



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL  
455 MCNAIR AVENUE, SUITE 100  
FORT SILL, OKLAHOMA 73503

OCT 13 2023

ATZR-C

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: CG Policy Memorandum #5E, Trust, Teamwork and Cohesion: At-Risk Behavior Mitigation Review

1. Purpose. This policy is applicable to all military personnel under the Senior Commander's operational control on Fort Sill. This policy defines the Fort Sill Personnel Risk Reduction Policy and Command responsibilities.

2. This policy does not pertain to any actions or requirements associated with the following:

a. Sexual Assault Review Board (SARB) High Risk Response Team (HRRT), in accordance with Army Regulation 600-20, 24 July 2020.

b. Behavioral Health At-Risk Case Tracking (ARCT) enrollment and tracking requirements outlined in OTSG/MEDCOM Policy Memorandum 21-011, dated 09 February 2021.

3. Definitions.

a. Low-Risk. Soldier has no significant issues or issues for which he/she is receiving appropriate support. Potential for adverse outcomes appears to be low.

b. Moderate-Risk. Behaviors or concerns that place the Soldier at-risk of serious problems if not addressed through appropriate actions; Soldier exhibiting a pattern of serious risk-taking behavior.

c. High-Risk. Behaviors or concerns that potentially place the Soldier or others in danger or harm's way, life threatening risk-taking behavior or jeopardizing team members' safety.

4. Policy. All leaders are responsible and accountable for safety. All Commanders, leaders and supervisors will encourage help-seeking behaviors at all levels.

a. Battalion and below Commanders meet monthly with subordinate leaders and associated professionals to review risk behaviors and mitigation strategies for all personnel where appropriate. Special emphasis should be taken with those identified as moderate or high risk.

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b. O-6 level Commanders/Directors will conduct a review of all moderate and high-risk personnel quarterly through the use of the unit Ready and Resilient Team (R2T) process.

c. My intent is that any Soldier identified as a potential harm to themselves or a harm to others will be monitored as moderate or high risk for a minimum of twelve months (or through upcoming battery-level change of command) following a significant incident and will be cleared by behavioral health before downgrading risk.

d. Command teams at all levels will provide face-to-face overviews of all moderate and high-risk personnel to incoming command teams in order to maintain visibility and continuity of care.

e. Brigade commanders are the sole decision authority to downgrade moderate and high-risk personnel. This authority cannot be delegated.

5. Samples of optional formats of "Soldier Risk Review Cards" can be found at the enclosures 1 thru 4.

6. The point of contact for this memorandum is the Community Ready and Resilient Integration office at (580) 558-0113.



WINSTON P. BROOKS  
Major General, USA  
Commanding

4 Encls

1. Soldier Risk Review Card Example 1
2. Soldier Risk Review Card Example 2
3. Soldier Risk Review Card Example 3
4. Soldier Risk Review Card Example 4

DISTRIBUTION:

Fort Sill Intranet  
30th ADA BDE  
31st ADA BDE  
75th FA BDE  
428th FA BDE  
434th FA BDE  
MEDDAC  
DENTAC  
U.S. Army Garrison  
Headquarters Detachment

**Encl 1: SOLDIER RISK REVIEW CARD****EXAMPLE**

<b>Soldier Name</b>	SSG Snuffy, Joseph (LAST FOUR: 1234)
<b>Date Identified as risk</b>	January 2021
<b>Risk Level</b>	High
<b>Age/Gender/MOS/TIS</b>	23/Male/13B/3 years
<b># of Deployments</b>	1
<b>Presenting Concerns</b>	Has concerns of suicidal ideations, received life changing medical news that could impact mental state and increase thoughts of suicide.
<b>Past Stressors</b>	Few social contacts, made statements about committing suicide, referred to Southwest because of thoughts of suicide, medical concerns, ETS from the military, job responsibility.
<b>Past Interventions</b>	Referred and cleared by Some County Medical Center, leadership checking in on Soldier/calling regularly, saw behavior health, removed from position to reduce job stress and allow for time for preparing to ETS, holding firearms in the Battery Arms Room.
<b>Current Plan</b>	Continue contact from leaders, continue to urge Soldier to make BH appointments, continue to hold onto fire arms. Behavior Health has lowered SSG Snuffy to Low Risk per ARCT, has shown improvements.
<b>Criteria for Removal</b>	ETS November 2021

# EXAMPLE

## Encl 2: SOLDIER RISK REVIEW CARD

Insert Photo  
(if available)

DATE REVIEWED	RISK LEVEL
19 Jul 21	Moderate

RISK FACTOR		RISK FACTOR	
BH Diagnosis	X	Court Martial	X
Anger Issues		UCMJ	
Relationship		Civilian Legal	
Family		Medical issues	X
Financial		MEB	X
Unit / Work		APFT Failure	
Substance Abuse		Exceeds HT-WT	
Chapter Action		Rank Reduction	
Self Esteem		Alcohol	
Suicide Event		POWs	

**Soldier Info (ERB/ORB Data)**  
**Position:** Surplus Soldier  
**TIS:** 10 Years 8 months  
**Race:** Caucasian  
**Gender:** Male  
**Age:** 31  
**Flag:** MA  
**Security Clearance:** Revoked  
**Marital Status:** Divorced  
**Dependents:** 0  
**Accompanied:** No  
**Residence:** Off post (1508 Name Street, Lawton OK 73501)  
**CoC Home visit:** N/A

**Work Status:**  
**Supervisor:** MSG Sergeant  
**Battle Buddy:** SFC Officer/ SSG Friend  
**CDR:** CPT Person  
**1SG:** 1SG People  
**ETS:** 20220930  
**Performance:** Works well

### Background Information:

#### Commander Assessment:

#### Causes:

**Medical: Completed MEB**

**Red Meds/Narcotics:** Hydroxyzine, fluoxetine, Nortriptyline, Prazosin, Viagra, lidocaine patch, Diclofenac Sodium topical gel

**Stressors/ Indicators:** Anger issues, gets upset over self admitted trivial things. He just lost his mother 02-April-2021. February 2021 SM lost his brother in-law.

**POW:** Yes; secured in off-post residence

### Action Plan:

- Seeking Counseling/Daily touchpoints w/ SM.
- **Recommendation:** Continue to monitor closely.

High Moderate Low



# Enc 4: SOLDIER RISK REVIEW CARD

**EXAMPLE**

As of: DD-MM-YY

**Risk Level** **Retain** **Chapter Action**

**L** **M** **H** **XH** **N** **Y**

**Type of Risk**

Substance Abuse, Safety violations

**Transitions** **Date** **Medical Overview**

<b>Marriage</b>	DD MM YY	Profile: broke back in car accident (as of date)
<b>Child Birth</b>	DD MM YY	
<b>Divorce/Sep</b>	DD MM YY	
<b>Death of FM</b>	DD MM YY	
<b>Change Unit</b>	DD MM YY	
<b>MEB/MMRB</b>	DD MM YY	
<b>Chapter</b>	DD MM YY	
<b>ETS/Retire</b>	DD MM YY	
<b>Prolonged Stress</b>		
<b>Career Failure</b>		
<b>Relationship Failure</b>		
<b>Financial Trouble</b>		
<b>Legal Trouble</b>		

**Dr/Manager** **Appt Schedule Prescriptions**

PT-RAHC	0900-1130 Tues (1X/wk)	Hydrocodone for Pain
Sleep Clinic-RAHC	Weekly check	Ambien for Sleep
MFLC	Fridays	n/a

**Previous Incidents**

<b>Discipline</b>	Reduced in rank
<b>Behavioral</b>	ASAP, BH, FAP
<b>Investigations</b>	DV, Possession (paraphernalia)

**Leader Engagement Summary (Plan of Action)**

Date	Control Person	Comments
DD MM YY	SGT Brown	Counsel SM
DD MM YY	S1, CPT Blue	Bar to reenlistment placed/Flagged
DD MM YY	SJA & S1	Sign Chapter Packet
DD MM YY	Surg, MAJ Purple	Chapter Physical

**Risk Timeline**

DD MM YY	Attempted suicide in Iraq after daughter's death
DD MM YY	Domestic Violence (72 hr No Contact)
DD MM YY	Domestic Violence (72 hr No Contact)
DD MM YY	One car accident, totaled car in VA (unauthorized leave)
DD MM YY	Positive UA

**Risk Trend**

<b>Drastic Decrease</b>	<b>Gradual Decrease</b>	<b>Stable</b>	<b>Gradual Increase</b>	<b>Drastic Increase</b>
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<b>Name</b>	PFC Doe, John O		
<b>DOB</b>	15 Sep 90	<b>Yrs Married</b>	1.5
<b>MOS</b>	11B	<b>Yrs Srvc</b>	4y6m
<b>NOK</b>	Doe, Jack (Father)		
<b>Buddy</b>	PFC Snuffy, James K		
<b>Yr of Srvc</b>	4y6m	<b>Time on Station</b>	2y4m
<b>Time on Station</b>	2y4m	<b># Total Months</b>	4

**Deploy Hist** **Dates** 2010-2011

**Address** 123 Someroad Blvd, City, State 98765

**Phone** 123-456-7890

**Spouse** Doe, Jane

**#Children** 1 **Names** Julie (5y)

**Background**

<b>ACFT</b>	Pass	<b>Weight Mgmt</b>	Flag
<b>Profile</b>	<b>Date</b> 21 Aug 11	+30	+90
<b>HW Chk</b>	<b>Date</b> 13 Nov 11	Note	+120

**Leader Comments**

<b>Physical</b>	
<b>Emotional</b>	Dealing with loss of marriage
<b>Social</b>	
<b>Family</b>	Divorce filed while deployed
<b>Spiritual</b>	Loss of faith
<b>Tactical</b>	