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BOISE INTERAGENCY FIRE CENTER, BLM WAREHOUSE

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Boise, Idaho 83705

Order NFES # 1932
PREFACE

This Incident Command System (ICS) lesson plan has been developed by an interagency development group with guidance from the FIRESCOPE Task Force. The development group is made up of representatives from the following agencies:

California Department of Forestry
Los Angeles City Fire Department
Los Angeles County Fire Department
Office of Emergency Services
Orange County Fire Department
Santa Barbara County Fire Department
USDA Forest Service
USDI Bureau of Land Management
Ventura County Fire Department
COST UNIT LEADER
I-362
Self-Paced Instruction

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COST UNIT LEADER

INTRODUCTION AND COURSE INSTRUCTIONS

The purpose of this training program is to enable you to perform as an effective Cost Unit Leader on any incident. This workbook covers the information needed to train you to perform your tasks.

Before beginning you must have successfully completed the Basic ICS I-220 Course and have satisfactory performance calculating incident costs or agency experience in cost accounting.

In the table of contents, the material is presented in five units, excluding this Introduction. The last item in each unit is the Progress Check containing questions related to that unit. Unit 5 contains the Summary and Final Progress Check with questions covering all the material in the entire manual.

The purpose of the Progress Check at the end of each unit is to let you know when you are ready to move on; the Final Progress Check determines whether you are ready to take the Final Exam. You can compare the Progress Checks with the answer key. Whenever you answer a question incorrectly, restudy the text to understand why your answer was incorrect, and why the answer in the answer key was preferred.

Take the Final Progress Check after you complete Unit 5. If your score on the check is under 90 percent, restudy the text and try again. If you were conscientious in restudying, the 90 percent score should be no problem and you will be confident of succeeding on the final examination.

Your course administrator will choose how the required final test will be administered. A final test is required. An 80 percent score on this test is the minimum passing grade.

To complete this text you will need paper, pencils, a calculator, and either a Field Operations Guide (ICS 420-1) or an NWCG Fireline Handbook (410-1).

If you have any questions about the text or material, contact the course administrator. Listed below are the name and contact telephone number.

Course Administrator
Telephone Number ________________________________

-1-
COURSE OBJECTIVES

This self-paced instruction text is designed to enable you to perform as an effective Cost Unit Leader. The instruction level is targeted to students who have had little exposure to the functions of a Cost Unit. Responsibilities, procedures, and materials involved in the operation of the position are presented. More specifically, successful completion of this course means that you will be able to accomplish the following objectives:

UNIT 1  
Orientation to the Cost Unit Leader

1. Identify the location of the Cost Unit within the ICS organization.
2. List the qualifications for the Cost Unit Leader.
3. List the primary duties of the Cost Unit.
4. Identify the major reason for establishing a Cost Unit.

UNIT 2  
Duties and Responsibilities

Identify and describe the primary duties and responsibilities of the Cost Unit Leader with regard to establishing a Cost Unit.

UNIT 3  
Cost Unit Operations

Identify the basic operational needs of the Cost Unit.

UNIT 4  
Simulation Exercise

Complete a Unit Log, ICS Form 214; an Incident Cost Work Sheet, ICS Form 228; and an Incident Cost Summary, ICS Form 229, based upon the given scenario of a major incident.

UNIT 5  
Summary

Summarize the key points of the text.
COST UNIT LEADER

UNIT 1

ORIENTATION TO THE COST UNIT LEADER

UNIT 1 OBJECTIVE: Upon completion of this unit, the trainee should be able to:

1. Identify the location of the Cost Unit within the ICS organization.
2. List the qualifications for the Cost Unit Leader.
3. List the primary duties of the Cost Unit.
4. Identify the major reason for establishing a Cost Unit.
ORIENTATION TO THE COST UNIT LEADER

The Cost Unit is a functional position within the Finance Section of the Incident Command System (see Figure 1-A). This unit has a primary mission of developing and maintaining incident cost estimates, performing cost-effective cost analysis, and providing cost saving recommendations.

The Cost Unit Leader is a key position within the Finance Section as well as within the overall Incident Command System (see Figure 1-B). This leader is primarily responsible for supervision of the Cost Unit and preparation of cost-related records and reports. The Cost Unit Leader also implements collection of cost information for cost share agreements with responsibility for updating, managing, and validating incident cost figures.

At this point students should stop and read Appendix A, the Cost Unit Leader Position Manual. After reading Appendix A students should return to this point and continue.

The Cost Unit Leader must meet the minimum requirements as stated in the NWCG Wildland Fire Qualification Guide, 310-1. Those requirements are completion of the Basic ICS Course I-220 and the Cost Unit Leader Course, I-362.

The establishment of a Cost Unit provides an organized approach to maintaining incident cost status, addressing potential problems that may arise from the incident action plan, and satisfying agency specific cost responsibilities. In addition, the establishment of a Cost Unit provides data for future incidents in the area of incident costs.

This completes Unit 1. You are now to complete Progress Check 1 and verify your answers with those provided. Remember, if you give an incorrect answer, go back and restudy this unit prior to going on to Unit 2.
PROGRESS CHECK 1

Answer the following questions in the spaces provided. Upon completion, check your answers with those provided.

1. The Cost Unit is located within which section of the Incident Command System?

   FINANCE

2. The primary missions of the Cost Unit are:
   a. develop and maintain incident cost estimates
   b. performing cost effective cost analyses
   c. providing cost saving recommendations

3. The Cost Unit Leader has two primary responsibilities which are:
   a. supervision of the Cost Unit
   b. preparation of cost-related records and reports

4. The minimum qualifications for the Cost Unit Leader are:
   a. basic JCS 1-220 course
   b. JCS 362 (Cost Unit Leader Course)

5. List the four major reasons for establishing a Cost Unit.
   a. for an organized approach to maintaining incident cost status
   b. addressing potential problems that may arise from the IC
   c. satisfy agency-specific cost responsibilities
   d. provide data for future need

CHECK YOUR ANSWERS ON PAGE 8. RESTUDY THIS UNIT UNTIL YOU ARE SURE YOU UNDERSTAND THE REASONS FOR THE CORRECT ANSWERS.
1. The Cost Unit is located within which section of the Incident Command System?
Finance Section

2. The primary missions of the Cost Unit are:
   a. to develop and maintain incident cost estimates
   b. to perform cost-effective cost analysis
   c. to provide cost saving recommendations

3. The Cost Unit Leader has two primary responsibilities which are:
   a. Supervision of the Cost Unit
   b. Preparation of necessary records and reports

4. The minimum qualifications for the Cost Unit Leader are:
   a. Basic ICS Course I-220
   b. Cost Unit Leader Course, I-362

5. List the four major reasons for establishing a Cost Unit.
   a. Organized approach to maintaining incident cost status.
   b. Address potential cost problems related to incident action plan.
   c. Satisfy agency specific cost responsibilities.
   d. Provide data for future incidents.
UNIT 2 OBJECTIVE: Upon completion of this unit, the trainee should be able to identify and describe the primary duties and responsibilities of the Cost Unit Leader with regard to establishing a Cost Unit.
COST UNIT LEADER DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Cost Unit Leader are numerous and can have a direct impact on incident assigned personnel, from the Incident Commander to the line personnel. These duties begin from the moment an individual is designated as Cost Unit Leader through to demobilization.

As with all ICS positions the Cost Unit Leader is to obtain certain specific information at the time of dispatch. That information consists of the following:

- incident reporting location
- communication frequency
- radio call designator
- travel route information
- requested reporting time
- order/request number

Upon arrival at the incident, check in at the designated check-in location. After checking in you should find the Finance Section Chief and ask for a briefing. The key points of this briefing should include the following information:

1. Actions already taken.

2. Personnel, vehicles, equipment, and supplies on order but not yet received.

3. Obtain copy of current and complete action plan with forecast of incident potential and duration.

4. Assure proper forms are available or have been ordered.

5. Jurisdictional agency and agencies involved.

6. Establish cost reporting procedure with Finance Section Chief to meet needs of involved agencies.
Additionally, you should obtain a copy of the Cost Unit Leader checklist (F.O.G. ICS 420-1 or NWCG Fireline Handbook 410-1) as a reference guide to the additional duties and responsibilities of the position. Those additional duties include:

1. Obtain briefing from Finance Section Chief.
2. Coordinate with agency headquarters on cost reporting procedures.
3. Obtain and record all cost data.
4. Prepare incident cost summaries.
5. Prepare resources - use cost estimates for planning.
6. Make recommendations for cost savings to Finance Section Chief.
7. Maintain cumulative incident cost records.
8. Ensure that all cost documents are accurately prepared.
9. Complete all records prior to demobilization.
10. Provide reports to Finance Section Chief.
11. Maintain Unit Log, ICS 214.

This completes Unit 2. You are now to complete Progress Check 2 and verify your answers with those provided. Remember, if you give an incorrect answer, go back and restudy this unit prior to going on to Unit 3.
PROGRESS CHECK 2

Answer the following questions in the spaces provided. Upon completion, check your answers with those provided.

1. List the six items of information the Cost Unit Leader is to obtain upon dispatch to an incident.
   a. reporting location
   b. ETA
   c. order/resource number
   d. trail name
   e. radio call designator
   f. communication frequency.

2. A major responsibility of the Cost Unit Leader after check-in is to _______________.

3. The Cost Unit checklist provides the Unit Leader with a list of _______________.

5. List five key points of the briefing from the Finance Section Chief.
   a. actions already taken
   b. personnel, veh., supplies, & equipment in order but not required
   c. [unreadable]
   d. jurisdictional agencies involved
   e. cost and reporting procedures for agencies involved in finance.
5. List 8 of the 11 Cost Unit Leader responsibilities.
   a. obtain briefing from Finance S.C.
   b. obtain and record all cost data
   c. prepare initial cost summaries
   d. maintain unit log JCS-714
   e. ensure all cost documents are accurately prepared
   f. complete all records prior to demobilization
   g. make recommendations for cost savings to Finance S.C.
   h. maintain cumulative initial cost records

CHECK YOUR ANSWERS ON PAGES 14-15. RESTUDY THIS UNIT UNTIL YOU ARE SURE YOU UNDERSTAND THE REASONS FOR THE CORRECT ANSWERS.
1. List the six items of information the Cost Unit Leader is to obtain upon dispatch to an incident.
   a. Incident reporting location
   b. Communication frequency
   c. Radio call designator
   d. Travel route information
   e. Requested reporting time
   f. Order/request number

2. A major responsibility of the Cost Unit Leader after check-in is to obtain a briefing from the Finance Section Chief.

3. The Cost Unit checklist provides the Unit Leader with a list of duties and responsibilities.

4. List the five key points of the briefing from the Finance Section Chief.
   a. Actions already taken
   b. Orders placed but not received
   c. Copy of action plan
   d. Assure proper forms are available or have been ordered
   e. Jurisdictional agency and agencies involved
5. List 8 of the 11 Cost Unit Leader responsibilities.
   a. Obtain briefing from Finance Section Chief.
   b. Coordinate with agency headquarters on cost reporting procedures.
   c. Obtain and record all cost data.
   d. Prepare incident cost summaries.
   e. Prepare resources - use cost estimates for planning.
   f. Make recommendations for cost savings to Finance Section Chief.
   g. Maintain cumulative incident cost records.
   h. Ensure that all cost documents are accurately prepared.
   i. Complete all records prior to demobilization.
   j. Provide reports to Finance Section Chief.
   k. Maintain Unit Log, ICS 214.
UNIT 3 OBJECTIVE: Upon completion of this unit, the trainee should be able to identify the basic operational needs of the Cost Unit.
COST UNIT OPERATIONS

The actual operations of the Cost Unit will be based on need to maintain current incident costs, to track inefficient and uneconomical operations, and number of jurisdictional agencies represented for potential cost share agreements. This information will help you determine incident cost reporting and operational needs for the Cost Unit.

It is the responsibility of the Cost Unit Leader to maintain incident costs by operational period and to validate past operational period costs for the cost share agreement. The Cost Unit Leader must also coordinate with the Procurement Unit Leader and Finance Section Chief on incorporating cost data into the agreement. It is the duty of the Procurement Unit to draft cost share agreements based on input from the Incident Commanders and with guidance from the Finance Section Chiefs of the agencies involved.

Cost Unit Leaders must also remember that cost information will not come to the unit automatically. As with all ICS positions, working together is essential. The Cost Unit Leader will need to seek out the status of incident resources from the Resources Unit, the Ground Support Unit, the Procurement Unit, the Time Unit, and others to develop accurate cost estimates.

For instance, costs in the following areas are secured from:

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Air - fixed-wing and helicopters la - Retardant</td>
<td>Air Ops or from computer data</td>
</tr>
<tr>
<td>2. Handcrews - Type I and II</td>
<td>Time Unit Leader or computer data</td>
</tr>
<tr>
<td>3. Overhead</td>
<td>Time Unit Leader and Planning Section</td>
</tr>
<tr>
<td>4. Contract equipment &amp; facilities</td>
<td>Procurement Unit Leader</td>
</tr>
<tr>
<td>5. Agency equipment Agency vehicles</td>
<td>Ground Support Unit Leader</td>
</tr>
<tr>
<td>6. Supplies</td>
<td>Agency Timekeeper</td>
</tr>
<tr>
<td></td>
<td>Buying Unit Team or Agency Procurement Office</td>
</tr>
</tbody>
</table>

In some situations, some or all of these costs might be captured on computer programs displaying cost and labor time by operational period as well as by agency. General information for determining costs is identified on pages 18-20.
GENERAL COST CATEGORIES

HANDCREWS:
State Hand Crews
Federal Hand Crews
Organized Emergency Crews

OVERHEAD:
Personnel assigned to supervisory positions: Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

AIRCRAFT:
Airtankers (Airtanker Coordinator)
Lead Planes
Air Attack
Helicopters

MOTORIZED GROUND EQUIPMENT:
State and Federal owned motorized ground equipment (including operators).
Privately-owned motorized ground equipment (which may include an operator) rented under terms of a written contract.
Equipment primarily used as a firefighting resource.

FACILITIES, EQUIPMENT, AND SUPPORT SERVICES:

Facilities:
Buildings (Incident Base, Incident Command Post, etc.)
Land (used for helibases, garbage dumps, camps, parking lots, etc.)
Utilities (gas water, electricity, telephones, etc.)

Equipment: Includes equipment used as support as opposed to firefighting:
Ambulances Lighting Systems Septic Pumpers
Mechanic Service Trucks Buses Shower Units
Chemical Toilets Office Trailers Stakesides
Fuel trucks Pickups Vans
Garbage Bins & Trucks Refrigerator Trucks Water Trucks

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Support Services:

Personnel: Support personnel as opposed to firefighting personnel.
Supplies: Office, first aid, gasoline, sleeping bags, cots, etc.
Meals: Sack lunches, catered services, food products, beverages, etc.

OTHER:

Off-Site Expenses - Airtanker Base Operations, Warehousing, etc.
Specific Resources - National Guard, State Kitchens, etc.
Rehabilitation Costs (Not negotiable, agency specific responsibility).
GENERAL COST DATA

Generally rates are pre-established or are determined on the incident and typically include the following.

HANDCREWS:
Salary, transportation, travel expenses, including crew overhead.

OTHER PERSONNEL:
Salary, transportation, and travel expenses.

AIRCRAFT:
Airtankers: Hourly flight rate, including pilot; extended standby; overnight allowance; and landing fees.
Retardant: Cost per gallon.
Lead and Air Attack Planes: Hourly flight rate, including pilot; the Air Attack Supervisor; or the Airtanker Coordinator.
Helicopters: Hourly flight rate, including pilot; extended standby; and overnight allowance.

MOTORIZED GROUND EQUIPMENT:
State and Federal Owned Equipment - Billed at rate established by each agency for its equipment.
Privately Owned: Billed at actual cost per rental agreement/contract.

FACILITIES, EQUIPMENT AND SUPPORT SERVICES:
Facilities: Actual expense.
Equipment: See Motorized Ground Equipment and actual expense.
Personnel: Salary, transportation, and travel expense.
Supplies: Actual expense.
Meals: Actual expense.

OTHER:
As determined by negotiation.
Staffing Requirements

Staffing requirements for a Cost Unit will be dependent on:

- complexity of the incident
- number of incident personnel
- number of agencies represented
- need for cost share agreements

Personnel requests should be based on minimum staffing levels for each operational period based on workload. Figure 3-A is provided as one guideline to staffing levels. In requesting personnel, be specific as to skill and certification levels required. Cost Unit Leader subordinates will typically be agency specific, such as Finance Clerks, Finance Recorders, Accounting Technicians, and Cost Benefit Analysts.
<table>
<thead>
<tr>
<th>SIZE OF INCIDENT NUMBER OF DIVISIONS</th>
<th>COST UNIT LEADER</th>
<th>COST ANALYST</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>1</td>
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<tr>
<td>10</td>
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<tr>
<td>15</td>
<td>1</td>
<td>1</td>
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<tr>
<td>25</td>
<td>1</td>
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</tr>
</tbody>
</table>

Figure 3-A

COST UNIT LEADER

STAFFING GUIDELINES

POSITION

COST UNIT LEADER

COST ANALYST
Personnel Briefing

Upon arrival of assigned personnel, the Cost Unit Leader should brief Cost Unit personnel as to the:

- incident situation
- duties and responsibilities
- work and relief schedule
- available facilities
- chain of command
- appropriate dress and conduct

In addition, Cost Unit Leaders should stay available or advise personnel where they can be reached at all times. The Unit Leader is to periodically brief the unit personnel as to incident status and any changes that may affect their operations.
Required Forms

The Cost Unit Leader must ensure that all necessary records and reports are completed for each operational period as well as at demobilization. These records will include ICS Form 214, Unit Log (see figure 3-B). An Incident Cost Work Sheet, ICS Form 228 (figure 3-C), and an Incident Cost Summary, ICS Form 229 (figure 3-D) should be maintained for the entire incident to document all equipment/personnel requiring payment. The Work Sheet is provided for the Cost Unit to keep their own working copy of incident costs and should include the date, time, incident name, and estimated cost of each type of resource. Separate Incident Cost Work Sheets can be prepared for each agency. The Incident Cost Summary is provided to keep the Finance Section Chief abreast of incident costs. These forms should be filed with the Documentation Unit at the end of each operational period.

In addition to the required forms, the Cost Unit Leader may be requested to assist in completion of agency specific cost documents. The Unit Leader may also be requested to file narratives on the overall unit operations. Additionally, it is the Cost Unit Leader's responsibility to ensure all necessary agency specific forms are accurately completed and processed according to various agency procedures.
<table>
<thead>
<tr>
<th>UNIT LOG</th>
<th>1. INCIDENT NAME</th>
<th>2. DATE PREPARED</th>
<th>3. TIME PREPARED</th>
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<tr>
<th>4. UNIT NAME/DESIGNATOR</th>
<th>5. UNIT LEADER (NAME AND POSITION)</th>
<th>6. OPERATIONAL PERIOD</th>
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</table>

**PERSONNEL ROSTER ASSIGNED**

<table>
<thead>
<tr>
<th>NAME</th>
<th>ICS POSITION</th>
<th>HOME BASE</th>
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**ACTIVITY LOG (CONTINUE ON REVERSE)**

<table>
<thead>
<tr>
<th>TIME</th>
<th>MAJOR EVENTS</th>
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<tbody>
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-25-
### INCIDENT COST WORKSHEET

#### Incident Name

#### Date

#### Operational Period

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#### I. Engine Costs (all agencies/all types)

<table>
<thead>
<tr>
<th>Number engines</th>
<th>Est. Cost</th>
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#### II. Hand Crew Costs (all agencies)

<table>
<thead>
<tr>
<th>Number Agency Crews</th>
<th>Est. Cost</th>
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<tbody>
<tr>
<td>Number Pick-up Labor Crews</td>
<td>Est. Cost</td>
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<tr>
<td>Number Custodial Agency Personnel</td>
<td>Est. Cost</td>
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</tbody>
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#### TOTAL

---

#### III. Dozer Costs

##### A. Agency Owned (all agencies/all types)

|---------------|----------|----------------|----------|-------------------|----------|

#### Subtotal

---

##### B. Rental Dozers

|---------------|----------|----------------|----------|-------------------|----------|

#### Subtotal

---

#### IV. Aircraft Costs (all agencies/all types)

|----------------------------------------|----------|------------------|----------|-------------|----------|---------------------------------|----------|-------------------------|----------|-------------------|----------|

#### TOTAL

---

#### V. Overhead/Staff Costs (all agencies)

<table>
<thead>
<tr>
<th>Number Command Staff</th>
<th>Est. Cost</th>
<th>Number Operations Section</th>
<th>Est. Cost</th>
<th>Number Planning Section</th>
<th>Est. Cost</th>
<th>Number Logistics Section</th>
<th>Est. Cost</th>
<th>Number Finance Section</th>
<th>Est. Cost</th>
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#### TOTAL

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#### VI. Miscellaneous

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<td>Est. Cost</td>
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</table>

#### TOTAL

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ICS Form 228
INCIDENT COST SUMMARY

Incident Name

Date ___________________________ Operational Period ___________________________

I Engine Costs ___________________________

II Hand Crew Costs ___________________________

III Dozer Costs ___________________________

IV Aircraft Costs (incl. retardant) ___________________________

V Overhead Costs ___________________________

VI Miscellaneous Costs ___________________________

Est. Oper. Period Total ___________________________

Est. Incident Total ___________________________

Prepared by ___________________________

Cost Unit Leader ___________________________
Demobilization

Demobilization of the Cost Unit will occur upon notification from the Finance Section Chief. The Cost Unit Leader should establish an orderly Demobilization Plan based on priorities and on the incident Demobilization Plan. All incomplete agency documentation should be prepared for required follow up. All personnel should check out through established incident check out points and return to their quarters or agencies.

This completes Unit 3. You are now to complete Progress Check 3 and verify your answers with those provided. Remember, if you give an incorrect answer, go back and restudy this unit prior to going on to Unit 4.
PROGRESS CHECK 3

Answer the following questions in the spaces provided. Upon completion, check your answers with those provided.

1. List four items upon which staffing requirements of the Cost Unit are dependent.
   a. complexity of the incident
   b. number of incident personnel
   c. agencies represented
   d. need for cost share agreements

2. List four items Cost Unit Leaders should present to unit personnel at the briefing.
   a. duties and responsibilities
   b. incident relief schedule
   c. chain of command
   d. incident situation

3. List four items incident cost summaries should include.
   a. date
   b. time
   c. incident name
   d. estimated cost for each type of resource

4. In addition to completing and processing all required forms, the Cost Unit Leader is responsible for assuring all agency specific forms are completed and processed according to various agency procedures.

CHECK YOUR ANSWERS ON PAGE 30. RESTUDY THIS UNIT UNTIL YOU ARE SURE YOU UNDERSTAND THE REASONS FOR THE CORRECT ANSWERS.

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1. List four items upon which staffing requirements of the Cost Unit are dependent.
   a. Incident size
   b. Number of incident personnel
   c. Number of agencies represented
   d. Need for cost share agreements

2. List four items Cost Unit Leaders should present to unit personnel at the briefing.
   a. Incident situation
   b. Duties and responsibilities
   c. Work and relief schedule
   d. Available facilities
   e. Chain of command
   f. Acceptable dress and conduct

3. List four items incident cost summaries should include.
   a. Date
   b. Time
   c. Incident name
   d. Estimated cost for each type of resource

4. In addition to completing and processing all required forms, the Cost Unit Leader is responsible for assuring all agency specific forms are completed and processed according to various agency procedures.
COST UNIT LEADER

UNIT 4

SIMULATION EXERCISE

UNIT 4 OBJECTIVES: Upon completion of this unit, the trainee should be able to, based on a given scenario:

1. Complete Unit Log, ICS Form 214.
2. Complete Incident Cost Work Sheet, ICS Form 228.
3. Complete Incident Cost Summary, ICS Form 229.
SIMULATION EXERCISE SCENARIO

You have arrived at the Willow Tree Fire at 1800 hours on August 5 during the first operational period. The incident is currently 300 acres and is expected to reach 6000+ by containment. Prior to assuming Cost Unit Leader duties, you obtain a copy of the Check-in List, ICS Form 211, and a copy of the Resource Summary, page 4 of the Incident Briefing Form, ICS Form 201.

At 1830 the Finance Section Chief gives you a briefing and advises you to prepare an incident cost estimate for the 0200 planning meeting.

At the present time, you are the only person assigned to the Cost Unit. Your immediate tasks are to complete the Incident Cost Work Sheet, ICS Form 228; prepare the Incident Cost Summary, ICS Form 229; and initiate the Unit Log, ICS Form 214. Resources not verified should be recorded as "unknown." Agency representatives are agency supplied at no cost. All resources listed as "Initial Attack" arrived at the incident at 1300 hours on August 5. All resources currently at the incident will end their operational period at 0800 on August 6. All aircraft will cease flying at 1830 on August 5.

NOTE: RESOURCE COSTS FOR THIS EXERCISE ARE AVAILABLE IN APPENDIX B; HOWEVER, YOU MAY BE REQUESTED TO USE INFORMATION PROVIDED BY YOUR AGENCY.

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**CHECK-IN INFORMATION**

- Agency: CDF
- Equipment: 2163
- Request Number: 30
- Date/Time Check In: 08/15/87
- Leader's Name: Houston
- Total No Personnel: 3
- Manifest: Yes
- Manifest Weight: Butte
- Departure Base: Same
- Departure Point: Butte
- Method of Travel: Same
- Incident Assignment: ST 2
- Other Qualification: None
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### INCIDENT COST WORK SHEET

**Incident Name:** Willow Fire  
**Date:** 8/5/85  
**Operational Period:** 0000 - 0800

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-39-  
ICS Form 228
INCIDENT COST SUMMARY

Incident Name **WILLOW TREE**

Date **8/5** Operational Period **6000**

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<td>III Dozer Costs</td>
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<td>IV Aircraft Costs (incl. retardant)</td>
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Prepared by **m. Jeff Ogle**
Cost Unit Leader

-40-
UNIT LOG  ICS-214

1. INCIDENT NAME
   Willow Tree

2. DATE PREPARED
   8/15

3. TIME PREPARED
   1830

4. UNIT NAME/DESIGNATOR
   COST UNIT

5. UNIT LEADER (NAME AND POSITION)
   JEFF OHLE, Unit Leader

6. OPERATIONAL PERIOD
   -0800

7. PERSONNEL ROSTER ASSIGNED

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<td>JEFF OHLE</td>
<td>UNIT LEADER</td>
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8. ACTIVITY LOG (CONTINUE ON REVERSE)

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<td>1630</td>
<td>briefed by Prine Sec Chief,</td>
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<tr>
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<td>instructed to prepare and cut by 6000 planning ski</td>
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## INCIDENT COST WORK SHEET

### Incident Name: WILLOW TREE

**Date:** 8/5/87  
**Operational Period:** night

### I. Engine Costs (all agencies/all types)
- **Number engines:** 35  
  **Est. Cost:** $16,427.50

### II. Hand Crew Costs (all agencies)
- **Number Agency Crews:** 8  
  **Est. Cost:** $7,411.25
- **Number Pick-up Labor Crews**  
- **Number Custodial Agency Personnel**  
  **Est. Cost**
  **TOTAL** $7,411.25

### III. Dozer Costs

#### A. Agency Owned (all agencies/all types)
- **Number Dozers:** 7  
  **Est. Cost:** $10,485.00
- **Number Tenders**  
  **Est. Cost:** $8,435.00
- **Number Transports**  
  **Est. Cost:**
  **Subtotal** $18,920.00

#### B. Rental Dozers
- **Number Dozers:** 1  
  **Est. Cost:** $1,350.00
- **Number Tenders**  
  **Est. Cost:** $1,050.00
- **Number Transports**  
  **Est. Cost:**
  **Subtotal** $2,400.00
  **TOTAL** $21,320.00

### IV. Aircraft Costs (all agencies/all types)
- **Number Air Attack/Airtanker Coord Ships:** 1  
  **Est. Cost:** $247.50
- **Number Airtankers**  
- **Number Recon**  
- **Number Helicopters (agency owned)**  
  **Est. Cost:** $6,875.00
- **Number Helicopters (hired)/**  
- **Gallons Retardant**  
  **Est. Cost**
  **TOTAL** $7,122.50

### V. Overhead/Staff Costs (all agencies)
- **Number Command Staff:** 2  
  **Est. Cost:** $950.00
- **Number Operations Section:** 4  
  **Est. Cost:** $1,598.00
- **Number Planning Section:** 3  
  **Est. Cost:** $940.00
- **Number Logistics Section**  
- **Number Finance Section:** 2  
  **Est. Cost:** $652.00
  **TOTAL** $4,140.00

### VI. Miscellaneous
- **Field Kitchen/Caterer (incl. reefer vans)**  
  **Est. Cost**
- **Shower Units**  
  **Est. Cost**
- **Trash Collection**  
  **Est. Cost**
- **Rental Support Vehicles**  
  **Est. Cost**
- **IR Aircraft**
  - **Number**  
  - **Est. Cost**
  - **Number**  
  - **Est. Cost**
  - **Number**  
  - **Est. Cost**
  - **Number**  
  - **Est. Cost**
  **TOTAL**

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ICS Form 220
INCIDENT COST SUMMARY

Incident Name: WILLOW TREE

Date: 8/5/87

Operational Period: night

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Prepared by: Cost Unit Leader
**UNIT LOG ICS-214**

**1. INCIDENT NAME**
Willow Tree

**2. DATE PREPARED**
8-5-87

**3. TIME PREPARED**
1800

**4. UNIT NAME/DESIGNATOR**
Cost Unit

**5. UNIT LEADER (NAME AND POSITION)**
[your name], CUL

**6. OPERATIONAL PERIOD**
night

**7. PERSONNEL ROSTER ASSIGNED**

<table>
<thead>
<tr>
<th>NAME</th>
<th>ICS POSITION</th>
<th>HOME BASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>[your name]</td>
<td>Cost Unit Leader</td>
<td>wherever</td>
</tr>
</tbody>
</table>

**8. ACTIVITY LOG (CONTINUE ON REVERSE)**

<table>
<thead>
<tr>
<th>TIME</th>
<th>MAJOR EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1800</td>
<td>Arrived at ICP.</td>
</tr>
<tr>
<td>1830</td>
<td>Briefed by ESC. Instructed to complete incident cost estimate by 0200 Planning Meeting.</td>
</tr>
<tr>
<td>1900</td>
<td>Student may or may not order additional Cost Unit staff.</td>
</tr>
</tbody>
</table>
UNIT 5 OBJECTIVE: Upon completion of this unit, the trainee should be able to summarize the key points of the text.
SUMMARY

The Cost Unit Leader is a functional position within the Finance Section of the Incident Command System. The Cost Unit is established for the primary purpose of developing and maintaining incident cost estimates. The unit is managed by the Cost Unit Leader.

The Cost Unit Leader is responsible for the supervision of the Cost Unit and preparation of all necessary records and reports.

Upon arrival and check-in at the incident, the Cost Unit Leader must determine which actions have already occurred with respect to cost reporting requirements for the Cost Unit. Staffing for the unit should be requested based on specific training/certification levels determined to meet the anticipated needs of the incident.

Once established, the Cost Unit Leader is responsible for providing for the needs of unit personnel and for completing all necessary records and reports.

This completes Unit 5. You are now to complete the Final Progress Check and verify your answers with those provided. Remember, if you give an incorrect answer, go back and restudy those parts you are unfamiliar with in preparation for the Final Exam.
FINAL PROGRESS CHECK

1. List the two primary responsibilities of the Cost Unit Leader:
   a. Preparation of necessary records and reports
   b. Supervision of cost unit

2. The Cost Unit is located within which section of the Incident Command System? Finance

3. The primary missions of the Cost Unit are:
   a. Develop and maintain incident cost records
   b. Perform cost effective cost analysis
   c. Provide cost saving recommendations

4. The minimum qualifications for the Cost Unit Leader course are:
   a. ICS-220 BASICS
   b. Registry experience in cost accounting

5. List the six items of information the Cost Unit Leader is to obtain upon dispatch to an incident.
   a. ETA
   b. Reporting location
   c. Travel route
   d. Order/Request number
   e. Radio designator
   f. Communications frequency
6. List 7 of the 11 Cost Unit Leader responsibilities.
   a. Complete unit log.
   b. Obtain briefing from Knowles Section Chief.
   c. Agencies specified cost reporting procedure.
   d. Complete all records prior to RMB.
   e. Make load-saving recommendation to Finance S.C.
   f. Prepare incident cost summaries.
   g. Obtain and record all cost data.

7. List four items upon which staffing requirements for the Cost Unit are dependent.
   a. Incident complexity.
   b. Number of agencies involved.
   c. Amount of personnel assigned.
   d. Need for cost share agreements.

8. In addition to completing and processing all required forms, the Cost Unit Leader is responsible for assuring all agency specific forms are accurately completed and processed according to various agency procedures.

9. As a qualified Cost Unit Leader, what references and forms should you bring with you to the incident as a minimum? List three.
   a. Cost Worksheet TCS-228
   b. Cost Summary TCS-229
   c. Unit Log TCS-214

10. A major responsibility of the Cost Unit Leader after check-in is to obtain a briefing from Knowles Section Chief.
11. List five key points of the briefing from the Finance Section Chief.
   a. proper forms available or ordered
   b. equipment, supplies, & personnel on hand & in mail
   c. documentation of cost up till moment of closure
   d. copy of action plan
   e. agencies involved

12. The Cost Unit Leader reports to the Finance Section Chief

CHECK YOUR ANSWERS ON PAGES 50-52. RESTUDY THE TEXT UNTIL YOU ARE SURE YOU UNDERSTAND THE REASONS FOR THE CORRECT ANSWERS.
1. List the two primary responsibilities of the Cost Unit Leader:
   a. Supervision of the Cost Unit
   b. Preparation of necessary records and reports

2. The Cost Unit is located within which section of the Incident Command System?
   Finance Section

3. The primary missions of the Cost Unit are:
   a. to develop and maintain incident cost estimates
   b. to perform cost-effective cost analysis
   c. to provide cost saving recommendations

4. The minimum qualifications for the Cost Unit Leader course are:
   a. Basic ICS Course I-220
   b. Satisfactory performance calculating incident costs or agency experience in cost accounting

5. List the six items of information the Cost Unit Leader is to obtain upon dispatch to an incident.
   a. Incident reporting location
   b. Communication frequency
   c. Radio call designator
   d. Travel route information
   e. Requested reporting time
   f. Order/request number
6. List 7 of the 11 Cost Unit Leader responsibilities.
   a. Obtain briefing from Finance Section Chief.
   b. Coordinate with agency headquarters on cost reporting procedures.
   c. Obtain and record all cost data.
   d. Prepare incident cost summaries.
   e. Prepare resources - use cost estimates for planning.
   f. Make recommendations for cost savings to Finance Section Chief.
   g. Maintain cumulative incident cost records.
   h. Ensure that all cost documents are accurately prepared.
   i. Complete all records prior to demobilization.
   j. Provide reports to Finance Section Chief.
   k. Maintain Unit Log, ICS 214.

7. List the four items upon which staffing requirements for the Cost Unit are dependent.
   a. Incident complexity
   b. Number of incident personnel
   c. Number of agencies represented
   d. Need for cost share agreements

8. In addition to completing and processing all required forms, the Cost Unit Leader is responsible for assuring all agency specific forms are accurately completed and processed according to various agency procedures.

9. As a qualified Cost Unit Leader, what references and forms should you bring with you to the incident as a minimum? List three.
   a. Unit Logs, ICS Form 214
   b. Incident Cost Work Sheets, ICS Form 228
   c. Incident Cost Summaries, ICS Form 229
10. A major responsibility of the Cost Unit Leader after check-in is to obtain a briefing from the Finance Section Chief.

11. List five key points of the briefing the Cost Unit Leader obtains from the Finance Section Chief.
   a. Actions already taken
   b. Orders placed but not received
   c. Copy of action plan
   d. Assure proper forms are available or have been ordered
   e. Agencies involved

12. The Cost Unit Leader reports to the Finance Section Chief.

    TOTAL

    PASSING  90
WHAT'S NEXT?

If you completed the Unit Progress Checks properly, you should have reviewed those areas you missed or did not understand. The Progress Checks were designed to let you know how well you were doing on the material, and you should now be able to correctly answer all the questions.

The Final Progress Check was designed to measure your comprehension of the entire text. You should restudy and understand those areas you missed. Remember, the idea is to fully understand the material presented in this workbook.

When you are comfortable with all the material in this workbook, notify the Course Administrator to set up a time and place to take the Final Examination. A minimum score of 80 percent is required.

GOOD LUCK ON THE FINAL!
APPENDIX A

COST UNIT LEADER POSITION MANUAL
NATIONAL INTERAGENCY
INCIDENT MANAGEMENT SYSTEM

INCIDENT COMMAND SYSTEM
POSITION MANUAL

COST UNIT LEADER
ICS-224-3

SEPTEMBER 1, 1982
This document contains information relative to the Incident Command System (ICS) component of the National Interagency Incident Management System (NIIMS). This is the same Incident Command System developed by FIRESCOPE.

Additional information and documentation can be obtained from the following sources:

1. AGENCIES WITHIN CALIFORNIA

   State Board of Fire Services  
   State Fire Marshal  
   7171 Bowling Drive, Suite 600  
   Sacramento, CA 95823  
   (916) 427-4166

   or

   Support and Services Manager  
   Operations Coordination Center  
   P.O. Box 55157  
   Riverside, CA 92517  
   (714) 782-4174

2. AGENCIES OUTSIDE CALIFORNIA

   FIRETIP Program  
   U.S. Forest Service  
   Boise Interagency Fire Center  
   3905 Vista Ave  
   Boise, ID 83705  
   (208) 334-9455
CONTENTS

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1.2 COST UNIT LEADER CHECKLIST........................................1
2.1 ORGANIZATION.................................................................2
2.2 PERSONNEL.................................................................2
2.3 MAJOR ACTIVITIES AND PROCEDURES..............................2
CHAPTER 1 CHECKLIST

1.1 **CHECKLIST USE** The Checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual should feel free to augment this list as necessary. Note that some of the activities are one-time actions, while others are ongoing or repetitive for the duration of an incident.

1.2 **COST UNIT LEADER CHECKLIST** The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost saving recommendations for the incident.

   a. Obtain briefing from Finance Section Chief.
   
   b. Coordinate with agency headquarters on cost reporting procedures.
   
   c. Ensure all equipment/personnel requiring payment are identified.
   
   d. Obtain and record all cost data.
   
   e. Prepare incident cost summaries.
   
   f. Prepare resources-use cost estimates for planning.
   
   g. Make recommendations for cost savings to Finance Section Chief.
   
   h. Maintain cumulative incident cost records.
   
   i. Ensure that all cost documents are accurately prepared.
   
   j. Complete all records prior to demobilization.
   
   k. Provide reports to Finance Chief.
   
   l. Maintain Unit Log. (ICS Form 214)
CHAPTER 2 ORGANIZATION, PERSONNEL AND PROCEDURES

2.1 ORGANIZATION

a. The Cost Unit is responsible to prepare summaries of actual and estimated incident costs. The Unit also prepares information on costs of resources used and provides cost effectiveness recommendations.

b. The Cost Unit Leader reports to the Finance Section Chief.

2.2 PERSONNEL

a. The Cost Unit Leader may require an assistant to support the activities of the Unit on large incidents (10 Divisions or more). This could happen if the amount of equipment and personnel being utilized from assisting and cooperating agencies would require additional support to complete all documentation in a timely manner.

b. If the incident has one or more camps located at some distance from the base, it may be desirable to have an Assistant Cost Unit Leader at camp locations.

2.3 MAJOR ACTIVITIES AND PROCEDURES the major responsibilities of the Cost Unit are stated below. Following each responsibility are the general procedures associated with this activity.

a. Obtain briefing from Finance Section Chief

b. Coordinate with Agency Headquarters on Cost Reporting Procedures
   1. Ensure that procedures and policies are clear.
   2. Obtain agency formulas or estimating guides.
   3. Ensure that there is no duplication or omission between agency and Incident Unit activities.

c. Ensure that all Pieces of Equipment and Personnel Requiring Payment are Properly Identified
   1. Establish contact with appropriate Agency Representatives through Liaison Officer.
   2. Coordinate with Ground Support Unit to ensure that equipment is identified and labeled.
   3. Coordinate with Resources Unit on personnel identification.

d. Obtain and Record all Cost Data
   1. Establish procedure for collecting all personnel and equipment use data.
2. Data to include:
   Personnel check-in and shift record as appropriate
   Ground equipment
   Incident based aircraft

3. Cost data on logistics, mobilization, demobilization and rehabilitation.

4. Cost of potential claims.

d. Prepare Incident Cost Summaries
   1. Cost estimates are to be prepared daily prior to planning meeting.
   2. Cost estimates should reflect actual incident cost to date.
   3. All cost estimate sheets should be prepared to agency standards.

e. Prepare Resources Use Cost Estimates for Planning
   1. Prepare list(s) which reflects the cost of use by resource.
   2. Make list(s) available for Finance Section Chief use.

f. Make recommendations for Cost Savings to Finance Section Chief

g. Maintain Cumulative Incident Cost Records
   1. Compile daily cost estimate into cumulative record.
   2. Ensure that all estimate data is replaced with actual cost information when known.

h. Ensure that all Cost Documents are Accurately Prepared
   1. All records should be legible, comprehensive and accurate.
   2. Records should conform to appropriate agency standards.

i. Complete all Records Prior to Demobilization
   1. Prior to demobilization, ensure that all documentation is as complete as possible.
   2. Make provisions for turnover of all completed documentation to appropriate agency representatives.
   3. Properly document all necessary follow-up action.
4. Make recommendation to Finance Section Chief on what resources to release from incident based on cost analysis (rental, U.S., agency).

j. Provide Reports to Finance Chief

k. Maintain Unit Log (ICS Form 214)
APPENDIX B

SIMULATION EXERCISE INFORMATION
<table>
<thead>
<tr>
<th>Engines (with Crew)</th>
<th>Hr. Rate</th>
<th>24 Hr. Rate</th>
<th>Minimum Daily Rate</th>
<th>Operator Rate per Hr. Hired Equip. Only</th>
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</tr>
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<td>$450.00</td>
<td>$350.00</td>
<td>$35.00</td>
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<tr>
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<td>Overhead Personnel (Unit Leader or Div/Group Supervisor &amp; Above)</td>
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<td>Airtankers (includes pilot &amp; retardant)</td>
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<tr>
<td>Type 4</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Light Fixed Wing Aircraft (includes Air Attack ships and lead planes with pilot)</td>
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</tr>
<tr>
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