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

#### Air Force Agency for Modeling and Simulation

**Hq.:** Orlando, Fla.  
**Estab.:** June 3, 1996  
**Cmdr.:** Col. Ricky R. Ales

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

**Implement** USAF, joint, and DOD modeling and simulation policies and standards.  
**Manage** coordinate, and integrate major USAF/joint modeling and simulation programs and initiatives.  
**Promote** and support technology improvements.

**STRUCTURE**
Two divisions  
Two operating locations

**PERSONNEL**

<table>
<thead>
<tr>
<th>Active duty</th>
<th>Officers</th>
<th>21</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Total</td>
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<td>34</td>
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</tbody>
</table>

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

#### Air Force Base Conversion Agency

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

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

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

**STRUCTURE**
Regional divisions  
Base-level operating locations

**PERSONNEL**

<table>
<thead>
<tr>
<th>Active duty</th>
<th>Officers</th>
<th>44</th>
</tr>
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<tbody>
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<tr>
<td>Reserve components</td>
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<td>Civilians</td>
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<td>375</td>
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<tr>
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</table>

#### Air Force Civil Engineer Support Agency

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

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

**STRUCTURE**
Four directorates

**PERSONNEL**

<table>
<thead>
<tr>
<th>Active duty</th>
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<th>83</th>
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</thead>
<tbody>
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#### Air Force Communications Agency

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

**MISSION, PURPOSE, OPERATIONS**
Enable innovative communications and information solutions for USAF warfighters by developing progressive policies, standards, best practices, and architectures.  
**Serve** as leader for USAF-wide information infrastructure and information protection.

**STRUCTURE**
Four directorates  
Three regional environmental offices.

### Field Operating Agencies

- **Three regional offices**  
- **19 field offices**

**PERSONNEL**

<table>
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<td>Total</td>
<td></td>
<td>427</td>
</tr>
</tbody>
</table>

- **Active duty**  
- **Officers | 44**  
- **Enlisted | 2**  
- **Reserve components | 8**  
- **Civilians | 375**  
- **Total | 427**

**MISSION, PURPOSE, OPERATIONS**
Provide all levels of Air Force management with independent and quality audit services.  
**Produce** audit products that evaluate the efficiency, effectiveness, and economy of Air Force programs and activities.

**STRUCTURE**
Three directorates at Arlington, Va., March ARB, Calif., and Wright–Patterson AFB, Ohio.

**PERSONNEL**

<table>
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</tbody>
</table>

Air Force Center for Environmental Excellence

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

**MISSION, PURPOSE, OPERATIONS**
Provide Air Force leaders the comprehensive expertise to protect, preserve, restore, develop, and sustain the nation’s environmental and installation resources.

**STRUCTURE**
Four directorates  
Three regional environmental offices.
Evaluate commercial information technologies for potential USAF use
Assure integration and interoperability of Air Force communications and information systems
Provide specialized communications and information field services and support

STRUCTURE
Five functional areas

PERSONNEL
Active duty 264
Officers 116
Enlisted 148
Civilians 303
Total 567

Air Force Cost Analysis Agency
Hq.: Arlington, Va.
Estab.: Aug. 1, 1992
Exec. Dir.: Joseph T. Kammerer

MISSION, PURPOSE, OPERATIONS
Develop independent life-cycle cost estimates of major weapon and information systems; estimates and cost factors for modernization planning, long-range planning, divestiture, and flying hour program; cost-estimation tools, techniques, methodologies, and databases
Conduct special cost reviews for the Air Force Secretariat and for other organizations as directed
Research emerging changes in technologies, acquisition priorities, and industry

STRUCTURE
Five divisions

PERSONNEL
Active duty 20
Officers 19
Enlisted 1
Civilians 26
Total 46

Air Force Frequency Management Agency
Hq.: Alexandria, Va.
Estab.: Oct. 1, 1991
Cmdr.: Col. Steven L. Woolf

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

STRUCTURE
Two divisions

PERSONNEL
Active duty 114
Officers 53
Enlisted 61
Reserve components 7
ANG 0
AFRC 7
Civilians 30
Total 151

Air Force Historical Research Agency
Hq.: Maxwell AFB, Ala.
Estab.: May 25, 1979
Cmdr.: Col. Carol S. Sikes

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

STRUCTURE
Two divisions

PERSONNEL
Active duty 9
Officers 4
Enlisted 5
Reserve components 17
ANG 0
AFRC 17
Civilians 63
Total 89

Air Force Historical Support Office
Hq.: Washington
Estab.: Sept. 30, 1994
Cmdr.: Col. George W. Ballinger

MISSION, PURPOSE, OPERATIONS
Research, write, and publish books and other studies on the history of the Air Force
Provide historical support to USAF, DOD, and other government agencies
Support scholars with research and teaching materials
Record and disseminate USAF history to enable decision makers and planners to formulate strategy, plans, and doctrine; educate USAF students at professional military institutions; inform the public about the role of USAF and airpower in national security

STRUCTURE
Two divisions

PERSONNEL
Active duty 4
Officers 3
Enlisted 1
Reserve components 3
ANG 0
AFRC 3
Civilians 25
Total 32
Air Force Inspection Agency

Hq.: Kirtland AFB, N.M.
Estab.: Aug. 1, 1991
Cmdr.: Col. Fred K. Wall

MISSION, PURPOSE, OPERATIONS
Provide USAF leadership with objective and independent assessments to improve USAF operations and support
Serve as single comprehensive inspection agency of USAF medical organizations
Recommend improvements to existing processes, practices, and programs for fulfilling peacetime, contingency, and wartime missions
Conduct USAF Inspector General School; special reviews and inquiries
Publish TIG Brief magazine

STRUCTURE
Four directorates

PERSONNEL
Active duty 110
Officers 86
Enlisted 24
Reserve components 3
ANG 1
AFRC 2
Civilians 37
Total 134

Air Force Logistics Management Agency

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

MISSION, PURPOSE, OPERATIONS
Develop, analyze, test, evaluate, and recommend new or improved concepts, methods, systems, policies, and procedures to enhance logistics efficiency and effectiveness
Publish the Air Force Journal of Logistics

STRUCTURE
Seven divisions

PERSONNEL
Active duty 49
Officers 30
Enlisted 19
Civilians 18
Total 67

Air Force Manpower and Innovation Agency

Hq.: Randolph AFB, Tex.
Estab.: Sept. 1, 1999
Cmdr.: Col. Candace C. Abbott

MISSION, PURPOSE, OPERATIONS
Determine current and future resource requirements, through manpower studies, to improve mission performance of USAF organizations
Research and develop innovative management concepts and best practices; studies to identify optimal staffing, resource allocation, and outsourcing and privatization options
Serve as USAF focal point for emerging government and industry manpower/quality issues
Develop and manage USAF–level manpower training architecture

STRUCTURE
Five divisions

PERSONNEL
Active duty 115
Officers 34
Enlisted 81
Civilians 85
Total 200

Air Force Medical Operations Agency

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

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
Nine divisions
Two offices

PERSONNEL
Active duty 81
Officers 60
Enlisted 21
Civilians 60
Total 141


Air Force Legal Services Agency

Hq.: Bolling AFB, D.C.
Estab.: Sept. 1, 1991
Cmdr.: Col. Michael N. Madrid

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

STRUCTURE
Three directorates

PERSONNEL
Active duty 400
Officers 276
Enlisted 124
Civilians 111
Total 511
Air Force Medical Support Agency
Hq.: Brooks AFB, Tex.
Estab.: July 1, 1992
Cmdr.: Col. Allen W. Middleton

MISSION, PURPOSE, OPERATIONS
Improve global performance and capability of the Medical Service in supporting combat forces and maintaining the health of beneficiaries
Serve as the Air Force surgeon general’s focal point for policy development, strategies, plans, consultant services, and validated requirements dealing with facilities, supplies, equipment, acquisition, information systems, and resources

STRUCTURE
Three divisions
Two offices

PERSONNEL
Active duty 48
Officers 38
Enlisted 10
Civilians 21
Total 69

Air Force News Agency
Hq.: Kelly AFB, Tex.
Estab.: June 1, 1978
Cmdr.: Col. Anthony J. Epifano

MISSION, PURPOSE, OPERATIONS
Support the Secretary of the Air Force Office of Public Affairs by creating and delivering timely and credible products and services
Communicate and broadcast news, information, and entertainment through print and electronic means
Produce news and feature stories on soldiers and airmen for release to civilian broadcast and print media

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

PERSONNEL
Active duty 48
Officers 38
Enlisted 10
Civilians 21
Total 69

Air Force Office of Special Investigations
Hq.: Andrews AFB, Md.
Estab.: Aug. 1, 1948
Cmdr.: Brig. Gen. Francis X. Taylor

MISSION, PURPOSE, OPERATIONS
Provide criminal investigative, counter-intelligence 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 assistance to deployed wings and units

Serve as DOD’s executive agent for the Defense Computer Forensics Laboratory and the Defense Computer Investigations Training Program

STRUCTURE
USAF Special Investigations Academy
Eight regional offices
Six overseas squadrons
160 detachments and operating locations

PERSONNEL
Active duty 1,435
Officers 373
Enlisted 1,062
Reserve components 476
ANG 0
AFRC 476
Civilians 459
Total 2,370

Air Force Operations Group
Hq.: Washington
Estab.: July 26, 1977
Cmdr.: Col. Dave P. Jones

MISSION, PURPOSE, OPERATIONS
Support USAF Chief of Staff and DCS for Air and Space Operations on current operational issues, including a 24-hour watch on all current operations and processing emergency messages
Provide facilities, policy, procedures, training, and staffing for Crisis Action Team during crises, contingencies, and exercises
Coordinate actions among major USAF organizations for JCS and USAF taskings
Prepare and provide weather data to the President, Secretary of Defense, JCS, NMCC, Army Operations Center, and other federal agencies

STRUCTURE
Five divisions

PERSONNEL
Active duty 219
Officers 148
Enlisted 71
Reserve components 5
ANG 0
AFRC 5
Civilians 11
Total 235

Air Force Pentagon Communications Agency
Hq.: Washington
Estab.: Oct. 1, 1984
Cmdr.: Col. Joseph E. LaPosa

MISSION, PURPOSE, OPERATIONS
Provide management, policy, plans, programs, and information systems for C^4, ensuring information superiority for Hq. USAF for military operations

STRUCTURE
Eight directorates

PERSONNEL
Active duty 452
Officers 97
Enlisted 355
Civilians 283
Total 735

Air Force Personnel Center
Hq.: Randolph AFB, Tex.
Estab.: Oct. 1, 1995

MISSION, PURPOSE, OPERATIONS
Provide personnel operations service

STRUCTURE
Eight divisions

PERSONNEL
Active duty 968
Officers 305
Enlisted 663
Reserve components 17
ANG 2
AFRC 15
Civilians 965
Total 1,950

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

Hq.: Washington
Estab.: Aug. 15, 1993
Dir.: Brig. Gen. (sel.) Toreaser A. Steele

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

STRUCTURE
Two divisions

PERSONNEL
Active duty 44
Officers 28
Enlisted 16
Civilians 22
Total 66

Air Force Program Executive Office

Hq.: Washington
Estab.: November 1990
Exec.: Lawrence J. Delaney

MISSION, PURPOSE, OPERATIONS
Manage and account for the execution of major and selected Air Force acquisition programs

STRUCTURE
Program Executive Officers:
Joseph G. Diamond, Weapons Programs
Brig. Gen. Craig R. Cooning, Space Programs
Brig. Gen. Robert W. Cheidster, Airlift, Trainers, Modeling, & Simulation
Maj. Gen. Michael C. Mushala, Fighter & Bomber Programs

PERSONNEL
Active duty 33
Officers 31
Enlisted 2
Civilians 12
Total 45

Air Force Review Boards Agency

Hq.: Andrews AFB, Md.
Estab.: June 1, 1980
Dir.: Joe G. Lineberger

MISSION, PURPOSE, OPERATIONS
Manage military and civilian appellate processes for the Secretary of the Air Force
Develop overall policy and act for the Secretary of the Air Force in deciding individual cases before the boards and civilian appellate processes
Ensure due process and fair and impartial treatment in all cases

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

PERSONNEL
Active duty 11
Officers 5
Enlisted 6
Reserve components 4
ANG 1
AFRC 3
Civilians 43
Total 58

Air Force Real Estate Agency

Hq.: Bolling AFB, D.C.
Estab.: Aug. 1, 1991
Dir.: William E. Edwards

MISSION, PURPOSE, OPERATIONS
Acquire, manage, and dispose of real property worldwide for the Air Force
Plan and execute the Real Property Management program
Provide policy to assist USAF in complying with public laws and federal and DOD guidance

PERSONNEL
Civilians 11

Air Force Safety Center

Hq.: Kirtland AFB, N.M.
Estab.: Jan. 1, 1996
Cmdr.: Maj. Gen. Timothy A. Peppe

MISSION, PURPOSE, OPERATIONS
Manage USAF mishap prevention programs and the Nuclear Surety Program
Develop regulatory guidance
Provide technical assistance in flight, ground, and weapons and space safety disciplines
Maintain USAF database for all safety mishaps
Oversee all major command mishap investigations and evaluate corrective actions for applicability and implementation USAF-wide
Direct safety education programs for all safety disciplines

STRUCTURE
Five divisions

PERSONNEL
Active duty 66
Officers 47
Enlisted 19
Reserve components 1
ANG 0
AFRC 1
Civilians 50
Total 117

At Defender Challenge 2000 at Camp Bullis, Tex., A1C Ryan Ormberg and SSgt. Charles Davidson, both from PACAF, fire downrange during a combat weapons event. An evaluator keeps an eye out for safety infractions. Air Force Security Forces sponsor Defender Challenge, an annual USAF competition, which last year hosted 13 international teams competing in seven physical fitness, base defense, and policing skills.
Air Force Security Forces Center

Hq.: Lackland AFB, Tex.
Estab.: March 17, 1997
Cmdr.: Brig. Gen. James M. Shames

MISSION, PURPOSE, OPERATIONS
Develop USAF Security Forces guidance, policy, and training requirements to safeguard and protect personnel and resources
Prepare guidance on air base defense operations and Security Forces continuation training; mission-related security and law enforcement operations; resource protection; anti-terrorism
Develop and implement base-level and combat arms training and ground combat weapons maintenance programs
Manage USAF corrections program and activities; DOD military working dog activities; contingency requirement taskings

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

PERSONNEL
Active duty 432
Officers 59
Enlisted 373
Reserve components 13
ANG 1
AFRC 12
 Civilians 14
Total 459

Air Force Studies and Analyses Agency

Hq.: Washington
Estab.: Feb. 5, 1991
Cmdr.: Col. Donald P. Higgins Jr.

MISSION, PURPOSE, OPERATIONS
Provide timely, objective, and operationally relevant analyses to support senior Air Force decision makers and foster excellence in the military modeling, simulation, and analysis communities
Advise DOD and Air Force leadership on issues of force sizing and shaping, weapon system employment, resource allocation, and aerospace strategy, operational art, and tactics

STRUCTURE
Senior Analysis Review Group
Three divisions

PERSONNEL
Active duty 64
Officers 53
Enlisted 11
Civilians 17
Total 81

Air Force Services Agency

Hq.: San Antonio
Estab.: Feb. 5, 1991
Cmdr.: Col. Horace L. Larry

MISSION, PURPOSE, OPERATIONS
Support the bases, major commands, and Air Staff by providing technical assistance, fielding new initiatives, developing procedures, and managing selected central support functions to ensure successful service programs
Manage Air Force nonappropriated central funds and operate central systems, such as banking, investments, purchasing, data flow, insurance, and benefit programs

STRUCTURE
Base-level services managers

PERSONNEL
Active duty 81
Officers 28
Enlisted 53
Reserve components 10
ANG 0
AFRC 10
Civilians 174
Total 265

Air Force Weather Agency

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

MISSION, PURPOSE, OPERATIONS
Enhance the nation’s combat capability by delivering timely, accurate, and reliable weather support worldwide to Air Force and Army forces, unified commands, national programs, and national command authority

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

PERSONNEL
Active duty 622
Officers 120
Enlisted 502
Reserve components 8
ANG 0
AFRC 8
Civilians 190
Total 820

ANG Readiness Center

Hq.: Andrews AFB, Md.
Estab.: August 1997
Cmdr.: Col. Naomi D. Manadier (acting)

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

STRUCTURE
201st Mission Support Squadron
13 directorates

PERSONNEL
Active duty 111
Officers 71
Enlisted 40
Reserve Components 555
ANG 553
AFRC 2
Civilians 457
Total 1,123
Direct Reporting Units

A Direct Reporting Unit is a subdivision of the Air Force, directly subordinate to Hq. USAF, separate from any major command or FOA because of a unique mission, legal requirements, or other factors. DRUs have the same administrative and organizational responsibilities as major commands.

Air Force Doctrine Center

Hq.: Maxwell AFB, Ala.
Estab.: Feb. 24, 1997
Cmdr.: Maj. Gen. Lance L. Smith

MISSION, PURPOSE, OPERATIONS
Provide a focal point for aerospace doctrine
Develop basic and operational doctrine for USAF Total Force
Advocate doctrinally correct representation of aerospace power in service and joint campaign models and exercise scenarios
Collect inputs from exercises and operations for lessons learned
Participate in development and investigation of future operational concepts, technologies, and strategies
Present USAF doctrine to Army officers at various combat arms branch schools

STRUCTURE
Det. 1, Langley AFB, Va.
Six operating locations
Air Force Liaison, Pentagon

PERSONNEL
Active duty 66
Officers 59
Enlisted 7
Reserve components 12
ANG 0
AFRC 12
Civilians 13
Total 91

US Air Force Academy

Hq.: Colorado Springs, Colo.
Estab.: April 1, 1954

MISSION, PURPOSE, OPERATIONS
Develop and inspire young men and women to become Air Force officers with knowledge, character, and discipline
Produce dedicated Air Force officers and leaders
Instill leadership through academics, military training, athletic conditioning, and character development

STRUCTURE
The cadet student body is designated the Cadet Wing. The wing is composed of four groups consisting of nine squadrons each, with more than 100 cadets assigned to a squadron. Each squadron consists of members of all four classes

PERSONNEL
Active duty 2,501
Officers 1,014
Enlisted 1,487
Reserve components 26
ANG 1
AFRC 25
Civilians 1,972
Total 4,499

Air Force Operational Test and Evaluation Center

Hq.: Kirtland AFB, N.M.
Estab.: Jan. 1, 1974

MISSION, PURPOSE, OPERATIONS
Plan, execute, and report independent OT&Es
Determine operational capabilities and limitations of USAF and joint systems to meet warfighter mission needs

PERSONNEL
Active duty 2,501
Officers 1,014
Enlisted 1,487
Reserve components 26
ANG 1
AFRC 25
Civilians 1,972
Total 4,499

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

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

11th Wing

Hq.: Bolling AFB, D.C.
Estab.: July 15, 1994
Cmdr.: Col. James P. Hunt

MISSION, PURPOSE, OPERATIONS
Provide administrative and ceremonial support to USAF members in the National Capital Region, all 50 states, and more than 100 countries
Support the President, SECAF, and CSAF via the United States Air Force Band and Honor Guard
Provide personnel, operations, comptroller, accounting and finance, and recreation services for wing assets, including the day-to-day operations of Bolling AFB
Manage physical, personal, electronic, and information security within the Pentagon

STRUCTURE
Objective wing

PERSONNEL
Active duty 1,582
Officers 1,014
Enlisted 1,487
Reserve components 35
ANG 0
AFRC 25
Civilians 1,972
Total 2,428