

# 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. 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 Audit Agency

**Headquarters** ..... Washington, D. C.  
**Established** ..... July 1, 1948  
**Director** ..... Jackie R. Crawford

### MISSION, PURPOSE, OPERATIONS

**Provide** all levels of Air Force management with independent and quality audit service  
**Produce** audit reports that evaluate the efficiency, effectiveness, and economy of Air Force programs and activities

### STRUCTURE

Acquisition and Logistics Audit Directorate, Wright-Patterson AFB, Ohio  
 Financial and Support Audit Directorate, March ARB, Calif.  
 Field Activities Directorate, Washington, D. C.  
 Four regional offices  
 Fifty-two field offices

### PERSONNEL

Active-duty ..... 5  
     Officers ..... 2  
     Enlisted ..... 3  
 Reserve component ..... 0  
 Civilians ..... 893  
**Total** ..... **898**

### NOTE

The director of AFAA is the Auditor General of the Air Force.

## Air Force Base Conversion Agency

**Headquarters** ..... Arlington, Va.  
**Established** ..... November 15, 1991  
**Director** ..... Alan K. Olsen

### MISSION, PURPOSE, OPERATIONS

**Execute** environmental programs and real and personal property disposal for 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 quickly and efficiently as possible

### STRUCTURE

Office of the Director  
 Base operating locations

### PERSONNEL

Active-duty ..... 2  
     Officers ..... 2  
     Enlisted ..... 0

Reserve component ..... 0  
 Civilians ..... 340  
**Total** ..... **342**

## Air Force Center for Environmental Excellence

**Headquarters** ..... Brooks AFB, Tex.  
**Established** ..... July 23, 1991  
**Director** ..... Gary M. Erickson

### MISSION, PURPOSE, OPERATIONS

**Provide** Air Force commanders worldwide with services in environmental remediation, compliance, planning, and pollution prevention, including independent testing and application of environmental restoration and pollution prevention technologies

### STRUCTURE

Air Force Design Group  
 Construction Management Directorate  
 Environmental Restoration Directorate  
 Environmental Conservation and Planning Directorate  
 Pollution Prevention Directorate  
 Three regional compliance offices

### PERSONNEL

Active-duty ..... 54  
     Officers ..... 52  
     Enlisted ..... 2  
 Reserve component ..... 20  
     ANG ..... 0  
     AFRES ..... 20  
 Civilians ..... 386  
**Total** ..... **460**

## Air Force Civil Engineer Support Agency

**Headquarters** ..... Tyndall AFB, Fla.  
**Established** ..... August 1, 1991  
**Commander** ..... Col. Peter K. Kloeber

### MISSION, PURPOSE, OPERATIONS

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

### STRUCTURE

Contingency Support Directorate  
 Technical Support Directorate  
 Operations Support Directorate  
 Field Support Directorate

## PERSONNEL

Active-duty .....	94
Officers .....	23
Enlisted .....	71
Reserve component .....	2
ANG .....	1
AFRES .....	1
Civilians .....	129
<b>Total</b> .....	<b>225</b>

## Air Force Command, Control, Communications, and Computer Agency

Headquarters .....	Scott AFB, Ill.
Established .....	May 28, 1993
Commander .....	Col. Patrick M. Ryan

### MISSION, PURPOSE, OPERATIONS

**Support** the Air Force deputy chief of staff for Command, Control, Communications, and Computers (C<sup>4</sup>)

**Develop** and validate C<sup>4</sup> architectures, technical standards, requirements, policies, procedures, and solutions

**Ensure** integration and interoperability among Air Force C<sup>4</sup> systems

**Ensure** that policies, procedures, and applications take full advantage of C<sup>4</sup> capabilities to meet future information requirements

### STRUCTURE

Four headquarters functional areas: Plans and Analysis, Systems and Procedures, Interoperability and Technology, and Resources

C<sup>4</sup> Technology Validation Office, Barksdale AFB, La.

## PERSONNEL

Active-duty .....	295
Officers .....	151
Enlisted .....	144
Reserve component .....	0
Civilians .....	308
<b>Total</b> .....	<b>603</b>

## Air Force Cost Analysis Agency

Headquarters .....	Arlington, Va.
Established .....	August 1, 1992
Commander .....	Col. Gregory W. McKillop

### MISSION, PURPOSE, OPERATIONS

**Develop** independent life-cycle cost estimates of major weapon and information systems

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

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

**Develop** cost estimation tools, techniques, methodologies, and databases

### STRUCTURE

Aircraft Division  
Automated Information Systems (AIS) Division  
Command, Control, and Communications (C<sup>3</sup>) Division  
Missiles and Munitions Division  
Space Systems Division  
Technical Support Division  
Operations Division

## PERSONNEL

Active-duty .....	29
Officers .....	29
Enlisted .....	0
Reserve component .....	0
Civilians .....	23
<b>Total</b> .....	<b>52</b>

## Air Force Doctrine Center

Headquarters .....	Langley AFB, Va.
Established .....	July 21, 1993
Commander .....	Col. Robert D. Coffman

### MISSION, PURPOSE, OPERATIONS

**Develop and publish** basic and operational-level doctrine for the Air Force

**Provide** Air Force input into joint and multinational doctrine development

**Ensure** that Air Force doctrine is consistent with policy and joint doctrine

**Serve** as the Coordinating Review Authority for joint doctrine and for joint tactics, techniques, and procedures for which USAF is not the lead agent

**Prepare** and present coordinated Air Force comments on joint doctrine as well as joint tactics, techniques, and procedures and their development

**Serve** as the Air Force's primary source of expertise for military operations other than war doctrine and strategy development as well as training, education, exercises, and simulations (effective July 1, 1996)

## PERSONNEL

Active-duty .....	23
Officers .....	22
Enlisted .....	1
Reserve component .....	0
Civilians .....	7
<b>Total</b> .....	<b>30</b>

## Air Force Flight Standards Agency

Headquarters .....	Andrews AFB, Md.
Established .....	October 1, 1991
Commander .....	Col. William E. Schepens

### MISSION, PURPOSE, OPERATIONS

**Develop**, standardize, evaluate, and certify Air Force policy, procedures, and equipment for global flight operations and centrally manage the Air Force Air Traffic Control and Landing Systems (ATCALS)

**Perform** worldwide flight inspection of airfields, navigation systems, and instrument approaches during combat, contingencies, and Joint Staff exercises

**Represent** the Secretary of the Air Force and Hq. USAF in Federal Aviation Administration (FAA) airspace management and air traffic control issues

**Represent** the Department of Defense on issues of international airspace and air traffic control

**Provide** flight standards and aeronautical services to develop USAF instrument requirements and training

**Certify** procedures and directives for current and emerging cockpit display technologies and new navigation systems

**Provide** the Air Force with air traffic control and airfield procedures, functional management, operational evaluation of air traffic control systems, and airspace management procedures

**Lead** ATCALS planning and programming, sustainment, and coordination with FAA and military services

**STRUCTURE**

USAF Representative to FAA, Hq. FAA, Washington, D. C.  
Flight Inspection Center, Oklahoma City, Okla.  
Airfield Operations Directorate, Andrews AFB, Md.  
Operations Directorate, Andrews AFB, Md.  
Resources and Requirements Directorate, Andrews AFB, Md.  
International Programs Directorate, Andrews AFB, Md.

**PERSONNEL**

Active-duty ..... 143  
Officers ..... 76  
Enlisted ..... 67  
Reserve component ..... 4  
ANG ..... 0  
AFRES ..... 4  
Civilians ..... 29  
Total ..... 176

**EQUIPMENT**

Two C-21 Learjets

**Air Force Frequency Management Agency**

Headquarters ..... Arlington, Va.  
Established ..... October 1, 1991  
Commander ..... Col. Kimberly J. Dalrymple

**MISSION, PURPOSE, OPERATIONS**

**Develop** USAF policy and procedures for radio frequency spectrum management in support of air and space combat operations  
**Represent** USAF requirements and capabilities to regulatory agencies at national and international levels  
**Direct** frequency assignments in support of global air and space operations and contingencies

**STRUCTURE**

Plans Division  
Systems Engineering Division  
Technical Services Division

**PERSONNEL**

Active-duty ..... 8  
Officers ..... 3  
Enlisted ..... 5  
Reserve component ..... 0  
Civilians ..... 21  
Total ..... 29

**Air Force Historical Research Agency**

Headquarters ..... Maxwell AFB, Ala.  
Established ..... September 12, 1949  
Commander ..... Col. Richard S. Rauschkolb

**MISSION, PURPOSE, OPERATIONS**

**Collect**, preserve, and manage the Air Force historical document collection  
**Answer** requests for historical information  
**Operate** research facilities for professional military education students, faculty, visiting scholars, and the general public  
**Determine** the lineage and honors of Air Force organizations  
**Maintain** official emblem records of Air Force organizations  
**Verify** Air Force aerial victory credits  
**Provide** manpower and historical support to preserve documents during contingency operations  
**Prepare** historical data, analyses, and manuscripts to support the Air Staff and major commands  
**Conduct** an oral history program  
**Operate** a USAF-wide automated historical data system

**STRUCTURE**

Information Systems Division  
Research Division

**PERSONNEL**

Active-duty ..... 10  
Officers ..... 4  
Enlisted ..... 6  
Reserve component ..... 20  
ANG ..... 0  
AFRES ..... 20  
Civilians ..... 43  
Total ..... 73

**Air Force History Support Office**

Headquarters ..... Washington, D. C.  
Established ..... September 30, 1994  
Commander ..... Col. George K. Williams

**MISSION, PURPOSE, OPERATIONS**

**Research**, write, and publish books and other studies on the history of the Air Force  
**Provide** historical support through the Air Force historian to Hq. USAF  
**Publish** books to help the Air Force formulate strategy, plans, and doctrine to conduct its operations; educate Air Force students at professional military schools; provide scholars with research and teaching materials; and inform the public about the role of the Air Force and airpower in national security

**STRUCTURE**

Histories Division  
Research Division  
Special Projects Division

**PERSONNEL**

Active-duty ..... 5  
Officers ..... 4  
Enlisted ..... 1  
Reserve component ..... 4  
ANG ..... 0  
AFRES ..... 4  
Civilians ..... 24  
Total ..... 33

**NOTE**

AFHSO was formerly the Center for Air Force History.

**Air Force Inspection Agency**

Headquarters ..... Kirtland AFB, N. M.  
Established ..... August 1, 1991  
Commander ... Col. (Brig. Gen. selectee) Robert M. Murdock

**MISSION, PURPOSE, OPERATIONS**

**Provide** Air Force leadership with objective and independent assessments of Air Force readiness, discipline, and management efficiency and effectiveness  
**Conduct** special reviews and inquiries as directed by the Air Force Secretary, Chief of Staff, and Inspector General

**STRUCTURE**

Acquisition Inspection Directorate  
Field Inspection Directorate  
Management Inspection Directorate  
Medical Inspection Directorate

## PERSONNEL

Active-duty .....	116
Officers .....	92
Enlisted .....	24
Reserve component .....	0
Civilians .....	23
<b>Total .....</b>	<b>139</b>

## Air Force Legal Services Agency

**Headquarters** ..... Bolling AFB, D. C.  
**Established** ..... September 1, 1991  
**Commander** ..... Col. Richard F. Rothenburg (acting)

### MISSION, PURPOSE, OPERATIONS

**Provide** Air Force 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 Air Force interests in civil litigation; providing programs to benefit the Air Force family; and supporting legal services worldwide with state-of-the-art, specialized information technology

### STRUCTURE

Air Force Court of Criminal Appeals  
Civil Law and Litigation Directorate  
  Commercial Litigation Division  
  Environmental Law and Litigation Division  
  General Claims Division  
  General Litigation Division  
  Legal Assistance Division  
  Tort Claims and Litigation Services Division  
Judiciary Directorate  
  Appellate Defense Division  
  Clemency, Corrections, and Officer Review Division  
  Government Trial and Appellate Counsel Division  
  Military Justice Division  
  Trial Defense Division  
  Trial Judiciary Division  
Legal Information Services Directorate

### PERSONNEL

Active-duty .....	397
Officers .....	275
Enlisted .....	122
Reserve component .....	87
ANG .....	0
AFRES .....	87
Civilians .....	124
<b>Total .....</b>	<b>608</b>

## Air Force Logistics Management Agency

**Headquarters** ..... Maxwell AFB, Gunter Annex, Ala.  
**Established** ..... September 30, 1975  
**Commander** ..... Col. Clarence T. Lowry

### 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

Functional directorates  
  Contracting  
  Logistics Plans  
  Maintenance and Munitions  
  Supply

Transportation  
Support directorates  
  Logistics Analysis  
  Plans and Programs

### PERSONNEL

Active-duty .....	67
Officers .....	52
Enlisted .....	15
Reserve component .....	0
Civilians .....	18
<b>Total .....</b>	<b>85</b>

## Air Force Management Engineering Agency

**Location** ..... Randolph AFB, Tex.  
**Established** ..... November 1, 1975  
**Commander** ..... Col. Charles F. Dibrell, Jr.

### MISSION, PURPOSE, OPERATIONS

**Work** with Air Staff and major commands to achieve significant improvement through process reengineering  
**Determine** manpower requirements and manage manpower resources  
**Provide** commanders and functional managers technical expertise and process improvement techniques  
**Oversee** the implementation of technical and procedural guidance for Air Force Management Engineering and Productivity Programs  
**Serve** as the executive agent for the Navy, Army, and Air Force for the development of DoD medical manpower determinants through the Joint Health-Care Management Engineering Team

### PERSONNEL

Active-duty .....	87
Officers .....	26
Enlisted .....	61
Reserve component .....	0
Civilians .....	64
<b>Total .....</b>	<b>151</b>

## Air Force Medical Operations Agency

**Headquarters** ..... Bolling AFB, D. C.  
**Established** ..... July 1, 1992  
**Commander** ..... Maj. Gen. Charles H. Roadman II

### MISSION, PURPOSE, OPERATIONS

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

### STRUCTURE

Aerospace Medicine  
Operational and Flight Medicine  
Clinical and Biomedical Research and Development  
Clinical Quality Management  
Family Advocacy  
Occupational and Environmental Health  
Patient Administration  
Preventive Medicine  
USAF Radioisotope Committee Secretariat

### PERSONNEL

Active-duty .....	42
Officers .....	37
Enlisted .....	5
Reserve component .....	3
ANG .....	0
AFRES .....	3

Civilians .....	22
<b>Total</b> .....	<b>67</b>

## Air Force Medical Support Agency

**Headquarters** ..... Brooks AFB, Tex.  
**Established** ..... July 1, 1992  
**Commander** ..... Col. Sidney Brandler

### MISSION, PURPOSE, OPERATIONS

**Improve** global performance and capability of the medical service

**Serve** as the Air Force Surgeon General's focal point for policy development, strategy, plans, consultant services, and requirements for facilities, supplies, equipment, acquisition, information systems and resources, and patient administration

### STRUCTURE

Directorate of Medical Support  
 Health Facilities Division  
 Medical Information Systems Division  
 Medical Logistics Division  
 Patient Administration Division

### PERSONNEL

Active-duty .....	31
Officers .....	27
Enlisted .....	4
Reserve component .....	0
Civilians .....	28
<b>Total</b> .....	<b>59</b>

## Air Force News Agency

**Headquarters** ..... Kelly AFB, Tex.  
**Established** ..... June 1, 1978  
**Commander** ..... Col. Joseph S. Panvini

### MISSION, PURPOSE, OPERATIONS

**Support** USAF public affairs efforts by creating and delivering information products and services, such as *Airman Magazine*, *Air Force Policy Letter*, Air Force Fact Sheets, general officer biographies, Air Force Television and Radio news, and news about service members for their hometown news media

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

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

### STRUCTURE

Air Force Internal Information Directorate  
 Army and Air Force Hometown News Service  
 Business Operations Directorate  
 Hq. Air Force Broadcasting Service

### PERSONNEL

Active-duty .....	370
Officers .....	24
Enlisted .....	346
Reserve component .....	0
Civilians .....	145
<b>Total</b> .....	<b>515</b>

## Air Force Office of Special Investigations

**Headquarters** ..... Bolling AFB, D. C.  
**Established** ..... August 1, 1948  
**Commander** ..... Brig. Gen. Robert A. Hoffmann

### MISSION, PURPOSE, OPERATIONS

**Provide** criminal investigative, counterintelligence information, and force protection services to commanders

**Identify** and prevent criminal activity, including homicide, drug abuse, espionage, terrorism, and sabotage, and economic (major defense contractor fraud and local fraud), environmental, and other crimes that threaten Air Force and DoD resources

**Provide** force protection to deployed wings and units

### STRUCTURE

USAF Special Investigations Academy  
 Seven regional offices  
 Seven overseas squadrons  
 160 detachments and operating locations

### PERSONNEL

Active-duty .....	1,523
Officers .....	404
Enlisted .....	1,119
Reserve component .....	416
ANG .....	0
AFRES .....	416
Civilians .....	407
Foreign nationals .....	40
<b>Total</b> .....	<b>2,386</b>

## Air Force Operations Group

**Headquarters** ..... Washington, D. C.  
**Established** ..... July 26, 1977  
**Commander** ..... Col. Terry L. Simpson

### MISSION, PURPOSE, OPERATIONS

**Support** the Air Force Chief of Staff and deputy chief of staff for Plans and Operations

**Maintain** a twenty-four-hour watch on all current operations  
**Handle** emergency actions through the Air Force Operations Center

**Provide** facilities, policy, procedures, and staff for the Hq. USAF Crisis Action Team during crises, contingencies, and exercises

**Develop** policy and monitor USAF readiness and resource allocation worldwide

**Coordinate** actions among USAF major commands, other field operating agencies, and direct reporting units in response to taskings from the Joint Chiefs of Staff National Military Command Center (NMCC)

**Provide** Air Force Chief of Staff with daily status of current Air Force operations worldwide

**Assist** in providing military support to civilian authorities  
**Prepare** and provide weather data to the President, Secretary of Defense, Joint Chiefs of Staff, NMCC, Army Operations Center, and other federal agencies

**Maintain** the USAF portion of the Worldwide Military Command and Control System Intercomputer Network, the Air Force's resources and training system database and worldwide exercise scheduling database, and the Joint Uniform Lessons Learned database

### FORCE STRUCTURE

AFOG is supported by ten Air Staff functional areas: Operations, Plans, Logistics, Manpower and Personnel, Intelligence, Civil Engineering, Security Police, Information Systems Man-

agement, Medical Readiness Division, and Chaplain Response Forces. AFOG is also supported by the Air Force Reserve and Air National Guard.

**PERSONNEL**

Active-duty .....	224
Officers .....	147
Enlisted .....	77
Reserve component .....	0
Civilians .....	15
<b>Total .....</b>	<b>239</b>

**Air Force Pentagon Communications Agency**

**Headquarters** ..... Washington, D. C.  
**Established** ..... October 1, 1984  
**Commander** ..... Col. Stephen E. Anno

**MISSION, PURPOSE, OPERATIONS**

**Provide** command, control, communications, and computer systems and services for the Office of the Secretary of Defense (OSD), the Joint Chiefs of Staff, the National Military Command Center (NMCC), the Secretary of the Air Force, Hq. USAF, and other command centers in Washington, D. C., as directed by Hq. USAF

**Develop** management information systems for OSD and Hq. USAF to prepare and submit the President's budget and create decision support tools for senior DoD officials to evaluate events worldwide and respond to crises

**Serve** as executive agent for the NMCC

**Maintain** five red (secure) communications switches and three black (nonsecure) switches, including the Washington Tactical Switch, 8,000 telephones, and 2,500 leased circuits

**Handle** 3,000 specialized secure telephone units, NMCC and Air Force Operations Group networks, and an extensive pager and cellular telephone network

**STRUCTURE**

- Architecture and Engineering Directorate
- Security Directorate
- Air Staff Systems Directorate
- OSD Systems Directorate
- Logistics and Acquisitions Directorate
- Mission Support Directorate
- Operations Directorate
- Resource Management Directorate
- Services Directorate
- Programs and Requirements Directorate

**PERSONNEL**

Active-duty .....	637
Officers .....	192
Enlisted .....	445
Reserve component .....	2
ANG .....	0
AFRES .....	2
Civilians .....	227
<b>Total .....</b>	<b>866</b>

**NOTE**

AFPCA was formerly the 7th Communications Group.

**Air Force Personnel Center**

**Headquarters** ..... Randolph AFB, Tex.  
**Established** ..... October 1, 1995  
**Commander** ..... Brig. Gen. Susan L. Pamerleau

**MISSION, PURPOSE, OPERATIONS**

**Provide** personnel operations service

**STRUCTURE**

- Assignments
- Mission Support
- Personnel Accountability
- Personnel Data Systems
- Personnel Programs Management
- Customer Assistance
- Civilian Personnel Operations
- Civilian Career Management

**PERSONNEL**

Active-duty .....	869
Officers .....	270
Enlisted .....	599
Reserve component .....	7
ANG .....	2
AFRES .....	5
Civilians .....	655
<b>Total .....</b>	<b>1,531</b>

**NOTE**

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

**Air Force Personnel Operations Agency**

**Headquarters** ..... Washington, D. C.  
**Established** ..... August 15, 1993  
**Director** ..... Steve N Smith

**MISSION, PURPOSE, OPERATIONS**

**Execute** personnel programs and portions of programs located in the Washington, D. C., area

**Develop** and operate officer, enlisted, and civilian models and databases for management information

**Execute** the Air Force Employee Development Program and training budgets

**Manage** the Air Force Relocation, Employee, and Labor Relations Programs

**STRUCTURE**

- Analysis Division
- Performance Management Division
- Systems Support Division
- Work Force Appeals and Relations Division

**PERSONNEL**

Active-duty .....	38
Officers .....	23
Enlisted .....	15
Reserve component .....	0
Civilians .....	27
<b>Total .....</b>	<b>65</b>

**Air Force Program Executive Office**

**Headquarters** ..... Washington, D. C.  
**Established** ..... November 1990  
**Air Force Acquisition Executive** ..... Arthur L. Money

**MISSION, PURPOSE, OPERATIONS**

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

## STRUCTURE

### Air Force Acquisition Executive

#### Program Executive Officers:

John M. Gilligan, Battle Management  
Brig. Gen. Berwyn A. Reiter, Command, Control, and Communications  
Harry E. Schulte, Weapons  
Darleen Druyun (acting), Space  
Oscar Goldfarb, Joint Logistics Systems  
Col. (Brig. Gen. selectee) Richard V. Reynolds, Airlift and Trainers  
Maj. Gen. Robert F. Raggio, Fighters and Bombers  
Rear Adm. Craig E. Steidle, JAST

**PERSONNEL** ..... 49

## Air Force Real Estate Agency

**Headquarters** ..... Bolling AFB, D. C.  
**Established** ..... August 1, 1991  
**Director** ..... William E. Edwards

### MISSION, PURPOSE, OPERATIONS

**Acquire**, manage, and dispose of real property worldwide for the Air Force

**Maintain** a complete land and facilities inventory

**Plan** and execute the Real Property Management program

**Provide** instructions to assist USAF in complying with public laws and federal and DoD guidance

### PERSONNEL

Active-duty ..... 0  
Reserve component ..... 0  
Civilians ..... 13  
**Total** ..... 13

## Air Force Reserve

**Headquarters** ..... Robins AFB, Ga.  
**Established** ..... April 14, 1948  
**Commander** ..... Maj. Gen. Robert A. McIntosh

### MISSION, PURPOSE, OPERATIONS

**Support** the active-duty force

**Serve** in missions including fighter, bomber, airlift, aerial refueling, rescue, special operations, aeromedical evacuation, aerial fire-fighting, weather reconnaissance, and space operations

**Provide** support and disaster relief in the US

**Support** national counterdrug efforts

### FORCE STRUCTURE

Three numbered air forces: **4th**, McClellan AFB, Calif.; **10th**, Bergstrom ARS, Tex.; **22d**, Dobbins ARB, Ga.

Thirty-seven flying wings

128 groups

397 squadrons

106 flights

### PERSONNEL

Officers ..... 15,803  
Enlisted ..... 58,693  
Civilians (non-ART) ..... 5,416  
**Total** ..... 79,912

## EQUIPMENT

B-52H bombers ..... 9  
F-16 fighters ..... 110  
A/OA-10 attack aircraft ..... 44  
C-5A/B airlifters ..... 32  
C-141B airlifters ..... 40  
C-130E/H airlifters ..... 110  
KC-135E/R tankers ..... 72  
HC-130N/P aircraft ..... 15  
HH-60G rescue helicopters ..... 25  
WC-130H weather planes ..... 10  
MC-130E special operations ..... 5  
**Total primary aircraft authorized** ..... 472

## OPERATIONAL ACTIVITY

Coronet Oak (Central and South America), Deny Flight and Provide Promise (Bosnia-Herzegovina), Provide Comfort (northern Iraq), Provide Hope II (former Soviet Union), Provide Relief (Kenya and Somalia), Uphold Democracy (Haiti), Joint Endeavor (Bosnia)

## NOTES

The AFRES commander also serves as chief, Air Force Reserve, Washington, D. C. AFRES serves under federal government jurisdiction. Officer and enlisted personnel figures are Selected Reserve, including Air Reserve technicians—civil service employees in dual status. Approximately 12,000 of these Air Force Reservists are assigned to active-duty units under the Individual Mobilization Augmentee program. Reserve crews also fly active-duty KC-10, C-5, C-141, KC-135, C-17, and C-9 aircraft daily under the associate program.

## Air Force Review Boards Agency

**Headquarters** ..... Andrews AFB, Md.  
**Established** ..... June 1, 1980  
**Director** ..... 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

### STRUCTURE

Air Force Board for Correction of Military Records

Air Force Civilian Appellate Review Office

Air Force Personnel Council

Air Force Personnel Board

Board of Review

Clemency and Parole Board

Decorations Board

Discharge Review Board

DoD Civilian/Military Service Review Board

Physical Disability Appeal Board

### PERSONNEL

Active-duty ..... 11  
Officers ..... 4  
Enlisted ..... 7  
Reserve component ..... 3  
ANG ..... 1  
AFRES ..... 2  
Civilians ..... 35  
**Total** ..... 49

## Air Force Reserve Flying Wings and Assigned Units

Wing Hq.	Squadron	Aircraft	Location	
<b>4th Air Force (AMC) • Hq. McClellan AFB, Calif. • Brig. Gen. Wallace W. Whaley, Commander</b>				
349th Air Mobility Wing	301st Airlift Squadron	C-5A/B	Travis AFB, Calif.	
	312th Airlift Squadron	C-5A/B	Travis AFB, Calif.	
	708th Airlift Squadron	C-141B	Travis AFB, Calif.	
	710th Airlift Squadron	C-141B	Travis AFB, Calif.	
	70th Air Refueling Squadron	KC-10A	Travis AFB, Calif.	
433d Airlift Wing	68th Airlift Squadron	C-5A	Kelly AFB, Tex.	
	446th Airlift Wing	97th Airlift Squadron	C-141B	McChord AFB, Wash.
		313th Airlift Squadron	C-141B	McChord AFB, Wash.
452d Air Mobility Wing	728th Airlift Squadron	C-141B	McChord AFB, Wash.	
	336th Air Refueling Squadron	KC-135E	March ARB, Calif.	
	79th Air Refueling Squadron	KC-10A	March ARB, Calif.	
	729th Airlift Squadron	C-141B	March ARB, Calif.	
	730th Airlift Squadron	C-141B	March ARB, Calif.	
507th Air Refueling Wing	465th Air Refueling Squadron	KC-135R	Tinker AFB, Okla.	
931st Air Refueling Group	18th Air Refueling Squadron	KC-135R	McConnell AFB, Kan.	
932d Airlift Wing	73d Airlift Squadron	C-9A	Scott AFB, Ill.	
940th Air Refueling Wing	314th Air Refueling Squadron	KC-135E	McClellan AFB, Calif.	
<b>10th Air Force (ACC) • Hq. Bergstrom ARS, Tex. • Maj. Gen. David R. Smith, Commander</b>				
94th Airlift Wing	700th Airlift Squadron	C-130H	Dobbins ARB, Ga. <sup>1</sup>	
301st Fighter Wing	457th Fighter Squadron	F-16C/D	NAS Fort Worth JRB Carswell Field, Tex. <sup>2</sup>	
302d Airlift Wing	731st Airlift Squadron	C-130E/H	Peterson AFB, Colo.	
	815th Airlift Squadron	C-130E	Keesler AFB, Miss.	
403d Wing	53d Weather Reconnaissance Squadron	WC-130H	Keesler AFB, Miss.	
419th Fighter Wing	466th Fighter Squadron	F-16C/D	Hill AFB, Utah	
440th Airlift Wing	95th Airlift Squadron	C-130H	General Mitchell IAP/ARS, Wis. <sup>1</sup>	
442d Fighter Wing	303d Fighter Squadron	A/OA-10A	Whiteman AFB, Mo.	
482d Fighter Wing	93d Fighter Squadron	F-16A/B	Homestead ARS, Fla. <sup>1</sup>	
908th Airlift Wing	357th Airlift Squadron	C-130H	Maxwell AFB, Ala.	
910th Airlift Wing	757th Airlift Squadron	C-130H	Youngstown-Warren Regional Airport/ARS, Ohio <sup>1</sup>	
911th Airlift Wing	758th Airlift Squadron	C-130H	Pittsburgh IAP/ARS, Pa. <sup>1</sup>	
913th Airlift Wing	327th Airlift Squadron	C-130E	Willow Grove ARS, Pa. <sup>1</sup>	
914th Airlift Wing	328th Airlift Squadron	C-130H	Niagara Falls IAP/ARS, N. Y. <sup>1</sup>	
917th Wing	47th Fighter Squadron	A/OA-10A	Barksdale AFB, La.	
	93d Bomb Squadron	B-52H	Barksdale AFB, La.	
919th Special Operations Wing	711th Special Operations Squadron	C-130E/H, MC-130E	Duke Field, Fla.	
	5th Special Operations Squadron	HC-130N/P	Eglin AFB, Fla.	
924th Fighter Wing	704th Fighter Squadron	F-16C/D	Bergstrom ARS, Tex. <sup>1</sup>	
926th Fighter Wing	706th Fighter Squadron	F-16C/D	NAS JRB New Orleans, La. <sup>2</sup>	
928th Airlift Wing	64th Airlift Squadron	C-130H	O'Hare IAP/ARS, Ill. <sup>1</sup>	
934th Airlift Wing	96th Airlift Squadron	C-130E	Minneapolis-St. Paul IAP/ARS, Minn. <sup>1</sup>	
939th Rescue Wing	304th Rescue Squadron	HC-130P, HH-60G	Portland IAP, Ore.	
	301st Rescue Squadron	HC-130N/P, HH-60G	Patrick AFB, Fla.	
	305th Rescue Squadron	HH-60G	Davis-Monthan AFB, Ariz.	
944th Fighter Wing	302d Fighter Squadron	F-16C/D	Luke AFB, Ariz.	
<b>22d Air Force (AMC) • Hq. Dobbins ARB, Ga. • Brig. Gen. Michael R. Lee, Commander</b>				
315th Airlift Wing	300th Airlift Squadron	C-141B	Charleston AFB, S. C.	
	701st Airlift Squadron	C-141B	Charleston AFB, S. C.	
	707th Airlift Squadron	C-141B	Charleston AFB, S. C.	
	317th Airlift Squadron	C-17A	Charleston AFB, S. C.	
	434th Air Refueling Wing	72d Air Refueling Squadron	KC-135R	Grissom ARB, Ind. <sup>1</sup>
74th Air Refueling Squadron		KC-135R	Grissom ARB, Ind. <sup>1</sup>	
439th Airlift Wing	337th Airlift Squadron	C-5A	Westover ARB, Mass. <sup>1</sup>	
445th Airlift Wing	356th Airlift Squadron	C-141B	Wright-Patterson AFB, Ohio	
	89th Airlift Squadron	C-141B	Wright-Patterson AFB, Ohio	
459th Airlift Wing	756th Airlift Squadron	C-141B	Andrews AFB, Md.	
512th Airlift Wing	326th Airlift Squadron	C-5A/B	Dover AFB, Del.	
	709th Airlift Squadron	C-5A/B	Dover AFB, Del.	
514th Air Mobility Wing	335th Airlift Squadron	C-141B	McGuire AFB, N. J.	
	702d Airlift Squadron	C-141B	McGuire AFB, N. J.	
	732d Airlift Squadron	C-141B	McGuire AFB, N. J.	
	76th Air Refueling Squadron	KC-10A	McGuire AFB, N. J.	
	78th Air Refueling Squadron	KC-10A	McGuire AFB, N. J.	
916th Air Refueling Wing	77th Air Refueling Squadron	KC-135R	Seymour Johnson AFB, N. C.	
927th Air Refueling Wing	63d Air Refueling Squadron	KC-135E	Selfridge ANGB, Mich.	

<sup>1</sup> AFRES Installation    <sup>2</sup> Tenant unit on naval base

<b>ANGB</b> Air National Guard Base	<b>IAP</b> International Airport
<b>ARB</b> Air Reserve Base	<b>JRB</b> Joint Reserve Base
<b>ARS</b> Air Reserve Station	<b>NAS</b> Naval Air Station

## Air Force Safety Center

**Headquarters** ..... Kirtland AFB, N. M.  
**Established** ..... January 1, 1996  
**Director** ..... Brig. Gen. Orin L. Godsey

### MISSION, PURPOSE, OPERATIONS

**Execute** Air Force aviation, ground, weapons, space, and nuclear safety policies, plans, and programs

**Oversee** all USAF mishap-prevention programs, including nuclear weapons, ballistic missiles, remotely piloted vehicles, and satellites

**Conduct** USAF aircraft mishap investigation, chief of safety, and flight safety officer courses

**Contract** ground safety training for USAF personnel

**Investigate** and report on- and off-duty mishaps

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

### STRUCTURE

Mission divisions

Aviation Safety

Ground Safety

Weapons, Space, and Nuclear Safety

Support divisions

Data Operations and Analyses

Policy, Plans, and Programs

Public and Media Affairs

Staff Judge Advocate

Resources and Manpower

### PERSONNEL

Active-duty ..... 84  
Officers ..... 63  
Enlisted ..... 21  
Reserve component ..... 4  
ANG ..... 1  
AFRES ..... 3  
Civilians ..... 75  
**Total** ..... 163

### NOTES

AFSC publishes *Flying Safety* and *Road and Rec* magazines, and the *Nuclear Surety/Weapons Safety Journal*. Formerly the Air Force Safety Agency.

## Air Force Security Police Agency

**Headquarters** ..... Kirtland AFB, N. M.  
**Established** ..... February 1991  
**Commander** ..... Col. Lawrence R. Mayes

### MISSION, PURPOSE, OPERATIONS

**Provide** expertise for the security of nuclear weapons and weapon systems

**Prepare** guidance on air base defense operations and continuation training and guidance for law enforcement, resources protection, and antiterrorism USAF-wide

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

**Assist** in planning, allocating, and evaluating Security Police resources, equipment, and future technology requirements

**Develop** and maintain tables of allowance identifying Security Police equipment requirements

**Manage** Air Force corrections activities

### STRUCTURE

Corrections Directorate

Law Enforcement and Training Directorate

Physical Security Directorate  
Resources and Equipment Directorate

### PERSONNEL

Active-duty ..... 114  
Officers ..... 28  
Enlisted ..... 86  
Reserve component ..... 10  
ANG ..... 0  
AFRES ..... 10  
Civilians ..... 17  
**Total** ..... 141

### FACILITIES

Det. 1, US Disciplinary Barracks, Fort Leavenworth, Kan.

Det. 2, Naval Consolidated Brig, NAS Miramar, Calif.

Det. 3, Naval Consolidated Brig, Charleston Naval Weapons Center, S. C.

## Air Force Services Agency

**Headquarters** ..... San Antonio, Tex.  
**Established** ..... February 5, 1991  
**Commander** ..... Col. Gary C. Bradham

### 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 services programs

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

### STRUCTURE

Base-level services managers

### PERSONNEL

Active-duty ..... 71  
Officers ..... 22  
Enlisted ..... 49  
Reserve component ..... 9  
Civilians ..... 339  
**Total** ..... 419

## Air Force Studies and Analyses Agency

**Headquarters** ..... Washington, D. C.  
**Established** ..... February 1991  
**Commander** ..... Col. Thomas L. Allen

### MISSION, PURPOSE, OPERATIONS

**Provide** analyses and simulation and modeling tools to support the assessment of force-structure options and acquisition decisions for the assistant secretaries of the Air Force and the Air Staff

**Aid** Air Force decision-makers in addressing force-sizing and force-shaping issues, weapon systems employment, resource allocation, and arms reductions proposals

**Assist** the Air Staff in preparing responses to Congressional inquiries and requests for testimony

**Serve** as the configuration manager for a variety of simulation models used within the Air Force by other DoD agencies and by civilian contractors

### STRUCTURE

Senior Analysis Review Group

Force Application Division

Force Enhancement Division

Resource Management Division  
Resource Analyses Division

#### PERSONNEL

Active-duty .....	137
Officers .....	119
Enlisted .....	18
Reserve component .....	3
ANG .....	0
AFRES .....	3
Civilians .....	26
<b>Total .....</b>	<b>166</b>

### Air Force Technical Applications Center

**Headquarters** ..... Patrick AFB, Fla.  
**Established** ..... May 1, 1960  
**Commander** ..... Col. (Brig. Gen. selectee) Glen D. Shaffer

#### MISSION, PURPOSE, OPERATIONS

**Monitor** compliance with several international nuclear treaties, including the Limited Test Ban Treaty, Threshold Test Ban Treaty, and Peaceful Nuclear Explosion Treaty  
**Operate** and maintain a global network of subsurface, surface, airborne, and spacebased sensors and analytical laboratories that provide national authorities with technical measurements with which to monitor foreign nuclear activity  
**Conduct** research and development of proliferation-detection technologies for all weapons of mass destruction

#### STRUCTURE

Headquarters and Analysis Center, Patrick AFB, Fla.  
McClellan Central Laboratory, Technical Operations Division, McClellan AFB, Calif.  
Seven operational sites/detachments worldwide

#### PERSONNEL

Active-duty .....	942
Officers .....	188
Enlisted .....	754
Reserve component .....	0
Civilians .....	104
<b>Total .....</b>	<b>1,046</b>

#### EQUIPMENT

Eighteen seismic arrays consisting of seismometers and associated central terminals and workstations  
Six hydroacoustic recording locations  
More than 130 sensors on thirty-six satellites, with associated ground systems instrumentation and data-processing equipment  
Airborne and groundbased equipment to collect nuclear event debris  
Atmospheric sampling equipment for TC-135 and U-2 aircraft  
Military and civilian laboratories that perform low-level radioactive sample analysis

### Air Intelligence Agency

**Headquarters** ..... Kelly AFB, Tex.  
**Established** ..... October 1, 1993  
**Commander** ..... Maj. Gen. Michael V. Hayden

#### MISSION, PURPOSE, OPERATIONS

**Provide** direct intelligence, security, electronic combat, foreign technology, and treaty-monitoring support to national decision-makers and field air component commanders  
**Develop** principles and doctrines of information dominance for application in future warfare  
**Provide** combat commanders with data enabling them to de-

cide when to exploit, jam, deceive, or destroy hostile military communications

**Provide** scientific-technical intelligence support

**Provide** tailored intelligence assessments in support of Air Staff planning and policy formulation

**Conduct** USAF Sensitive Compartmented Information security functions

**Assist** Air Force components in the development of concepts, exercises, and employment of agency assets to support low-intensity conflict, counterdrug, and special operations

#### EQUIPMENT

Two AN/FLR-9 antennas located in Alaska and Japan

#### FORCE STRUCTURE

Air Force Information Warfare Center, Kelly AFB, Tex.  
National Air Intelligence Center, Wright-Patterson AFB, Ohio  
67th Intelligence Wing, Kelly AFB, Tex.  
26th Intelligence Group, Vogelweh, Germany  
67th Intelligence Group, Kelly AFB, Tex.  
497th Intelligence Group, Bolling AFB, D. C.  
480th Intelligence Group, Langley AFB, Va.  
544th Intelligence Group, Peterson AFB, Colo.  
692d Intelligence Group, Hickam AFB, Hawaii  
694th Intelligence Group, Fort Meade, Md.  
Intelligence Systems Group, Kelly AFB, Tex.

#### PERSONNEL

Active-duty .....	12,186
Officers .....	1,807
Enlisted .....	10,379
Reserve component .....	1,883
ANG .....	187
AFRES .....	1,696
Civilians .....	2,378
<b>Total .....</b>	<b>16,447</b>

#### OPERATIONAL ACTIVITY

Provide Comfort (northern Iraq), Southern Watch (southern Iraq), Support/Uphold Democracy (Haiti)

#### NOTES

AIA was formed by integrating personnel and missions of the former Air Force Intelligence Command and Air Force Intelligence Support Agency and elements of Air Combat Command. The agency reports directly to the assistant chief of staff for intelligence. In 1995, the agency supported more than fifty worldwide, joint, unified, and specified command-sponsored exercises. General Hayden also serves as director of the Joint Command and Control Warfare Center.

### Air National Guard

**Headquarters** ..... Washington, D. C.  
**Established** ..... September 18, 1947  
**Director** ..... Maj. Gen. Donald W. Shepperd

#### MISSION, PURPOSE, OPERATIONS

**Provide** trained units and individuals in support of national military objectives, as a full partner in the Total Air Force  
**Support** state governors by providing equipment and trained individuals to help preserve peace, order, and public safety

#### FORCE STRUCTURE

Flying units: eighty-eight wings  
Major command assignments  
  Air Combat Command  
  Air Education and Training Command  
  Air Force Special Operations Command  
  Air Mobility Command  
  Pacific Air Forces

## The Air National Guard by Major Command Assignment

(As of April 1, 1996)

<b>C-5A transport</b> 105th Airlift Wing	Air Mobility Command Stewart IAP, N. Y.	<b>F-15A/B fighter</b> 131st Fighter Wing 159th Fighter Wing	Lambert–St. Louis IAP, Mo. NAS JRB New Orleans, La. <sup>c</sup>
<b>C-141B transport</b> 164th Airlift Wing 172d Airlift Wing	Memphis IAP, Tenn. Allen C. Thompson Field, Miss.	<b>F-15A/B fighter–air defense</b> 102d Fighter Wing 142d Fighter Wing 125th Fighter Wing	Otis ANGB, Mass. Portland IAP, Ore. Jacksonville IAP, Fla.
<b>KC-135 tanker</b> 101st Air Refueling Wing 107th Air Refueling Wing 108th Air Refueling Wing 117th Air Refueling Wing 121st Air Refueling Wing 126th Air Refueling Wing 128th Air Refueling Wing 134th Air Refueling Wing 141st Air Refueling Wing 151st Air Refueling Wing 155th Air Refueling Wing 157th Air Refueling Wing 161st Air Refueling Wing 163d Air Refueling Wing 171st Air Refueling Wing 186th Air Refueling Wing 190th Air Refueling Wing	Bangor IAP, Me. Niagara Falls IAP/ARS, N. Y. McGuire AFB, N. J. Birmingham Airport, Ala. Rickenbacker IAP, Ohio O'Hare IAP/ARS, Ill. General Mitchell IAP/ARS, Wis. McGhee Tyson Airport, Tenn. Fairchild AFB, Wash. Salt Lake City IAP, Utah Lincoln MAP, Neb. Pease ANGB, N. H. Sky Harbor IAP, Ariz. March ARB, Calif. Pittsburgh IAP/ARS, Pa. Key Field, Miss. Forbes Field, Kan.	<b>F-16A/B/C/D fighter</b> 113th Fighter Wing 114th Fighter Wing 115th Fighter Wing 122d Fighter Wing 127th Wing 132d Fighter Wing 138th Fighter Wing 140th Fighter Wing 149th Fighter Wing 150th Fighter Wing 156th Fighter Wing 169th Fighter Wing 174th Fighter Wing 178th Fighter Wing 180th Fighter Wing 181st Fighter Wing 183d Fighter Wing 185th Fighter Wing 187th Fighter Wing 188th Fighter Wing 192d Fighter Wing	Andrews AFB, Md. Joe Foss Field, S. D. Truax Field, Wis. Fort Wayne IAP, Ind. Selfridge ANGB, Mich. Des Moines IAP, Iowa Tulsa IAP, Okla. Buckley ANGB, Colo. Kelly AFB, Tex. Kirtland AFB, N. M. Puerto Rico IAP, Puerto Rico McEntire ANGB, S. C. Syracuse Hancock IAP, N. Y. Springfield-Beckley MAP, Ohio Toledo Express Airport, Ohio Hulman Regional Airport, Ind. Capital MAP, Ill. Sioux Gateway Airport, Iowa Dannelly Field, Ala. Fort Smith MAP, Ark. Richmond IAP, Va.
<b>Air Combat Command</b>			
<b>A/OA-10A attack aircraft</b> 103d Fighter Wing 104th Fighter Wing 110th Fighter Wing 124th Wing <sup>a</sup> 175th Wing <sup>a</sup>	Bradley IAP, Conn. Barnes MAP, Mass. W. K. Kellogg Airport, Mich. Boise Air Terminal, Idaho Baltimore, Md.	<b>F-16A/B fighter–air defense</b> 119th Fighter Wing 120th Fighter Wing 127th Fighter Wing 144th Fighter Wing 147th Fighter Wing 148th Fighter Wing 158th Fighter Wing 177th Fighter Wing	Hector IAP, N. D. Great Falls IAP, Mont. Selfridge ANGB, Mich. Fresno Air Terminal, Calif. Ellington Field, Tex. Duluth IAP, Minn. Burlington IAP, Vt. Atlantic City Airport, N. J.
<b>B-1 bomber</b> 116th Bomb Wing 184th Bomb Wing	Robins AFB, Ga. McConnell AFB, Kan.	<b>HC-130/HH-60G rescue aircraft</b> 106th Rescue Wing 129th Rescue Wing	Francis S. Gabreski IAP, N. Y. Moffett Federal Airfield, Calif. <sup>d</sup>
<b>C-130 transport</b> 109th Airlift Wing 118th Airlift Wing 123d Airlift Wing 130th Airlift Wing 133d Airlift Wing  136th Airlift Wing 137th Airlift Wing 139th Airlift Wing 143d Airlift Wing 145th Airlift Wing 146th Airlift Wing 152d Airlift Wing 153d Airlift Wing 165th Airlift Wing 166th Airlift Wing 167th Airlift Wing  179th Airlift Wing 182d Airlift Wing 189th Airlift Wing <sup>b</sup>	Schenectady County Airport, N. Y. Nashville MAP, Tenn. Standiford Field, Ky. Yeager Airport, W. Va. Minneapolis–St. Paul IAP/ARS, Minn. Dallas NAS, Tex. Will Rogers World Airport, Okla. Rosecrans Memorial Airport, Mo. Quonset State Airport, R. I. Charlotte/Douglas IAP, N. C. Channel Islands ANGB, Calif. Reno-Tahoe IAP, Nev. Cheyenne MAP, Wyo. Savannah IAP, Ga. New Castle County Airport, Del. Eastern West Virginia Regional Airport/Shepherd Field, W. Va. Mansfield Lahm Airport, Ohio Greater Peoria Airport, Ill. Little Rock AFB, Ark.	<b>A/OA-10A observation aircraft</b> 111th Fighter Wing	Willow Grove ARS, Pa.
<b>Air Education and Training Command</b>			
<b>F-16A/B/C/D fighter</b> 162d Fighter Wing 173d Fighter Wing	Tucson IAP, Ariz. Klamath Falls IAP, Ore.		
<b>Pacific Air Forces</b>			
<b>C-130 transport</b> 154th Wing (204th Airlift Sqdn.) 176th Wing <sup>e</sup> (199th Fighter Sqdn.)	Hickam AFB, Hawaii Anchorage, Alaska		
<b>F-15A/B fighter</b> 154th Wing <sup>f</sup>	Hickam AFB, Hawaii		
<b>KC-135 tanker</b> 168th Air Refueling Wing 154th Wing (203d ARS)	Eielson AFB, Alaska Hickam AFB, Hawaii		

<sup>a</sup>Will also fly C-130s

<sup>b</sup>Aircrew CCTU

<sup>c</sup>Naval base

<sup>d</sup>NASA installation

<sup>e</sup>Includes 210th Rescue Squadron with HC-130 and HH-60G aircraft

<sup>f</sup>Includes 203d Air Refueling Squadron with KC-135 aircraft

### Special Operations Command

**EC-130E special operations aircraft**

## PERSONNEL

Officers .....	13,521
Enlisted .....	96,305
Civilians .....	1,630
<b>Total .....</b>	<b>111,456</b>

## OPERATIONAL ACTIVITY

Joint Endeavor/Decisive Edge, Deny Flight, and Provide Promise (Bosnia-Herzegovina), Provide Comfort (northern Iraq), Southern Watch (southern Iraq), Coronet Nighthawk (Central America)

Relief missions for victims of several major hurricanes  
Partnership programs with nations of the former Soviet Union

## NOTES

ANG serves under state government jurisdiction except in emergencies. With more than 1,200 aircraft, it provides 100 percent of USAF's fighter-interceptor force, forty-five percent of tactical airlift, forty-three percent of KC-135 air refueling, thirty-three percent of fighters, twenty-eight percent of rescue, and eight percent of strategic airlift capability. In addition, in nonflying mission areas, ANG's tasks include 100 percent of aircraft control and warning and eighty percent of combat communications (excluding JCSS units).

## Air Reserve Personnel Center

Headquarters ..... Denver, Colo.  
Established ..... November 1, 1953  
Commander ..... Col. Frank P. Cyr, Jr.

## MISSION, PURPOSE, OPERATIONS

Provide personnel services and administrative support to ANG and AFRES members, including assignments, promotions, discharges, retirements, and presidentially activated mobilizations

## STRUCTURE

Chaplain Individual Reserve Programs Directorate  
Health Services Individual Reserve Programs Directorate  
Individual Reserve Programs Directorate  
Information Systems Support Directorate  
Personnel Directorate  
Personnel Records Management and Services Directorate  
Plans Directorate  
Public Affairs Directorate  
Resource Management and Support Services Directorate  
Staff Judge Advocate

## PERSONNEL

Active-duty .....	114
Officers .....	19
Enlisted .....	95
Reserve component .....	35
ANG .....	1
AFRES .....	34
Civilians .....	500
<b>Total .....</b>	<b>649</b>

## Air Weather Service

Headquarters ..... Scott AFB, Ill.  
Established ..... July 1, 1937  
Commander ..... Col. Joseph D. Dushan

## MISSION, PURPOSE, OPERATIONS

Provide centralized weather, climatological, and space support to the Air Force and Army

Render technical advice, develop procedures, and field systems for the integrated weather support system

## STRUCTURE

Air Force Global Weather Central, Offutt AFB, Neb.  
Air Force Combat Climatology Center, Scott AFB, Ill.  
Combat Weather Facility, Hurlburt Field, Fla.

## PERSONNEL

Active-duty .....	821
Officers .....	221
Enlisted .....	600
Reserve component .....	8
ANG .....	0
AFRES .....	8
Civilians .....	239
<b>Total .....</b>	<b>1,068</b>

## Joint Services Survival, Evasion, Resistance, and Escape (SERE) Agency

Headquarters ..... Fort Belvoir, Va.  
Established ..... November 15, 1991  
Commander ..... Col. John C. Chapman, Jr.

## MISSION, PURPOSE, OPERATIONS

Serve as Office of the Secretary of Defense executive agent for DoD Code of Conduct/SERE training and DoD's Operational Evasion, Escape, and Recovery program

Serve as Chairman of the Joint Chiefs of Staff executive agent office of primary responsibility for Joint Evasion and Escape and operational POW/MIA matters

Develop area SERE contingency guides, evasion charts, blood chits, training programs and films, and SERE aids for use by joint commands in regional and counterdrug operations

## STRUCTURE

Operations Support Division  
Training Division  
Three operating locations

## PERSONNEL

Active-duty .....	35
Officers .....	9
Enlisted .....	26
Reserve component .....	7
ANG .....	0
AFRES .....	7
Civilians .....	63
<b>Total .....</b>	<b>105</b>

## FACILITIES

Four buildings at Fort Belvoir, Va.  
Operating locations in Virginia, Washington, and Florida

## NOTES

In 1995, the Joint Services SERE Agency provided assistance to operational units in South Korea, Bosnia-Herzegovina, Europe, southwest Asia, and Latin and South America. JSSA advised the Joint Staff, OSD, combatant commanders, and non-DoD government agencies on technical matters related to SERE, including the recovery and repatriation processing of Capt. Scott F. O'Grady, in which JSSA had an important role. JSSA helped develop a future Combat Survivor/Evader Locator (CSEL) radio for DoD's operational forces. JSSA trained high-risk-of-capture personnel worldwide, using both in-resident training and mobile training teams. JSSA also assisted the services to improve SERE training for all high-risk-of-capture operators in DoD.

## Direct Reporting Units

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

### Air Force Operational Test and Evaluation Center

**Headquarters** ..... Kirtland AFB, N. M.  
**Established** ..... January 1, 1974  
**Commander** ..... Maj. Gen. George B. Harrison

#### MISSION, PURPOSE, OPERATIONS

**Plan** and conduct realistic, objective, and impartial operational tests and evaluations to determine the operational effectiveness and suitability of Air Force systems and their capacity to meet mission needs

#### STRUCTURE

Det. 2, Eglin AFB, Fla.  
 Det. 4, Peterson AFB, Colo.  
 Det. 5, Edwards AFB, Calif.

#### PERSONNEL

Active-duty ..... 659  
   Officers ..... 487  
   Enlisted ..... 172  
 Reserve component ..... 1  
   ANG ..... 1  
   AFRES ..... 0  
 Civilians ..... 195  
**Total** ..... 855

#### NOTE

The center is conducting tests that involve the B-2 stealth bomber, the C-17 transport, Cheyenne Mountain upgrades, Joint Surveillance and Target Attack Radar System aircraft, Sensor-Fuzed Weapons, nondevelopmental airlift aircraft, and numerous command-and-control systems.

### US Air Force Academy

**Headquarters** ..... Colorado Springs, Colo.  
**Established** ..... April 1, 1954  
**Superintendent** ..... Lt. Gen. Paul E. Stein

#### MISSION, PURPOSE, OPERATIONS

**Develop** and inspire air and space leaders for the future  
**Produce** dedicated Air Force officers and leaders  
**Instill** leadership through academics, military training, athletic conditioning, and spiritual and ethical development

#### STRUCTURE

The entire group of cadets is designated the Cadet Wing. The wing is composed of four groups consisting of ten squadrons each, with about 100 cadets assigned to a squadron. Each squadron consists of members of all four classes.

#### PERSONNEL

Active-duty ..... 2,402  
   Officers ..... 1,288  
   Enlisted ..... 1,114



Reserve component ..... 0  
 Cadets ..... 4,000  
 Civilians ..... 1,861  
**Total** ..... 8,263

#### EQUIPMENT

95 aircraft (T-3A aerobatics trainers; T-41D basic trainers; UV-18 jump planes; 126E and ASK-21 sailplanes; Cessna 150s; TG-3, TG-4, and TG-10 gliders; and TG-7A and TG-11A motorized gliders)

#### FACILITIES

18,325-acre site  
 Three runways  
 One grass airstrip

#### NOTE

Cadets complete four years of study for a bachelor of science degree. Four primary areas of military development are stressed: professional military studies, theoretical and applied leadership experiences, aviation science and airmanship programs, and military training.

### 11th Wing

**Headquarters** ..... Bolling AFB, D. C.  
**Established** ..... July 15, 1994  
**Commander** ..... Col. (Brig. Gen. selectee) Steven A. Roser

#### MISSION, PURPOSE, OPERATIONS

**Provide** administrative and ceremonial support to Air Force members in the National Capital Region, all fifty states, and more than ninety-six countries

**Provide** administrative support to more than 25,000 people assigned to the 11th Wing, Hq. USAF, and other joint military entities

**Support** the President, Secretary of the Air Force, and Air Force Chief of Staff, 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 AFB

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

#### STRUCTURE

Objective wing with Staff, Operations, Support, Logistics, and Medical Groups

#### PERSONNEL

Active-duty ..... 1,572  
   Officers ..... 168  
   Enlisted ..... 1,404  
 Reserve component ..... 0  
 Civilians ..... 810  
**Total** ..... 2,382