

# USAF Almanac

## Field Operating Agencies

A Field Operating Agency is a subdivision of the Air Force that carries out field activities under the operational control of an Hq. USAF functional manager. Though the FOAs have the same administrative and organizational responsibilities as the major commands, their missions remain separate from those of the major commands.

### Air Force Agency for Modeling and Simulation

Hq.: Orlando, Fla.  
 Estab.: June 3, 1996  
 Cmdr.: Col. Grant F. Herring

#### MISSION, PURPOSE, OPERATIONS

**Support** development and use of the Joint Synthetic Battlespace for training, analysis, acquisition, test and evaluation, and operations; corporate USAF modeling and simulation operations

**Implement** USAF, joint, and DOD modeling and simulation policies and standards

**Manage**, coordinate, and integrate major USAF/joint modeling and simulation programs and initiatives

**Promote** and support technology improvements

#### STRUCTURE

Two divisions  
 Two operating locations

#### PERSONNEL

Active duty		20
Officers	17	
Enlisted	3	
Civilians		12
<b>Total</b>		<b>32</b>

### Air Force Audit Agency

Hq.: Washington, D.C.  
 Estab.: July 1, 1948  
 Dir.: James R. Speer

#### MISSION, PURPOSE, OPERATIONS

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

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

#### STRUCTURE

Three directorates at Arlington, Va., March ARB, Calif., and Wright-Patterson AFB, Ohio

Three regional offices  
 19 field offices

#### PERSONNEL

Civilians 862

The director of AFAA is the auditor general of the Air Force.

### Air Force Base Conversion Agency

Hq.: Arlington, Va.  
 Estab.: Nov. 15, 1991  
 Dir.: Albert F. Lowas Jr.

#### MISSION, PURPOSE, OPERATIONS

**Execute** environmental programs and real and personal property disposal for major Air Force bases in the US being closed or realigned under the authorities of the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990

**Assist** communities in the conversion of closing and realigning bases from military to civilian use and ensure that property at these Air Force installations is made available for reuse as quickly and efficiently as possible

#### STRUCTURE

Regional divisions  
 Base-level operating locations

#### PERSONNEL

Civilians 226

### Air Force Center for Environmental Excellence

Hq.: Brooks AFB, Tex.  
 Estab.: July 23, 1991  
 Dir.: Gary M. Erickson

#### MISSION, PURPOSE, OPERATIONS

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

#### STRUCTURE

Four directorates  
 Three regional environmental offices

#### PERSONNEL

Active duty		41
Officers	39	
Enlisted	2	
Reserve components		15
ANG	0	
AFRC	15	
Civilians		397
<b>Total</b>		<b>453</b>

### Air Force Civil Engineer Support Agency

Hq.: Tyndall AFB, Fla.  
 Estab.: Aug. 1, 1991  
 Cmdr.: Col. Bruce R. Barthold

#### MISSION, PURPOSE, OPERATIONS

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

#### STRUCTURE

Four directorates

#### PERSONNEL

Active duty		85
Officers	19	
Enlisted	66	
Reserve components		22
ANG	0	
AFRC	22	
Civilians		109
<b>Total</b>		<b>216</b>

### Air Force Communications Agency

Hq.: Scott AFB, Ill.  
 Estab.: June 13, 1996  
 Cmdr.: Col. Thomas J. Verbeck

#### MISSION, PURPOSE, OPERATIONS

**Serve** as center of excellence for command, control, communications, computers, and information technology

**Provide** seamless connectivity for C<sup>2</sup> of air and space forces.

**Drive** innovative information superiority solutions

**Deploy** specialized strike teams and network assessment capabilities for assured USAF communications and information combat power  
**Serve** as leader for USAF-wide information infrastructure and information protection  
**Evaluate** commercial information technologies for potential USAF use

**STRUCTURE**

Five functional areas

**PERSONNEL**

Active duty		189
Officers	66	
Enlisted	123	
Civilians		307
<b>Total</b>		<b>496</b>

**Air Force Cost Analysis Agency**

**Hq.:** Arlington, Va.  
**Estab.:** Aug. 1, 1992  
**Exec. Dir.:** Joseph T. Kammerer

**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

**PERSONNEL**

Active duty		19
Officers	17	
Enlisted	2	
Civilians		32
<b>Total</b>		<b>51</b>

**Air Force Flight Standards Agency**

**Hq.:** Andrews AFB, Md.  
**Estab.:** Oct. 1, 1991  
**Cmdr.:** Col. Scott L. Grunwald

**MISSION, PURPOSE, OPERATIONS**

**Develop**, standardize, evaluate, and certify USAF policy, procedures, and equipment for global flight operations and centrally manage the Air Force Air Traffic Control and Landing Systems  
**Perform** worldwide flight inspection of airfields and flight instrument/navigation systems during combat, contingencies, and JCS exercises  
**Represent** USAF in FAA airspace management and ATC issues; DOD in international airspace and ATC issues  
**Provide** procedures for ATC, airfield, operational evaluation of ATC systems, air-



*The Air Force Historical Research Agency at Maxwell AFB, Ala., determines the lineage and honors of USAF organizations.*

space management, and Terminal Instrument Procedures

**STRUCTURE**

Two detachments at Oklahoma City and Washington, D.C.  
 Three directorates

**PERSONNEL**

Active duty		116
Officers	54	
Enlisted	62	
Reserve components		4
ANG	0	
AFRC	4	
Civilians		34
<b>Total</b>		<b>154</b>

**Air Force Frequency Management Agency**

**Hq.:** Alexandria, Va.  
**Estab.:** Oct. 1, 1991  
**Cmdr.:** Col. Steven L. Woolf

**MISSION, PURPOSE, OPERATIONS**

**Obtain** radio frequency spectrum access for Air Force and selected DOD activities in support of national policy objectives, systems development, and global operations  
**Coordinate** Air Force radio frequency spectrum policy and guidance. Responsible for USAF representation in spectrum negotiations with civil, military, national, and international regulatory organizations  
**Provide** curriculum oversight for the Interservice Radio Frequency Management School and Joint Task Force Spectrum Managers Course

**STRUCTURE**

Two directorates  
 Technical director

**PERSONNEL**

Active duty		9
Officers	3	
Enlisted	6	
Civilians		19
<b>Total</b>		<b>28</b>

**Air Force Historical Research Agency**

**Hq.:** Maxwell AFB, Ala.  
**Estab.:** May 25, 1979  
**Cmdr.:** Col. Dieter Barnes

**MISSION, PURPOSE, OPERATIONS**

**Collect**, preserve, and manage USAF historical document collection and oral history program  
**Answer** requests for historical information  
**Operate** research facilities; a USAF-wide automated historical data system  
**Determine** the lineage and honors of Air Force organizations  
**Maintain** official emblem records of Air Force organizations  
**Verify** Air Force aerial victory credits  
**Prepare** historical data, analyses, and manuscripts

**STRUCTURE**

Two divisions

**PERSONNEL**

Active duty		5
Officers	1	
Enlisted	4	
Reserve components		17
ANG	0	
AFRC	17	
Civilians		59
<b>Total</b>		<b>81</b>

## Air Force History Support Office

Hq.: Washington, D.C.  
Estab.: Sept. 30, 1994  
Cmdr.: Col. Carol B. Sikes

### MISSION, PURPOSE, OPERATIONS

**Research**, write, and publish books and other studies on the history of the Air Force

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

**Support** scholars with research and teaching materials

**Record** and disseminate USAF history to enable decision-makers and planners to formulate strategy, plans, and doctrine; educate USAF students at professional military institutions; inform the public about the role of USAF and airpower in national security

### STRUCTURE

Two divisions

### PERSONNEL

Active duty		5
Officers	2	
Enlisted	3	
Reserve components		3
ANG	0	
AFRC	3	
Civilians		25
<b>Total</b>		<b>33</b>

## Air Force Inspection Agency

Hq.: Kirtland AFB, N.M.  
Estab.: Aug. 1, 1991  
Cmdr.: Col. J. Worth Carter

### MISSION, PURPOSE, OPERATIONS

**Provide** USAF leadership with independent assessments to improve USAF operations and support

**Serve** as single comprehensive inspection agency of USAF medical organizations

**Recommend** improvements to existing processes, practices, and programs for fulfilling peacetime, contingency, and wartime missions

**Conduct** special reviews and inquiries

**Publish** *TIG Brief* magazine

### STRUCTURE

Four directorates

### PERSONNEL

Active duty		103
Officers	79	
Enlisted	24	
Reserve components		2
ANG	1	
AFRC	1	
Civilians		20
<b>Total</b>		<b>125</b>

## Air Force Legal Services Agency

Hq.: Bolling AFB, D.C.  
Estab.: Sept. 1, 1991  
Cmdr.: Brig. Gen. (sel.) Michael Madrid

### MISSION, PURPOSE, OPERATIONS

**Provide** commanders and personnel with specialized legal services: administering military justice to protect individual rights and ensure good order and discipline; preserving command freedom of action through robust defense of USAF interests in civil litigation; training and advising the headquarters and field in military justice and civil law matters; providing programs to benefit the Air Force family; and supporting legal services worldwide with state-of-the-art, specialized information technology

### STRUCTURE

Three directorates

### PERSONNEL

Active duty		368
Officers	256	
Enlisted	112	
Civilians		113
<b>Total</b>		<b>481</b>

## Air Force Logistics Management Agency

Hq.: Maxwell AFB, Gunter Annex, Ala.  
Estab.: Sept. 30, 1975  
Cmdr.: Col. Ronne G. Mercer

### 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

Seven divisions

### PERSONNEL

Active duty		54
Officers	36	
Enlisted	18	
Civilians		20
<b>Total</b>		<b>74</b>

## Air Force Manpower and Innovation Agency

Hq.: Randolph AFB, Tex.  
Estab.: Sept. 1, 1999  
Cmdr.: Col. Ronnie D. Sullivan

### MISSION, PURPOSE, OPERATIONS

**Determine** current and future resource requirements, through manpower stud-

ies, to improve mission performance of USAF organizations

**Research** and develop innovative management concepts and best practices; studies to identify optimal staffing, resource allocation, and outsourcing and privatization options

**Serve** as USAF focal point for emerging government and industry manpower/quality issues

**Develop** and manage USAF-level manpower training architecture

### STRUCTURE

Two squadrons and two divisions

### PERSONNEL

Active duty		103
Officers	29	
Enlisted	74	
Civilians		80
<b>Total</b>		<b>183</b>

## Air Force Medical Operations Agency

Hq.: Bolling AFB, D.C.  
Estab.: July 1, 1992  
Cmdr.: Brig. Gen. Gary H. Murray

### MISSION, PURPOSE, OPERATIONS

**Develop** and execute policies and programs to improve aerospace medicine and preventive and clinical health care services to enhance the capabilities of the Air Force

### STRUCTURE

Nine divisions

Four offices

### PERSONNEL

Active duty		95
Officers	73	
Enlisted	22	
Civilians		57
<b>Total</b>		<b>152</b>

## Air Force Medical Support Agency

Hq.: Brooks AFB, Tex.  
Estab.: July 1, 1992  
Cmdr.: Col. William J. Germann

### MISSION, PURPOSE, OPERATIONS

**Improve** global performance and capability of the Medical Service in supporting combat forces and maintaining the health of beneficiaries

**Serve** as the Air Force surgeon general's focal point for policy development, strategies, plans, consultant services, and validated requirements dealing with facilities, supplies, equipment, acquisition, information systems, and resources

## STRUCTURE

Three divisions  
Two offices

## PERSONNEL

Active duty		45
Officers	34	
Enlisted	11	
Civilians		20
<b>Total</b>		<b>65</b>

## Air Force News Agency

Hq.: San Antonio  
Estab.: June 1, 1978  
Cmdr.: Col. Anthony J. Epifano

## MISSION, PURPOSE, OPERATIONS

**Create** and deliver timely and credible information products and services

**Communicate** and broadcast news, information, and entertainment through print and electronic means

**Operate** all USAF-managed American Forces Radio and Television Service outlets

**Produce** news and feature stories on soldiers and airmen for release to civilian broadcast, print, and Web media

## STRUCTURE

Air Force Broadcasting Service  
Army and Air Force Hometown News Service  
Air Force News Service

## PERSONNEL

Active duty		307
Officers	17	
Enlisted	290	
Reserve components		34
ANG	0	
AFRC	34	
Civilians		91
<b>Total</b>		<b>432</b>

## Air Force Office of Special Investigations

Hq.: Andrews AFB, Md.  
Estab.: Aug. 1, 1948  
Cmdr.: Brig. Gen. Leonard E. Patterson

## MISSION, PURPOSE, OPERATIONS

**Provide** professional criminal and counterintelligence investigative services to commanders of all Air Force activities

**Exploit** counterintelligence activities for force protection

**Resolve** violent crime affecting USAF  
**Combat** threats to Air Force information systems and technologies

**Defeat** and deter acquisition fraud  
**Serve** as DOD's executive agent for Defense Cyber Crime Center

## STRUCTURE

USAF Special Investigations Academy  
Eight regional offices  
Eight squadrons  
180 detachments and operating locations

## PERSONNEL

Active duty		1,426
Officers	374	
Enlisted	1,052	
Reserve components		472
ANG	0	
AFRC	472	
Civilians		478
<b>Total</b>		<b>2,376</b>

## Air Force Operations Group

Hq.: Washington, D.C.  
Estab.: July 26, 1977  
Cmdr.: Col. Dave P. Jones

## MISSION, PURPOSE, OPERATIONS

**Support** USAF Chief of Staff and DCS for Air and Space Operations 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, NMCC, Army Operations Center, and other federal agencies

## STRUCTURE

Five divisions

## PERSONNEL

Active duty		200
Officers	134	
Enlisted	66	
Reserve components		5
ANG	0	
AFRC	5	
Civilians		10
<b>Total</b>		<b>215</b>

## Air Force Pentagon Communications Agency

Hq.: Washington, D.C.  
Estab.: Oct. 1, 1984  
Cmdr.: Col. Howard A. Bower

## MISSION, PURPOSE, OPERATIONS

**Provide** effective and timely information systems services and capabilities for Hq. USAF, OSD, and Joint Staff for military operations and missions

## STRUCTURE

Eight directorates

## PERSONNEL

Active duty		408
Officers	71	
Enlisted	337	
Civilians		231
<b>Total</b>		<b>639</b>



USAF photo by MSgt. Jerry King

USAF MSgt. Ron Przysucha (left), a TV news branch chief from the Air Force News Agency, prepares a security forces squadron member for an interview.

## Air Force Personnel Center

Hq.: Randolph AFB, Tex.  
Estab.: Oct. 1, 1995  
Cmdr.: Maj. Gen. Michael C. McMahan

### MISSION, PURPOSE, OPERATIONS

Provide personnel operations service

### STRUCTURE

Eight divisions

### PERSONNEL

Active duty	961
Officers	296
Enlisted	665
Reserve components	39
ANG	2
AFRC	37
Civilians	1,050
<b>Total</b>	<b>2,050</b>

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

## Air Force Personnel Operations Agency

Hq.: Washington, D.C.  
Estab.: Aug. 15, 1993  
Dir.: Brig. Gen. Toreaser A. Steele

### MISSION, PURPOSE, OPERATIONS

**Execute** personnel programs and provide personnel support to Hq. USAF personnel in the Washington, D.C., area  
**Develop** and operate officer, enlisted, and civilian models and databases for management information  
**Support** DCS, Personnel, computer operations

### STRUCTURE

Two divisions

### PERSONNEL

Active duty	37
Officers	21
Enlisted	16
Civilians	11
<b>Total</b>	<b>48</b>

## Air Force Program Executive Office

Hq.: Washington, D.C.  
Estab.: November 1990  
Exec.: Marvin R. Sambur

### MISSION, PURPOSE, OPERATIONS

**Manage** and account for the execution of major and selected Air Force acquisition programs

### STRUCTURE

#### Program Executive Officers:

Brig. Gen. Ted F. Bowlds, Airlift, Trainers  
Brig. Gen. (sel.) Robert E. Dehnert Jr., C<sup>2</sup> & Combat Support Programs

Brig. Gen. William J. Jabour, Fighter & Bomber Programs  
Brig. Gen. John L. Hudson, Joint Strike Fighter  
Timothy Beyland, Services Programs  
Judy Stokley, Weapons Programs

### PERSONNEL

Active duty	31
Officers	30
Enlisted	1
Civilians	9
<b>Total</b>	<b>40</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 and act for the Secretary of the Air Force in deciding individual cases before the boards and civilian appellate processes  
**Ensure** due process and fair and impartial treatment in all cases

### STRUCTURE

Air Force Board for Correction of Military Records  
Air Force Civilian Appellate Review Office  
Air Force Personnel Council

### PERSONNEL

Active duty	10
Officers	5
Enlisted	5
Reserve components	4
ANG	1
AFRC	3
Civilians	43
<b>Total</b>	<b>57</b>

## Air Force Safety Center

Hq.: Kirtland AFB, N.M.  
Estab.: Jan. 1, 1996  
Cmdr.: Maj. Gen. Kenneth W. Hess

### MISSION, PURPOSE, OPERATIONS

**Manage** USAF mishap prevention programs and the Nuclear Surety Program  
**Develop** regulatory guidance  
**Provide** technical assistance in flight, ground, and 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

Five divisions

### PERSONNEL

Active duty	65
Officers	48
Enlisted	17
Reserve components	2
ANG	0
AFRC	2
Civilians	49
<b>Total</b>	<b>116</b>

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

## Air Force Security Forces Center

Hq.: Lackland AFB, Tex.  
Estab.: March 17, 1997  
Cmdr.: Col. Donald T. Knowles

### 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  
**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 requirement taskings

### STRUCTURE

Four divisions  
Force Protection Battlelab  
Three detachments at Ft. Leavenworth, Kan., NAS Miramar, Calif., and Charleston NWC, S.C.

### PERSONNEL

Active duty	259
Officers	46
Enlisted	213
Reserve components	7
ANG	1
AFRC	6
Civilians	12
<b>Total</b>	<b>278</b>

Air Force Security Police Agency was redesignated Air Force Security Forces Center, a DRU, March 17, 1997; it was redesignated an FOA Oct. 1, 1998.

## Air Force Services Agency

Hq.: San Antonio  
Estab.: Feb. 5, 1991  
Cmdr.: Col. Joseph W. Mazzola

### MISSION, PURPOSE, OPERATIONS

**Support** the bases, major commands, and Air Staff by providing technical assistance, fielding new initiatives, developing procedures, and managing selected central support functions to ensure successful service programs

**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		68
Officers	20	
Enlisted	48	
Reserve components		4
ANG	3	
AFRC	1	
Civilians		179
<b>Total</b>		<b>251</b>

**Air Force Technical Applications Center**

**Hq.:** Patrick AFB, Fla.  
**Estab.:** July 7, 1959  
**Cmdr.:** Col. Roy E. Horton III

**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

**Operate** analytical laboratories that provide national authorities with technical measurements with which to monitor foreign nuclear tests

**STRUCTURE**

Analysis Center, Patrick AFB, Fla.  
 Operational sites/detachments in 18 countries

**PERSONNEL**

Active duty		524
Officers	132	
Enlisted	392	
<b>Total</b>		<b>524</b>

**EQUIPMENT**

25 seismic arrays and 11 single-instrument locations consisting of seismometers and associated data acquisition systems and workstations

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

Ground-based equipment to collect nuclear event debris



USAF photo by SSgt. Timothy Cook

*MSgt. Dido Moran, 363rd Expeditionary Operation Support Squadron weather flight superintendent, checks a remote weather receiving system. Air Force Weather Agency personnel provide timely weather information to USAF and Army forces.*

**Air Force Weather Agency**

**Hq.:** Offutt AFB, Neb.  
**Estab.:** Oct. 15, 1997  
**Cmdr.:** Col. Robert H. Allen

**MISSION, PURPOSE, OPERATIONS**

**Enhance** the nation's combat capability by delivering timely, accurate, and reliable weather support worldwide to Air Force and Army forces, unified commands, national programs, and national leaders

**STRUCTURE**

Air Force Combat Climatology Center, Asheville, N.C.  
 Air Force Combat Weather Center, Hurlburt Field, Fla.  
 55th Space Weather Squadron, Schriever AFB, Colo. (with six solar observatories around the world)  
 One detachment at Tinker AFB, Okla. (with six operating locations)

**PERSONNEL**

Active duty		553
Officers	117	
Enlisted	436	
Reserve components		7
ANG	0	
AFRC	7	
Civilians		200
<b>Total</b>		<b>760</b>

Formerly Air Weather Service, established July 1, 1937.

**ANG Readiness Center**

**Hq.:** Andrews AFB, Md.  
**Estab.:** August 1997  
**Cmdr.:** Col. Naomi D. Manadier

**MISSION, PURPOSE, OPERATIONS**

**Provide** policy, guidance, and resources to prepare men and women for combat and serve as a channel of communication for contingencies and national policies

**STRUCTURE**

201st Mission Support Squadron  
 13 directorates

**PERSONNEL**

Active duty		138
Officers	73	
Enlisted	65	
Reserve Components		496
ANG	494	
AFRC	2	
Civilians		435
<b>Total</b>		<b>1,069</b>

# USAF Almanac

## ■ Direct Reporting Units

A Direct Reporting Unit is a subdivision of the Air Force, 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 Doctrine Center

**Hq.:** Maxwell AFB, Ala.  
**Estab.:** Feb. 24, 1997  
**Cmdr.:** Maj. Gen. David F. MacGhee Jr.

#### MISSION, PURPOSE, OPERATIONS

**Provide** a focal point for air and space doctrine

**Develop** basic and operational doctrine for USAF Total Force

**Advocate** doctrinally correct representation of air and space power in service and joint campaign models and exercise scenarios

**Collect** inputs from exercises and operations for lessons learned

**Participate** in development and investigation of future operational concepts, technologies, and strategies

**Present** USAF doctrine to Army officers at various combat arms branch schools

#### STRUCTURE

Det. 1, Langley AFB, Va.  
 Six operating locations  
 Joint and Air Staff Liaison, Pentagon

#### PERSONNEL

Active duty		63
Officers	55	
Enlisted	8	
Reserve components		9
ANG	0	
AFRC	9	
Civilians		12
<b>Total</b>		<b>84</b>

### Air Force Operational Test and Evaluation Center

**Hq.:** Kirtland AFB, N.M.  
**Estab.:** Jan. 1, 1974  
**Cmdr.:** Maj. Gen. William A. Peck Jr.

#### MISSION, PURPOSE, OPERATIONS

**Plan,** execute, and report independent OT&Es

**Determine** operational capabilities and limitations of USAF and joint systems to meet warfighter mission needs

**Provide** operational effectiveness, suitability, and evaluation expertise from concept development to system employment to support USAF, DOD, and other government agencies

#### STRUCTURE

Four geographically separate units at Ed-

wards AFB, Calif. (two), Eglin AFB, Fla., and Peterson AFB, Colo.

#### PERSONNEL

Active duty		497
Officers	323	
Enlisted	174	
Civilians		205
<b>Total</b>		<b>702</b>

### Air Force Studies and Analyses Agency

**Hq.:** Washington, D.C.  
**Estab.:** Feb. 5, 1991 (as a FOA)  
**Dir.:** Jacqueline V. Henningsen

#### MISSION, PURPOSE, OPERATIONS

**Perform** independent, timely, and objective analyses of key Air Force programs, critical operational and acquisition issues, and resource allocation processes in direct support of senior Air Force decision-makers

**Provide** operational assessment of requirements, plans, tactics, strategy, and effectiveness of current and future aerospace systems

**Ensure** effective USAF-wide use of analytic resources, centralized synthesis of analyses and studies, and management of studies and supporting data

#### STRUCTURE

Senior Analysis Review Group  
 Four directorates

#### PERSONNEL

Active duty		64
Officers	54	
Enlisted	10	
Civilians		17
<b>Total</b>		<b>81</b>

### US Air Force Academy

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

#### 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 nine squadrons each, with more than 100 cadets assigned to a squadron. Each squadron consists of members of all four classes

#### PERSONNEL

Active duty		2,257
Officers	970	
Enlisted	1,287	
Reserve components		26
ANG	1	
AFRC	25	
Civilians		1,835
<b>Total</b>		<b>4,118</b>

#### EQUIPMENT

31 aircraft (TG-9 sailplanes; Cessna 150s; TG-3 and TG-4 gliders; and TG-7A and TG-11A motorized gliders; T-41s; UV-18 jump airplanes)

Cadets complete four years of study for a bachelor of science degree, choosing from 30 different academic majors. Four primary areas of military development are stressed in military art and science, theoretical and applied leadership experiences, aviation science and air-manship programs, and military training.

### 11th Wing

**Hq.:** Bolling AFB, D.C.  
**Estab.:** July 15, 1994  
**Cmdr.:** Col. William A. Chambers

#### MISSION, PURPOSE, OPERATIONS

**Provide** administrative and ceremonial support to USAF members in the National Capital Region, all 50 states, and more than 100 countries

**Support** the President, SECAF, and CSAF via the United States Air Force Band and Honor Guard

**Provide** personnel, operations, comptroller, accounting and finance, and recreation services for wing assets, including the day-to-day operations of Bolling

**Manage** physical, personal, electronic, and information security within the Pentagon

#### STRUCTURE

Objective wing

#### PERSONNEL

Active duty		1,599
Officers	183	
Enlisted	1,416	
Reserve components		28
ANG	0	
AFRC	28	
Civilians		853
<b>Total</b>		<b>2,480</b>