

FOAs, DRUs, and Auxiliary

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. David M. Votipka

MISSION, PURPOSE, OPERATIONS

Serve as lead for the Distributed Mission Operations initiative
Support Air Force modeling and simulation training, analysis, acquisition, and operations and corporate M&S planning and requirements generation
Promote Air Force M&S science and technology improvement and innovation and professional development and education for the Air Force M&S workforce
Operate and maintain Air Force M&S Information Service

STRUCTURE

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

PERSONNEL

Active duty		20
Officers	16	
Enlisted	4	
Civilians		15
Total		35

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	742
The director of AFAA is the USAF auditor general.	

Air Force Center for Environmental Excellence

Hq.: Brooks City-Base, Tex.
 Estab.: July 23, 1991
 Dir.: Paul A. Parker

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		35
Officers	33	
Enlisted	2	
Reserve components		10
ANG	0	
AFRC	10	
Civilians		366
Total		411

Air Force Civil Engineer Support Agency

Hq.: Tyndall AFB, Fla.
 Estab.: Aug. 1, 1991
 Cmdr.: Col. Gus Elliott Jr.

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		93
Officers	17	
Enlisted	76	
Reserve components		25
ANG	0	
AFRC	25	
Civilians		112
Total		230

Air Force Command and Control and Intelligence, Surveillance, and Reconnaissance Center

Hq.: Langley AFB, Va.
 Estab.: Aug. 1, 1997
 Cmdr.: Maj. Gen. Tommy F. Crawford

MISSION, PURPOSE, OPERATIONS

Develop the science of control to enable the art of command by influencing, integrating, and improving Air Force C4ISR capabilities
Represent all major commands and provide operational warfighter perspective to Air Force C4ISR spiral development and system acquisition commands and processes
Deliver interoperability and combat capability to the joint warfighter

STRUCTURE

One major field unit
 11 subordinate organizations

PERSONNEL

Active duty		278
Officers	206	
Enlisted	72	
Reserve Components		11
ANG	0	
AFRC	11	
Civilians		55
Total		344

Air Force Communications Agency

Hq.: Scott AFB, Ill.
Estab.: June 13, 1996
Cmdr.: Col. David J. Kovach

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 information superiority
Deploy engineering and network operations strike teams to improve and facilitate ConstellationNet operations

STRUCTURE
 Five functional areas

PERSONNEL

Active duty		224
Officers	105	
Enlisted	119	
Reserve Components		3
ANG	0	
AFRC	3	
Civilians		300
Total		527

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

PERSONNEL

Active duty		24
Officers	22	
Enlisted	2	
Civilians		35
Total		59

Air Force Flight Standards Agency

Hq.: Andrews AFB, Md.
Estab.: Oct. 1, 1991
Cmdr.: Col. Thomas Arko

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 man-

agement and ATC issues; DOD in international airspace and ATC issues
Provide procedures for ATC, airfield, operational evaluation of ATC systems, airspace management, and terminal instrument process

STRUCTURE
 One detachment at Oklahoma City
 Three directorates

PERSONNEL

Active duty		115
Officers	46	
Enlisted	69	
Reserve components		4
ANG	0	
AFRC	4	
Civilians		40
Total		159

Air Force Frequency Management Agency

Hq.: Alexandria, Va.
Estab.: Oct. 1, 1991
Cmdr.: Col. Louis G. Jakowatz III

MISSION, PURPOSE, OPERATIONS
Plan, provide, and ensure spectrum access for Air Force and selected DOD activities in support of national policy objectives, systems development, and global operations

Coordinate Air Force spectrum policy and guidance. Responsible for USAF representation in spectrum negotiations with civil, military, national, and international regulatory organizations

Oversee curriculum for the Electromagnetic Spectrum Management Course
Perform functional management duties for enlisted spectrum management career field

STRUCTURE
 Two directorates
 Technical director

PERSONNEL

Active duty		10
Officers	3	
Enlisted	7	
Civilians		20
Total		30

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, and other government agencies

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

Active duty		2
Officers	1	
Enlisted	1	
Reserve components		19
ANG	0	
AFRC	19	
Civilians		61
Total		82



TSgt. Margie Fields (foreground) reviews mapping scenarios in the CAOC during Joint Red Flag at Nellis AFB, Nev.

USAF photo by TSgt. Kevin J. Gruenwald

Air Force Inspection Agency

Hq.: Kirtland AFB, N.M.
Estab.: Aug. 1, 1991
Cmdr.: Col. David E. Snodgrass

MISSION, PURPOSE, OPERATIONS
Provide USAF leadership with independent, timely assessments to improve the Air Force

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
Conduct compliance inspections for FOAs and DRUs that do not have major command oversight

Publish *TIG Brief* magazine

STRUCTURE
 Four directorates

PERSONNEL

Active duty		111
Officers	89	
Enlisted	22	
Reserve components		3
ANG	0	
AFRC	3	
Civilians		20
Total		134

Air Force Legal Services Agency

Hq.: Bolling AFB, D.C.
Estab.: Sept. 1, 1991
Cmdr.: Col. David G. Ehrhart

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		385
Officers	268	
Enlisted	117	
Reserve Components		3
ANG	0	
AFRC	3	
Civilians		102
Total		490

Air Force Logistics Management Agency

Hq.: Maxwell AFB, Gunter Annex, Ala.
Estab.: Sept. 30, 1975
Cmdr.: Col. Michael A. Morabito

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		52
Officers	31	
Enlisted	21	
Civilians		23
Total		75

Air Force Manpower Agency

Hq.: Randolph AFB, Tex.
Estab.: Sept. 1, 1999
Cmdr.: Col. William C. Bennett Jr.

MISSION, PURPOSE, OPERATIONS

Determine manpower requirements to support Air Force concepts of operations

Partner with Air Force CONOPS champions, capability lead agents, functional representatives, and commanders at all organizational levels to improve USAF mission performance effectiveness and resource efficiency

Assist with competitive sourcing and commercial activities programs

Provide guidance for Air Force Effects Management Program and consultation services to Air Force senior leaders

Develop programming tools, organizational and process-related standards, organizational staffing requirements, and resource allocation studies

STRUCTURE

One squadron

Four divisions

Operating locations at Washington, D.C., Ft. Detrick, Md., and McGhee Tyson ANGB, Tenn.

PERSONNEL

Active duty		103
Officers	29	
Enlisted	74	
Civilians		14
Total		117

Air Force Medical Operations Agency

Hq.: Pentagon
Estab.: July 1, 1992
Cmdr.: Col. Virginia L. Wereszynski

MISSION, PURPOSE, OPERATIONS

Support the Air Force assistant surgeon general, health care operations, and the Air Force surgeon general in the planning and execution of operational policies

Coordinate and track worldwide Air Force Medical Service expeditionary operations working with the services, unified commands, and Joint Staff

Create and operate statistical tools to collect and analyze data to shape the delivery of health care

Directly support health care professionals at military treatment facilities and special duty assignments worldwide

STRUCTURE

Two divisions

Two offices

PERSONNEL

Active duty		80
Officers	68	
Enlisted	12	
Reserve Components		1
ANG	0	
AFRC	1	
Civilians		43
Total		124

Air Force Medical Support Agency

Hq.: Bolling AFB, D.C.
Estab.: July 1, 1978
Cmdr.: Col. Paul B. Christianson

MISSION, PURPOSE, OPERATIONS

Oversee execution of Air Force surgeon general policies and programs in support of USAF global capability and national security strategies

Provide expert consultative leadership for entire Air Force Medical Service

STRUCTURE

Six directorates

28 divisions

11 geographically separated units

PERSONNEL

Active duty		126
Officers	100	
Enlisted	26	
Civilians		79
Total		205

Air Force National Security Emergency Preparedness Agency

Hq.: Atlanta
Estab.: Sept. 1, 1988
Cmdr.: Col. Lawrence Garrison

MISSION, PURPOSE, OPERATIONS

Facilitate Air Force support to civil authorities for natural or man-made disasters/emergencies

STRUCTURE

Two divisions

Three offices in Arlington, Va., Ft. McPherson, Ga., and Tyndall AFB, Fla.

Reserve personnel assigned to each state and emergency action agencies

PERSONNEL

Active duty		17
Officers	8	
Enlisted	9	
Reserve components		102
ANG	0	
AFRC	102	
Civilians		5
Total		124

Air Force News Agency

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

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

USAF photo by MSgt. Val Gemptis



SSgt. Norris Agnew, a broadcaster with the Air Force News Agency, prepares the nightly "Pacific Report" newscast.

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

Air Force Broadcasting Service
 Army and Air Force Hometown News Service
 Air Force News Service
 Command Resources and Readiness Communications and Information Systems

PERSONNEL

Active duty		312
Officers	16	
Enlisted	296	
Reserve components		33
ANG	0	
AFRC	33	
Civilians		93
Total		436

Air Force Nuclear Weapons and Counterproliferation Agency

Hq.: Pentagon
 Estab.: August 1998
 Cmdr.: Lt. Col. Donald W. Robbins

MISSION, PURPOSE, OPERATIONS

Oversee nuclear stockpile stewardship programs, including planning, development, and sustainment of USAF nuclear weapons
Provide technical analysis on counterproliferation issues and lead all technical aspects of USAF arms control process
Provide technical advice to Air Staff, major commands, unified commands, and OSD on nuclear weapons, counterproliferation, and arms control issues

STRUCTURE

Four divisions
 Two operating locations at Pentagon and Arlington, Va.

PERSONNEL

Active duty		16
Officers	8	
Enlisted	8	
Civilians		21
Total		37

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
Identify and resolve crime impacting 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



USN photo by PH2 Sandra M. Palumbo

TSgt. Mark Kenyon, videographer, observes an Army M1 Abrams tank during a combat exercise in South Korea.

Defeat and deter fraud in the acquisition of Air Force prioritized weapons systems
Serve as DOD's executive agent for Defense Cyber Crime Center

STRUCTURE

Eight regional offices
 Eight squadrons
 180 detachments and operating locations
 USAF Special Investigations Academy located at the Federal Law Enforcement Training Center

PERSONNEL

Active duty		1,525
Officers	407	
Enlisted	1,118	
Reserve components		361
ANG	0	
AFRC	361	
Civilians		632
Total		2,518

Air Force Operations Group

Hq.: Pentagon
 Estab.: July 26, 1977
 Cmdr.: Col. Steven Pennington

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

Six divisions

PERSONNEL

Active duty		71
Officers	32	
Enlisted	39	
Reserve components		4
ANG	0	
AFRC	4	
Total		75

Air Force Pentagon Communications Agency

Hq.: Pentagon
 Estab.: Oct. 1, 1984
 Cmdr.: Col. Gerald F. Alexander Jr.

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

Seven directorates

PERSONNEL

Active duty		195
Officers	12	
Enlisted	183	
Civilians		185
Total		380

Air Force Personnel Center

Hq.: Randolph AFB, Tex.
 Estab.: Oct. 1, 1995
 Cmdr.: Maj. Gen. Anthony F. Przybylski

MISSION, PURPOSE, OPERATIONS

Provide service in worldwide personnel operations to Air Force commanders, military members, civilian employees, families, retirees, and other customers
Manage programs for individual career development, awards and decorations, assignments, retirements, promotions, and civilian personnel operations

STRUCTURE

Seven directorates

PERSONNEL

Active duty		725
Officers	238	
Enlisted	487	
Reserve components		14
ANG	0	
AFRC	14	
Civilians		1,000
Total		1,739

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



USAF photo by TSgt. Bobbie Jo King

Air Force OSI agents and Army security forces respond to a rocket attack near Bagram AB, Afghanistan.

Air Force Personnel Operations Agency

Hq.: Pentagon
 Estab.: Aug. 15, 1993
 Dir.: Timothy A. Beyland

MISSION, PURPOSE, OPERATIONS
Provide in-depth analytical insight across the personnel life cycle to DCS for Personnel decision-makers
Develop and operate officer, enlisted, and civilian models
Support DCS for Personnel

STRUCTURE
 One division

PERSONNEL

Active duty		25
Officers	15	
Enlisted	10	
Civilians		4
Total		29

Air Force Program Executive Office

Hq.: Pentagon
 Estab.: November 1990
 Exec.: Michael L. Dominguez (acting)

MISSION, PURPOSE, OPERATIONS
Manage and account for the cost, schedule, and performance of all Air Force non-space acquisition programs

STRUCTURE
Program Executive Officers:
 Lt. Gen. Charles L. Johnson II, Command & Control & Combat Support
 Lt. Gen. William R. Looney III, Aircraft Procurement & Modernization
 Maj. Gen. Robert W. Chedister, Weapons
 Maj. Gen. Richard B.H. Lewis, F/A-22 Programs
 Ronald A. Poussard, Combat & Mission Support
 Brig. (sel.) Charles R. Davis, deputy, Joint Strike Fighter

PERSONNEL

Active duty		18
Officers	15	
Enlisted	3	
Civilians		7
Total		25

Air Force Real Property Agency

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

MISSION, PURPOSE, OPERATIONS
Execute Air Force acquisition and disposal of all Air Force-controlled real property worldwide and environmental programs and real and personal property disposal for major Air Force bases 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 mili-

tary to civilian use and ensure that property at these Air Force installations is made available for reuse as safely and efficiently as possible

STRUCTURE
 Regional divisions
 Base-level operating locations

PERSONNEL

Civilians	198
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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		11
Officers	6	
Enlisted	5	
Reserve components		7
ANG	0	
AFRC	7	
Civilians		49
Total		67

Air Force Safety Center

Hq.: Kirtland AFB, N.M.
 Estab.: Jan. 1, 1996
 Cmdr.: Maj. Gen. Maurice L. McFann Jr.

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



A1Cs Michael Pendleton and Sarah Harwood, 379th Expeditionary Security Force Squadron, patrol a base in Southwest Asia.

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
 10 divisions

PERSONNEL

Active duty		67
Officers	52	
Enlisted	15	
Reserve components		1
ANG	0	
AFRC	1	
Civilians		48
Total		116

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. John T. Salley Jr.

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 taskings

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

PERSONNEL

Active duty		384
Officers	50	
Enlisted	334	
Reserve components		8
ANG	0	
AFRC	8	
Civilians		14
Total		406

Air Force Services Agency

Hq.: San Antonio
 Estab.: Feb. 5, 1991
 Cmdr.: Col. Timothy J. Hansen

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		87
Officers	31	
Enlisted	56	
Reserve components		8
ANG	0	
AFRC	8	
Civilians		177
Total		272

Air Force Technical Applications Center

Hq.: Patrick AFB, Fla.
 Estab.: July 7, 1959
 Cmdr.: Col. Guy D. Turner

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 worldwide

PERSONNEL

Active duty		543
Officers	129	
Enlisted	414	
Total		543

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
 Ground-based equipment to collect nuclear event debris

Air Force Weather Agency

Hq.: Offutt AFB, Neb.
 Estab.: Oct. 15, 1997
 Cmdr.: Col. John M. Lanicci

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

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

Air Force Combat Weather Center, Hurlburt Field, Fla.
 Six solar observatories around the world
 Nine operating locations worldwide

PERSONNEL

Active duty		626
Officers	114	
Enlisted	512	
Reserve components		6
ANG	0	
AFRC	6	
Civilians		188
Total		820

Formerly Air Weather Service, established July 1, 1937.

ANG Readiness Center

Hq.: Andrews AFB, Md.
 Estab.: August 1997
 Cmdr.: Col. Michael Hillestad

MISSION, PURPOSE, OPERATIONS
Provide combat capability to the warfighter and security to the homeland

STRUCTURE
 201st Mission Support Squadron
 13 directorates

PERSONNEL

Active duty		130
Officers	85	
Enlisted	45	
Reserve Components		643
ANG	639	
AFRC	4	
Civilians		467
Total		1,240

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 Doctrine Center

Hq.: Maxwell AFB, Ala.
 Estab.: Feb. 24, 1997
 Cmdr.: Maj. Gen. Bentley B. Rayburn

MISSION, PURPOSE, OPERATIONS
Provide a focal point for air, space, and information operational doctrine
Develop basic and operational doctrine for USAF Total Force
Advocate doctrinally correct representation and execution at the operational level of war in service, joint, and multinational operations, exercises, and other events
Collect inputs from exercises and operations for lessons learned
Participate in the investigation of future operational concepts and strategies to capture emerging doctrine
Present USAF doctrine to Air Force, other service, and joint audiences

STRUCTURE
 Four operating locations
 Joint and Air Staff Liaison, Pentagon

PERSONNEL

Active duty		58
Officers	51	
Enlisted	7	
Reserve components		10
ANG	0	
AFRC	10	
Civilians		16
Total		84

Air Force Operational Test and Evaluation Center

Hq.: Kirtland AFB, N.M.
 Estab.: Jan. 1, 1974
 Cmdr.: Maj. Gen. Felix Dupre

MISSION, PURPOSE, OPERATIONS
Assess the capability of new systems to

meet warfighter needs by planning, executing, and reporting independent operational evaluations
Provide effectiveness, suitability, and operational impact expertise in the battlespace environment

STRUCTURE
 Six detachments at Edwards AFB, Calif., Eglin AFB, Fla., Peterson AFB, Colo., and Kirtland AFB, N.M.
 More than 20 operating locations

PERSONNEL

Active duty		577
Officers	392	
Enlisted	185	
Reserve components		1
ANG	0	
AFRC	1	
Civilians		196
Total		774

Air Force Studies and Analyses Agency

Hq.: Pentagon
 Estab.: May 1, 2001
 Dir.: Jacqueline R. Henningsen

MISSION, PURPOSE, OPERATIONS

Provide independent, timely, and objective analyses of key USAF capabilities and critical operational issues in direct support of senior USAF decision-makers
Ensure quality of USAF analysis in defense reviews, force structure assessments, resource allocation processes, and AEF capability enhancement
Lead USAF-wide centers of analytic excellence community
Oversee USAF operational and combat analyst career development programs

STRUCTURE

Four directorates and one support group
 USAF Analytic Community Steering Group

PERSONNEL

Active duty		69
Officers	63	
Enlisted	6	
Civilians		29
Total		98

US Air Force Academy

Hq.: Colorado Springs, Colo.
 Estab.: April 1, 1954
 Supt.: Lt. Gen. John W. Rosa Jr.

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		2,254
Officers	940	
Enlisted	1,314	
Reserve components		46
ANG	0	
AFRC	46	
Civilians		1,315
Total		3,615

EQUIPMENT

73 aircraft

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.



Stephen Olivares, an academy cadet first class, instructs a trainee at the beginning of USAFA cadet basic training.

USAF photo by SSgt. Ben Blocker

for Hq. USAF elements across the US and in 150 countries

Direct USAF Band and Honor Guard for joint ceremonial activities

Produce ceremonial and musical events worldwide

Execute military funeral mission around the country

Maintain daily operations at Bolling for DOD, Navy, and Coast Guard tenant units

STRUCTURE

Objective wing

PERSONNEL

Active duty		1,699
Officers	203	
Enlisted	1,496	
Reserve components		34
ANG	0	
AFRC	34	
Civilians		786
Total		2,519

The 11th Wing is still listed as a DRU even though it was subordinated to the Air Force District of Washington, which was provisionally reactivated in January 2005. On July 1, when the AFDW becomes fully operational, it will replace 11th Wing as a DRU.

11th Wing

Hq.: Bolling AFB, D.C.
 Estab.: July 15, 1994
 Cmdr.: Col. Duane A. Jones

MISSION, PURPOSE, OPERATIONS

Provide comprehensive base-operating and logistical support USAF personnel in the National Capital Region

Supply personnel, programming, and comptroller support and UCMJ authority

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.: Maj. Gen. Dwight H. Wheless, CAP
 Exec. Dir.: Albert A. Allenback

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 95 percent of all inland SAR missions as tasked by the Air Force Rescue Coordination Center, Langley AFB, Va.

Build strong citizens for the future by providing leadership training, technical education, scholarships, and career edu-

cation 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

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.)
 1,550 squadrons

PERSONNEL

Hq. staff		153
Volunteers		58,456
Senior members	34,100	
Cadets	24,356	
Total		58,609

EQUIPMENT

550 single-engine, piston aircraft
 1,000 vehicles
 Communications equipment



Civil Air Patrol Lt. Chad Morris photographs a vehicle during a homeland security practice mission.

CAP photo by CAP Capt. Dave Hurtado