## Field Operating Agencies

**Air Force Agency for Modeling and Simulation**

**Hq.:** Orlando, Fla.  
**Estab.:** June 3, 1996  
**Cmdr.:** Col. Louis W. Olinto  

**MISSION, PURPOSE, OPERATIONS**  
**Responsible** for supporting development and use of the realistic global battlespace for training, acquisition, analysis, test and evaluation, and operations  
**Implement** Air Force, joint, and DOD modeling and simulation (M&S) policies and standards  
**Manage, coordinate, and integrate major USAF and joint M&S programs and initiatives**  
**Support** corporate USAF M&S operations while promoting and supporting technology improvements  

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

**PERSONNEL**  
| Active duty | 16  |
| Officers    | 13  |
| Enlisted    | 3   |
| Civilians   | 15  |
| Total       | 31  |

**Air Force Center for Environmental Excellence**

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

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

**STRUCTURE**  
10 directorates at Brooks City-Base with regional environmental offices in Atlanta, Dallas, and San Francisco  

**PERSONNEL**  
| Active duty | 31  |
| Officers    | 29  |
| Enlisted    | 2   |
| Reserve components | 17  |
| ANG         | 0   |
| AFRC        | 17  |
| Civilians   | 375 |
| Total       | 423 |

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

**Hq.:** Langley AFB, Va.  
**Estab.:** Aug. 1, 1997  
**Cmdr.:** Maj. Gen. Kevin J. Kennedy  

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

**STRUCTURE**  
One major field unit  
11 subordinate organizations  

**PERSONNEL**  
| Active duty | 226 |
| Officers    | 160 |
| Enlisted    | 66  |
| Reserve Components | 18  |
| ANG         | 0   |
| AFRC        | 18  |
| Civilians   | 66  |
| Total       | 310 |

**Air Force Audit Agency**

**Hq.:** Washington, D.C.  
**Estab.:** July 1, 1948  
**Dir.:** Robert E. Dawes  

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

**STRUCTURE**  
Four directorates at Arlington, Va., Brooks City-Base, Tex., March ARB, Calif., and Wright-Patterson AFB, Ohio  
Three regional offices  
16 field offices  

**PERSONNEL**  
| Civilians | 760 |
| The director of FAA is the USAF auditor general. |

**Air Force Civil Engineer Support Agency**

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

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

**STRUCTURE**  
Six directorates  

**PERSONNEL**  
| Active duty | 95  |
| Officers    | 18  |
| Enlisted    | 77  |
| Reserve components | 26  |
| ANG         | 0   |
| AFRC        | 26  |
| Civilians   | 117 |
| Total       | 238 |

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**FOAs, DRUs, and Auxiliary**

A field operating agency (FOA) is a subdivision of the Air Force that carries out field activities under the operational control of an Hq. USAF functional manager. FOAs have the same administrative and organizational responsibilities as major commands.
Air Force Communications Agency

Hq.: Scott AFB, Ill.
Established: June 13, 1996
Commander: Maj. Gen. Robert J. Steele

Mission, Purpose, Operations
Provide C4ISR capabilities to the warfighter through architecture and lead command management of the Air Force ground, air, and space network—the ConstellationNet. Direct integration of systems into the network, assuring decision superiority; drive innovative information technology solutions for Air Force warfighters by generating progressive standards, architectures, and force structure policies and guidance. Deploy engineering and network operations strike teams worldwide for assured Air Force network combat power.

Structure
Five functional areas

Personnel
Active duty 203
Officers 101
Enlisted 102
Reserve Components
ANG 7
AFRC 7
Civilians 319
Total 529

Air Force Cost Analysis Agency

Hq.: Arlington, Va.
Established: Aug. 1, 1992
Executive Director: Richard K. Hartley

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

Structure
Five divisions
7 operating locations

Personnel
Active duty 203
Officers 101
Enlisted 102
Civilians 319
Total 529

Air Force Flight Standards Agency

Hq.: Oklahoma City, Okla.
Established: Oct. 1, 1991
Commander: Maj. Gen. Christopher S. Cplecha

Mission, Purpose, Operations
Develop, standardize, evaluate, and certify USAF policy, procedures, and equipment for flight operations and centrally manage USAF air traffic control and landing systems. Represent USAF in FAA airspace management and ATC issues and DOD in international airspace and ATC issues. Provide procedures for ATC, airfield, operational evaluation of ATC systems, airspace management, and terminal instrument procedures.

Structure
Three directorates

Personnel
Active duty 107
Officers 56
Enlisted 51
Reserve Components
ANG 3
AFRC 3
Civilians 26
Total 136

Air Force Frequency Management Agency

Hq.: Alexandria, Va.
Established: Oct. 1, 1991
Commander: Maj. Gen. Gary W. Klabunde

Mission, Purpose, Operations
Plan, provide, and preserve access to the electromagnetic spectrum for Air Force and selected DOD activities in support of national policy objectives, systems development, and global operations. Develop and implement spectrum guidelines and instructions to support the Air Force mission. Coordinate actions to resolve spectrum interference incidents involving DOD, private sector, federal, and international users; formulate and articulate US positions at World Radio Conference. Coordinate orbital locations and spectrum needs for DOD satellites at the international level. Provide functional management for the spectrum management career field.

Structure
Two directorates

Personnel
Active duty 9
Officers 3
Enlisted 6
Civilians 19
Total 28

Air Force Historical Research Agency

Hq.: Maxwell AFB, Ala.
Established: May 25, 1979
Director: Charles F. O’Connell Jr.

Mission, Purpose, Operations
Collect, preserve, and manage historical and cultural document collection and oral history program. Research, write, and publish books and other studies on USAF history. Provide historical support to USAF, DOD, other government agencies, and the public. Record and disseminate USAF history, including the role of airpower in national security. Operate research facilities and automated historical data system. Determine the lineage and honors of USAF units; maintain official emblem records.

Structure
Four directorates

Personnel
Active duty 389
Officers 260
Enlisted 129

Air Force Inspection Agency

Hq.: Kirtland AFB, N.M.
Established: Aug. 1, 1991
Commander: Maj. Gen. Thomas F. Berardinelli

Mission, Purpose, Operations
Provide independent and timely assessments of acquisition, nuclear surety, operations, logistics, support, and health care to SECAF, CSAF, SAF/IG, and commanders of major commands. Serve as primary action arm of SECAF inspection system. Identify critical deficiencies and recommend improvements for accomplishing peace-time/war-time missions; evaluate USAF activities and policies. Provide by-law and compliance oversight of all USAF-level FOAs and DRUs. Publish TIG Brief magazine.

Structure
Four directorates

Personnel
Active duty 97
Officers 76
Enlisted 21
Reserve Components
ANG 3
AFRC 3
Civilians 27
Total 127

Air Force Legal Operations Agency

Hq.: Bolling AFB, D.C.
Established: March 2, 2006
Commander: Brig. Gen. Richard C. Harding

Mission, Purpose, Operations
Administer Air Force’s civil litigation and military justice programs and provide legal research technology to all Air Force Judge Advocate Corps members. Advise in military justice and civil law matters encompassing courts-martial, environmental, acquisition, claims, litigation, employment, and patent actions, and legal assistance. Command the Air Force Judge Advocate General’s School, which is the hub of legal training for Air Force counsel, paralegals, and support staff. Support the Department of Justice with regard to all phases of litigation, civil or criminal, pertaining to the Air Force, and share training responsibilities for Air Force and other DOD attorneys and paralegals.

Structure
Four directorates

Personnel
Active duty 1
Officers 0
Enlisted 1
Civilians 39
Total 40
Air Force Logistics Management Agency
Hq.: Maxwell AFB, Gunter Annex, Ala.
Estab.: Sept. 30, 1975
Cmdr.: Col. Karen W. Currie

MISSION, PURPOSE, OPERATIONS
Develop, analyze, test, evaluate, and recommend new or improved concepts, methods, systems, policies, and procedures to enhance logistics efficiency and effectiveness.

STRUCTURE
Six divisions

PERSONNEL
Active duty  63
Officers  32
Enlisted  31
Civilians  18
Total  81

Air Force Medical Operations Agency
Hq.: Pentagon
Estab.: July 1, 1992
Cmdr.: Col. Lawrence M. Riddles

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

STRUCTURE
Five divisions
Operating location at Pentagon

PERSONNEL
Active duty  161
Officers  36
Enlisted  125
Civilians  191
Total  352

Air Force Manpower Agency
Hq.: Randolph AFB, Tex.
Estab.: November 1975
Cmdr.: Col. Kenneth Keskel

MISSION, PURPOSE, OPERATIONS
Provide Air Force leaders with the tools to identify essential manpower required to support Air Force concepts of operations.

Determine manpower requirements

Develop programming factors

Manage Air Force performance management programs

Assist with execution of competitive sourcing initiatives

Conduct special studies

STRUCTURE
Six divisions

PERSONNEL
Active duty  14
Officers  7
Enlisted  7
Civilians  4
Total  18

Air Force Medical Support Agency
Hq.: Bolling AFB, D.C.
Estab.: July 1, 1978
Cmdr.: Col. Alton Powell

MISSION, PURPOSE, OPERATIONS
Oversee execution of Air Force surgeon general policies and programs in support of USAF global capability and national security strategies.

Provide expert consultative leadership for entire Air Force Medical Service

STRUCTURE
Six directorates
28 divisions
11 geographically separated units

PERSONNEL
Active duty  236
Officers  176
Enlisted  60
Reserve Components  11
ANG  0
AFRC  11
Civilians  117
Total  364

Air Force National Security Emergency Preparedness Agency
Hq.: Arlington, Va.
Estab.: Sept. 1, 1988
Cmdr.: Col. Gary A. Brand

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

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

PERSONNEL
Active duty  14
Officers  7
Enlisted  7
Civilians  4
Total  18

An airman with the 386th Expeditionary Logistics Readiness Squadron rushes to refuel a C-130 on an airlift mission.

As of Oct. 1, 2006, AFNSEPA ceased to be a FOA.
Air Force News Agency

Hq.: San Antonio
Estab.: June 1, 1978
Exec. Dir.: Robin K. Crumm

MISSION, PURPOSE, OPERATIONS
Create, print, and broadcast Web-based products that support Air Force and DOD communication goals
Provide news, information, and entertainment programs through American Forces Radio and Television Service
Provide senior Air Force leaders with the means of communicating news and information to the Air Force community and the public
Organize, train, and equip AFNEWS to accomplish its mission
Create an IT environment that ensures the efficient and secure production and delivery of information

STRUCTURE
Directorate of News Operations
Air Force Broadcasting Service
Army and Air Force Hometown News Service
Directorate of Staff

PERSONNEL
Active duty
Officers
14
Enlisted
10
Civilians
18
Total
32

Air Force Personnel Operations Agency

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

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

STRUCTURE
One division

PERSONNEL
Active duty
1,627
Officers
358
Enlisted
1,269
Reserve components
345
ANG
0
AFRC
345
Civilians
671
Total
2,643

Air Force Operations Group

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

MISSION, PURPOSE, OPERATIONS
Support USAF Chief of Staff and DCS for Operations, Plans, and Requirements 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 tasks
Prepare and provide weather data to the President, Secretary of Defense, JCS, National Military Command Center, Army Operations Center, and other federal agencies

Air Force Nuclear Weapons and Counterproliferation Agency

Hq.: Pentagon
Estab.: August 1998
Cmdr.: Lt. Col. Kris G. Rongone

MISSION, PURPOSE, OPERATIONS
Provide the warfighter with chemical, biological, radiological, nuclear, and high explosive science and technology to ensure effective nuclear stockpile stewardship and operational and technological options for countering CBRNE threats

PROFESSIONAL S&T advice on nuclear weapons and counterproliferation issues to OSD, combatant commanders, major commands, and Air Staff

STRUCTURE
Two divisions

PERSONNEL
Active duty
14
Officers
10
Enlisted
4
Civilians
18
Total
32

Ssgt. Lee Hoover edits video for a news- cast from Yokota AB, Japan.
Air Force Services Agency
Hq.: San Antonio
Estab.: Feb. 5, 1991
Cmdr.: Col. Timothy J. Hanson

**MISSION, PURPOSE, OPERATIONS**
Provide and implement base-level and combat arms training and ground combat weapons maintenance programs
Manage USAF corrections program and activities; DOD military working dog activities; contingency taskings

**STRUCTURE**
Three divisions
Three detachments at Ft. Leavenworth, Kan., NAS Miramar, Calif., and Charleston NWC, S.C.

**PERSONNEL**
Active duty: 392
Officers: 45
Enlisted: 347
Reserve components: 8
ANG: 0
AFRC: 8
Civilians: 24
Total: 424

Air Force Technical Applications Center
Hq.: Patrick AFB, Fla.
Estab.: July 7, 1959
Cmdr.: Col. Mark W. Westergren

**MISSION, PURPOSE, OPERATIONS**
Monitor compliance with several international treaties, including the 1974 Threshold Test Ban Treaty and 1976 Peaceful Nuclear Explosions Treaty
Operate the US Atomic Energy Detection System, a global network of subsurface, surface, airborne, and space-based sensors that detect nuclear explosions

**STRUCTURE**
Analysis Center, Patrick AFB, Fla.
Operational sites/detachments worldwide

A1C Jeremy Roberts and SrA. Julia Branch oversee foreign nationals working on a flight line. Both are assigned to the 332nd Expeditionary Security Forces Squadron.
Direct Reporting Units

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

Air Force District of Washington

Hq.: Bolling AFB, D.C.
Estab.: July 15, 1994

MISSION, PURPOSE, OPERATIONS
Provide Air Force component to the Joint Force Hq.-National Capital Region; USAF voice for planning and implementing cross-service solutions throughout the National Capital Region
Organize, train, equip, and deploy forces for AEFs and homeland defense, civil support, national special security events; flagship ceremonial and musical capability in support of NCR and global interests
Ensure 40,000 USAF members assigned worldwide have operating and UCMJ support
Perform MAJCOM-level responsibilities

STRUCTURE
Headquarters staff
Three groups: Mission Support Group, Medical Group, and Operations Group
One wing

PERSONNEL
Active duty 3,940
Officers 604
Enlisted 3,336
Reserve components 128
ANG 0
AFRC 128
Civilians 813
Total 4,881

Air Force Doctrine Center

Hq.: Maxwell AFB, Ala.
Estab.: Feb. 24, 1997

MISSION, PURPOSE, OPERATIONS
Develop basic and operational doctrine and represent these positions in service, joint, and multinational doctrine development
Review the application of air and space doctrine in the education of USAF personnel
Collect and coordinate doctrinal inputs from USAF’s lessons learned process
Advocate doctrinally correct representation and execution at the operational level of war in service, joint, and multinational operations, exercises, and other events
Participate in the investigation of future operational concepts and strategies to capture emerging doctrine

STRUCTURE
Four operating locations
Joint and Air Staff Liaison, Pentagon
Civil Air Patrol
Hq.: Maxwell AFB, Ala.
Estab.: Dec. 1, 1941
Exec. Dir.: Don Rowland

MISSION, PURPOSE, OPERATIONS
Provide vital operational capabilities in support of aerial and ground search and rescue (SAR), disaster relief, a nationwide communications network, and counterdrug and homeland security missions. Conduct 95 percent of all inland SAR missions as tasked by the Air Force Rescue Coordination Center, Tyndall AFB, Fla. Build strong citizens for the future by providing leadership training, technical education, scholarships, and career education to young men and women, ages 12 to 21, in the CAP Cadet Program. Promote and support aerospace education, both for its own members and the general public, and conduct a national school enrichment program at the middle- and high-school levels.

US Air Force Academy
Hq.: Colorado Springs, Colo.
Estab.: April 1, 1954
Supt.: Lt. Gen. John F. Regni

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 10 squadrons each, with about 110 cadets assigned to a squadron. Each squadron consists of members of all four classes.

PERSONNEL
Active duty 2,290
Officers 956
Enlisted 1,334
Reserve components 135
ANG 0
AFRC 135
Civilians 1,327
Total 3,752

EQUIPMENT
73 aircraft
Cadets complete four years of study for a bachelor of science degree, choosing from 32 different academic majors. Four primary areas of development are stressed in military art and science, theoretical and applied leadership experiences, aviation science and airmanship programs, and military training.

Brandon Martinez, a cadet at the US Air Force Academy in Colorado Springs, Colo., transfers bacteria from jet fuel into culture tubes in an experiment.