The Center for National Response
Memorial Tunnel Exercises - March 2004
CNR Facility: Vital Statistics

- 2,800 Foot Long Semi-Retired Highway Tunnel
- Located in Standard, West Virginia
  - On Interstate 77/64
  - Between Charleston and Beckely, WV
  - Population: Circa 35 (my numbers)
CNR Memorial Tunnel: History

- Constructed in 1953
- Part of the West Virginia Turnpike
- 1987: Bypassed by Interstate 64/77
- 1990-1997: Federal Highway Administration conducted the Memorial Tunnel Fire Ventilation Test Program
CNR Memorial Tunnel: History (continued)

- 1997-2000: Used as a Storage Site for the WV Turnpike
- May 2000: Conversion into the CNR Exercise facility was initiated
CNR Memorial Tunnel:
Facility Description

- Exercise facility for WMD Consequence Management and Counter Terrorism
- Primarily for Military First Responders and their civilian counterparts
- Federally funded through the DOD
- Operated by Titan Corporation
CNR Memorial Tunnel: Training Venues
CNR Memorial Tunnel: Training Venues

- 10,000 acres of semi-wilderness area that can be used for training purposes
- All venues are extremely flexible
- All venues can utilize Chemical, Biological, Radiation Sources and various props
- CNR can take the show on the road
CNR Exercise Week: Participants

- The USCG Atlantic Strike Team
  - 17 personnel
- The 3rd Civil Support Team (PA)
  - 15 personnel
- The FBI (Philadelphia – 1 agent)
- The USEPA (R1, R2, R3)
  - 7 EPA personnel, 2 RST personnel
CNR Exercise Week: Overall Objectives

- Test ability of each agency to integrate into a response
- Identify overlaps/gaps in capabilities
- Identify areas requiring improvement
CNR Exercise Week: Overall Objectives

- Areas of Focus
  - Communications
  - PPE Type & Use
  - Monitoring/Detection Equipment
  - Analytical Capabilities
  - Conflicts in Training Standards & Qualifications
  - Conflicts in SOPs & Policies
  - Ability to integrate into ICS
CNR Exercise Week: Exercise Design

- Prior to Exercise Week, each group provided the following to CNR:
  - Overall Objectives
  - Agency-Specific Objectives
  - General Scenario Requests
CNR Exercise Week: Exercise Design

- Overall Design
  - Four days of operations
  - Different activity/scenario each day
  - Different lead agency each day
CNR Exercise Week: Exercise Design

- **Daily Routine – Highly Structured**
  - A.M. Operations/Safety Brief
  - Initiate Exercise Play
    - Real-Time Response
  - Hot Wash at Days End – All Attended
  - Planning Meeting with Agency POCs
Day One: Getting to Know You

- Discussions: Authorities, Mission, Capabilities, Activation Procedures
- Show and Tell:
  - Equipment Comparisons
  - Demonstrations
    - Radiation Survey
    - Drum Sampling
    - Hazcat/Lab Demos
Day Two: Let the Games Begin – Scenario 1

- Lead Agencies: EPA/AST (First on-scene)
- CST/FBI to be integrated into response
- Scenario:
  - Abandoned Drum Site/WV State Referral
  - Suspicious activity observed at site
  - Evolved into potential Drug/WMD Lab
Day 3: The Dark Tunnel

Objectives:
- Challenge CST assessment abilities
- Test EPA/AST ability to integrate w/CST

Scenarios:
- Traffic Accident in Tunnel With HazMat
- Clandestine WMD Lab
Day 4: The Rubble Room

- **Objective:** Challenge technical assessment abilities of all agencies.
- **Scenario:** Dirty Bomb
  - Extreme physical hazards
  - Chemical hazards
  - Radiological hazards
CNR Exercise: Elements of Success

- Attitude
  - Attitude of the Leadership
  - No Egos
  - Open minds (Expectations/No Pretense)
  - Accommodation/Teamwork
  - Willingness to share knowledge/learn
  - Rank was left at the door
CNR Exercise: Elements of Success

- Planning and Organization
  - Drill Objectives were kept simple
  - Drill Week well planned
    - ✔ Day 1 Activities
    - ✔ Daily Hot Washes
  - Unit/Agency Organization
CNR Exercise: Elements of Success

- Flexibility/Accommodation
  - Flexibility of CNR
  - Flexibility of Participants
  - All parties willing to accommodate the needs of others
CNR Exercise: Elements of Success

- Quality of the Facilitation
  - CNR allowed free play but kept the action moving
  - AST Command, the exercise host: highly skilled in ICS implementation, drill facilitation and management
  - Hot Washes: Focused and Honest
CNR Exercise: Elements of Success

- Realism and Intensity of the Exercises
- Intensity and dedication of the Participants
Exercise Outcomes

Sharing of resources and knowledge resulted in:

- Mutual Understanding
- Refinement of Operations:
  - Entry/Assessment Techniques
  - Decontamination Procedures
  - Sampling Techniques
  - Rescue Procedures
Exercise Outcomes

- Evolution in One Week - Four entities become One Team:
  - Improvement/Excellence in Response Performance
  - Teamwork in Problem Solving
    - Radio Communications/Monitoring Equipment
    - Technical Issues
    - Four Member Entry Team
Exercise Outcomes

- Teamwork
  - Trust
  - Credibility
  - Mutual Respect
  - Camaraderie
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CNR Tunnel Exercise 2004
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