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, 1946
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

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
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 (C4)
Develop and validate C4 architectures, technical standards, requirements, policies, procedures, and solutions
Ensure integration and interoperability among Air Force C4 systems
Ensure that policies, procedures, and applications take full advantage of C4 capabilities to meet future information requirements

STRUCTURE
Four headquarters functional areas: Plans and Analysis, Systems and Procedures, Interoperability and Technology, and Resources
C4 Technology Validation Office, Barksdale AFB, La.

PERSONNEL
Active-duty .......................................... 295
Officers .............................................. 151
Enlisted ................................................ 144
Reserve component ................................ 0
Civilians ................................................ 308
Total .................................................. 603

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

PERSONNEL
Active-duty .......................................... 23
Officers .............................................. 22
Enlisted ................................................ 1
Reserve component ................................ 0
Civilians ................................................ 7
Total .................................................. 30
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 .................................. 4
Civilians ............................................. 21
Total .................................................. 33

Air Force Historical Research Agency

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

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

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

NOTE
AFHRSO was formerly the Center for Air Force History.
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
Total .................................................. 608

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 ........................................... 151
  Officers ............................................. 87
  Enlisted ............................................ 61
Reserve component .................................. 0
Civilians ............................................. 64
Total .................................................. 151

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 ........................................... 99
  Officers ............................................. 37
  Enlisted ............................................ 3
Reserve component .................................. 3
  ANG .................................................. 0
  AFRES .............................................. 3

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

PERSONNEL
Active-duty ........................................... 116
  Officers ............................................. 92
  Enlisted ............................................ 24
Reserve component .................................. 0
Civilians ............................................. 23
Total .................................................. 139

Transportation
Support directorates
  Logistics Analysis
  Plans and Programs

PERSONNEL
Active-duty ........................................... 157
  Officers ............................................. 52
  Enlisted ............................................ 15
Reserve component .................................. 0
Civilians ............................................. 18
Total .................................................. 185

Air Force Medical Operations Agency
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
Total........................................59

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
Total........................................515

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
Total.........................................2,386

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-
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
Total .................................................. 866

NOTE
AFPCA was formerly the 7th Communications Group.

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
ANG .................................................... 0
AFRES ................................................... 2
Civilians .............................................. 27
Total .................................................. 65

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

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
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/0A-10 attack aircraft ......................... 44
C-5/A/B airlifters .................................. 32
C-141B airlifters .................................. 40
C-130E/H airlifters ................................ 110
KC-135E/F/R tankers ............................ 72
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-Hercegovina), 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 (non-ART)............................... 35
Total .................................................. 49
### Air Force Reserve Flying Wings and Assigned Units

<table>
<thead>
<tr>
<th>Wing Hq.</th>
<th>Squadron</th>
<th>Aircraft</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>349th Air Mobility Wing</td>
<td>301st Airlift Squadron</td>
<td>C-5A/B</td>
<td>Travis AFB, Calif.</td>
</tr>
<tr>
<td>312th Airlift Squadron</td>
<td>C-141B</td>
<td>Travis AFB, Calif.</td>
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<tr>
<td>708th Airlift Squadron</td>
<td>C-141B</td>
<td>Travis AFB, Calif.</td>
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<tr>
<td>710th Airlift Squadron</td>
<td>C-141B</td>
<td>Travis AFB, Calif.</td>
<td></td>
</tr>
<tr>
<td>707th Air Refueling Squadron</td>
<td>KC-10A</td>
<td>Keesler AFB, Tex.</td>
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</tr>
<tr>
<td>660th Air Refueling Squadron</td>
<td>C-141B</td>
<td>McChord AFB, Wash.</td>
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<tr>
<td>97th Airlift Squadron</td>
<td>C-141B</td>
<td>McChord AFB, Wash.</td>
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<tr>
<td>313th Airlift Squadron</td>
<td>C-141B</td>
<td>McChord AFB, Wash.</td>
<td></td>
</tr>
<tr>
<td>728th Airlift Squadron</td>
<td>C-141B</td>
<td>McChord AFB, Wash.</td>
<td></td>
</tr>
<tr>
<td>336th Air Refueling Squadron</td>
<td>KC-135E</td>
<td>March AFB, Calif.</td>
<td></td>
</tr>
<tr>
<td>79th Air Refueling Squadron</td>
<td>KC-135E</td>
<td>March AFB, Calif.</td>
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</tr>
<tr>
<td>729th Airlift Squadron</td>
<td>C-141B</td>
<td>March AFB, Calif.</td>
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<tr>
<td>730th Airlift Squadron</td>
<td>C-141B</td>
<td>March AFB, Calif.</td>
<td></td>
</tr>
<tr>
<td>456th Air Refueling Squadron</td>
<td>KC-135R</td>
<td>Tinker AFB, Okla.</td>
<td></td>
</tr>
<tr>
<td>46th Airlift Wing</td>
<td>18th Air Refueling Squadron</td>
<td>KC-135R</td>
<td>McConnell AFB, Kan.</td>
</tr>
<tr>
<td>932nd Air Refueling Group</td>
<td>73rd Airlift Squadron</td>
<td>C-9A</td>
<td>Scott AFB, Ill.</td>
</tr>
<tr>
<td>940th Air Refueling Wing</td>
<td>314th Air Refueling Squadron</td>
<td>KC-135E</td>
<td>McClellan AFB, Calif.</td>
</tr>
</tbody>
</table>

### 10th Air Force (ACC) • Hq. Bergstrom AFS, Tex. • Maj. Gen. David R. Smith, Commander

<table>
<thead>
<tr>
<th>Wing Hq.</th>
<th>Squadron</th>
<th>Aircraft</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>94th Airlift Wing</td>
<td>700th Airlift Squadron</td>
<td>C-130H</td>
<td>Dobbs ARB, Ga.</td>
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<tr>
<td>457th Fighter Squadron</td>
<td>F-16C/D</td>
<td>NAS Fort Worth JRB Carswell Field, Tex.</td>
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</tr>
<tr>
<td>301st Fighter Wing</td>
<td>C-130E/H</td>
<td>Peterson AFB, Colo.</td>
<td></td>
</tr>
<tr>
<td>731st Airlift Squadron</td>
<td>C-130E</td>
<td>Keesler AFB, Miss.</td>
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<tr>
<td>816th Airlift Squadron</td>
<td>C-130E</td>
<td>Keesler AFB, Miss.</td>
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</tr>
<tr>
<td>93d Bomb Squadron</td>
<td>A/OA-10A</td>
<td>White Sands AFB, N.M.</td>
<td></td>
</tr>
<tr>
<td>79th Weather Reconnaissance Squadron</td>
<td>WC-130H</td>
<td>Hill AFB, Utah</td>
<td></td>
</tr>
<tr>
<td>466th Fighter Squadron</td>
<td>F-16C/D</td>
<td>General Mitchell IAP/ARS, Wis.</td>
<td></td>
</tr>
<tr>
<td>98th Fighter Wing</td>
<td>C-130H</td>
<td>F. B. McChesney AFB, Ohio</td>
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<tr>
<td>303d Fighter Squadron</td>
<td>A/OA-10A</td>
<td>Whiteman AFB, Mo.</td>
<td></td>
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<tr>
<td>93d Fighter Squadron</td>
<td>C-130H</td>
<td>Homestead ARS, Fla.</td>
<td></td>
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<tr>
<td>357th Airlift Squadron</td>
<td>C-130H</td>
<td>Maxwell AFB, Ala.</td>
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<tr>
<td>757th Airlift Squadron</td>
<td>C-130H</td>
<td>Youngstown-Warren Regional Airport/ARS, Ohio</td>
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<tr>
<td>911th Airlift Wing</td>
<td>758th Airlift Squadron</td>
<td>C-130H</td>
<td>Pittsburgh IAP/ARS, Pa.</td>
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<tr>
<td>913th Airlift Wing</td>
<td>C-130E</td>
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<td>917th Wing</td>
<td>B-52H</td>
<td>Duke Field, Fla.</td>
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<td>C-130E/H, MC-130E</td>
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<td>F-16C/D</td>
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<td>96th Airlift Squadron</td>
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<td>304th Airlift Squadron</td>
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<td>301st Rescue Squadron</td>
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<td>944th Fighter Wing</td>
<td>C-130H</td>
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<td>302d Fighter Squadron</td>
<td>F-16C/D</td>
<td>Davis-Monthan AFB, Ariz.</td>
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### 22d Air Force (AMC) • Hq. Dobbs ARB, Ga. • Brig. Gen. Michael R. Lee, Commander

<table>
<thead>
<tr>
<th>Wing Hq.</th>
<th>Squadron</th>
<th>Aircraft</th>
<th>Location</th>
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<tr>
<td>315th Airlift Wing</td>
<td>300th Airlift Squadron</td>
<td>C-141B</td>
<td>Charleston AFB, S. C.</td>
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<td>701st Airlift Squadron</td>
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<td>707th Airlift Squadron</td>
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<td>317th Airlift Squadron</td>
<td>C-141B</td>
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<td>434th Air Refueling Wing</td>
<td>72d Air Refueling Squadron</td>
<td>KC-135R</td>
<td>Grissom AFB, Ind.</td>
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<td>60th Air Refueling Squadron</td>
<td>KC-135R</td>
<td>Grissom AFB, Ind.</td>
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<td>74th Air Refueling Squadron</td>
<td>KC-135R</td>
<td>Grissom AFB, Ind.</td>
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<td>C-141B</td>
<td>Westover AFB, Mass.</td>
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<td>356th Airlift Squadron</td>
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<td>Wright-Patterson AFB, Ohio</td>
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<td>89th Airlift Squadron</td>
<td>C-141B</td>
<td>Wright-Patterson AFB, Ohio</td>
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<td>549th Airlift Wing</td>
<td>756th Airlift Squadron</td>
<td>C-141B</td>
<td>Andrews AFB, Md.</td>
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<td>732d Airlift Squadron</td>
<td>C-141B</td>
<td>McGuire AFB, N. J.</td>
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<td>512th Airlift Wing</td>
<td>326th Airlift Squadron</td>
<td>C-141B</td>
<td>McGuire AFB, N. J.</td>
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<td>700th Airlift Squadron</td>
<td>C-141B</td>
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<td>335th Airlift Squadron</td>
<td>C-141B</td>
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<td>702d Airlift Squadron</td>
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<td>McGuire AFB, N. J.</td>
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<td>76th Air Refueling Squadron</td>
<td>KC-10A</td>
<td>Seymour Johnson AFB, N. C.</td>
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<td>78th Air Refueling Squadron</td>
<td>KC-10A</td>
<td>Seymour Johnson AFB, N. C.</td>
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<td>916th Air Refueling Wing</td>
<td>77th Air Refueling Squadron</td>
<td>KC-135R</td>
<td>Selfridge ANGB, Mich.</td>
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<td>927th Air Refueling Wing</td>
<td>63rd Air Refueling Squadron</td>
<td>KC-135E</td>
<td>Selfridge ANGB, Mich.</td>
</tr>
</tbody>
</table>

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**Note:**
1. AFRES Installation
2. Tenant unit on naval base

**Abbreviations:**
- ANGB: Air National Guard Base
- ARB: Air Reserve Base
- ARS: Air Reserve Station
- IAP: International Airport
- JRB: Joint Reserve Base
- NAS: 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: 0
AFRES: 3
Civilians: 75
Total: 163

NOTES

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

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

Physical Security Directorate
Resources and Equipment Directorate

PERSONNEL
Active-duty: 114
Officers: 28
Enlisted: 86
Reserve component: 10
ANG: 1
AFRES: 3
Civilians: 17
Total: 141

FACILITIES
Det. 2, Naval Consolidated Brig, NAS Miramar, Calif.
Det. 3, Naval Consolidated Brig, Charleston Naval Weapons Center, S. C.
Resource Management Division
Resource Analyses Division

PERSONNEL
Active-duty ................................................. 137
Officers ...................................................... 119
Enlisted ....................................................... 16
Reserve component ......................................... 3
ANG .......................................................... 0
AFRES ......................................................... 3
Civilians ....................................................... 26
Total ........................................................ 166

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
Total ........................................................ 1,046

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, 1983
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 decide 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

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)

### Air Mobility Command

<table>
<thead>
<tr>
<th>Aircraft Type</th>
<th>Wing</th>
<th>Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-5A transport</td>
<td>105th Airlift Wing</td>
<td>Stewart IAP, N. Y.</td>
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<tr>
<td>C-141B transport</td>
<td>164th Airlift Wing</td>
<td>Memphis IAP, Tenn.</td>
</tr>
<tr>
<td>C-135 tanker</td>
<td>101st Air Refueling Wing</td>
<td>Bangor IAP, Me.</td>
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<td>107th Air Refueling Wing</td>
<td>Niagara Falls IAP/ARS, N. Y.</td>
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<td>106th Air Refueling Wing</td>
<td>McGuire AFB, N. J.</td>
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<td>117th Air Refueling Wing</td>
<td>Birmingham Airport, Ala.</td>
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<td>121st Air Refueling Wing</td>
<td>Rickenbacker IAP, Ohio</td>
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<td>125th Air Refueling Wing</td>
<td>O'Heare IAP/ARS, III.</td>
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<td>128th Air Refueling Wing</td>
<td>General Mitchell IAP/ARS, Wis.</td>
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<td>134th Air Refueling Wing</td>
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<td>141st Air Refueling Wing</td>
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<td>151st Air Refueling Wing</td>
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<td>155th Air Refueling Wing</td>
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<td>157th Air Refueling Wing</td>
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<td>161st Air Refueling Wing</td>
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<td>163d Air Refueling Wing</td>
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<td>171st Air Refueling Wing</td>
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<td>186th Air Refueling Wing</td>
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<td>190th Air Refueling Wing</td>
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### Air Combat Command

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<td>A/A-10A attack aircraft</td>
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<td>Bradley IAP, Conn.</td>
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<td>104th Fighter Wing</td>
<td>Barnes MAP, Mass.</td>
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<td>110th Fighter Wing</td>
<td>W. K. Kellogg Airport, Mich.</td>
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<td>124th Wing*</td>
<td>Boise Air Terminal, Idaho</td>
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<td>175th Wing*</td>
<td>Baltimore, Md.</td>
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<td>B-1 bomber</td>
<td>116th Bomb Wing</td>
<td>Robins AFB, Ga.</td>
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<td>184th Bomb Wing</td>
<td>McConnell AFB, Kan.</td>
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<td>C-130 transport</td>
<td>109th Airlift Wing</td>
<td>Schenectady County Airport, N. Y.</td>
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<td>118th Airlift Wing</td>
<td>Nashville MAP, Tenn.</td>
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<td>123d Airlift Wing</td>
<td>Standiford Field, Ky.</td>
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<td>130th Airlift Wing</td>
<td>Yeager Airport, W. Va.</td>
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<td>133d Airlift Wing</td>
<td>Minneapolis–St. Paul IAP/ARS, Minn.</td>
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<td>136th Airlift Wing</td>
<td>Dallas NAS, Tex.</td>
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<td>137th Airlift Wing</td>
<td>Will Rogers World Airport, Okla.</td>
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<td>Quonset State Airport, R. I.</td>
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<td>146th Airlift Wing</td>
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<td>153d Airlift Wing</td>
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<td>167th Airlift Wing</td>
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<td>179th Airlift Wing</td>
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<td>Mansfield Lahm Airport, Ohio</td>
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<td>189th Airlift Wing*</td>
<td>Greater Peoria Airport, Ill.</td>
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</table>

*Will also fly C-130s
*Air.com CCTU
*Naval base
*NASA installation
*Includes 210th Rescue Squadron with HC-130 and HH-60G aircraft
*Includes 203d Air Refueling Squadron with KC-135 aircraft

### Air Education and Training Command

<table>
<thead>
<tr>
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<th>Wing</th>
<th>Base</th>
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</thead>
<tbody>
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<td>F-15A/B fighter</td>
<td>131st Fighter Wing</td>
<td>Lambert–St. Louis IAP, Mo.</td>
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<td>159th Fighter Wing</td>
<td>NAS JRB New Orleans, La.</td>
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<td>F-15A/B fighter–air defense</td>
<td>102d Fighter Wing</td>
<td>Otis ANGB, Mass.</td>
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<tr>
<td></td>
<td>142d Fighter Wing</td>
<td>Portland IAP, Ore.</td>
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<tr>
<td></td>
<td>125th Fighter Wing</td>
<td>Jacksonville IAP, Fla.</td>
</tr>
<tr>
<td>F-16A/B/C/D fighter</td>
<td>113th Fighter Wing</td>
<td>Andrews AFB, Md.</td>
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<tr>
<td></td>
<td>114th Fighter Wing</td>
<td>Joe Foss Field, S. D.</td>
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<td>115th Fighter Wing</td>
<td>Trux Field, W. S.</td>
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<tr>
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<td>122d Fighter Wing</td>
<td>Fort Wayne IAP, Ind.</td>
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<tr>
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<td>127th Wing</td>
<td>Selfridge ANGB, Mich.</td>
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<tr>
<td></td>
<td>132d Fighter Wing</td>
<td>Des Moines IAP, Iowa</td>
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<td>138th Fighter Wing</td>
<td>Tulsa IAP, Okla.</td>
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<tr>
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<td>140th Fighter Wing</td>
<td>Buckley ANGB, Colo.</td>
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<td>149th Fighter Wing</td>
<td>Kelly AFB, Tex.</td>
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<td>150th Fighter Wing</td>
<td>Kirtland AFB, N. M.</td>
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<td>156th Fighter Wing</td>
<td>Puerto Rico IAP, Puerto Rico</td>
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<td>169th Fighter Wing</td>
<td>McEntire ANGB, S. C.</td>
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<td>174th Fighter Wing</td>
<td>Syracuse Hancock IAP, N. Y.</td>
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<td>178th Fighter Wing</td>
<td>Springfield-Beckley MAP, Ohio</td>
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<td>180th Fighter Wing</td>
<td>Toledo Express Airport, Ohio</td>
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<td>181st Fighter Wing</td>
<td>Hulman Regional Airport, Ind.</td>
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<td>185th Fighter Wing</td>
<td>Capital MAP, Ill.</td>
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<td>187th Fighter Wing</td>
<td>Sioux Gateway Airport, Iowa</td>
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<td>188th Fighter Wing</td>
<td>Dannelly Field, Ala.</td>
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<tr>
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<td>192d Fighter Wing</td>
<td>Fort Smith MAP, Ark.</td>
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<td></td>
<td>192d Fighter Wing</td>
<td>Richmond IAP, Va.</td>
</tr>
<tr>
<td>F-18A/B fighter–air defense</td>
<td>119th Fighter Wing</td>
<td>Hector IAP, N. D.</td>
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<td></td>
<td>120th Fighter Wing</td>
<td>Great Falls IAP, Mont.</td>
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<td>127th Fighter Wing</td>
<td>Selfridge ANGB, Mich.</td>
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<td>144th Fighter Wing</td>
<td>Fresno Air Terminal, Calif.</td>
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<td>148th Fighter Wing</td>
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<td>158th Fighter Wing</td>
<td>Burlington IAP, Vt.</td>
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<td>177th Fighter Wing</td>
<td>Atlantic City Airport, N. J.</td>
</tr>
</tbody>
</table>

### Pacific Air Forces

<table>
<thead>
<tr>
<th>Aircraft Type</th>
<th>Wing</th>
<th>Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>HC-130/HH-60G rescue aircraft</td>
<td>106th Rescue Wing</td>
<td>Francis S. Gabreski IAP, N. Y.</td>
</tr>
<tr>
<td></td>
<td>129th Rescue Wing</td>
<td>Moffett Federal Airfield, Calif.</td>
</tr>
</tbody>
</table>

### Air National Guard by Major Command Assignment

<table>
<thead>
<tr>
<th>Aircraft Type</th>
<th>Wing</th>
<th>Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/A-10A observation aircraft</td>
<td>111th Fighter Wing</td>
<td>Willow Grove ARS, Pa.</td>
</tr>
</tbody>
</table>

### Special Operations Command

<table>
<thead>
<tr>
<th>Aircraft Type</th>
<th>Wing</th>
<th>Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC-130E special operations aircraft</td>
<td>154th Wing</td>
<td>Hickam AFB, Hawaii</td>
</tr>
</tbody>
</table>

### Air Force Magazine / May 1996
PERSONNEL
Officers .................................................. 13,521
Enlisted .................................................... 96,305
Civilians ................................................... 1,630
Total ..................................................... 111,456

OPERATIONAL ACTIVITY
Joint Endeavor/Decisive Edge, Deny Flight, and Provide Promise (Bosnia-Hercegovina), 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
Total .................................................... 849

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 .................................................... 0
Civilians .................................................. 239
Total .................................................... 1,068

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
Total .................................................... 105

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-Hercegovina, 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

**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