

## AIR FORCE SERVICES AGENCY



### MISSION

The Air Force Services Agency consists of several directorates; Directorate of Plans and Force Management; Directorate of Financial Management and Comptroller; Directorate of NAF Transformation; Directorate of Management Systems; Directorate of Operations; Directorate of NAF Purchasing; Directorate of Programs

The Directorate of Plans and Force Management provides operational procedures and staff supervision for Air Force-wide Services programs, including the NAF personnel program, employee benefits, workers' and unemployment compensation, Air Force NAF self-insured Risk Management programs, the NAF Facility Construction Program, the Services career field training program, special projects, and Air Force Libraries.

The Directorate of Financial Management and Comptroller manages, supports and provides quality financial service to the agency, major commands, and NAF instrumentalities worldwide. It provides treasury management services; individual staff assistance visits; written NAF accounting procedures; procedures relating to appropriated fund (APF) resources; and debt collection services. The directorate also provides guidance on the Air Force-wide cash investment and management of NAF monies; decentralized Air Force NAF payroll, portability and intern programs; central accounting for Air Force construction programs; numerous personnel benefit programs such as retirement, insurance and 401K programs; and central fund accounting.

The Directorate of NAF Transformation (NAF-T) currently manages all base level NAF accounting and payroll transactions and processes them at the Shared Service Center housed at the Air Force Services Agency. The directorate's processes are consistent with generally accepted accounting procedures to produce and make accessible, timely, accurate, reliable, and

complete accounting information to support financial analysis, reporting and decision making at all levels of the Air Force Services hierarchy. NAF-T will oversee three additional phases of implementation including Retail Sales Modernization, Supply Chain Management, and Customer Relations.

The Directorate of Management Systems manages information technology IT systems for the Air Force Services community and Agency headquarters. The directorate establishes IT strategic goals, implements policy, and ensures deployed systems meet Air Force standards and criteria, are supportable, and can integrate into the Air Force communications and information infrastructure. It also advises Services functional business owners on IT issues and facility improvements.

The Directorate of Operations provides Air Force-level technical support, initiatives, training and customer service to field commanders for food service, lodging, food procurement, computer systems, readiness, fitness, and mortuary affairs. It provides technical oversight of 277 APF dining facilities, serving 90 million meals annually and oversees 94 lodging operations, generating in excess of \$263 million in annual revenue. The directorate provides program management of all troop support functions, with more than \$212 million in sales to Air Force dining facilities and nonappropriated fund food activities, and operates the appropriated fund and NAF Prime Vendor food procurement programs. It develops, modernizes, and sustains automation systems supporting Air Force lodging, food service, and readiness operations. It provides wartime guidance for Services operations, develops deployable force packages, oversees the field equipment modernization program, and manages the Mortuary Affairs Program, including disposition, care for surviving family members, and military honors. The Office of Reserve Affairs provides guidance to unified major commands on management and use of Air Reserve Component (ARC) personnel. This office is the primary contact for all aspects and issues related to the ARC. The office also executes central management of the military personnel appropriation man-day budget, as it relates to the ARC support of the Honor Guard program.

The Directorate of NAF Purchasing is responsible for maximizing the economic benefits of corporate purchasing for worldwide NAF organizations by executing purchasing programs with decentralized purchasing opportunities. The directorate provides guidance, procedures and NAF purchasing training. The Commanders' Smart Buy Program (CSBP) promotes the effectiveness of purchasing as a management tool. The CSBP is designed to assist all commanders, regardless of service component, in acquiring quality products at favorable prices.

The Directorate of Programs assists field activity managers in operating Air Force Services programs including, clubs and Signature Brand, Name Brand Fast Food and casual dining operations. This directorate also oversees Air Force recreation, sports, aero clubs, child development centers, family childcare sites, youth programs, community centers, entertainment, snack bars, and marketing and commercial sponsorship. It operates the Air Force Talent Contest, Tops in Blue Program, the Air Force Amusement Machine Program.

## **LINEAGE**

Air Force Morale, Welfare, and Recreation Center established and activated, 5 Feb 1991

Redesignated Air Force Morale, Welfare and Recreation Agency, 1 Aug 1991

Redesignated Air Force Morale, Welfare, Recreation and Services Agency, 1 Oct 1992

Redesignated Air Force Services Agency, 1 Jan 1994

## **STATIONS**

San Antonio, TX

## **ASSIGNMENTS**

### **COMMANDERS**

Col Stephen R. Wingfield, #1995

Col Gary C. Bradham, #1997

Col Horace L. Larry, #1999

Col Joseph W. Mazzola, #2002

Col Timothy J. Hanson, #2006

Col Herman O. Jett, #2007

Col Fredrick C. Ryder, May 2007

Col Sandra M. Adams, 12 May 2009

## **HONORS**

### **Service Streamers**

### **Campaign Streamers**

### **Armed Forces Expeditionary Streamers**

### **Decorations**

## **EMBLEM**

## **MOTTO**

## **NICKNAME**

## **OPERATIONS**

The Air Force Services Agency helps field commanders increase combat capability and improve productivity through programs promoting readiness, esprit de corps and quality of life for Air Force people. They have two primary missions: combat support and community services. In their combat support role, the Agency assists Services professionals throughout the Air Force in providing food, lodging, fitness, recreation, library support and mortuary services. They also support the Air Staff, major commands, and all Air Force bases in developing and operating a

full range of quality of life programs for Air Force members and their families. Responsibilities include developing and disseminating procedures to implement policy, providing technical assistance to the field, preparing and coordinating responses to high-level inquiries, fielding new capabilities, and developing programs that support MAJCOM and installation activities. The management systems directorate manages information technology systems for the Air Force Services community and Agency headquarters. The directorate establishes information technology strategic goals, formulates policy, and ensures deployed systems meet Air Force standards and criteria, are supportable, and can integrate into the Air Force communications and information infrastructure. It also advises Services functional business owners on information technology issues and facility improvements. Manage Air Force nonappropriated central funds and operate central systems such as banking, investments, purchasing, dataflow, insurance, and Air Force nonappropriated fund employee benefit programs

The Morale, Welfare, and Recreation (MWR) Program has been recognized as essential for creating and maintaining the morale of military personnel. Services programs have long provided essential food, fitness, lodging, recreation and services for military members.

MWR programs were first introduced during the Revolutionary War. With the establishment of a huge "citizen" army during World War I, the United Service Organizations (USO) was founded along with programs like library services, troop canteens, and sports programs. In 1920, the Army Motion Picture Service was set up and was soon to be followed by the founding of service clubs later during World War II.

Services programs also began during the Revolutionary War, with billeting and food facilities serving as fundamental necessities for military troops. Services' roots sprang from the supply and civil engineering career fields and Services branched off as its own entity in 1991.

MWR and Services merged Air Force wide in 1992. On Jan. 1, 1994, the Air Force Morale, Welfare, Recreation, and Services Agency was renamed Air Force Services Agency, reflecting what the agency's programs are all about -- service.

The Air Force Services Agency completed its relocation to Port San Antonio Oct. 19 2010 as part of an effort that will result in the collocation of several Air Force and other Department of Defense organizations into a centralized location. The relocation will save the Air Force millions in annual costs and provide the agency with more security than its previous location in a commercially-leased office building. When all moves have been completed, 12 organizations comprised of nearly 3,000 employees will be located inside Building 171 at Port San Antonio, which was formerly Kelly Air Force Base. At nearly 460,000 square feet, the \$65 million converted warehouse is one of the city's largest structures and housed Hurricane Katrina evacuees in 2005. With more than 600 employees, AFSVA comprises the largest agency within the building. "This move was the right decision for us and the right decision for the Air Force," said Col. Sandra Adams, AFSVA commander, during a ribbon cutting ceremony. "Directorates are now on the same floor, which expedites communications internally for enhanced support to

the field. Additionally, it will save the Air Force more than \$2.5 million annually in leases for the previous location.” AFSVA staff members moved in phases from July 23 through the end of August in order to sustain customer service to force support units worldwide. AFSVA officials said the move will foster partnerships with other agencies in the building such as the Air Force Real Property Agency and Air Force Public Affairs Agency to better implement and communicate quality of life initiatives. “We’re bringing the Air Force footprint back to this quadrant of San Antonio, Colonel Adams said. “Consolidating Air Force agencies will create a new level of synergy that will result in improved support of taking care of personnel and their families within the Air Force community for years to come.”

Three San Antonio-based field operating agencies consolidated with the recent release of an initial operational capability announcement, Air Force officials said Monday. Officially announced June 1, the Air Force Personnel Center, Air Force Services Agency and Air Force Manpower Agency, FOAs under the Air Force Deputy Chief of Staff for Manpower, Personnel and Services, are now united as the new Air Force Personnel Center, and efforts are underway to fully integrate the agencies’ functions. Air Force Secretary Michael Donley and Chief of Staff Gen. Norton Schwartz signed the FOA consolidation program guidance letter May 23, authorizing the consolidation. “Consolidating allows us to streamline processes, identify efficiencies and reduce overhead in the A1 enterprise,” said Lt. Gen. Darrell Jones, deputy chief of staff for Manpower, Personnel and Services. “This just makes good business sense for the Air Force in today’s budget-constrained environment.” The program guidance letter also confirmed that the name of the consolidated FOA will be the Air Force Personnel Center. However, the integrated agency will be a re-engineered organization with processes designed to better serve Airmen. “The new Air Force Personnel Center will be structurally different from the previous independent agencies, which will allow us to better focus our resources, effort and time on Airmen and families, force support squadrons and other A1 enterprise customers,” said Maj. Gen. A. J. Stewart, AFPC commander. Process and management structure reviews are ongoing as cross-functional teams work to design the new agency, Stewart said, citing such immediate efficiency actions as consolidating readiness, financial management and training functions. “The Air Force is counting on us to get this consolidation right, and we have the multi-skilled, talented and adaptable team to make it happen,” said Stewart. 2012

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USAF Unit Histories  
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#### Sources

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The Institute of Heraldry. U.S. Army. Fort Belvoir, VA.  
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