

DEPARTMENT OF THE AIR FORCE

1670 Air Force Pentagon, Washington, DC 20330-1670

SECRETARY OF THE AIR FORCE	SHEILA E. WIDNALL
Confidential Assistant	NORMA J. PEARCE
Staff Assistant	S. SGT. FRANK D. GILROY
Military Assistant	COL. GLENN C. WALTMAN
Special Actions Officer	PATRICIA RYDER
Under Secretary of the Air Force	RUDY F. DELEON
Special Assistant	EVELYN J. MACKRELLA
Consultant	JAMES F. BOATRIGT
Military Assistant	COL. ERIK L. WINBORN
Executive Officer	LT. COL. TIMOTHY MILBRATH
Executive Noncommissioned Officer	S. SGT. KIMALA RICHE
Administrative Assistant	BRIAN MCHUGH
Deputy Under Secretary (International Affairs)	ROBERT D. BAUERLEIN
Principal Deputy Under Secretary (International Affairs)	MAJ. GEN. H. HALE BURR, JR.
Assistant Deputy Under Secretary (International Affairs)	BRIG. GEN. JAMES D. LATHAM
Director, Small and Disadvantaged Business Utilization	ANTHONY J. DELUCA
Assistant Secretary (Manpower, Reserve Affairs, Installations, and Environment)	RODNEY A. COLEMAN
Principal Deputy Assistant Secretary (Manpower, Reserve Affairs, Installations, and Environment)	PHILLIP P. UPSCHULTE
Deputy Assistant Secretary (Force Management and Personnel)	RUBY B. DEMESME
Deputy Assistant Secretary (Reserve Affairs)	BRYAN E. SHARRATT
Deputy Assistant Secretary (Installations)	JIMMY G. DISHNER
Director, Air Force Real Estate Agency	WILLIAM E. EDWARDS
Deputy Assistant Secretary (Environment, Safety, and Occupational Health)	THOMAS W. L. MCCALL, JR.
Deputy, Air Force Review Boards Agency	JOE G. LINEBERGER
Executive Director, Air Force Board, Correction of Military Records	MACK M. BURTON, <i>Acting</i>
Director, Air Force Base Conversion Agency	ALAN K. OLSEN
Director, Air Force Personnel Council	COL. TERRANCE L. MURTAUGH
Director, Air Force Civilian Appellate Review Office	SOPHIE A. CLARK, <i>Acting</i>
Deputy (Equal Opportunity)	DENNIS M. COLLINS
Assistant Secretary (Financial Management and Comptroller of the Air Force)	ROBERT F. HALE
Principal Deputy Assistant Secretary (Financial Management)	JOHN W. BEACH
Deputy Assistant Secretary (Budget)	BRIG. GEN. GEORGE STRINGER

Director, Budget and Appropriations Liaison	COL. PHILIP E. RUTER
Director, Budget Management and Execution	ROBERT W. ZOOK
Director, Budget Investment	CATHLYNN B. SPARKS
Director, Budget Operations	BRIG. GEN. EVERETT G. ODGERS
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 (Financial Operations)	JOHN J. NETHERY
Assistant Secretary (Acquisition)	DARLENE A. DRUYUN, <i>Acting</i>
Principal Deputy Assistant Secretary (Acquisition)	LT. GEN. GEORGE K. MUELLNER
Principal Deputy Assistant Secretary (Acquisition and Management)	(VACANCY)
Deputy Assistant Secretary (Research and Engineering)	(VACANCY)
Deputy Assistant Secretary (Communications, Computers, and Support Systems)	LLOYD K. MOSEMANN II
Deputy Assistant Secretary (Contracting)	BRIG. GEN. TIMOTHY P. MALISHENKO
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, Command, Control, 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	(VACANCY)
Commander, Joint Logistics Systems Center	BRIG. GEN. DAVID A. HERRELKO
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	COL. HOWARD MITCHELL
General Counsel	SHEILA C. CHESTON
Inspector General	LT. GEN. MARCUS A. ANDERSON
Administrative Assistant to the Secretary	WILLIAM A. DAVIDSON
Chief, Civilian Personnel Division	PEGGY S. PARK
Director, Information Management	COL. KEVIN A. COLLINS
Director, Plans, Programs, and Budget	COL. DAVID C. WALKER
Chief, Military Personnel Division	LT. COL. EDWARD G. PATRICK
Director, Security and Investigative Programs	LT. COL. ERIC E. PATTERSON
Auditor General of the Air Force	JACKIE R. CRAWFORD
Director, Legislative Liaison	MAJ. GEN. NORMAND G. LEZY
Chief, Congressional Inquiry Division	COL. JOHN WILSON
Director, Public Affairs	BRIG. GEN. RONALD T. SCONYERS

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	LT. GEN LLOYD W. NEWTON (VACANCY)
Special Assistant to the Secretary and Chief of Staff Air Force for Base Realignment and Transition	
Special Assistant, Theater Air Defense	MAJ. GEN. W. THOMAS WEST
Chief, Safety	BRIG. GEN. ORIN L. GODSEY
Chief, Security Police	BRIG. GEN. STEPHEN C. MANNELL
Chairman, Scientific Advisory Board	GENE H. MCCALL
Director, Services	BRIG. GEN. PATRICK O. ADAMS
Director, Programs and Evaluation	MAJ. GEN. JOHN W. HANDY
Director, Test and Evaluation	LT. GEN. HOWARD W. LEAF, USAF (RET.)
The Civil Engineer	MAJ. GEN. EUGENE A. LUPIA
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. ARTHUR S. THOMAS (VACANCY)
The Judge Advocate General	(VACANCY)
Commander, Air Force Legal Services Agency	
Deputy Chief of Staff (Personnel)	LT. GEN. EUGENE E. HABIGER
Deputy Chief of Staff (Plans and Operations)	MAJ. GEN. RALPH E. EBERHART
Deputy Chief of Staff (Logistics)	MAJ. GEN. GEORGE T. BABBITT, JR.
Deputy Chief of Staff (Command, Control, Communications, and Computers)	LT. GEN. JOHN S. FAIRFIELD
Assistant Chief of Staff (Intelligence)	MAJ. GEN. JOHN P. CASCIANO
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. JOSEPH W. RALSTON
Air Force Materiel Command (Wright-Patterson Air Force Base, OH 45433-5001)	GEN. HENRY VICCELLIO, JR.
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)	MAJ. GEN. JAMES L. HOBSON, JR.
Air Education and Training Command (Randolph Air Force Base, TX 78150- 4324)	GEN. BILLY J. BOLES

Overseas Commands:

Pacific Air Forces (Hickam Air Force Base, HI 96853-5420)	GEN. JOHN G. LORBER
U.S. Air Forces in Europe (APO AE 09094-0501)	GEN. RICHARD E. HAWLEY

Named Activities:

Air Force Office of Colonel Matters (Washington, DC 20330-1040)	COL. JOHN M. SPEIGEL
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:

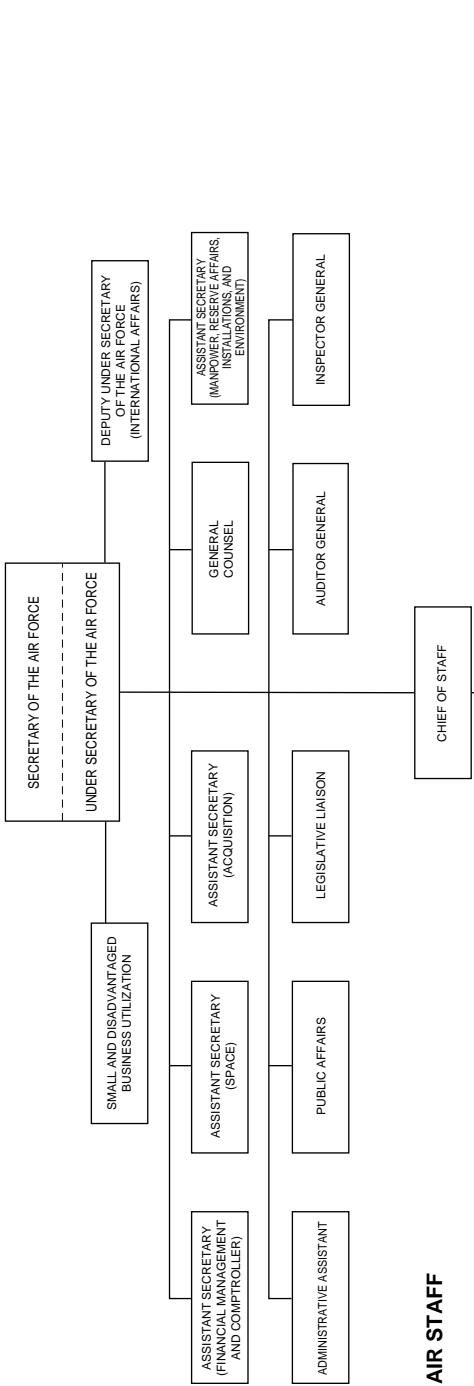
Air Force Audit Agency (Washington, DC 20330-1125)	JACKIE CRAWFORD
Air Force Base Conversion Agency (Arlington, VA 22209-2808)	ALAN K. OLSEN
Air Force Center for Environmental Excellence (Brooks Air Force Base, TX 78235-5318)	J.B. COLE
Air Force Civil Engineer Support Agency (Tyndall Air Force Base, 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 Command, Control, Communications, and Computer Agency (Scott Air Force Base, IL 62225-5222)	(VACANCY)
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)	(VACANCY)
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 Operations Group (Washington, DC 20330-1480)	COL. ALFRED P. MCCrackEN
Air Force Personnel Operations Agency (Washington, DC 20330-1040)	STEVE N. SMITH
Air Force Program Executive Office (Washington, DC 20330-1060)	(VACANCY)
Air Force Real Estate Agency (Bolling Air Force Base, Washington, DC 20332-5107)	WILLIAM E. EDWARDS
Air Force Reserve (Robins Air Force Base, GA 31098-1635)	MAJ. GEN. JAMES E. SHERRARD III
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 D. SHAFFER
Air Intelligence Agency (San Antonio, TX 78243-7009)	MAJ. GEN. JOHN P. CASCIANO
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

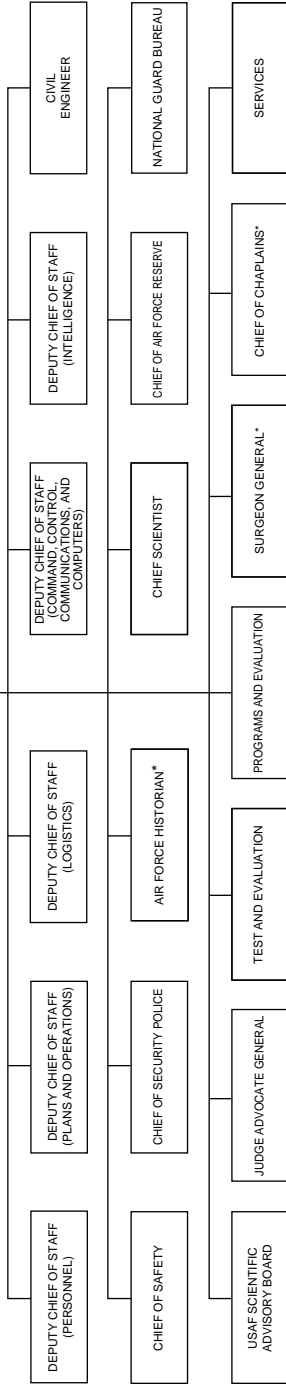
The Department of the Air Force is responsible for defending the peace and security of the United States through control and exploitation of air and space.

DEPARTMENT OF THE AIR FORCE

SECRETARIAT



AIR STAFF



*BOLLING AIR FORCE BASE

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 advisers 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 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 USAF. 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