Getting Prepared
A Mass Fatality Response Workshop and Tabletop

March 11, 2015
Program

Health and Wellness for All Arizonans
March 11, 2015

Dear Workshop Participant:

Thank you for registering and participating in the ADHS “Getting Prepared—A Mass Fatality Response” Workshop and Tabletop Exercise held on this Wednesday March 11, 2015, at Black Canyon Conference Center, Phoenix.

This workshop is aimed at introducing participants to a mass fatality response, understanding of a mass fatality incident and preparing for a coordinated response focusing on Mass Fatality Planning and Education. Among other topics we will be discussing the challenges, roles and responsibilities of governmental and non-governmental agencies, family assistance operations and public information. This workshop and tabletop will help test your current plans as well as assist in future planning and preparedness activities.

Special thanks to our partner agencies-Arizona Division of Emergency Management, County Medical Examiners’ Offices, and the ADHS Electronic Vital Record System for their involvement, collaboration and assistance in planning this workshop.

Thank you again, for attending this workshop. We very much look forward to your participation in similar workshops in the future. If you have questions, please feel free to call Antonio Hernandez, Partner Integration Chief at 602-763-1774 or email at partner.integration@azdhs.gov.

Teresa Ehnert, Bureau Chief
Public Health Emergency Preparedness
Arizona Department of Health Services

Health and Wellness for All Arizonans
TABLE OF CONTENTS

Agenda........................................................................................................................................1
Workshop Overview ......................................................................................................................3
Exercise Objectives, Capabilities and Functions ...........................................................................5
Presentations.................................................................................................................................7
Tabletop Exercise .......................................................................................................................11
Acronyms......................................................................................................................................17
Resource Links.............................................................................................................................19
Presenters and Contributors .......................................................................................................21
This page is intentionally blank.
# AGENDA

Mass Fatality Response—Workshop & Tabletop  
Black Canyon Conference Center  
9440 N. 25th Avenue  
Phoenix, AZ 85021  
Arizona Department of Health Services, Bureau of Public Health Emergency Preparedness  
March 11, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00-9:00</td>
<td><strong>REGISTRATION</strong>- Networking with partners (continental breakfast provided)</td>
<td></td>
</tr>
<tr>
<td>9:00-9:15</td>
<td>Welcome</td>
<td>Don Herrington, Assistant Director, ADHS</td>
</tr>
<tr>
<td>9:15-9:30</td>
<td>Introduction and Background of a Mass Fatality Incident (MFI)</td>
<td>Teresa Ehnert, BPHEP Bureau Chief, ADHS</td>
</tr>
<tr>
<td>9:30-9:50</td>
<td>Introduction to SERRP and Catastrophic Annexes (Primary and Support Agencies, Concept of Operations and Command and Control during MFI)</td>
<td>Will Shultz, Deputy Director, ADEMA</td>
</tr>
<tr>
<td>9:50-10:20</td>
<td>Mortuary Affairs and Current Status</td>
<td>Dr. Laura Fulginiti and Melanie Rouse, Maricopa County OME</td>
</tr>
<tr>
<td>10:35-10:55</td>
<td><strong>BREAK</strong></td>
<td></td>
</tr>
<tr>
<td>11:00-11:20</td>
<td>The Role of Vital Records During a Mass Fatality Incident</td>
<td>Krystal Colburn, Vital Records, ADHS</td>
</tr>
<tr>
<td><strong>11:30-1:00</strong></td>
<td><strong>WORKING LUNCH</strong></td>
<td></td>
</tr>
<tr>
<td>1:00-2:30</td>
<td><strong>TABLETOP SESSION</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Triggers - Mass Fatality Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Command, Control, Coordination and Communication during a MFI</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Family Assistance Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Public Information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Personal Protective Equipment (PPE) Policy and Guidance to First Responders during a MFI</td>
<td>Teresa Ehnert, ADHS</td>
</tr>
<tr>
<td></td>
<td>• Behavioral Health Support and Services to Survivors, Families and First Responders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ante-mortem data Management</td>
<td></td>
</tr>
<tr>
<td>2:30-3:00</td>
<td><strong>CLOSING PLENARY</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Tabletop Hotwash and Closing Remarks</td>
<td>Teresa Ehnert, ADHS</td>
</tr>
</tbody>
</table>
# WORKSHOP OVERVIEW

<table>
<thead>
<tr>
<th>Name</th>
<th>Getting Prepared - A Mass Fatality Response Workshop and Tabletop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>March 11, 2015</td>
</tr>
<tr>
<td>Scope</td>
<td>The workshop includes participation from public health, healthcare system and emergency management stakeholders.</td>
</tr>
<tr>
<td>Threat/Hazard</td>
<td>Mass Fatality Incident</td>
</tr>
</tbody>
</table>

### PHEP/HPP Capabilities
- PHEP Capability 1: Community Preparedness
- PHEP Capability 4: Emergency Public Information and Warning
- PHEP/HPP Capability 3: Emergency Operations Coordination
- PHEP/HPP Capability 5: Fatality Management
- PHEP/HPP Capability 6: Information Sharing
- PHEP/HPP Capability 10: Medical Surge
- PHEP/HPP Capability 14: Responder Safety and Health

### Scenario

A semi-truck crosses the center line of the highway and crashes into two tour buses carrying school children and their teachers on their way back from a Snow Bowl ski trip.

### Sponsor
- Arizona Department of Health Services
  - Public Health Emergency Program (PHEP)
  - Hospital Preparedness Program (HPP)

### Points of Contact
- Teresa Ehnert, Bureau Chief
  Bureau of Public Health Emergency Preparedness
  Arizona Department of Health Services
  teresa.ehnert@azdhs.gov

- Jennifer Cunico, Deputy Bureau Chief
  Bureau of Public Health Emergency Preparedness
  Arizona Department of Health Services
  jennifer.cunico@azdhs.gov

- Antonio Hernandez, Section Chief
  Bureau of Public Health Emergency Preparedness
  Arizona Department of Health Services
  antonio.hernandez@azdhs.gov
This page is intentionally blank.
EXERCISE OBJECTIVES, CAPABILITIES AND FUNCTIONS

This tabletop was developed to evaluate coordination and communication between the healthcare system, public health emergency preparedness agencies and responding agencies in the context of a mass fatality response. Participants include all individuals who may be involved in a mass fatality response such as first responders, medical examiners/medico-legal, public health professionals, and emergency response staff.

The tabletop covers the expected outcomes for the event and are aligned with the Healthcare Preparedness Capabilities contained in the Office of the Assistant Secretary for Preparedness and Response Guidance of January 2012; as well as the Public Health Preparedness Capabilities of March 2011 of the Office of Public Health Preparedness and Response of the Centers for Disease Control and Prevention.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>PHEP/HPP CAPABILITY</th>
<th>FUNCTION(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify the threshold to activate the mass fatality plan.</td>
<td>Fatality Management (PHEP-5)</td>
<td>F2: Activate the public health fatality management operations</td>
</tr>
<tr>
<td></td>
<td>Fatality Management (HPP-5)</td>
<td>F1: Coordinate surges of deaths and human remains at healthcare organizations with community fatality management operations</td>
</tr>
<tr>
<td>2. Identify method of command, control, coordination and communication that enhances agency operations when responding to a disaster event.</td>
<td>Fatality Management (PHEP-5)</td>
<td>F1: Determine role for public health in fatality management</td>
</tr>
<tr>
<td></td>
<td>Emergency Operation Coordination (PHEP-3)</td>
<td>F5: Demobilize and evaluate public health emergency operations</td>
</tr>
<tr>
<td></td>
<td>Emergency Operation Coordination (HPP-3)</td>
<td>F1: Healthcare organization multi-agency representation and coordination with emergency operations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F3: Support healthcare response efforts through coordination of resources</td>
</tr>
<tr>
<td>3. Identify methods for delivering public information during a mass fatality event.</td>
<td>Emergency Public Information and Warning (PHEP-4)</td>
<td>F1: Activate the emergency public information system</td>
</tr>
<tr>
<td>OBJECTIVE</td>
<td>PHEP/HPP CAPABILITY</td>
<td>FUNCTION(S)</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4. Identify safety and personal protective needs and facilitate just in time training for responders.</td>
<td>Responder Safety and Health <em>(PHEP-14)</em></td>
<td><strong>F1:</strong> Identify responder safety and health risks</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>F2:</strong> Identify safety and personal protective needs</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>F4:</strong> Monitor responders safety and health action</td>
</tr>
<tr>
<td></td>
<td>Responder Safety and Health <em>(HPP-14)</em></td>
<td><strong>F1:</strong> Assist healthcare organizations with additional pharmaceutical protection for healthcare workers</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>F2:</strong> Provide assistance to healthcare organizations with access to additional Personal Protective Equipment (PPE) for healthcare workers during response</td>
</tr>
<tr>
<td>5. Establish and coordinate Family Assistance Center operations.</td>
<td>Community Preparedness <em>(PHEP-1)</em></td>
<td><strong>F2:</strong> Build community partnerships to support health preparedness</td>
</tr>
<tr>
<td></td>
<td>Fatality Management <em>(PHEP-5)</em></td>
<td><strong>F4:</strong> Participate in survivor mental/behavioral health services</td>
</tr>
<tr>
<td></td>
<td>Fatality Management <em>(HPP-5)</em></td>
<td><strong>F2:</strong> Coordinate surges of concerned citizens with community agencies responsible for family assistance</td>
</tr>
<tr>
<td>6. Obtain reliable ante-mortem data.</td>
<td>Information Sharing <em>(PHEP-6)</em></td>
<td><strong>F1:</strong> Identify stakeholders to be incorporated into information flow</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>F3:</strong> Exchange information to determine a common operating picture</td>
</tr>
<tr>
<td></td>
<td>Fatality Management <em>(PHEP-5)</em></td>
<td><strong>F3:</strong> Assist in the collection and dissemination of ante mortem data</td>
</tr>
<tr>
<td></td>
<td>Information Sharing <em>(HPP-6)</em></td>
<td><strong>F1:</strong> Provide healthcare situational awareness that contributes to the incident common operating picture</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>F2:</strong> Develop, refine, and sustain redundant, interoperable communication systems</td>
</tr>
</tbody>
</table>
PRESENTATIONS

INTRODUCTION TO SERRP AND CATASTROPHIC ANNEXES
Will Schulz, Deputy Director, Grant Administration, ADEMA

Notes: ______________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________
MORTUARY AFFAIRS AND CURRENT STATUS
Dr. Laura Fulginiti and Melanie Rouse, Maricopa County Office of the Medical Examiner

Notes:____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
THE ROLE OF VITAL RECORDS DURING A MASS FATALITY INCIDENT
Krystal Colburn, Assistant State Registrar, Deputy Bureau Chief, Vital Records, ADHS

Notes:____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________

Bureau of Public Health Emergency Preparedness (PHEP)

ADHS
WORKING LUNCH DISCUSSION
YARNELL LESSONS LEARNED
Melanie Rouse, Maricopa County Office of the Medical Examiner

Notes:_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
TABLETOP EXERCISE

WORKSHOP/TABLETOP GUIDELINES

- This workshop is designed to be held in an open, low-stress, no-fault environment. Varying viewpoints are expected.
- Participants should respond to the scenario using knowledge of current plans and capabilities, as well as insights derived from training and professional experience.
- Decisions are not precedent setting and may not reflect an organization’s final position on a given issue. This event is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve protective measures, information coordination, and response/recovery efforts. Problem-solving should be the focus of discussions and feedback.

ASSUMPTIONS AND ARTIFICIALITIES

Participants should accept that assumptions and artificialities are inherent in any hypothetical response, and should not allow these considerations to negatively impact their participation.

During the discussions, the following apply:

- The forum is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The scenario is plausible, and events occur as they are presented.

EXERCISE EVALUATION

Evaluators will be reporting discussions based on questions targeting the exercise objectives and aligned capabilities, capability targets, and critical tasks. Additionally, players will be asked to complete an online participant feedback survey. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR).

SCENARIO

On March 10, 2015, three tour buses carrying 150 school children and teachers were traveling to Phoenix, on their way back from a ski trip in Flagstaff, AZ. Normally, the tour buses would take State Route I-17, but it was closed due to snow, and the buses were diverted onto Highway I-40.

A semi-tractor trailer travelling north bound, crossed the center line into the oncoming path of the tour buses, and crashed into the first and second buses.

The crash took place at approximately 7:00 p.m. It was already dark, very cold, and raining.

The driver of the third bus called 9-1-1; however, the connection was poor and was ultimately lost before the dispatcher could obtain any information other than that there had been a crash. Another 9-1-1 call was successfully completed around 8:30 p.m. by a passerby.
KEY ISSUES:

- Emergency information sharing and warning
- A mass fatality incident (MFI)
- Injured victims
- Adverse weather conditions

SITUATION REPORT:

- Total number of fatalities: 69 people
- Total number of injured: 30 seriously injured, 11 with minor injuries

QUESTIONS

Based on the information provided, participate in the discussion concerning the issues raised, and identify any critical issues, decisions, requirements, or questions that should be addressed at this time. While discussing the questions addressed in the tabletop exercise, please base your inputs on how your organization would respond to an event of this magnitude in your county or jurisdiction.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed. Note takers will record your discussion.

OBJECTIVE 1: Identify the threshold to activate mass fatality operations.

CAPABILITY: Fatality Management (PHEP-5, F2), (HPP-5, F1)

QUESTIONS:

1. Identify the jurisdictional, regional, private, and health/medical support resource partners you will reach out to during the following phases of human remains disposition:
   a. Processing (decontamination, infection control, and other mitigation measures)
   b. Storing
   c. Disposition
   d. Recovery

2. Describe how you access systems to maintain situational awareness of the fatality incident. How does this information guide the resources needed for the response?

3. Describe how your organization coordinates incident details among public health/health systems.

4. Timely information is important for your organizations mass fatality response. Describe who provides this information. By what mode is this information received (e.g., fax, phone, email, alert, etc.)?

5. Which indicator or threshold will typically initiate a MFI response for your organization?
OBJECTIVE 2: Identify command, control, communication and coordination that enhances Mass Fatality Incident.

CAPABILITY: Fatality Management (PHEP-5, F1); Emergency Operations Coordination (PHEP-3, F5) (HPP-3, F1 F3)

QUESTIONS:

1. Describe your jurisdiction’s risk assessment summary of potential impacts from a mass fatality incident. Does this scenario relate to pre-characterized or pre-planned circumstances?

2. Describe the planning partners/subject matter experts you have coordinated with prior to this incident for Mass Fatality Planning to help clarify your agency’s role (e.g. epidemiologists, laboratory services, hospitals, mortuaries, community/cultural burial service providers, emergency management, chemical, biological, radiological, nuclear, and high yield explosives (CBRNE) leads, public health, environmental health, behavioral health, volunteer organizations active in disaster, legal/law enforcement).

3. Which subject matter experts does your agency utilize to determine public health’s role in a fatality incident like this (e.g. epidemiology, laboratory, surveillance, community cultural/religious beliefs or burial practices, CBRNE and emergency operations leads)?

4. Describe the State Emergency Support Functions (ESFs) you have coordinated with prior to this incident, and the Annexes you have referenced regarding Mass Fatality Planning to inform your organizations response plan (e.g. ESF #6 Mass Care, ESF #8 Health/Medical, ESF #9 Urban Search and Rescue, SERRP Catastrophic Incident Annex – Mass Fatality/Mass Casualty).

5. In this current scenario, describe any partners or State Plans you would coordinate with that have not been involved in planning prior (gap assessment). Describe how to integrate these partners into future plans and mitigation processes.

6. Should all key partners be in place, please describe the ideal command, control and communication flow. Using the poster board available, sketch a draft flow chart of the partners represented in your tabletop group, how they are linked to communication flow, and how they relate to command and control of the MFI.

OBJECTIVE 3: Identify methods for delivering public information during a Mass Fatality Incident.

CAPABILITY: Emergency Public Information and Warning (PHEP-4, F1)

QUESTIONS:

1. Describe the Public Information Officers and subject matter experts/spokespersons you have identified prior to this incident for disaster that may involve, mass fatalities according to your jurisdiction’s risk assessment.

2. Describe the structure you have established prior to this incident to support alerting of the public. Describe any gaps in staff/training that may impact the ability of identified personnel to fulfill emergency public information and warning tasks.
3. In this current scenario, describe how you assemble public information staff, debrief them on the incident and assign duties. What types of tasks or objectives will your PIO team work to address?

4. Describe how your organization can provide assistance if local public health systems face challenges in implementing emergency communication. What type of resources can be provided and how do you prefer the resource be requested?

5. Describe methods your TTX group has identified for delivering public information.

**OBJECTIVE 4:** Identify safety and personal protective needs and how just in time training for responders will be facilitated.

**CAPABILITY:** Responder Safety and Health (PHEP-14, F1 F2 F4) (HPP-14, F1 F2)

**QUESTIONS:**

1. In an all hazard situation, describe how first responders will be provided information on potential health conditions (acute/chronic) that may develop during or after an incident (relevant to the hazard or exposure circumstance). How do you work with subject matter experts to participate in the formulation of recommendations for risks to be addressed?

2. Describe how “just in time training” for responders is facilitated and monitored. How is this information coordinated with incident management?

3. Describe the pre-determined or recommended risk-specific training offered prior to an incident to response personnel (both protective actions as well as training for response to exposure or injury).

4. In this scenario, what guidance would you provide to partner organizations to help conduct monitoring of any responder staff for medical/mental/behavioral incident-related health outcomes? Describe the type of support resources typically provided to responders in this scenario.

**OBJECTIVE 5:** Establish and coordinate Family Assistance Center operations.

**CAPABILITY:** Community Preparedness (PHEP-1, F2), Fatality Management (PHEP-5, F4) (HPP-14, F1 F2)

**QUESTIONS:**

1. For this scenario, please describe how your partners (inside and outside of the jurisdiction) typically educate their constituents on any applicable health interventions being recommended by public health. Fatality Management partners may include but are not limited to the following: public health, medical, mental/behavioral health professionals, social networks, faith-based or volunteer organizations, support groups, and professional organizations.

2. Describe how you coordinate with partners to support the provision of non-intrusive, culturally sensitive mental/behavioral health support services to family members of the deceased, incident survivors, and responders, if requested/needed.
OBJECTIVE 6: Obtain reliable ante-mortem data.
CAPABILITY: Information Sharing (PHEP-6, F1 F3) (HPP-6, F1, F2), Fatality Management (PHEP-5, F3)

QUESTIONS:

1. Describe the process/criteria for identifying/selecting stakeholders across public health medical, law enforcement, and other disciplines within the jurisdiction that should be included in the collection/dissemination methods of ante-mortem data.

2. Determine the levels of security clearance needed for accessing information from a central repository/database for the collection, recording, and storage of ante-mortem and postmortem data.

3. Describe who is involved with and how ante-mortem (pre death determination) information is coordinated and bridged between Family Assistance Centers and individual families and relayed to Medical Examiners.
This page is intentionally blank.
## ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
</tr>
<tr>
<td>ADEMA</td>
<td>Arizona Department of Emergency and Military Affairs</td>
</tr>
<tr>
<td>ADHS</td>
<td>Arizona Department of Health Services</td>
</tr>
<tr>
<td>DMORT</td>
<td>Disaster Mortuary Operational Response Team</td>
</tr>
<tr>
<td>DOT</td>
<td>Department of Transportation</td>
</tr>
<tr>
<td>DPS</td>
<td>Department of Public Safety</td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>HPP</td>
<td>Hospital Preparedness Program</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Command</td>
</tr>
<tr>
<td>MFI</td>
<td>Mass Fatality Incident</td>
</tr>
<tr>
<td>NPDS</td>
<td>National Poison Data System</td>
</tr>
<tr>
<td>PCC</td>
<td>Poison Control Center</td>
</tr>
<tr>
<td>PHEP</td>
<td>Public Health Emergency Preparedness</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
</tbody>
</table>
## RESOURCE LINKS

| Arizona Department of Health Services—Bureau of Public Health Emergency Preparedness Conference Presentations | HTTP://1.USA.GOV/1zVg6KR |
| Arizona Department of Health Services—Vital Records Department | http://www.azdhs.gov/vital-records/ |
| Maricopa County Office of the Medical Examiner | https://www.maricopa.gov/medex/ |
| Pima County Office of the Medical Examiner-Forensic Science Center | http://webcms.pima.gov/government/medical Examiner/ |
This page is intentionally blank.
PRESENTERS AND CONTRIBUTORS

KRYS TAL COLBURN - BUREAU CHIEF, ARIZONA DEPARTMENT OF HEALTH SERVICES, VITAL RECORDS

Krystal Colburn is the Assistant State Registrar and Deputy Bureau Chief at the Arizona Department of Health Services Office of Vital Records. The Birth and Death Registry Section within vital records registered approximately 100,000 births per year, 50,000 deaths and 650 fetal deaths, along with other special birth and death registrations. Krystal led the state transition to electronic birth certificate system and implemented key interventions that improve outcomes and bridge hospitals and county health departments to retrieve information more efficiently and quickly.

She received her B.S. in Community Health Education from Northern Arizona University before eventually coming to ADHS in 2007. Over the last 8 years Krystal has held various roles within the agency including the Smoke-Free Arizona Program Manager. In 2013, Krystal accepted the role as Assistant State Registrar and Deputy Bureau Chief. Currently, Krystal oversees the operation of the State Vital Records System as well as the Office of Medical Marijuana Patient Registry.

Teresa Ehnert, MS - BUREAU CHIEF, ARIZONA DEPARTMENT OF HEALTH SERVICES, PUBLIC HEALTH EMERGENCY PREPAREDNESS

Teresa was born in Fargo, North Dakota and relocated to Arizona in 2005. Teresa has a Master Degree in Management from the University of Mary, Fargo, ND. Prior to her role at the Department of Health Services, Teresa was a Chief Master Sergeant in the Air Force completing a career of almost 27 years.

Teresa joined the Department of Health Services in August of 2005. Her primary responsibility as Bureau Chief of Public Health Emergency Preparedness is to direct the overall planning, development, implementation, coordination, response and evaluation of the programs for Public Health Emergency Preparedness. Teresa is responsible for facilitating the coordination of state planning and regional committees on preparedness activities with emergency response partners. She facilitates programs designed to enhance planning and response to public health emergencies. Teresa also provides oversight and leadership for two public health preparedness grants exceeding $20 million dollars.
**DR. LAURA C. FULGINITI, PHD, D-ABFA - FORENSIC ANTHROPOLOGIST AT THE MARICOPA COUNTY OFFICE OF THE MEDICAL EXAMINER**

Dr. Laura C Fulginiti, PhD, D-ABFA is a board-certified forensic anthropologist at the Maricopa County Office of the Medical Examiner. Her specialties include providing expertise in crime scene processing, analysis of unknown human remains, interpretation of traumata in bone and as a subject matter expert in mass fatality response. She has qualified as an expert in both State and Federal courts. She provides training for the law enforcement communities in Arizona, Nevada, Ohio, Colorado, and at FLETC in Georgia. She is an adjunct professor at Arizona State University, and a Clinical Associate Professor in the Pathology Department of The U of A College of Medicine. Dr. Fulginiti is a member of DMORT, Region VIII, a federal disaster response team. She has responded to multiple mass fatality events including airline crashes in Colorado, Guam, California and Pennsylvania (9/11), the tri-state crematory incident in Georgia and Hurricanes Katrina and Rita. She also participates in lectures to local community groups, high school, middle and elementary schools. She is married with one son.

**ANTONIO HERNANDEZ, BS - SECTION CHIEF, PARTNER INTEGRATION, ARIZONA DEPARTMENT OF HEALTH SERVICES**

Antonio Hernandez, currently serves as the Partner Integration Chief for the Bureau of Public Health Emergency Preparedness at the Arizona Department of Health Services. His program addresses Public Health emergency preparedness plans, training and exercises that support capability development statewide. He also serves as the current Chair for the Arizona State Citizen Corps Council and sits on the Governors Council for Homeland Security Senior Advisory addressing key strategic initiatives to foster preparedness collaboration across disciplines, the private sector, non-profit organizations, faith-based, community, and all levels of government, including local, State, Tribal and Federal. As former Co-Chairman of the Arizona Public Health Association Indigenous Health Section, and member of the national planning workgroup developed preparedness planning guidance for the Emergency System for Advanced Registration of Volunteer Health Professionals and plan educational conferences and trainings on community resiliency and preparedness planning. Antonio is a graduate of Grand Canyon University with a degree in Human Biology.
DON HERRINGTON — ASSISTANT DIRECTOR, PUBLIC HEALTH PREPAREDNESS SERVICES, ARIZONA DEPARTMENT OF HEALTH SERVICES

Don has been at the Arizona Department of Health Services since 2000. While there, he has served as the State’s Food Safety Manager, the Office Chief of Environmental Health, Bureau Chief of Epidemiology and Disease Control Services and presently as the Assistant Director for Public Health Preparedness. In his present capacity Don oversees four Bureaus including the Bureau of Epidemiology and Disease Control Services, The Bureau of Public Health Emergency Preparedness, the Bureau of Emergency Medical Services, the Arizona State Public Health Laboratory and the Arizona Biomedical Commission. The Commission and Bureaus have a combined total of approximately 300 employees.

MELANIE ROUSE, MA — CHIEF MEDICAL INVESTIGATOR FOR THE MARICOPA COUNTY MEDICAL EXAMINER’S OFFICE

Melanie Rouse has a Bachelor of Science degree in Microbiology and Psychology from Colorado State University and a Masters of Arts degree in Psychology/Criminal Justice Studies from University of the Rockies. She is a certified Medicolegal Death Investigator by American Board; and also certified as a HAZMAT operational level responder for Weapons of Mass Destruction.

Ms. Rouse is the Chief Medical Investigator for the Maricopa County Medical Examiner’s Office. Prior to this, she has experience working as supervisors for the Investigations division, Mass Fatality Coordinator and the Emergency Management Specialist.

Currently she the Mass Fatality Organizer for Maricopa County responsible for planning for and responding to Mass Fatality and Surge Fatality events. Ms. Rouse is responsible for the oversight of continuity planning, emergency management and the development and implementation of training and exercises.

Ms. Rouse is also a member of DMORT-WMD (Disaster Mortuary Response Team-Weapons of Mass Destruction).
WILL SCHULZ, MA - DEPUTY DIRECTOR OF THE ARIZONA DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS’ DIVISION OF EMERGENCY MANAGEMENT

Will Schulz currently serves as the Deputy Director of the Arizona Department of Emergency & Military Affairs Division of Emergency Management. He is also dual-hatted as the Assistant Director of Grant Administration. These roles have him overseeing the day-to-day operations of the Division, as well as the administration of numerous Federal and State grant programs. Prior to this role, he served as the Assistant Director for Recovery, playing a key role in coordinating state and federal actions with local jurisdictions to assist impacted communities in recovering from disasters. He began his career at DEMA in 2009 as the Infrastructure Branch Manager, primarily administering the Public Assistance Program, a Federal and State grant program that helps jurisdictions pay for disaster-related damages.

Mr. Schulz has worked for the State’s Department of Homeland Security as a Strategic Planner, as well as at the local level in City Emergency Management. He holds a Bachelor’s Degree in Business from Cal Poly San Luis Obispo, a Master’s in Organizational Leadership from Azusa Pacific University, and a second Master’s in Security Studies from the Naval Postgraduate School’s Center for Homeland Defense and Security.