

# FOAs, DRUs, and Auxiliary

## 2008 USAF Almanac

### Field Operating Agencies

A field operating agency (FOA) is a subdivision of the Air Force that carries out field activities under the operational control of an Hq. USAF functional manager. FOAs have the same administrative and organizational responsibilities as major commands.

#### Air Force Agency for Modeling and Simulation

**Hq.:** Orlando, Fla.  
**Estab.:** June 3, 1996  
**Cmdr.:** Col. Louis W. Olinto

##### MISSION, PURPOSE, OPERATIONS

**Responsible** for supporting development and use of the realistic global battlespace for training, acquisition, analysis, test and evaluation, and operations

**Implement** Air Force, joint, and DOD modeling and simulation (M&S) policies and standards

**Manage**, coordinate, and integrate major USAF and joint M&S programs and initiatives

**Support** corporate USAF M&S operations while promoting and supporting technology improvements

##### STRUCTURE

Three divisions in Orlando, Fla.  
 C4ISR Visualization Center, Pentagon

##### PERSONNEL

|              |           |
|--------------|-----------|
| Active duty  | 16        |
| Officers     | 14        |
| Enlisted     | 2         |
| Civilians    | 13        |
| <b>Total</b> | <b>29</b> |

#### Air Force Audit Agency

**Hq.:** Washington, D.C.  
**Estab.:** July 1, 1948  
**Dir.:** Robert E. Dawes

##### MISSION, PURPOSE, OPERATIONS

**Provide** all levels of Air Force management with independent and quality internal audit service

**Produce** audit products that evaluate the efficiency, effectiveness, and economy of Air Force programs and activities

##### STRUCTURE

Four directorates at Arlington, Va., Brooks City-Base, Tex., March ARB, Calif., and Wright-Patterson AFB, Ohio  
 Three regional offices  
 16 field offices

##### PERSONNEL

|           |     |
|-----------|-----|
| Civilians | 747 |
|-----------|-----|

The director of AFIA is the USAF auditor general.

#### Air Force Center for Environmental Excellence

**Hq.:** Brooks City-Base, Tex.  
**Estab.:** July 23, 1991  
**Dir.:** Dennis Firman

##### MISSION, PURPOSE, OPERATIONS

**Provide** Air Force leaders with the comprehensive expertise to protect, preserve, restore, develop, and sustain the nation's environmental and installation resources

##### STRUCTURE

10 directorates at Brooks City-Base with regional environmental offices in Atlanta, Dallas, and San Francisco

##### PERSONNEL

|                    |            |
|--------------------|------------|
| Active duty        | 32         |
| Officers           | 30         |
| Enlisted           | 2          |
| Reserve components | 15         |
| ANG                | 0          |
| AFRC               | 15         |
| Civilians          | 382        |
| <b>Total</b>       | <b>429</b> |

#### Air Force Civil Engineer Support Agency

**Hq.:** Tyndall AFB, Fla.  
**Estab.:** Aug. 1, 1991  
**Cmdr.:** Col. Richard A. Fryer

##### MISSION, PURPOSE, OPERATIONS

**Provide** the best tools, practices, and professional support to maximize Air Force civil engineer capabilities in base and contingency operations

##### STRUCTURE

Six directorates

##### PERSONNEL

|                    |            |
|--------------------|------------|
| Active duty        | 93         |
| Officers           | 19         |
| Enlisted           | 74         |
| Reserve components | 25         |
| ANG                | 0          |
| AFRC               | 25         |
| Civilians          | 114        |
| <b>Total</b>       | <b>232</b> |

#### Air Force Communications Agency

**Hq.:** Scott AFB, Ill.  
**Estab.:** June 13, 1996  
**Cmdr.:** Col. Carl Williamson

##### MISSION, PURPOSE, OPERATIONS

**Provide** C4ISR capabilities to the warfighter through architecture and lead command management of the Air Force ground, air, and space network—the ConstellationNet

**Direct** integration of systems into the network, assuring decision superiority; drive innovative information technology solutions for Air Force warfighters by generating progressive standards, architectures, and force structure policies and guidance

**Deploy** engineering and network operations strike teams worldwide for assured Air Force network combat power

##### STRUCTURE

Five functional areas

##### PERSONNEL

|                    |            |
|--------------------|------------|
| Reserve components | 6          |
| ANG                | 0          |
| AFRC               | 6          |
| Civilians          | 303        |
| <b>Total</b>       | <b>309</b> |

USAF photo by Amelia Donnell



**Air Force Global Cyberspace Integration Center, Langley AFB, Va.**

## Air Force Cost Analysis Agency

Hq.: Arlington, Va.  
Estab.: Aug. 1, 1992  
Exec. Dir.: Richard K. Hartley

### MISSION, PURPOSE, OPERATIONS

**Develop** independent life-cycle cost estimates of major weapon and information systems; estimates and cost factors for modernization planning, long-range planning, divestiture, and flying hour program; cost-estimation tools, techniques, methodologies, and databases

**Conduct** special cost reviews for the Air Force Secretariat and for other organizations as directed

**Research** emerging changes in technologies, acquisition priorities, and industry

### STRUCTURE

Five divisions  
Seven operating locations

### PERSONNEL

|              |    |           |
|--------------|----|-----------|
| Active duty  |    | 20        |
| Officers     | 17 |           |
| Enlisted     | 3  |           |
| Civilians    |    | 56        |
| <b>Total</b> |    | <b>76</b> |

## Air Force Financial Services Center

Hq.: Ellsworth AFB, S.D.  
Estab.: Sept. 14, 2007  
Cmdr.: Col. Judy Perry

### MISSION, PURPOSE, OPERATIONS

**Provide** travel and military pay services and support to active and reserve component military and civilian personnel across the Air Force

**Serve** as the single financial services center for transactions formerly conducted at 93 base-level finance offices

**Expedite** travel and military pay services through a centralized processing center and a full-service contact center, which is scheduled to begin operations in October 2008

### STRUCTURE

Two directorates

### PERSONNEL

|              |     |            |
|--------------|-----|------------|
| Active duty  |     | 105        |
| Officers     | 5   |            |
| Enlisted     | 100 |            |
| Civilians    |     | 3          |
| <b>Total</b> |     | <b>108</b> |

## Air Force Flight Standards Agency

Hq.: Oklahoma City  
Estab.: Oct. 1, 1991  
Cmdr.: Col. Kevin D. Degnan

### MISSION, PURPOSE, OPERATIONS

**Develop**, standardize, evaluate, and certify USAF policy, procedures, and equipment for flight operations and centrally manage USAF air traffic control and landing systems

**Represent** USAF in FAA airspace management and ATC issues and DOD in international airspace and ATC issues

**Provide** procedures for ATC, airfield, operational evaluation of ATC systems, airspace management, and terminal instrument procedures

### STRUCTURE

Three directorates

### PERSONNEL

|                    |    |            |
|--------------------|----|------------|
| Active duty        |    | 132        |
| Officers           | 73 |            |
| Enlisted           | 59 |            |
| Reserve components |    | 2          |
| ANG                | 0  |            |
| AFRC               | 2  |            |
| Civilians          |    | 26         |
| <b>Total</b>       |    | <b>160</b> |

## Air Force Frequency Management Agency

Hq.: Alexandria, Va.  
Estab.: Oct. 1, 1991  
Cmdr.: Col. Gary W. Klabunde

### MISSION, PURPOSE, OPERATIONS

**Plan**, provide, and preserve access to the electromagnetic spectrum for Air Force and selected DOD activities in support of national policy objectives, systems development, and global operations

**Develop and implement** spectrum guidelines and instructions to support the Air Force mission

**Coordinate** actions to resolve spectrum interference incidents involving DOD, private sector, federal, and international users; formulate and articulate US positions at World Radio Conference

**Coordinate** orbital locations and spectrum needs for DOD satellites at the international level

**Provide** functional management for the spectrum management career field and oversee curriculum for the Electromagnetic Spectrum Management Course and the JTF Spectrum Management Course

### STRUCTURE

Two directorates

### PERSONNEL

|              |   |           |
|--------------|---|-----------|
| Active duty  |   | 8         |
| Officers     | 2 |           |
| Enlisted     | 6 |           |
| Civilians    |   | 21        |
| <b>Total</b> |   | <b>29</b> |

## Air Force Global Cyberspace Integration Center

Hq.: Langley AFB, Va.  
Estab.: Aug. 1, 1997  
Dir.: Stan C. Newberry

### MISSION, PURPOSE, OPERATIONS

**Team** with major commands, joint and coalition partners, national agencies, industry, and academia to develop, integrate, and standardize air, space, and cyberspace components

**Manage** C2 and cyber innovation, experimentation, and transition efforts including Joint Expeditionary Force Experiment (JEFX)

**Plan**, program, and guide capability based planning, requirements, architectures, and integration of USAF warfighting networks, combat support, and C2 systems

**Serve** as lead command for tactical datalinks to include joint interoperability of tactical C2 systems, joint and coalition C2 interoperability data standards, air component information management, and SATCOM terminal management

### STRUCTURE

Four directorates

### PERSONNEL

|                    |     |            |
|--------------------|-----|------------|
| Active duty        |     | 187        |
| Officers           | 126 |            |
| Enlisted           | 61  |            |
| Reserve components |     | 18         |
| ANG                | 0   |            |
| AFRC               | 18  |            |
| Civilians          |     | 62         |
| <b>Total</b>       |     | <b>267</b> |

## Air Force Historical Research Agency

Hq.: Maxwell AFB, Ala.  
Estab.: May 25, 1979  
Dir.: Charles F. O'Connell Jr.

### MISSION, PURPOSE, OPERATIONS

**Collect**, preserve, and manage historical document collection and oral history program

**Research**, write, and publish books and other studies on USAF history

**Provide** historical support to USAF, DOD, other government agencies, and the public

**Record** and disseminate USAF history, including the role of airpower in national security

**Operate** research facilities and automated historical data system

**Determine** the lineage and honors of USAF units; maintain official emblem records

**Verify** Air Force aerial victory credits

### STRUCTURE

Three divisions

### PERSONNEL

|              |  |           |
|--------------|--|-----------|
| Civilians    |  | 36        |
| <b>Total</b> |  | <b>36</b> |

## Air Force Inspection Agency

Hq.: Kirtland AFB, N.M.  
Estab.: Aug. 1, 1991  
Cmdr.: Col. Michael J. Kingsley

### MISSION, PURPOSE, OPERATIONS

**Provide** independent and timely assessments of acquisition, nuclear surety, operations, logistics, support, and health care to SECAF, CSAF, SAF/IG, and commanders of major commands

**Serve** as primary action arm of SECAF inspection system

**Identify** critical deficiencies and recommend improvements for accomplishing peacetime/wartime missions; evaluate USAF activities and policies

**Provide** by-law and compliance oversight of all USAF-level FOAs and DRUs

**Publish** *TIG Brief* magazine

### STRUCTURE

Four directorates

### PERSONNEL

|                    |    |            |
|--------------------|----|------------|
| Active duty        |    | 89         |
| Officers           | 71 |            |
| Enlisted           | 18 |            |
| Reserve components |    | 2          |
| ANG                | 0  |            |
| AFRC               | 2  |            |
| Civilians          |    | 25         |
| <b>Total</b>       |    | <b>116</b> |

## Air Force Intelligence Analysis Agency

Hq.: Pentagon  
 Estab.: Feb. 2, 2001  
 Dir.: Steve A. Cantrell

### MISSION, PURPOSE, OPERATIONS

**Provide** tailored, substantive intelligence, special security services, and imagery products to the Secretariat and the Air Staff

**Function** as a national-level center of excellence for analysis of foreign air and air defense tactics and training and effects-based targeting

**Serve** as Air Force intelligence focal point for Intelligence Force Protection policy and counterterrorism

**Represent** Air Force A2 on National Intelligence Estimates and in other DOD and national intelligence forums

**Manage** interagency civil air analysis

**Direct** global tactics analysis reporting program for the theater air components

**Provide** National Capital Region security and information system services for USAF

### STRUCTURE

Nine divisions

### PERSONNEL

|              |    |            |
|--------------|----|------------|
| Active duty  |    | 89         |
| Officers     | 22 |            |
| Enlisted     | 67 |            |
| Civilians    |    | 34         |
| <b>Total</b> |    | <b>123</b> |

## Air Force Intelligence, Surveillance, and Reconnaissance Agency

Hq.: Lackland AFB, Tex.  
 Estab.: June 8, 2007  
 Cmdr.: Maj. Gen. John C. Koziol

### MISSION, PURPOSE, OPERATIONS

**Organize**, train, equip, and present assigned personnel and capabilities to conduct intelligence, surveillance, and reconnaissance for combatant commanders and the nation

**Implement** and oversee execution of USAF policy and guidance to expand Air Force ISR capabilities to meet current and future challenges

### STRUCTURE

70th Intelligence Wing  
 480th Intelligence Wing  
 National Air & Space Intelligence Center  
 Air Force Technical Applications Center

### PERSONNEL

Data incomplete; realignment of resources under way

## Air Force Legal Operations Agency

Hq.: Bolling AFB, D.C.  
 Estab.: Sept. 1, 1991  
 Cmdr.: Brig. Gen. Richard C. Harding

### MISSION, PURPOSE, OPERATIONS

**Administer** Air Force's civil litigation and military justice programs and provide legal

research technology to all Air Force Judge Advocate Corps members

**Advise** in military justice and civil law matters encompassing courts-martial, environmental, acquisition, claims, litigation, employment and patent actions, and legal assistance

**Command** the Air Force Judge Advocate General's School, which is the hub of legal training for Air Force counsel, paralegals, and support staff

**Support** the Department of Justice with regard to all phases of litigation, civil or criminal, pertaining to the Air Force, and share training responsibilities for Air Force and other DOD attorneys and paralegals

### STRUCTURE

Four directorates

### PERSONNEL

|                    |     |            |
|--------------------|-----|------------|
| Active duty        |     | 496        |
| Officers           | 295 |            |
| Enlisted           | 201 |            |
| Reserve components |     | 96         |
| ANG                | 0   |            |
| AFRC               | 96  |            |
| Civilians          |     | 141        |
| <b>Total</b>       |     | <b>733</b> |

## Air Force Logistics Management Agency

Hq.: Maxwell AFB, Gunter Annex, Ala.  
 Estab.: Sept. 30, 1975  
 Cmdr.: Lt. Col. Jennifer Cushion

### MISSION, PURPOSE, OPERATIONS

**Develop**, analyze, test, evaluate, and recommend new or improved concepts, methods, systems, policies, and procedures to enhance logistics efficiency and effectiveness

**Publish** the *Air Force Journal of Logistics*

### STRUCTURE

Six divisions

### PERSONNEL

|              |    |           |
|--------------|----|-----------|
| Active duty  |    | 36        |
| Officers     | 21 |           |
| Enlisted     | 15 |           |
| Civilians    |    | 17        |
| <b>Total</b> |    | <b>53</b> |

## Air Force Manpower Agency

Hq.: Randolph AFB, Tex.  
 Estab.: Sept. 1, 1999  
 Cmdr.: Col. Daniel D. Badger Jr.

### MISSION, PURPOSE, OPERATIONS

**Provide** Air Force leaders with the tools to identify essential manpower required for the effective and efficient accomplishment of the Air Force mission

**Determine** manpower requirements

**Develop** programming factors

**Manage** Air Force performance management programs

**Execute** the Air Force competitive sourcing program

**Create** and maintain standard position descriptions

**Provide** AEF operations with military essential requirements

**Support** the manpower functional community

**Conduct** special studies

**Perform** civilian classification oversight and centralized operational classification

### STRUCTURE

Five squadrons at Randolph AFB, Tex., NASA-Langley Research Center, Va., Scott AFB, Ill., Denver, and Tinker AFB, Okla.

Five divisions

Operating location at Pentagon

### PERSONNEL

|              |     |            |
|--------------|-----|------------|
| Active duty  |     | 165        |
| Officers     | 26  |            |
| Enlisted     | 139 |            |
| Civilians    |     | 248        |
| <b>Total</b> |     | <b>413</b> |

USAF photo by MSgt. Lance Cheung



*MSgt. Lance Cheung, a photographer with the Air Force News Agency, photographs himself and three F-15Es over the English countryside.*



## Air Force Medical Operations Agency

Hq.: Washington, D.C.

Estab.: July 1, 1978

Cmdr.: Col. Margaret B. Matarese

### MISSION, PURPOSE, OPERATIONS

**Develop** and execute Air Force surgeon general policies and programs while providing consultative leadership for the Air Force Medical Service

### STRUCTURE

Six directorates

18 divisions

16 geographically separated units

### PERSONNEL

|                    |    |            |
|--------------------|----|------------|
| Active duty        |    | 97         |
| Officers           | 74 |            |
| Enlisted           | 23 |            |
| Reserve components |    | 8          |
| ANG                | 0  |            |
| AFRC               | 8  |            |
| Civilians          |    | 87         |
| <b>Total</b>       |    | <b>192</b> |

## Air Force Medical Support Agency

Hq.: Washington, D.C.

Estab.: July 1, 1992

Cmdr.: Col. Alton Powell

### MISSION, PURPOSE, OPERATIONS

**Oversee** execution of Air Force surgeon general policies and programs to transform medical capabilities in support of the warfighter

**Leverage** science, technology, and information systems to integrate modernization efforts

### STRUCTURE

Two divisions

Two offices

### PERSONNEL

|                    |     |            |
|--------------------|-----|------------|
| Active duty        |     | 167        |
| Officers           | 125 |            |
| Enlisted           | 42  |            |
| Reserve components |     | 7          |
| ANG                | 0   |            |
| AFRC               | 7   |            |
| Civilians          |     | 84         |
| <b>Total</b>       |     | <b>258</b> |

## Air Force News Agency

Hq.: San Antonio

Estab.: June 1, 1978

Cmdr.: Col. Clifton Douglas Jr.

### MISSION, PURPOSE, OPERATIONS

**Create**, print, and broadcast Web-based products that support Air Force and DOD communication goals

**Provide** news, information, and entertainment programs through American Forces Radio and Television Service

**Provide** senior Air Force leaders with the means of communicating news and information to the Air Force community and the public

**Organize**, train, and equip AFNEWS to accomplish its mission

**Create** an IT environment that ensures the efficient and secure production and delivery of information

### STRUCTURE

Directorate of News Operations

Air Force Broadcasting Service

Army and Air Force Hometown News Service

Directorate of Staff

### PERSONNEL

|                    |     |            |
|--------------------|-----|------------|
| Active duty        |     | 298        |
| Officers           | 11  |            |
| Enlisted           | 287 |            |
| Reserve components |     | 23         |
| ANG                | 0   |            |
| AFRC               | 23  |            |
| Civilians          |     | 93         |
| <b>Total</b>       |     | <b>414</b> |

## Air Force Nuclear Weapons and Counterproliferation Agency

Hq.: Pentagon

Estab.: August 1998

Cmdr.: Lt. Col. Kevin Daul

### MISSION, PURPOSE, OPERATIONS

**Provide** the warfighter with chemical, biological, radiological, nuclear, and high explosive science and technology to ensure effective nuclear stockpile stewardship and operational and technological options for countering CBRNE threats

**Provide** technical S&T advice on nuclear weapons and counterproliferation issues to OSD, combatant commanders, major commands, and Air Staff

### STRUCTURE

Three divisions

One operating location

### PERSONNEL

|              |   |           |
|--------------|---|-----------|
| Active duty  |   | 9         |
| Officers     | 7 |           |
| Enlisted     | 2 |           |
| Civilians    |   | 15        |
| <b>Total</b> |   | <b>24</b> |

## Air Force Office of Special Investigations

Hq.: Andrews AFB, Md.

Estab.: Aug. 1, 1948

Cmdr.: Brig. Gen. Dana A. Simmons

### MISSION, PURPOSE, OPERATIONS

**Deliver** special investigations and services to protect Air Force and DOD people, operations, and interests

**Identify** and resolve crime that threatens Air Force readiness or good order and discipline

**Detect** and provide early warning of worldwide threats to the Air Force

**Combat** threats to Air Force information systems and technologies

**Detect** and defeat fraud impacting Air Force acquisitions and base level capabilities

**Serve** as DOD's executive agent for Defense Cyber Crime Center

### STRUCTURE

Eight regional offices

Seven squadrons

200 detachments and operating locations

USAF Special Investigations Academy

located at the Federal Law Enforcement Training Center

### PERSONNEL

|                    |       |              |
|--------------------|-------|--------------|
| Active duty        |       | 1,529        |
| Officers           | 323   |              |
| Enlisted           | 1,206 |              |
| Reserve components |       | 378          |
| ANG                | 0     |              |
| AFRC               | 378   |              |
| Civilians          |       | 666          |
| <b>Total</b>       |       | <b>2,573</b> |

## Air Force Operations Group

Hq.: Pentagon

Estab.: July 26, 1977

Cmdr.: Col. Gregory A. Kern

### MISSION, PURPOSE, OPERATIONS

**Support** USAF Chief of Staff and DCS for Operations, Plans, and Requirements on current operational issues, including a 24-hour watch on all current operations and processing emergency messages

**Provide** facilities, policy, procedures, training, and staffing for Crisis Action Team during crises, contingencies, and exercises

**Coordinate** actions among major USAF organizations for JCS and USAF taskings

**Prepare** and provide weather data to the President, Secretary of Defense, JCS, National Military Command Center, Army Operations Center, and other federal agencies

### STRUCTURE

Two divisions

### PERSONNEL

|                    |    |           |
|--------------------|----|-----------|
| Active duty        |    | 60        |
| Officers           | 27 |           |
| Enlisted           | 33 |           |
| Reserve components |    | 10        |
| ANG                | 0  |           |
| AFRC               | 10 |           |
| <b>Total</b>       |    | <b>70</b> |

## Air Force Personnel Center

Hq.: Randolph AFB, Tex.

Estab.: Oct. 1, 1995

Cmdr.: Maj. Gen. K.C. McClain

### MISSION, PURPOSE, OPERATIONS

**Ensure** that the Air Force has skilled people in the proper grades and specialties to complete the Air Force mission

**Execute** policy and programs for assignments, retirements, promotions, civilian personnel operations, individual career development, awards, and decorations

### STRUCTURE

Seven directorates

### PERSONNEL

|                    |     |              |
|--------------------|-----|--------------|
| Active duty        |     | 881          |
| Officers           | 253 |              |
| Enlisted           | 628 |              |
| Reserve components |     | 25           |
| ANG                | 0   |              |
| AFRC               | 25  |              |
| Civilians          |     | 945          |
| <b>Total</b>       |     | <b>1,851</b> |

AFPC was formerly the Air Force Military Personnel Center and the Air Force Civilian Personnel Management Center.

## Air Force Personnel Operations Agency

Hq.: Pentagon  
 Estab.: Aug. 15, 1993  
 Dir.: Mark E. Doboga

### MISSION, PURPOSE, OPERATIONS

**Provide** in-depth analytical insight across the personnel life cycle to DCS for Personnel decision-makers

**Provide** information technology applications as they relate to the personnel system

**Develop** and operate officer, enlisted, and civilian models

**Support** DCS for Personnel

### STRUCTURE

One division

### PERSONNEL

|              |    |           |
|--------------|----|-----------|
| Active duty  |    | 18        |
| Officers     | 8  |           |
| Enlisted     | 10 |           |
| Civilians    |    | 79        |
| <b>Total</b> |    | <b>97</b> |



USAF photo

*Christopher Mitchell, a special agent with the Air Force Office of Special Investigations, in Afghanistan.*

## Air Force Petroleum Agency

Hq.: Ft. Belvoir, Va.  
 Estab.: Dec. 18, 2006  
 Cmdr.: Col. Kenneth P. Hession

### MISSION, PURPOSE, OPERATIONS

**Serve** as the control center for all Defense Logistics Agency fuel-related support issues

**Provide** the full spectrum of technical and professional services for fuels, propellants, chemicals, lubricants, gases, and cryogenics for all aerospace vehicles, systems, and equipment

**Provide** contingency, operational, and technical support to Air Force installations and fuels managers worldwide

**Develop**, evaluate, and recommend new or improved technologies to enhance effectiveness and efficiency of fuel operational support capabilities

**Oversee** and assist commanders in implementation of fuel product distribution and fuel quality programs

**Provide** specialized capabilities in propellant handling, alternative fuels, suspect product and systems contamination investigations, and laboratory analyses

**Develop** fuel quality assurance/surveillance standards and fuel product specifications

### STRUCTURE

Three directorates  
 Six aerospace laboratories worldwide

### PERSONNEL

|                    |    |           |
|--------------------|----|-----------|
| Active duty        |    | 34        |
| Officers           | 8  |           |
| Enlisted           | 26 |           |
| Reserve components |    | 7         |
| ANG                | 0  |           |
| AFRC               | 7  |           |
| <b>Total</b>       |    | <b>41</b> |

## Air Force Real Property Agency

Hq.: Arlington, Va.  
 Estab.: Nov. 1, 2002  
 Dir.: Kathryn M. Halvorson

### MISSION, PURPOSE, OPERATIONS

**Acquire**, dispose, and manage all Air Force-controlled real property worldwide

### STRUCTURE

Regional divisions  
 Base-level operating locations

### PERSONNEL

|              |            |
|--------------|------------|
| Civilians    | 120        |
| <b>Total</b> | <b>120</b> |

## Air Force Review Boards Agency

Hq.: Andrews AFB, Md.  
 Estab.: June 1, 1980  
 Dir.: Joe G. Lineberger

### MISSION, PURPOSE, OPERATIONS

**Manage** military and civilian appellate processes for the Secretary of the Air Force  
**Develop** overall policy of the organization and oversee the activities and operations of the agency

### STRUCTURE

Air Force Board for Correction of Military Records  
 Air Force Civilian Appellate Review Office  
 Secretary of the Air Force Personnel Council  
 Review Boards Support Office, Randolph AFB, Tex.

### PERSONNEL

|                    |   |           |
|--------------------|---|-----------|
| Active duty        |   | 7         |
| Officers           | 3 |           |
| Enlisted           | 4 |           |
| Reserve components |   | 5         |
| ANG                | 0 |           |
| AFRC               | 5 |           |
| Civilians          |   | 43        |
| <b>Total</b>       |   | <b>55</b> |

## Air Force Safety Center

Hq.: Kirtland AFB, N.M.  
 Estab.: Jan. 1, 1996  
 Cmdr.: Maj. Gen. Wendell L. Griffin

### MISSION, PURPOSE, OPERATIONS

**Manage** USAF mishap prevention, risk management, and nuclear surety programs

**Develop** regulatory guidance

**Provide** technical assistance in flight, ground, weapons, and space safety disciplines

**Maintain** USAF database for all safety mishaps

**Oversee** all major command mishap investigations and evaluate corrective actions for applicability and implementation USAF-wide

**Direct** safety education programs for all safety disciplines

### STRUCTURE

Nine divisions (plus one Air Staff division)

### PERSONNEL

|                    |    |            |
|--------------------|----|------------|
| Active duty        |    | 57         |
| Officers           | 39 |            |
| Enlisted           | 18 |            |
| Reserve components |    | 5          |
| ANG                | 0  |            |
| AFRC               | 5  |            |
| Civilians          |    | 48         |
| <b>Total</b>       |    | <b>110</b> |

The commander is also the Air Force chief of safety. AFSC publishes *Flying Safety*, *Wingman*, and *Weapons Journal*.

## Air Force Security Forces Center

**Hq.:** Lackland AFB, Tex.  
**Estab.:** March 17, 1997  
**Cmdr.:** Col. Robert W. Tirevold

### MISSION, PURPOSE, OPERATIONS

**Develop** USAF security forces guidance, policy, and training requirements to safeguard and protect personnel and resources

**Prepare** guidance on air base defense operations and security forces continuation training; mission-related security and law enforcement operations; resource protection; anti-terrorism; conduct USAF-level installation vulnerability assessments

**Develop** and implement base-level and combat arms training and ground combat weapons maintenance programs

**Manage** USAF corrections program and activities; DOD military working dog activities; contingency taskings

### STRUCTURE

Three divisions

Three detachments at Ft. Leavenworth, Kan., NAS Miramar, Calif., and Charleston NWC, S.C.

### PERSONNEL

|                    |     |            |
|--------------------|-----|------------|
| Active duty        |     | 362        |
| Officers           | 42  |            |
| Enlisted           | 320 |            |
| Reserve components |     | 9          |
| ANG                | 0   |            |
| AFRC               | 9   |            |
| Civilians          |     | 26         |
| <b>Total</b>       |     | <b>397</b> |

## Air Force Services Agency

**Hq.:** San Antonio  
**Estab.:** Feb. 5, 1991  
**Cmdr.:** Col. Frederic C. Ryder

### MISSION, PURPOSE, OPERATIONS

**Provide** combat support to commanders directly in support of the Air Force mission  
**Provide** community service programs that enhance the quality of life for Air Force members and their families

**Manage** Air Force nonappropriated central funds and operate central systems such as banking, investments, purchasing, data flow, insurance, and benefit programs

### STRUCTURE

Eight directorates

### PERSONNEL

|                    |    |            |
|--------------------|----|------------|
| Active duty        |    | 71         |
| Officers           | 22 |            |
| Enlisted           | 49 |            |
| Reserve components |    | 5          |
| ANG                | 0  |            |
| AFRC               | 5  |            |
| Civilians          |    | 179        |
| <b>Total</b>       |    | <b>255</b> |

*SSgt. Michael Ragsdale reviews weather data.*

## Air Force Technical Applications Center

**Hq.:** Patrick AFB, Fla.  
**Estab.:** July 7, 1959  
**Cmdr.:** Col. Mark W. Westergren

### MISSION, PURPOSE, OPERATIONS

**Monitor** compliance with several international treaties, including the 1974 Threshold Test Ban Treaty and 1976 Peaceful Nuclear Explosions Treaty

**Operate** the US Atomic Energy Detection System, a global network of subsurface, surface, airborne, and space-based sensors that detect nuclear explosions

### STRUCTURE

Analysis Center, Patrick AFB, Fla.  
 Operational sites/detachments worldwide

### PERSONNEL

|              |     |            |
|--------------|-----|------------|
| Active duty  |     | 525        |
| Officers     | 120 |            |
| Enlisted     | 405 |            |
| <b>Total</b> |     | <b>525</b> |

### EQUIPMENT

Multiple seismic arrays and single-instrument locations consisting of seismometers and associated data acquisition systems and workstations

Several hydroacoustic recording locations  
 More than 100 sensors and 35 support satellites, with associated ground systems instrumentation and data-processing equipment

## Air Force Weather Agency

**Hq.:** Offutt AFB, Neb.  
**Estab.:** Oct. 15, 1997  
**Cmdr.:** Col. Patrick M. Condray

### MISSION, PURPOSE, OPERATIONS

**Maximize** the nation's aerospace and ground combat effectiveness by providing

accurate, relevant, and timely air and space weather information to DOD, coalition, and national users and by providing standardized training and equipment to Air Force weather forces

### STRUCTURE

Air Force Combat Climatology Center, Asheville, N.C.

Air Force Combat Weather Center, Hurlburt Field, Fla.

Solar observatories, operating locations, and detachments around the world

### PERSONNEL

|                    |     |              |
|--------------------|-----|--------------|
| Active duty        |     | 1,158        |
| Officers           | 181 |              |
| Enlisted           | 977 |              |
| Reserve components |     | 27           |
| ANG                | 0   |              |
| AFRC               | 27  |              |
| Civilians          |     | 171          |
| <b>Total</b>       |     | <b>1,356</b> |

Formerly Air Weather Service, established July 1, 1937.

## ANG Readiness Center

**Hq.:** Andrews AFB, Md.  
**Estab.:** August 1997  
**Cmdr.:** Col. Joseph L. Lengyel

### MISSION, PURPOSE, OPERATIONS

**Provide** combat capability to the warfighter and security to the homeland

### STRUCTURE

201st Mission Support Squadron  
 11 directorates

### PERSONNEL

|                    |       |              |
|--------------------|-------|--------------|
| Active duty        |       | 115          |
| Officers           | 67    |              |
| Enlisted           | 48    |              |
| Reserve components |       | 1,142        |
| ANG                | 1,138 |              |
| AFRC               | 4     |              |
| Civilians          |       | 464          |
| <b>Total</b>       |       | <b>1,721</b> |

USAF photo by SrA. Tabitha Kuykendall





# Direct Reporting Units

A direct reporting unit (DRU) is a subdivision directly subordinate to Hq. USAF, separate from any major command or FOA because of a unique mission, legal requirements, or other factors. DRUs have the same administrative and organizational responsibilities as major commands.

## Air Force District of Washington

**Hq.:** Bolling AFB, D.C.  
**Estab.:** July 15, 1994  
**Cmdr.:** Maj. Gen. Frank Gorenc

### MISSION, PURPOSE, OPERATIONS

**Provide** Air Force component to the Joint Force Hq.-National Capital Region; USAF voice for planning and implementing cross-service solutions throughout the National Capital Region

**Organize**, train, equip, and deploy forces for AEFs and homeland defense, civil support, national special security events; flagship ceremonial and musical capability in support of NCR and global interests

**Ensure** 40,000 USAF members assigned worldwide have operating and UCMJ support

**Perform** MAJCOM-level responsibilities

### STRUCTURE

Headquarters staff  
 Three groups: Mission Support Group, Medical Group, and Operations Group  
 One wing

### PERSONNEL

|                    |              |
|--------------------|--------------|
| Active duty        | 4,113        |
| Officers           | 696          |
| Enlisted           | 3,417        |
| Reserve components | 171          |
| ANG                | 0            |
| AFRC               | 171          |
| Civilians          | 1,346        |
| <b>Total</b>       | <b>5,630</b> |

## Air Force Operational Test and Evaluation Center

**Hq.:** Kirtland AFB, N.M.  
**Estab.:** Jan. 1, 1974  
**Cmdr.:** Maj. Gen. Stephen T. Sargeant

### MISSION, PURPOSE, OPERATIONS

**Test** and evaluate new weapon systems in realistic battlespace environments to provide decision-makers accurate, balanced, and complete assessments of mission capability

**Maintain** an operational focus, from concept development to system fielding, to ensure warfighters have the right tools to win tomorrow's battles

### STRUCTURE

Five detachments at Edwards AFB, Calif., Eglin AFB, Fla., Nellis AFB, Nev., Peterson AFB, Colo., and Kirtland AFB, N.M.  
 11 operating locations

### PERSONNEL

|                    |            |
|--------------------|------------|
| Active duty        | 480        |
| Officers           | 317        |
| Enlisted           | 163        |
| Reserve components | 1          |
| ANG                | 0          |
| AFRC               | 1          |
| Civilians          | 184        |
| <b>Total</b>       | <b>665</b> |

## US Air Force Academy

**Hq.:** Colorado Springs, Colo.  
**Estab.:** April 1, 1954  
**Supt.:** Lt. Gen. John F. Regni

### MISSION, PURPOSE, OPERATIONS

**Develop** and inspire young men and women to become Air Force officers with knowledge, character, and discipline

**Produce** dedicated Air Force officers and leaders

**Instill** leadership through academics, military training, athletic conditioning, and character development

### STRUCTURE

The cadet student body is designated the Cadet Wing. The wing is composed of four groups consisting of 10 squadrons each, with about 110 cadets assigned to a squadron. Each squadron consists of members of all four classes.

### PERSONNEL

|                    |              |
|--------------------|--------------|
| Active duty        | 2,199        |
| Officers           | 939          |
| Enlisted           | 1,260        |
| Reserve components | 136          |
| ANG                | 0            |
| AFRC               | 136          |
| Civilians          | 1,285        |
| <b>Total</b>       | <b>3,620</b> |

### EQUIPMENT

73 aircraft

Cadets complete four years of study for a bachelor of science degree, choosing from 32 different academic majors. Four primary areas of development are stressed in military art and science, theoretical and applied leadership experiences, aviation science and airmanship programs, and military training.

# Auxiliary

An Air Force auxiliary is an organization created by statute which the Secretary of the Air Force may use to fulfill the Air Force's noncombat programs and missions. The Civil Air Patrol (CAP) is the only USAF auxiliary to date.

## Civil Air Patrol

**Hq.:** Maxwell AFB, Ala.  
**Estab.:** Dec. 1, 1941  
**Natl. Cmdr.:** Brig. Gen. Amy S. Courter, CAP (acting)  
**Exec. Dir.:** Don Rowland

### MISSION, PURPOSE, OPERATIONS

**Provide** vital operational capabilities in support of aerial and ground search and rescue (SAR), disaster relief, a nationwide communications network, and counterdrug and homeland security missions

**Conduct** 90 percent of all inland SAR missions as tasked by the Air Force Rescue Coordination Center

**Build** strong citizens for the future by providing leadership training, technical education, scholarships, and career education to young men and women, ages 12 to 21, in the CAP Cadet Program

**Promote** and support aerospace education, both for its own members and the general public, and conduct a national school enrichment program at the middle- and high-school levels

### STRUCTURE

CAP is a nonprofit, 501 (c) (3) corporation with a national headquarters that oversees:  
 Eight regions  
 52 wings (each state, Puerto Rico, and Washington, D.C.)  
 1,521 squadrons

### PERSONNEL

|                |               |
|----------------|---------------|
| Hq. staff      | 100           |
| Volunteers     | 56,611        |
| Senior members | 34,575        |
| Cadets         | 22,036        |
| <b>Total</b>   | <b>56,711</b> |

### EQUIPMENT

530 single-engine, piston aircraft  
 60 gliders  
 1,000 vehicles  
 Communications equipment



Civil Air Patrol aircraft on the flight line at Westover ARB, Mass.

CAP photo by Susan Robertson