



FLOODING – UNIFIED COORDINATION INCIDENT SUPPORT PLAN

APRIL 2023

DELTA COUNTY UNIFIED COORDINATION

1. Incident Name:

Delta County Spring Flooding 2023

2. Operational Period:

Date From: 04/05/2023

Date To: 04/17/2023

Time From: 0800

Time To: 0700

3. Preparedness and Mitigation Objective(s):

- Identify and map on GIS mapping layers critical infrastructure, residences and other critical assets located within flood plains which may be impacted by rapidly rising spring run-off throughout Delta County;
- Establish a Unified Coordination Team to serve as an incident management team and staff for the Delta County Emergency Operations Center to lead and coordinate response efforts to flooding within Delta County – both in unincorporated areas as well as municipalities.
- Identify and provide basic training to staff from cross-disciplines and jurisdictions to fill roles in the EOC structure to provide critical staffing support in a virtual and/or physical EOC to ensure response objectives and planning are completed;
- Identify jurisdictions and positions/individuals with the authority to serve in an Incident Command Structure related to spring flooding;
- Identify common trigger points for activation of response assets based on developing or anticipated situations and weather;
- Develop a plan for public awareness education and distribute outreach materials to residents for flood mitigation;
- Ensure a uniform concept of operations across jurisdictions and identify jurisdictional authority and responsibilities
- Assist Emergency Management in consequence management planning
- Develop an Coordination Planning Team meeting schedule and format so all jurisdictions including DHSEM, the State EOC, CO Department of Corrections and other agencies are updated on current and developing situation in Delta County
- Identify and prioritize a list of resource needs within jurisdictions and identify a logistics team to help fill and track those resource requests.

4. Operational Period Command Emphasis:

- Priority is identifying team members for unified coordination, resource gaps and needs, gathering data from our partners at the National Weather Service, US Geological Survey, NRCS and others about potential stream and river flows and their expected impacts to Delta County.
- Spring snow-melt flooding is complex in nature and right now we have a lot of unknowns. The emphasis now needs to be on preparedness and mitigation and identifying those areas where jurisdictions can deploy low-cost resources to mitigate impacts of possible flood waters and protect life and property.
- Identification of trigger points by the Coordination/Planning team will be critical to developing future Incident Support Plans to support planning and response to spring run-off flooding in Delta County.

General Situational Awareness

Western Colorado has received record snowfall over the 2022-2023 winter and the Lower Gunnison River Basin which most of Delta County sits in is sitting at 201% of the 1991-2020 average. Additionally, the Uncompahgre Drainage which feeds the Uncompahgre River and the Ridgway Reservoir is at 135% of average. Record snowfall in the mountains means a rapid warm up will cause rivers, streams and ditches to swell this spring and cause localized to widespread flooding in lower valleys.



Photos from GMUG National Forest Facebook Page – 4-4-2023 of them starting spring clearing at Visitor Center.

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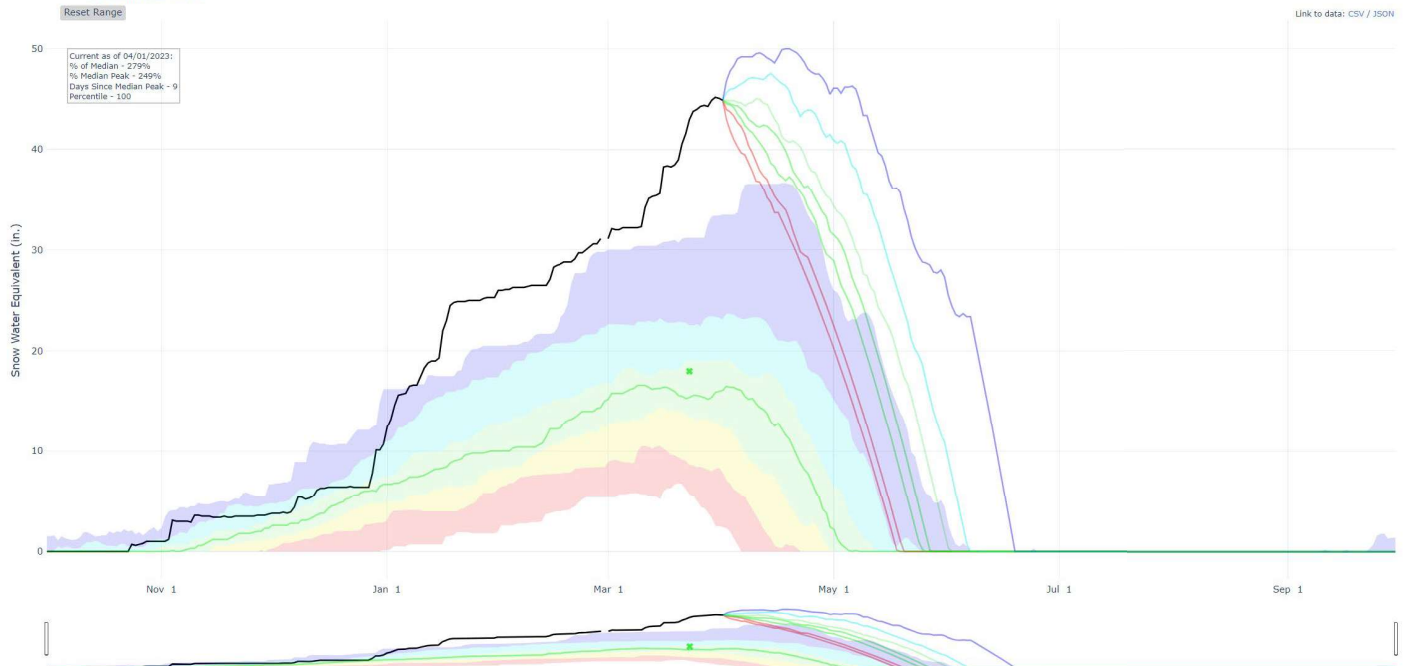
Time From: 0800

Time To: 0700

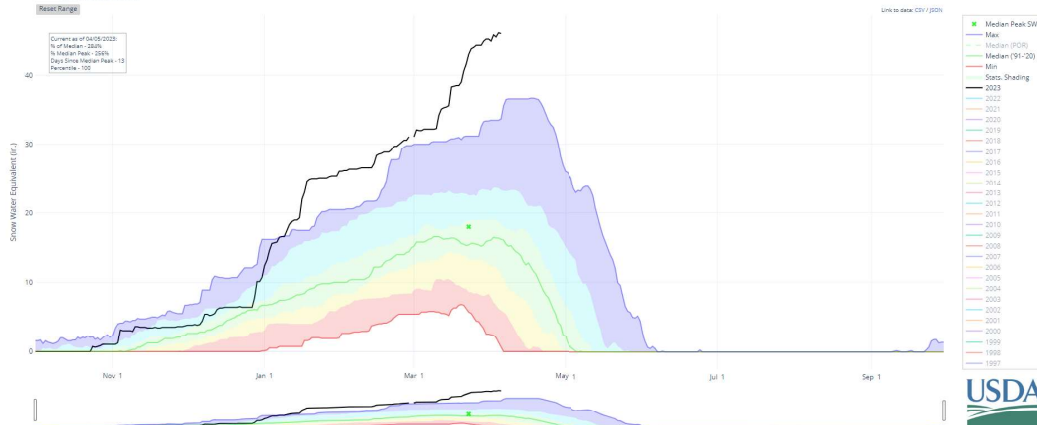


Photos from Facebook Message Board showing snow in Upper Leroux Creek – April 2023

SNOW WATER EQUIVALENT PROJECTIONS AT COLUMBINE PASS



SNOW WATER EQUIVALENT AT COLUMBINE PASS



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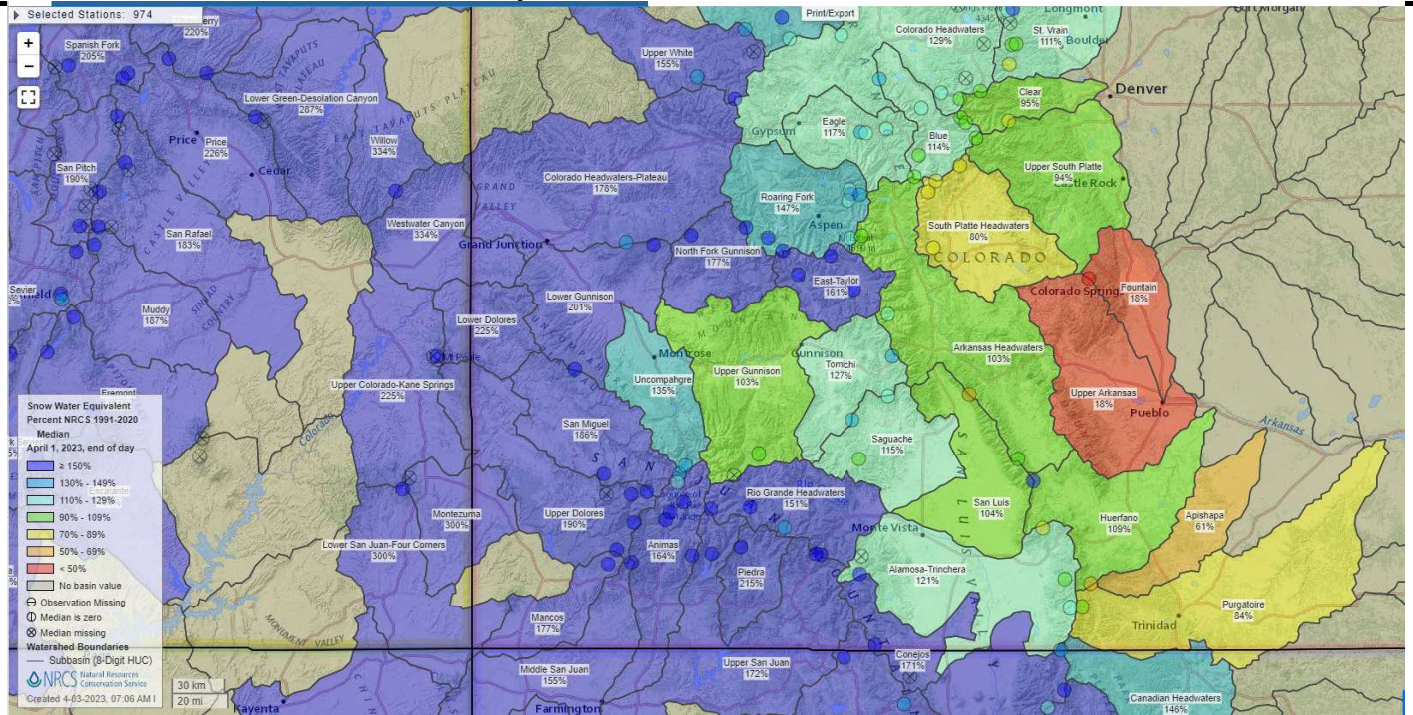
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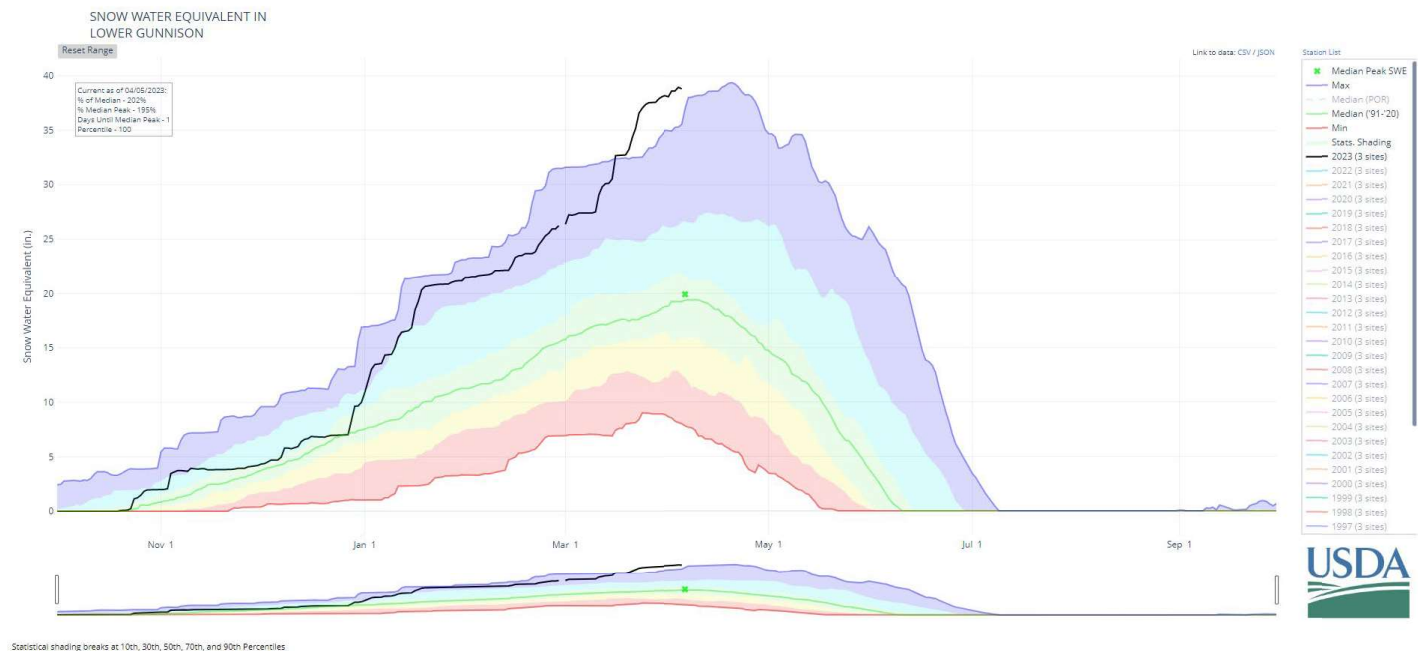
Date To: 04/17/2023

Time From: 0800

Time To: 0700



NRCs Snowtel Maps – Snow Water Equivalent Percentages from 1991-2020 by Basin



Lower Gunnison Basin Snow Water Equivalent as of 4-5-2023
202% of Median



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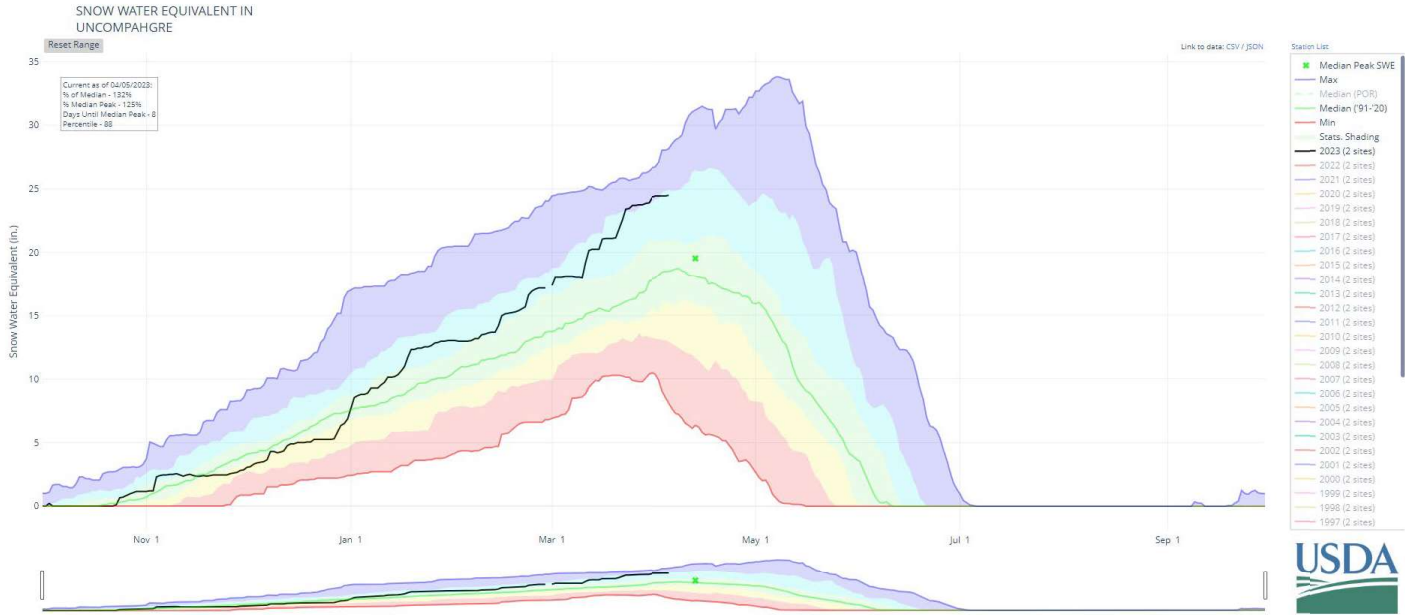
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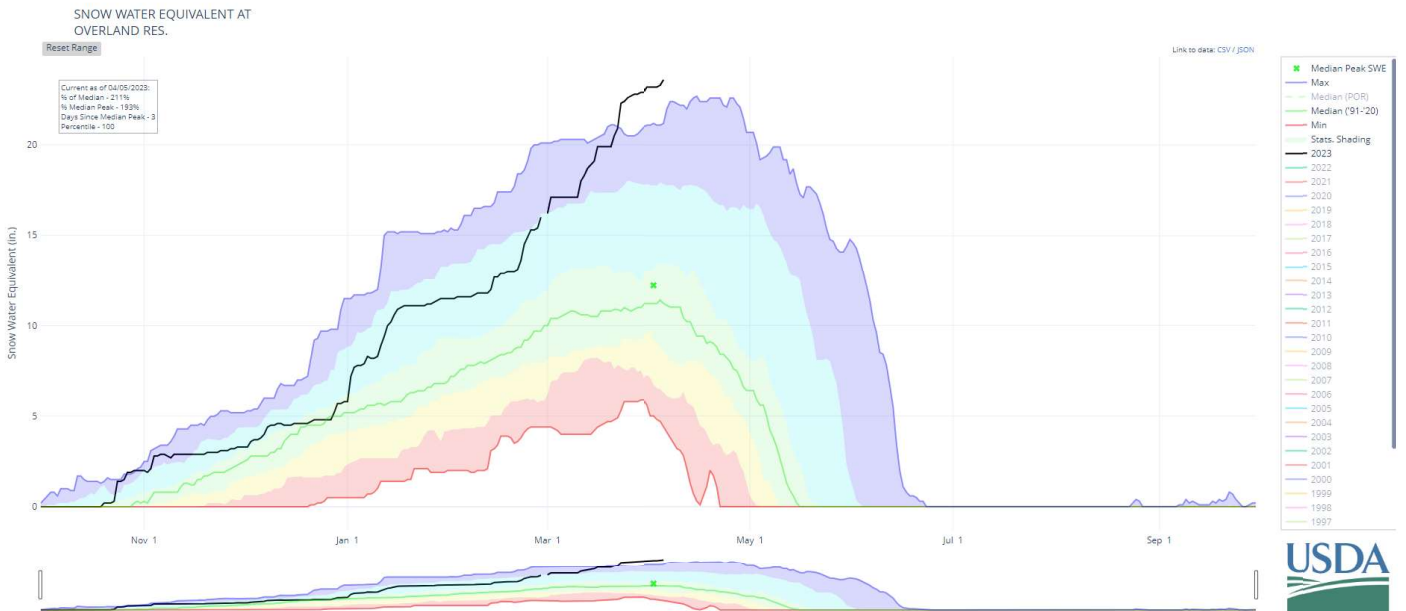
Date To: 04/17/2023

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Uncompahgre Basin Snow Water Equivalent as of 4-5-2023 | 132%



Overland Reservoir Snow Water Equivalent as of 4-5-2023 | 211%

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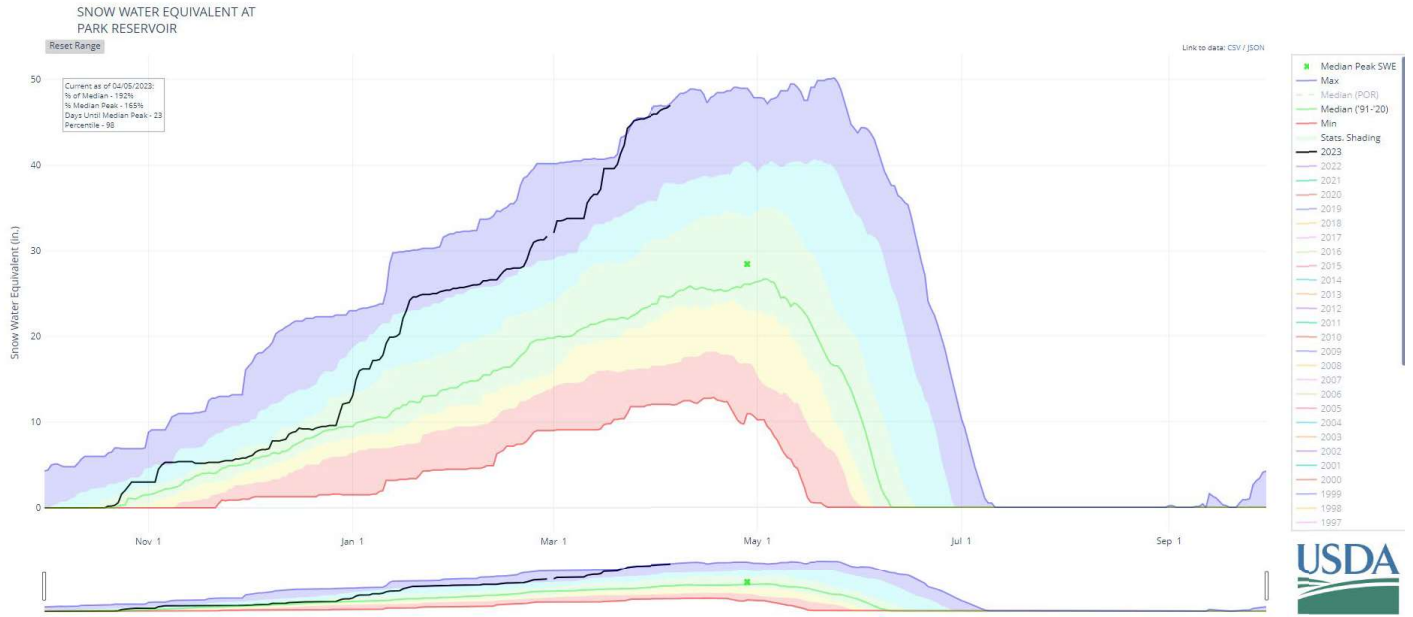
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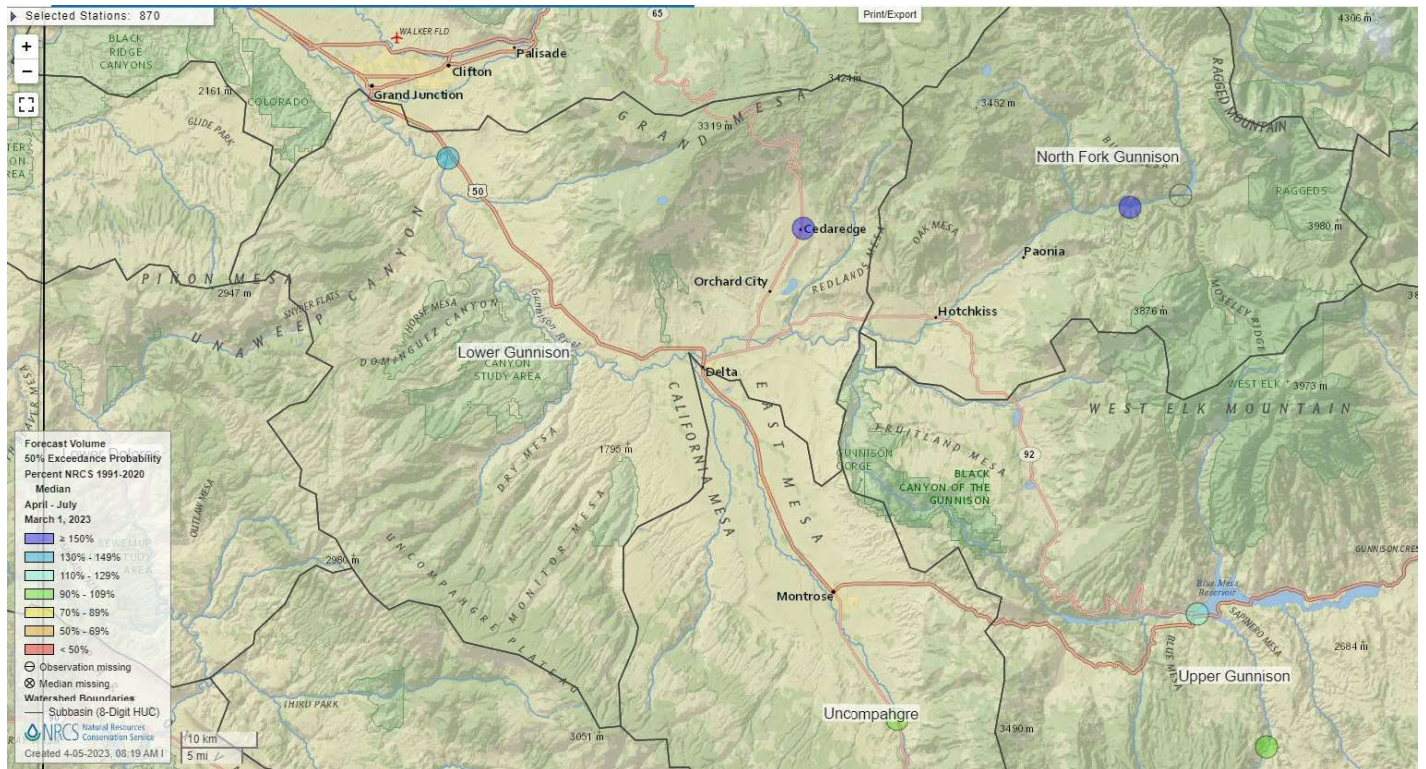
Date To: 04/17/2023

Time From: 0800

Time To: 0700



Park Reservoir Snow Water Equivalent as of 4-5-2023 | 192%



NRCS Forecast Volume for Stream Flows – Exceedance Probability April – July 2023

Surface Creek at Cedaredge – Greater than 150% Exceedance Probability

North Fork Gunnison at Somerset – Greater than 150% Exceedance Probability

1. Incident Name: Delta County Spring Flooding 2023	2. Operational Period:	Date From: 04/05/2023 Date To: 04/17/2023 Time From: 0800 Time To: 0700
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Approved Site Safety Plan(s) Located at: _____		
6. Incident Action Plan (the items checked below are included in this Incident Action Plan):		
<input checked="" type="checkbox"/> ICS 203 <input checked="" type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input checked="" type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206	<input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input checked="" type="checkbox"/> ICS 213 General Message- Plan <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/Tides/Currents <input type="checkbox"/> _____	<u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
7. Prepared by: Name: Kris Stewart Position/Title: Emergency Manager Signature:		
8. Approved by Incident Commander: Name: No IC Declared as of 4-4-23 Signature:		
ICS 202	IAP Page	Date/Time:

Unified Coordination Group Work Assignment (ICS-204)

Operations / Community Lifeline Personnel

COMMUNITY LIFELINE	OPERATIONS LEAD	SECONDARY	LIFELINE STATUS AS OF 4-9-23
OPERATIONS COORD.			
Safety and Security	Sheriff Mark Taylor		
Communications	Karina Artaz – DCSO Dispatch		
Energy			
Hazardous Materials	Greg Rajnowski – Environmental Health		
Health and Medical	Karen O'Brien – Public Health		
Transportation			
Food Water & Shelter	Anne Gallegos – Human Services		

ASSIGNED TO:

OBJECTIVES:

- Establish sandbag distribution points for Unincorporated Delta County and Municipalities as Directed
- Prepare, stage and deploy sandbags to communities in Delta County
- Deliver and assist individuals with access and functional needs to have sandbags for mitigation at their home
- Assist in removal of debris from creeks and rivers at bridges and culverts
- Prepare road detour/closure signs for rapid deployment from public works shops when needed
- Document debris fields or identified issues for flooding with GIS on ArcGIS map
- Document actions taken
- Identify trigger points for priority bridges in Delta County on city/county roads
- Mark trigger point (high water mark that could compromise bridge) on bridge structure with highly visible paint and/or water gage. Photograph and record height of this on task tracker for Unified Coordination Team
- Review berms at Wastewater Treatment Facilities in Delta County and deploy resources as needed to fortify/increase height of berms to prevent wastewater breach into waterways.

SPECIAL INSTRUCTIONS:

- Operations personnel working in the field near waterways should watch for trip and fall hazards. Only trained personnel in proper cold water rescue gear with ropes and proper PPE should enter waterways due to risk of hypothermia and drowning. Flood waters are swift and creek/river banks are saturated and could collapse under the weight of an individual walking/standing on them – exercise extreme caution on the banks rivers and ditches. If someone falls into a waterway, immediately call 911 and request fire department with resources for rescue.
- If team members complete actions related to flood mitigation, response and preparedness, actions should be documented on an ICS-214 form (included in ISP) and turned in at least weekly to Emergency Management.

COMMUNICATIONS: Utilize cell phone numbers listed on 205(a). For emergency notifications of entire team notify Delta County Dispatch and/or Emergency Management for notification via ReadyOp.

PREPARED BY:

Kris Stewart – Emergency Management

APPROVED BY:

Unified Coordination Group Work Assignment (ICS-204)

INCIDENT NAME:	Delta County Spring Flooding 2023	DATE:	4/5/2023	TIME:	
OPERATIONAL PERIOD:					

LOGISTICS

NAME	DEPARTMENT	CELL PHONE #	EMAIL:

ASSIGNED TO:

OBJECTIVES:

- Inventory available sandbags at Delta County Road & Bridge and each municipality in Delta County.
- Report Sandbag Quantities and conditions to the Task Tracker
- Track the ordering of additional sandbag/water diversion resources by each jurisdiction and costs and include on task tracker

SPECIAL INSTRUCTIONS:

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COMMUNICATIONS: Utilize cell phone numbers above for operations leads. For emergency notifications of entire team notify Delta County Dispatch and/or Emergency Management for notification via ReadyOp.

PREPARED BY:		APPROVED BY:	
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Unified Coordination Group Work Assignment (ICS-204)

INCIDENT NAME:	Delta County Spring Flooding 2023	DATE:	4/5/2023	TIME:	
OPERATIONAL PERIOD:					

FINANCE

NAME	DEPARTMENT	CELL PHONE #	EMAIL:
Leone Anderson	Delta County Finance		landerson@deltacountyco.gov

ASSIGNED TO:

OBJECTIVES:

- Track incident response costs and save expenses in the Google Shared drive for incident tracking.
- Develop cost tracking for all jurisdictions
- Review WebEOC 213RR Resource Requests that are submitted for finance approval from Coordination Group/EOC Staff

SPECIAL INSTRUCTIONS:

- Operations personnel working in the field near waterways should watch for trip and fall hazards. Only trained personnel in proper cold water rescue gear with ropes and proper PPE should enter waterways due to risk of hypothermia and drowning. Flood waters are swift and creek/river banks are saturated and could collapse under the weight of an individual walking/standing on them – exercise extreme caution on the banks rivers and ditches. If someone falls into a waterway, immediately call 911 and request fire department with resources for rescue.
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PREPARED BY:		APPROVED BY:	
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CONTACT LIST	1. Incident Name: Delta County Spring Flooding 2023	2. Incident # N/A	3. Date / Time Prepared 04/04/2023 @ 1800
4. Operational Period (Date and Time) TBD			
5. Name	6. Position	7. Contact #	8. Email Address
UNIFIED COMMAND			
EMERGENCY OPERATIONS CENTER			
Kris Stewart	Emergency Manager/EOC Manager	970-712-3605	kstewart@deltacountyco.gov
Lindsay Mitchell	County PIO	970-773-4037	lmitchell@deltacountyco.gov
Leone Anderson	Finance Section Chief	970-874-2103	landerson@deltacountyco.gov
DEPARTMENT OF CORRECTIONS			
Delta Correctional Center	Main Switchboard	970-874-7614	
Gilbert Caley	CO D.O.C. – OEM	303-524-2154	Gilbert.casey@state.co.us
James Olson	CO D.O.C. – OEM	719-429-1214	James.olson@state.co.us
Tony Johnson	Delta Correctional Center – Captain	970-628-5220	Tony.johnson@state.co.us
Bill Hunt	Delta Correctional Center – Major	970-261-5172	Bill.hunt@state.co.us
DELTA COUNTY			
Robbie LeValley	County Administrator	970-874-5701	rlevalley@deltacountyco.gov
Wendell Koontz	Chair, BoCC – DIST 3	970-200-4251	wkoontz@deltacountyco.gov
Don Suppes	County Commissioner – DIST 2	970-234-3843	dsupes@deltacountyco.gov
Mike Lane	County Commissioner – DIST 1	970-783-1242	mlane@deltacountyco.gov
Tim McCracken	County Engineer	970-874-2035	tmccracken@deltacountyco.gov
Carrie Derco	GIS Director	970-874-2119	cderco@deltacountyco.gov
LAW ENFORCEMENT			
Mark Taylor	Sheriff	970-778-7145	mtaylor@deltacountyco.gov
Quinn Archibeque	Undersheriff	970-640-6157	quinn@deltacountyco.gov
Luke Fedler	Chief – Delta PD	970-623-5402	luke@cityofdelta.net
Jesse Cox	Commander/OEM – Delta PD	970-275-4930	jesse@cityofdelta.net
Scott Green	Chief – Hotchkiss PD	970-783-8421	chief@townofhotchkiss.com
Matt Laiminger	Chief – Paonia PD		mlaimingerppd@townofpaonia.com
Dan Sanders	Chief – Cedaredge PD	970-778-0248	dsanders@cedaredgecolorado.com
EMS			
Kirby Clock	Chief – DCAD	970-261-1401	kclock@dcadems.com
Kathy Steckel	Chief – North Fork EMS	970-234-6169	ksteckel@nfems.com
9. Prepared By: Kris Stewart – Emergency Manager		10. Approved by Unified Command: TBD	

UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

1. Incident Name: Delta County Spring Flooding 2023

2. To: All Coordination Staff involved in Spring Flooding Preparations

3. From: Kris Stewart – Emergency Manager/EOC Manager

4. Subject:
DRAFT Trigger Points for Activation of Response Assets related to Flooding

5. Date:
4/5/2023

6. Time
0800

7. Message:

COMMUNITY LIFELINE REPORTING – CHANGES TO LIFELINES REQUIRE NOTIFICATION TO STATE EOC

The Delta County Emergency Operations Plan (EOP) references the FEMA Community Lifelines as adopted by FEMA in 2019. Departments, agencies and staff should report threats and impacts to the communities to lifelines when reporting conditions. Emergency Management is responsible for reporting situation reports to the CO Division of Homeland Security & Emergency Management (DHSEM) via WebEOC and to the State EOC. These reports monitor the lifeline status in each county. Below is a quick summary of the lifelines and how to report a change in a status.



FEMA COMMUNITY LIFELINES

Unified Command Staff, Staff working in the EOC and Agencies should report lifeline status to Emergency Management on a Daily Basis when the EOC is activated at a Level 3 or higher. To determine the status of a community lifeline, agency administrators, incident/unified command and/or EOC staff should ask:

LIFELINE ASSESSMENT

Status	What is going on?
Impact	What is going to happen as a result of this impact?
Actions	What do we need to do now?
Limiting Factors	What's the Gap?
ETA To Green?	How long will it take to restore?

Based on the answers to these questions determines if the lifeline is:

STATUS UNKNOWN	The extent of a disruption and impacts to a lifeline is unknown and will be reported at a later time.
STABLE	The lifeline services are not impacted, have been stabilized or re-established. Note – Lifelines may still be green but still have components/subcomponents which are severely impacted.
FUNCTIONAL but inadequate for consistent service	Lifeline components/subcomponents are disrupted but a solution is in progress and an estimated time to stabilization of the lifeline has been identified.
UNSTABLE, inadequate level of service	Lifeline services are disrupted and NO solution has been identified or is in progress. This lifeline is unstable and impacting residents.

Definition
A lifeline enables the continuous operation of critical business and government functions and is essential to human health and safety or economic security.

Purpose
Root Cause Analysis
Interdependencies
Prioritization
Ease of Communication

Assessing
Status → What?
Impact → So What?
Actions → Now What?
Limiting Factors → What's the Gap?

Stabilization
Occurs when basic lifeline services or capabilities are provided to survivors (may be temporary solutions requiring sustainment).



UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

1. Incident Name: Delta County Spring Flooding 2023

TRIGGER POINTS FOR EOC ACTIVATION AND RESOURCE MOBILIZATION

The following trigger points have been tentatively identified for activation of response assets related to spring flooding in Delta County this year. These trigger points will need to be flushed out further by the Coordination team and staff within departments such as Engineering, Public Works, Public Safety, 911 Communications, etc. These trigger points are meant to serve as common points where all agencies will know what actions are to be taken if a defined threshold is met and don't define every situation that may occur but are meant to identify actions that can be taken by this team to protect property and public safety.



Normal Response – Internal Operations – EOC Remains in Monitoring State

- Streams/ditches/local rivers flowing near capacity but no local flooding occurring
- Standing water or minor flooding in localized areas within the floodplain
- Minor debris flows in ditches/creeks/rivers that is building up on bridges or culverts and can be removed with equipment safely
- Water flowing in ditches along roadways but is not eroding road surface or impacting travel
- Debris on roadways or in minor ditches that could cause issues but public works crews can safely access and remove without specialized resources or equipment



Normal Response – EOC activated to Level 3 Command Activation for Virtual Operations/Monitoring

- Reports of water damaging road surface or structure and public works/road & bridge crews have to restrict traffic
- Moderate road damage which leads to road damage and travel impacts for citizens – requiring PIO message coordination and public alert dissemination advising of road closure/detours.
- Minor emergency road repairs



Unified Response – Incident Command Established – Level 2 Partial EOC Activation – Virtual and/or In-Person

- Road becomes damaged blocking access to residential area where residents are or may become trapped and need fire department rescue
- Report of structural damage to a bridge or collapse of a culvert that leads to a full road closure and no ability to repair due to flood waters
- Localized flooding is impacting residences and requires activation of volunteers and resources to protect structures from flood waters
- Flood water threatening damage to critical infrastructure requiring activation of resources for protective efforts
- Flood waters have reached ___ stage and have passed the identified trigger points on the priority bridges identified in this ISP
 - Once ___ stage has been reached on a bridge, the bridge should be immediately closed and Command team notified for a coordination call as soon as possible to discuss impacts and next steps.



Unified Command Established – Level 1 Full EOC Activation – In Person

- Flood waters have breached levies, mitigation/retainment structures or are overtopping a bridge requiring a closure of a roadway
- Flood waters have reached ___ level at the Cottonwood Creek Bridge at Lockhart Road and/or ___ level at the Sawmill Mesa Rd Roubideau Creek Bridge threatening access to the Delta Correctional Center (DCC).
- Delta Correctional Center Staff notify command of the decision to evacuate inmates from Correctional Center or shelter in place
- Notification from the National Weather Service of extended period of warming and excessive snowmelt which is likely to cause a surge in waterways across Delta County and localized flooding impacting residents in 2+ jurisdictions
- Flooding which closes a major roadway such as U.S. 50, Hwy 92, Surface Creek Road, G50 Road, etc
- Flooding near residences requiring evacuation of residents and activation of the Delta County Alerts and Activation of a Wireless Emergency Alert
- Flooding which is occurring in multiple jurisdictions impacting multiple agencies and overwhelming available staff and resources which requires specialized resources and or consideration of an emergency declaration by any jurisdiction.

UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

1. Incident Name: Delta County Spring Flooding 2023

INFRASTRUCTURE MONITORING - PRIORITIES

A critical component of this plan and reason for coordination amongst jurisdictions in response to possible spring flooding is to take steps to mitigate the impacts to infrastructure including local, county and state-owned bridges, culverts, and major water diversions and other infrastructure that may be located within the floodway of waterways in Delta County.

Through coordination meetings with stakeholders, Delta County Emergency Management and Commissioners have identified the following infrastructure as priority to protecting through mitigation efforts.

BRIDGES

DELTA AREA

1. 25 Mesa Road- Roubideau Creek Bridge – Delta County
2. Lockhart Road – Cottonwood Creek Bridge entering Delta Correctional Center – Delta County
3. Sawmill Mesa Road – Roubideau Creek - Delta County
4. Union Pacific Railroad – Roubideau Creek at Sawmill Mesa Road and Gunnison River
5. U.S. Highway 50 – Twin Bridges at Gunnison River – North Delta - CO Department of Transportation

SURFACE CREEK AREA:

- 1.

NORTH FORK AREA

1. Grand Avenue – North Fork Gunnison River – Delta County
2. Samuel Wade Road – North Fork Gunnison River – Town of Paonia

DAMS/LEVIES

WASTEWATER TREATMENT FACILITIES

1. City of Delta– Gunnison River – City of Delta
2. Delta Correctional Center – Lockhart Road – Unincorporated Delta County – Roubideau Creek
3. Town of Paonia – North Fork Gunnison River – Unincorporated Delta County
4. Town of Hotchkiss – North Fork Gunnison River – Unincorporated Delta County

8. Approved by: Name: _____ Signature: _____ Position/Title: _____

UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

1. Incident Name: [Delta County Spring Flooding 2023](#)

TRIGGER POINTS – ACTIVATION OF RESOURCES/ACTIONS TO TAKE

UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

1. Incident Name: [Delta County Spring Flooding 2023](#)

PUBLIC INFORMATION OUTREACH PLAN

8. Approved by: Name: _____ Signature: _____ Position/Title: _____

1) UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

1. Incident Name: [Delta County Spring Flooding 2023](#)

DISASTER DECLARATION PROCESS

Below is an excerpt from the 2021 Adopted Delta County Emergency Operations Plan as a reminder of the Disaster Declaration process.

- 1) County agency or emergency response agency with jurisdiction (i.e. Fire District, Sheriff's Office, Health Department, EMS, Colorado State Patrol) takes command or unified command is established.
- 2) If incident starts on or involves State or Federal lands, the agency administrator/representative with command over the land (i.e. – U.S. Forest Service, Bureau of Land Management, CO Parks and Wildlife, etc) takes command or has voice in Unified Command.
- 3) Wildfires on U.S. Forest Service and BLM Land are handled per the County AOP and Federal direction. Refer to the AOP for guidance on Wildfires related to fire districts, unincorporated Delta County in land Controlled by the Sheriff/County and State responsibility fires.
- 4) If incident is expanding and appears likely to last more than one operational period, a damage assessment and complexity analysis is completed. County EOP is activated per this plan. Depending on severity of incident the EOC may be activated per this plan.
- 5) Is incident exceeding local resources?
 - a. No
 - i. Local agency or agencies with jurisdiction continue to manage the incident until resolved and recovery process is started.
 - b. Yes
 - i. Local Delta County Mutual Aid resources are activated.
 - ii. If local mutual aid isn't enough, regional assets are requested and/or assistance from State and Federal agencies.
- 6) Are local and regional assets exhausted? Is incident expanding and requiring state or federal assistance?
 - a. No – Incident continues and Emergency Declaration is likely not required.
 - b. Yes – The EOP and EOC should be activated per this plan.
- 7) Use the following Emergency Declaration Checklist to see if a County Declaration should be made.

#	Action that must be taken:	YES	NO
1	Are all local county resources are committed?		
2	Has the county and/or first response agencies exhausted all local Mutual Aid resources?		
IF 1 & 2 ARE NO, DO NOT PROCEED WITH DISASTER DECLARATION			
IF ANY OF THE FOLLOWING ARE MET – CONSIDER AN EMERGENCY DECLARATION			
3	Has the county and/first responder agencies exhausted West Region Mutual Aid?		
4	Is incident exceeding local command and resource capabilities and requires technical assistance?		
5	Does the County need to access emergency reserves?		
IF ANY OF THE FOLLOWING ARE MET, AN EMERGENCY DECLARATION IS WARRANTED			
6	Are any of the municipalities, special districts, or other parts of Delta County having people evacuated or significant property damage due to a natural, or man-made disaster?		
7	Has a local special district or municipality declared a local disaster?		
8	Major Community Lifelines are affected – services are down (power, water, gas, etc) and residents will need assistance. Response and recovery will be long term.		

- 8) If conditions for a County Declaration are met, the procedure as outlined in Section 12.4 should be followed. Declaration is then filed by OEM with the County Clerk and Regional Field Manager at DHSEM and state assistance is requested.
- 9) DHSEM Director and Staff are updated and depending on incident, State EOP may be activated.
- 10) For major incidents, state EOP and State EOC are activated and damage assessments are completed. Incident delegation of authority is completed based upon this plan and level of incident.
- 11) If a major incident (Type II or Type I), DHSEM and State will complete damage assessments with FEMA Region VIII and Governor will make request to FEMA and the President for a Presidential Disaster Declaration if the incident is exceeding the state's ability to respond and federal assistance is needed.
- 12) FEMA Region VIII administrator reviews and makes recommendation to FEMA administrator who then makes recommendation to the President.
- 13) If federal criteria are met per the Stafford Act, the President issues a Presidential Disaster Declaration per the Stafford Act for Federal Assistance.

UNIFIED COORDINATION GROUP – PLANNING MESSAGE TO ALL STAFF (ICS 213)

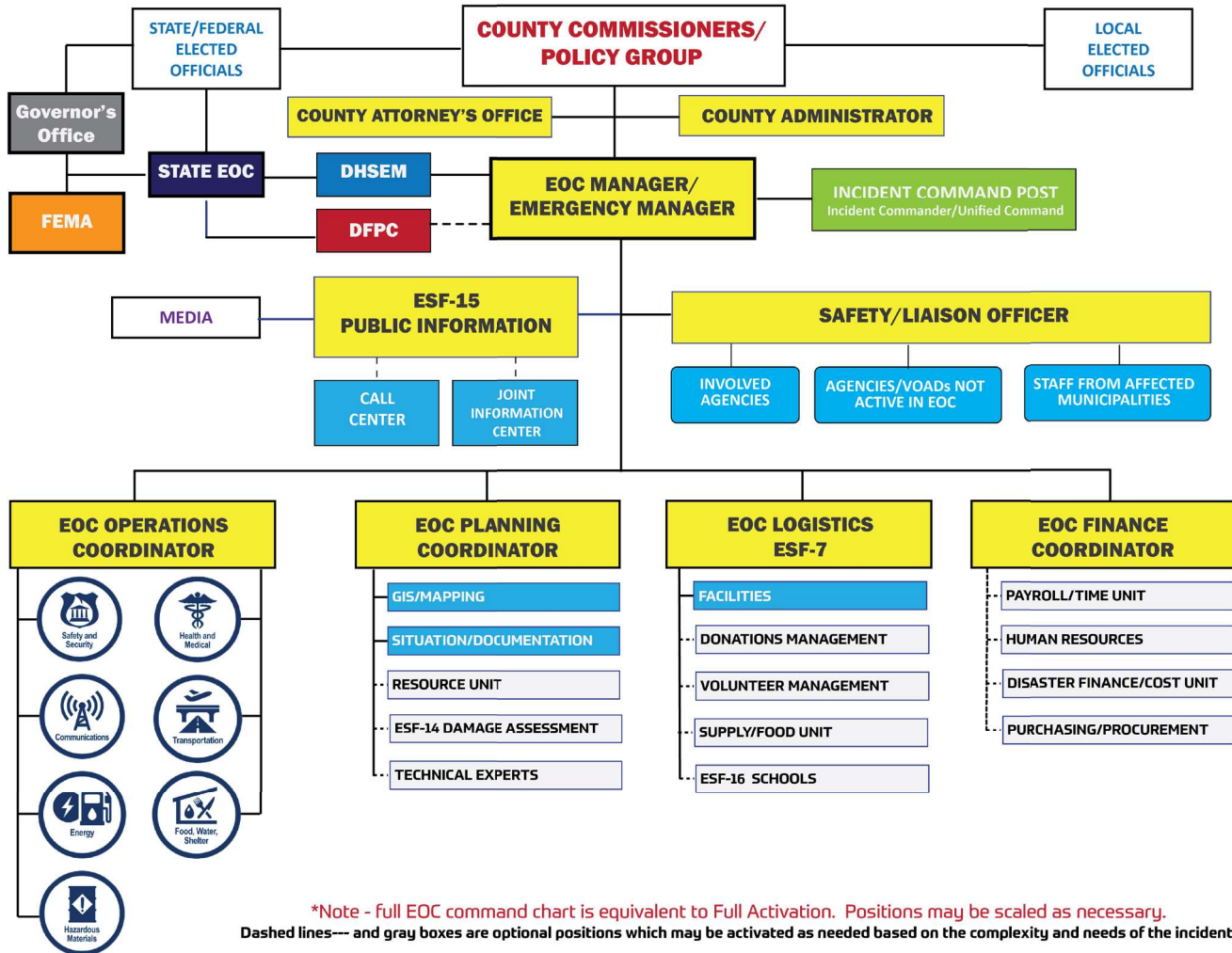
1. Incident Name: Delta County Spring Flooding 2023

Emergency Operations Center Structure



Delta County
COLORADO

Emergency Operations Center Organizational Chart



**Note - full EOC command chart is equivalent to Full Activation. Positions may be scaled as necessary. Dashed lines--- and gray boxes are optional positions which may be activated as needed based on the complexity and needs of the incident.*