Memorandum of Understanding

FY16-07 – Administrative Order – Annual Leave

This Memorandum of Understanding (MOU) is entered into this 23rd day of February, 2016 by and between the PASCO COUNTY, FLORIDA, BOARD OF COUNTY COMMISIONERS (hereinafter referred to as “County”) and PASCO COUNTY PROFESSIONAL FIREFIGHTERS, IAFF LOCAL 4420 (hereinafter referred to as “Union”).

WHEREAS, the COUNTY and UNION have previously reached an agreement to engage in a Collective Bargaining Agreement for Rank and File personnel, commenced on December 1, 2015, and;

WHEREAS, both the COUNTY and UNION have jointly agreed to implement the following Administrative Order hereby amending the itemized sections of the current Standard Operating Guidelines as indicated.

NOW THEREFORE, the parties agree as follows:

1. The COUNTY and the UNION hereby agree to implement the provisions in the attached Administrative Order Number 16-14 amending the Standard Operating Guideline titled “Annual Leave” in Section 12.600. This updated item will take effect on March 1, 2016, unless otherwise previously directed by the Collective Bargaining Agreement.

Timothy Zukosky
President, PCPFF, IAFF Local 4420

Date

Scott M. Cassin
Fire Chief, Pasco County Fire Rescue

Date

Barbara Hitzemann
Human Resources Director, Pasco County

Date

Attachments:

1) Administrative Order Number 16-14 – SOG and CBA Revisions
PASCO COUNTY FIRE RESCUE DEPARTMENT
4111 LAND O’ LAKES BOULEVARD
LAND O’ LAKES, FLORIDA 34639

ADMINISTRATIVE ORDER
NUMBER 16-14

March 1, 2016

SOG REVISIONS – EXCHANGE OF TIME; ANNUAL LEAVE; PROMOTIONAL PROCESS;
CBA REVISIONS – ARTICLE 38 DRUG FREE WORKPLACE; ARTICLE 49 - WAGES

The following changes apply to the applicable-noted Standard Operating Guideline (SOG) sections and Collective Bargaining Agreement (CBA) Articles regarding a variety of identified policies. These changes and refinements have been contrived through mutual agreement (Memorandums of Understanding) with IAFF Local 4420 through the cooperative collaboration process, as outlined in the current CBA. All other provisions of any related SOGs and CBA Articles remain in effect. All updates defined herein are in effect upon the effective date of this Administrative Order (A.O.), unless otherwise stated, and are not applicable retroactively. Several of these updates may be temporary in nature, as the Department migrates to an electronic-scheduling medium (TeleStaff) with a tentative go-live date on or around April 1, 2016. Any affected policies will be further amended as necessary at that time.

EXCHANGE OF TIME

Please replace SOG Section 12.700 – Manning Manual – Exchange of Time, in its entirety with the one attached to this A.O. Highlights of the changes include the following:

- The SOG has been converted to the newly-proposed “Policy Manual” format, which in large, removes the column numbers and updates existing language.

- Exchanges of Time (EOT) are no longer hinged to EMS certification.

- The timeline language for submission of EOT requests has been transferred from the current EOT form to the SOG.

- The cancellation provision was transferred from the current EOT form to the SOG.

- The section regarding revocation of privileges for abuse has been strengthened and further defines the criteria and consequences of abuse.

- The Workers’ Compensation provision was transferred from the current EOT form to the SOG.

ANNUAL LEAVE

Please replace SOG Section 12.600 – Manning Manual – Annual Leave, in its entirety with the one attached to this A.O. Highlights of the changes include the following:

- Defines the minimum time period to lock in a request for Annual Leave.

- Identifies a specific cutoff time for submitting Leave of Absence forms and how to process requests received after that time.

- The number of Annual Leave slots available per shift, have been updated.
• A process for cancellation of Annual Leave, has been added.

PROMOTIONAL PROCESS

Please replace SOG Section 12.1500 – Manning Manual – Promotional Process, in its entirety with the one attached to this A.O. Highlights of the changes include the following:

• An unintentional omission was discovered in the original document that was distributed with a previous A.O. No. 16-05 specific to the written exam provision for Driver Engineer candidates. The following language has been added to correct the omission:

"A passing grade of at least 80 percent on the written exam must be obtained to continue on to the next phase of the Promotional Examination Testing."

ARTICLE 38 – DRUG-FREE WORKPLACE

The following language replaces current verbiage in Article 38.4 of the current CBA:

"An employee who submits a written request for dependency assistance to the Fire Chief or the Human Resources Director prior to receiving an order to submit to drug or alcohol testing will be placed on unpaid leave, during which time the employee will participate in dependency treatment at their own expense. Employees may utilize the Employee Assistance Program or their own Health Insurance for assistance with expenses. Prior to returning to work, the employee must be evaluated and determined to be fit for duty by a licensed health care professional. The employee may use accrued leave to maintain a source of income during the leave period. For purposes of this section, 'prior to' means no less than 24 hours prior to an order to submit to testing. An employee who is not determined to be fit for duty within 365 days of the start of leave for dependency treatment, may be terminated, at the sole discretion of the Fire Chief.

Under the foregoing scenario, the employee, following a return to work, will be subject to and must submit to unannounced drug testing for a period of three additional years."

ARTICLE 49 - WAGES (EDUCATIONAL INCENTIVE PAY)

The following additional language to Article 49 of the CBA was agreed to through a Memorandum of Understanding, effective on January 21, 2016:

"Any Bargaining Unit Employee who obtains a college degree shall submit a copy of the college transcript or diploma to the Personnel Chief, who shall forward it to Human Resources. Human Resources shall process an educational incentive pay of $50 per month for an Associate's Degree or $110 per month for a Bachelor's Degree beginning the first full pay period in July 2016 (July 10 – July 23, payable on July 29, 2016).

Any current Bargaining Unit Members who already possess either an Associate's Degree or a Bachelor's Degree will also be eligible to receive the above mentioned $50 or $110 educational incentive pay per month effective the first full pay period in July 2016 (July 10 – July 23, payable on July 29, 2016), provided that they submit a copy of either their transcript or diploma timely to the Personnel Chief, who will then forward it to Human Resources for processing. Employees who submit their proof of eligibility late will have the incentive begin the first full Pay Period after the submission of the documents.

Employees may only be paid for one degree incentive payment, (i.e., an employee that holds both an Associate's Degree and a Bachelor's degree shall be paid a maximum of $110 per month.)

(A.O. No. 16-14)
Page 2 of 3
This agreement supersedes any previous educational incentive policies as well as the language in the Career Service Manual. Further discussion on this provision will be part of the wage opener for the FY17 budget year, as previously agreed to in the current Collective Bargaining Agreement.

ATTACHMENTS:

1. SOG 12.700 – Exchange of Time
2. SOG 12.600 – Annual Leave
3. SOG 12.1500 – Promotional Process

SMC/jlh

Distribution: A

Destruction Date: Indefinite

cc: Cynthia Holland, Assistant Chief
    Andrew Fossa, Personnel Chief
    Janice Hill, Administrative Assistant

Scott M. Cassin
Fire Chief
PASCO COUNTY FIRE RESCUE DEPARTMENT
STANDARD OPERATING GUIDELINE

SUBJECT: EXCHANGE OF TIME

Employees are allowed to make in-grade Exchange of Time (EOT) with the approval of the immediate Supervisor and the Battalion Chief. The following exchanges shall be allowed:

1. Firefighter with Firefighter
2. Driver Engineer with Driver Engineer
3. Captain with Captain
4. Battalion Chief with Battalion Chief

Shift exchanges shall be rank-for-rank OR with employees who are on the current applicable eligibility list.

An EOT Form must be filled out and turned in to the respective Battalion Chief by at least 20:00 hours the prior regular shift. The Battalion Chief has the authority to deny the EOT Form that is submitted after 20:00 hours the prior regular shift. Station Officers must forward EOT forms to the proper Battalion Chief.

No third party swaps shall be approved.

An employee who is sick on a scheduled swap day must contact the Public Safety Communications Center the same as an employee regularly assigned to shift work. In this situation, the employee agrees to a deduction of Medical Leave for the affected number of hours.

Either party may cancel this agreement as long as the other party is given a minimum of thirty-six (36) hours’ notice. A notice of cancellation must also be given to the employee’s Battalion Chief so that staffing documents may be corrected. If one party has already worked EOT for the other party, and the EOT is cancelled, there still remains an obligation for repayment of the EOT.

EOT is a privilege and can be revoked if abused. An employee who abuses this Article shall be subject to the loss of the right to exchange shifts for the period of up to one (1) year. EOT shall not interfere with maintaining standard required job commitments. These commitments include, but are not limited to, monthly and annual training requirements, preserving existing crew dynamics, preserving current job proficiencies, and other duties or commitments as required or assigned.

Any member who agrees to exchange a shift, but fails to report to work the agreed shift, shall be subject to disciplinary action. Members of the Bargaining Unit are encouraged to police the practice themselves with the operational needs of the County, as well as the practical needs of their teammates in mind.

No overtime or Out-of-Class pay shall occur due to an EOT.

If the EOT employee is placed on Workers’ Compensation, the EOT is immediately and automatically cancelled. The employee that is obtaining the relief is responsible to find someone else to work the EOT. If the employee is not available to find someone else to work the EOT, Annual Leave will be deducted from the employee that was obtaining the relief.

03/01/16
Employees must make arrangements for early relief or hold over when they have to travel to another station. Early relief, less than two hours, does not require a form; however, approval from the Station Officer is required.

EOT requests exceeding five (5) consecutive shifts must have the approval of the Assistant Chief or designee.
SUBMITTING LEAVE OF ABSENCE (LOA) FORMS FOR ANNUAL LEAVE:

Requests for Annual Leave shall be submitted on an “Application for Leave of Absence” form; one form will be required for each day requested. The form must be ACCURATE and COMPLETELY filled out.

Annual leave shall be granted in any increment up to twelve (12) hours or for an entire twenty-four (24)-hour shift. Incremental requests less than twelve (12) hours must be taken in whole, either during the 08:00-20:00 hours’ time period or during the 20:00-08:00 hours’ time period. A minimum of twelve (12) hours is required to lock in the request or risk being bumped by someone requesting a longer period. In the event of a bumping scenario, the individual being bumped would have the option of extending his/her request to a full twelve (12) hours in order to lock in the request.

Mandatory shift transfers shall not affect Annual Leave that is locked in.

ELECTRONIC FILING OF LOA FORMS:

All LOA forms will be accepted electronically via station computer and this form will be distributed by employees via e-mail to their shift-designated email address as follows:

- AShiftLeave@pascocountyfl.net
- BShiftLeave@pascocountyfl.net
- CShiftLeave@pascocountyfl.net

All the LOA forms must have the Employee County I.D. Number, your name, and be completely filled out before submitting to your shift-designated email. If the forms are incorrect, they will be returned back to the employee.

E-MAILING THE LOA FORM:

The Station Officer will review the form(s) for any possible errors and then the form(s) will be e-mailed as an attachment to the shift-designated e-mail address. The following items need to be added to the subject line:

- Year (last two digits)
- Month (two digits)
- Day (two digits)
- Employee last name
- Bunker number
- LOA
- Example: 16-02-15 NAME 0000 LOA
PASCO COUNTY FIRE RESCUE DEPARTMENT
STANDARD OPERATING GUIDELINES

SUBJECT: ANNUAL LEAVE

Do not use Hyphens between the dates, month, and year. Use only Dashes. The date that you enter on the subject line is the date that you are requesting off.

APPROVAL OR DENIAL OF THE FORMS:

The Battalion Chief will review the form(s) and enter their own name and I.D. Number as their electronic signature on the “Supervisor’s Signature” line and/or “Battalion Chief Approval/Disapproval” line, as applicable.

The deadline for submitting a LOA request will be 20:00 hours the prior regular shift. Requests after this time will require a verbal request directly to the Battalion Chief responsible for crew manning that day in addition to the required paperwork for consideration.

Entries of approved LOA forms will be completed by the Battalion Chief and placed on the Fire Rescue Department Vacation Calendar. The Battalion Chief will print the approved LOA forms and then deliver the forms to the Fire Rescue Accounting Payroll Clerk.

The approved LOA forms will be stored in the appropriate LOA subfolder.

If the LOA form is denied by the Battalion Chief/Supervisor, then the form needs to be marked as disapproved and the Supervisor/Battalion Chief name needs to be entered on the Supervisor’s line. These forms will be sent back to the employee as a “PDF” file.

SENIORITY:

Annual Leave requests received by the Battalion Chief on the same date at the same time will be decided by the following:

1st - The highest rank will be awarded the leave, unless the maximum for the rank is already filled.

2nd - If ranks are the same, the employee with the lowest seniority number on the Department’s Seniority List will be awarded the annual leave.

PAPER FILING OF LOA FORMS:

Although LOA requests are typically filed electronically, the annual submittal for the following year beginning on September 28 will be done via paper forms. Requests for Annual Leave for the upcoming year will be submitted via the station paperwork starting on September 28, 29, and 30, whichever date is applicable to your shift assignment. These initial Annual Leave forms will not be processed by the Battalion Chiefs until 08:00 hours on the following shifts (October 1, 2, and 3) at Fire Rescue Headquarters, and shall be accepted for the dates through January 31 of the following year (16 months). These forms, as well as all others, will be granted on a “first-come first-served basis, based on seniority and availability.
PASCO COUNTY FIRE RESCUE DEPARTMENT
STANDARD OPERATING GUIDELINES

SUBJECT: ANNUAL LEAVE

Section 12.600

CANCELATIONS:

If an employee wishes to cancel an approved Annual Leave, they must submit a cancellation request no later than two (2) shifts prior to the start of the scheduled Annual Leave day. Failure to comply with this time requirement will result in the automatic denial of the request to cancel.

ANNUAL LEAVE SLOTS AVAILABLE:

No more than ten employees shall be approved for Annual Leave per shift.

Of the ten, the following may be part:

1. Four Captains
2. Four Driver Engineers
3. Ten Firefighters
GENERAL PROVISIONS

The following policy outlines the minimum qualifications and the process used by the department with respect to promotions to the following positions:

1. Driver Engineer
2. Captain
3. Battalion Chief

Participation in a promotional process is considered a professional advancement opportunity and therefore individuals shall conduct themselves accordingly. Class B Uniform attire is required during all phases of the promotional process.

Promotional processes will generally begin each August. In the event any one of the promotional lists is exhausted prior to August, the Department may elect to conduct a process earlier. This “early” process will not be repeated in August and will be extended so that the expiration date will match that of the other promotional lists.

Once a promotional process has been completed and a list has been certified to be true and correct by the Human Resources Department, all testing materials including answer sheets, worksheets, or other related materials shall be destroyed no less than 30 calendar days following publication of the respective promotional list.

All individuals participating in a promotional process (written, oral, and scenario-based testing) will be doing so in a paid status.

Each position will be addressed individually in the sections that follow.

DRIVER ENGINEER

Nature of Position

This is a responsible position which requires a good working knowledge of fire-service hydraulics and involves the care, operating and driving of fire apparatus.

Minimum Qualifications

1. Must have been continuously employed by the Pasco County Fire Rescue Department for the past five (5) years without interruption as a career Firefighter, EMT, and/or Paramedic. The time in grade will be calculated to either January 1 of the following year or January 1 of the current year, whichever is closer to the posted first day of testing.

2. Must be Florida State certified as a Firefighter and EMT or Paramedic (photocopy not required).
3. Must have successfully completed the following approved, accredited courses:
   a. Florida State Certified Pump Operator (photocopy required).
   b. Aerial Operation (photocopy required).
   c. Firefighter Tactics I (photocopy required).
   d. Company Officer (photocopy required).
   e. Fire Service Hydraulics (photocopy required).
   f. Apparatus Operations (photocopy required).

4. Must be Out-of-Class Eligible.
   a. Must have completed ten (10) orientation shifts to include:
      i. One shift on an aerial apparatus (75' or greater).
      ii. One shift on a boom-type apparatus (50' or greater).
   b. Must have previously taken and passed the Out-of-Class exam administered by the Training Division.

5. For processes commencing on or after January 1, 2017, all candidates must be Fire Officer I Certified (photocopy required), consisting of the following minimum components:
   b. Company Officer.
   c. Fire Service Course Delivery.
   d. Firefighting Tactics & Strategy I.
   e. ICS-300.
   f. Courage To Be Safe (NFFF).

Promotional Examination

This examination will consist of the following phases and will be weighed as indicated in parentheses:

1. Written Exam (30 Percent):

   The written examination will generally be held at 09:30 hours at the Training Center. Candidates will be notified at least 90 calendar days prior of their assigned exam date. No one will be admitted after 09:30 hours, and a two-hour time period will be allotted. This will include questions on basic pump/aerial operations and apparatus, Basic Life Support procedures and practices, SOGs, and Medical Protocol.

   A passing grade of at least 80 percent on the written exam must be obtained to continue on to the next phase of the Promotional Examination Testing.

2. Written Hydraulic Exam (30 Percent):

   This will include questions to measure the candidate's ability to calculate proper pumping
pressures. Candidates must be able to show on paper all formulas used, calculations, and related work to obtain pressures. No charts, smartphones, or additional information cards will be allowed. You may bring a basic calculator.

3. Scenario Draw Bag (30 Percent):

This will include questions from in-house proctors on SOGs, Driver Engineer-related scenarios, and knowledge and ability to troubleshoot pumping related problems.

4. Time in Grade (10 Percent):

One point per full year for continuous, uninterrupted service with Pasco County Fire Rescue (not to exceed a maximum of ten points).

The following is the general reference material used in the Driver Engineer Examinations. Specific editions of any books will be addressed in the promotional process announcement to be distributed prior to any promotional process.

   a. Pumping Apparatus Driver/Operator Handbook, IFSTA.
   b. Aerial Apparatus Driver Operator Handbook, IFSTA.
   c. Pasco County Fire Rescue SOGs with Updates.
   d. Pasco County Fire Rescue Medical Protocol with Updates

CAPTAIN

Nature of Position

This is a responsible position which requires supervisory skills in order to ensure the conduct, efficiency, discipline, and morale of the personnel under the Fire Rescue Command. The individual serves as a Commanding Officer of a fire company and/or rescue unit on an assigned shift, takes command of Fire Rescue operations at the scene until relieved by a superior officer, and prepares and maintains reports and records as required.

Minimum Qualifications

1. Must have been continuously employed by the Pasco County Fire Rescue Department for the past eight (8) years without interruption, the last three (3) years of which must be at the rank of Driver Engineer without interruption. The time in grade will be calculated to either January 1 of the following year or January 1 of the current year, whichever is closer to the posted first day of testing.

2. Must be Florida State certified as a Firefighter and EMT or Paramedic (photocopy not required).

4. Must have taken and completed the following approved, accredited courses:

   a. Fire Service Hydraulics Course (photocopy required).
   b. Apparatus Operations Course (photocopy required).

5. Fire Officer I Certified (photocopy required), consisting of the following minimum components:

   b. Company Officer.
   c. Fire Service Course Delivery.
   d. Firefighting Tactics & Strategy I
   e. ICS-300.
   f. Courage To Be Safe (NFFF).
   g. Fire Officer I Task Book.
   h. Fire Officer I Exam

6. For processes commencing on or after January 1, 2017, all candidates must have Fire Officer II certification (photocopy required), consisting of the following minimum components:

   a. Private Fire Protection Systems I.
   c. Fire Service Course Design.
   d. Firefighting Tactics and Strategy II
   e. SERP Class

Promotional Examination

The examination will consist of the following phases and will be weighed as indicated in parentheses:

1. **Written Exam (30 Percent):**

   The written test will generally be held at 09:30 hours at the Training Center. Candidates will be notified at least 90 calendar days prior of their exam date. No one will be admitted after 09:30 hours, and a two-hour time period will be allotted. The exam will include questions on Fire Department Company Officer duties and responsibilities, Fire Rescue's SOGs, Medical Protocol, and the Career Service Manual.

   A passing grade of at least 80 percent on the written exam must be obtained to continue on to the next phase of the Promotional Examination Testing.

2. **Oral Review and In-Box (40 Percent):**

   All candidates who achieve at least a minimum passing grade of 80 percent on the written examination will go before the Oral Review Board at a later assigned date. This will include questions from proctors on the Career Service Manual and Fire Rescue SOGs, and tactical
3. **Presentation (20 Percent):**

This will measure the candidate's ability to represent the Department’s view on a subject before a group of evaluators.

4. **Time in Grade (10 Percent):**

One point per full year for continuous, uninterrupted service at the rank of Driver Engineer with Pasco County Fire Rescue (not to exceed a maximum of ten points). This will be calculated back to the employee's current date of promotion as a Driver Engineer or, if applicable, back to the date of return from the most recent interruption of service.

When there is a minimum of one Captain vacancy, the top three names from the Captain's Promotional List will be scheduled for a promotional interview. If there is more than one vacant position, one additional name will be added for each additional vacancy. Candidates receiving promotional interviews will be assessed as equal. The ranking on the Captain's Promotional List will be used solely to determine the order that candidates will receive interviews. The Captain's Promotional List does not indicate or dictate the candidate to be promoted next. The interviewing candidates will be competing equally through an interview process for the position(s). There is no guarantee that a candidate on the Promotional List will be promoted.

The following is the general reference material used in the Captain Examinations. Specific editions of any books will be addressed in the promotional process announcement to be distributed prior to any promotional process.

a. Pasco County Fire Rescue SOGs with Updates.
b. Pasco County Fire Rescue Medical Protocol with Updates.
d. Fire Officer Principle and Practices, Jones and Bartlett.
e. Aerial Apparatus/Driver Operator Handbook IFSTA.

## BATTALION CHIEF

**Nature of Position**

The major function of this highly responsible position is to ensure provision of proper and comprehensive fire prevention, fire suppression, pre-hospital emergency care and transportation, and compliance with the policies and procedures of the Fire Rescue Department as the shift field commander.
Minimum Qualifications

1. Must have been continuously employed by the Pasco County Fire Rescue Department for the past twelve (12) years without interruption, the last four (4) years of which must be at the rank of Captain without interruption. The time in grade will be calculated to either January 1 of the following year or January 1 of the current year, whichever is closer to the posted first day of testing.

2. Must be Florida State certified as a Firefighter and EMT or Paramedic (photocopy not required).

3. Must possess a minimum of an Associate’s Degree from a regionally accredited college in Business, EMS, Fire Science, or a related field.

4. Fire Officer I Certified (photocopy required), consisting of the following minimum components:
   b. Company Officer.
   c. Fire Service Course Delivery.
   d. Firefighting Tactics & Strategy I
   e. ICS-300.
   f. Courage To Be Safe (NFFF).

5. For processes commencing on or after January 1, 2017, all candidates must have Fire Officer III certification (photocopy required), consisting of the following minimum components:
   a. Chief Officer.
   b. Analytical Approaches in Public Fire Protection.
   c. Legal and Ethical Issues for the Fire Service.

Promotional Examination

The examination will consist of the following phases and will be weighed as indicated in parentheses:

1. Written Exam (45 Percent):

   The written test will generally be held at 09:30 hours at the Training Center. Candidates will be notified at least 90 calendar days prior of their test date. No one will be admitted after 09:30 hours, and a two-hour time period will be allotted. The exam will include questions on Fire Department Company Officer duties and responsibilities, Fire Rescue’s SOGs, Medical Protocol, Aerial Apparatus, and the Career Service Manual.

   A passing grade of a minimum of 80 percent on the written exam must be obtained to continue on to the next phase of the Promotional Examination Testing.

03/01/16
1. Oral Review and In-Box (45 Percent):

All candidates who achieve a minimum passing grade of 80 percent on the written examination will go before the Oral Review Board at a later assigned date. This will include questions from proctors on the Career Service Manual and Fire Rescue SOGs, and tactical (firefighting and EMS) scenarios for evaluation of the candidate’s strategy and tactics. The candidate will also complete an in-box portion to include commonly-used Department forms and reviewing subordinate forms for accuracy.

2. Time in Grade (10 Percent):

One point per completed year for continuous, uninterrupted service at the rank of Captain with Pasco County Fire Rescue (not to exceed a maximum of ten points).

When there is at least one Battalion Chief vacancy, the top three names from the Battalion Chief’s Promotional List will be scheduled for a promotional interview. If there is more than one vacant position, one additional name will be added for each additional vacancy. Candidates receiving promotional interviews will be assessed as equal. The ranking on the Battalion Chief’s Promotional List will be used solely to determine the order that candidates will receive interviews. The Battalion Chief’s Promotional List does not indicate or dictate the candidate to be promoted next. The interviewing candidates will be competing equally through an interview process for the position. There is no guarantee that a candidate on the Promotional List will be promoted.

The following is the general reference material used in the Battalion Chief Examinations. Specific editions of any books will be addressed in the promotional process announcement to be distributed prior to any promotional process

a. Pasco County Fire Rescue SOGs with Updates.
b. Pasco County Fire Rescue Medical Protocol with Updates.
d. Fire Officer Principle and Practices, Jones and Bartlett.
e. Aerial Apparatus/Driver Operator Handbook IFSTA.