AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
GPO

DEPARTMENT OF THE AIR FORCE

1670 Air Force Pentagon, Washington, DC 20330–1670

SECRETARY OF THE AIR FORCE	F. WHITTEN PETERS, *Acting*
Confidential Assistant	(VACANCY)
Staff Assistant	(VACANCY)
Military Assistant	(VACANCY)
Under Secretary of the Air Force	F. WHITTEN PETERS
Confidential Assistant	ELIANG BROCK
Deputy Under Secretary (International Affairs)	ROBERT D. BAUERLEIN
Principal Assistant Deputy Under Secretary (International Affairs)	MAJ. GEN. CLINTON V. HORN
Assistant Deputy Under Secretary (International Affairs)	BRIG. GEN. WILLIAM E. STEVENS
Director, Small and Disadvantaged Business Utilization	ANTHONY J. DELUCA
Assistant Secretary (Manpower, Reserve Affairs, Installations, and Environment)	RODNEY A. COLEMAN
Executive Director, Air Force Board for Correction of Military Records	MACK M. BURTON
Director, Air Force Personnel Council	COL. CHERYL M. HARRIS
Director, Air Force Civilian Appellate Review Office	SOPHIE A. CLARK
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
Deputy Assistant Secretary (Environment, Safety, and Occupational Health)	THOMAS W.L. MCCALL, JR.
Deputy Assistant Secretary (Equal Opportunity)	DENNIS M. COLLINS
Assistant Secretary (Financial Management and Comptroller of the Air Force)	ROBERT F. HALE
Principal Deputy Assistant Secretary (Financial Management)	JAMES R. SPEER
Superintendent, Executive Services	SR. M. SGT. PRESTON DUNN
Deputy Assistant Secretary (Budget)	MAJ. GEN. GEORGE T. STRINGER
Director, Budget and Appropriations Liaison	COL. PHILIP E. RUTER
Director, Budget Management and Execution	ROBERT W. ZOOK
Director, Budget Investment	MICHAEL J. NOVEL, *Acting*
Director, Budget Operations and Personnel	BRIG. GEN. EVERETT G. ODGERS
Director, Budget Programs	COL. GORDON KAGE

Deputy Assistant Secretary (Cost and Economics)	LEROY T. BASEMAN
Deputy Assistant Secretary (Management Systems)	A. ERNEST FITZGERALD
Deputy Assistant Secretary (Financial Operations)	JOHN J. NETHERY
Assistant Secretary (Acquisition)	ARTHUR L. MONEY
Principal Deputy Assistant Secretary (Acquisition)	LT. GEN. GEORGE K. MUELLNER
Principal Deputy Assistant Secretary (Acquisition and Management)	DARLENE A. DRUYUN
Mission Area Director, Information Dominance	BRIG. GEN. DAVID A. NAGY
Deputy Assistant Secretary (Contracting)	BRIG. GEN. FRANK J. ANDERSON, JR.
Deputy Assistant Secretary (Management Policy and Program Integration)	BLAISE J. DURANTE
Mission Area Director, Global Reach	BRIG. GEN. TOME H. WALTERS, JR.
Director, Special Programs	COL. NEIL G. KACENA
Mission Area Director, Global Power	BRIG. GEN. BRUCE A. CARLSON
Mission Area Director, Space and Nuclear Deterrence	BRIG. GEN. JAMES R. BEALE
Deputy Assistant Secretary (Science, Technology, and Engineering)	HELMUT HELLWIG
Air Force Program Executive Officers:	
Airlift and Trainers	BRIG. GEN. RICHARD V. REYNOLDS
Battle Management Programs	JOHN M. GILLIGAN
Command, Control, and Communications Systems	BRIG. GEN. CRAIG P. WESTON
Fighter and Bomber Programs	MAJ. GEN. ROBERT F. RAGGIO
Joint Logistics Systems	OSCAR A. GOLDFARB
Space Programs	BRENT R. COLLINS
Weapons	HARRY E. SHULTE
Director, Joint Strike Fighter Technology Program	BRIG. GEN. LESLIE F. KENNE
Assistant Secretary (Space)	KEITH R. HALL
Principal Deputy Assistant Secretary (Space)	DAVID A. KIER
Deputy Assistant Secretary (Space Plans and Policy)	RICHARD M. MCCORMICK
Director, Special Projects	BRIG. GEN. ROBERT E. LARNED
Director, Space Systems	BRIG. GEN. HOWARD J. MITCHELL
General Counsel	SHEILA C. CHESTON
Inspector General of the Air Force	LT. GEN. RICHARD T. SWOPE
Administrative Assistant to the Secretary	WILLIAM A. DAVIDSON
Chief, Civilian Personnel Division	PEGGY S. PARK
Director, Plans, Programs, and Budget	LT. COL. L.E. HURLBUT
Chief, Military Personnel Division	LT. COL. KEN JAMES
Director, Security and Special Programs Oversight	GENE BOESCH
Auditor General of the Air Force	JACKIE R. CRAWFORD
Director, Legislative Liaison	MAJ. GEN. PAUL V. HESTER
Chief, Congressional Inquiry Division	COL. NICKI WATTS
Director, Public Affairs	BRIG. GEN. RONALD T. SCONYERS

Air Staff

Chief of Staff	GEN. MICHAEL E. RYAN
Vice Chief of Staff	GEN. RALPH E. EBERHART

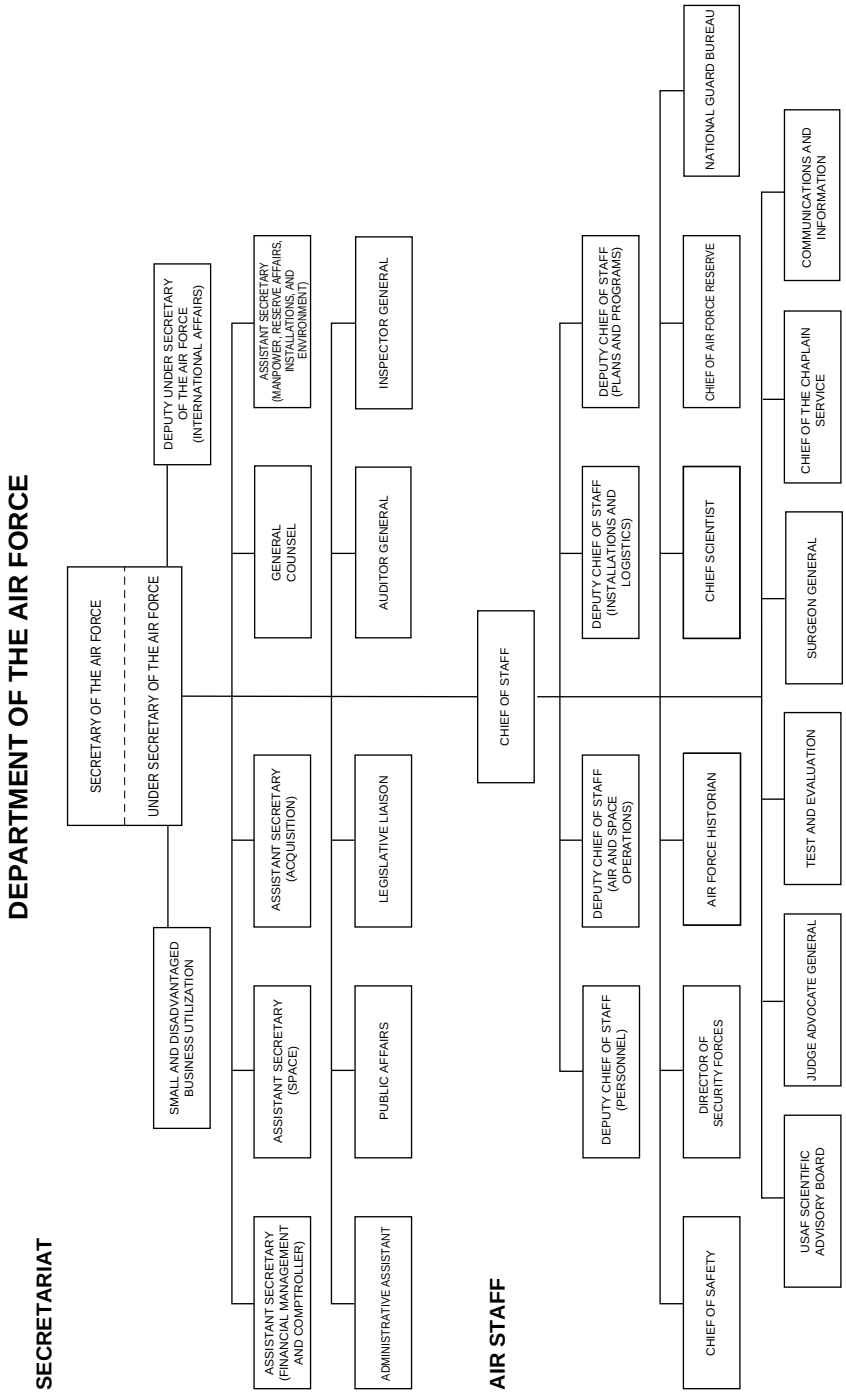
Assistant Vice Chief of Staff	LT. GEN. DAVID L. VESELY
Deputy Chief of Staff (Plans and Programs)	LT. GEN. LAWRENCE P. FARRELL, JR.
Deputy Chief of Staff (Personnel)	LT. GEN. MICHAEL D. MCGINTY
Deputy Chief of Staff (Air and Space Operations)	LT. GEN. JOHN P. JUMPER
Deputy Chief of Staff (Installations and Logistics)	LT. GEN. WILLIAM P. HALLIN
Director of Communications and Information	LT. GEN. WILLIAM J. DONAHUE
Chief Master Sergeant of the Air Force	CH. M. SGT. ERIC BENKEN
Chief, Safety/Director, Air Force Safety Center	MAJ. GEN. FRANCIS C. GIDEON, JR.
Director, Safety Issues	COL. CHARLES BERGMAN
Director of Security Forces	BRIG. GEN. RICHARD A. COLEMAN, JR.
Chairman, Scientific Advisory Board	GENE H. MCCALL
Director, Test and Evaluation	JOHN MANLARK
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, USA
Surgeon General of the Air Force	LT. GEN. CHARLES H. ROADMAN II
Chief of the Chaplain Service	MAJ. GEN. WILLIAM J. DENDINGER
Judge Advocate General	MAJ. GEN. BRYAN G. HAWLEY
Named Activities	
Commander, Air Force Office of Colonel Matters	COL. PAUL M. HANKINS
Commander, Air Force General Officer Matters Office	COL. RICHARD S. HASSAN
Director, Air Force Office of Senior Executive Matters	WILLIAM KELLY

The Department of the Air Force is responsible for defending 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


DEPARTMENT OF THE AIR FORCE
SECRETARIAT
SECRETARY OF THE AIR FORCE
UNDER SECRETARY OF THE AIR FORCE
DEPUTY UNDER SECRETARY OF THE AIR FORCE (INTERNATIONAL AFFAIRS)
SMALL AND DISADVANTAGED BUSINESS UTILIZATION
ASSISTANT SECRETARY (FINANCIAL MANAGEMENT AND COMPTROLLER)
ASSISTANT SECRETARY (SPACE)
ASSISTANT SECRETARY (ACQUISITION)
GENERAL COUNSEL
ASSISTANT SECRETARY (MANPOWER, RESERVE AFFAIRS, INSTALLATIONS, AND ENVIRONMENT)
ADMINISTRATIVE ASSISTANT
PUBLIC AFFAIRS
LEGISLATIVE LIAISON
AUDITOR GENERAL
INSPECTOR GENERAL
AIR STAFF
CHIEF OF STAFF
DEPUTY CHIEF OF STAFF (PERSONNEL)
DEPUTY CHIEF OF STAFF (AIR AND SPACE OPERATIONS)
DEPUTY CHIEF OF STAFF (INSTALLATIONS AND LOGISTICS)
DEPUTY CHIEF OF STAFF (PLANS AND PROGRAMS)
CHIEF OF SAFETY
DIRECTOR OF SECURITY FORCES
AIR FORCE HISTORIAN
CHIEF SCIENTIST
CHIEF OF AIR FORCE RESERVE
NATIONAL GUARD BUREAU
USAF SCIENTIFIC ADVISORY BOARD
JUDGE ADVOCATE GENERAL
TEST AND EVALUATION
SURGEON GENERAL
CHIEF OF THE CHAPLAIN SERVICE
COMMUNICATIONS AND INFORMATION

General. 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.

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.

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 Chief of Safety; the Director of Security Forces; the Air Force Historian; the Chief Scientist of the Air Force; the Chief of Air Force Reserve; the National Guard Bureau; the Scientific Advisory Board; the Judge Advocate General; the Director, Test and Evaluation; the Surgeon General; the Chief of the Chaplain Service; the Director of Communications and Information; and the Chief Master Sergeant of the Air Force.

Deputy Chiefs of Staff The Deputy Chiefs of Staff function primarily as a coordinating level on policy matters and represent the corporate structure.

FIELD ORGANIZATIONS

The major commands, field operating agencies, and direct reporting units together represent the field organizations of the 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 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 operates Air Force bombers and CONUS-based, combat-coded fighter and attack aircraft. It organizes, trains, equips, and maintains combat-ready forces for rapid deployment and employment while ensuring strategic air defense forces are ready to meet the challenges of peacetime air sovereignty and wartime air defense.

Air Force Materiel Command This Command advances, integrates, and uses technology to develop, test, acquire, and sustain weapons systems. It also performs single-manager continuous product and process improvement throughout a product's life cycle. The Command contributes to combat superiority, readiness, and sustainability.

Air Mobility Command This Command provides airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. It also supplies forces to theater commands to support wartime tasking.

Air Force Reserve Command This Command supports the Air Force mission of defending the United States through control and exploitation of air and space. It plays an integral role in the day-to-day Air Force mission and is not a force held in reserve for possible war or contingency operations.

Air Force Space Command This Command operates space and ballistic missile systems, including ballistic missile warning, space control, spacelift, and satellite operations.

Air Force Special Operations Command This Command provides the air component of U.S. Special Operations Command, deploying specialized air power and delivering special operations combat power.

Air Education and Training Command This Command recruits, accesses, commissions, educates, and trains Air Force enlisted and officer personnel. It provides basic military training, initial and advanced technical training, flying training, and professional military and degree-granting professional education. The Command also conducts joint, medical service, readiness, and Air Force security assistance training.

Major Commands

Command	Address	Commander
Air Combat Command	Langley AFB, VA 23665–2788	Gen. Richard E. Hawley
Air Force Materiel Command	Wright-Patterson AFB, OH 45433–5001	Gen. George T. Babbitt, Jr.
Air Mobility Command	Scott AFB, IL 62225–5310	Gen. Walter Kross
Air Force Reserve Command	Robins AFB, GA 31098–1635	Maj. Gen. Robert A. McIntosh
Air Force Space Command	Peterson AFB, CO 80914–4020	Gen. Howell M. Estes III
Air Force Special Operations Command	Hurlburt Field, FL 32544–5273	Maj. Gen. Charles R. Holland
Air Education and Training Command	Randolph AFB, TX 78150–4324	Gen. Lloyd W. Newton

Overseas Commands

Pacific Air Forces The Command is responsible for planning, conducting, and coordinating offensive and defensive air operations in the Pacific and Asian theaters.

United States Air Forces in Europe The Command plans, conducts, controls, coordinates, and supports air and space operations to achieve United States national and NATO objectives.

Overseas Commands

Command	Address	Commander
Pacific Air Forces	Hickam AFB, HI 96853–5420	Gen. Richard B. Myers
U.S. Air Forces in Europe	APO AE 09094–0501	(Vacancy)

Field Operating Agencies

Air Force Agency for Modeling and Simulation The Agency implements policies and standards and supports field operations in the areas of modeling and simulation.

Air Force Audit Agency The Agency provides all levels of Air Force management with independent internal audit and appraisal of financial, operational, management, and support activities. Reports of audits evaluate the effectiveness, efficiency, and economy of program management.

Air Force Base Conversion Agency The Agency serves as the Federal real property disposal agent and provides integrated executive management for Air Force bases in the United States as they are closed under the delegated authorities of the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990.

Air Force Center for Environmental Excellence The Center provides the Air Force with services in environmental remediation, compliance, planning, and pollution prevention, as well as construction management and facilities design.

Air Force Center for Quality and Management Innovation The Center provides support to the Air Force corporate structure on a wide range of resource issues, improves Air Force-wide functional processes, advises on opportunities for outsourcing and privatization, and defines manpower requirements for organizations and processes.

Air Force Civil Engineer Support Agency The Agency maximizes Air Force civil engineers' capabilities in base and contingency operations by providing tools, practices, and professional support for readiness, training, technical support, management practices, automation support, vehicles and equipment, and research, development, and acquisition consultation.

Air Force Communications Agency The Agency ensures that command, control, communications, and computer systems used by USAF warfighters are integrated and interoperable. It develops and validates C^4 architectures, technical standards, technical reference codes, policies, processes and procedures, and technical solutions, supporting information superiority through technical excellence.

Air Force Cost Analysis Agency The Agency provides independent cost analysis support and develops Air Force component cost analyses for weapons systems acquisition programs and automated information systems as required by DOD directives. It conducts a full research program in cost models and data bases and maintains a cost library.

Air Force Flight Standards Agency The Agency performs worldwide inspection of airfields, navigation systems, and instrument approaches. It provides flight standards to develop Air Force instrument requirements, and certifies procedures and directives for cockpit display and navigation systems. It also provides air traffic control and airlift procedures and evaluates air traffic control systems and airspace management procedures.

Air Force Frequency Management Agency The Agency develops USAF policy and procedures for radio frequency spectrum management in support of air and space combat operations. It also represents Air Force requirements to regulatory agencies. The Agency analyzes and processes allocations and assignments for all Air Force spectrum-dependent equipment.

Air Force Historical Research Agency The Agency serves as a repository for Air Force historical records and provides research facilities for scholars and the general public.

Air Force History Support Office The Office researches, writes, and publishes books and other studies on Air Force history and provides historical support to Air Force headquarters.

Air Force Inspection Agency The Agency provides the the Air Force Inspector General with an independent

assessment of leadership, fighting capability, and resource management. It assesses operational readiness and management effectiveness and efficiency; recommends improvements to existing methods for fulfilling missions; and conducts inquiries and investigations of allegations regarding personnel and activities.

Air Force Legal Services Agency The Agency provides legal services in the functional areas of military justice, patents, claims and tort litigation, general litigation, labor law, preventive law, and legal aid.

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

Air Force Management Engineering Agency The Agency ensures the best possible use of Air Force resources through the development and application of process improvement tools and techniques in partnership with customers.

Air Force Medical Operations Agency The Agency assists the USAF Surgeon General in developing plans, programs, and policies for the 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 programs, policies, and practices relating to health care in peace and war.

Air Force National Security Emergency Preparedness Office The Office is responsible for Air Force-related national security emergency preparedness functions, including military support to civil authorities, civil defense, and law enforcement agencies and planning for continuity of operations during emergencies.

Air Force News Agency The Agency gathers information and packages and disseminates electronic and printed news and information products. It manages and operationally controls Air Force Internal Information, the Army and Air Force Hometown News Service, the Air Force Broadcasting Service, and the Air Force Armed Forces Radio and Television outlets worldwide; operates the Air Force hotline; and provides electronic information through the Air Force bulletin board and the Internet.

Air Force Office of Special Investigations The Office provides criminal investigative and counterintelligence information and services to commanders worldwide in order to identify and prevent criminal activity that may threaten Air Force resources.

Air Force Operations Group The Group is responsible for the Headquarters Air Force Operations Center, Air Force Emergency Operations Center, the President's Operational Weather Forecaster, the Chief of Staff Current Operations Briefing Team, and the Status of Resources and Training System. It develops policy, funding, and support for Air Force participation in Joint Chiefs of Staff exercises and all Air Force readiness programs. It also organizes, manages, and trains the Air Force Crisis Action Team.

Air Force Pentagon Communications Agency The Agency provides 24-hour communications and computer support to high-level customers in the Secretary of Defense's office, the Joint Chiefs of Staff, the Air Force Secretary, and the Air Staff.

Air Force Personnel Center The Center manages personnel programs and policies affecting Air Force personnel and ensures the availability of appropriate personnel to perform the missions of unit commanders worldwide.

Air Force Personnel Operations Agency The Agency establishes and manages procedures and practices governing relations between Air Force management and its civilian work force.

Air Force Program Executive Office The Office manages and is directly accountable for the cost, schedule, and

performance of major and selected acquisition programs.

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 Review Boards Agency The Agency directs the activities of the Air Force Personnel Council, the Air Force Board for Correction of Military Records, and the Air Force Civilian Appellate Review Office.

Air Force Safety Center The Center implements and executes Air Force safety and nuclear surety policies, plans, and programs.

Air Force Services Agency The Agency provides technical assistance to programs contributing to readiness and improved productivity, including programs promoting fitness, *esprit de corps*, and increased quality of life. It also operates central systems for field support.

Air Force Studies and Analyses Agency The Agency performs studies to assist and support the Air Force decision-making process. 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 monitors compliance with various nuclear treaties. It provides real-time reporting of nuclear weapons tests and operates a global network of sensors and analytical laboratories to monitor foreign nuclear activity. It conducts research and development of proliferation detection technologies for all weapons of mass destruction.

Air Intelligence Agency The Agency provides intelligence services to support Air Force operations through flexible collection, tailored air and space intelligence, weapons monitoring, and information warfare products and services.

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 readiness levels.

Air Reserve Personnel Center The Center provides personnel support and administration for the men and women of the reserve components. It maintains the master personnel records for members of the Air National Guard and Air Force Reserve not on extended active duty.

Air Weather Service The Service provides centralized weather services to the Air Force, Army joint staff, designated unified commands, and other agencies, ensuring standardization of procedures and interoperability within the USAF weather system and assessing its technical performance and effectiveness.

Joint Services Survival, Evasion, Resistance, and Escape Agency The Agency serves as DOD's executive agent for the Joint Chiefs of Staff operational evasion and escape matters; code of conduct, survival, evasion, resistance, and escape training; and DOD's POW/MIA program.

Field Operating Agencies

Agency	Address	Commander/Director
Air Force Agency for Modeling and Simulation	Orlando, FL 32826–3276	Col. Jimmy H. Wilson
Air Force Audit Agency	Washington, DC 20330–1125	Jackie Crawford
Air Force Base Conversion Agency	Arlington, VA 22209–2808	(Vacancy)
Air Force Center for Environmental Excellence	Brooks AFB, TX 78235–5318	Gary M. Erickson
Air Force Center for Quality and Management Innovation	Randolph AFB, TX 78150–4451	Brig. Gen. Hugh C. Cameron
Air Force Civil Engineer Support Agency	Tyndall AFB, FL 32403–5319	Col. Donald J. Thomas
Air Force Communications Agency	Scott AFB, IL 62225–5233	Col. M. Ryan Patrick
Air Force Cost Analysis Agency	Arlington, VA 22202–4306	Robert F. Hale
Air Force Flight Standards Agency	Washington, DC 20330–1480	(Vacancy)
Air Force Frequency Management Agency	Arlington, VA 22203–1613	Col. Michael D. Acres
Air Force Historical Research Agency	Maxwell AFB, AL 36112–6424	Col. Richard Rauschkolb

Field Operating Agencies—Continued

Agency	Address	Commander/Director
Air Force History Support Office	Bolling AFB, Washington, DC 20332–4113	Jacob Neufeld
Air Force Inspection Agency	Kirtland AFB, NM 87117–5670	(Vacancy)
Air Force Legal Services Agency	Bolling AFB, Washington, DC 20332	Col. Richard F. Rohenberg
Air Force Logistics Management Agency	Maxwell AFB, AL 36114–3236	Col. Russell G. Stafford
Air Force Management Engineering Agency	Randolph AFB, TX 78150–4451	Col. Charles F. Dibrell
Air Force Medical Operations Agency	Bolling AFB, Washington, DC 20332–7050	Maj. Gen. Earl W. Mabry II
Air Force Medical Support Agency	Brooks AFB, TX 78235–5121	Col. Richard Rushmore
Air Force National Security Emergency Preparedness Office	Washington, DC 20330–1480	Col. Bob Manning
Air Force News Agency	Kelly AFB, TX 78241–5601	Col. Teddy G. Tilma
Air Force Office of Special Investigations	Bolling AFB, Washington, DC 20332–6000	Brig. Gen. Francis X. Taylor
Air Force Operations Group	Washington, DC 20330–1480	Col. James S. Sheehan
Air Force Pentagon Communications Agency	Washington, DC 20330–1600	Col. Richard Hange
Air Force Personnel Center	Randolph AFB, TX 78150–4703	Maj. Gen. Susan L. Pamerleau
Air Force Personnel Operations Agency	Washington, DC 20330–1040	Susan O'Neal
Air Force Program Executive Office	Washington, DC 20330–1060	(Vacancy)
Air Force Real Estate Agency	Bolling AFB, Washington, DC 20332–5107	William E. Edwards
Air Force Review Boards Agency	Washington, DC 20330–1661	Joe G. Lineberger
Air Force Safety Center	Kirtland AFB, NM 87117	Col. John R. Clapper
Air Force Services Agency	Randolph AFB, 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 AFB, FL 32925–3002	(Vacancy)
Air Intelligence Agency	San Antonio, TX 78243–7009	Brig. Gen. James E. Miller, Jr.
Air National Guard Readiness Center	Andrews AFB, MD 20331–5157	(Vacancy)
Air Reserve Personnel Center	Denver, CO 80280–5400	Col. Margie L. Humphrey
Air Weather Service	Scott AFB, IL 62225–5206	Col. Frank Misciasci
Joint Services Survival, Evasion, Resistance, and Escape Agency	Fort Belvoir, VA 22060–5788	Col. Robert C. Bonn, Jr.

Direct Reporting Units

11th Wing The Wing provides support for Headquarters Air Force and other Air Force units in the National Capital Region, including day-to-day operations of Bolling Air Force Base. The Wing plans and directs the Air Force Band and the Air Force Honor Guard support to ceremony activities of the Air Force Chief of Staff, the Air Force Secretary, the White House, and Arlington National Cemetery.

Air Force Communication and Information Center The Center applies information technology to improve operations processes and manages all Air Force information technology systems.

Air Force Doctrine Center The Center develops and publishes basic and operational level doctrine for the USAF. It provides USAF input into joint and multinational doctrine development, ensures that Air Force doctrine is consistent with policy and joint doctrine, and serves as the Air Force's primary source of expertise for military operations other than war doctrine and strategy development as well as training, education, exercises, and simulations.

Air Force Operational Test and Evaluation Center The Center plans and conducts test and evaluation procedures to determine operational effectiveness and suitability of new or modified USAF systems and their capacity to meet mission needs.

Air Force Security Forces Center The Center ensures quick and effective security responses to protect U.S. personnel around the globe.

U.S. Air Force Academy The Academy provides academic and military instruction and experience to prepare future USAF career officers. Graduates receive Bachelor of Science degrees in one of 26 academic majors and commissions as second lieutenants.

Direct Reporting Units

Unit	Address	Commander
11th Wing	Bolling AFB, Washington, DC 20332–0101	Col. Duane W. Deal
Air Force Communications and Information Center	Washington, DC 20330–1250	Lt. Gen. William J. Donahue
Air Force Doctrine Center	Maxwell AFB, AL 36112–6335	Maj. Gen. Ronald E. Keys

Direct Reporting Units—Continued

Unit	Address	Commander
Air Force Operational Test and Evaluation Center	Kirtland AFB, NM 87117–5558	Maj. Gen. Jeffrey G. Cliver
Air Force Security Forces Center	Lackland AFB, TX 78236–5226	Brig. Gen. Richard A. Coleman, Jr.
U.S. Air Force Academy	CO 80840–5001	Lt. Gen. Tad J. Oelstrom

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.