



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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WASHINGTON, D.C. 20350-2000

28 May 10

From: Deputy Chief of Naval Operations (Operations, Plans and Strategy) (N3N5)
To: Assistant Secretary Of The Navy, Manpower and Reserve Affairs (ASN (M&RA))
Subj: DEPARTMENT OF NAVY FORT HOOD INTERNAL REVIEW REPORT
Encl: (1) Navy Fort Hood Internal Review Summary

1. Per Secretary of Defense letter of 29 Jan 2010, the Navy has completed its internal review of our Force Protection and Emergency Response programs, policies and procedures; along with assessments of Navy's ability to identify internal threats. A summary of Navy's review is attached.
2. Navy (Echelon I) developed a holistic risk assessment of threats, combined from terrorism threats, ashore and afloat vulnerabilities, and mission asset criticality, to determine the performance of existing capabilities and the mitigating impacts of proposed initiatives. Concurrently, Navy's components (Echelon II) have reviewed the measures for Shipboard Force Protection Conditions.
3. During the April 2010 Exercises SOLID CURTAIN and CITADEL SHIELD, Navy conducted an extensive review of its C2 relationship and information sharing with Northern Command. Navy's observations reaffirmed its position that existing communications and pathways are fully functional and can fulfill Force Protection requirements to safeguard our Sailors. Furthermore, OSD Homeland Defense and American Security Affairs identified Navy's Threat Management Unit interface to the Joint Terrorism Task Force (as well as unit commanders) as a "DOD best practice" for identifying and managing internal threats.
4. Navy's review contains recommendations categorized by high and low return-on-investment (ROI). Navy intends to begin implementing the high ROI recommendations in FY11. Navy further proposes that low ROI recommendations should compete for resources against existing Anti-Terrorism initiatives and programs.
5. Navy appreciates the opportunity to participate in, and contribute to, the Fort Hood Follow-on Review. My point of contact in this matter is RDML J. R. Haley, Director, Operations and Plans Division (N31), (703) 692-8880.

BW Clingan
B. W. CLINGAN



THE UNDER SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

June 4, 2010

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE (HOMELAND
DEFENSE & AMERICAS' SECURITY AFFAIRS)

SUBJECT: Department of the Navy Fort Hood Internal Review Report

As directed by the Secretary of Defense's January 29, 2010, memorandum, "Follow-On Action on the Findings and Recommendations of the Department of Defense (DoD) Independent Review Related to the Fort Hood Incident," the Department of the Navy (DON) conducted internal reviews to assess the sufficiency and adequacy of:

- DoD/DON military/civilian personnel and personnel security clearance policies and procedures.
- DoD/DON force protection policies and procedures.
- DoD/DON emergency response and response to mass casualty events.
- Support to healthcare providers.
- Information Sharing.

Following the Joint Staff risk management process, DON combined Threat, Vulnerability, Criticality, and Risk Mitigation evaluation criteria to determine the impact of existing and proposed initiatives on mitigating terrorism threats to assess review recommendations. Based on this assessment, DON is implementing the Fort Hood recommendations with the highest potential for efficient impact in Fiscal Year 2010 through Fiscal Year 2012. Higher cost/lower return recommendations will need to compete for resources with other requirements in upcoming planning and budgeting cycles. Realistically, some high cost initiatives are unlikely to be funded given current financial realities.

Implementation of behavioral indicators of violence (recommendations 2.1 and 2.5) and implementation of guidance for maintaining and transferring information about contributing factors and behavioral indicators throughout Service members' careers (recommendation 2.9), require further analyses and a studied methodical approach to implementation. Implementation of religious accommodation (recommendation 2.7) needs, to the greatest extent possible, to be left at Service or Military Department discretion for development of standards and to determine appropriate levels of delegation.

SUBJECT: Department of the Navy Fort Hood Internal Review Report

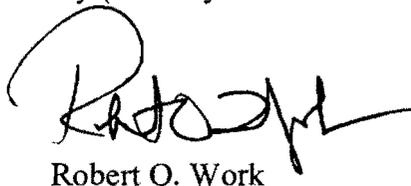
The importance of leadership (the obligation to act and the discretion available to a commander) and the need to consider the impact of proposed policies on civilian personnel were overriding themes that surfaced among various working groups and are worth noting in the final report.

While challenges lay ahead with identifying resource requirements and with implementation of recommendations, it is important to highlight the significant “wins” we have had to date including:

- During Navy Exercises SOLID CURTAIN and CITADEL SHIELD, Navy conducted an extensive review of Command and Control and Information Sharing between Navy and U.S. Northern Command (USNORTHCOM). Navy further identified the Naval Criminal Investigative Service (NCIS) Threat Management Unit (TMU) interface with the Joint Terrorism Task Force and service commanders as a DoD best practice for identifying and managing internal threats.
- Navy Components reviewed DoD Shipboard Force Protection Condition measures and recommended changes are being forwarded for inclusion in the new DoDI 2000.12.
- The Marine Corps developed a Violence Prevention and Response Program incorporating Department of Homeland Security best practices on workplace violence to include behavioral indicators of potentially violent actors.
- The Marine Corps revised their Law Enforcement Manual incorporating civilian law enforcement best practices, to include active shooter response into training certifications for civilian police and security guards.
- The Marine Corps has initiated development of an Information Sharing Fusion Cell.
- The Marine Corps is moving forward with actions to implement a Consolidated Emergency Response System (CERS) at Marine Corps Installations worldwide.

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Detailed summaries of the Navy and the Marine Corps Internal Reviews are attached. The DON appreciates the opportunity to participate in and contribute to the Fort Hood Follow-on Review. My point of contact in this matter is Dr. Russell W. Beland, Deputy Assistant Secretary of the Navy (Military Personnel Policy), at (703) 693-1213.

A handwritten signature in black ink, appearing to read 'R. Work', with a large, stylized initial 'R' at the beginning.

Robert O. Work

Attachments:
As stated



THE UNDER SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

JUN 18 2010

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE (HOMELAND
DEFENSE AND AMERICAS' SECURITY AFFAIRS)

SUBJECT: Department of Defense (DoD) Ft. Hood Follow-On Review Final Report

The Department of the Navy (DON) appreciates the opportunity to review and comment on the final report package. Some language contained in the Implementation of Recommendations requires rework, in particular:

- 2.7 Non-concur. A Guide to Religious Accommodations currently limits the delegation of the tier-one requests approval authority to "no lower than Service Chief or Vice Chief Level." Recommend the following language as it will allow consistency in Service personnel issues: "Tier-one requests maybe delegated by the Secretary concerned, but no lower than the Service Headquarters level, to be executed in accordance with policies establish by the Secretary,..."

- Additionally, even an unofficial guide to religious practice and accommodation may give the appearance of religious preference and invite constitutional challenge from members of other faiths.

- 2.9 Non-concur. Policies to Ensure Commander and Supervisor Access to Information in Personnel Records require refining. Replace the first sentence under "Future Action to Ensure Access to Information in Personnel Records" with:

- "The Under Secretary of Defense for Personnel and Readiness will revise DoDI 1336.08 in consultation with the Services by Sept 2011 to require the Services to have procedures, compliant with statute and information policies, to facilitate and promote the sharing of relevant information between law enforcement and the Services regarding service member behaviors that indicate an increased risk of violent conduct."

- Later reference to "detrimental to good order and discipline" should be deleted. It could be interpreted very broadly and include matters normally addressed through counseling at the supervisory and commander level. This definition would include matters handled by informal counseling, to include letters of instruction and non-punitive letters of caution. The key to these counseling tools is that they are between the supervisor and the member and not intended to be part of a permanent record that could damage perceptions of the gaining command. The recommendation, as drafted, could eliminate the viability of these informal, non-permanent counseling tools.

SUBJECT: Department of Defense (DoD) Ft. Hood Follow-On Review Final Report

- 3.1 Non-concur. Changes to the definition of force protection (FP) and geographic combatant commanders (GCC) roles have Unified Command Plan implications and should be coordinated through formal Joint Staff process vice the Ft. Hood initiative. The following sentences should be deleted: "Second, the current narrow definition of force protection needs to be expanded beyond just hostile threats to address all hazards to conform with Combatant Commands and interagency approaches to the same issue." and "It will also change the definition of 'force protection' to all hazards rather than addressing only man-made hostile threats."

Similarly to recommendation 3.1 above, DON non-concurs with the draft SecDef Memo on FP. DON recommends the following alternative language that removes "all hazards" from this memo:

- "The shooting incident at Fort Hood revealed that the Department's guidance on force protection responsibilities is not well understood. Commanders and leaders at all levels must protect the safety and security of our service members and their families, as well as DoD facilities and critical information. Ultimately, the geographic combatant commanders have responsibility for force protection and are empowered with the command authority necessary to execute this responsibility. DoD Components will comply with force protection direction of the geographic combatant commanders.

Geographic combatant commanders are responsible for the implementation of force protection strategy that preserves the Nation's combat power. Timely sharing of threat information is imperative to protect DoD personnel, infrastructure, and information. Force protection information derived from law enforcement or intelligence sources is often sensitive. However, within the bounds of legislation, intelligence oversight, and DoD policies, all Components must ensure timely dissemination of these and other types of force protection information. To accomplish this, geographic combatant commands will provide specific information requirements to the other DoD components. Upon receipt of these requirements, the other DoD Components will review and update internal policies and procedures within 90 days to ensure the timely sharing of force protection information with the responsible geographic combatant commanders."

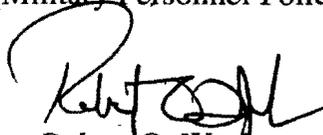
- 4.1, 4.2, 4.4 and 4.5 Non-concur with the language and cost estimates in the formal coordination version. As written, Installation Emergency Management (IEM) measures are mandated for FY-12-16 Program/Budget Review with full operational capability (FOC) in 2014. Given other recent OSD direction, including the 4 June memo on "Improving DoD Business Operations" funding will not be possible in the current programming cycle. DON continues to identify these measures as medium to high cost/low return, so they may not compete strongly with other force protection measures.

- Additionally, DON costs far exceed the estimates in the draft report and completion of certain aspects may not be possible at any cost by 2014.

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- The DON would concur with the OUSD(P) revised language reading: "The Secretary places a high priority on these IEM programs and directs the Services to work with Cost Assessment and Program Evaluation during the FY2012-2016 Integrated Program/Budget Review to develop funding options to achieve FOC no later than 2014."

Additional Service comments are contained in attachments 1 and 2. The DON appreciates the opportunity to participate in and contribute to the Fort Hood Follow-on Review Final Report. My point of contact in this matter is Dr. Russell W. Beland, Deputy Assistant Secretary of the Navy (Military Personnel Policy), at (703) 693-1213.



Robert O. Work

Attachments:
As stated