

VICTORY JOURNAL

316TH SUSTAINMENT COMMAND (EXPEDITIONARY)





Sustain the Victory!

316th Sustainment Command
(Expeditionary)

Brig. Gen.

Richard C. Staats
316th ESC Commander

Mr. Ken Walter
316th ESC CXO

Command Sgt. Maj.
Johnny McPeek
316th ESC CSM

Public Affairs Officer
Maj. Julius Penn

Public Affairs NCO
Master Sgt. D. Keith Johnson
Sgt. Christopher Bigelow
Spc. Sophia Klevemann

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Dear Army Family,

Beloved Ann and I would like to take this opportunity to thank you for what you do every day to make the 316th ESC a great command and for helping to keep our nation safe and secure.

At this time of year, our thoughts turn to our friends, families, and communities. They are why we all do what we do.

Please join us in remembering those soldiers who will not be able to see their family and friends for the holidays. We will keep them in our thoughts and prayers.

Beloved Ann and I appreciate all of you, and we want to see you safe and healthy in the New Year. So, please be careful on the road and in all your activities.

Sometimes Army folks over-commit, and it is easy to be down a few hours of sleep. Lack of sleep can hinder and harm as much as drinking and driving. Please don't drive while impaired.

We are looking forward to our many Army activities after the New Year including the WAREX and our Annual Training gathering.



Brig. Gen Richard Staats
Commanding General
316th ESC

Beloved Ann and I wish you had a safe, healthy, and happy holidays!

In service,
BG Staats, beloved Ann

HHC, 316th Sustainment Command (Expeditionary) will conduct Active Guard Reserve (AGR) and Troop Program Unit (TPU) Junior Enlisted Promotion Boards on the following dates:

2d Quarter FY15 – 21 March 2015.

3d Quarter FY15 – 27 June 2015.

4th Quarter FY15 – 12 September 2015.

Board announcements will be prepared and distributed 60 days prior to the established board date to enable all eligible Soldiers to submit a promotion packet for consideration.

Point of contact for this action is SGM Greg Pendel, G-1 SGM, at (703) 806-5319 or gregory.j.pendel.mil@mail.mil.



Front: Command Sgt. Major Johnny McPeek, command sergeant major of the 316th Sustainment Command (Expeditionary), left, and Col. Richard Staats, incoming commander of the 316th ESC, slice the ceremonial cake after the 316th ESC's change of responsibility ceremony, at the T/Sgt Vernon McGarity U.S. Army Reserve Center, Coraopolis, Pa., Sept. 13, 2014. (U.S. Army photo by Sgt. Dalton Smith/Released

Command Comments

As the newly appointed Command Sergeant Major of this elite unit, I would like to say thank you to all for this opportunity to serve. I am very eager to help move this Command further into the future, and I am willing to go the extra mile for the Soldiers.

The Holiday Season is behind us, and as we focus upon the new year, we must keep in mind Safety as we visit our family and friends. Do not drink, text, or message while you drive. You are important to this unit, this Nation, and its security. We must stay 'safety focused' at all times.

I want to encourage the leaders to be just that:

Leaders. I have learned from several deployments that training and education is the key to success, plus being motivated and loving what you do always makes the job much easier. Training must be world class in order to stay prepared for the future protection of this great Nation.

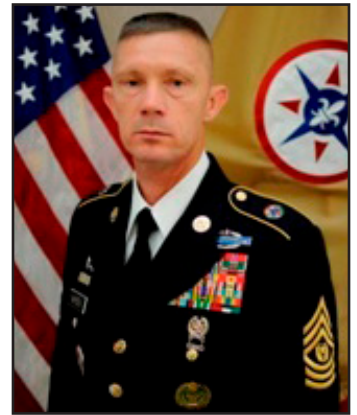
Brig. Gen. Staats says: "I expect leaders to be technically and tactically proficient in their MOS, always be value added, and most of all, enjoy being part of this Team by making it fun and creating a work place that everyone wants to part of." I could not agree more. Sweating in training will prevent the spillage of blood on the

battle field.

As we head into complex times, we must be able to understand what our Soldiers have been through over the past 12 to 13 years of war. Everyone can take a knee now and then, but you are not allowed to take a nap. Stay focused; think outside the box with those areas in which have been problem areas within Soldier readiness.

I would encourage every Soldier to take advantage of their educational benefits. This opens up vast employment opportunities, not only in the military, but in the civilian work place as well.

Most of all, thank your Spouse and family who al-



Command Sgt. Maj.
Johnny M. McPeck
316th Command Sgt. Major

low you to be a part of this military, and to be able to care and protect the rights of those who live here.

Last but never least, be a Soldier even when no one is watching; always do the right thing regardless of the outcome. This way you are always a winner.



Soldiers and Family Members (18 & older) may contact 316 ESC Sexual Assault Response Coordinator (SARC) for questions/concerns of Sexual Harassment and Sexual Assault incidents.

Please contact:

Mrs. Christina Lunardini Work: 412-604-8198 BB: 724-719-1801 24 hours/day

Service Members may also contact the DoD Safe Helpline at 877-995-5247 24 hours a day for anonymous one-on-one crisis support.



Command Comments

The best part of being a warrant officer is the opportunity to make a big impact within our units through mentoring enlisted Soldiers, other warrants, and officers. Warrant officers have the opportunity to provide small group, team, and one-on-one training in technical and management tasks to develop all our Soldiers into highly professional and technically proficient leaders.

Experience and training from our assignments is one part of leader development – experiential learning; this is also the ground level way we develop our Soldiers who have the drive and motivation to warrant an appointment as an Army Reserve warrant officer. Another side of leader development involves completing required professional military education (PME) – the milestones for career progression but

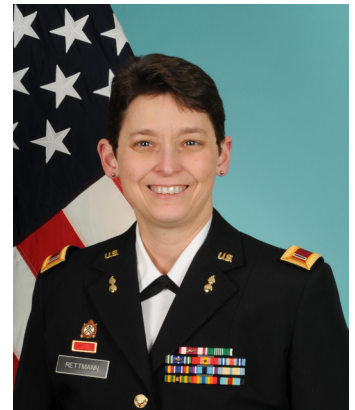
also the stepping stones for our technical leader development and that of our Soldiers. Every Soldier should look at their professional career path and lay out their windows for PME against other life events and plan ahead to accomplish these professional goals.

Warrant Officers provide the technical expertise needed as the Army transitions from an Army at war to an Army of Preparation. Changes in the Army make warrant officer subject matter experts even more critical. As units return from deployment and the Army focuses on getting back to basics, Soldiers are now required to perform more technical tasks than in previous years. The most important thing we do as leaders in peacetime is train Soldiers so they are technically and tactically proficient for success when called on to deploy.

Every training event provides opportunities for building skill proficiency in multiple areas and specialties.

We need warrant officers in key positions across the Army Reserve to provide the technical expertise to enable successful mission accomplishment. I have had the honor of being selected as your Command Chief Warrant Officer. I have been identifying mentors from within the command to assist, guide, and mentor our warrant officer candidates in your respective areas (location and specialty).

If you are a Soldier who is interested in exploring the opportunities in the Warrant Officer Corps, the 316th ESC is looking for Soldiers who are self-confident, dependable, technically and tactically proficient, ethical and moral leaders who are able to grasp complex problems and develop effective so-



**Chief Warrant Officer 5
Nicole Rettman
Command CWO, 316th ESC**

lutions to them.

For more information on specific Warrant Officer MOS requirements visit the USAREC Warrant Officer Recruiting page at: www.usarec.army.mil. All of these MOS requirements are achievable, if you want to be a warrant officer. If that is your goal, talk to the warrant officers in your unit or battalion; talk to me or talk to the special mission recruiters at ARCD (<http://stayarmyreserve.army.mil/cmo/cmo.html>). There is help available, just ask.

RLAS Pay Update Message (Dec.29, 2014) for Army Reserve Soldiers:

Technicians are working overtime troubleshooting the malfunction of the Army Reserve Business Software. This system handles pay, orders, transfers and other personnel transactions.

Army Reserve Soldiers are getting paid, just at a slightly slower rate.

Anything that the business software suite would have handled is now being completed via an alternate method.

December's Battle Assembly pay has been processed for the majority of Army Reserve Soldiers, with pay arriving this week. The remaining Soldiers should be paid the first week in January. Future pay delays will depend on the length of the system troubles and the volume of pay transactions.

If you have questions on the status of your pay, please contact your unit administrator. If the delay in pay places a significant financial burden upon you and your family please know there are resources available if necessary. Reach out to your chain of command or contact Fort Family at 866-345-8248, 24/7.



Bring It Home

(Your Professional Discipline)



2014 Army Reserve Best Warrior Competition
Joint Base McGuire-Dix-Lakehurst, N.J.

Commander Army Reserve

January 2015

Hearing Protection ☐ Block It Out!

- “In 2006, there were over 55,864 veterans’ compensation cases awarded for hearing loss, costing over 900 million dollars.
- Between 2001 and 2006, there was an increase of 319% in compensation payments for hearing loss as the primary disability.
- This increase includes all work-related hearing loss disabilities. Hearing loss is the second most common new disability awarded by the Department of Veterans Affairs (VA). Tinnitus (such as noises, ringing, or humming sounds in the ears) is the most common disability awarded by the VA.”

Hearing conservation programs are required because hearing loss is both permanent and debilitating. Noise-induced hearing loss is a tactical risk. It threatens the individual (on and away from duty) and decrements a units combat effectiveness.

Military operations (range, aircraft) can be dangerously loud causing immediate and permanent hearing loss.

A more insidious cause of permanent hearing loss comes from a repeated and long term exposure to noise (perhaps not even painful!) without wearing protection.

- You lose a bit at a time over years with repeated exposure to heavy equipment, construction sites and even warehouse operations.
- Home tools like string line trimmers, pneumatic hand tools, air compressors and grinders all easily exceed safe levels of noise.
- Loud music in your car, ear buds or at a concert can cause permanent damage and it’s up to you to keep it at a safe level.

Hearing protection ranging from the simple soft expanding earplugs to sophisticated tank and aircraft helmets are designed to reduce noise levels to non damaging levels, but they must be used to be effective.

Any loss can affect your health, your well-being and your ability to safely accomplish both Family activities and Army Reserve mission.

☐ **Bring It Home** ☐ and RESOLVE FOR THE NEW YEAR to use your knowledge of hearing conservation to protect this most fragile sense. The quality of your hearing directly impacts your quality of life as a Citizen and your survivability and lethality as a Soldier.

Reference:

Department of Defense Hearing Center of Excellence <http://hearing.health.mil/PoliciesAndDirectives/Army.aspx> and Army Hearing Program ST 4-02.501 1 February 2008, paragraph 1-10 http://militaryaudiology.org/site/wp-content/images/st_4_02_501.pdf

A fallen police officer and member of the US Army Reserve is honored

By Maj. Julius Penn
316th ESC PAO

Sgt. Richard A. Champion, a Perryopolis, Pa., police officer, and a member of the 475th Quartermaster Company (Petroleum), Detachment 2, was killed in the line of duty Dec. 14, 2014.

Champion had pulled out to chase a speeder when a vehicle turned left into his path causing a collision. As a result, Sgt Champion was knocked unconscious in his police car. The patrol car caught on fire after the collision. Bystanders tried to smash the glass to extract him but were unsuccessful. Sgt Champion died at the scene.

On Friday, Dec. 19, family, friends, Soldiers

and over 1,000 law enforcement personnel gathered for a solemn farewell and to salute a fallen comrade.

Col. Curtis Rock Henry, Chief of Staff for the 316th Sustainment Command (Expeditionary) presented Richard's wife, Dawn Champion, also a U.S. Army Reserve Soldier, with the flag and whispered words of comfort. Members of the 316th ESC color guard fired a three volley salute in Sgt. Champion's honor as other service members stood in attendance. The 475th falls under the responsibility of the 316th ESC.

A repeated theme throughout the funeral was service and that Sgt. Champion was someone



Members of the 316th ESC Honor Guard salute during the funeral ceremony.

who cared deeply about the Soldiers.

The final paragraph of the Noncommissioned Officer creed is, "I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned

Officers, leaders."

Perryopolis police Chief Roger Beadling said, "He was a very dedicated police officer. His military training played a big role. Very knowledgeable guy, and a very good guy to work with."

"He was a true champion."



Law enforcement officers presented a salute during the funeral.



Members of the U.S. Army Reserve attended the funeral.

Check out local news reports for more information:

<http://www.post-gazette.com/local/region/2014/12/14/Perryopolis-police-officer-dead-after-two-vehicle-crash-on-Route-51/stories/201412140221>

<http://www.wtae.com/news/funeral-for-perryopolis-police-officer-killed-in-crash-today/30314524>

Operation Full Court Press



Members of the 316th Sustainment Command (Expeditionary) raise their right hands and reenlist during a mass enlistment/reenlistment ceremony at the end of the Steel City Salute to the Troops parade held at Point Park in downtown Pittsburgh, Nov. 8, 2014. The mass group included Army, Navy and Air Force inductees and service members reenlisting. (U.S. Army photo by Master Sgt. D. Keith Johnson/Released)

Operation FULL COURT PRESS is the Army Reserve's effort to reach the congressionally mandated end strength of 202,000 Soldiers. Currently the Army Reserve is at 196,000 and we need Leader and Soldier engagement to ensure we meet our goals!

Over the next few months, the 316TH ESC will take the necessary actions to surpass its required

end strength of 8,451 through focused support of the greatest asset of the Army - Soldiers – via Operation FULL COURT PRESS.

This mission focuses on four Lines of Effort: Retention, Recruiting, Training and Administration. Simply put, we must retain our Soldiers and ensure they are aware of

the incredible opportunities the US Army Reserve offers them. Soldier referrals are a great way to increase our end strength, as such, Soldiers are asked to speak to their peers,

"The greatest asset of the United States Army aren't our tanks or our helicopters or our sophisticated weapon systems. They are our people. You are what make ours the best and most powerful military in the world." -- Army Vice Chief of Staff Gen. Lloyd J. Austin III.

friends and family members about joining the Army Reserve.

This operation embraces cultural and procedural changes that reverse the pattern of declining personnel strength in order to enable Command Teams, Leaders, Officers, Noncommissioned Officers, and Soldiers the opportunity to maxi-

mize operational readiness and agility.

Operation FULL COURT PRESS translates into more flexible Rescheduled Training (RST) policies for TPU Soldiers, as well as increased administrative support for flagged Soldiers in their reenlistment windows. In conjunction with the FY15 Selected Reserve Incentive Programs, the 316TH ESC will work directly with recruiting partners to access motivated Soldiers into our ranks.

This operation also increases promotion board opportunities for junior enlisted Soldiers, while simultaneously providing sponsorship opportunities to grow young leaders within our formation.

Leaders are reminded that it is teaching, coaching, mentoring, and caring that communicates to every Soldier that he / she is a valued member of the Army Reserve team. It is also this sense of being a stake-

holder that is the truest incentive for any Soldier to continue their Army Reserve membership.

Meeting and maintaining the mandated end strength is a complex strategy

that requires unity of effort at all levels of command.

It is very important that every assigned 316TH ESC Soldier understands the importance of this mission, and their individual responsibilities in support of the United States Army Reserve.

SUSTAIN THE VICTORY!

For more information, read the article on the US Army Reserve webpage:
<http://www.usar.army.mil/resources/Pages/Operation-Full-Court-Press-key-to-retaining.aspx>

316th ESC Facebook: <https://www.facebook.com/#!/316thESC>

Stronger relationships mean a stronger Army Reserve

By CH (Lt. Col.) Birch Carleton

What is the Strong Bonds program?

Strong Bonds is a chaplain-led program for commanders which builds relationship resiliency. The Strong Bonds mission is to increase Soldier and Family readiness through relationship education and skills training.

Four Strong Bonds programs applied to the Army Force Generation cycle help Single-Soldiers, Couples and Families to thrive in the turbulence of the military environment.

Attendees voluntarily participate in a Strong Bonds offsite retreat format designed to maximize relationship training impact. The retreat or “get away” provides an emotionally safe and secure training environment in which to address the effect of military lifestyle stressors.

What has the Army done?

Beginning in 1999, with four events and 90 couples in the 25th Infantry Division, Hawaii, Strong Bonds has spread throughout the Active and Reserve Components of the Army.

In 2004, the US Code was amended to allow command funding for “chaplain-led programs to assist members of the armed forces ... in building and maintaining a strong family structure,” (Title 10, ~1789).

In FY 2010, the Army completed the third year of a five-year longitudinal study evaluating the outcomes of the Strong Bonds training program. Preliminary outcomes show a fifty percent lower rate in divorce with an increase in marital satisfaction for participants.

What continued efforts does the Army have planned for the future?

The Army continues to provide relationship training tools and make them available to Soldiers and their Families. For Fiscal Year 2011, commanders from the Active Army, the National Guard and the Army Reserve have planned more than 5,000 Strong Bonds events including units and Soldiers geographically dispersed from military installations.

Why is this important to the Army?

Healthy relationships contribute to the maintenance of a healthy Army and a secure future force. With increasing demands placed on Soldiers and Families, to include both frequent deployments and duty relocations, intimate relationships are fully tested.

Research shows that training in communication skills, intimacy, and conflict management increases marital satisfaction and reduces rates of Family violence.

Building Army Family resiliency is part of a strategic approach to cope with the high operational demand placed on today's Army.

<https://www.strongbonds.org/skins/strongbonds/home.aspx>

316th ESC DVIDS: <http://www.dvidshub.net/unit/316ESC>



FY 2015 CALENDAR

SCHEDULE SUBJECT TO CHANGE

DATE	LOCATION	TYPE	REGISTRATION DEADLINE
31 October □ 2 November	Philadelphia, PA	Single Married	30 September 2014
5-7 December	Newport, RI	Married	5 November 2014
9-11 January	Baltimore, MD	Single Married	9 December 2014
20-22 February	Hershey Lodge Hershey, PA	Married	20 January 2015
20-22 March	Great Wolf Lodge Fitchburg, MA	Single Married	20 February 2015
16-19 April	Williamsburg, VA	Single Married Family	16 March 2015
15-17 May	Great Escape Queensbury, NY	Family	15 April 2015
12-14 June	Pittsburgh, PA	Single Married	12 May 2015
9-12 July	Harrisburg/Hershey, PA	Married Family	9 June 2015
30 July □ 2 August	Burlington, VT	Single Married	30 June 2015
27-30 August	Gaylord National National Harbor, MD	Married	27 July 2015
11-13 September	VA Beach, VA	Single Married	11 August 2015
25-27 September	Niagara Falls, NY	Single Married	25 August 2015

To register visit:

<http://www.cvent.com/d/ccq3gj/6T>

You must select an event within 350 miles from your current residence

Travel is by POV or Authorized Rental Car ONLY

Questions?

usarmy.usarc.99-rsc.mbx.strongbonds@mail.mil

609-638-1359



88th RSC Strong Bonds Schedule

Published 15 Nov 14
FISCAL YEAR 2015



Date of Training	Location	Type of Training
23-25 January	St. Louis, MO	Married
6-8 February	Portland, OR	Married/Single
20-22 February	Kansas City, MO	Married/Single
13-15 March	Salt Lake City, UT	Married
24-26 April	Minneapolis, MN	Married
12-14 June	Indianapolis, IN	Married
9-12 July	Seattle, WA	Family
23-26 July	Minneapolis, MN	Family
6-9 August	Indianapolis, IN	Family
28-30 August	Denver, CO	Married/Single

NOTES

1. Schedule is subject to change and available funding.
2. Childcare is only available at Family Events, it is NOT available at Married or Single Events.
3. Basic Eligibility:
 - Must live within the 88th RSC
 - Attend a training event within **400** miles of residence. See Program MOI for more details.
4. Soldiers wishing to attend a Family Training Event must have one child who is at least 7 years old. All family members must be enrolled in DEERS.
5. Soldier and spouse must be legally married to attend a Married Training event, with spouse enrolled in DEERS.
6. Soldiers must utilize DTS for all travel to Strong Bonds Training.
7. Register using the 88th SB registration form, not the Strong Bonds website

Email usarmy.usarc.88-rsc.list.chaplain-strongbonds@mail.mil or call the Strong Bonds team at **608-388-0542** to receive registration material.

88th RSC Facebook page: www.facebook.com/88thRSCStrongBonds

For additional information visit: www.strongbonds.org

For Soldiers living in the 63rd RSC area, please contact the 63rd StrongBonds group at usarmy.usarc.63-rrc.mbx.rsc063strongbonds@mail.mil

For Soldiers living in the 81stRSC area, please contact the 81st StrongBonds group at usarmy.usarc.81-rsc.mbx.strongbonds@mail.mil

316th ESC Facebook: <https://www.facebook.com/#!/316thESC>



Army Reserve Child, Youth & School Services (CYSS)

The CYSS mission is support readiness and quality of life of Families by reducing the conflict between military mission requirements and parental responsibilities. CYSS Specialists support Children connected to the Army Reserve. Supporting the Children of Soldiers allows Soldiers (and their commands) to better focus on the mission, knowing their Families are receiving the care and support they need.

CYSS Specialists assist Soldiers and Families in finding child care and Youth supervision center/programs in the communities they reside. CYSS Specialists also connect Families to national and local DoD, Army, and Army Reserve partners that provide services/programs to Army Reserve Soldiers/Families within their community.

The core service areas of CYSS include the following: partner with local and national organizations to meet the needs and add to the quality of life of Army Reserve Families, provide Youth development programs for Army Reserve Children and Teens, such as Youth Leadership and Development Summits (YLEAD), Army Reserve Teen Panel (ARTP), and weekend enrichment activities, assist Families in finding affordable child care within their community, provide programming at command events, and provide information to the command in the form of briefings and newsletters.

CYSS consist of School Support Services, as well. School Service Specialists provide assistance with educational resources and information necessary to achieve academic success. This service is delivered by supporting the student's transition and Soldier Life Cycle, providing education and awareness for parents, and serving as a link from the command to the school and community.

The 316TH ESC CYSS Specialists are School Services Specialist, Ty Beck, Youth Services Specialist, Vicki Buck, and Youth Services Specialist, Clarence Washington. More information about CYSS can be found at www.arfp.org/cyss.

Dr Martin Luther King Jr Day

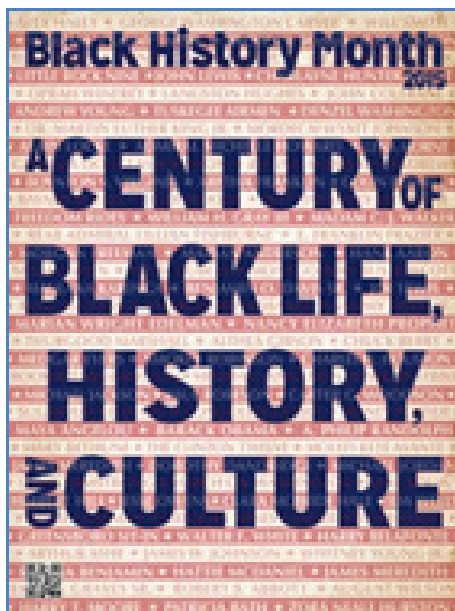


Each third Monday in January, America pauses to celebrate Rev Dr Martin Luther King Jr Day. Dr King was a Baptist minister and chief spokesman for nonviolent activism during the civil rights movement. With the help of millions of Americans, Dr King brought to the world's attention how unfairly Black Americans were treated. His strong leadership and unprecedented power of speech gave people the faith and courage to keep working peacefully towards full equality. We use MLK Jr Day to remember his fight for the freedom, equality, and dignity of all races and peoples and to remember that this message of social change came nonviolently through education and peaceful demonstrations.

Dr King was awarded the Nobel Peace Prize in 1964. He is also credited with being the driving force behind watershed events such as the Montgomery Bus Boycott and the March on Washington, which helped bring about landmark legislation like the Civil Rights Act of 1964 and the Voting Rights Act of 1965. On 4 April 1968, Dr King was hit by a sniper's bullet and assassinated while standing on the balcony in front of his motel room in Memphis, Tennessee.

2015 Theme: "Remember! Celebrate! Act!A Day ON NOT a Day OFF"

Black History Month



February 1st marks the beginning of African American/Black History Month, a national annual observance since 1926 honoring and celebrating the achievements of Black and African Americans. Black History Month is a remembrance of the events in the history of the African Diaspora, and it is during this month that we as a nation pay tribute to the generations of African Americans who struggled with adversity in order to achieve full citizenship in American society.

While the accomplishments of African-Americans should be celebrated all year long, February is the month when we focus on the contributions Black Americans have made in our society. In celebrating Black History Month, we should remember that there is still serious work to be done; we should consider that school textbooks and programs only briefly mention Blacks in American history, and barely mention Africans in world history. During this month, we pause to recognize the extraordinary achievements of African Americans, their essential role in shaping the story of America, and we promote awareness of African American history to the general public. In honor of the courage and contributions of all Black and African Americans, during the month of February we are called to carry forward the promise of America for our children.

2015 Theme: "A Century of Black life, History and Culture"

316th ESC Facebook: <https://www.facebook.com/#!/316thESC>

Through the Lens...

Random photos from around the command



Above: Leadership of the 157th Combat Sustainment Support Battalion and the 233rd Quartermaster Company take turns as servers during their Holiday Party Dec. 13, 2014, in Horsham, Pa.



Above: 316th Sustainment Command (Expeditionary) chief of staff Col. Curtis Henry address West Virginia State University graduates during a commissioning ceremony at the West Virginia State Capital in Charleston, W.V., Dec. 12, 2014.



Left: Mom and daughter say goodbye during a deployment ceremony for the 389th Combat Sustainment Support Battalion Jan. 4, 2015, at Fort Totten, N.Y.

Right: Members of the 316th Sustainment Command (Expeditionary) march past the reviewing stand during the Steel City Salute to the Troops parade held in downtown Pittsburgh, Nov. 8, 2014. The 316th Sustainment Command (Expeditionary) is a U.S. Army Reserve unit based in Coraopolis, Pa.



Left: Brig. Gen. Richard Staats, commanding general of the 316th Sustainment Command (Expeditionary), briefs Judge Advocates and paralegals on his military justice and leadership philosophy during their Military Justice Online- Reserve Workshop held at the Vernon T. McGarity Army Reserve Center in Coraopolis, Pa.



Don't deal with a problem alone. Reach out to a helping hand!

- ▶ Talk to your Battle Buddy and chain of command
- ▶ Call the Military Crisis Line at 1-800-273-TALK (8255) and press "1" for Military Crisis Line

It takes COURAGE to ask for help when needed



Suicide
Prevention
Resources

phc.amedd.army.mil

USAPHC
U.S. ARMY PUBLIC HEALTH COMMAND

TA-148-0812