

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

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

Four divisions in Orlando, Fla.
 Theater battle arena, Pentagon

PERSONNEL

Active duty		18
Officers	15	
Enlisted	3	
Civilians		14
Total		32

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

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

PERSONNEL

Civilians	784
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The director of AFAA is the auditor general of the Air Force.

Air Force Center for Environmental Excellence

Hq.: Brooks City–Base, 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		34
Officers	32	
Enlisted	2	
Reserve components		8
ANG	0	
AFRC	8	
Civilians		373
Total		415

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		92
Officers	18	
Enlisted	74	
Reserve components		25
ANG	0	
AFRC	25	
Civilians		117
Total		234

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

Hq.: Langley AFB, Va.
Estab.: Sept. 12, 1997
Cmdr.: Maj. Gen. Robert F. Behler

MISSION, PURPOSE, OPERATIONS

Integrate and influence command and control, intelligence, surveillance, and reconnaissance for the Air Force
Build air and space C2 and ISR modernization strategies
Serve as Air Force lead for the establishment of all C2 and ISR related joint tactics, techniques, and procedures
Ensure roadmaps, requirements, and architectures are linked to Air Force modernization, strategic, and transformation plans

STRUCTURE

Two major field units
 16 subordinate organizations

PERSONNEL

Active duty		250
Officers	200	
Enlisted	50	
Civilians		43
Total		293

Air Force Communications Agency

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

MISSION, PURPOSE, OPERATIONS

Serve as center of excellence for command, control, communications, computers, and information technology
Provide seamless connectivity for C2 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		210
Officers	90	
Enlisted	120	
Civilians		299
Total		509

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		24
Officers	22	
Enlisted	2	
Civilians		26
Total		50

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, airspace management, and terminal instrument procedures

STRUCTURE

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



USAF photo by SSgt. Quinton T. Burris

SSgts. Shane Cuomo and Mark Kenyon document events March 30, 2003, during Operation Iraqi Freedom. They are deployed from the 1st Combat Camera Squadron, Charleston AFB, S.C.

PERSONNEL

Active duty		129
Officers	64	
Enlisted	65	
Reserve components		6
ANG	0	
AFRC	6	
Civilians		34
Total		169

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 Electromagnetic Spectrum Management Course and Joint Task Force Spectrum Management Course

STRUCTURE

Two directorates
 Technical director

PERSONNEL

Active duty		11
Officers	3	
Enlisted	8	
Civilians		18
Total		29

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		4
Officers	2	
Enlisted	2	
Reserve components		20
ANG	0	
AFRC	20	
Civilians		51
Total		75

Air Force History Support Office

Hq.: Bolling AFB, D.C.
Estab.: Sept. 30, 1994
Cmdr.: Col. Carol S. 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		4
Officers	2	
Enlisted	2	
Reserve components		3
ANG	0	
AFRC	3	
Civilians		25
Total		32

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
Conduct compliance inspections for FOAs and DRUs that don't otherwise have inspector general oversight

Publish *TIG Brief* magazine

STRUCTURE

Four directorates

PERSONNEL

Active duty		110
Officers	85	
Enlisted	25	
Reserve components		4
ANG	1	
AFRC	3	
Civilians		18
Total		132

Air Force Legal Services Agency

Hq.: Bolling AFB, D.C.
Estab.: Sept. 1, 1991
Cmdr.: Col. David L. Thomas

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		373
Officers	260	
Enlisted	113	
Civilians		109
Total		482

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		56
Officers	34	
Enlisted	22	
Civilians		23
Total		79

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 studies, 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		127
Officers	44	
Enlisted	83	
Civilians		79
Total		206

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		89
Officers	69	
Enlisted	20	
Civilians		48
Total		137

Air Force Medical Support Agency

Hq.: Brooks City-Base, Tex.
Estab.: July 1, 1992
Cmdr.: Col. Andrew Love

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		41
Officers	32	
Enlisted	9	
Civilians		31
Total		72

Air Force National Security Emergency Preparedness Agency

Hq.: Arlington, Va.
Estab.: Sept. 1, 1988
Cmdr.: Col. Larry Garrison

MISSION, PURPOSE, OPERATIONS

Facilitate domestic support to civil authorities for national security emergencies and, when required, critical events of national interest

Facilitate the use of Air Force resources to assist federal, state, and local authorities in alleviating suffering and damage that may result from disasters or emergencies and in response to requests for assistance from these agencies

STRUCTURE

Four divisions (Operations, Support, Plans and Training, and Reserve Management)

Five offices in Arlington, Va., Ft. McPherson, Ga., Naval Station Norfolk, Va., Hickam AFB, Hawaii, and the Pentagon

Reserve personnel assigned to every state and several US territories

PERSONNEL

Active duty		21
Officers	10	
Enlisted	11	
Reserve components		74
ANG	0	
AFRC	74	
Civilians		18
Total		100

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

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		286
Officers	16	
Enlisted	270	
Reserve components		33
ANG	0	
AFRC	33	
Civilians		89
Total		408

Air Force Nuclear Weapons and Counterproliferation Agency

Hq.: Pentagon
Estab.: August 1998
Dir.: Bill Mullins

MISSION, PURPOSE, OPERATIONS

Oversee nuclear stockpile stewardship programs, including planning, development, and sustainment of USAF nuclear weapons

Provide technical analysis on counterproliferation issues and counterforce technologies

Provide technical advice to Air Staff, major commands, unified commands, and OSD on nuclear weapons, counterproliferation, and arms control issues

STRUCTURE

One field office at Kirtland AFB, N.M.

PERSONNEL

Active Duty		4
Officers	4	
Enlisted	0	
Civilians		12
Total		16

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

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

PERSONNEL

Active duty		1,494
Officers	405	
Enlisted	1,089	
Reserve components		482
ANG	0	
AFRC	482	
Civilians		489
Total		2,465

Air Force Operations Group

Hq.: Pentagon
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		142
Officers	84	
Enlisted	58	
Reserve components		5
ANG	0	
AFRC	5	
Civilians		4
Total		151

Air Force Pentagon Communi- cations Agency

Hq.: Pentagon
Estab.: Oct. 1, 1984
Cmdr.: Col. Gerald A. 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

Eight directorates

PERSONNEL

Active duty		436
Officers	68	
Enlisted	368	
Reserve Components		2
ANG	0	
AFRC	2	
Civilians		231
Total		669

Air Force Personnel Center

Hq.: Randolph AFB, Tex.

Estab.: Oct. 1, 1995

Cmdr.: Maj. Gen. Thomas A. O'Riordan

MISSION, PURPOSE, OPERATIONS

Provide Air Force commanders, military members, and civilian employees world-class personnel service

STRUCTURE

Eight directorates

PERSONNEL

Active duty		1,004
Officers	291	
Enlisted	713	
Reserve components		19
ANG	2	
AFRC	17	
Civilians		1,041
Total		2,064

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.: William A. Kelly

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		32
Officers	19	
Enlisted	13	
Civilians		8
Total		40

Air Force Program Executive Office

Hq.: Pentagon

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., Command & Control

Brig. Gen. Richard B.H. Lewis, Fighter & Bomber Programs
Timothy A. Beyland, Services
Judy A. Stokley, Weapons

PERSONNEL

Active duty		29
Officers	27	
Enlisted	2	
Civilians		11
Total		40

Air Force Real Property Agency

Hq.: Arlington, Va.

Estab.: Nov. 1, 2002

Dir.: Albert F. Lowas, Jr.

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 military 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

Active duty		0
Officers	0	
Enlisted	0	
Civilians		189
Total		189

Formerly Air Force Base Conversion Agency and Air Force Real Estate Division

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		6
ANG	1	
AFRC	5	
Civilians		59
Total		75

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		67
Officers	47	
Enlisted	20	
Reserve components		1
ANG	0	
AFRC	1	
Civilians		50
Total		118

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		311
Officers	48	
Enlisted	263	
Reserve components		12
ANG	1	
AFRC	11	
Civilians		13
Total		336

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		74
Officers	28	
Enlisted	46	
Reserve components		11
ANG		
AFRC	11	
Civilians		170
Total		255

Air Force Technical Applications Center

Hq.: Patrick AFB, Fla.
Estab.: July 7, 1959
Cmdr.: Col. Craig V. Bendorf

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		523
Officers	123	
Enlisted	400	
Total		523

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

Air Force Weather Agency

Hq.: Offutt AFB, Neb.
Estab.: Oct. 15, 1997
Cmdr.: Col. Charles L. Benson Jr.

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.
 Six solar observatories around the world
 Nine operating locations worldwide

PERSONNEL

Active duty		545
Officers	112	
Enlisted	433	
Reserve components		7
ANG	0	
AFRC	7	
Civilians		201
Total		753

Formerly Air Weather Service, established July 1, 1937.

ANG Readiness Center

Hq.: Andrews AFB, Md.
Estab.: August 1997
Cmdr.: Brig. Gen. David A. Brubaker

MISSION, PURPOSE, OPERATIONS

Provide combat capability to the warfighter and security to the homeland

STRUCTURE

201st Mission Support Squadron
 14 directorates

PERSONNEL

Active duty		130
Officers	70	
Enlisted	60	
Reserve Components		498
ANG	494	
AFRC	4	
Civilians		440
Total		1,068

USAF photo by SSgt. Shane Cuomo



A security forces specialist, known as a Raven, stands guard over an aircraft April 2, 2003, at a forward deployed location in southern Iraq. Ravens provide protection for airlift aircraft and other assets at unsecured locations.

Direct Reporting Units

2003 USAF Almanac

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, 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

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

PERSONNEL

Active duty		70
Officers	62	
Enlisted	8	
Reserve components		12
ANG	0	
AFRC	12	
Civilians		14
Total		96

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		538
Officers	359	
Enlisted	179	
Civilians		199
Total		737

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 Air Force programs and critical operational issues that inform decisions and quantify risk-mitigating options in direct support of senior USAF decision-makers
Ensure Air Force defense review, modernization, warfighting, and resource allocation studies set the standard for DOD analysis
Highlight the Air Force role in emerging DOD issues
Protect Air Force capability and investment positions
Enhance USAF analytic capabilities including combat analyst career development

STRUCTURE

Senior Analysis Review Group
 Four directorates

PERSONNEL

Active duty		69
Officers	60	
Enlisted	9	
Reserve components		1
ANG	0	
AFRC	1	
Civilians		21
Total		91

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		2,515
Officers	1,202	
Enlisted	1,313	
Reserve components		36
ANG	1	
AFRC	35	
Civilians		1,501
Total		4,052

EQUIPMENT

36 aircraft (T-41Ds, TG-3As, TG-4As, TG-7As, TG-9As, TG-11As, UV-18Bs)

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, SECDEF, 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		1,680
Officers	202	
Enlisted	1,478	
Reserve components		36
ANG	0	
AFRC	36	
Civilians		814
Total		2,530