

DEPARTMENT OF THE AIR FORCE

1670 Air Force Pentagon, Washington, DC 20330-1670

SECRETARY OF THE AIR FORCE

Confidential Assistant	SHEILA E. WIDNALL
Staff Assistant	NORMA J. PEARCE
Deputy Military Assistant	S. SGT. FRANK D. GILROY
Executive Assistant	LT. COL. JANET A. THERIANOS
Executive Officer	LT. COL. DENNIS M. KAAH
Under Secretary of the Air Force	PATRICIA RYDER
Special Assistant	RUDY F. DELEON
Military Assistant	CLARK A. MURDOCK
Executive Officer	COL. ERIK L. WINBORN
Executive Noncommissioned Officer	LT. COL. TIMOTHY MILBRATH
Administrative Assistant	S. SGT. KIMALA RICKE
Deputy Under Secretary (International Affairs)	BRIAN MCHUGH
Assistant Deputy Under Secretary (International Affairs)	ROBERT D. BAUERLEIN
Executive Officer	MAJ. GEN. H. HALE BURR, JR.
Director, Small and Disadvantaged Business Utilization	LT. COL. JOSEPH A. SPANN
Assistant Secretary (Manpower, Reserve Affairs, Installations, and Environment)	ANTHONY J. DELUCA
Principal Deputy Assistant Secretary (Manpower, Reserve Affairs, Installations, and Environment)	RODNEY A. COLEMAN
Military Assistant	PHILLIP P. UPSCHULTE
Executive Officer	
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Deputy Assistant Secretary (Reserve Affairs)	CAPT. SHELIA O. UPHOFF
Deputy Assistant Secretary (Installations)	RUBY B. DEMESME
Director, Air Force Real Estate Agency	BRYAN E. SHARRATT
Deputy Assistant Secretary (Environment, Safety and Occupational Health)	JIMMY G. DISHNER
Deputy, Air Force Review Boards	ANTHONY R. JONKERS
Executive Director, Air Force Board, Correction of Military Records	THOMAS W. L. MCCALL, JR.
Director, Air Force Base Conversion Agency	JOE G. LINEBERGER
Director, Air Force Personnel Council	MACK M. BURTON, <i>Acting</i>
Director, Air Force Civilian Appellate Review Office	ALAN K. OLSEN
Deputy (Equal Opportunity)	COL. TERRANCE L. MURTAUGH
Assistant Secretary (Financial Management and Comptroller of the Air Force)	SOPHIE A. CLARK, <i>Acting</i>
Principal Deputy Assistant Secretary (Financial Management)	DENNIS M. COLLINS
Deputy Assistant Secretary (Budget)	ROBERT F. HALE

Director, Budget and Appropriations Liaison	COL. JOHN R. TARASCIO
Director, Budget Management and Execution	ROBERT W. ZOOK
Director, Budget Investment	CATHLYNN B. SPARKS
Director, Budget Operations	BRIG. GEN. GEORGE T. STRINGER
Director, Budget Programs	COL. RODNEY W. WOOD
Deputy Assistant Secretary (Cost and Economics)	LEROY T. BASEMAN
Deputy (Management Systems)	A. ERNEST FITZGERALD
Deputy Assistant Secretary (Plans, Systems and Analysis)	JOHN J. NETHERY
Assistant Secretary (Acquisition)	CLARK G. FIESTER
Principal Deputy Assistant Secretary (Acquisition)	LT. GEN. RICHARD E. HAWLEY
Deputy Assistant Secretary (Acquisition and Management)	DARLEEN A. DRUYUN
Deputy Assistant Secretary (Research and Engineering)	JAMES J. MATTICE
Deputy Assistant Secretary (Communications, Computers, and Logistics)	LLOYD K. MOSEMAN II
Deputy Assistant Secretary (Contracting)	MAJ. GEN. ROBERT W. DREWES
Deputy Assistant Secretary (Management Policy and Program Integration)	BLAISE J. DURANTE
Director, Long Range Power Projection, Special Operations Forces, Airlift and Training Programs	BRIG. GEN. JAMES M. RICHARDS III
Director, Electronics and Special Programs	COL. MICHAEL W. SCHOENFELD
Director, Fighter, Communications, Computers, and Weapons Programs	BRIG. GEN. JOHN W. HAWLEY
Director, Space Programs	MAJ. GEN. ROBERT S. DICKMAN
Director, Science and Technology	COL. AUBIN A. HIGGINS, <i>Acting</i>
Director, Air Force Program Executive Office	CLARK G. FIESTER
Assistant Secretary (Space)	JEFFREY K. HARRIS
Principal Deputy Assistant Secretary (Space)	JIMMIE D. HILL
Deputy Assistant Secretary (Space Plans and Policy)	RICHARD M. MCCORMICK
Director, Space Systems	BRIG. GEN. THOMAS J. SCANLAN, JR.
Director, Special Projects	BRIG. GEN. DONALD R. WALKER
General Counsel	SHEILA C. CHESTON, <i>Acting</i>
The Inspector General	LT. GEN. MARCUS A. ANDERSON
Deputy Inspector General	MAJ. GEN. BRUCE J. LOTZBIRE
Administrative Assistant to the Secretary	WILLIAM A. DAVIDSON
Chief, Civilian Personnel	(VACANCY)
Director, Information Management	COL. KEVIN A. COLLINS
Facility Manager, Air Force Executive Dining Room	ALFONSO C. SISNEROS
Director, Plans, Programs and Budget	COL. DAVID C. WALKER
Chief, Personnel Division	MAJ. EDWARD G. PATRICK
Director, Security and Investigative Programs	LT. COL. ERIC E. PATTERSON
The Auditor General of the Air Force	JACKIE R. CRAWFORD
Director, Legislative Liaison	MAJ. GEN. NORMAND G. LEZY

Deputy Director, Legislative Liaison	COL. CHARLES FOX
Chief, Congressional Inquiry Division	COL. JOHN WILSON
Director, Public Affairs	BRIG. GEN. RONALD T. SCONYERS
Deputy Director, Public Affairs	COL. HAL SMARKOLA
Chief, Public Affairs Staff Group	COL. ALAN DEFEND
Chief, Community Relations	WALT WERNER
Chief, Media Relations	COL. TOM BOYD
Chief, Resources	COL. MIKE CONLEY
Chief, Security Review	JUNE FORTE
Chief, Air Force News Agency Liaison Office	MAJ. WILL HUMMISTON
Air Staff	
Chief of Staff	GEN. RONALD R. FOGLEMAN
Vice Chief of Staff	GEN. THOMAS S. MOORMAN, JR.
Assistant Vice Chief of Staff	(VACANCY)
Special Assistant to the Secretary and Chief of Staff Air Force for Base Realignment and Transition	MAJ. GEN. JAY D. BLUME, JR.
Special Assistant, Theater Air Defense Chief, Safety	MAJ. GEN. W. THOMAS WEST
Chief, Security Police	BRIG. GEN. ORIN L. GODSEY
Chairman, Scientific Advisory Board	BRIG. GEN. STEPHEN C. MANNELL
Director, Services	GENE H. MCCALL
Director, Programs and Evaluation	COL. STEVAN B. RICHARDS
Director, Test and Evaluation	(VACANCY)
	LT. GEN. HOWARD W. LEAF, USAF (RET.)
The Civil Engineer	MAJ. GEN. JAMES E. MCCARTHY
Air Force Historian	RICHARD P. HALLION
Chief Scientist of the Air Force	EDWARD A. FEIGENBAUM
Chief, Air Force Reserve	MAJ. GEN. ROBERT A. MCINTOSH
Chief, National Guard Bureau	LT. GEN. EDWARD D. BACA
Surgeon General of the Air Force	LT. GEN. EDGAR R. ANDERSON, JR.
Chief, Chaplains	MAJ. GEN. DONALD J. HARLIN
The Judge Advocate General	MAJ. GEN. NOLAN SKLUTE
Commander, Air Force Legal Services Agency	BRIG. GEN. OLAN G. WALDROP, JR.
Deputy Chief of Staff (Personnel)	LT. GEN. EUGENE E. HABIGER
Deputy Chief of Staff (Plans and Operations)	LT. GEN. JOSEPH W. RALSTON
Deputy Chief of Staff (Logistics)	MAJ. GEN. GEORGE T. BABBITT, JR.
Deputy Chief of Staff (Command, Control, Communications, and Computers)	LT. GEN. CARL G. O'BERRY
Assistant Chief of Staff (Intelligence)	MAJ. GEN. KENNETH A. MINIHAN
Commander, 497th Intelligence Group	COL. JAMES M. SULLIVAN
Director of Assessments, National Air Intelligence Center	ROBERT S. BOYD
<i>Major Commands:</i>	
Air Combat Command (Langley Air Force Base, VA 23665-2788)	GEN. JOHN M. LOH
Air Force Materiel Command (Wright-Patterson Air Force Base, OH 45433-5001)	GEN. RONALD W. YATES
Air Mobility Command (Scott Air Force Base, IL 62225-5363)	GEN. ROBERT L. RUTHERFORD
Air Force Space Command (Peterson Air Force Base, CO 80914-4020)	GEN. JOSEPH W. ASHY

Air Force Special Operations Command
(Hurlburt Field, FL 32544-5273)
Air Education and Training Command
(Randolph Air Force Base, TX 78150-
4324)

MAJ. GEN. JAMES L. HOBSON, JR.

GEN. HENRY VICCELLIO, JR.

Overseas Commands:

Pacific Air Forces (Hickam Air Force Base, HI
96853-5420)

GEN. JOHN G. LORBER

United States Air Forces in Europe (APO AE
09094-0501)

GEN. JAMES L. JAMERSON

Named Activities:

Air Force Office of Colonel Matters
(Washington, DC 20330-1040)

BRIG. GEN. LARRY W.
NORTHINGTON

Air Force Office of General Officer Matters
(Washington, DC 20330-1040)

COL. T. MICHAEL MOSELEY

Air Force Office of Senior Executive Matters
(Washington, DC 20330-1040)

KAREN L. BINGO

Field Operating Agencies:

Air Force Audit Agency (Washington, DC
20330-1125)

JACKIE CRAWFORD

Air Force Base Conversion Agency (Arlington,
VA 22209-2808)

ALAN OLSEN

Air Force Center for Environmental Excellence
(Brooks Air Force Base, TX 78235-5318)

J.B. COLE

Air Force Civil Engineer Support Agency
(Tyndall Air Force Base, FL 32403-5319)

COL. DONALD J. THOMAS

Air Force Civilian Personnel Management
Center (Randolph Air Force Base, TX
78150-4530)

JOHN R. GRAHAM

Air Force Combat Operations Staff
(Washington, DC 20330-1480)

COL. ALFRED P. MCCrackEN

Air Force Command, Control, Communications
and Computer Agency (Scott Air Force
Base, IL 62225-5222)

BRIG. GEN. HARRY D. RADUEGE, JR.

Air Force Cost Analysis Agency (Arlington, VA
22202-4306)

COL. GORDON D. KAGE

Air Force Doctrine Center (Langley Air Force
Base, VA 23622-2722)

COL. ROBERT D. COFFMAN

Air Force Flight Standards Agency
(Washington, DC 20330-1480)

COL. DENNIS TRAYNOR

Air Force Frequency Management Agency
(Arlington, VA 22203-1613)

LT. COL. WILLIAM A. BELOTE

Air Force Historical Research Agency (Maxwell
Air Force Base, AL 36112-6424)

COL. RICHARD RAUSCHKOLB

Air Force Inspection Agency (Kirtland Air Force
Base, NM 87117-5670)

COL. ROBERT M. MURDOCK

Air Force Legal Services Agency (Bolling Air
Force Base, Washington, DC 20332)

BRIG. GEN. OLAN G. WALDROP, JR.

Air Force Logistics Management Agency
(Maxwell Air Force Base, Gunter Annex,
AL 36114-3236)

COL. RUSSELL G. STAFFORD

Air Force Management Engineering Agency (Randolph Air Force Base, TX 78150-4451)	COL. CHARLES F. DIBRELL
Air Force Medical Operations Agency (Bolling Air Force Base, Washington, DC 20332-5113)	MAJ. GEN. CHARLES H. ROADMAN II
Air Force Medical Support Agency (Brooks Air Force Base, TX 78235-5121)	COL. RICHARD RUSHMORE
Air Force Military Personnel Center (Randolph Air Force Base, TX 78150-4703)	MAJ. GEN. WILLIAM B. DAVITTE
Air Force News Agency (Kelly Air Force Base, TX 78241-5601)	COL. TEDDY G. TILMA
Air Force Office of Special Investigations (Bolling Air Force Base, Washington, DC 20332-0001)	BRIG. GEN. ROBERT A. HOFFMANN
Air Force Personnel Operations Agency (Washington, DC 20330-1040)	STEVE N. SMITH
Air Force Program Executive Office (Washington, DC 20330-1060)	CLARK G. FIESTER
Air Force Real Estate Agency (Bolling Air Force Base, Washington, DC 20332-5107)	ANTHONY R. YONKERS
Air Force Reserve (Robins Air Force Base, GA 31098-1635)	MAJ. GEN. JAMES E. SHERRARD
Air Force Review Boards Agency (Washington, DC 20330-1661)	JOE G. LINEBERGER
Air Force Safety Agency (Norton Air Force Base, CA 92409-7001)	COL. JOHN R. CLAPPER
Air Force Security Police Agency (Kirtland Air Force Base, NM 87117-5664)	COL. JOHN E. KILLEN
Air Force Services Agency (Randolph Air Force Base, TX 78150-4755)	COL. DAVID F. HONEYCUTT
Air Force Studies and Analyses Agency (Washington, DC 20330-1570)	COL. THOMAS A. CARDWELL III
Air Force Technical Applications Center (Patrick Air Force Base, FL 32925-3002)	COL. GLEN E. SHAFFER
Air Intelligence Agency (San Antonio, TX 78243-7009)	BRIG. GEN. ROBERT T. OSTERHALER
Air National Guard Readiness Center (Andrews Air Force Base, MD 20331-5157)	BRIG. GEN. LARRY K. ARNOLD
Air Reserve Personnel Center (Denver, CO 80280-5400)	COL. JAMES WHITE, JR.
Air Weather Service (Scott Air Force Base, IL 62225-5206)	COL. FRANK MISCIASCI
Center for Air Force History (Bolling Air Force Base, Washington, DC 20332-4113)	JACOB NEUFELD
Joint Services Survival, Evasion, Resistance and Escape Agency (Fort Belvoir, VA 22060-5788)	COL. ROBERT C. BONN, JR.
Air Force Pentagon Communications Agency (Washington, DC 20330-1600)	COL. STEPHEN E. ANNO
<i>Direct Reporting Units:</i>	
11th Support Wing (Bolling Air Force Base, Washington, DC 20332-5100)	COL. STEVEN A. ROSER

Air Force Operational Test and Evaluation
Center (Kirtland Air Force Base, NM
87117-5558)

MAJ. GEN. GEORGE B. HARRISON

U.S. Air Force Academy (USAFA, CO 80840-
5001)

LT. GEN. PAUL E. STEIN

The Department of the Air Force is responsible for defending the peace and security of the United States through control and exploitation of air and space.

The Department of the Air Force (USAF) was established as part of the National Military Establishment by the National Security Act of 1947 (61 Stat. 502) and came into being on September 18, 1947. The National Security Act Amendments of 1949 redesignated the National Military Establishment as the Department of Defense, established it as an executive department, and made the Department of the Air Force a military department

within the Department of Defense (63 Stat. 578). The Department of the Air Force is separately organized under the Secretary of the Air Force. It operates under the authority, direction, and control of the Secretary of Defense (10 U.S.C. 8010). The Department consists of the Office of the Secretary of the Air Force, the Air Staff, and field organizations.

OFFICE OF THE SECRETARY

The Office of the Secretary consists of the offices of the Under Secretary, four Assistant Secretaries, the General Counsel, the Administrative Assistant, Legislative Liaison, Public Affairs, International Affairs, Small and Disadvantaged Business Utilization, the Auditor General, and the Inspector General of the Air Force. The heads of these offices are staff advisors to the Secretary for functions the Secretary assigns to them.

The Department of the Air Force is administered by the Secretary of the Air

Force, who is responsible for and has the authority to conduct all affairs of the Department. The Secretary's responsibilities include matters pertaining to organization, training, logistical support, maintenance, welfare of personnel, administrative, recruiting, research and development, and other activities prescribed by the President or the Secretary of Defense. The principal assistant to the Secretary is the Under Secretary, who acts with the full authority of the Secretary on all affairs of the Department.

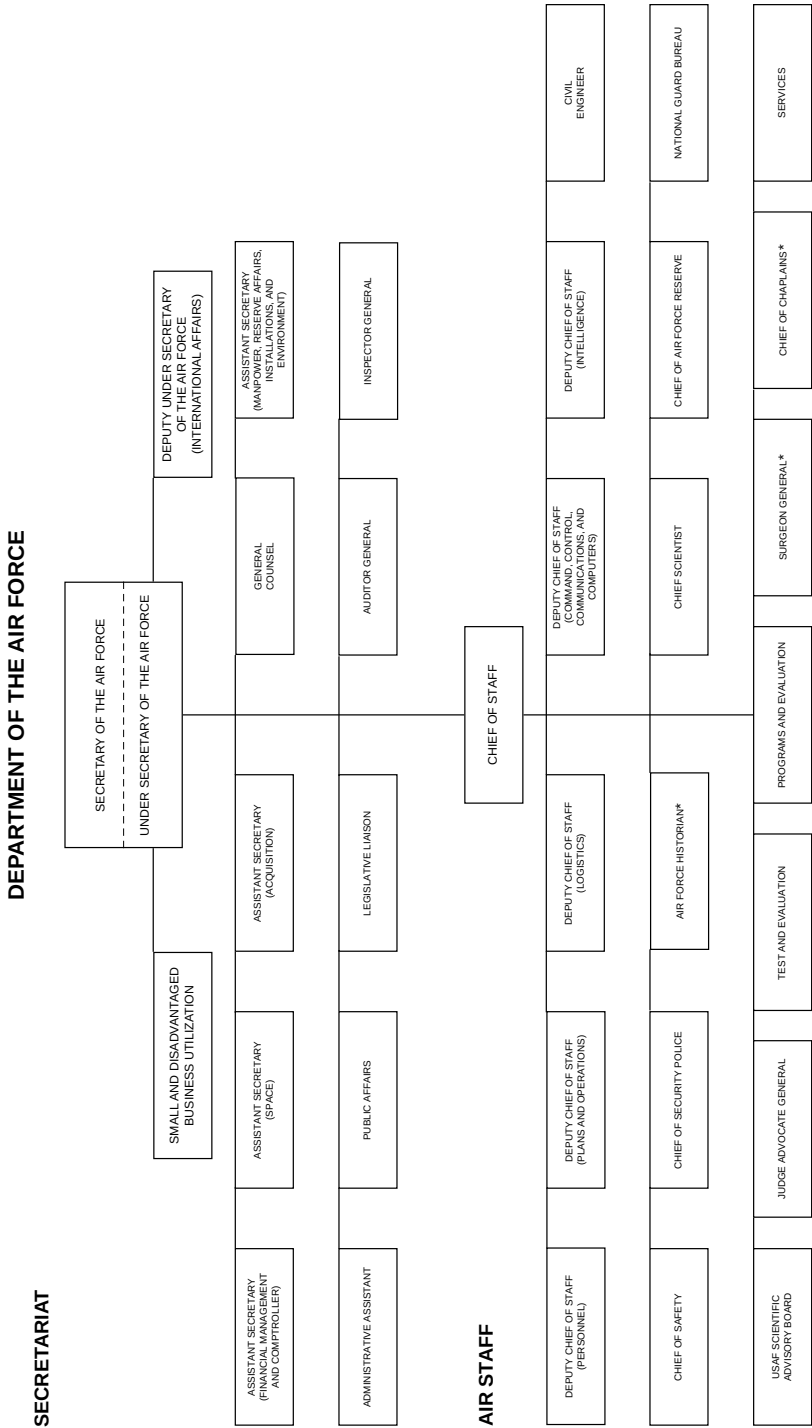
AIR STAFF

The mission of the Air Staff is to furnish professional assistance to the Secretary, Under Secretary, and Assistant Secretaries of the Air Force and to the Chief of Staff in executing their responsibilities.

Structure The Air Staff is a management headquarters functional organization under the Chief of Staff, United States Air Force. Titles throughout

all organizational levels reflect functions involved.

Functions and Activities Air Staff functions are specialized into well-defined areas to effect the management principles of functionality, integration, flexibility, simplicity, and decentralization. The Air Staff retains those management functions that legally cannot be delegated or decentralized, are needed by the Secretary and Chief of



*BOLLING AIR FORCE BASE

Staff, are essential to respond promptly to the Secretary of Defense, or are required to determine the design and structure of the Air Force in the future. Chief of Staff The Chief of Staff is directly responsible to the Secretary of the Air Force for the efficiency and operational readiness of the U.S. Air Force. He is a member of the Joint Chiefs of Staff (JCS) of the Department of Defense. The Chief of Staff is assisted by the Vice Chief of Staff in all areas of responsibility except JCS. The Assistant Vice Chief of Staff assists the Chief and Vice Chief in the discharge of their duties.

Special Staff The Special Staff is an adjunct to the Chief of Staff, independent of the basic staff structure, and provides advisory and support services to both the Chief of Staff and the Air Staff. The Special Staff consists of: the Assistant Chief of Staff, Intelligence; the Civil Engineer; the Chief of Safety; the Chief

of Security Police; the Air Force Historian; the USAF Scientist; the Chief of Air Force Reserve; the National Guard Bureau; the Scientific Advisory Board; the Judge Advocate General; the Director, Test and Evaluation; the Director, Programs and Evaluation; the Surgeon General; the Chief of Chaplains; Services; and the Chief Master Sergeant of the Air Force.

Deputy Chiefs of Staff The Deputy Chiefs of Staff (DCS's) function primarily as a coordinating level on policy matters and represent the corporate structure. Substantive functions are organized under the DCS's in homogenous groups called directorates. Under the directorates, functions are further broken down into divisions and branches. The DCS's are Personnel; Plans and Operations; Logistics; and Command, Control, Communications and Computers.

FIELD ORGANIZATIONS

The major commands, field operating agencies, and direct reporting units together represent the field organizations of the U.S. Air Force. These are organized primarily on a functional basis in the United States and on an area basis overseas. These commands are

responsible for accomplishing certain phases of the worldwide activities of the U.S. Air Force. They also are responsible for organizing, administering, equipping, and training their subordinate elements for the accomplishment of assigned missions.

Major Commands

The Continental U.S. Commands

Air Combat Command This Command is responsible for CONUS-based fighters, bombers, ICBM's, reconnaissance aircraft, C3I platforms, and some theater airlifts and tankers. It provides forces directly to Unified Commands or augments theater air forces already forward deployed. Air Combat Command was formed in June 1992 from elements of the former Strategic Air Command and the Tactical Air Command.

Air Force Materiel Command This Command researches, develops, tests, acquires, delivers, and logistically supports every Air Force weapon system. It has responsibilities from inception of a weapon system on the drawing board, support through its operational life, and its final disposition. Air Force Materiel Command operates major product centers, logistics centers, test centers, and laboratories. It was created in July 1992 from integration of Air Force Logistics Command and Air Force Systems Command.

Air Mobility Command This Command is responsible for all intertheater airlift assets and most of the tanker and theater airlift force. It was formed in June 1992 from elements of Strategic Air Command and Military Airlift Command.

Air Force Space Command This Command provides resource management and operation of assigned assets for space control, space force application, force enhancement, space support, and strategic aerospace defense. It operates space and ballistic missile systems. The Command provides a close link between its space activities and, through the U.S. Space Command, the unified command structure.

Air Force Special Operations Command This Command organizes, trains, and equips Air Force special operations forces. It is the USAF component of the United States Special Operations Command (USSOCOM).

Air Education and Training Command This Command recruits, commissions, and trains Air Force enlisted and officer personnel. It provides basic military training, initial and advanced technical training, undergraduate and graduate flying training, and professional military and degree-granting professional education. The Command also conducts

joint, medical service, readiness and Air Force security assistance training.

Overseas Commands

Pacific Air Forces The Pacific Air Forces is a major command of the U.S.

Air Force and is the Air Force component of the U.S. Pacific Command. Its primary mission is to organize, train, equip, administer, and prepare assigned forces for combat, including: fighter, reconnaissance, air control, close air support, and defense suppression units to conduct defensive and offensive air operations. It provides combat-ready air elements to the U.S. European Command and participates in joint and combined air operations.

United States Air Forces in Europe The United States Air Forces in Europe is a major command of the U.S. Air Force and is the Air Force component of the U.S. European Command. Its primary mission is to organize, train, equip, administer, and prepare assigned forces for combat, including: fighter, reconnaissance, air control, close air support, and defense suppression units to conduct defensive and offensive air operations. It provides combat-ready air elements to the U.S. European Command and participates in joint and combined air operations.

Field Operating Agencies

Air Force Audit Agency The Agency provides independent, internal audit and appraisal of financial, operational, management, and support activities as a service to all levels of management.

Air Force Base Conversion Agency The Agency serves as the Federal real property disposal agent and provides integrated execution management for Air Force bases in the United States as they are closed under the authorities of the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990. The major air commands are responsible for operating their installations and terminating or

shifting military missions to other units, until the base closure date. Thereafter, installations are transferred to the Air Force Base Conversion Agency for final disposition.

Air Force Center for Environmental Excellence The Center provides the Air Force with an in-house capability to manage all aspects of environmental cleanup, planning, and compliance.

Air Force Civil Engineer Support Agency The Agency provides civil engineering technical assistance and operating support to Air Force bases and organizations. This includes engineering design, operations and maintenance, fire

protection, explosive ordnance disposal, disaster preparedness, and air base operability.

Air Force Civilian Personnel Management Center The Center directs, develops, manages, and evaluates the wide range of Federal and internal programs affecting Air Force civilians, including foreign nationals, worldwide.

Air Force Combat Operations Staff The Staff provides readiness-oriented, combat-related support to the Chief of Staff, U.S. Air Force. The Staff serves as the permanent nucleus of a centralized, highly responsive, and integrated combat support structure. It includes the combat-related activities of functions such as operations, operations plans, intelligence, logistics, and personnel.

Air Force Command, Control, Communications and Computers Agency The Agency provides base and point-to-point communications, computer facilities, and automated data processing services, primarily to the U.S. Air Force, but also to other governmental, civil, national, and foreign agencies.

Air Force Cost Analysis Agency The Agency develops cost analysis tools, methods, data bases, models, and automated systems which are used in resource allocation and cost management decisions throughout Air Force.

Air Force Doctrine Center The Center develops and publishes basic and operational level doctrine for the Air Force and provides Air Force inputs into joint and combined doctrine development.

Air Force Flight Standards Agency The Agency manages the interoperability of civil and military airspace and air traffic control systems to ensure worldwide combat and peacetime capabilities. Through its various components, the Agency develops and maintains standards and procedures for flight operations, air traffic control aeronautical information, flight planning, notice to airmen, and navigation and landing systems worldwide. In addition, the Agency facilitates the development of common civil and military airspace.

Air Force Frequency Management Agency The Agency implements the USAF's use of the radio frequency electromagnetic spectrum. It develops procedures on a national, international, and government-to-government basis within the scope of international agreements.

Air Force Historical Research Agency The Agency provides Air Force commanders historical assistance in carrying out their assigned missions and responsibilities and implements the USAF history program. Its responsibilities include serving as a repository for Air Force historical records, determining lineage and honors of Air Force units, and preparing books and other historical works on Air Force and military aviation.

Air Force Inspection Agency The Agency directs the Air Force inspection programs, evaluating operational readiness, accident prevention, and management systems.

Air Force Legal Services Agency The Agency provides Air Force-wide legal services in the functional areas of military justice, patents, claims and tort litigation, general litigation, labor law, preventive law, and legal aid. It also administers the Federal Legal Information Through Electronics Program for the Air Force as executive agent for the Department of Defense.

Air Force Logistics Management Agency The Agency conducts studies and develops, analyzes, tests, evaluates, and recommends new or improved concepts, methods, systems, or procedures that enhance logistics efficiency and effectiveness.

Air Force Management Engineering Agency The Agency develops and maintains Air Force manpower determinants to improve manpower utilization and implements the Air Force Management Engineering and Productivity Programs.

Air Force Medical Operations Agency The Agency assists the USAF Surgeon General in developing plans, programs, and practices for the Air Force Medical Service, aerospace medicine, clinical investigations, quality assurance, health promotion, family advocacy,

bioenvironmental engineering, military public health, and radioactive material management.

Air Force Medical Support Agency The Agency assists the USAF Surgeon General in developing plans, programs, and practices relating to Air Force health care in peace and war in the areas of patient administration, health facilities, medical service information systems, and medical logistics.

Air Force Military Personnel Center The Center executes personnel plans and programs and supervises procedures applicable to the worldwide management and administration of Air Force military personnel.

Air Force News Agency The Agency plans and executes the U.S. Air Force's internal information program for all military and civilian personnel. It develops, produces, and distributes materials in support of information, orientation, motivation, and unit morale goals and provides information about Air Force people and missions to hometown news media and national commercial magazines.

Air Force Office of Special Investigations The Office provides criminal, counterintelligence, personnel security, and special investigative services to Air Force activities. It collects, analyzes, and reports significant information about these matters.

Air Force Personnel Operations Agency The Agency performs operational programs located in the Washington, DC, area because of proximity to other Federal personnel activities or Headquarters U.S. Air Force. This includes operation of personnel models and data bases for force structure management; Air Force Relocation; Injury and Unemployment Compensation Programs; awards programs; employee and labor relations support; and Air Force Quality Assessments.

Air Force Program Executive Office The Office oversees major USAF acquisition programs in selected weapons systems and other categories. An outgrowth of the Defense Management Review, it is headed by the

USAF Service Acquisition Executive and includes the Program Executive Officers who oversee Program Managers in the major commands.

Air Force Real Estate Agency The Agency acquires, manages, and disposes of land for the Air Force worldwide and maintains a complete land and facilities inventory.

Air Force Reserve The Air Force Reserve performs the U.S. Air Force's Chief of Staff field responsibilities of command of the Air Force Reserve, and is responsible for participation in the formulation of plans for the management, administration, and execution of programs affecting Air Force Reserve units and mobilization of these reserves, when needed.

Air Force Review Boards Agency The Agency consists of the Air Force Board for Correction of Military Records (AFBCMR), the Air Force Civilian Appellate Review Agency (AFCARA), and the Air Force Personnel Council. AFBCMR and AFCARA ensure compliance with appropriate legal and policy guidelines in correcting military records and in resolving civilian employee complaints. The Personnel Council advises the Air Force Secretariat on matters relating to various personnel policies and the effective management of active and reserve components of the Air Force. Boards under the Council examine such matters as discharges, physical disability cases, and decorations.

Air Force Safety Agency The Agency is responsible for implementing and executing Air Force safety and nuclear surety policies, plans, and programs USAF-wide, as directed by the Chief of Safety.

Air Force Security Police Agency The Agency develops operational practices in peacetime and wartime environments to carry out programs for the security of Air Force resources and information and the delivery of law enforcement services. The office implements plans, policies, and programs for base defense; maintenance of security police personnel, training, systems and equipment programs, and the physical

security of Air Force resources; information, personnel, and industrial security programs and the wartime information security program; maintenance of law and order; prisoner rehabilitation and corrections programs; vehicle traffic management, and the military working dog program.

Air Force Services Agency The Agency manages worldwide Air Force operations of Air Force members and their families to improve USAF readiness.

Air Force Studies and Analyses Agency The Agency performs studies to assist and support the decisionmaking process of the Air Force. It performs independent studies and evaluations of Air Force requirements, proposals, plans, and programs, while providing comparisons and trade-off analyses. The Agency also evaluates critical technical and operational issues and monitors applicable tests and evaluations that address such issues.

Air Force Technical Applications Center The Center operates and maintains the U.S. Atomic Energy Detection System. Its specific responsibilities include monitoring compliance with various nuclear test ban treaties; installing and operating equipment for detection and identification of foreign nuclear weapons tests; and identifying whether events are produced by humans or by nature. In addition, the Air Force Technical Applications Center conducts research to improve atomic energy detection systems.

Air Intelligence Agency The Agency provides intelligence service in support of USAF operations through the conduct of comprehensive research, direction of collection activities, processing and dissemination of intelligence information and intelligence, and the exercise of management and control of intelligence systems and special security systems.

Air National Guard Readiness Center The Center performs the operational and technical tasks associated with manning, equipping, and training Air National Guard units to required preparedness levels.

Air Reserve Personnel Center The Center develops management policies,

plans, and programs pertaining to Air Force Reserve personnel when they are not on extended active duty, and provides personnel management for reserve forces of the Air Force and personnel support for mobilization of these forces.

Air Weather Service The Air Weather Service is the USAF technical center of weather expertise for all levels of the Air Force and Army.

Center for Air Force History The Center operates under the policy guidance of the Air Force Historian. The Center has two basic missions: to research, write, and publish books and other studies on the history of the Air Force; and to provide historical support through the Air Force Historian to Headquarters U.S. Air Force.

Joint Services Survival, Evasion, Resistance and Escape Agency The Agency serves as DOD's executive agent for three areas: JCS Operational Evasion and Escape matters; Department of Defense Code of Conduct/Survival, Evasion, Resistance, and Escape training; and the POW/MIA program.

Air Force Pentagon Communications Agency The Agency provides the Secretary of Defense, Joint Chiefs of Staff, Secretary of the Air Force, and Chief of Staff of the Air Force with command, control, communications, and computer systems (C4) to satisfy critical national defense requirements, automated systems for preparing and submitting the President's budget, and decisionmaking aides for top DOD officials. The Air Force Pentagon Communications Agency also secures C4 for the National Command Authority to evaluate global events and respond to crises.

Direct Reporting Units

11th Support Wing The 11th Support Wing provides logistical and administrative support to Air Force activities in the Washington, DC, area that do not have their own internal support, including Headquarters U.S. Air Force and the Air Force Secretariat. In addition, it represents the Air Force in

matters pertaining to the National Capital Region.

Air Force Operational Test and Evaluation Center The Center manages the Air Force Operational Test and Evaluation (OPT) Program; assesses the operational utility of all major and selected non-major Air Force systems with using, implementing, and supporting commands, as required; and

is responsible for recommending policy and planning, directing, evaluating, and reporting on the Air Force OPT Program. U.S. Air Force Academy The Academy provides instruction and experience to cadets so that they graduate with the essential tools for leadership and motivation to become career officers in the U.S. Air Force.

For further information concerning the Department of the Air Force, contact the Office of the Director of Public Affairs, Department of the Air Force, 1670 Air Force Pentagon, Washington, DC 20330-1670. Phone, 703-697-6061.