

**LAKE COUNTY**  
FLORIDA

# **Collective Bargaining Agreement**

Professional Fire Fighters

of Lake County, IAFF Local 3990

and

Lake County Board of County Commissioners

October 1, 2011 to September 30, 2012

**PROFESSIONAL FIRE FIGHTERS  
OF LAKE COUNTY, IAFF, LOCAL 3990**

**AND**

**LAKE COUNTY**

**COLLECTIVE BARGAINING AGREEMENT**

**OCTOBER 1, 2011 – SEPTEMBER 30, 2012**

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1 ARTICLE 1

2 PREAMBLE

3 This Agreement is entered into by and between LAKE COUNTY, hereafter referred to as  
4 the "County" and the PROFESSIONAL FIRE FIGHTERS OF LAKE COUNTY, IAFF, LOCAL  
5 3990, hereafter referred to as the (Union).

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1 ARTICLE 2

2 RECOGNITION

3 1. The County recognizes the Union as the exclusive bargaining agent for all  
4 employees in the job classifications included in PERC Certification No. 1207. Currently  
5 included in the bargaining unit are all regular, full-time employees in the classifications of: Fire  
6 Lieutenant, Fire Fighter, and Fire Fighter/Mechanic. Employees in these classifications shall be  
7 covered by the terms of this Agreement unless excluded by mutual agreement of the parties, or  
8 excluded from the bargaining unit by PERC. All other County employees are excluded from the  
9 bargaining unit and shall not be covered by the terms of this Agreement.

10 2. The Union recognizes that the County Manager and his designees are the  
11 collective bargaining representatives for the County. The Union further recognizes its obligation  
12 to bargain solely and exclusively with the County Manager and/or his designees, and to refrain  
13 from any direct negotiations with the legislative body of the County (County Commission) or  
14 any of its members regarding work-related issues.

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ARTICLE 3

EQUAL EMPLOYMENT OPPORTUNITY/HARASSMENT

The current County policies, and amendments thereto, regarding equal employment opportunity and harassment shall remain in effect for the term of this Agreement.

All references in this Agreement to employees of the male or female gender are used for convenience only and shall be construed to include both male and female.

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1 ARTICLE 4

2 DUES DEDUCTIONS

3 1. Any member of the Union, who has submitted a properly executed dues deduction  
4 card or statement to the County in accordance with a format prescribed or approved by the  
5 County, may, by request in writing, have his membership dues, initiation fees, and uniform  
6 assessments in the Union deducted from his wages each pay check. Dues, assessments, and  
7 initiation fees so deducted from each employee's salary shall be forwarded by the County to the  
8 Union within thirty (30) calendar days of the deduction. However, the County shall have no  
9 responsibility for any liability for any monies once sent to the Union, nor shall the County have  
10 any responsibility or any liability for the improper deduction of dues. The Union shall indemnify  
11 the County and hold it harmless against any and all suits, claims, demands, and liabilities which  
12 arise out of or by reason of any action taken or not taken by the County to comply or attempt to  
13 comply with the provisions of this Article.

14 2. It shall be the responsibility of the Union to notify the County of any change in  
15 the amount of dues to be deducted at least thirty (30) days in advance of said change. Under no  
16 circumstances shall the County be required to deduct Union fines, penalties, political action  
17 payments, or special assessments of any kind.

18 3. Any member of the Union may, on thirty (30) days written notice to the County,  
19 require that the County cease making deductions from his or her wages. The County will  
20 forward a copy of the written notice to the Union concurrently with ceasing the member's dues  
21 deductions.



1 ARTICLE 5

2 MANAGEMENT RIGHTS

3 1. Provided there is no express conflict with this Agreement, the County has the sole  
4 and exclusive right to manage and direct any and all of its operations. Accordingly, the County  
5 specifically, but not by way of limitation, reserves the sole and exclusive right to:

6 A. Determine the purpose and organizational structure of the Fire and Rescue  
7 Service;

8 B. Exercise control and discretion over the organization and efficiency of operations  
9 of the Fire and Rescue Service;

10 C. Set minimum performance standards for service to be offered to the public;

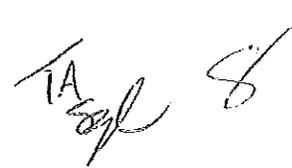
11 D. Change, modify or alter the composition and size of the work force, including the  
12 right to relieve employees from duties because of lack of work, funds, or other  
13 management reasons which could arise;

14 E. Determine the location, methods, means and personnel by which operations are to  
15 be conducted;

16 F. Change, formulate, or modify duties, tasks, responsibilities or job descriptions, so  
17 long as the duties, tasks, and/or responsibilities remain within the generic scope of  
18 Fire and Rescue Services;

19 G. Change or modify the number, and types, and grades of positions or employees  
20 assigned to an organization, unit, division, department, or project;

21 H. Decide the scope of the service;



- 1 I. Hire, examine, classify and/or otherwise determine the criteria and standards of  
2 selection for initial employment;
- 3 J. Determine the number and types of positions as well as the number and types of  
4 positions in each classification, grade, step or designation in any plan which is or  
5 may be developed by the County;
- 6 K. Lay off and/or relieve employees from duty due to lack of work or lack of funding  
7 or any other reason in accordance with County policies and this Agreement;
- 8 L. Recall employees in accordance with County policies and this Agreement;
- 9 M. Determine the allocation and content of job classifications; and determine all  
10 training parameters for all County positions, including persons to be trained and  
11 the nature, extent and frequency of training;
- 12 N. Formulate and/or amend job descriptions consistent with this Agreement;
- 13 O. Merge, consolidate, expand, curtail, transfer, or discontinue operations,  
14 temporarily or permanently, in whole or in part, whenever the sole discretion of  
15 the County's good business judgment makes such curtailment or discontinuance  
16 advisable;
- 17 P. Contract and/or subcontract any existing or future work;
- 18 Q. Create, expand, reduce, alter, combine, assign, or cease any job;
- 19 R. Determine whether and to what extent the work required in its operation shall be  
20 performed by employees covered under this Agreement;

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1           S.     Control the use of equipment and property of the County and determine the  
2                     number and classifications of employees assigned to any shift, station or piece of  
3                     equipment;

4           T.     Determine the maintenance procedures, materials, facilities, and equipment to be  
5                     used, and introduce new or improved services, maintenance procedures, materials,  
6                     facilities and equipment;

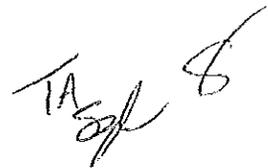
7           U.     Take whatever action may be necessary to carry out the mission and responsibility  
8                     of the County in emergency situations;

9           V.     Maintain the efficiency of the operations of the Department;

10          W.     Exercise all management rights and prerogatives as determined by the Public  
11                     Employees Relations Commission, and the state and federal courts of competent  
12                     jurisdiction.

13          2.     If the County fails to exercise any one or more of the above functions from time  
14                     to time, this will not be deemed a waiver of the County's right to exercise any or all of such  
15                     functions.

16          3.     Should the Union desire to assert the right, if any, to engage in impact bargaining  
17                     over the County's exercise of a management right, the Union will provide the County with  
18                     written notice of its desire, prior to the effective date of the County's action, and shall identify  
19                     with specificity any and all negotiable impacts. A request to impact bargain will not delay the  
20                     implementation of the County's action; however, the implementation of the County's action shall  
21                     not act as a bar to negotiations or impasse resolution.

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1 ARTICLE 6

2 UNION BUSINESS

3 1. It is the County's position that bargaining unit employees, Union Officers, and  
4 Union representatives shall be paid by the County only when they perform assigned fire and  
5 rescue duties and/or work directed by the County. To the extent that these employees wish to  
6 perform Union duties (such as negotiations, grievance processing, attending Union conventions,  
7 etc.) during their normal work schedules, they may utilize annual leave, shift exchange or Union  
8 Time Pool Leave; provided, however, that they comply with the rules otherwise applicable to  
9 such leave and shift exchanges. Notwithstanding the foregoing, a grievant (other than the Union)  
10 may attend the grievance set forth in Steps one through five of Article 11 of this Agreement  
11 without having to utilize annual leave or shift exchange if the County schedules the meetings  
12 during the grievant's regular working hours. The County will attempt to schedule the grievance  
13 meetings set forth in Steps one through five of Article 11 of this Agreement during the grievant's  
14 regular working hours.

15 2. Union and County agree to the creation of a Leave Pool for Union Business,  
16 hereinafter referred to as the Leave Pool. Employees covered by this Agreement may contribute  
17 accrued Annual Leave into an account (i.e., the Leave Pool) to be used by Union's Officers  
18 (defined as the Union's President, Vice President, Treasurer, Secretary or Executive Board and a  
19 maximum of six (6) shop stewards) when engaged in Union business.

20 3. Annual Leave may be donated to the Leave Pool only during the first two (2) full  
21 bi-weekly payroll periods occurring after October 1st of each fiscal year (October 1 to September

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1 30). For the first year of this Agreement, annual leave may be donated to the Leave Pool only  
2 during the first two (2) full bi-weekly payroll periods occurring after ratification. Bargaining  
3 unit employees may donate, using a County-supplied Leave Pool Donation Form, up to eight (8)  
4 hours of annual leave to the Leave Pool each fiscal year. Donations must be in increments of  
5 one (1) hour. Donations shall be accepted up to the point where the Leave Pool contains a  
6 maximum of 6 hours times the total number of active bargaining unit members (including any  
7 rollover amounts). Thereafter, no further annual leave donations shall be accepted for the  
8 remainder of the fiscal year. Union Leave Pool donations will be automatically deducted from  
9 each bargaining unit members annual leave accrual once the County provided Union Leave Pool  
10 Donation form has been completed and submitted to the County. The deduction will  
11 automatically renew for the next two years, unless the Leave Pool Donation form has been re-  
12 submitted cancelling or adjusting the hours to be deducted from the submitting member. Once  
13 Annual Leave has been donated, the leave donor relinquishes all rights to such leave.

14 4. The Annual Leave hours donated to the Leave Pool shall be converted into a  
15 dollar amount by multiplying the leave donor's hourly rate of pay times the hours being donated.  
16 The Leave Pool shall be charged by multiplying the hours being requested times the leave user's  
17 hourly rate of pay, and deducting that amount from the Leave Pool balance. Dollar amounts  
18 shall be rounded to the nearest whole cent. Any amount left in the Leave Pool at the end of the  
19 year shall remain in the Pool and be available for use the following year (Rollover Amount).

20 5. The Leave Pool may be used by two (2) Union Officers (President, Vice  
21 President, Secretary, Treasurer or shop stewards) or Executive Board members per 24-hour day

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1 for regular Union business, three (3) Union members who are members of the Labor-  
2 Management Committee Team for meetings of the Labor-Management Committee Team, and  
3 four (4) Union Officers for advertised negotiations sessions and Union conventions. The County  
4 will recognize no more than seven (7) members of the Executive Board. Withdrawals must be in  
5 increments of one (1) hour. Regular Union business for purposes of the Leave Pool shall include  
6 the handling of grievances, and appearing at hearings, but shall not include activities unrelated to  
7 the administration or enforcement of this Agreement. Requests to use the Leave Pool shall be  
8 submitted in writing, using a County-supplied Request for Withdrawal Form, to the Public  
9 Safety Director, and shall include a clear explanation of the purpose for which use is requested.  
10 Requests to use the Leave Pool shall be submitted no less than seven (7) calendar days prior to  
11 the intended use. However, the Public Safety Director or designee, in his/her sole discretion,  
12 may waive the requirement for prior submittal.

13           6.     Union leave shall be treated the same as annual leave for the purposes of leave  
14 accruals and overtime calculations. Any injury received or accident incurred by a Union Officer  
15 whose time is being paid for by the Leave Pool shall not be considered to be an in the line of  
16 duty injury, nor shall such injury or accident be considered to have been incurred in the course  
17 and scope of employment by the County within the meaning of Chapter 440, Florida Statutes, as  
18 amended.

19           7.     The Union agrees to provide a written list of Officers to the County who are  
20 entitled to withdraw leave from the Leave Pool which shall be signed by the Union President.  
21 The County shall be entitled to rely on such list as it may be amended from time to time by the

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1 Union. The Union agrees to indemnify and hold harmless the County, its agents, employees and  
2 officials from and against any claims, demands, damages or causes of action (excluding claims  
3 based on clerical or accounting errors caused by County negligence), or any nature whatsoever,  
4 asserted by any person, firm or entity, based on or relating to any payroll deduction required or  
5 undertaken under this article, and agrees to defend at its sole expense any such claims against the  
6 County or its agents, employees or officials. The term officials as used herein include elected or  
7 appointed officials.

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1 ARTICLE 7

2 SEVERABILITY

3 If any provision of this Agreement is rendered or declared invalid by any court action or  
4 by reason of any existing or subsequently enacted legislation, the remaining provisions of this  
5 Agreement shall remain in full force and effect for the term of this Agreement. In the event any  
6 provision of this Agreement is lawfully declared invalid, the County and the Union shall meet as  
7 soon as practicable to negotiate a replacement provision.

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1 ARTICLE 8

2 RULES AND REGULATIONS

3 1. Except as modified by a specific provision of this Agreement, the Union agrees  
4 that the employees covered hereunder shall comply with all rules, regulations, policies,  
5 procedures and practices of the County, the Fire Rescue Division, and the Public Safety  
6 Department, the Lake County Policies and Practices Employee Manual dated September 7, 1999,  
7 and any amendments thereto.

8 2. Should the County and/or the Division/Department exercise its right to formulate,  
9 amend, revise, and/or implement any and all rules, regulations, policies, procedures, and  
10 practices, the County or Division/Department shall provide a courtesy copy of any new (or  
11 amended) rule, regulation, policy, procedure, or practice to the Union at least thirty (30) calendar  
12 days prior to the implementation. Simultaneous with providing a courtesy copy to the Union, the  
13 County or the Division/Department shall post at each fire station the new (or amended) rule,  
14 regulation, policy, procedure, or practice. "Posting" may be accomplished through electronic  
15 mail, telecommunication, or bulletin board posting. The Union shall have the right, in  
16 accordance with applicable law, to bargain over the negotiable impacts of any amended, revised,  
17 or newly implemented rule, regulation, policy, procedure or practice.

18 3. In the event the County or the Division/Department exercises its right to issue a  
19 new (or amended) rule, regulation, policy, procedure, or practice, no bargaining unit employee  
20 shall be disciplined for violation of any such new or amended rule, regulation, policy, procedure,

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1 or operating bulletin until the County and/or the Division/Department has informed the Union of  
2 its posting of such new or amended rule, regulation, policy, procedure, or practice in accordance  
3 with the above procedure.

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1 ARTICLE 9

2 DISCIPLINE

3 1. The County Manager, or his designee, may fire, suspend, demote, or otherwise  
4 discipline any bargaining unit employee with cause in accordance with and utilizing the  
5 procedures set forth in the County's Policies and Practices Employee Manual dated September 7,  
6 1999.

7 2. The grievance and appeal procedures set forth in Article 11 of this Agreement  
8 shall be the exclusive avenue for the grievance and/or appeal of any firing, suspension,  
9 demotion, or other discipline of any bargaining unit employee.

10 3. All new hires shall serve a probationary period of at least one year. This  
11 probationary period may be extended at the discretion of the Public Safety Director.  
12 Additionally, non-probationary employees may be placed on probation for either disciplinary or  
13 performance-related reasons. Initial new hire probationary employees may be separated from  
14 employment at any time, with or without cause, and with or without notice. Initial new hire  
15 probationary employees may not avail themselves of the grievance and/or arbitration provisions  
16 of this Agreement.

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1 ARTICLE 10

2 WORK STOPPAGES

3 1. There shall be no strikes, lockouts, work stoppages, slow-downs, mass  
4 resignations, sick-outs, picketing of the residence of public officials, or other job actions or  
5 refusal to perform assigned work authorized by this Agreement by the employees covered under  
6 this Agreement.

7 2. The parties agree that any employee who participates in or promotes any of the  
8 aforementioned activities may be discharged or otherwise disciplined by the County

9 3. The Union recognizes that the County and the employees covered hereunder are  
10 responsible for and engaged in activities which are the basis of the health and welfare of the  
11 County's citizens and that, therefore, any violation of this Article would give rise to irreparable  
12 damage to the County and the public at large.

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1 ARTICLE 11

2 GRIEVANCE AND ARBITRATION PROCEDURES

3 1. Bargaining unit employees will follow all written and verbal orders given by  
4 superiors even if such orders are alleged to be in conflict with this Agreement, unless such order  
5 clearly places the employee's life in unnecessary danger. It is acknowledged that County  
6 maintains a volunteer/ reservist system in addition to bargaining unit employees. Volunteer/  
7 reservist officers do not control/supervise bargaining unit members. Compliance with such  
8 orders will not prejudice the right to file a grievance within the time limits contained herein, nor  
9 shall compliance affect the ultimate resolution of the grievance.

10 2. A grievance is defined as a dispute regarding the interpretation or application of  
11 this Agreement or the applicable provisions of the County's Policies and Practices Employees  
12 Manual. Grievances are limited to claims which are dependent for resolution exclusively upon  
13 interpretation or application of one or more express provisions of this Agreement or the  
14 applicable provisions of the County's Policies and Practices Employees Manual. No grievance  
15 will or need be entertained or processed which does not meet this definition, is not presented in  
16 the manner described herein, and/or is not filed in a manner provided herein within the time limit  
17 prescribed herein. A grievance may be filed by a bargaining unit employee or the Union. In  
18 either case, the procedure to be followed will be the same. The grievant (whether it be the Union  
19 or an individual employee) and management may agree to waive Step One in any grievance.

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1           3.       Grievances will be processed in the following manner and strictly in accordance  
2 with the following stated time limits:

3                   STEP ONE: An aggrieved employee or the Union shall present in writing  
4 the grievance to the aggrieved employee's Battalion Chief within thirty (30)  
5 calendar days of the occurrence of the event(s) which gave rise to the grievance  
6 on the prescribed grievance forms which shall be standard forms or Union  
7 letterhead used throughout the grievance procedure. Upon receipt of the  
8 grievance, the Battalion Chief shall forward a copy of the grievance to the  
9 Assistant Fire Chief and the Public Safety Director. The grievance shall be signed  
10 by the employee and shall state: (a) the date of the alleged events which gave rise  
11 to the grievance; (b) the specific Article or Articles and paragraphs of this  
12 Agreement allegedly violated; (c) a statement of fact pertaining to or giving rise  
13 to the alleged grievance; and (d) the specific relief requested. The Battalion  
14 Chief shall, within ten (10) calendar days after presentation of the grievance,  
15 render his or her decision on the grievance in writing, with copies to the grievant  
16 (if an individual employee), the Union, the Assistant Fire Chief, the Deputy Fire  
17 Chief, the Public Safety Director and a representative from the Office of  
18 Employee Services.

19                   STEP TWO: Any grievance which cannot be satisfactorily settled with  
20 the Battalion Chief shall then be taken up by the Assistant Fire Chief. The

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1 grievance, as specified in writing within STEP ONE above, shall be filed with the  
2 Assistant Fire Chief within ten (10) calendar days after the due date for the  
3 Battalion Chief's response in STEP ONE above. The Assistant Fire Chief shall  
4 discuss the grievance with the grievant (whether it be an individual employee or  
5 the Union) and shall, within ten (10) calendar days after presentation of the  
6 grievance, render his or her decision on the grievance in writing.

7 STEP THREE: Any grievance which cannot be satisfactorily settled in  
8 STEP TWO above shall then be taken up with the Fire Chief. The grievance, as  
9 specified in writing at STEP TWO above shall be filed with the Fire Chief within  
10 ten (10) calendar days after the due date for the Assistant Fire Chief's response in  
11 STEP TWO above. The Fire Chief shall issue his decision in writing on the  
12 grievance within ten (10) calendar days after presentation of the grievance at this  
13 step.

14 STEP FOUR: Any grievance which cannot be satisfactorily settled in  
15 STEP THREE above shall then be taken up with the Public Safety Director or his  
16 designee. The grievance, as specified in STEP THREE above shall be filed with  
17 the Public Safety Director within ten (10) calendar days after the due date for the  
18 Fire Chief's response in STEP THREE above. The Public Safety Director shall  
19 issue his decision in writing on the grievance within ten (10) calendar days after  
20 presentation of the grievance at this step.

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1            STEP FIVE: Any grievance which cannot be satisfactorily settled in  
2            STEP FOUR above shall then be taken up with the County Manager or her  
3            designee. The grievance, as specified in STEP FOUR above shall be filed with  
4            the County Manager within ten (10) calendar days after the due date for the Public  
5            Safety Director's response in STEP FOUR above. The County Manager shall  
6            issue his decision in writing on the grievance within ten (10) calendar days after  
7            presentation of the grievance at this step.

8            4.        If the grievant (whether it be the Union or an individual employee) is not satisfied  
9            with the County Manager's decision in STEP FIVE above, the Union, on its own behalf or on  
10           behalf of the individual employee may request arbitration by notice to the County within seven  
11           (7) calendar days of receipt of the County Manager's decision. Said notice of arbitration shall  
12           include a written statement of the position of the Union with respect to the issues upon which  
13           arbitration is sought. Under no circumstances shall the issues to be arbitrated be expanded from  
14           the issues set forth in the original grievance filed in STEP ONE of the grievance procedure.

15           5.        Within ten (10) calendar days from receipt of such notice of arbitration, the  
16           parties shall meet to select an arbitrator. In the event the parties cannot agree on an arbitrator,  
17           the party requesting arbitration shall, within five (5) calendar days, request a list of nine (9)  
18           qualified arbitrators who reside within the State of Florida from the Federal Mediation and  
19           Conciliation Service. The party requesting arbitration will strike an initial name from the list of

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1 arbitrators, with the parties thereafter alternately eliminating, one at a time, from said list of  
2 names, persons not acceptable, until only one (1) remains, and this person will be the arbitrator.

3         6.       As promptly as possible after the arbitrator has been selected, he or she shall  
4 conduct a hearing between the parties and consider the grievance. The decision of the arbitrator  
5 will be served upon the individual employee or employees involved, the County and the Union,  
6 in writing. It shall be the obligation of the arbitrator to make his best effort to rule within thirty  
7 (30) calendar days after the hearing. The expenses of the arbitration, including the fee and  
8 expenses of the arbitrator, shall be borne by the losing party. Any party desiring a transcript of  
9 the hearing shall bear the cost of such transcript unless both parties mutually agree to share the  
10 cost. Each party shall bear the expense of its own witnesses and of its own representatives,  
11 including attorneys, for purposes of the arbitration hearing.

12         7.       The arbitrator shall confine his or her consideration and determination to the  
13 written grievance presented in STEP ONE of the grievance procedure. The arbitrator shall have  
14 no authority to substitute his or her judgment for that of management in any area identified in  
15 this Agreement or by law as a management right, and/or change, amend, add to, subtract from, or  
16 otherwise alter or supplement this Agreement or any part thereof or amended thereto. The  
17 arbitrator shall have no authority to consider or rule upon any matter which is stated in this  
18 Agreement not to be subject to arbitration or is not a grievance as defined in this Agreement.

19         8.       The arbitrator may not issue declaratory opinions and shall confine himself or  
20 herself exclusively to the question which is presented to him or her, which question must be

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1 actual and existing. The decision of the arbitrator shall be binding, subject to any appeal or  
2 review rights. Either party shall be entitled to seek review of the arbitrator's decision in Circuit  
3 Court. The parties agree that the standard review of the arbitrator's decision shall be whether the  
4 arbitrator had clear and convincing evidence to establish a violation of this Agreement.

5 9. No decision of any arbitrator or the County in any one case shall create a basis for  
6 retroactive adjustment in any other cases. All claims for back wages shall be limited to the  
7 amount of wages that remains budgeted for the position of the particular employee involved, less  
8 any employment compensation and/or interim earnings that he/she may or might have received  
9 during the period involved.

10 10. It is agreed with respect to this grievance and arbitration procedure that:

11 A. It is the intent of the parties that a grievance must be raised at the earliest possible  
12 time. Any grievance, in order to be entertained and processed, must be submitted  
13 in a timely manner by the grievant (whether the grievant be the Union or an  
14 individual employee).

15 B. Grievances not submitted by the grievant in a timely manner shall be conclusively  
16 barred on the merits following the expiration of the prescribed time limit. Such a  
17 time-barred grievance need not be entertained or processed, and only facts  
18 disputed as to the timing will be subject to any arbitration resulting from the  
19 matter. A grievance which is, for any reason, not the subject of a timely response  
20 by the County or by the Department shall be deemed denied at that step and the

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1 grievant may proceed to the next step. The failure to proceed on a timely basis to  
2 the next step shall bar the grievance.

3 11. Bargaining unit employees may not avail themselves of the grievance procedure  
4 set forth in the County's Policies and Practices Employee Manual. The filing of a lawsuit or an  
5 administrative charge/complaint shall bar the filing of a grievance, and/or operate as an  
6 automatic withdrawal of a previously filed grievance, arising out of the same operative facts as  
7 the lawsuit or the administrative charge/complaint.

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1 ARTICLE 12

2 BULLETIN BOARDS

3 1. The County shall furnish the Union with space for a bulletin board at each fire  
4 station to be placed in locations designated by the Public Safety Director, or his designee. The  
5 Union shall be responsible for providing such bulletin board. The Union shall utilize the bulletin  
6 boards only to post the following:

- 7 A. notice of Union meetings;
- 8 B. notice of Union elections and Union election results;
- 9 C. copies of the Union's constitution and by-laws and amendments thereto;
- 10 D. notice of Union recreational and social affairs;
- 11 E. notices of dues increases;
- 12 F. copies of this Agreement;
- 13 G. names of Union officials (and changes thereto);
- 14 H. minutes of Union meetings.

15 2. All material to be posted on the bulletin board shall be submitted to the Public  
16 Safety Director, or his designee, for review simultaneous with posting. Under no circumstances  
17 shall the Union post any notice containing material of a political nature or material tending to  
18 directly or indirectly disparage or demean the County, the Fire Department, or any of their  
19 elected or appointed officials or employees. The Union agrees to police the posting of materials  
20 on the bulletin boards. If the Union cannot, or does not, properly police the bulletin boards, the

- 1 Public Safety Director, at his discretion, may revoke the Union's bulletin board privileges at the
- 2 offending station for up to six (6) months per violation.

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1 ARTICLE 13

2 NON-DUTY RELATED ACTIVITY

3 1. Bargaining unit employees may engage in personal business, watch television,  
4 shop, make grocery runs, exercise, have visitors or guests in the station, or otherwise engage in  
5 non-duty related activities while on duty as expressly authorized by the SOGs. Engaging in non-  
6 duty related activities while on duty is a privilege not a right, which will be governed by SOGs.

7 2. If operational needs will permit, bargaining unit employees will be permitted to  
8 eat one meal out, provided the following conditions are met:

- 9 A. Personnel are to remain in-service as not to delay response to any calls;  
10 B. Personnel will take no more than one (1) hour per meal out;  
11 C. Personnel will notify, on radio, communications – In-service Area. Personnel will  
12 notify their respective on-duty Battalion Chief of their meal location.  
13 D. This privilege may be suspended by the Public Safety Director if the privilege is  
14 abused. Such suspension shall be applied on a shift by shift or station by station  
15 approach.

1 ARTICLE 14

2 EMPLOYEE TESTING

3 1. Bargaining unit employees will be subject to drug testing utilizing the procedures  
4 set forth in the County's Drug Free Workplace Policy, and any amendments thereto. Testing will  
5 be in accordance with, and subject to, the substances tested and the cutoff levels set forth in the  
6 applicable state and federal regulations and administrative code provisions. Random drug testing  
7 may be utilized unless prohibited by applicable state or federal law, rule or regulation.  
8 Bargaining unit employees may be subjected to drug testing as part of any annual or periodic  
9 physical.

10 2. The County maintains the right to require any bargaining unit employee, at  
11 County expense, to undergo a fitness-for-duty test (physical and/or psychological) as deemed  
12 necessary by the County. The County agrees to meet and confer with the Union prior to  
13 implementing any regularly scheduled physical agility tests (as opposed to a test given to an  
14 individual based upon the belief that the individual is not physically capable of performing  
15 his/her job duties). The County will give one hundred and eighty (180) days written notification  
16 prior to changing physical fitness tests.

17 3. The County shall provide annual medical exams for bargaining unit employees  
18 by a health care provider selected by the County. Should a bargaining unit employee who  
19 participates in the County Group Health Insurance Program desire that the annual medical exam  
20 be conducted by his/her own primary care physician, this will be permitted so long as the

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1 physician performs the same tests and procedures as the County selected physician and reports  
2 the results to the County. In such a case, the County will reimburse the employee for the cost of  
3 the co-pay, upon presentation of the exam results and written proof of payment, for the annual  
4 medical exam only, and for only those procedures that are part of the medical exam required by  
5 the County. The current medical test includes the following items:

- 6 Physical Examination
- 7 Pulmonary Function Test
- 8 Audio Screening
- 9 Vision Screening
- 10 Resting EKG
- 11 CBC/Cholesterol Screening
- 12 Coronary Profile
- 13 SMAC (Chemzyme Test)
- 14 Urinalysis
- 15 Rectal Examination with Hemocult
- 16 Slides (males over 35 years of age)
- 17 Chest X-Ray
- 18 PPD Test
- 19 Drug Test.(must be administered by a County authorized provider)
- 20 PSA (males over 35 years of age)

21  
22 Stress test with 12 lead EKG will alternate every other year with the fitness for duty test.

23 Tests may be added or deleted by the Director of Public Safety based on medical advice  
24 given to County by the County's qualified medical doctor.

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ARTICLE 15

PREVAILING RIGHTS

Bargaining unit employees shall be subject to the County's Policies and Practices Employees Manual, dated September 7, 1999, and any amendments thereto, as to any subject not expressly addressed herein. The provisions of this Agreement shall completely supersede any provisions of the County's Policies and Practices Employee Manual which address the same subject matter(s).

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1 ARTICLE 16

2 PROMOTIONS AND TRANSFERS

3 1. Selection of Fire Lieutenant.

4 A. The selection of a Fire Lieutenant shall be based upon merit as determined by the  
5 Public Safety Director. Education, knowledge, skills, abilities, experience, job  
6 performance, work history, disciplinary history, driver's license record, and  
7 criminal history shall be taken into consideration, as well as the scoring on any  
8 written, oral and practical test(s) that may be given.

9 B. Vacancies in any full-time position as a Fire Lieutenant shall be filled from an  
10 eligibility list to be maintained by the Office of Employee Services. Notice of the  
11 intent to create an eligibility list for Fire Lieutenant shall be announced by the  
12 Office of Employee Services and furnished to the Union's President no later than  
13 forty-five (45) calendar days prior to any test(s) that may be given. An eligibility  
14 list announcement for Fire Lieutenant shall include the following: the minimum  
15 qualifications for the classification; the closing date for the receipt of applications;  
16 where applications are to be submitted; specifics regarding the examination  
17 process (e.g., study materials, type of written test, etc.); and any other information  
18 deemed pertinent by the Office of Employee Services.

19 C. Applicant's must meet the minimum qualifications for the classification as of the  
20 closing date specified in the eligibility list announcement.

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1 D. Applicants for selection as a Fire Lieutenant shall meet the following minimum  
2 qualifications:

3 Four (4) or more consecutive years of experience as a paid Fire Fighter with Lake  
4 County (leaves of absence approved by the Fire Chief of one year or less shall not  
5 be considered a break in service for purposes of the "consecutive years"  
6 requirement); possession of current Certificate of Compliance as a Fire Fighter  
7 from the Florida State Board of Fire Standards; possession of current Florida State  
8 certification either as an Emergency Medical Technician (EMT) or as a  
9 Paramedic; possession of current Florida State certification as a Fire Officer I; and  
10 possession of a valid Florida Driver's License Class E. The current promotion list  
11 which exists will remain valid for a period of two (2) years from the date of its  
12 establishment.

13 E. Applications for selection as a Fire Lieutenant shall be made on the form  
14 prescribed by the Office of Employee Services. Hand-delivered, faxed and e-  
15 mailed applications shall be received in the Office of Employee Services no later  
16 than 5:00 p.m. on the closing date specified in the eligibility list announcement.  
17 Mailed applications shall be postmarked no later than midnight on the closing  
18 date specified in the eligibility list announcement. Applications received after the  
19 applicable deadline will not be considered.

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- 1 F. Subsequent to the closing date specified in an eligibility list announcement, the  
2 Office of Employee Services shall prepare a list of those applicants who met the  
3 minimum qualifications, and shall furnish this list to anyone who applied, to the  
4 Public Safety Director, and to the Union.
- 5 G. An examination for selection as a Fire Lieutenant shall be assembled,  
6 administered and graded by an organization other than County. The examination  
7 shall include both a written test and an assessment process to determine an  
8 applicant's technical competence, leadership skills and supervisory abilities.
- 9 H. Only those applicants who pass the written test with a score of 75% or better with  
10 no curve shall be given further consideration for promotion.
- 11 I. The organization conducting the examination shall assign each applicant a  
12 numeric score both for the written test and for the assessment process. A  
13 cumulative score shall be calculated by adding one-third (1/3) of the score from  
14 the written test and two-thirds (2/3) of the score from the assessment process.  
15 This cumulative score shall have a maximum of 100 points. One (1) additional  
16 point, up to a maximum of five (5) points, shall be added to the score for each full  
17 time year of Lake County Fire Rescue employment, after the initial requirements  
18 in paragraph A.1 of this Article.
- 19 J. Applicants shall be placed on an eligibility list according to their cumulative score  
20 with the applicant having the highest cumulative score being placed at the top of

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1 the eligibility list. The organization conducting the examination shall then  
2 forward the resulting eligibility list to the Office of Employee Services.

3 K. The top five (5) ranked applicants from an eligibility list shall be certified to the  
4 Public Safety Director in response to a vacancy for Fire Lieutenant. The next two  
5 (2) ranked applicants shall be certified in response to each additional vacancy that  
6 may exist. The Public Safety Director shall consider each certified applicant's  
7 merit including, but not limited to, the applicant's length of service with Lake  
8 County's Fire/Rescue Division. The Public Safety Director shall then fill each  
9 vacancy with one of the applicants certified by the Office of Employee Services.  
10 Once an applicant has been chosen to fill the position of Lieutenant, they will  
11 advance to base Lieutenant pay or receive a 10% increase in their current salary,  
12 whichever is greater.

13 L. An eligibility list shall remain in effect for two (2) years from the date of its  
14 publication, unless the Public Safety Director, in the sole exercise of his/her  
15 discretion, determines that there is an insufficient pool of applicants remaining on  
16 the eligibility list and that it should be replaced. Provided, however, the list  
17 cannot be abolished prior to the expiration of two (2) years from its date of  
18 publication so long as there remains three (3) applicants on the list.

19 2. Employees shall be transferred from station to station, shift to shift, and/or  
20 assignment to assignment as governed by SOGs.

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1 ARTICLE 17

2 INSURANCE

3 The County shall provide bargaining unit employees insurance with the same coverage  
4 and employee cost that is in effect on September 30, 2011, except as provided herein. The  
5 County has no plans to increase costs or reduce benefits for insurance. If the County intends to  
6 change insurance benefit levels or contributions for all County employees, then the County shall  
7 provide the Union with notice and an opportunity to bargain over any negotiable insurance  
8 changes for each fiscal year after FY 2011-2012, and, in that case, the Union may bargain for a  
9 wage increase.

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1 ARTICLE 18

2 WAGES

3 1. For Fiscal Years 2011-12, bargaining unit employees wages shall be as follows:

4 A. Wage Range for Fire Fighter.

5 (2912 annual hours) Hourly \$12.45

6 (2080 annual hours) Hourly \$17.43

7 B. Wage Range for Lieutenant.

8 (2912 annual hours) Hourly \$14.77

9 (2080 annual hours) Hourly \$20.67

10 2. Incentives.

11 A. State of Florida certified paramedics in good standing shall receive an incentive of  
12 \$2.45 per hour added to their base wage. The paramedic incentive shall apply to  
13 all Fire Fighters who (1) are certified by the State of Florida, (2) obtain  
14 certification from the County Medical Director within ninety (90) calendar days  
15 of the initial receipt of incentive pay, and (3) agree to serve as a paramedic when  
16 assigned. In the event that a Fire Fighter does not become certified by the County  
17 Medical Director, within ninety (90) calendar days from the initial receipt of  
18 incentive pay, incentive pay shall cease until such certification is obtained.

19 B. Specialized Operations Response Team (SORT) team members who have been  
20 assigned to this team by the Public Safety Director shall receive an incentive of



1           \$.50-\$1.25 per hour in accordance to the following educational requirements.  
2           (Appendix A) SORT team members who were assigned to the SORT team before  
3           the effective date of this Agreement shall not receive a reduction in incentive.  
4           The decision as to who is assigned to the SORT team or the number of members  
5           of the SORT team shall be determined by the Public Safety Director in his or her  
6           sole discretion.

7           C.     Paramedic and SORT Incentives shall not be considered part of annual salary.  
8           Annual merit increases and any promotional increases shall be based on an  
9           employee's salary which does not include incentive pay.

10          3.     The County maintains the right to increase the starting salary for any vacant  
11          position or the existing salary for any occupied position, within the bargaining unit to meet the  
12          County's recruitment and/or retention needs. If the County exercises this right during the term of  
13          this Agreement -- October 1, 2011 through September 30, 2012 -- the hourly rate for each  
14          bargaining unit employee in the same job classification will be increased by an equal dollar  
15          amount.

16          4.     Bargaining unit employees' starting and hourly rates in effect as of September 30,  
17          2011, shall remain in effect from October 1, 2011, through September 30, 2012. Pay changes  
18          associated with promotions, demotions, SORT and paramedic assignments effective after  
19          September 30, 2011, shall be in effect. However, in the event that the Lake County Board of  
20          County Commissioners adopts a merit or cost-of-living increase for non-bargaining unit

1 employees for Fiscal Year 2011-12, all bargaining unit employees will also receive that increase.

2 5. The County shall not subject bargaining unit employees to unpaid furloughs or  
3 reductions in regularly assigned hours during the term of this Agreement -- October 1, 2011  
4 through September 30, 2012. For the years following fiscal Year 2011-2012, the County shall  
5 not subject bargaining unit employee to unpaid furloughs when other County employees are not  
6 subject to unpaid furloughs.

7 6. Paragraphs 3 and 4 shall sunset and terminate on September 30, 2012, and they shall  
8 not be in effect thereafter unless agreed to by both parties in writing either as an amendment to this  
9 Agreement, or in a new Agreement. Both parties waive any right that they may have to claim that  
10 Paragraphs 3 and 4 shall remain in force after September 30, 2012, whether or not this Contract  
11 remains in force beyond that time.

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1 ARTICLE 19

2 TOBACCO USE

3 It is understood that smoking and/or the use of any and all tobacco products is a known  
4 hazard to the health of employees, including members of the bargaining unit. The purpose of  
5 this article is to reduce the number of health insurance claims related to the use of tobacco  
6 products. It is agreed that the following policy regarding the use of tobacco products shall be  
7 adhered to:

8 1. Smoking and the use of tobacco products is prohibited when in contact with, or in  
9 the view of, the general public, except for designated smoking areas;

10 2. Smoking and the use of tobacco products is prohibited in all fire/rescue vehicles,  
11 and in areas of the Fire Department except for designated smoking areas;

12 3. Smoking and the use of tobacco products is prohibited while on official duty or  
13 engaging in a duty-related assignment;

14 4. All employees hired after October 1, 1989, will abstain from the use of tobacco  
15 and tobacco products both on-duty and off-duty.

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1 ARTICLE 20

2 OUTSIDE EMPLOYMENT

3 1. Bargaining unit employees recognize that employment with the County  
4 constitutes their primary employment.

5 2. Pursuant to all the provisions outlined in the Lake County Board of County  
6 Commissioners Policies and Procedures Section 13 Outside Employment and this Agreement,  
7 employees must notify the Public Safety Director, in writing, of any outside employment. Any  
8 outside employment which interferes with an employee's effective performance of his/her  
9 County duties is prohibited and must be immediately discontinued upon direction, in writing,  
10 from the Public Safety Director.

11 3. Employees, either full-time or part-time, will have at least eight (8) hours  
12 downtime between working outside employment and reporting for duty in the Lake County Fire  
13 Rescue. Downtime is defined as time in which no work is performed for any employer other  
14 than Lake County Fire Rescue. Emergency recall by Lake County Fire Rescue shall be the only  
15 exception to this rule.

16 4. Employees having outside employment shall notify the Lake County Office of  
17 Employee Services of any worker compensation injuries, significant exposures, and events  
18 affecting employee health which occurred while working any employment other than Lake  
19 County Fire Rescue.

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- 1 Employees understand that they are still subject to recall at any time and shall make appropriate
- 2 arrangements, by notifying their outside employer that they are subject to emergency recall at
- 3 any time.

*TA [Signature]*

1 ARTICLE 21

2 SCOPE OF DUTIES

3 Bargaining unit employees shall be responsible for performing any and all job duties  
4 falling within the generic scope of Fire and Rescue Services. Additionally, bargaining unit  
5 employees may be tasked with performing unrelated duties as the need arises. Bargaining unit  
6 employees shall comply in a timely manner with all written and verbal orders given by superiors,  
7 even if such orders are alleged to be in conflict with this Agreement, unless such order clearly  
8 places the employee's life in unnecessary danger.

TA *[Signature]*

1 ARTICLE 22

2 MANNING AND EQUIPMENT

3 The County shall determine the type and number of equipment and apparatus to be used  
4 in the provision of Fire and Rescue Services. The County shall also determine the identity,  
5 number, skill level, and type of personnel to be assigned the shifts, apparatus, and equipment.

6 All bargaining unit employees will be given an annual uniform allowance of \$350.00 for  
7 duty uniforms and an allowance of \$125 for work shoes/boots. In the event that uniform prices  
8 increase, allowances shall be increased accordingly.

9 New employees will be issued the following equipment which will be replaced as the  
10 County deems necessary:

ITEM	QUANTITY
Bunker Coat	1
Bunker Pants	1
Fire Helmet	1
Fire Gloves	1 pair
Suspenders	1 pair
Bunker Boots	1 pair
Hood	1
Structural Gear Bag	1
Badge	1
Jacket (All Season)	1
Goggles (Structural)	1
Name Tag	1
S.C.B.A. Mask	1
S.C.B.A. Mask Bag	1
Safety Glasses	1
Wild Land Coat	1
Wild Land Pants	1

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W/L Helmet	1
W/L Gloves	1 pair
Brush Mask (Whiffs)	1
Brush Mask Bag	1
Station Key	1
Brush gear bag	1
Ear plugs	1 pair
Camel Bak (Bladder to be replaced per manufacturer recommendations)	1

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1 ARTICLE 23

2 HOURS OF WORK AND OVERTIME

3 1. Bargaining unit employees shall be assigned to either eight-hour, ten-hour,  
4 twelve-hour, or twenty-four hour shifts.

5 2. Overtime for bargaining unit employees shall be calculated based upon a twenty-  
6 eight (28) day cycle. Overtime shall be paid to bargaining unit members for all hours in excess  
7 of two hundred twelve (212) hours actually worked in a 28 day cycle, except for employees  
8 working two thousand and eighty (2,080) annual hours. Hours worked for purposes of overtime  
9 shall be defined in the same manner as all other County employees. Annual leave, including  
10 union business leave, used shall be considered hours worked for purposes of overtime.

11 3. Bargaining unit employees shall be selected to work overtime at management's  
12 discretion based upon factors such as skills, ability, performance, disciplinary history, work  
13 history, and availability.

14 4. Should it be determined by a court of competent authority, administrative agency,  
15 or legislative body that individuals who perform job duties of the type performed by some or all  
16 of the bargaining unit employees are not covered by the 7k exemption to the Fair Labor  
17 Standards Act, this Article shall become void, and the County and the Union shall meet as soon  
18 as practicable to negotiate a replacement Article.

19

1 ARTICLE 24

2 LAY-OFF/RECALL

3 In the event the County has to make lay-offs/recalls, the following procedures shall be  
4 utilized:

5 1. Union members will be placed on a seniority list to be determined by the official  
6 starting date of full-time employment with Lake County Fire Rescue.

7 2. The list shall be followed in reverse order starting with the person with the least  
8 amount of time in employment within Lake County Fire/Rescue shall be the first subjected to  
9 any lay-offs. The County may deviate from the list if necessary because of the need for specially  
10 qualified positions.

11 3. Employees not in the Union shall be subject to lay-offs first before any Union  
12 members are subject to lay-offs. Newly hired Probationary employees shall be subject to lay-off  
13 prior to bargaining unit employees who are not on new-hire probation.

14 In the event the County has to make lay-offs, the following recall procedures shall be  
15 used:

16 1. Laid off employees shall be subject to recalls in the reverse order of being laid-  
17 off. This results in the last employees being laid-off are the first to be subject to recall, providing  
18 the employees still have the minimum certifications that they were holding upon being laid-off.  
19 The County may deviate from the list if necessary because of the need for specially qualified  
20 positions.

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1           2.     The County will offer jobs back to any laid off employee before opening the  
2 position(s) to the outside general public.

3           3.     The employee subject to recall will only have to show certifications are still valid  
4 and will be rehired without having to reapply or test.

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1 ARTICLE 25

2 LABOR-MANAGEMENT COMMITTEE TEAM

3 There shall be a Labor Management Committee Team that shall have 6 members total (3  
4 members designated by the Fire Chief and 3 designated by the Union President). Members of  
5 the team designated by the Fire Chief and Union President shall be appointed for an entire  
6 calendar year in order to assure continuity in the meetings. The Labor Management Team  
7 Committee shall meet quarterly, more or less often by mutual consent. The purpose of this Team  
8 Committee will be to discuss problems of mutual concern. This Team Committee will not  
9 address grievances nor will it discuss making changes to the terms or conditions of this contract.  
10 This Team Committee will provide an ongoing dialogue between management and the union.  
11 This will provide bargaining unit employees an avenue to express ideas concerns and help  
12 facilitate positive change within the department. The Fire Chief shall provide a secretary for the  
13 recording of minutes. These minutes shall be mailed to all participants and all stations within 15  
14 days after the meeting. Time spent by bargaining unit members attending Labor Management  
15 Committee Team meetings shall not be compensated time; however, members shall be able to  
16 utilize union leave pool time if authorized by the bargaining unit.

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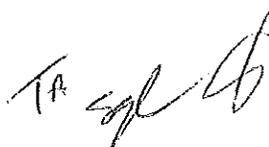
1 ARTICLE 26

2 PARAMEDIC FIELD TRAINING OFFICER

3 The County will create a Paramedic Field Training Officer assignment. To be eligible for  
4 the assignment, the employee must be:

- 5 1. Participating in the training of a LCFR Paramedic.  
6 2. A Paramedic with LCFR for at least the two consecutive years prior to the  
7 assignment.  
8 3. Approved by the Medical Director for the assignment.  
9 4. Approved by the Public Safety Director or his designee for the assignment.

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1 ARTICLE 27

2 ENTIRE AGREEMENT/DURATION/NOTICES

3 1. The parties acknowledge that during negotiations which resulted in this  
4 Agreement, each had the unlimited right and opportunity to make demands and proposals with  
5 respect to any subject or matter not removed by law from the area of collective bargaining, and  
6 that the understandings and agreements arrived at by both parties after the exercise of that right  
7 and opportunity are set forth in this Agreement. The parties hereto may commence negotiations,  
8 under applicable law, on any succeeding agreement to take effect upon termination of this  
9 Agreement.

10 2. If either the County or the Union desires to modify, amend or terminate this  
11 Agreement at its normal expiration date, official notice of such desire must be given in writing  
12 by no later than the first (1<sup>st</sup>) of July prior to the termination date of this Agreement. Should the  
13 first (1<sup>st</sup>) of July fall on a Saturday or Sunday, the official notification of a desire to negotiate  
14 must be given in writing no later than the Monday following that weekend. Following receipt of  
15 such notice, unless there is a mutual agreement to the contrary, the County and the Union shall  
16 commence negotiations. In the absence of an official notice by either party of its desire to  
17 modify, amend or terminate this Agreement, this Agreement shall automatically renew for an  
18 additional year, and from year to year thereafter until timely notice is given of a party's intent to  
19 renegotiate this Agreement.

20 3. Nothing herein shall preclude the parties from mutually agreeing to reopen this  
21 Agreement, or to renegotiate any provision herein, during the effective dates of this Agreement.

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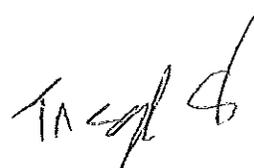
1           4.       This Agreement shall become effective on October 1, 2011 and shall remain in  
2 effect until September 30, 2012 unless this Agreement is extended pursuant to paragraph 2.

3           5.       All correspondence, notifications or other notices between the Union and the  
4 County required by this Agreement shall be made by regular mail, electronic mail or hand  
5 delivery to the following persons:

6           To County:   County Manager with a copy to the County Attorney and Director of  
7                           Employee Services

8           To Union:    Union President with a copy to the Vice President and Secretary  
9 Regular mailing shall be effective upon deposit in the United States Postal Service.

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1 APPENDIX A

2 SPECIAL OPERATIONS RESPONSE TEAM INCENTIVE SCALE

3 All Classes Must Meet or Exceed NFPA 1670 Standards

4 Incentive level one: \$.50 per hour

5 Assignment to the team and obtaining State of Florida certification for Hazardous Materials  
6 Technician. Total Hours: 160

7 Incentive level two: \$.75 per hour

8 Ropes Rescue Operations, Vehicle Machinery Rescue Operations, Confined Space Technician.  
9 Total Hours: 120

10 Incentive Level three: \$1.00 per hour

11 Ropes Rescue Technician, Trench Technician, Vehicle Machinery Rescue Technician.  
12 Total Hours: 120

13 Incentive Level four: \$1.25

14 Structural Collapse Operations, Structural Collapse Technician.  
15 Total hours: 120

16 All classes stated shall comply with NFPA 1670.

17 Hazardous Materials Technician certificate shall comply with IAFF Hazardous Materials 160.

18 Each incentive step must be completed in its entirety, prior to proceeding to the next incentive  
19 level.

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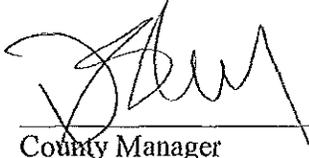


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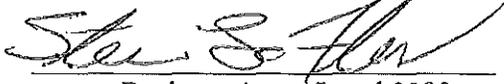
FOR THE COUNTY

FOR THE UNION

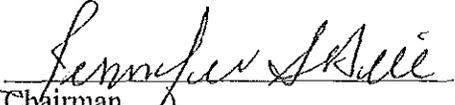
  
\_\_\_\_\_  
County Manager

7/8/11  
\_\_\_\_\_  
(Date)

  
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President Local 3990

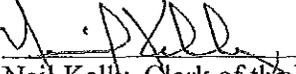
  
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Business Agent Local 3990  
7-12-11  
\_\_\_\_\_  
(Date)

APPROVED BY THE LAKE COUNTY BCC

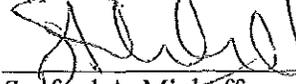
  
\_\_\_\_\_  
Chairman

7-6-11  
\_\_\_\_\_  
(Date)

ATTEST:

  
\_\_\_\_\_  
Neil Kelly, Clerk of the Board  
of County Commissioners of Lake  
County, Florida

Approved as to form and legality:

  
\_\_\_\_\_  
Sanford A. Minkoff  
County Attorney

Tentatively approved 5/31/11, 2011  
Union \_\_\_\_\_ County \_\_\_\_\_  
