe is the alpha test site. Over the next two years there was a host of beta test sites, roughly 10 beta test sites that went through the program. But Tempe and Tempe Fire Department staff, I give them the credit for moving forward with this program when accreditation became available, and because we had been through it, we took advantage of the opportunity to be the first internationally accredited department.

SARKETT: Cliff, you are also the chairman of the board of the CFAI. How did you get on the board and become chairman, and what do your duties include here?

JONES: I have been a member of the board of-it's actually a commission, I've been a commissioner-with CFAI since its inception in 1997. I became the chairman two years ago. Our chairman from the outset was fire chief Randy Brudman, who is from Clackimus County, Oregon, and when Randy's term of office was up the commission voted to elect me as its chairman. My duties include helping the board of trustees (and we do operate under board of trustees) to continue to move the fire accreditation program forward in the United States, to maintain its viability, to get other departments interested in the value of accreditation and becoming accredited. I think we've been very successful in that. We have a number of departments in Arizona that have become accredited and others that are involved in some phase of the process at this point. I think Tempe's having been accredited first has had a positive impact on a number of other Arizona departments. I chaired the meetings of the commission and then we review the reports from site visitation teams that assess departments around the country and determine whether or not departments are eligible for accredited agency status.

SARKETT: Tempe was also recently selected as one of the country's first Project Impact Communities that was sponsored by FEMA. It was basically designed to make communities more disaster resistant, able to work under disaster situations. Can you elaborate on the importance of such plans in today's world and how Tempe was selected by FEMA?

JONES: I think Tempe was selected as a Project Impact Community for a number of reasons. First, the fire department in Tempe has been responsible for the city's emergency management function (translated this is disaster preparedness function) since 1988. Late in 1988 the fire department was assigned the responsibility for the emergency management function with the cooperation of other city departments, primarily the police department and the public works department. We developed a city emergency management plan that was very comprehensive in nature and in scope. That plan was approved by the mayor and city council. It is updated periodically.

Tempe is known as a community with a very viable and workable emergency operations plan for disasters. A number of years ago, the Arizona division of Emergency Management came to Tempe and asked if we might be interested in being considered as a Project Impact Community? We had read a little bit about this program but didn't have an extensive understanding of it. We met with representatives of the Arizona Division of Emergency Management, and following their presentation, elected to apply along with a number of other agencies, and ultimately were selected to be the first Project Impact Community in Arizona. We formed a Project Impact Committee for the city. That committee was chaired by myself and a staff member from the Arizona Division of Emergency Management, by the name of Beth Zimmerman, and she and I co-chair the Project Impact Committee of Tempe. We elicited the support of a host

of business, corporate, and institutional partners in Tempe, and we have almost 30 partners today that are members of the Project Impact Committee. We developed a grant proposal and applied for a grant from the Federal Emergency Management Agency.

We were awarded a grant of \$500,000 to do mitigation work in the community, and that very simply translates into either preventing disasters from happening or mitigating or minimizing the impact of disasters that do occur. We've had some very successful programs. I think one of the ones that means the most to me right now is the Public Education Outreach Component of Project Impact for Tempe, which has allowed us to develop a disaster guide for the community. It was developed by the Project Impact Committee, and an intern that we had, Michelle Tom from A.S.U. that we secured and gave her that assignment to work with community members on this document, but this was a document that was prepared from scratch to be supportive of the Tempe community and the people that live here. This is available through the Tempe Fire Department and the city, and I encourage all members of the community to avail themselves of the information in this guide. It is available in Spanish as well as English. The most recent edition of it includes a section on threat preparedness which is basically terrorism, and it gives some basic tips on things that people can do from either a potential terrorism incident standpoint or a natural disaster standpoint to get by on their own for a few days. A huge part of emergency management is the management of fear and

anxiety. Through public education we have the ability to do that.

SARKETT: I want to move on now to talk about some implementation and training that you have done. You and the department implemented a Hazardous Materials Response Team and a Technical Rescue Squad. How important are these two units for today's Tempe vs. Tempe of yesteryear and for the valley in general?

JONES: I think these two units are absolutely critical. We refer to them both as teams. The Hazardous Materials Response Team operates out of Fire Station 2 on Hardy Drive and comprises the two fire companies that are stationed there each day. The Technical Rescue Team consists of our Ladder 276 members which are assigned to Station 6. These teams are critical and are even more critical today than they were prior to September 11, 2001. Having had those teams in place I think put us ahead of the power curve. Many other communities in the nation decided they needed to upgrade their fire department's capability to respond to unusual events. Hazardous materials events are not frequent; they're what we call low frequency high impact events. I think the hazard materials response team, particularly in a high tech environment like we are in here in Tempe, is just an extremely important part of the community's emergency response capability.

I think that technical rescue has evolved over the years into a specialty that is absolutely critical today. Technical rescue teams do some of the things that fire fighters used to do anyway but they do them

better and safer, better in terms of service delivery to citizens and safer in terms of the way the operation is done in terms of our members. I don't think they do many things that we didn't used to try to do as well as we could. I think the idea of a technical rescue team is to acknowledge that we are in a different world today, that we do need to have these capabilities in the community today, and that the fire department is best positioned to provide these services based on the types of personnel we have, the types of training they have, and the fact that they are used to working under emergency conditions.

SARKETT: Cliff, can you elaborate on the recent partnership with Arizona Public Service? Please detail the new state of the art training facility that is located off University Drive. Was this partnership and training facility your idea and did you organize it?

JONES: I don't think whether or not it was my idea is as important as it was vitally necessary to the future of the Tempe Fire Department. The long term health, safety, and capability of a fire department largely revolves around the quality of the training it provides for its members. Prior to the opening of the Tempe Fire Department-APS Joint Fire Training Center some ten years ago, the Fire Department had a small training building out behind Fire Station 6, but it was very limited in terms of the applications you could do there. This joint fire training center on University is a state of the art facility. It will be 10-years old in February of 2003. I think it has made a

material difference in the Tempe Fire Department and the degree of training we are able to provide our members. I am eternally indebted to Arizona Public Service for allowing us to partnership with them.

Yes, it was me who took the idea of a partnership to them. I knew they had fire fighters who worked at the Palo Verde Nuclear Power Plant. They did not have training facilities themselves, so we had two fire departments without training facilities. We had a limited budget to work with, as is always the case in any government operation. The strategy was to take that limited budget and use all of those monies to build actual fire training facilities as opposed to potentially using half of the available money to buy land and then build training facilities with the remaining money. So a partner was a critical component of being able to have a first class fire training center. APS provided the land and the city of Tempe provided the buildings. It also helped us from a planning and zoning standpoint. Typically it is difficult in a community to site a fire training center, and because of the nature of an electrical generating station we kind of fit on the property. We've had no complaints about the operation of that fire training center from our citizenry. As a matter of fact, we've had many positive comments not only about the facility but about its location and how it looks and how it represents both the fire department and the city.

SARKETT: When does training take place there, and what agencies

can train at the facility? Have any other foreign or out of state departments come in to train?

JONES: Training takes place there virtually every day. There is always some type of training activity going on there. Because of the types of training props we have there, we do have some other departments that use the facility, particularly for technical rescue training. Repelling work is done by a number of departments off of our skills building. I am very happy to say that we make that facility available to our police department. It is not uncommon for their SWAT team to operate there in terms of training evolutions. Other fire departments use the facility from time to time, particularly fire departments that we have had strong working relationships for years.

For many years prior to us having a training facility the only training facility that was available was the Phoenix Fire Department's training facility. So the Phoenix Fire Department uses our facility on occasion particularly when we have joint recruit classes. It has provided some expanded resource for the valley's fire service. Since we built that facility, other agencies have built facilities as well. The city of Chandler now has its own fire training center, Mesa has a fire training center, Scottsdale has a fire training center. No departments from outside the state have trained there, but some state and federal agencies have trained there and we have had the military there on several occasions for operations.

It is interesting to note that we have on several occasions used that as an operational control point, and we did that for the Super Bowl, for example. The crews in cooperation with the Federal Aviation Administration cordoned off the driving course that's there into helicopter landing pads, and we had it set up at one point where eight helicopters could land or take off from there at a time. The FAA had a portable traffic control tower set up on the roof of the skills building.

SARKETT: Why is it such a state of the art facility? What do they have there?

JONES: We have a classroom office building, two classrooms (one that seats about 50 and another that seats about 20), a library, a small video studio there where we can simulcast training programs to all of our fire stations, and there is training available over the city's fire department training channel almost every day. We have a driving course there that is used by a number of valley fire departments, Arizona Public Service, and by us. The driving fire apparatus is an extremely important component of having a safe fire department, and that driver training course has paid big dividends for us. We have a four-story skills building there where we can pump smoke into various portions of that building. It's smoke made by machines, so it's relatively safe. We also have a burn building there where we can simulate structure fires and give new fire fighters or even seasoned fire fighters refresher training on structural fire

fighting. Much of the heat that is generated within that building is done through a gas-fired furnace, so we have taken the environment into consideration and we don't burn large amounts of combustibles at that training facility as do some departments around the country.

SARKETT: The department was also instrumental in getting improvements to fraternity houses, apartments, industrial commercial properties, etc. They required that fire sprinkler systems be installed. This was a big step for building codes, and it probably helped lower the firing grade classification system. But did it have any other positive ramifications?

JONES: The city, through a cooperative effort of the fire department and what was then the building safety department, through the building code adopted and enhanced the fire sprinkler ordinance in the late '80s. That has resulted in a huge number of properties being totally protected by automatic fire sprinkler systems over those many years. Obviously a number of buildings were sprinkled before that, but the ordinance in the late '80s really tightened up the requirements in terms of what types of occupancies had to install automatic sprinklers. Those included multifamily occupancies so virtually all of the apartments that have been built in Tempe since the late '80s have had a complete automatic fire sprinkler system. This helps us manage the fire problem in a very proactive way. It doesn't necessarily prevent ignition, but it controls or mitigates the size of the fire you're going to have

once there is an ignition. Based on national statistics a fire sprinkler system either controls or extinguishes a fire prior to the arrival of the fire department in 96% of the instances. It's an incredible record for a fairly low-tech device. This is a device that has a fusible link in it. Each head operates independently. Television and movies often represent a fire in a building and then having the entire sprinkling system going off. That's not the case, and there are no systems that operate like that others than delude systems on theatrical stages. The heads all operate independently.

END TAPE 2 SIDE B

BEGIN TAPE 3 SIDE A

Sprinkler systems help manage the economic viability of businesses in the community. Many businesses around the country that suffer a serious fire are never able to regain their business stability. When a business has a fire their customers get used to going elsewhere, and it makes it very difficult to recover from that fire. If you can minimize that fire there is no business interruption. Sprinkler systems also help to manage fire fighters' safety.

SARKETT: Tell me about the new computer-aided dispatch and the GPS global-positioning satellite system that the Tempe Fire Department is using through the Phoenix Fire Department's Mutual Dispatch Center. When was this new system implement, and has it lowered response time?

Tell me about the cooperation between the two departments.

JONES: Tempe and Phoenix entered into a joint dispatching agreement just over 20 years ago, so this is a long-term agreement at this point that has paid huge dividends for both communities. At the time we changed over the dispatching function, Tempe had an understaffed, under-equipped, small dispatch facility that was located in Fire Station 6. Phoenix was in the planning stages for transitioning to a state of the art computer-aided dispatch system, and we made a push to join with them in that and were successful in doing so. That has resulted in an alarm room capability, which is what we call it in the fire service, that is much stronger than when we had a system of our own, and one that tracks the resources of virtually all the valley fire departments and send the closest fire company regardless of political jurisdiction. Just in the last couple of years we transitioned to a second generation of that computer-aided dispatch system. This new generation includes a global positioning system. Each fire apparatus is tracked by satellite. That satellite interfaces with the computer-aided dispatch system, and the computer dispatches fire trucks based on their actual location as opposed to their theoretical fire station location of years ago. It could dispatch, for example, a fire company that is returning from a hospital that's two blocks from a fire and a mile closer than the fire station that might have been programmed if they were just doing it by closest fire station.

SARKETT: Would you broadly tell me about the six-year plan that was adopted by the department and the city? Is the six-year plan an agreement with the city for departmental funding or is it an outline of where the department needs to go and how the city can help the department get there?

JONES: The six-year plan was originally called a five-year plan. We started the work on the six-year plan back in 1988 and then moved that forward and produced the first five-year plan in 1989. The plan is not meant to be an agreement between the department and the city; it is meant to be a road map for how the department can develop itself and also for how the city can help the department. It does not commit the city to doing something it doesn't want to do or can't afford. It's meant to give the city an opportunity to know the needs of its fire department before those needs are critical. It's meant to give them an opportunity to see what the costs are going to be for initiatives that the fire department brings forward, and it is certainly an opportunity for city management and/or the mayor and council, who are the policymakers, to say we don't want to do a given thing that is identified in that six-year plan. It is a road map, a budget tool, and a communication tool.

SARKETT: The department also instituted numerous community programs such as Operation Water Watch and Sir Snuffy. How have these programs and other programs affected the community, and how important are they for Tempe?

JONES: I think they are critically important. Operation Water Watch came about in the late '80s because of the alarming incidents of child drownings in the community. After just a few years of Operation Water Watch, which is our drowning prevention program, the number of instances of child drowning had been cut in half in the community. So public education does pay. Citizens in the community have been receptive to the public education efforts of the department not only in terms of fire prevention but in terms of drowning prevention.

In terms of Medic and Sir Snuffy, our clown program, they just completed their 14th year of delivering that program in the elementary school system in the community. Indications are that they have delivered that program to over 150,000 young people. I have seen their program many times over the years and I just about laugh myself unconscious. These two fire fighters-one is now a captain, one is an engineer.

SARKETT: Who are they?

JONES: Bob Talott is an engineer; Mitch Vicrura is a paramedic captain. They do an outstanding job. They relate so well to the kids and deliver a very powerful message. They cover all the main elements of what I think needs to be covered in a message to 4th and 5th graders. Their contribution to the safety of our young people in this community has been extraordinary.

SARKETT: In 1995 Tempe sent a small force to Oklahoma City after

the bombing there. Which team went, and how did Tempe and the department, become involved?

JONES: Tempe sent a team of battalion chiefs to that incident—Tom Abbott, who is our special operations chief (which includes terrorism, hazardous materials, and technical rescue), Gary Ells, who is our training and professional development chief, and Pat Bailey, who is our medical services chief. Those three chief officers in that instance were a part of Phoenix Fire Department Urban Search and Rescue Team. So they went as a component of that team. They were there for a considerable period of time and worked in both line roles, that is out in the incident and doing search and rescue operations, and in support roles. I think that they played a critical role in the development of the Tempe Fire Department in that, by them going there, they were able to bring that experience back first hand, that if this can happen in Oklahoma City, it can happen anywhere. It reinforced a notion that we first began to work with after the first bombing of the World Trade Center and that is that terrorism is coming to this country and maximum preparedness is necessary.

SARKETT: Cliff, I want to talk about the future now. How have Tempe and Arizona's budget problems affected the department? How will the current condition of the budget pose problems for the department now and in the future? How are you going to work with the city to make this budgetary crisis not a problem for you guys?

JONES: First off, in the time I have been fire chief, which is

roughly the last 15 years, city management and the mayor and council have been extremely supportive of the fire department. We owe them a great debt of gratitude in not only helping this department to develop but in increasing its capacity to respond to incidents in the community.

The current condition of the budget is not pleasant for anyone. The fire department has been impacted to a minimal extent at this point. We've done some cutbacks in operating accounts. We've done everything that we can do to make sure that the cuts that we do make do not have a direct impact on service to citizens and do not have a direct impact on the safety of our fire fighters. As it sits this afternoon, on November 15, 2002, we're going to work through this and we'll restore some of the accounts we've had to cut back.

What about the future? If the state significantly cuts state-shared revenue to the cities, then all bets are off in terms of being able to maintain the viability of the department that exists today. There are been significant cuts in a whole host of city departments. The fire department has escaped a good portion of that, but I think if the state cuts state-shared revenue in this next session or in a special session, that we could receive cuts that would clearly impact our ability to deliver service to citizens both from a fire protection standpoint and from a medical services standpoint. If you start to mess with the distribution of fire companies in a negative way where the number of people who are on a fire company, then you're going to

compromise fire fighter safety and service delivery.

To change the formula because the state feels that they are in more trouble than we are, in my mind is totally unacceptable and compromises the safety of the public.

SARKETT: Where do you see the department in ten years? Where do you see yourself in ten years? Where do you see Tempe in ten years?

JONES: In ten years, I see the fire department with seven fire stations. I see it as an organization that has even further expanded its ability to provide service in the community. I see it as a department that will be even more committed to preventing fires or mitigating them through alternative ways other than fire fighting. I see a department that will be even more involved in the delivery of medical services. Our population as a nation is becoming older because of the Baby Boom. Ten years from now many of those people will be in a position where they will be having health problems of various types. That is going to put an increased amount of pressure on fire departments that provide medical services.

Myself in ten years, if I'm not still with the Tempe Fire Department, I see myself probably doing some teaching or consulting. I do part-time teaching now at Arizona State University. I teach various courses in the fire science program area including community fire protection and leadership. I could be doing some volunteer work. I've been with the department for almost 32 years, and as much as I love it I know it is

something I cannot do forever. I like working for the city of Tempe and the Tempe Fire Department today as much as I ever did.

There are four or five things I would like the average Tempe resident to know about its fire department. First, I would like them to know that they are a part of the problem and a principal part of the solution to fire and medical emergencies in Tempe. That is, most fires are preventable, so are many medical emergencies, and they can help us do that. It is not just the fire department that is responsible for preventing fires or mitigating medical emergencies. Secondly, they have some responsibility in terms of being prepared for these instances that do occur-terrorism, medical emergency, a fire, a tornado that goes through the central part of the city. We need to have a populace that for a period of time can take care of itself. I would want them to know that the Tempe Fire Department is developing a citizens' emergency response team concept, and we will begin in January teaching groups in the community about how to survive and operate during disasters. We only have nine fire companies in Tempe. If we have a major terrorism incident in the valley, for example, and all the fire departments are tied up, that means that for a period of time until we can call back fire fighters who are off duty, we can go to only a maximum of nine incidents. A structure fire usually requires a minimum of three incidents. So, people are going to be on their own in a large-scale situation. That is always true in disaster situations. I believe the Police Department is going to help us

with this program.

I would want them to know that the people in the Tempe Fire Department are the best people in the world. They will do anything for them in an emergency situation and that includes putting themselves in extreme danger. I would want them to know that Tempe fire fighters and fire inspectors and the support people work for the Tempe Fire Department as a team and do everything they can to make Tempe as safe as possible.

SARKETT: Looking back on the Tempe Fire Department's history, what events stand out to you? What helped shape the department into what it is today? We're trying to focus this exhibit and do the best we can, and we want to get a first-hand account of what events are important.

JONES: I think a major event and a major turning point and one that was controversial was the creation of a paid fire department. That is an event in a community that oftentimes is fraught with consternation. You have to run the balance between the volunteer fire fighters getting a feeling was not appreciated some how. That's a common feeling in a transition from a volunteer to a paid department. That just wasn't the case. The case was the number of instances was increasing. The number of emergency instances was increasing. And with any volunteer fire department, it becomes more difficult to continue to have those people respond to instances not only from home but from their place of business. So the first major element in my mind is this transition

from a volunteer fire department to a paid department.

END TAPE 3 SIDE A

BEGIN TAPE 3 SIDE B

I think the next major transition was the building of what is now Fire Station 6 at 1000 E. University which was then Fire Station 1 and the consolidation of the previous two fire stations into that station. That fire station when it was opened was clearly state of the art at the time. It was a milestone in the development of this department. It exhibited both department pride and community pride. It represented the fire department extremely well.

Another major event in the department's history was the type of fire apparatus that they buy. Tempe has prided itself on buying functional, first class, reliable fire apparatus. In the early years of the paid department, they made a change from what was then the classical type of fire truck to a new type of fire truck, and as rudimentary as it sounds, the newer type of fire truck simply had a roof on it. Prior to that, fire fighters rode in open trucks and stood on the tail boards of trucks. There was no seating for the crew, only for the driver and the officer that sat next to the driver.

By today's standards it is not allowed for the crew to stand on the back step of the apparatus.

I think in the history of the department I would be remiss if I didn't say that the fire fighters

organizing a local chapter of the International Association of Fire Fighters was a hallmark event, and when Tempe fire fighters organized their own local, that local was Local 1643. Years ago that local was merged into a valley fire union called the United Phoenix Fire Fighters Local 493. But Tempe had its own local for a number of years. Certainly the fire union is highly involved in the community in the most positive of ways. That's another hallmark.

Obviously a hallmark is the death of Ed Gaiki in the Jumbo Bagel Deli fire. Just reinforcing the dangerous nature of fire fighting work. I think another hallmark is the computer-aided dispatch system—just a phenomenal transition from the antiquated system that we had. Another transition was Tempe have its own fire training center that our people have access to at all times.

SARKETT: Well, Cliff, I want to thank you for this interview. You shed light onto a bunch of subjects that we needed some light on. I want to give you an opportunity to add anything to this interview that you feel is necessary.

JONES: I just want to thank you, Jeremiah, for your time and for the effort you've put forward in developing an excellent questionnaire to conduct the interview by. I appreciate everything that is being done here to facilitate this exhibit. I am looking forward to the exhibit. The museum has always treated us well and has always had some artifacts from the fire department in there, and we've always appreciated that.

END OF INTERVIEW