



VCOS NEWS

The Official Newsletter of the Volunteer & Combination Officers Section
of the International Association of Fire Chiefs

Summer 2007

Fire Service, ISO Help Minimize Fire Losses

By Hugh (Skip) Gibson, Manager, Community Infrastructure Information, ISO, Community Mitigation Services

Fire continues to be a major cause of property loss throughout the United States, causing billions of dollars in property damage and related losses to individuals and businesses. Through a valuable partnership with the fire service, the Insurance Services Office (ISO) is able to assist as a resource tool with information that ISO provides free to fire departments.

In the battle against fire loss, one of the important weapons is ISO's Public Protection Classification (PPC™) program. Through the program, ISO collects information on municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data using our Fire Suppression Rating Schedule (FSRS). ISO then assigns a Public Protection Classification from 1 to 10. Class 1 represents exemplary public protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria. Public Protection Classification helps communities and insurance companies measure and evaluate the effectiveness of fire-suppression services while providing a tool to help fire departments plan for, budget, and justify improvements.

Rapid population growth and property development throughout the country have placed significant demands on local communities to keep pace. This growth has, in turn, resulted in a rapidly-changing environment as it relates to fire protection. Insurers look to ISO to keep them informed of those changes - especially when community growth is outrunning infrastructure.

To keep the community information current, ISO developed the Community Outreach Program. The program uses questionnaires to survey communities about certain changes that may have occurred in their fire-suppression delivery systems that could affect communities' PPC ratings. ISO seeks to learn about changes in protection boundaries, fire station locations, new or updated automatic-aid agreements, and

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CHAIR'S CORNER



*By Chief Tim S. Wall, North Farms
Volunteer Fire Department*

As we are enjoying the summer months I would like to share with you some of the activities that have been keeping the VCOS Board of Directors occupied on your behalf.

The VCOS Election Committee has been fully engaged in the election process for the past couple of months. The official VCOS election of the new board of directors will be validated at our annual meeting on Thursday, August 23, 2007 at FRI; however, we hope to get an unofficial announcement out to all members by e-mail the week before.

We strive very hard to make the VCOS election process easy; not only by making the voting process simple and straightforward, but also by making it apparent to all active section members that they are eligible and welcome to run for a board seat. In determining this year's election process, we took input and suggestions from section members, from past board candidates, from the IAFC Elections Committee, and from the IAFC Constitution and By-laws Committee. We think that the election has run very smoothly this year and we hope you agree.

In addition, proposed changes to the VCOS by-laws were brought forward by the membership and these changes were part of the voting process along with your board ballot. If they pass, some of these changes will affect the voting process next year by affixing specific dates to each stage of the election process.

We recently formed an ISO Committee which has already held several conference calls with the goal of enhancing the relationship between the fire service and the insurance industry. We are discussing several educational projects for our members, including putting an ISO column in every VCOS newsletter (look for one in this issue), an ISO information page on the VCOS website, and the formulation of a one-day ISO-fire service seminar. We feel that this intensive

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installation of water mains, hydrants, or alternative water-supply (hailed-water) capabilities. Improvements in these areas could lead to a better PPC rating and possible insurance premium reductions for property owners in the protected areas.

How the Community Outreach Program Works

ISO contacts communities throughout the country at least every 24 months. If you are the fire chief, you can expect a phone call, followed by a Community Outreach questionnaire in the mail. Each mailing contains a pre-addressed, postage-paid envelope to make it easy to respond. The questionnaire is also available on two of ISO's websites, ISO Mitigation Online (www.isomitigation.com) and Fire Chiefs Online (<https://firechief.iso.com>).

Upon receiving a community's completed questionnaire, ISO performs an analysis to determine whether the community has made significant changes in its fire-suppression system. Based on its review of the changes, ISO may ask to conduct a survey and update the PPC.

Since more than half of the communities reevaluated in any year improve their classification, it pays to keep ISO informed. Even without overall improvement in PPC, your community still benefits from participation in the Community Outreach Program because changes in your fire protection can lead to insurance premium reductions for individual homeowners and businesses. Many insurers rely on ISO's PPC information to help them:

- identify opportunities to write new business
- achieve a reasonable concentration of property risks
- review loss experience in various rating territories
- price policies, offer coverage, and establish deductibles for individual homes and businesses

Most importantly, you don't have to wait for ISO to contact you if you'd like to inform them of protection changes or need help answering your PPC questions. ISO maintains a customer service department through which you can reach a community mitigation specialist by calling 800/444-4554; select option 2.

Fire Chiefs Online

As a free service to fire departments around the country, ISO is pleased to offer Fire Chiefs Online, a special secured website with information and features that can help you improve your PPC classification. The website provides fire chiefs or their designees access to:

- Community Outreach questionnaire—You can fill out the Community Outreach questionnaire online and submit it. If you have previously completed the questionnaire, we've saved the information. You can just update it and resubmit.
- Property report—ISO field staff survey commercial properties to determine their vulnerability to fire. Extracts of those reports are available online. The reports contain detailed information, including needed fire flow, construction class, square footage, hazards, and occupan-

cies, as well as information about the construction of roofs, walls, and floors.

- Interactive jurisdiction map—The interactive jurisdiction map displays online maps of fire-protection jurisdictions, along with fire station and water-supply area locations. Users can zoom, pan, and re-center the map image; query the map for information about fire districts, stations, and water-supply areas; display the maps in printer-friendly form; and request by e-mail a large-format printed map of their fire-protection jurisdictions. The map includes fire-protection boundaries (including qualifying automatic-aid coverage) and fire station locations and identifies areas within 1,000 feet of a creditable or non-creditable water source.

To register for Fire Chiefs Online, please send an e-mail to fco@iso.com or call ISO at 800/444-4554.

ISO is invested in minimizing fire loss and is proud to partner with the fire service in this effort.

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educational effort will serve all of us in the fire service well, as it can only help us to understand the ISO process and see how we can improve our insurance rates. We welcome any feedback you want to give us as we roll out this new program.

Our friends from the EMS section invited VCOS to participate in a two-day work group, July 17-18 in Memphis, Tennessee. The work group is reviewing a proposal for a paramedic certification. The VCOS reps were Chief David See and Chief David Riddle. We will be reporting to you again in the future on the results of this program.

We are also sending two VCOS reps to the Homeland Security Strategic Summit, which will take place July 26-27 at the IAFC headquarters. This working group of 12 individuals will brainstorm strategies with the aide of a facilitator. More information on this summit will be released through the IAFC and you can review the goals of the Summit in the IAFC's Strategic Plan.

At this time, I would like to pass on the congratulations of the VCOS Board of Directors to several individuals. The board extends its heartfelt congratulations to Mark Light upon his promotion as the IAFC's Executive Director, to Nancy Weaver for her promotion to Chief of Staff, and to Mary Beth Michos on her new position as Chief of Operations. We also congratulate Chief Gregory Cade on his appointment as the U.S. Fire Administrator, Chief Tom Kuntz on his appointment to be the designated representative from Red Lodge Fire District #7 to the Wildland Fire Leadership Council (WFLC), and Chief Michael Varney on his selection as Volunteer Fire Chief of the Year 2007. We are proud to say that ALL of these individuals are VCOS members.

The VCOS Executive Committee recently had the opportunity to speak with Mark Light, who shared some of his long-term vision. To further this discussion, the VCOS Executive Committee has scheduled a day and a half meeting with Executive Director Light, IAFC officers (by teleconference), and IAFC staff during September 2007. At this meeting, we intend to discuss the updated VCOS strategic

plan and to share challenges faced by the section. We know that it will be a great opportunity to seek their guidance and support on some of our future goals. This will be the fourth such annual meeting; it has been a great use of our time to schedule such quality one-on-one time with the leaders of the IAFC and staff. And, in fact, we recently heard that the success of these VCOS meetings has led to other sections scheduling similar meetings at headquarters.

Once again, VCOS is first at exploring new avenues to help make our section successful—not only with new ideas, continued membership growth and a triumphant Symposium 2006, but also as the "go-to" organization for answers and assistance in running a volunteer or combination fire and EMS department.

As my year of being VCOS chair for 2006-2007 is coming to a close, I have to thank not only my personal office staff but the IAFC staff. I find the Board of Directors of the VCOS to be dedicated and unselfish individuals who bring tremendous experience and knowledge to committee work and board meetings. I, personally, appreciate all their efforts and their donation of time, and all section members should as well. I have informed the Board of Directors I will be seeking another term as chair of the VCOS. I will continue to look for help, support, guidance, and feedback from all VCOS members to continue to make the section function at its most optimal level.

As always, I encourage you to stay safe out there, and help us continue our growth and spread the message of the VCOS mission and vision. You can contact me at 203/265-7173 or by e-mail at FirewallCo7@sbcglobal.net.

VCOS is 'Your Organization'

by Chief John R. Leahy, Jr., Ret.

When other organizations are focused on their accomplishments, the VCOS is anticipating new directions. Your board of directors continually reviews all aspects of our responsibilities to our members and those proud people who serve with the volunteer/combo emergency services.

It is evident that no matter whom you are involved with, you always expect more from colleagues and associates. So become an active advocate and help us pursue our dream to create an enhanced future for our members, our conference attendees, and those whom we serve. The following items make up our bible, and we are busy recruiting more disciples.

At present, we are:

- Revisiting our position statements and their progress
- Pursuing new positions, especially those that reflect life, safety, and health
- Looking to enhance our Blue, Red, and White Ribbon Reports
- In discussions to produce a report with the EMS section
- Expanding our knowledge base for the FLSA Report
- Soon to be pursuing final passage of the "Volunteer Bill of Rights"

Our leadership program continues to grow and gain recognition throughout the country. We continue to work with our valued partners as we gain new alliances with organizations of

distinction. We are recognized by many as an organization on the move.

Our board listened to our Symposium participants and signed a three-year contract with the Sheraton in Clearwater. We are committed to providing a more diverse program for the coming year.

We are improving our federal presence and are expanding our political base to better serve all volunteer/combo members. We are heavily involved in "Fire Corps" and are looking for departments that want to participate.

Our strength is in our board, our members, and our accomplishments. To continue to improve, we need the grass-roots folks who come from "where the rubber meets the road." We seek all interested potential Affiliate Members to provide new blood, energy, and vision. Anyone not qualified to join IAFC as a Regular Member (chief officer) is encouraged to join the section as an Affiliate Member.

Come join our VCOS world and become part of our dream to enhance the volunteer and combination fire service. We need you!



The ONLY National Symposium for Leaders of Volunteer/Combination Departments

Symposium In the Sun 2007

JOIN US IN CLEARWATER BEACH, FLORIDA!

Thursday, November 1 – Pre-Conference Sessions
 8:30 am – 4:30 pm Leadership in Turbulent Times

Friday, November 2 – General Sessions
 8:30 am – 10:00 am If Everyone is to Go Home, Then our Culture Must Change
 10:30 am – 1:00 pm Drivers of Success
 8:00 pm – 9:00 pm Spouse Event – Travel Tips of Life

Saturday, November 3 – Breakout Sessions, Networking Nite
 8:00 am – 9:30 am Leadership, Successful Transitioning, Community Risk Reduction
 1:00 pm – 2:30 pm repeat
 10:00 am – 11:30 am Core-Values/Combination System, How to Get What you Want from a Negotiation, Competency Based Training
 3:00 pm – 4:30 pm repeat
 8:00 pm – 9:30 pm Networking Nite

Sunday, November 4 – Closing General Session
 8:00 am – 11:00 am You're in Charge – I'm Not

Register and find all the symposium details
www.iafc.org/vcos

Symposium Price Break!

Register for the Symposium by August 31 for the best price of \$290 for members, \$335 for non-members. On September 1st, the price increases to \$330 for members, \$375 for non-members. On October 3, the price rises again to \$365 for member, \$420 for non-members.

Don't lose money by procrastinating!

NEWS & NOTES ...

FRI EVENTS

Annual Section Meeting

The VCOS will hold its annual meeting at Fire Rescue International on Thursday, August 23 in the Georgia World Congress Center in Atlanta Georgia from 1:15 to 3 pm in Room B409. We hope you will be there!

Evening Networking Event at the Aquarium

The section is co-sponsoring an evening networking event at the Atlanta Aquarium on Thursday night from 6:30 - 10:30 pm. Don't miss it!

Join us at the VCOS Booth at FRI

Please stop by our booth on Friday from 10:30 am - 5 pm and on Saturday from 10 am - 5 pm. Take the opportunity to speak with your board members and put your name in for our wonderful raffle prizes! You could win a free registration to the Symposium in the Sun! We are located inside the IAFC Member Services Pavilion #4030.

Seeking Nominations for John M. Buckman III Leadership Award

As mentioned in my Chair's Report last month, one of our major partners, Provident Insurance, has very graciously implemented a new program, the "John M. Buckman III Leadership Award," to honor a chief officer from a volunteer or combination department. Please go to their website (www.providentbenefits.com) for detailed information. Provident is now accepting nominations for the first award which will be presented this November at the VCOS conference, "Symposium in the Sun." In addition to the actual award, Provident will pay for the winner's travel and lodging expenses to attend the award ceremonies at the Symposium. Nominations must be received no later than September 1, 2007.

VCOS Election of Board Officers

The unofficial results of the VCOS election should be known the week of August 13. An e-mail blast message will be sent to all members sometime that week. The selection of officers will take place at the annual meeting at FRI.

Do we have your E-Mail Address?

If you have an e-mail address but have not been receiving e-mail announcements from the section, please send a message to our staff liaison at jfishkin@iafc.org and she will add your e-mail to the database.

PSOB Press Conference

The IAFC, represented by President Jim Harmes, and the Volunteer & Combination Officers Section, represented by Chief Gary Scott, called a press conference on Capitol Hill on July 11 to call on Congress to investigate the implementation of the Hometown Heroes Survivors

Benefits Act by the Department of Justice (DOJ). President Harmes asked Congress to hold hearings to examine the program and determine the answers to the following questions:

- Why has the DOJ taken so long to decide these claims and left the families of America's fallen heroes without the benefits granted to them by law?
- Why is there currently a three percent acceptance rate in a program designed to help the families of fallen first responders?
- What steps must be taken to knock down bureaucratic hurdles, lengthy delays, and other obstacles that are currently preventing these families from receiving their rightful benefits?"

In addition, on July 10, the IAFC sent a Freedom of Information Act request to the Department of Justice requesting documents relating to the Hometown Heroes cases. We hope to have some answers soon and will report back to the section as soon as we have additional information.

National Fire & Rescue Magazine

The Section plans to renew its Memorandum of Understanding with *National Fire & Rescue Magazine* (www.nfrmag.com) for another year. This relationship continues to be very beneficial to our section and we look forward to continuing our work together. NF&R serves as the VCOS publishing partner and, as such, has been quite successful in distributing our information to IAFC/VCOS members and others in the fire service. We thank NF&R for their continued support and encouragement of the volunteer and combination fire service.

Thermal Imaging Camera Donated to VCOS

We are very excited to announce that MSA/Airone has contributed a brand-new thermal imaging camera (MSA 5600) to be used as a raffle item at the VCOS Symposium in the Sun in Clearwater, Florida Nov 1-4, 2007. You have to be a VCOS member to participate in this raffle and the camera will be given to the winner's fire department, not to the individual. More details of this raffle will be announced at a later time. If you haven't registered for the Symposium yet, make sure you log on to www.iafc.org/vcos and register now!

Sound the Alarm for High Cholesterol

Heart attack is the leading cause of on-duty death among firefighters. Moreover, nearly 100 million American adults have high total cholesterol, a risk factor for heart disease. With statistics like these, the National Volunteer Fire Council (NVFC) and Merck/Schering-Plough Pharmaceuticals (MSP) are "Sounding the Alarm for High Cholesterol" to alert firefighters to the risks of high cholesterol and its role in heart disease. This important new program is an extension of NVFC's Heart-Healthy Firefighter Program initiative, which aims to reduce the number of firefighter and EMS personnel deaths from heart attack. Education is the first step toward living a heart-healthy lifestyle. NVFC and MSP challenge firefighters and EMS

personnel to learn more about high cholesterol and its role in heart disease. Visit the program's new website, www.cholesterolalarm.com, to take the Heart-Healthy Challenge—a fun, educational quiz—and access other resources including family history mapping and risk assessment tools. Be on the lookout for more information in your fire station about “Sounding the Alarm for High Cholesterol.”

Retention and Recruitment Guide

The National Volunteer Fire Council (NVFC), in partnership with the U.S. Fire Administration (USFA), has released an in-depth guide on two of the biggest challenges facing the volunteer fire and emergency services—retention and recruitment. “Retention and Recruitment for the Volunteer Emergency Services: Challenges and Solutions” (Second Edition) addresses the primary challenges departments face regarding retention and recruitment and then outlines proven solutions to overcome these obstacles.

This valuable resource is designed for all volunteer and combination departments who are experiencing retention and recruitment challenges. Among the challenges identified and addressed in the new guide are time demands, training requirements, increasing call volume, changes in the “nature of the business,” changes in sociological conditions, leadership challenges, federal legislation, internal conflict, higher cost of housing, aging communities, and the effects of the decline in volunteers.

The text contains a thorough look at each of these issues and provides examples of solutions that have worked in volunteer organizations across the nation. There is also an expansive Appendix section that contains further information such as study results, statistics, sample documents,

references, and additional resources. The USFA and NVFC originally teamed up in 1998 to release the first edition of the guide. This second edition has been enhanced with new research and current issues the emergency services face in the 21st century. A new curriculum based on the guide is also being developed for Retention and Recruitment Seminars, which will be offered by the NVFC at state association conferences across the nation.

You can download a copy of this publication from www.nvfc.org/news/2007-retention-guide.html. A hard copy of this publication will be available through the USFA Publications Center in September 2007.

IAFC Homeland Security Summit

The VCOS Section was invited to send two representatives to an IAFC Homeland Security Summit to be held at headquarters at the end of July. The purpose of the meeting is to begin the development of a national fire service homeland security strategy. Chief Tim Wall and Chief Mike Varney are representing the section and will report back to the membership on the outcome of the meeting. Other attendees will be representing the Terrorism and Homeland Security Committee, the Hazardous Materials Committee, the Emergency Management Committee, the EMS Section, and the Metropolitan Fire Chiefs Association.

Domestic Preparedness Consortium Summit

The VCOS Section was invited to send two representatives to a Rural Domestic Preparedness Consortium Summit to take place later this summer. Further information on this will be distributed at a later time.

CT Fire Corps Program Shows its Value

By Richard Aarons, *Communications Coord., Ridgefield Emergency Ops Center*

Ridgefield (CT) Fire Department's year-old experiment with Fire Corps proved invaluable in mid-May when severe thunderstorms swept the town, dropping trees and power lines in over 80 locations.

HAM radio operators—members of the combined department's Fire Corps program—helped locate stranded school buses and set up command and control for the department's Fire Police Unit when communications traffic overloaded shared fire/public works frequencies. While over 80 percent of residents were without power, Fire Corps communicators ran radios by battery power and generators.

Chief Heather Burford, who initiated the Fire Corps program when she took command in April 2006, has sponsored training for volunteer communicators and used their services during POD exercises for pandemic flu and at-large public gatherings that require ICS-type management.

“Most of our Fire Corps communicators have received training through the Amateur Radio Emergency Service,” says Burford, “and we have enrolled them into the town's Radio Amateur Civil Emergency Service. This gives them legal authority to operate under all types of emergency situations.”

The Fire Corp communicators call themselves “RCOMM” and receive training in hazardous materials recognition and fire ground safety from department personnel. In turn, RCOMM members have trained several sworn members of the RFD, leading to their FCC Technician Class licenses. Fire Corps/RCOMM members also manage and staff the town's EOC ESF-2 services.

RFD's Fire Corps includes other volunteers who make daily checks on seniors living alone, write grants, and photograph fire/rescue scenes. The department is developing a Fire Corps canteen/rehabilitation unit to aid emergency scenes and the EOC.

“Fire Corps has been a tremendous success for us,” says Chief Burford. When questioned about integrating “civilian” personnel into a combined department comprising “sworn” career and volunteer fire fighters, Burford said there were no significant problems. “It was simply a matter of letting everyone know what was going on.”

To speak with someone about setting up a Fire Corps program in your department, contact program representatives Larry Curl at wtfdcurl@comcast.net or Melissa Hebert at mhebert@iafc.org; phone 703/537-4854. You can also visit www.firecorps.org or call toll-free, 888/FC-INFO1.

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The Value of Volunteer Firefighters in Illinois

By Fire Chief Greg Render, Signal Hill Fire Department, Belleville IL

As of January 2006, 1036 fire departments in Illinois had registered with the United States Fire Administration. These departments are classified based upon their means of staffing: volunteer, mostly volunteer, mostly career, and career. The classification summary indicates that 66.7 percent of the departments are volunteer, 16.0 percent are mostly volunteer, 6.4 percent are mostly career and 10.9 percent are career. It is estimated that there are 42,000 firefighters in Illinois, and approximately 75 percent are volunteers.

Clearly, a vast majority of the firefighters in Illinois are volunteers. Many of these dedicated volunteers give freely by donating time and talent for the betterment of their community without compensation. Other volunteers may receive a nominal stipend for services to the community. Whether completely volunteer or whether they receive minimal compensation, volunteers contribute significant value to their respective locales.

The National Volunteer Fire Council (NVFC) commissioned St. Joseph's University to develop a formula to allow volunteer fire departments to forecast how many tax dollars would be needed to transition fire departments from volunteer to career staff. Using this formula, the NVFC projected that the volunteer fire service, nationwide, allows local communities to avoid paying \$37.2 billion tax dollars for fire protection services each year. Since these tax dollars are never actually paid by citizens, the term "tax savings" is substituted with term "tax avoidance." Thus, dividing the \$37.2 billion by 50 states equates to approximately \$744 million of tax avoidance each year per state.

Another method of projecting the value of volunteer firefighters (and thus tax avoidance) in Illinois could be demonstrated by utilizing a per hour rate provided by the Independent Sector. The Independent Sector has estimated that in 2006, the value of a volunteer hour has reached \$18.77 per hour. Such an estimate can be used to help organizations quantify the enormous value volunteers provide.

While it is difficult to project the actual hours volunteer firefighters in Illinois contribute to the protection of the citizens of the state, a simple projection can be made. Utilizing a very conservative estimate, the average volunteer firefighter in Illinois contributes 150 hours per year to emergency incident response and/or training drills. Multiplying 150 hours at the projected hourly rate of \$18.77/hour, we arrive at \$2,815.50 yearly per firefighter. Multiplying that by 31,500 (75 percent of all Illinois firefighters), we arrive at the figure of \$88,688,250 per year in value.

Whereas the Independent Sector* places a value of \$18.77/hour, the Illinois Compiled Statutes (705.5/11f) places the value of a firefighter in Illinois at \$35/hour. (Please note the statute does not delineate between a volunteer or career firefighter.) Thus, using the same formula for that hourly rate, we could estimate that Illinois taxpayers avoid paying \$165,375,000 per year in taxes for fire protection.

While the above examples focus upon tax avoidance, there are other means of determining the value volunteer firefighters have on Illinois' economy. The Insurance Services Office (ISO) provides a Public Fire Protection Rating Schedule to the

property insurance industry. In general, the lower the rating, the less businesses and homeowners pay for fire insurance premiums. Without the willingness of volunteer firefighters to provide an essential community service (fire protection) taxpayers (businesses enterprises, manufacturers, & homeowners) would certainly be saddled with higher fire insurance rates.

With the current economic climate in the United States, there is no assurance that if a manufacturing or business enterprise is severely damaged or destroyed by fire the business would reopen at that same location, thus having a potential negative impact on the local economy with loss of jobs, taxes, and associated spin-off revenues.

According to the 2006 report by the East-West Gateway Coordinating Council (the regional council of governments of the St. Louis metropolitan area) quality fire protection is essential to economic development.**

- Companies measure "services" side of taxes when determining site locations
- Firms unlikely to locate in areas where their operations are at risk due to fires and other hazards

Furthermore, other intangible benefits are provided by volunteer firefighters. Prime examples would be fire prevention and public education activities conducted by volunteer firefighters. It is impossible to measure the number of fires that have never occurred because of the efforts that volunteer firefighters expend each day educating hundreds of thousands of school children and adults with time tested fire prevention habits and behaviors, and fire survival skills.

*Independent Sector is a nonprofit, nonpartisan coalition of approximately 500 national organizations, foundations, and corporate philanthropy programs, collectively representing tens of thousands of charitable groups in every state across the nation. Its mission is to advance the common good by leading, strengthening, and mobilizing the independent sector. http://www.independentsector.org/programs/research/volunteer_time.html

** Robert Ady, a nationally-known business site location consultant. He argues that the service side of site selection is very important, and that companies want to locate in a site that already provides quality public services, such as education, infrastructure, and emergency services. For example, if a company is in an area without sufficient services such as public safety and fire protection, it costs them more to locate there. The company will have to pay to supplement the inadequate services that currently exist. Sound infrastructure and quality public services are a plus to business, and therefore should be a plus for economic development.

"The evidence for the positive economic effects of increases in public services is compelling." Bartik, Who Benefits from State and Local Economic Development Policies, 1991. W.E. Upjohn Institute for Employment Research, p.43.

"Businesses need to know that they can rely on high-quality, well administered public services to facilitate the conduct of their enterprises." Lynch, Rethinking Growth Strategies: New State and Local Taxes and Services Affect Economic Development, p.12.

"...failure to keep pace with the quality or quantity of public services will diminish our long-term growth and prosperity." Gнусchke, Director of the Bureau of Business and Economic Research and the Center for Manpower Studies, University of Memphis.

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