

NENA–APCO Standard for Telecommunicator Emergency Response Taskforce (TERT) Deployment

Abstract: TERT (Telecommunicator Emergency Response Taskforce) plays a crucial role in coordinating and deploying trained emergency telecommunicators to effectively respond to critical incidents and ensure efficient communication during emergency situations.



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1 Executive Overview

In the aftermath of Hurricanes Katrina and Rita several agencies that desired to send telecommunicators to the stricken area on mutual aid assignments along with APCO and NENA recognized that there was no national system in place to provide operational support to communications centers and their personnel, in the event of a human-caused or natural disaster. The Telecommunicator Emergency Response Taskforce (TERT) has been developed to address this need.

This document is provided to assist Public Safety Answering Points (PSAPs), Emergency Communication Centers (ECCs), Public Safety Communications Centers (PSCCs), and governing 9-1-1 authorities with the information required for developing, training, equipping, and deploying a standardized TERT team. TERT is the concept of communications-specific mutual aid between communications centers to provide trained telecommunicators during emergency situations. Unlike most contingency plans prepared by individual centers to address specific threats to their own center, TERT involves providing qualified communications personnel to work in another communications center and requires coordination among them, mutual aid consortiums and Emergency Management Agencies (EMA) from different municipalities, states, and regions. When possible, the TERT members' skill sets SHOULD match those of the requesting agency. This coordination must consider that while each agency is unique in its resources and operations, the basic duties and responsibilities remain the same.

The unique nature of communications centers requires that daily operations continue regardless of the circumstances. It is therefore imperative that all communication centers plan for emergency circumstances that adversely affect their ability to adequately staff their center.



For this program to be successful it must be recognized and supported by federal, state, local, and tribal EMA. Additionally, it is imperative that local participating agencies fully support TERT as a key element of public safety response as they do police, fire, and Emergency Medical Services (EMS) personnel.

This document includes information for the following:

- Incident type classifications
- Criteria for members
- Requesting agency role
- Activation steps
- Request Information form
- TERT package
- Requesting Agency Deployment Review
- Deployment process
- Member supply list
- Response Personnel Time form
- Responding Team Deployment Review
- Member Deployment Review



Table of Contents

1	EXECUTIVE OVERVIEW	2
2	DOCUMENT CONVENTIONS	7
2.1	DOCUMENT TERMINOLOGY	7
2.2	NENA INTELLECTUAL PROPERTY RIGHTS (IPR) AND ANTITRUST POLICY	8
2.3	REASON FOR ISSUE/REISSUE.....	8
3	INTRODUCTION.....	9
3.1	PURPOSE AND SCOPE OF DOCUMENT	9
3.2	REASON TO IMPLEMENT	9
4	COMPONENTS AND DEFINITIONS.....	10
4.1	AUTHORITY HAVING JURISDICTION (AHJ)	10
4.2	TELECOMMUNICATOR EMERGENCY RESPONSE TASKFORCE (TERT)	10
4.3	TERT TELECOMMUNICATOR (TTC)	10
4.4	TERT TEAM LEADER	10
4.5	TERT LIAISON.....	10
4.6	TERT STATE COORDINATOR.....	10
4.7	PSAP SURVEY	11
5	TERT MEMBERSHIP, CONFIGURATION, AND RESPONSIBILITIES.....	12
5.1	CRITERIA FOR TERT MEMBERSHIP	12
5.1.1	Completion of Training.....	12
5.1.2	Participation Permission	12
5.1.3	Background Investigations	12
5.1.4	Medical Conditions	12
5.1.5	Vaccination / Immunization	12
5.2	TERT MEMBERSHIP RESPONSIBILITIES	13
5.2.1	TERT Team Member	13
5.2.2	TERT Team Leader.....	14
5.2.3	TERT Liaison.....	15
5.2.4	TERT State Coordinator	16
5.3	TYPING AND CONFIGURATION GUIDE FOR DEPLOYMENTS	17
5.3.1	Typing Configuration Chart	19
6	TERT MOBILIZATION	20
6.1	THE REQUESTING PSAP ROLE.....	20
6.2	TERT ACTIVATION	20
6.2.1	TERT Package.....	20
6.2.2	Activation Steps (Intrastate: Within One State)	21
6.2.3	Activation Steps (Interstate: State-to-State)	21
6.3	THE RESPONDING PSAP ROLE	22
6.3.1	Prior to Deployment	22
6.3.2	Deployment.....	22

7	TERT DEMOBILIZATION	24
7.1	TERT REQUESTING PSAP DEPLOYMENT REVIEW.....	24
7.2	INCIDENT DEBRIEFING	24
7.3	TERT AFTER ACTION REVIEW.....	24
7.3.1	TERT Member Deployment Review	24
7.3.2	TERT Leadership Deployment Review	24
8	ABBREVIATIONS, TERMS, AND DEFINITIONS	25
9	REFERENCES.....	28
10	APPENDICES	29
10.1	APPENDIX A – PSAP SURVEY FORM.....	30
10.2	APPENDIX B – TERT ACTIVATION REQUEST FORM.....	32
10.3	APPENDIX C – TERT PACKAGE	34
10.4	APPENDIX D – TERT REQUESTING PSAP DEPLOYMENT SURVEY	36
10.5	APPENDIX E – SAMPLE CHECKLISTS	38
10.6	APPENDIX F – TERT MEMBER SUPPLY LIST	40
10.7	APPENDIX G – INCIDENT DEBRIEFING.....	44
10.8	APPENDIX H – TERT TEAM LEADER AFTER ACTION REPORT	46
10.9	APPENDIX I – TERT STATE COORDINATOR LETTER.....	49
10.10	APPENDIX J – TERT REQUEST APPROVAL PROCESS.....	51
10.11	APPENDIX K – TERT REQUIRED AND RECOMMENDED TRAINING	52
10.12	APPENDIX L - TERT AFTER ACTION REPORT (AAR).....	54
	ACKNOWLEDGEMENTS.....	55
	SPECIAL ACKNOWLEDGEMENTS	56

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2 Document Conventions

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2. **MUST NOT:** This phrase, or the phrase "SHALL NOT", means that the definition is an absolute prohibition of the specification.
3. **SHOULD:** This word, or the adjective "RECOMMENDED", means that there may exist valid reasons in particular circumstances to ignore a particular item, but the full implications must be understood and carefully weighed before choosing a different course.
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These definitions are based on IETF RFC 2119 [2].



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2.3 Reason for Issue/Reissue

NENA reserves the right to modify this document. Upon revision, the reason(s) will be provided in the table below.

Document Number	Approval Date	Reason For Issue/Reissue
APCO/NENA 1.105.1-2009	May 2009	Initial Document
APCO/NENA ANS 1.105.2-2015	July 14, 2015	Revision and Redesignation
NENA/APCO-STA-050.3-2026	July 23, 2026	Revision/New Document (ANSI)



3 Introduction

3.1 Purpose and Scope of Document

The purpose is to provide guidance and helpful information regarding the implementation, development, maintenance, and deployment of a TERT.

3.2 Reason to Implement

PSAPs, specifically their personnel, are critical for the safety and security of the public. Many human-caused or natural occurrences have the potential of adversely affecting PSAP's staffing and consequently might place the public and first responders in danger. It is therefore incumbent on PSAP administrators to prepare for such occurrences.



4 Components and Definitions

4.1 Authority Having Jurisdiction (AHJ)

This is the governing body of the communications center which can be at the local, municipal, tribal, county, state, or federal level. This body has oversight of the communications center and will have awareness of the skills, knowledge, and abilities of employees at the center.

4.2 Telecommunicator Emergency Response Taskforce (TERT)

TERT is a group of trained telecommunications operations and support personnel able to respond to and work with another agency to receive, process, dispatch, and monitor calls for assistance.

4.3 TERT Telecommunicator (TTC)

A TERT Telecommunicator, having a minimum equivalent of two years' experience in a similar position, MUST be endorsed by the sending agency to ensure the individual has the requisite training and necessary skills to function as both a TERT Call taker and a TERT Radio Dispatcher.

4.4 TERT Team Leader

The TERT Team Leader MAY act as the deployed team's liaison and is responsible for the management of the deployed team. The Team Leader MUST be knowledgeable in the administrative aspects of a TERT deployment and MUST be capable of managing human resources, work task distribution, and documentation needs of the TERT. The TERT Team Leader is assigned by the TERT State Coordinator.

4.5 TERT Liaison

This is the liaison to the TERT from the Requesting PSAP. The TERT Liaison is the single point of contact between the Requesting PSAP and the deployed team. Responsible for assuring the TERT has appropriate access and support to fulfill assigned duties.

4.6 TERT State Coordinator

This is the official responsible for managing and coordinating a TERT deployment at the state level. The individual recognized by the State Emergency Management Agency as the single point of contact responsible for managing the TERT program and coordinating TERT deployments. Some states MAY choose to use Regional Coordinator(s) to assist the TERT State Coordinator.



4.7 PSAP Survey

This is the data collected regarding the type of equipment and training to best match the needs of requesting PSAP with the skills of the responding TERT.



5 TERT Membership, Configuration, and Responsibilities

The Telecommunicator Emergency Response Taskforce (TERT) plays a pivotal role in ensuring the efficiency and effectiveness of emergency communications during critical incidents. This chapter delves into the criteria for TERT membership, the responsibilities of its members, and the configurations necessary for deployment.

5.1 Criteria for TERT Membership

5.1.1 Completion of Training

TERT members SHOULD meet the qualifications and skills in Appendix K – TERT Required and Recommended Training in addition to meeting local and national minimum training requirements or equivalent.

See Appendix K – TERT Required and Recommended Training.

5.1.2 Participation Permission

TERT members SHALL have agency approval, portal acceptance, and/or a signed letter from the agency head acknowledging/approving participation in TERT on file with the TERT State Coordinator (renewed annually or other frequency based on the needs of the state).

See

Appendix I – TERT State Coordinator Letter.

5.1.3 Background Investigations

TERT members SHALL pass a criminal background check performed as required by the Authority Having Jurisdiction (AHJ).

5.1.4 Medical Conditions

ADA considerations are considerably different during disaster situations since the normal work environment and/or operational conditions can dramatically change. Sending agency managers are responsible for making appropriate team member selections for any given deployment.

5.1.5 Vaccination / Immunization

TERT member agencies are encouraged to follow the vaccination/immunization guidelines outlined by the Center for Disease Control and Prevention (CDC) in the guidance document titled Immunization Recommendations for Disaster Responders.

5.2 TERT Membership Responsibilities

5.2.1 TERT Team Member

A TERT team member is a trained public safety professional who is deployed to assist with emergency communication services during critical incidents. These team members are proficient in handling emergency calls, dispatching appropriate services, and managing communication systems under high-stress conditions. Their role is crucial in maintaining efficient and effective communication during emergencies, ensuring that all necessary information is accurately and promptly relayed.

5.2.1.1 TERT Team Member Responsibilities

TERT Team Members SHOULD conduct themselves as follows:

- Be prepared.
 - Maintain appropriate equipment for deployment (refer to supply list), as you may have to work in poor environmental conditions (e.g., no beds, cold meals, no running water).
 - Pay attention to detail and follow directions.
 - Have knowledge of emergency response operations and equipment.
- Be professional.
 - Provide excellent customer service.
 - Ensure appropriate documentation.

- Complete assigned tasks effectively and efficiently.
 - Complete required administrative tasks (e.g., daily activity logs, timekeeping, team member surveys).
- Be flexible.
 - Be open to learning and innovation.
 - Be open-minded and inclusive.
 - Maintain flexibility to work multiple shift times.
 - Maintain a positive attitude and work cohesively with all team members
 - Work with the team to solve problems.
 - Adapt to different policies, procedures, equipment, and geographic areas.
 - Maintain awareness of emergent situations.
- Communicate effectively.
 - Establish and maintain open communication with the TERT Team Leader.
 - Establish and maintain open communication with other Team Members.
 - Establish and maintain open communication with the hosting agency.

5.2.2 TERT Team Leader

A TERT Team Leader is responsible for overseeing the deployment and operations of the team. They ensure that the team is fully equipped, organized, and functioning effectively. The Team Leader coordinates with various agencies, manages logistical and operational needs, and ensures the safety and efficiency of the team. They are the primary point of contact between the team and the Incident Command Structure, the Office of Emergency Management (OEM), and other relevant entities. Their leadership is crucial in maintaining the team's effectiveness and ensuring that all administrative and operational tasks are completed accurately and on time.

5.2.2.1 Team Leader Responsibilities

In addition to the responsibilities outlined above, the TERT Team leader **MUST** conduct themselves as follows:

- Be prepared.
 - Ensure the resource order number has been assigned.
 - Ensure responding personnel are appropriately equipped.
 - Understand local, state, regional, and national mutual aid processes and procedures.
 - Be properly certified by the AHJ as having the requisite training and skills of a supervisor.
 - Possess adequate interpersonal conflict resolution skills.
- Be professional.

- Ensure operational needs are met (e.g., scheduling, resource management, personnel issues, required reports).
 - Ensure the safety of team members.
 - Ensure team members are assigned appropriate work tasks.
 - Ensure logistical needs are met (e.g., food, lodging, transportation).
- Be flexible.
 - Work with the team to solve problems.
 - Coordinate work tasks and liaise with human resources in adverse and changing environments with minimal direction.
- Communicate effectively.
 - Establish and maintain open communication with the TERT Liaison and other team members.
 - Interface effectively with the Incident Command Structure, OEM, TERT Coordinator, and local TERT Liaison.
 - Provide daily updates to the responding TERT State Coordinator.
 - Request appropriate Peer Support/Crisis Team.
- Follow up.
 - Ensure demobilization requirements are met.
 - Ensure completion of all after-action reports.

5.2.3 TERT Liaison

A TERT Liaison is assigned by the requesting center once the need for a TERT deployment has been determined. A TERT Liaison is a crucial link between the deploying team and the requesting agency. The TERT Liaison works directly with the TERT Team Leader to assign tasks and monitor TERT operations. They ensure effective coordination and operational efficiency by completing vital actions in collaboration with local authorities and the TERT State Coordinator. This includes making local notifications regarding the team's arrival, operational readiness, and ongoing operations. The TERT Liaison is responsible for maintaining contact and providing regular updates to the Emergency Management Agency (EMA) and state-regulated services as per local policy.

5.2.3.1 TERT Liaison Responsibilities

In addition to the responsibilities above, the TERT Liaison SHALL conduct themselves as follows:

- Be prepared.
 - Coordinate travel and lodging with the State Coordinator of the responding state.

- Ensure all local notifications are made regarding team arrival, operational readiness, and ongoing operations.
 - Provide TERT packages to arriving teams.
 - Ensure all local notifications are made regarding team arrival and readiness.
- Be open.
 - Maintain contact with the TERT Team Leader, local EMA, and State TERT Coordinator.
 - Inform the responding TERT State Coordinator of any issues regarding TERT personnel (e.g., skills not matched to needs, performance issues).
- Be flexible.
 - Adapt to changing environments and needs.
 - Work collaboratively with the TERT Team Leader and other team members.
 - Update local EMA as needed and inform EMA when the situation is stabilized and TERT demobilization is required.
- Be professional.
 - Notify local EMA, State TERT Coordinator, or their designee after the team has checked in.
 - Maintain regular updates to EMA and state-regulated services as per local policy.
 - Ensure all required documentation and reports are completed accurately.
 - Provide continuous updates to relevant stakeholders.
 - Ensure logistical needs such as travel and lodging are coordinated effectively.
- Follow up.
 - Ensure completion of all Deployment forms.

5.2.4 TERT State Coordinator

The TERT State Coordinator is appointed or selected according to the local bylaws of their APCO and/or NENA chapters. This role is crucial for both interstate and intrastate TERT operations, requiring comprehensive knowledge of Emergency Management Assistance Compact (EMAC)[3] responsibilities, including Mission Ready Packages (MRP), finances, and legal liabilities. The TERT State Coordinator MUST ensure that all necessary protocols and procedures are followed during deployments, working closely with TERT Liaisons and Team Leaders to coordinate resources and manage operations. They play a key role in the approval process for TERT requests and are responsible for ensuring the effectiveness and efficiency of TERT deployments. Additional resources can be found on the EMAC website.

See Appendix J – TERT Request Approval Process.

5.2.4.1 TERT State Coordinator General Responsibilities

- Be prepared.
 - Ensure Memorandums of Understanding (MOUs) are completed.
 - Ensure a resource order number has been assigned by the Emergency Management Agency (EMA).
 - Assume responsibility for assembling a deployable team.
 - Assign a TERT Team Leader.
 - Coordinate transportation for the deployment.
 - Ensure the TERT Liaison receives verification of the response.
 - Apply for reimbursement as appropriate.
- Be open.
 - Contact the TERT Liaison to confirm needs.
 - Maintain open communication with TERT Liaisons, Team Leaders, and home agencies.
 - Receive daily updates and disseminate information to appropriate agencies.
- Be flexible.
 - Locate and assign available resources as needed.
 - Adapt to changing situations and needs during deployments.
 - Coordinate communications between deployed TERT teams and home agencies.
- Be professional.
 - Ensure all Deployment Review forms are completed.
 - Ensure all required documentation is accurate and up to date.
 - Provide continuous updates to relevant stakeholders.
 - Ensure operational efficiency and compliance with all protocols and procedures.
- Follow up.
 - Ensure all paperwork is complete and submitted at the end of the deployment period.

5.3 Typing and Configuration Guide for Deployments

On the following pages, a resource typing definition has been defined to support this standard. At the time of standard development, the Federal Emergency Management Agency (FEMA) and the National Integration Center have yet to define a resource typing definition related specifically to TERT. At such a time that FEMA and/or the National Integration Center (NIC) develop an official resource, it SHALL supersede the recommendations of this standard.[5]

Default configurations for a TERT include a combination of TERT Telecommunicators (TTC), TERT Team Leaders, additional supervisors, et.al. Because the needs of requesting agencies vary, Deployment Types (I-IV) SHALL be determined by the number of physical positions personnel are required to staff continuously over a 24-hour period. This is known as the Requesting Agency Minimum Capability.

During the initial request, the requesting agency SHALL specify their minimum capabilities and how many TTC (call takers and/or dispatchers) are needed. For example, if a requesting PSAP needs 3 personnel operating at once, sending PSAPS SHOULD consider sending 6 personnel in total.

There MUST always be 1 Team Leader. Span of control of 5-7 SHOULD follow the National Incident Management System (NIMS) guideline. Once there are more than 2 Team Leaders to cover the span of control per 12-hour operational period, an additional Team Leader per shift is needed to coordinate.

In addition, the requesting agency SHALL specify the duration of the deployment. Short deployments are deployments lasting less than one week. Any deployment over one week is considered a long deployment period.

Requests for special certifications or qualifications, such as Emergency Medical Dispatch (EMD), Incident Dispatchers, law enforcement dispatchers, fire service/EMS dispatchers, call takers, familiarity with a specific Computer Aided Dispatch (CAD) system, MUST be specified during the request process. However, increasing the specific requirements could slow the deployment process and might be difficult to accommodate.

During disaster situations, TERT members might not have specific protocol certifications. Specific TERT requests MAY be granted based on availability and/or the requester's ability to suspend the use of protocols and policies. Requesters SHOULD have policies in place for their operations during Emergency Conditions, which could affect individual centers, up to and including Federal level disasters.

During out-of-state EMAC requests at the Type I and Type II levels, the request SHOULD automatically include a 25% contingent of EMD-certified telecommunicators. TERT State Coordinators are responsible for identifying such members. A multi-state response might be necessary to fill this requirement.

5.3.1 Typing Configuration Chart

Type I	
Requesting Agency Minimum Capabilities: 12+ Personnel	
Personnel	1 Team Leader
Personnel	7 Supervisors
Personnel	36+ Telecommunicators
Equipment	At least 1 laptop with wireless internet connection per team

Type II	
Requesting Agency Minimum Capabilities: 7-12 Personnel	
Personnel	1 Team Leader
Personnel	5 Supervisors
Personnel	14-24 Telecommunicators
Equipment	At least 1 laptop with wireless internet connection per team

Type III	
Requesting Agency Minimum Capabilities 4-6 Personnel	
Personnel	1 Team Leader
Personnel	3 Supervisors
Personnel	8-12 Telecommunicators
Equipment	At least 1 laptop with wireless internet connection per team

Type IV	
Requesting Agency Minimum Capabilities: 1-3 Personnel	
Personnel	1 Team Leader
Personnel	1 Supervisors
Personnel	2-6 Telecommunicators
Equipment	At least 1 laptop with wireless internet connection per team

6 TERT Mobilization

6.1 The Requesting PSAP Role

The requesting communications center **SHOULD** verify that an emergency has been declared at the appropriate level. After an emergency has been declared to the appropriate level, a pre-deployment meeting **MUST** be held to determine the need for TERT and their deployment responsibilities.

The Requesting PSAP **MUST** request activation by providing the appropriate information so the most qualified team can be assembled. The Requesting PSAP **SHALL** provide guidance and direction to the responding TERT members and ensure that responding team members are utilized in an appropriate manner.

Requesting PSAPs **SHALL** consider their state and local protocols for initiating TERT deployment, including utilization of FEMA Incident Command System (ICS) forms. PSAPs **SHOULD** complete the PSAP Survey Form prior to the need for TERT. See Appendix A – PSAP Survey Form.

6.2 TERT Activation

Activation steps **SHOULD** be customized to meet the requirements/needs of the requesting PSAP and other organizations, such as EMAs. Specific activation steps **MAY** be developed on a state-by-state basis. Request TERT activation through appropriate EMA (use Activation Steps).

Provide specific information outlining your PSAP’s needs to the TERT State Coordinator. Appendix B – TERT Activation Request Form is the minimum information a TERT State Coordinator will need to start the activation process.

This form contains additional information that could assist the responding TERT State Coordinator and TERT Team Leader to staff and initiate a response. This form **SHOULD** be completed by an appropriate representative of the requesting PSAP. The TERT State Coordinator **MAY** ask for additional information. See Appendix B – TERT Activation Request Form.

6.2.1 TERT Package

The TERT package is information and resources provided by the requesting PSAP to the responding TERT. This package **SHOULD** be prepared in advance by requesting PSAP personnel and have the necessary information and supplies for the TERT to function while deployed. See Appendix C – TERT Package.

6.2.2 Activation Steps (Intrastate: Within One State)

When a PSAP experiences an event of significant magnitude that creates the need for additional/replacement staffing to maintain an adequate level of service to the public and public safety responders, a TERT activation can be requested. If the event results in the declaration of a state of emergency, reimbursement for the deployment might be available. If the event does not rise to the level of a declared emergency, the TERT deployment **SHOULD** be considered a mutual aid situation with no reimbursement made available.

The PSAP Manager **MUST** contact the state TERT Coordinator or designee to initiate a request. In the absence of a TERT Coordinator, the PSAP manager will contact their local Emergency Management to facilitate the TERT resource request.

The EMA, TERT State Coordinator, or designee **SHALL** ensure the completion of required documentation and contact the Requesting PSAP to provide details on the TERT (e.g., number of personnel, estimated time of arrival if available, qualifications).

The Requesting PSAP **SHALL** notify the EMA after TERT resources have checked in. The notification **MUST** include:

- Changes and/or updates
- number and type of resources
- any unmet needs

The Requesting PSAP **SHOULD** maintain contact with EMAs or other designated official(s), as appropriate.

The EMA Coordinator **SHALL** ensure the completion of the EMAC cost estimation form prior to deployment. EMAC has standardized forms to request interstate mutual aid assistance and intrastate reimbursement.

6.2.3 Activation Steps (Interstate: State-to-State)

When a PSAP experiences a human-caused or natural disaster of such significant magnitude where a state of emergency has been declared and the need for additional/replacement staffing to maintain an adequate level of service to the public and public safety responders has been created, a TERT activation can be requested.

The PSAP Manager **MUST** contact the TERT State Coordinator or designee to initiate a request. In the absence of a TERT Coordinator, the PSAP manager will contact their local Emergency Management to assist with the facilitation of the TERT resource request.

The State EMA or their designee **SHOULD** complete a Memorandum of Agreement (MOA).

In addition, they SHOULD complete any required documentation to initiate the EMAC process. The Requesting State EMAC Coordinator SHOULD contact the appropriate out-of-state EMAC Coordinator(s) requesting a TERT activation. The Assisting (Deploying) State EMAC Coordinator(s) SHALL notify the Requesting State EMAC Coordinator when a TERT deployment has been approved.

State EMAC Coordinators SHALL coordinate with the responding and requesting TERT State Coordinators and/or the Requesting PSAP in the absence of a State Coordinator to obtain details on the TERT deployment (e.g., number of personnel, estimated time of arrival if available, qualifications).

The Requesting PSAP SHALL notify the State EMAC Coordinator after TERT resources have checked in. The notification MUST include:

- changes/updates
- number and type of resources
- unmet needs

The Requesting PSAP SHOULD maintain contact with EMAs and State EMAC Coordinators, as appropriate.

6.3 The Responding PSAP Role

6.3.1 Prior to Deployment

A meeting consisting of the local TERT State Coordinator, Liaison, responding TERT State Coordinator, and Team Leader SHOULD be held prior to deployment. As deployment requirements vary, the local TERT State Coordinator and Liaison SHOULD include external parties in the TERT process.

6.3.2 Deployment

The deploying TERT SHALL make every reasonable effort to ensure that only qualified personnel respond. Once on scene, the deployed TERT MUST provide appropriate supervision for its team members from its own shift supervisors and the Team Leader. TERT shift supervisors and the Team Leaders are expected to work closely and cooperatively with the requesting agency's supervisors and management staff.

See Appendix E – Sample Checklists.

6.3.2.1 TERT Member Supply List

The deployed TERT Team SHOULD be self-sufficient for at least 72 hours when deploying to major disaster scenes, but the Team SHALL meet the requirements of the EMAC Mission

Order. Local discretion MAY be used when deploying in-state depending on the nature of the response. The member supply list includes items that SHOULD be used to ensure a safe response.

See Appendix F – TERT Member Supply List.

6.3.2.2 Tracking TERT Member Time

The deployed TERT SHALL use the ICS 214 or equivalent form to track daily activities. The Team Leader MUST ensure that this form is completed by each member for each operational period.



7 TERT Demobilization

Surveys are used to ensure that the response was handled in a safe, effective manner and provide lessons learned and recommendations to improve future deployment. Completed reviews **MUST** be submitted to the TERT Team Leader, to both the requesting and the responding TERT State Coordinator and the National Joint TERT Initiative (NJTI) Co-Chairs.

7.1 TERT Requesting PSAP Deployment Review

It is recommended for completion post-mission by the requesting PSAP Liaison.

See Appendix D – TERT Requesting PSAP Deployment Survey.

7.2 Incident Debriefing

It is the best practice to hold an incident debriefing after each operational period and include the notes with the final After-Action Report (AAR). This helps with documentation and improving operations during the deployment.

7.3 TERT After Action Review

Responding team members and leadership **SHALL** complete appropriate reviews so that an After-Action Report (AAR) can be completed by the TERT State Coordinator or their designee. See Appendix H – TERT Team Leader After Action Report.

7.3.1 TERT Member Deployment Review

The TERT Member Deployment Review is a tool that **SHOULD** be completed by each responding team member post-mission.

See Appendix G – Incident Debriefing for the TERT Member Deployment Review form.

7.3.2 TERT Leadership Deployment Review

The TERT Deployment Review is a tool to be completed by the responding Team Leader post-mission.

See Appendix H – TERT Team Leader After Action Report.

8 Abbreviations, Terms, and Definitions

See the NENA Knowledge Base (NENAkB) [1] for a Glossary of terms and abbreviations used in NENA documents. Abbreviations and terms used in this document are listed below with their definitions.

Term or Abbreviation (Expansion)	Definition / Description
AAR (After Action Report)	A formal report for analyzing and assessing the outcomes and processes of a specific event to identify successes and areas for improvement.
AHJ (Authority Having Jurisdiction)	A State, County, Regional, or other governmental entity responsible for 9-1-1 service operations.
CAD (Computer Aided Dispatch)	A computer-based system which aids PSAP Telecommunicators by automating selected dispatching and record keeping activities.
CISM (Critical Incident Stress Management)	A team comprised of peers and mental health professionals who train and work together to help personnel through traumatic and/or critical incidents. These teams play a crucial role following a critical incident by providing group defusing and debriefing meetings and coordinated conversations to mitigate stress reactions and provide guidance on coping. CISM Teams may be local, regional, or from different parts of the US, as it is strongly discouraged for peers to debrief their own personnel.
ECC (Emergency Communications Center)*	A facility designated to receive and process requests for emergency assistance, which may include 9-1-1 calls, determine the appropriate emergency response based on available resources, and coordinate the emergency response according to a specific operational policy.
EMA (Emergency Management Agency)	A local, regional, state or federal agency established to mitigate, prepare for, respond to and recover from all emergencies and disasters impacting the public, government and business within
EMAC (Emergency Management Assistance Compact)	A mutual aid agreement among states and territories of the United States to share resources during natural and man-made disasters.
EMD (Emergency Medical Dispatch[er])	A systematic program of handling medical calls for assistance using approved EMD guidecards to quickly and properly determine the nature and priority of the call, dispatch the appropriate response and give the caller instructions to help treat the patient until the responding EMS unit arrives.
EMS (Emergency Medical Services)	A service providing out-of-hospital acute care and transport to definitive care, to patients with illnesses and injuries which the patient believes constitute a medical emergency.
FEMA (Federal Emergency Management Agency)	A federal agency that supports citizens and emergency personnel to build, sustain, and improve the nation's capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

NENA–APCO Standard for Telecommunicator Emergency
Response Taskforce (TERT) Deployment
NENA/APCO-STA-050.3-2026

Term or Abbreviation (Expansion)	Definition / Description
ICS (Incident Command System)	is a standardized on-scene incident management concept designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.
OEM (Office of Emergency Management)	A local, municipal, tribal, state, federal/national, or international organization responsible for: planning for, responding to, and dealing with recovery efforts related to natural, manmade, technological, or otherwise hazardous disasters
PPE (Personal Protective Equipment)	Equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses.
PSAP (Public Safety Answering Point)*	A physical or virtual entity where 9-1-1 calls are delivered by the 9-1-1 Service Provider.
PSCC (Public Safety Communications Center)*	A physical or virtual entity where 9-1-1 calls are delivered by the 9-1-1 Service Provider.
NIC (National Integration Center)	Operates within the Department of Homeland Security and is responsible for managing the implementation and administration of the National Incident Management System (NIMS).
NIMS (National Incident Management System)	Guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System.
NJTI (National Joint TERT Initiative)	A partnership between APCO and NENA dedicated to the promotion of Telecommunicator Emergency Response Taskforce (TERT) programs that satisfy deployable status criteria for telecommunicator mutual aid response during disasters.
MOA (Memorandum of Agreement)	A document written between parties to cooperatively work together on an agreed-upon project or meet an agreed-upon objective. Also known as an MOU
MOU (Memorandum of Understanding)	A document written between parties to cooperatively work together on an agreed-upon project or meet an agreed-upon objective. Also known as an MOA
MRP (Mission Ready Package)	The items needed to conduct a mission (personnel, equipment, commodities, travel, lodging, meals and more) and identified in a single file with their associated costs.
TERT (Telecommunicator Emergency Response Taskforce)	A group of trained telecommunications operations and support personnel able to respond to and work with another agency to receive, process, dispatch and monitor calls for assistance.
TTC (TERT Telecommunicator)	A public safety dispatcher capable of functioning as both a TERT Calltaker and a TERT Radio Dispatcher, as described above.

*In the context of this document, the terms PSAP (Public Safety Answering Point), PSCC (Public Safety Communications Center), and ECC (Emergency Communications Center) are used interchangeably to represent a unified entity responsible for emergency response and/or communication.



9 References

- [1] National Emergency Number Association. "NENA Knowledge Base Glossary." Updated August 13, 2024. <https://kb.nena.org/wiki/Category:Glossary>.
- [2] Internet Engineering Task Force. *Key words for use in RFCs to Indicate Requirement Levels*. S. Bradner. [RFC 2119](https://www.rfc-editor.org/rfc/rfc2119), March 1997.
- [3] Federal Emergency Management Agency | Emergency Management Institute. "ICS Forms." Accessed October 22, 2024. <https://training.fema.gov/icsresource/icsforms.aspx>
- [4] EMAC legislation. Emergency Management Assistance Compact. (n.d.). <https://www.emacweb.org/index.php/learn-about-emac/emac-legislation>
- [5] Resource typing - national resource hub - preparedness toolkit. National Resource Hub. (n.d.). <https://preptoolkit.fema.gov/web/national-resource-hub/resource-typing>

10 Appendices

These appendices provide additional information, forms, and resources related to the Telecommunicator Emergency Response Taskforce (TERT) document. Appendices provide additional resources and tools to support the implementation and deployment of the TERT program. They MAY be utilized in conjunction with the main TERT document to ensure effective utilization of TERT resources during emergency situations.



10.1 Appendix A – PSAP Survey Form

The PSAP Survey Form is a document that SHOULD be completed by PSAPs (Public Safety Answering Points) prior to the need for TERT. It collects data regarding the type of equipment and training available at the PSAP, which helps in matching the needs of requesting PSAPs with the skills of the responding TERT. The form is included as Appendix A in this document.



Appendix A – PSAP Survey

PSAP Name _____

Physical Address _____

Primary Contact _____

Secondary Contact _____

PSAP 24x7 Number(s) _____

Agencies Served ☐ Police ☐ Fire ☐ Medical ☐ Other
*Check all that apply

CPE Vendor _____

CPE Model _____

CAD Vendor _____

CAD Model _____

Radio Console Vendor _____

Radio Console Model _____

Headset Requirements _____

Other Systems/Applications _____

EMD Protocol ☐ Yes ☐ No Vendor: _____

Fire Protocol ☐ Yes ☐ No Vendor: _____

Police Protocol ☐ Yes ☐ No Vendor: _____

Staff Operations *Check all that apply

- | | |
|---|--|
| ☐ Police Dispatcher | ☐ Police Dispatcher/Call Processor |
| ☐ Fire Dispatcher | ☐ Fire Dispatcher/Call Processor |
| ☐ EMS Dispatcher | ☐ EMS Dispatcher/Call Processor |
| ☐ Fire/EMS Dispatcher | ☐ Fire/EMS Dispatcher/Call Processor |
| ☐ Police/Fire/EMS Dispatcher | ☐ Police/Fire/EMS Dispatcher/Call Processor |
| | ☐ Call Processor Only |

***This form SHOULD be completed by the requesting PSAP and given to the State Coordinator.**



10.2 Appendix B – TERT Activation Request Form

The TERT Activation Request form SHOULD be completed by an appropriate representative of the requesting PSAP. It contains additional information that can assist the responding TERT State Coordinator and TERT Team Leader in staffing and initiating a response. The form is included as Appendix B in this document.



Appendix B – TERT Activation Request

Name of Agency _____

Physical Address _____

Contact Person _____

Telephone Number _____

Notification to EMA/TERT Coordinator: Date _____ Time _____

Nature of Emergency & Impact on Center _____

Is the emergency isolated, or is this affecting other area PSAPs? _____

What is the anticipated deployment environment? _____

(PSAP, Field Response, Other)

Number of positions to be staffed: _____

Types / Quantity of Personnel Needed *indicate number of each

- | | |
|---|--|
| ☐ Police Dispatcher | ☐ Police Dispatcher/Call Processor |
| ☐ Fire Dispatcher | ☐ Fire Dispatcher/Call Processor |
| ☐ EMS Dispatcher | ☐ EMS Dispatcher/Call Processor |
| ☐ Fire/EMS Dispatcher | ☐ Fire/EMS Dispatcher/Call Processor |
| ☐ Police/Fire/EMS Dispatcher | ☐ Police/Fire/EMS Dispatcher/Call Processor |
| ☐ Call Processor Only | |

***This form and/or ICS 213RR SHOULD be completed by the requesting PSAP and given to the TERT State Coordinator.**



10.3 Appendix C – TERT Package

The TERT Package is a collection of information and resources provided by the requesting PSAP to the responding TERT. It SHOULD be prepared in advance by PSAP personnel and MUST contain the necessary information and supplies for the TERT to function effectively during deployment. The TERT Package is included as Appendix C in this document.



Appendix C – TERT Package

- AGENCY INFORMATION
 - List of agencies dispatched or supported
 - List of key public officials, a current personnel roster, and a current organizational structure chart (chain of command)
 - Facility overview
 - Overview of local and state laws (e.g., curfews, disaster movement, call processing, anything out of the ordinary)
- ACCESS INFORMATION
 - Check-in/check-out procedures
 - Method of ID credentialing
 - Security access cards/electronic entry cards
 - Generic logins for critical systems (e.g., dispatch systems, CAD, phone)
- CAD
 - List/location of CAD codes/commands/terms with a brief explanation
 - List/location of call types
 - Generic unit designators
- RADIO
 - List of radio frequencies (channel names) and departments that utilize each frequency/channel
 - List of unit number or radio signature designations
 - List of radio codes
 - Current and up-to-date FEMA forms
- PHONES
 - List/location of commonly used telephone numbers
 - List/location of other required access numbers
- MAPPING
 - Local maps/cross-reference guides
 - Common places/names
 - List of major public buildings (e.g., schools, shelters, hospitals, public safety buildings, other government buildings, jails/prisons)
 - Jurisdictional boundaries (e.g., police, fire, EMS)

10.4 Appendix D – TERT Requesting PSAP Deployment Survey

Surveys are used to ensure that the response was handled in a safe, effective manner and provide lessons learned and recommendations to improve future deployment. The TERT Requesting PSAP Deployment Survey is a tool to be completed by the requesting PSAP liaison after the TERT deployment. It is used to evaluate the response and ensure that it was handled safely and efficiently. The completed surveys SHOULD be provided to the requesting and responding State TERT Coordinators and the National Joint TERT Initiative (NJTI) Co-Chairs. The TERT Requesting PSAP Deployment Survey is included as Appendix D in this document.



Appendix D – TERT Requesting Agency Deployment Survey

Requesting Agency Deployment Survey	YES	NO
Was the EMA knowledgeable and helpful?		
Did you have all information and resources to initiate TERT?		
Was the process well defined and useable?		
Did the responding State TERT Coordinator contact you back in a timely manner?		
Were you contacted back and advised of the anticipated response time?		
Were you advised of the team's contact information?		
When the team arrived, did you brief them prior to putting them to work?		
Did you receive the number and type of TERT members you requested?		
On a scale of 1–10 (with 10 being the best), how do you feel the TERT program worked for you and your center?		
If you answered "No" to any of the above questions, please explain why:		
Any suggestions for improving the program?		
Additional Comments:		

*This survey SHOULD be completed by the requesting PSAP and given to the State TERT Coordinator.

10.5 Appendix E – Sample Checklists

The Sample Checklists outline the responsibilities and steps required to deploy a TERT. These checklists provide guidance to the deploying TERT to ensure that qualified personnel respond, and appropriate supervision is provided on-site. The Sample Checklists are included as Appendix E in this document.



Appendix E – Sample Checklists

Sample Checklists outline the responsibilities and steps required to deploy a TERT

TERT Request Checklist Interstate (sample)

- ☐ Request forwarded to County EMA
- ☐ Ensure request is forwarded to State EMA
- ☐ Ensure request is forwarded to EMAC
- ☐ Retrieve TERT packages
- ☐ Assign TERT liaison
- ☐ Ensure completion of TERT Request form
- ☐ Ensure completion of MOUs

TERT Request Checklist Intrastate (sample)

- ☐ Request forwarded to County EMA
- ☐ Ensure request is forwarded to State EMA
- ☐ Retrieve TERT packages
- ☐ Assign TERT liaison
- ☐ Ensure completion of TERT Request form
- ☐ Ensure completion of MOUs

TERT Arrival Checklist (sample)

- ☐ TERT Liaison initiates contact with responding TERT
- ☐ TERT arrives and checks in
- ☐ TERT packages provided to responders
- ☐ Responders have assigned duties
- ☐ Responders have current chain-of-command
- ☐ Responders have comfort facilities

TERT End of Shift Checklist (sample)

- ☐ TERT Liaison checks out with responding TERT command
- ☐ TERT Liaison assures responders' questions/concerns are answered
- ☐ TERT Response form completed for the operational period

TERT Demobilization Checklist (sample)

- ☐ AHJ, Incident Commander, or their designee officially demobilizes TERT response
- ☐ TERT is relieved of duties
- ☐ TERT Liaison assures responders' questions/concerns are answered
- ☐ Responding TERT completes check-out
- ☐ County/State EMA notified of demobilization
- ☐ TERT Response form copied and forwarded to Requesting PSAP after all responders arrive at home base
- ☐ Operational debriefing

10.6 Appendix F – TERT Member Supply List

The TERT Member Supply List includes items that TERT members SHOULD bring with them to be self-sufficient for at least 72 hours during major disaster deployments. The list can vary depending on the nature of the response and SHOULD meet the requirements of the Emergency Management Assistance Compact (EMAC) Mission Order. The TERT Member Supply List is included as Appendix F in this document.



Appendix F – SUGGESTED TERT Member Supply List

Supplies SHOULD be tailored to the expected environmental and scene conditions, specific member needs, and guidance from the State TERT Coordinator, TERT Team Leader, and/or Incident Commander. The deployed TERT Team SHOULD assure their members are able to be self-sufficient for at least 72 hours when deploying to major disaster scenes, but the Team SHALL meet the requirements of the EMAC Mission Order.

All TERT members MUST understand that deployment requires commitment and flexibility. Basic comfort facilities might not be available and only those willing and physically able to work in adverse conditions SHOULD become team members. Those requiring special diets and/or refrigerated medication or medical conditions requiring ongoing monitoring SHOULD NOT be selected for response.

A. In a backpack or day pack (to be carried at all times)

- Canteen with a 1-quart capacity with canteen cover and canteen cup
- Nalgene (or similar) wide-mouth bottle (good for mixing powdered drinks)
- Swiss Army knife, camp knife, or multi-tool
- Leather work gloves
- Appropriate Personal Protective Equipment (PPE)
- Rain gear
- Flashlight (induction flashlight preferred) with extra bulb; reverse one battery to prevent accidental discharge
- Matches in waterproof case
- Notepad/pencil/pen
- ID/Driver's License/Cash/Debit or Credit Card
- Roll of quarters for vending machines
- Cell phone and charger
- 1 Meal Ready-to-Eat (MRE) and possibly trail mix and/or GORP
- Spare set of prescription glasses and sunglasses
- Skin protection (sunscreen) and insect repellent
- Hat/handkerchief
- Lip balm/Ibuprofen/decongestants/basic first aid supplies
- Prescription medications for term of deployment plus seven days
- Snacks and bottled water/soda

B. In a duffel bag, camping backpack, or luggage (soft duffel bags are preferred over hard luggage)

- Sleeping bag, pillow, bedding
- Mess kit/camp cup/eating utensils
- Uniforms (2-5 changes of deployment/seasonal appropriate clothing)
- Pants, shirts, shorts, T-shirts
- Underwear
- Socks
- Trouser belt
- Dirty laundry bag
- Coat/jacket and gloves
- Footwear (tactical boots, tennis shoes, sneakers, etc.)
- Hygiene items
- Towel/washcloth
- Soap/shampoo
- Toothbrush/toothpaste
- Hairbrush
- Razor
- Cosmetics/hand mirror
- Personal hygiene items
- Glasses and/or contact lens supplies
- Shower shoes
- Half of a roll of toilet paper (smash flat to conserve space)
- Hand and body towelettes, hand sanitizer, etc.
- Swimwear (weather dependent)
- Utility items: flashlight, radio, batteries, small battery-powered alarm clock, rubber bands, safety pins, needle and thread, extra buttons, duct tape, electrical tape, clothesline, zip-lock bags (assorted sizes), garbage bags, etc.
- Note: Re-roll a few feet of tape on a pencil or similar, and break off ends for a compact supply
- Reading materials/entertainment

C. Special Considerations

- Military duffel bags are ideal. Keep the number of packs for your equipment to a minimum. You **MUST** be able to carry them all at once for a short distance. Vacation type luggage is acceptable but discouraged.
- Label **ALL** your equipment with your name and address.
- Sterno, propane, or compressed gas containers are prohibited. Chemical heaters are acceptable.
- It is possible there will be no electrical outlets available. Electrically powered items are discouraged.
- Pack all equipment and clothes in your pack in separate zip-lock bags in case your pack is exposed to the weather.
- Carefully consider packing items that could appear as a weapon. Check with your team leader for guidance if you have any questions.

10.7 Appendix G – Incident Debriefing

Debriefing is a best practice that involves reflection on what worked well, what didn't, and what could be improved in the future. It is best practice to hold debriefing sessions throughout and at the end of deployment.

For operational period debriefing sessions, TERT Team leaders SHOULD utilize the ICS 214 or similar.

At the end of the deployment, an Incident Debriefing SHOULD occur as it helps capture notes and improve operations during the deployment. Appendix G – TERT Member Deployment Review form MAY be utilized to gather information from TERT Team Members for inclusion in the After-Action Report (AAR).

Appendix G – TERT Member Deployment Review

Requesting Agency Deployment Review	YES	NO
Did you receive all required information such as location, directions, contact name/number, and team leader's name?		
When you arrived, were you briefed?		
Did you receive a TERT Package when you arrived?		
Did it contain the necessary resources for you to begin work?		
Did you receive instruction on the equipment?		
Did you feel welcomed by the agency?		
Were assignments clear and appropriate?		
Do you feel that you were of help to the PSAP?		
On a scale of 1–10 (with 10 being the best), how do you feel the TERT program worked?		
If you answered "No" to any of the above questions, please explain why:		
Any suggestions for improving the program?		
Additional Comments:		

10.8 Appendix H – TERT Team Leader After Action Report

The TERT Team Leader After Action Report is a survey tool to be completed by the responding TERT Team Leader after the mission. It helps evaluate the response, identify lessons learned, and make recommendations for program improvement. The completed reports SHOULD be provided to the responding TERT State Coordinator and NJTI Co-Chairs. The TERT Team Leader After Action Report is included as Appendix H in this document.



Appendix H – TERT Team Leader Deployment Review

BACKGROUND		
Incident Name:		
Incident Reviewer:		
Date of Review:		
When was review completed:	☐ During Incident ☐ After Incident Completion	
Participants:		
NAME	JOB TITLE	ROLE IN TEAM
Mission Objectives:		
Pre-Deployment Summary:		
Deployment Summary		

Post-Deployment Summary	
Mitigation	
What can be improved:	Recommendations
Conclusion	
Maps	Please Attach
Photos	Please Attach
TERT Team Testimonies	Please Attach

10.9 Appendix I – TERT State Coordinator Letter

This Appendix contains a sample letter to be sent by the agency administrator who is appointing team members (including supervisors and team leaders) to the TERT State Coordinator. Many states are utilizing a database to compile TERT membership. In lieu of a database, this letter can be used.

Appendix I – TERT State Coordinator Letter

Date

TERT State Coordinator,

I, (Name of agency head), approve of the following persons as members of the (local, regional, state) TERT Program. These employees are in good standing and meet or exceed all the requirements of TERT membership as published in the ANS Standard for Telecommunicator Emergency Response Taskforce (TERT). Attached are their names and skill sets.

Sincerely,

(Agency Head)



List each team member's name and identify which categories the team member falls into. Additionally, please indicate if the team member is EMD certified and if they possess any other skills (second language skills, CISM ability, etc.).

Name	TERT Team Leader	TERT Telecommunicator	EMD Certified	Police Dispatcher	Fire Dispatcher	EMS Dispatcher	Fire/EMS Dispatcher	Police/Fire/EMS Dispatcher	Police/Fire/EMS Dispatcher / Call Processor	Police Dispatcher / Call Processor	Fire Dispatcher / Call Processor	EMS Dispatcher / Call Processor	Fire/EMS Dispatcher / Call Processor	Call Processor Only	List Additional Skills

10.10 Appendix J – TERT Request Approval Process

The following is intended to provide information on the process for TERT deployments both on an out-of-state basis and within your own state. Additional resources can be found on the EMAC website.

A. Interstate (State-to-State)

Interstate TERT deployments occur under the Emergency Management Assistance Compact (EMAC) which is an agreement signed by all states on the process to deploy state-to-state resources during an emergency or disaster. The following steps take place for requesting and assisting agencies:

1. The Requesting (impacted) PSAP submits a request for TERT to the applicable local Emergency Management Authority (EMA) office per the internal state EMAC resource request SOP. Additional resources can be found on the EMAC website.
2. The Requesting State's local EMA forwards the request through channels to the State EMAC Coordinator.
 - a. If an EMAC A-Team has been deployed to the requesting state, the State EMAC Coordinator forwards the request to the A-Team, and they issue an EMAC Broadcast to member states requesting TERT assistance (assets).
 - b. If an EMAC A-Team has not been deployed to the impacted state, the State EMAC Coordinator issues an EMAC broadcast to member states requesting TERT assets.
3. EMAC resource requests are processed by the various receiving State EMAC Coordinators who, in accordance with the state EMAC SOP, disseminate the resource request to applicable agencies in their state looking to see if the resource can be filled.
4. Coordination between TERT State Coordinators and State EMAs SHOULD take place to make sure that an adequate complement of responders (Telecommunicators, Team Leaders, EMD certified, etc.) is available.
5. Once a state or multiple states step forward with an available TERT resource, they become the Assisting State(s). If more than one state steps forward to provide resources, the Requesting State chooses which TERT resource to accept.
6. The Assisting State(s) provides information on the TERT resource deploying to the impacted area to the Requesting State, which is pushed down to the requesting PSAP. The Requesting PSAP exchanges information directly with the Deploying TERT State Coordinator. All resource request changes (i.e., more or less people) SHALL be communicated up the EMA chain for both the Requesting and Assisting States.
7. If a TERT resource is needed for more than the agreed-upon deployment time frame, the Requesting PSAP needs to contact the EMAC Coordinator for the Requesting State for approval.

B. Intrastate (Within the Same State)

Depending on the nature of the incident, the request might be routed through the state EMA, typically for declared instate disasters. Alternatively, it might be a localized mutual aid request not involving the EMA. Additional resources are available on the EMAC website.

10.11 Appendix K – TERT Required and Recommended Training

Appendix K - TERT Required and Recommended Training is intended to provide a broad view of those courses that are essential to ensuring that experienced 9-1-1 telecommunicators meet the necessary requirements for TERT deployment and possess the necessary skills and abilities to assist another PSAP during a TERT deployment.

The required and recommended courses are available in the classroom and/or online through the Federal Emergency Management Agency (FEMA) website and/or state and local entities. Additional training(s) MAY be required based on state or local protocols.

Copies of online training certificates SHOULD be provided to the TERT State Coordinator or designee when applying to become a TERT member.



Appendix K – TERT Required and Recommended Training

TERT Team Members	
Required	IS-100: Introduction to Incident Command System
	IS-144: TERT Basic Course
	IS-200: Basic Incident Command System for Initial Response
	IS-700: National Incident Management System (NIMS) An Introduction
	IS-800: National Response Framework, An Introduction
	T-CPR
Recommended	IS-5: Hazardous Materials Awareness
	Incident Tactical Dispatch Course (INTD) or similar industry course
	IS-300: Intermediate Incident Command System – EMSI
	RADO -All Hazard Radio Operator Training

TERT Team Leaders	
Required Within 1 year of appointment	Meet requirements for TERT Team Members
	IS-1200: TERT Team Leader Course
Recommended	FEMA Communications Unit Leader (COML)
	Incident Communications Center Manager (INCM)
	IS-300: Intermediate Incident Command System
	IS-400: Advanced ICS – Complex Incidents
	Critical Incident Stress Management (CISM) Course or similar

*Additional training MAY be required based on state or local protocol

10.12 Appendix L - TERT After Action Report (AAR)

An After-Action is a structured process for identifying strengths, weaknesses, and solutions, aiming to improve future actions. Key steps include planning, preparation, and execution, with a focus on documenting cause and effect to identify issues and sustain improvements. Effective AARs avoid critiques, focusing on actionable, measurable recommendations assigned to responsible agencies.

An AAR is centered on four questions:

1. What happened during the incident?
2. What were the exemplary practices?
3. Were there any issues that needed to be addressed?
4. Are there any recommendations for improvement?

The TERT AAR records deployment events to implement changes, enhance capabilities, provide feedback, and recommend future improvements. Recommendations **SHOULD** stem from observations and analysis, emphasizing solutions to obstacles. Each recommendation **MUST** be clear and self-contained, with acronyms spelled out, and highlight successes and areas needing improvement. Sharing AAR results helps future teams learn successful strategies and recognize challenges.

AAR Templates, available on FEMA's website or through your state or local governance body, standardize documentation for sharing, aiming to maximize learning from all events.

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