



DCN 7593 *DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION*  
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*August 1, 2005*  
*JCS #39*

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*The Honorable Anthony J. Principi*

*Commissioners:*  
*The Honorable James H. Bilbray*  
*The Honorable Philip E. Coyle, III*  
*Admiral Harold W. Gehman, Jr., USN (Ret.)*  
*The Honorable James V. Hansen*  
*General James T. Hill, USA (Ret.)*  
*General Lloyd W. Newton, USAF (Ret.)*  
*The Honorable Samuel K. Skinner*  
*Brigadier General Sue Ellen Turner, USAF (Ret.)*

*Executive Director:*  
*Charles Battaglia*

*Mr. Bob Meyer*  
*Director*  
*BRAC Clearinghouse*  
*1401 Oak St.*  
*Roslyn VA 22209*

*Dear Mr. Meyer:*

*I respectfully request a written response from the Department of Defense concerning the following request:*

*What military reserve units (or individual IMAs) are assigned to, or drill at, TRANSCOM Headquarters and Air Mobility Command Headquarters? What are their current duties (i.e. watch standing, administrative support, etc.), and what duties will they perform if the recommendation is approved?*

*I would appreciate your response by August 4, 2005. Please provide a control number for this request and do not hesitate to contact me or James Durso, the requesting analyst, for further information concerning this request.*

*Yours sincerely,*

*Frank Cirillo*  
*Director*  
*Review & Analysis*



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
DEPUTY CHIEF OF STAFF, G-8  
700 ARMY PENTAGON  
WASHINGTON DC 20310-0700  
HSA-JCSG-D-05-503

DAPR-ZB

16 August 2005

**MEMORANDUM FOR OSD BRAC CLEARINGHOUSE**

**SUBJECT: OSD BRAC Clearinghouse Tasker C0774 and C0855 – Reserve Units and IMAs at USTRANSCOM HQ and AMC HQ**

1. Reference e-mail, BRAC Commission Staff, 8 August 2005, subject as above.
2. Issue/Question:

Please identify the military Reserve units and the number of individual Reservists (IMAs) that drill at the Headquarters, US Transportation Command and the Headquarters, Air Mobility Command at Scott AFB, IL.

3. Response:

Enclosure from USTRANSCOM HQ (J-5) indicates the numbers of reservists who drill at TRANSCOM HQ and Air Mobility Command HQ. The AMC data includes both Title 10 positions, i.e. those positions that are not part of the consolidation scenario, and non-Title 10 positions that are affected by consolidation.

Per our guidance, USTRANSCOM focused on the benefits gained by merging functions and consolidating operations from an active duty perspective. As a result, all projected savings for the DoD USTRANSCOM recommendation were applied to full-time officers, enlisted, civilians and contractors in the non-Title 10 positions included in the consolidation scenario. No reserve force positions were cut, so TRANSCOM and AMC HQ could (1) maintain a pool of knowledgeable specialists for continuity of operations during the transition period, and (2) hedge against temporary personnel shortages during the realignment of SDDC activities to Scott AFB. Until the streamlined operations and reengineered processes are defined, it would be premature to project Reserve Component savings as they provide valuable skills and manning augmentation for USTRANSCOM during times of exercise, contingency, and war.

The inherent flexibility of reserve force skills and manpower availability suggest that staffing and funding decisions be made as specific implementation plans are approved and concepts of operations determined. TRANSCOM and its Service components (AMC & SDDC) can then tailor reserve unit participation and responsibilities to the emerging integrated/multi-modal transportation system in the Commanding General's vision statement.

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker C0774 and C0855 – Reserve Units and IMAs at USTRANSCOM HQ and AMC HQ

The Headquarters & Support Activities JCSG strongly supports the TRANSCOM approach for reserve force utilization at USTRANSCOM HQ and AMC HQ, and the Combatant Commander's proposal for realignment of SDDC and SDDC TEA to Scott AFB, IL.

4. This inquiry response also closes Tasker 0774C, which requests the same data.
5. Coordination: Mr. Thomas Parker, USTRANSCOM J-5, 8-12 August 2005.

1 Enclosure  
As stated



CARLA K. COULSON  
COL, GS  
Deputy Director, Headquarters and  
Support Activities JCSG

## RESERVE COMPONENT DATA

Q: What military reserve units (or individual IMAs) are assigned to, or drill at, TRANSCOM Headquarters and Air Mobility Command Headquarters? What are their current duties (i.e. watch standing, administrative support, etc.)?

Note: No definitive breakout exists to distinguish between reservists performing Title 10 vice non-Title 10 functions.

### USTRANSCOM Headquarters:

#### Reserve Unit: Joint Transportation Reserve Unit (JTRU)

DUTIES	AUTHORIZED		ASSIGNED		REMARKS
	Officer	Enlisted	Officer	Enlisted	
Watchstanding	101	55	97	45	
Admin. Support	5	16	4	15	
Other:					
Logistics	4	2	1	2	
Audio/Visual	0	1	0	1	
Legal	3	1	3	1	
Total	113*	75	105*	64	

\* Includes 12 IMA Officers

#### Reserve Unit: Joint Intelligence Center - Transportation (JICTRANS)

DUTIES	AUTHORIZED		ASSIGNED		REMARKS
	Officer	Enlisted	Officer	Enlisted	
Watchstanding	24	24	22	21	
Admin. Support	0	2	0	2	
Other	0	0	0	0	
Total	24	26	22	23	

### AIR MOBILITY COMMAND (AMC) Headquarters:

#### Individual Mobilization Augmentees (IMAs)

DUTIES	AUTHORIZED		ASSIGNED		REMARKS
	Officer	Enlisted	Officer	Enlisted	
Watchstanding	115	36	114	32	Note 1
Admin. Support	139	59	142	47	Note 2
Total	254	95	256	79	

Note 1: The IMAs in the Watchstanding category are assigned to 18th Air Force's Tanker Airlift Control Center (TACC). 18th Air Force is subordinate to Air Mobility Command. The TACC is a 24/7 active duty operation. The primary purpose for the

IMAs is to augment the active duty force during surge/wartime operations when the volume of operations drastically increases. The TACC is co-located in the AMC Headquarters building, but works directly for 18th Air Force vice AMC.

Note 2: The IMAs in the Administrative Support category are assigned to Air Mobility Command Personnel, Intelligence, Operations, Logistics, Plans & Programs, Communications, Civil Engineering, Finance, and units directly subordinate to these functions, referred to collectively as the A Staff. The primary purpose of the AMC A Staff IMAs is to augment the active duty force during surge/wartime operations, working the Crisis Action Team (CAT) and accomplishing other headquarters-related duties.

Q: What duties will they perform if the recommendation is approved?

We assume that, in this context, the recommendation refers to an alternate scenario in which the Surface Deployment and Distribution Command (SDDC) and the Transportation Engineering Agency (TEA) are not realigned to Scott AFB, Illinois. As noted in our 3 August 2005 response to OSD BRAC Clearinghouse Tasker C0677/JCS #24, this alternate scenario maintains the status quo, and consequently produces no opportunities for consolidation or manpower savings. That assessment also applies to the reserve units and individuals assigned to USTRANSCOM and its components. As such, no changes are currently forecast in reserve unit manning or tasks at Scott AFB.

Conversely, under the Secretary of Defense's recommendation, we anticipate the eventual realignment and consolidation of reserve forces to support a more integrated and efficient transportation/distribution management structure at Scott AFB. However, we elected to defer any reserve component consolidation or project any reserve personnel savings until after the recommendation is approved and implemented. The reserve forces, as currently constituted, are vital to the successful implementation of the Secretary of Defense's recommendation and provide USTRANSCOM and our components with crucial surge and deployment capability in times of exercise, contingencies, and war. While the integration and establishment of a seamless consolidated operations center will result in streamlined operations and reengineered processes, it would be premature to project savings for our Reserve components. Per guidance from the Joint Cross Service Group, USTRANSCOM did not focus or consider the impact to our Reserve component as we merge functions and processes during the development of our BRAC scenario. Until we are able to define these new processes and concept of operations, it would be premature to project any savings in the reserve component. Moreover, our reserve component will enable us to ensure continuity of operations as active component forces are realigned to Scott AFB, especially during the transition of functions from their current locations. In addition, we anticipate there will be civil service employees who will not move from Virginia to Illinois. In such cases, individual reservists could provide the subject matter expertise to temporarily fill vacancies until replacement civil service employees can be recruited and trained.

When the realignment is complete and the reengineered processes and procedures are implemented, we will be able to more effectively determine the skill sets and the appropriate mix of reserve units and individuals needed to support a consolidated U.S. Transportation Command. For the immediate future, we expect the reserve units and individual reservists will continue to augment the active component much as they are doing today, supporting contingency missions and the increased operating tempo resulting from those missions.