

*We the People*

*of the United States*



# 544th Strategic Intelligence Wing Celebrates



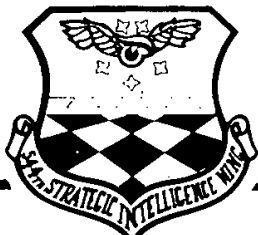
## *Two Hundred Years of Freedom*

### **DINING-IN**

### **7 NOVEMBER 1987**

### **OFFUTT AIR FORCE BASE, NEBRASKA**





**PRESIDENT OF THE MESS**

**COLONEL JAMES F. McKINNEY  
COMMANDER, 544TH STRATEGIC INTELLIGENCE WING**

**DISTINGUISHED SPEAKER**

**MR. ROBERT M. GATES  
DEPUTY DIRECTOR, CENTRAL INTELLIGENCE AGENCY**

**MADAM VICE**

**LIEUTENANT ROBIN A. WRIGHT  
544TH SIW/DIA**

**MISTER VICE**

**LIEUTENANT MICHAEL J. MUELLNER  
544TH IES/IEG**



## AGENDA

- 1800 Lounge Opens**
- 1845 Lounge Closes**
- 1850 Mess Convenes**
- 1852 Posting of the Colors**
- 1855 Invocation**
- 1900 Formal Toasts**
- 1905 Opening Remarks and Introductions**
- 1925 Dinner Served and Grog Presented**
- 2005 Break (Mess Adjourned)**
- 2025 Mess Convenes**
- 2030 Entertainment**
- 2105 Guest Speaker Address**
- 2135 Presentation and Toast to the Guest Speaker**
- 2140 President's Closing Remarks**
- 2150 Mess Adjourns**



**Caesar Salad**

**Breast of Chicken or Veal Cordon Bleu with Rice  
or  
Filet Mignon with Baked Potato**

**Green Beans Almondine**

**Strawberry Romanoff**

**Beverage**



The military dining-in has a very long and rich history. The pre-Christ Roman Legions probably began the dining-in tradition. Roman military commanders frequently held great banquets to honor individuals and units. The second century Viking War Lords then stylized the format of the victory feast. The leader took his place at the head of the table, with all others to his right and left in descending order of rank. The dining-in custom was transplanted to ancient England by Roman and Viking Warriors. King Arthur's Knights of the Round Table surely practiced a form of dining-in in the sixth century.

Many early American customs and traditions were British in origin; the military was no exception. British Army and Navy units deployed to the wilderness of America brought with them the formal military dinner known as guest night. This pleasant custom provided an opportunity for officers to gather for an evening of good food, drinking and fellowship.

The late General "Hap" Arnold is generally credited with starting the Air Force's rich dining-in tradition. He is reported to have held famous parties called "Wing Dings" in the early days of the Army Air Corps. The long association of the U.S. Army Air Corps officers with the British during World War II surely stimulated American interest in the dining-in custom. This association brought the format and protocol of the Army Air Corps dining-in in line with the British tradition as well as provided the high point of dining-in popularity.

The dining-in is a popular tradition today, though it goes by several names. Both the United States Navy and Air Force call this social affair the dining-in. The Marine Corps refers to it as mess night and the Army refers to it as a regimental dinner.

Fortunately, despite the obstacles of the twentieth century, the tradition of the dining-in has not died. Veterans of the old days remember and revive the tradition at every opportunity. They recognize the important role these occasions play in preserving the traditions of Air Force service.



## TOASTS AND RESPONSES

**TOAST:** To the Commander in Chief, the President of the United States.

**RESPONSE:** "To the President."

**TOAST:** To the Secretary of the Air Force.

**RESPONSE:** "To the Secretary of the Air Force."

**TOAST:** To the Chief of Staff, United States Air Force.

**RESPONSE:** "To the Chief of Staff."

**TOAST:** To the Chief of Staff, United States Army.

**RESPONSE:** "To the Chief of Staff."

**TOAST:** To the Chief of Naval Operations.

**RESPONSE:** "To the Chief of Naval Operations."

**TOAST:** To the Commander in Chief, Strategic Air Command.

**RESPONSE:** "To the Commander in Chief."

**TOAST:** To the United States Air Force.

**RESPONSE:** "To the Air Force."

During the course of dinner and near the close of the Dining-In, additional toasts will be offered. The appropriate response will be; "Hear, hear."





**Robert M. Gates was sworn in as Deputy Director of Central Intelligence on 18 April 1986. In this position he is principal deputy to the Director, who heads the U.S. Intelligence Community and directs the Central Intelligence Agency.**

**Mr. Gates, a native of Kansas, received his BA degree from the College of William and Mary in 1965, his Masters Degree in History from Indiana University in 1966, and his Doctorate in Russian and Soviet History from Georgetown University in 1974.**

**Mr. Gates joined the Central Intelligence Agency in 1966, serving successfully as current intelligence analyst, on the staff of the Special Assistant to the Director of Central Intelligence for Strategic Arms Limitations, and as one of two Assistant National Intelligence Officers for Strategic Programs. In 1974, he was assigned to the National Security Council Staff.**

**After nearly six years at the National Security Council serving the Nixon, Ford, and Carter administrations, Mr. Gates returned to the Central Intelligence Agency in January 1980. He subsequently was appointed to a series of administrative positions and served as National Intelligence Officer for the Soviet Union prior to his appointment as Deputy Director for Intelligence in January 1982.**

**As DDI for nearly four and one-half years, Mr. Gates directed the Central Intelligence Agency's component responsible for all analysis and production of finished intelligence. In September 1983, Director Casey appointed Mr. Gates Chairman of the National Intelligence Council concurrent with his position as Deputy Director. As Chairman of the National Intelligence Council, Mr. Gates directed the preparation of all National Intelligence Estimates by the Intelligence Community.**

**Mr. Gates has received the Intelligence Medal of Merit and the Arthur S. Fleming Award, which is presented annually to the ten most outstanding young men and women in the Federal service.**

**Mr. Gates and his wife, Becky, have two children.**



## **COLONEL JAMES F. McKINNEY**

Colonel James F. McKinney is the Commander of the 544th Strategic Intelligence Wing, Offutt Air Force Base, Nebraska.

Colonel McKinney was born December 23, 1942, in Philadelphia, PA. He graduated from Saint Joseph Prep High School, Philadelphia, in 1960. He received his bachelor's degree in international relations from Saint Joseph's University in 1964. He earned a master's degree in business administration from Boston University in 1980. Colonel McKinney has completed Squadron Officer School, Army Command and General Staff College, Industrial College of the Armed Forces and the Air Intelligence Officer Course.

Colonel McKinney was commissioned as a Distinguished Graduate through the Reserve Officers' Training Corps as a second lieutenant in June 1964. After receiving his commission, he attended Air Intelligence Officers' School, Lowry Air Force Base, CO.

In November 1964, the colonel was assigned to the 544 SIW, Offutt AFB, as a photo interpreter. He was reassigned in 1967 to the Deputy Chief of Staff for Intelligence, Headquarters Strategic Air Command, Offutt AFB, as chief of damage assessment.

The colonel was transferred in April 1971 to U-Tapao, Thailand, as a combat intelligence team chief for the 307th Strategic Bomb Wing. In May 1972, he was reassigned as a computer intelligence officer for Headquarters United States Air Force, Washington D.C. He moved in May 1974 to the Current Forces Branch, Systems Analysis and Gaming Agency, JCS, Washington D.C.

Colonel McKinney attended Army Command and General Staff College, Fort Leavenworth, Kansas, in 1976 where he was an honor graduate. He then became chief of the Air Section, Intelligence Division, Headquarters Allied Forces Central Europe, Brunssum, Netherlands, in July 1977.

In August 1980, he became the chief of the Concepts Division, Targets Directorate, HQ SAC, Offutt AFB. In November 1982 he was named the deputy commander for the 6th Tactical Intelligence Group, Osan Air Base, Korea.

The colonel became the deputy commander for the Strategic Targeting Intelligence Center, 544th SIW, Offutt AFB, in November 1983. In April 1986 he became the vice commander for the 544th SIW. He assumed his present duties May 1, 1987.

His military awards and decorations include the Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal with two oak leaf clusters, Joint Service Commendation Medal with one oak leaf cluster and the Air Force Achievement Medal.

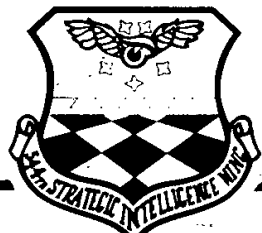
He was promoted to the grade of colonel April 1, 1985.

Colonel McKinney is married to the former Anne Cipparone of Philadelphia. They have two daughters, Leigh and Diana.



**WRIGHT, ROBIN A. VICE**

First Lieutenant Robin A. Wright is assigned to the 544th Combat Intelligence Applications Center as an Aircraft Survivability Analyst in the Penetration Analysis Division. Lt Wright was born in Steubenville, Ohio, on July 30, 1962. In 1980, she graduated from Catholic Central High School in Steubenville and entered the U.S. Air Force Academy. She received a Bachelor of Science degree in Engineering Mechanics in 1984 and won a Guggenheim Fellowship to Columbia University. She completed a Master of Science degree in Mechanics and Material Science in 1985. Lt Wright has also completed Squadron Officer School. She assumed her initial and present duty in May 1985.



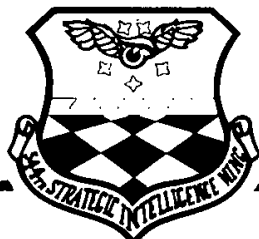
## OFFICER VICE

First Lieutenant Michael J. Muellner is assigned to the 544th Intelligence Squadron, Ground Forces Branch. Lieutenant Muellner was born in St. Paul, Minnesota, on May 29, 1955. After graduation from Burnsville High School in Burnsville, Minnesota, in 1973, he enlisted in the Air Force. In 1982 he received a Bachelor of Science degree in Criminal Justice from Rollins College, Winter Park, Florida, and has completed 30 hours towards a Master's degree in Administration from the University of Central Michigan. He was commissioned through Officer Training School and has completed Squadron Officer School. Lieutenant Muellner's initial assignment was to Intelligence Officer School at Lowry AFB, Colorado. He assumed his present duty in May 1983.



**All points of order will be directed to Mister or Madam Vice. Individuals raising a point of order will rise; state rank, name, and organization.**

- **Do not smoke in the dining area.**
- **Do not carry drinks into the dining room.**
- **Adhere strictly to AFR 35-10.**
- **Do not toast with an uncharged glass.**
- **Do not start a course before the President.**
- **Boorishness, stuffiness, or “wet blanketness” will be considered an affront to the mess.**



## **THE GROG BOWL**

Any infraction of etiquette and protocol of the mess constitutes a trip to the GROG bowl. The GROG bowl is the means of dispensing justice and to insure that infractions do not happen again. If you consider a trip to the GROG bowl to be "cruel and unusual punishment," you may ask Madam or Mister Vice to reconsider. The originality and sincerity of your appeal will weigh heavily on the outcome. When directed to proceed to the GROG Bowl you must:

1. March to Madam and Mr. Vice's table and state: "Mr/Madam Vice, (state your name), a delegate from the State of (your home state) reporting for the GROG."
2. Don the colonial three point hat and leap upon your ever faithful steed.
3. Ride with the urgency of Paul Revere to the GROG bowl.
4. Dismount your horse, face the head table, and salute.
5. Remove the hat and fill a cup with the GROG (spirited or without spirits).
6. Reaffirm your committment to the Constitution by saying, "I solemnly swear to defend and protect the Constitution."
7. Do an about face and give a toast, "We the people!"
8. Drink the entire cup of GROG.
9. Place the cup upside down over your head.
10. Do an about face and replace the cup on the table.
11. Don the hat again and salute the head table.
12. Leap upon your steed once more, ride to the Vice's table, dismount, remove the hat, and march back to your seat.



# 1987 DINING-IN COMMITTEE MEMBERS

## DINING-IN PROJECT OFFICER

Major Lynn B. Reeves IAC

## VICE CHAIRMAN

Capt John Larrabee DIJ

## PUBLICITY

1Lt Kathleen Kiernan CCE

1Lt Bill Schutt TGR

## PROTOCOL

1Lt Larry Mastin IEM

1Lt Bill Wise IEM

1Lt Don Bacon IAM

## CLUB PREPARATION

2Lt Lee Bushie IAD

2Lt Marta Arquemedo IAI

STAT

## ENTERTAINMENT

STAT

1Lt Tracey Robel IEA

1Lt Vicki Boyd IAA

1Lt Wendy Routhier IAC

2Lt Jamie Whitley IEE

STAT

## DECORATIONS

1Lt Adelia Rockman DIJ

1Lt Richard Klein SD

1Lt Lynn Anderson DIW

2Lt Susan Harwas IEG

## MR. VICE

1Lt Michael J. Muellner IEG

## MADAM VICE

STAT



**GRAPHICS SUPPORT**

MSgt Michael D. Rittgers  
A1C Tina L. Manning  
A1C Jean A. Goode

**COVER DESIGN**

MSgt Michael D. Rittgers  
A1C Tina L. Manning  
A1C Jean A. Goode

**COSTUMES**

Byron C. Jenkins of the Omaha Chapter #19 National Soujourners

**MANNEQUINS**

Richman Gordman Store, Bellevue, NE

**DISPLAY**

SAC Command Protocol (Large Posters)

**FLAGS**

Omaha Chapter #19 National Soujourners  
Offutt AFB NCO Leadership School  
Carl Porter, Jr., W.G.N. Flag and Decorating, Chicago, IL

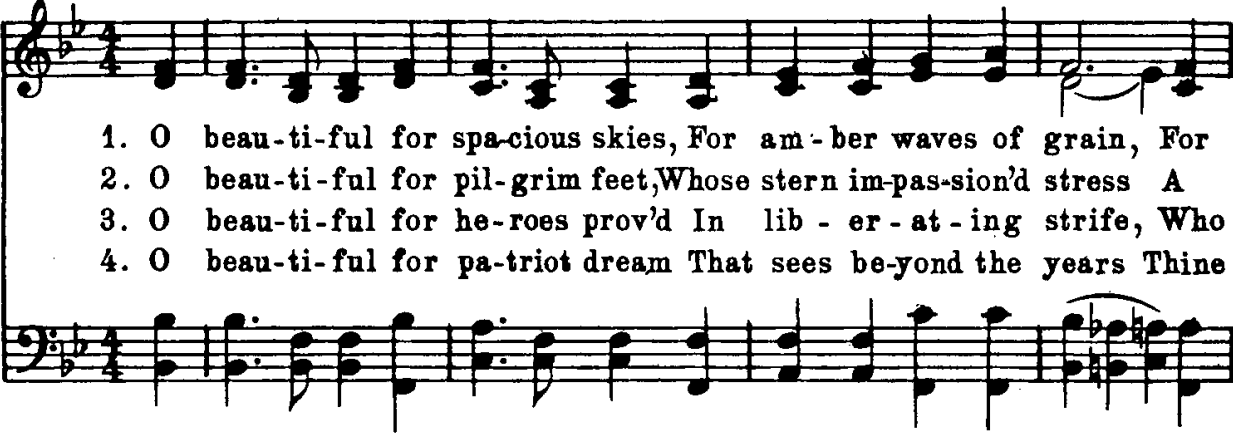
**ENTERTAINMENT**

2nd Maryland Regiment of Foot  
Strategic Air Command Band "Looking Glass"

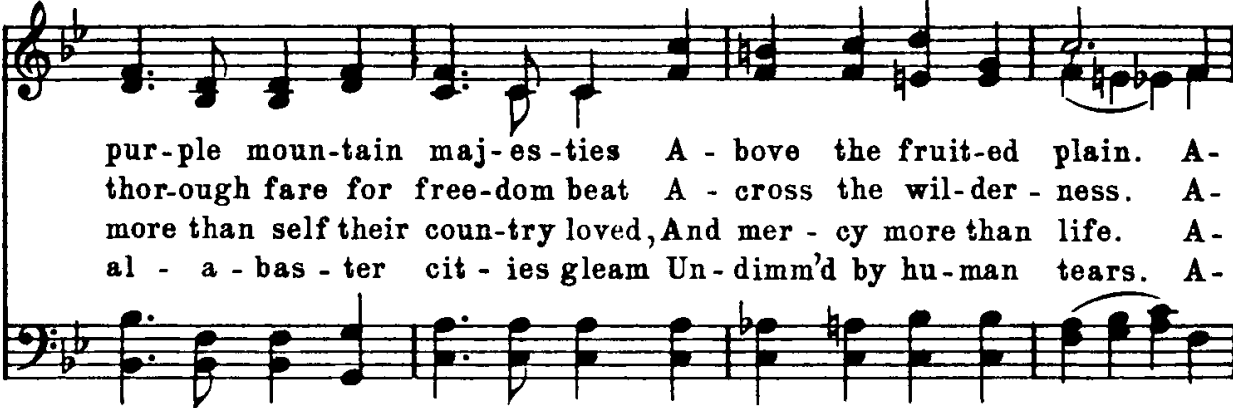
1Lt Gordon Hendrickson  
1Lt Debra Foss  
1Lt Jay Wentzell



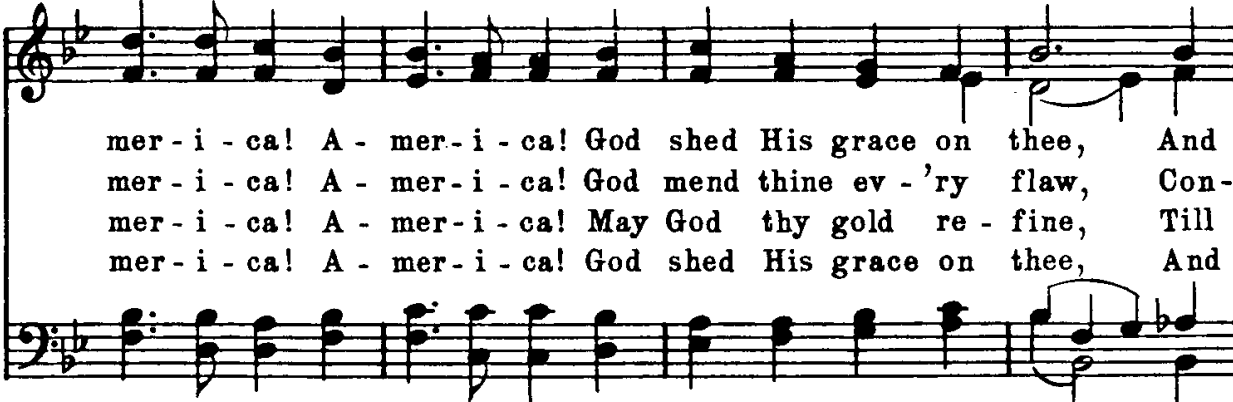




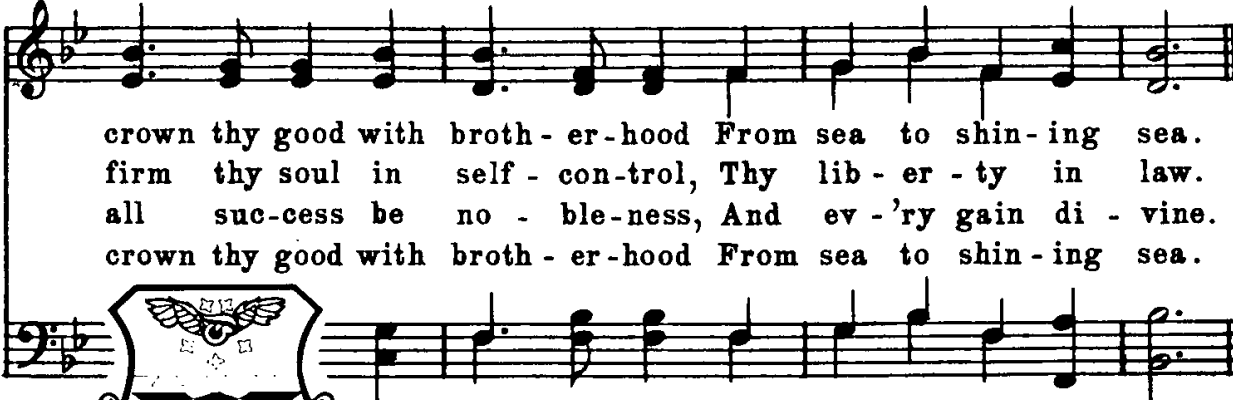
1. O beau-ti-ful for spa-cious skies, For am-ber waves of grain, For  
2. O beau-ti-ful for pil-grim feet, Whose stern im-pas-sion'd stress A  
3. O beau-ti-ful for he-roles prov'd In lib-er-at-ing strife, Who  
4. O beau-ti-ful for pa-triot dream That sees be-yond the years Thine



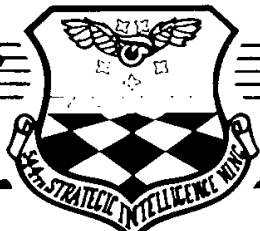
pur-ple moun-tain maj-es-ties A - bove the fruit-ed plain. A-  
thor-ough fare for free-dom beat A - cross the wil-der - ness. A-  
more than self their coun-try loved, And mer - cy more than life. A-  
al - a - bas - ter cit - ies gleam Un - dimm'd by hu-man tears. A-



mer - i - ca! A - mer - i - ca! God shed His grace on thee, And  
mer - i - ca! A - mer - i - ca! God mend thine ev - 'ry flaw, Con-  
mer - i - ca! A - mer - i - ca! May God thy gold re - fine, Till  
mer - i - ca! A - mer - i - ca! God shed His grace on thee, And



crown thy good with broth - er-hood From sea to shin - ing sea.  
firm thy soul in self - con-trol, Thy lib - er - ty in law.  
all suc-cess be no - ble-ness, And ev - 'ry gain di - vine.  
crown thy good with broth - er-hood From sea to shin - ing sea.





**DEPARTMENT OF THE AIR FORCE**  
HEADQUARTERS, 544TH STRATEGIC INTELLIGENCE WING (SAC)  
OFFUTT AIR FORCE BASE, NEBRASKA 68113

Mr. Robert M. Gates  
Deputy Director of Central Intelligence  
Washington, DC 20505

Dear Mr. Gates

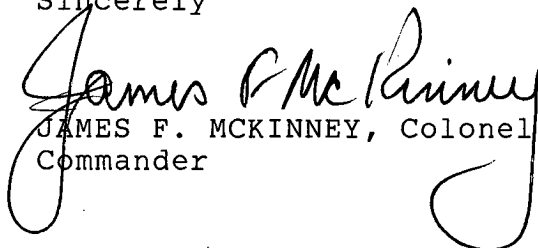
I was so pleased to learn that you would be able to attend this year's 544th Strategic Intelligence Wing Dining-In to help us celebrate "200 Years of Freedom." To ensure your brief stay with us is an enjoyable one, I have enclosed information about the wing, the dining-in theme, transportation, and a brief biography of the officers at the head table (while the final guest list has not been completed, it is possible that Brigadier General Russell will attend).

During the evening, Second Lieutenant Norma Bennett and First Lieutenant Steve Zaleski have volunteered to be your escort. They will be seated with you at the head table to ensure all your needs are met.

I thought it would be helpful in your speech preparation if I included a few sentences about the theme of the dining-in. The ballroom will be decorated with 13-star flags and posters designed to help the dining-in "delegates" feel that they are in Philadelphia Hall 200 years ago. Several people will be dressed in period costume as they portray a few short narrated scenes demonstrating major events which culminated in the signing of the Constitution. We currently plan to include a recitation of Patrick Henry's dramatic "Give me Liberty or Give me Death" speech, a demonstration by the 2nd Maryland Regiment of Foot, and finally a pantomime of the famous painting depicting the delegates signing the Constitution.

If there is anything else you require, please do not hesitate to ask me or my dining-in chairman, Major Lynn B. Reeves.

Sincerely

  
JAMES F. MCKINNEY, Colonel, USAF  
Commander

1 Atch  
Background Information

*Peace . . . . is our Profession*

STRAWMAN AGENDA

Saturday, 7 November 1987

- 1400 - Depart Andrews AFB via military airlift
- 1730 - Arrive Offutt AFB (MGen Doyle will meet with staff car and transport to Friendship Suite)
- 1815 - Begin reception line in the Nebraska Room with Colonel McKinney
- 1855 - Present colors
- 1900 - Chaplain invocation
- 1903 - Toasts
- 1910 - President welcoming speech, introduction of VIPs and entertainment
- 1930 - Grog bowl presented and meal begins
- 2005 - Break
- 2030 - Mess reconvenes. Constitutional entertainment begins
- 2110 - Introduction of guest speaker and speech
- 2140 - Presentation of gift to Mr. Gates
- 2200 - Retirement of colors
- 2210 - Dining-In concludes
- 2330 - Depart Offutt AFB (escorted to flightline by MGen Doyle in staff car)

Sunday, 8 November 1987

- 0230 - Arrive Andrews AFB

HEAD TABLE

1	2	3	4	5	6	7	8	9
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- |                          |                     |
|--------------------------|---------------------|
| 1. Lt Bennett            | 6. Col McKinney     |
| 2. Chaplain (Col) Thomas | 7. Brig Gen Russell |
| 3. Col Vincent           | 8. Col Root         |
| 4. Maj Gen Doyle         | 9. Lt Zaleski       |
| 5. Mr. Gates             |                     |

HEAD TABLE

1	2	3	4	5	6	7	8
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- |                  |                          |
|------------------|--------------------------|
| 1. Lt Bennett    | 5. Col McKinney          |
| 2. Col Vincent   | 6. Col Root              |
| 3. Maj Gen Doyle | 7. Chaplain (Col) Thomas |
| 4. Mr. Gates     | 8. Lt Zaleski            |



# Biography

## United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330

MAJOR GENERAL WILLIAM L. DOYLE JR.

Major General William L. Doyle Jr. is deputy chief of staff for intelligence, Headquarters Strategic Air Command, Offutt Air Force Base, Neb.

General Doyle was born Jan. 28, 1933, in Hartford, Conn. He moved to California in 1943 and graduated in 1950 from Santa Clara High School in Oxnard. In 1955 he received a bachelor's degree in international relations from the University of Southern California, Los Angeles. He earned a master's degree in history from Creighton University, Omaha, Neb., in 1967. The general completed Air Command and Staff College, Maxwell Air Force Base, Ala., in 1965, and the Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D.C., in 1975.



He earned his commission through the Reserve Officer Training Corps program and entered the U.S. Air Force in August 1955. His initial assignment was to Biggs Air Force Base, Texas, where he served as an intelligence officer with the 1st Strategic Support Squadron, and the 95th and 97th Bombardment Wings. In November 1958 General Doyle was assigned to SAC headquarters at Offutt Air Force Base, in the Target Development Branch and with the initial Joint Strategic Target Planning Staff. This tour of duty was followed by an assignment in May 1961 to Headquarters 16th Air Force, Torrejon Air Base, Spain, as an air targets officer and in reconnaissance management.

After completing Air Command and Staff College in June 1965, General Doyle returned to SAC headquarters, serving there until October 1967. During this period he served as an air targets officer with additional duties with the Joint Strategic Target Planning Staff. For the next year he was assigned to Headquarters Military Assistance Command Vietnam at Tan Son Nhut Air Base, Republic of Vietnam, as a B-52 targets officer. In October 1968 he transferred to Headquarters U.S. Air Force, Washington, D.C., as assistant executive officer to the assistant chief of staff, intelligence, and as the director of Soviet affairs, Air Force Intelligence Service. During the latter assignment he organized the U.S. Air Force Soviet Awareness Program. While in Washington, General Doyle attended and graduated from the Industrial College of the Armed Forces.

The general returned to Headquarters Strategic Air Command in August 1977 as assistant deputy chief of staff for intelligence. In February 1979 he was named deputy director for the National Strategic Target List, Joint Strategic Target Planning Staff at Offutt Air Force Base. He assumed his present duties in November 1982.

His military decorations and awards include the Defense Superior Service Medal, Legion of Merit with one oak leaf cluster, Bronze Star Medal, Meritorious Service Medal and Joint Service Commendation Medal.

(Current as of April 1985)

O V E R



He was promoted to major general Aug 1, 1984, with date of rank Nov. 1, 1980.

General Doyle is married to the former Julia Ann Ransing of Lancaster, Pa. They have two children: Melanie and Brendan.



# Biography

## United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330

### BRIGADIER GENERAL HORACE L. RUSSELL

Brigadier General Horace L. Russell is deputy director for the national strategic target list, Joint Strategic Target Planning Staff, Offutt Air Force Base, Neb.

General Russell was born Feb. 26, 1937, in Jamaica, Long Island, N.Y., and graduated from Highland High School, Gastonia, N.C., in 1954. He received a bachelor of science degree in mechanical engineering from Bradley University in 1958, a master of science degree in aerospace engineering from the Air Force Institute of Technology in 1965 and a doctor of philosophy in engineering from Purdue University in 1971. As a 1976 Air Force research associate, he attended the National Security program at Mershon Center, Ohio State University, and was recognized as a Mershon fellow. The general completed Squadron Officer School in 1963, Air Command and Staff College in 1972 and the Industrial College of the Armed Forces in 1979.

After completing the Air Force Reserve Officer Training Corps program as a distinguished graduate, General Russell was commissioned as a second lieutenant in June 1958 and assigned to the University of Wisconsin for training in meteorology. In July 1959 he was assigned to Seymour Johnson Air Force Base, N.C., as a base operations weather officer. In June 1960 he became a weather officer at Headquarters 19th Air Force, also at Seymour Johnson. From July 1962 to December 1965 he was assigned to the 341st Strategic Missile Wing, Malmstrom Air Force Base, serving as an instructor and deputy Minuteman combat crew commander, then as a crew commander.

General Russell transferred to the Air Force Aero-Propulsion Laboratory at Wright-Patterson Air Force Base, Ohio, in December 1965 as a project engineer for advanced development of aircraft jet engines. From September 1967 to June 1970 he attended Purdue University and then returned to Wright-Patterson Air Force Base as chief of the Aerospace Dynamics Branch, Air Force Flight Dynamics Laboratory. In June 1973 the general was assigned to Headquarters Air Force Systems Command, Andrews Air Force Base, Md., as program manager for energy conversion and mechanics. He then became chief of the Physical and Engineering Sciences Division. He was assigned to the Air Force Office of Scientific Research, Bolling Air Force Base, D.C., as deputy director for plans and operations from July 1975 to September 1976.

In June 1977 he was assigned as study director for tactical command, control, and communications in the Office of the Assistant to the Chief of Staff for Studies and Analyses, Headquarters U.S. Air Force, Washington, D.C. In July 1978 he transferred to the Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D.C., as a faculty member and student. The general served as chief, Programming Division, Office of the Deputy Chief of Staff for Research, Development and Acquisition, Air Force headquarters, from June 1979 until July 1980. He then became director of defense programs, National Security Council staff, in the White House. In August 1984 he became director for joint analysis, Organization of the Joint Chiefs of Staff, Washington, D.C. He assumed his present duties in September 1986.



(Current as of June 1987)

OVER



The general's military decorations and awards include the Defense Superior Service Medal with one oak leaf cluster, Meritorious Service Medal with three oak leaf clusters, Air Force Commendation Medal, Air Force Outstanding Unit Award with one oak leaf cluster and Combat Readiness Medal.

He was promoted to brigadier general June 1, 1984, with date of rank Oct. 1, 1983.

General Russell is married to the former Catherine Allen of Oxford, N.C. They have two children, Horace Jr. and Patricia Alice. His hometown is Gastonia, N.C.



## Biography

# United States Air Force

HEADQUARTERS STRATEGIC AIR COMMAND, OFFICE OF PUBLIC AFFAIRS,  
OFFUTT AFB, NE 68113 TFL. (402) 294-5656

### COLONEL JAMES P. ROOT

Colonel James P. Root is the assistant deputy chief of staff for intelligence, Headquarters Strategic Air Command, Offutt Air Force Base, Neb.

Colonel Root was born Jan. 1, 1943 in Beloit, Wis., graduated from Monticello High School, Monticello, Ill., in 1960 and received his bachelor's degree from the University of Illinois, Chapman, Ill., in 1964. The colonel obtained his master's degree through the Air Force Institute of Technology program from the Georgia Institute of Technology, Atlanta, Ga., in 1971. He completed Squadron Officer School in 1973, Air Command and Staff College in June 1977, and Air War College in June 1982, all located at Maxwell Air Force Base, Ala.



Receiving his commission through the Reserve Officer's Training Corps at the University of Illinois in August 1964, he attended the Signals Intelligence Officer Course, Goodfellow Air Force Base, Texas. His first assignment began in August 1965 and was to the 6917th Security Group, San Vito Air Base, Italy, as a flight commander.

From September 1967 to May 1969, he was assigned to Westover Air Force Base, Massachusetts, as a special security officer for Headquarters Eighth Air Force. After obtaining his master's degree in September 1970, he completed the Defense Intelligence School, Defense Intelligence Agency, Washington D.C. In June 1971, he was assigned to Headquarters U.S. Military Assistance Command Vietnam, Cambodia desk in intelligence analysis at the Current Intelligence and Indications Center.

A year later, the colonel was transferred to Headquarters SAC, as chief of the damage analysis section for the deputy chief of staff for Data Systems. He was also dual hat assigned as a programmer, in the Damage Assessment Branch, for the Joint Strategic Target Planning Staff.

After graduating from the Air Command and Staff College as a distinguished graduate in June 1977, he was assigned to the Defense Intelligence Agency, Washington, D. C. as the chief of Advanced Imagery Requirements and Exploitation System Branch. He then attended and was a distinguished graduate from the Air War College before being reassigned to SAC headquarters as the deputy director for Plans with the Deputy Chief of Staff for Intelligence in July 1982.

In January 1983, while still assigned to the headquarters, Colonel Root

-more-

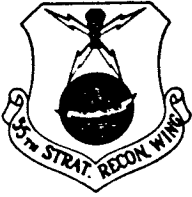
(Current as of May 1986)

became the deputy program manager and special assistant to the deputy Chief of Staff for Intelligence and deputy program manager for the Intelligence Data Handling System for the mid-1980s. He was named the deputy director of collection, Deputy Chief of Staff Intelligence in January 1985, director of collection in July 1985 and assumed his present duties in May 1986.

He was promoted to colonel Jan. 31, 1985 with the same date of rank.

His military awards and decorations include the Bronze Star, the Defense Meritorious Service Medal, the Joint Service Commendation Medal and the Air Force Commendation Medal.

Colonel Root is married to the former Elizabeth Dyson Sykes of Dawlish, England. They have two children: Benjamin and Jennifer.



# Biography

## United States Air Force

Headquarters 55th Strategic Reconnaissance Wing (SAC) Public Affairs Division  
Offutt Air Force Base, Nebraska 68113-5000 (402) 294-3663 AV 271-3663

COLONEL JAMES F. MCKINNEY

Colonel James F. McKinney is the commander of the 544th Strategic Intelligence Wing, Offutt Air Force Base, Neb.

Colonel McKinney was born Dec. 23, 1942, in Philadelphia, Pa. He graduated from Saint Joseph Prep High School, Philadelphia, in 1960. He received his bachelor's degree in international relations from Saint Joseph's University in 1964. He earned a master's degree in business administration from Boston University in 1980. Colonel McKinney has completed Squadron Officer School, Army Command and General Staff College, Industrial College of the Armed Forces and the Air Intelligence Officer Course.

Colonel McKinney was commissioned as a distinguished graduate through the Reserve Officers' Training Corps as a second lieutenant in June 1964. After receiving his commission, he attended Air Intelligence Officers' School, Lowry Air Force Base, Colo.

In November 1964, the colonel was assigned to the 544th SIW, Offutt AFB, as a photo interpreter. He was reassigned in 1967 to the Deputy Chief of Staff for Intelligence, Headquarters Strategic Air Command, Offutt AFB, as chief of damage assessment.

The colonel was transferred in April 1971 to U-Tapao, Thailand, as a combat intelligence team chief for the 307th Strategic Bomb Wing. In May 1972, he was reassigned as a computer intelligence officer for Headquarters United States Air Force, Washington, D.C. He moved in May 1974 to the Current Forces Branch, Systems Analysis and Gaming Agency, JCS, Washington D.C.

Colonel McKinney attended Army Command and General Staff College, Fort Leavenworth, Kan., in 1976, where he was a honor graduate. He then became chief of the Air Section, Intelligence Division, Headquarters Allied Forces Central Europe, Brunssum, Netherlands, in July 1977.

In August 1980, he became the chief of the Concepts Division, Targets Directorate, Hq. SAC, Offutt AFB. In November 1982, he was named the deputy commander for the 6th Tactical Intelligence Group, Osan Air Base, Korea.

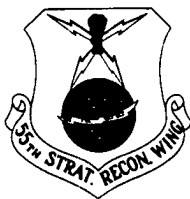
The colonel became the deputy commander for the Strategic Targeting Intelligence Center, 544th SIW, Offutt AFB, in November 1983. In April 1986, he became the vice commander for the 544th SIW. He assumed his present duties May 1, 1987.

His military awards and decorations include the Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal with two oak leaf clusters, Joint Service Commendation Medal with one oak leaf cluster and the Air Force Achievement Medal.

He was promoted to the grade of colonel April 1, 1985.

Colonel McKinney is married to the former Anne Cipparone of Philadelphia. They have two daughters, Leigh and Diana.

(Current May 1987)



# Biography

## United States Air Force

55th Reconnaissance Wing Office of Public Affairs Offutt AFB, Nebraska 68113-5000  
(402) 294-3663 AV 271-3663

CHAPLAIN (COL) MEREDITH J. THOMAS

Chaplain (Col) Meredith J. Thomas is the installation staff chaplain for Offutt Air Force Base, Neb.

Chaplain Thomas was born May 6, 1930, in Chicago Ill. He graduated from J. Sterling Morton High School, Cicero, Ill. He received a bachelor's degree in theology from St. Paul Bible College, St. Bonifacius, Minn., in 1952. He earned a bachelor of arts degree from Shurtleff College, Alton Ill., in 1954; and received a master's of divinity from Garrett-Evangelical Theological Seminary, Evanston, Ill., in 1957. He is a 1974 graduate of the Industrial College of the Armed Forces, Fort McNair, Va., a 1975 graduate of the Armed Forces Staff College and a 1978 graduate of the Air War College, Maxwell AFB, Ala.

Chaplain Thomas was commissioned Nov. 26, 1965 by presidential appointment. His first assignment was as a Protestant chaplain for the 62nd Military Airlift Wing, McChord AFB, Wash. From 1971 to 73, he was assigned as a Protestant chaplain for the 3785th Field Training Wing, Sheppard AFB, Texas.

From 1973 through 1979, he was assigned to four different bases. He was the installation chaplain at Shemya AFB, Alaska until 1974; he attended Armed Forces Staff College, Norfolk, Va.; he was the Protestant chaplain for the 438th Military Airlift Wing, McGuire AFB, N.J., until 1977; and he was the deputy staff chaplain at Yongsan AB, South Korea.

After returning to the United States, he became the installation chaplain for the 23rd Tactical Fighter Wing, England AFB, La., and he was the director of cadet religious activities at the Air Force Academy, Colorado Springs, Colo. He assumed his present duties June 20, 1986.

The chaplain's military awards and decorations include: the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with three oak leaf clusters and the Air Force Commendation Medal.

He was promoted to colonel Oct 31, 1981.

Chaplain Thomas is married to the former Lenore Anita Kyle of Wichita, Kan. They have two children, David and Deborah.

(Current Aug 86)

Colonel Thomas E. Vincent is currently the Vice Commander, 544th Strategic Intelligence Wing, Headquarters Strategic Air Command, Offutt Air Force Base, Nebraska.

Born January 9, 1943 in Alva, Oklahoma, Colonel Vincent completed a Bachelor's Degree in Business Administration from Northwestern Oklahoma State University and later a Master's Degree in Instructional Technology from the University of Southern California. His professional military education includes Squadron Officer School, Air Command and Staff College and National Security Management (Industrial College of the Armed Forces).

After being commissioned from Officer Training School in May 1966, Colonel Vincent served four years in the Special Services field before crosstraining into Intelligence in 1970 via the Air Intelligence Officers Course at Lowry AFB, Colorado. Upon graduation he was assigned to the 480th Reconnaissance Technical Group at Langley AFB, Virginia. In June of 1974 Colonel Vincent was transferred to Kadena Air Base, Okinawa, where he served as Chief of Target Intelligence, 18th Tactical Fighter Wing planning strike missions in support of national war plans.

Returning to CONUS in January 1978, Colonel Vincent was assigned to March AFB, California where he served as wing Target Intelligence Officer and later as Chief of Target Materials/Unit Support, 15th Air Force. In December 1980 Colonel Vincent again transferred overseas, this time as Chief of Targets, US Forces Korea, Yongsan Garrison, Seoul, Korea. During this period he was instrumental in establishing the combined ROK/US targeting infrastructure.

Following Korea, in June 1982, he was assigned as Chief, Target Concepts and Applications Division, Air Force Intelligence Service, Washington DC. In this capacity Colonel Vincent worked directly with the target intelligence functional manager in support of career field operations.

Following four years in Washington, Colonel Vincent moved to Offutt AFB where he served as Chief, Military Branch, Target Selection Division, Joint Strategic Target Planning Staff, working mostly the relocatable target issue.

August 15, 1987 Colonel Vincent assumed the position of Vice Commander, 544th Strategic Intelligence Wing.

Colonel Vincent's decorations include the Defense Meritorious Service Medal and the Meritorious Service Medal with two oak leaf clusters. He was promoted to colonel on 1 May 1987.

He is married to the former Sandy Knopp from Louisville, Kentucky. The Vincents have two children, son Jeff and daughter Samantha.

2ND LT NORMA N. BENNETT

Second Lieutenant Norma N. Bennett is assigned to the 544th Intelligence Exploitation Squadron, Ground Forces Branch.

Lieutenant Bennett was born in Key West, Florida on February 3, 1963, but she now calls San Antonio, Texas her home. She graduated from Oliver Wendell Holmes High School in San Antonio in 1981. In 1985 she received a Bachelor of Science degree in Chemistry from Princeton University, Princeton, New Jersey.

After attending Officer Training School and Intelligence Officer School at Lowry AFB, Colorado, she assumed her present duty in October 1986.

1ST LT STEVEN A. ZALESKI

1st Lt Steven A. Zaleski is a Team Chief for the Offensive Missiles Branch, 544th Strategic Intelligence Wing (SIW), Offutt AFB, Nebraska.

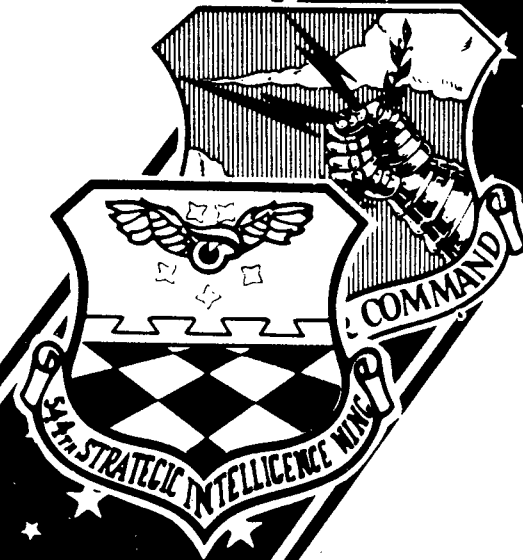
Lieutenant Zaleski was born January 5, 1961 in Milwaukee, Wisconsin. He graduated with honors receiving a degree in education from the University of Wisconsin at Milwaukee.

In May 1986, Lt Zaleski went to Officer Training School at Lackland AFB, Texas. In September 1986, he went to Lowry AFB, Colorado for Intelligence Technical Training. Following graduation from the Intelligence Technical school in March of 1986, he reported to Offutt AFB to work in the Offensive Missiles Branch, 544 SIW, where he is currently assigned. While assigned to Offutt, Lt Zaleski was awarded the 544 SIW Superior Performer for June 1987.

Lt Zaleski is married to the former Betsy Schoeller of Milwaukee, Wisconsin.



**THE STORY  
OF THE  
544TH STRATEGIC INTELLIGENCE WING  
1950 - 1985**



PREPARED BY: MSGT GARY P. MYERS, 544 SIW/HO  
NOVEMBER 1985

## EMBLEM



### HERALDIC DESCRIPTION

A shield divided per fess, azure and lozengy, argent and sable; in fess, a bar dovetail on top gules, in chief a stylized hawk's eye proper winged and encircled with five four-pointed stars of the second, details and shadows of the first, all within a diminished bordure or.

### SIGNIFICANCE

The Winged Hawk Eye: Symbolizes detailed intelligence search and interpretation from aerial reconnaissance and observation. Five Stars: Each star represents a major mission of the organization at the time the emblem was approved, as: mapping, intelligence, reproduction, interpretation and research. The Partition: A walled battlement representing national defense dovetailed with air power (the blue field). The Checkered Field: The earth's surface, cultivated and barren, bounded by a geographic grid.

### MOTTO

Hic et Ubique (Here and Everywhere)

## THE STORY OF THE 544TH STRATEGIC INTELLIGENCE WING 1950 - 1985

On 16 November 1985, the 544th Strategic Intelligence Wing celebrated its 35th anniversary. Today, this unit has the distinction of being the only organization in the American intelligence community with both the capabilities and the charter to perform complete all-source intelligence fusion. With a force of approximately a thousand officer and enlisted personnel, it operates the largest photo processing, imagery interpretation, electronic intelligence (ELINT) processing, and all-source analysis activities in the Air Force. The applications side of the house is represented by the 544th's unique Strategic Targeting Intelligence Center with its trajectory, weaponeering, targeting, and contingency support missions.

### PREDECESSORS OF THE 544TH

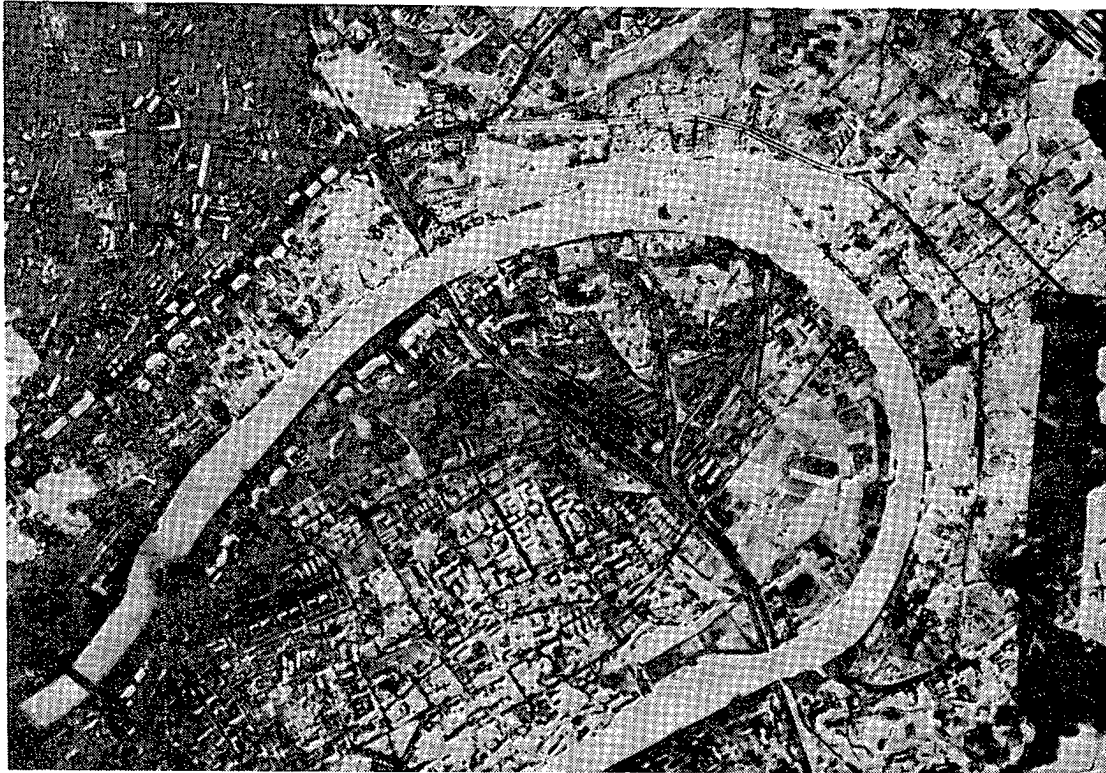
At the end of World War II, the results of Germany's extensive photoreconnaissance operations fell into Allied hands. Luftwaffe aircraft had been collecting imagery of the Soviet Union since 1940; the Soviets had known but could do little to stop it. Master photographic prints of this and other imagery eventually wound up at Zossen, the site of German Army Headquarters, near Berlin. Nearly 3,000 cubic feet of prints--a large portion of the total World War II German aerial photo collection--were ultimately found by the Allies. This Luftwaffe photography formed only one part of a vast amount of film and related material obtained during the war.

The task of indexing it all and processing it into more usable intelligence was quickly recognized as an enormous undertaking. As early as the summer of 1945, the reconnaissance/imagery interpretation community was considering various ways to accomplish this important work. Emphasis was placed on giving the project to an organization in the Washington, DC area.

Accordingly, in 1946, the 10th Photo Technical Squadron (PTS) was organized at Bolling AFB to produce maps and analyze, classify, reproduce, and prepare for storage the many Army Air Forces aerial photographs and negatives generated

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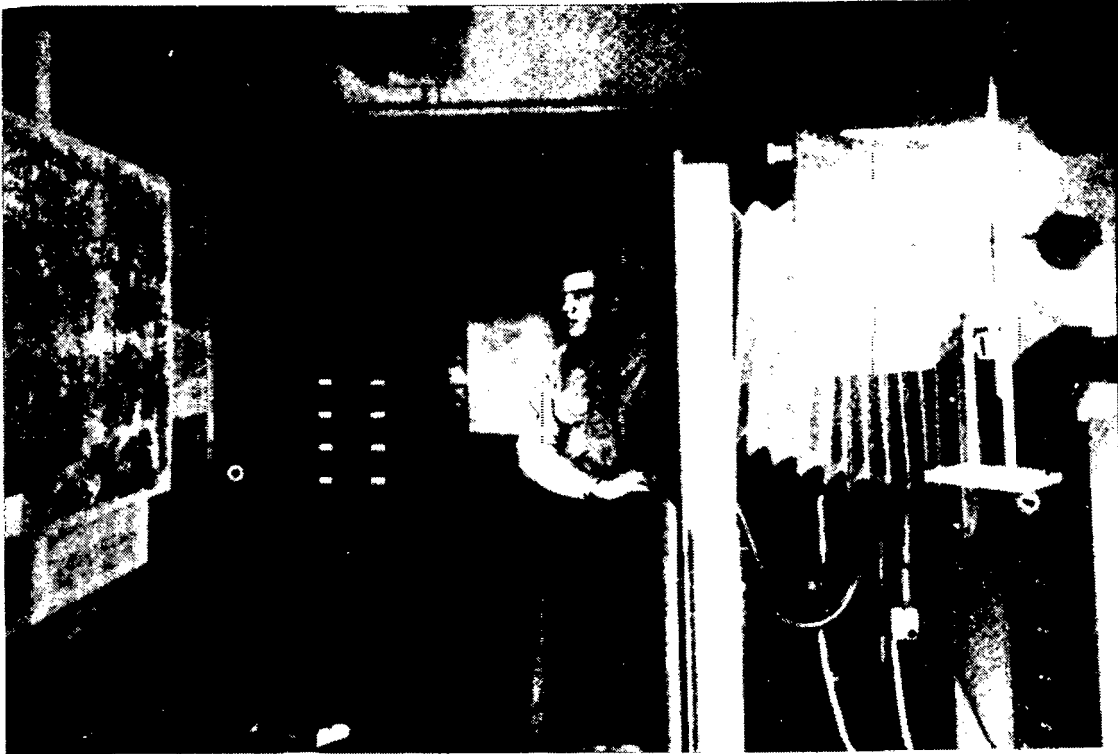
during the war years. This mission also included the captured German film and such postwar film as the Army Air Forces' photographic coverage of Operation Crossroads--the atomic tests conducted in July 1946.



LUFTWAFFE IMAGERY OF MOSCOW - 1943

At first, the job was primarily to process the captured German film, but by 1947 cartographic and lithographic operations had begun--with offset presses capable of producing air target charts. At the time, the 10th consisted of an analysis and classification section, a photographic laboratory, a photo interpretation section, and a photogrammetric and reproduction section; each with the most modern equipment available during that period.

When film first arrived at the organization, it was sent to the analysis and interpretation section where bad or useless portions were separated from that which had potential mapping or record uses. When requirements for a specific map came through Army Air Forces headquarters, 10th Photo personnel first checked the enormous index of aerial film to determine if the requested area had sufficient photographic coverage. If so, negatives from the files were sent to the laboratories for printing. The resulting prints were then forwarded to the photogrammetric section where the necessary maps were produced.



### EARLY 10TH PTS OPERATIONS

Even though most of the work during those early years was being assigned out of the Pentagon, the Squadron was already under the control of the Strategic Air Command (SAC). SAC had been created on 21 March 1946 to perpetuate the strategic bombing superiority that had helped bring Allied victory in World War II. Initially under the command of General George C. Kenney, SAC's mandate was to build an effective organization capable of conducting long-range offensive operations in any part of the world. The type of strategic intelligence being produced by the 10th PTS was an essential element in accomplishing that mission. On 8 December 1947, the Squadron was formally assigned to the 31st Reconnaissance Wing at Andrews AFB. Headquarters SAC was also located at Andrews during this period.

That winter, the Squadron began processing all aerial film from the second atomic tests, known as Operation Sandstone. The commander, Lt Col Charles F. Wilson, personally reviewed most of this film immediately after it was developed. Evaluation reports were then sent at once to the test sites overseas.

The name of the unit was changed to 4203d Photo Technical Squadron in 1948 and it was placed under what was then the 311th Air Division. In addition to its aerial film library,

the 4203d operated a news coverage section along with cartographic and lithographic functions at Bolling. It also had a photo interpretation branch housed in the Pentagon. That year, the 4203d began producing Series 100 (Denver) air target charts, a forerunner to the present air target chart program.



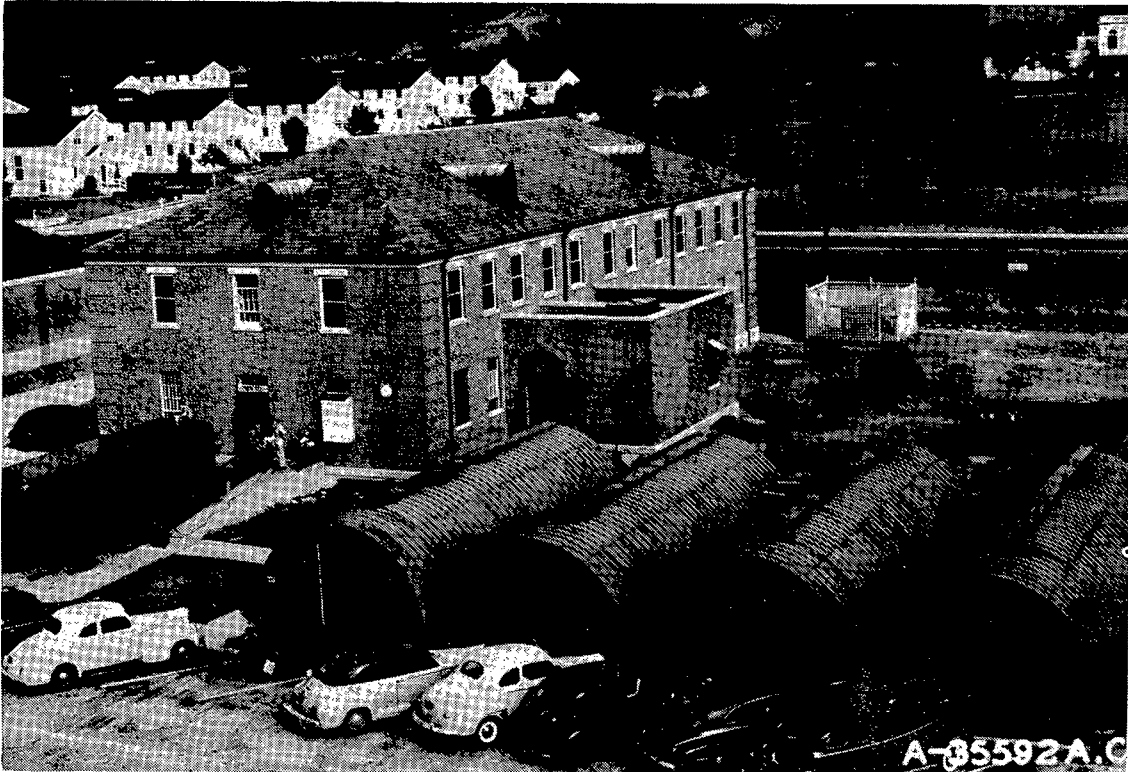
#### PHOTOMAPPING OPERATIONS

Also in 1948, General Curtis E. LeMay took command of SAC, and SAC Headquarters moved from Andrews to Offutt AFB, Omaha, Nebraska. The 311th also relocated from the Washington area--first to Forbes AFB, Kansas and then later to Barksdale AFB, Louisiana.

The following year, Second Air Force undertook planning for the creation of a reconnaissance technical outfit in the United Kingdom to service SAC's overseas units. Accordingly, a detachment from the 4203d was sent to West Drayton on temporary duty in January 1950 to assist in organizing a function known as the 8th ADVON. This eventually became the 3921st Reconnaissance Technical Squadron and, much later, Detachment 2 of the 544th.

## BIRTH OF THE 544TH

In the meantime, staff studies and conferences were already underway to create a special reconnaissance technical unit--under the direct control of Headquarters SAC--to provide the Command with special intelligence materials and to assist in standardizing techniques and procedures used by SAC's other reconnaissance technical organizations. Words and wishes quickly evolved into specific blueprints for a technical operation at Offutt AFB, Nebraska.



FIRST HOME OF THE 544TH - BOLLING AFB

Then, on 25 June 1950, the North Korean army launched a surprise attack on South Korea. The outbreak of war placed an extra load on the USAF intelligence directorate and, in turn, on the 4203d's photo interpreters. At the same time, target material production for SAC was increasing and the Squadron continued its support of operations in Britain.

However, the war did not derail SAC's plans for a special squadron. Accordingly, the 4203d was discontinued on 16 November 1950. Concurrently, the 544th Reconnaissance Technical Squadron was activated in its place and assigned



**LT COL WILLIAM W. ROBINSON - FIRST 544TH COMMANDER**



to the 3902d Air Base Wing at Offutt. In organizational terms, the 544 RTS was a totally new unit with no formal historical connection to the defunct 4203d. Functionally, however, the activation amounted to little more than a name change. Operations went on without a break as the 544th absorbed the mission, equipment, and personnel of its predecessor. Lieutenant Colonel William W. Robinson, who had previously been assigned as Commander of the 4203d, accordingly assumed command of the new squadron and its force of 61 officers and 354 enlisted personnel.

The original mission of the 544th RTS was to provide SAC and Headquarters USAF with technical services and support through the production and reproduction of target material and intelligence information, preparation of photo intelligence reports, and maintenance of a target materials library and a central library of radar and aerial materials generated by SAC's other reconnaissance organizations. Working directly under the Intelligence staff at Headquarters SAC, the 544 RTS also served as the experimental workshop for other reconnaissance technical squadrons and acted as the test bed for new equipment and techniques. At the same time, a vital new mission was also assumed--electronic intelligence exploitation.

Earlier in 1949, SAC had increased its airborne electronic intelligence collection efforts. There were two broad objectives in the collection of this type of intelligence information. One was to gather raw data having immediate operational applications such as locating enemy radars, determining their functions, and detailing their operational parameters. The other was to record radar signals of research and/or strategic value that would reveal Communist advances in radar technology. That type of highly sophisticated intelligence required the employment of skilled technicians and engineers. To meet these needs, this new mission was assigned to the 544 RTS upon its activation. Concurrent with the activation of the Squadron at Bolling, a unique outfit (designated Detachment 1, 544 RTS) was established at Barksdale AFB, Louisiana to analyze those signals.

While the 544th was stationed at Bolling, it served partially as a monitoring and pioneering organization insofar as new equipment and production were concerned. At that time, the reconnaissance technical aspect of the Air Force was still in its infancy and specially designed and tested equipment was required to facilitate production.

The planned move of the Squadron to Offutt created considerable concern within the Pentagon about photo interpreter assistance for USAF Intelligence--especially in light of the critical information needed to support operations in Korea. Although the 544th was not responsible for providing either personnel or equipment to the USAF Director

of Intelligence or USAF's Photographic Records and Services Division, an agreement was reached to fill the void with temporary duty personnel for at least six months after relocating to Offutt.

While the move to Omaha (originally scheduled for 1951) hovered in the distance, the 544th continued its support of detachment operations at West Drayton. However, the shortage of personnel caused by this commitment severely limited the Squadron's production of target materials for SAC. Colonel Robinson urged General LeMay to have part of the reconnaissance task force returned and was informally assured that more equitable arrangements would be made. On 20 March, the 7th Air Division was activated in England, but it was October before the 3921st Reconnaissance Technical Squadron took over operations at West Drayton and the 544th was able to bring its people home.

As the bond with the Headquarters at Offutt grew stronger day by day, more and more work was being assigned by SAC rather than the Pentagon. Detachment 1, with its ELINT operations, moved from Barksdale to Offutt in March 1951, but the rest of the Squadron functions continued at Bolling. Then, on 19 September 1951, a phone call from Headquarters USAF notified the Squadron that it was to be out of the Washington area no later than 26 October. The 544th immediately notified SAC. SAC, in turn, began efforts to have the move postponed until space was available at Offutt.

In the meantime, the Squadron had to proceed on the assumption that the move would take place by the October date. All personnel worked without regard to hours to prepare the detailed movement plans and accomplish some packing. But by the end of September, the date had been slipped to January 1952.

As plans for the big relocation were refined, it became apparent that a residual force would have to remain in the Washington, DC area to research and reproduce source materials needed for the preparation of target materials. This future detachment began separate operations in December 1951 to develop the precise procedures and operations that would become critical after the impending transfer of the rest of the Squadron to Omaha. Meanwhile, the 544th's airmen continued to dream of the new, modern SAC-style dormitories (with semi-private rooms) promised at Offutt.

## OFF TO OMAHA

The scheduled move was later postponed again until the spring of 1952. The first major step in the transfer came

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PACKING FOR THE MOVE TO OFFUTT BEGAN IN SEPTEMBER 1951

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in March 1952 when Colonel Robinson departed for Offutt to make the initial arrangements for a move the following month. At the same time, the paperwork began to fly fast and thick at Bolling as people processed out and began relocating their families. About half of the Squadron's equipment was shipped that month.

Photo lab vans arrived at Offutt on 12 March. Lab personnel unloaded both heavy and delicate equipment and started the process of setting up a workable unit. As the historian noted: "Morale and interest in this movement. . . (were) surpassed only by eagerness to start the operation of the unit on schedule. It won't be long before the sounds of trucks, hammers, and saws give way to the hum of print dryers and the click of contact printers."

An efficient procedure for briefing all incoming Squadron personnel was quickly devised at Offutt. It operated on a 24-hour basis and furnished everything from security badges to lists of available off-base housing for married members.

About half of the 544th's equipment was shipped during March and people began moving. After a trip that averaged five days, some families found quarters in Wherry housing and others located accommodations in surrounding communities.

A major logistical challenge was the movement of the unit's mountainous collection of classified material. The most sensitive and highly classified documents were flown to Offutt on 7 April, couriered by a senior officer, and turned over to the 544th's Top Secret Control Officer. But the Squadron's voluminous Target Library and other materials could not be so easily dealt with. The decision finally was to send it all by one rail shipment in two sealed steel boxcars. In addition to the protection afforded by the sealed boxcars, the documents were also locked inside safes that weighed several hundred pounds each--when empty.

Getting the heavily loaded safes into the boxcars took a day and a half of sweating assisted by a degree of ingenuity. Then the cars were sealed. One officer and seven airmen accompanied the shipment as couriers and made frequent checks on the door seals throughout the trip. They rode part of the way in a caboose and the rest of the way in a pullman-type car of 1910 vintage.

The shipment pulled out of Washington on 10 April with the document cars and caboose at the end of a 110-car freight train whose freight (for a major part of the trip) consisted mainly of cattle. After arriving in Omaha on 17 April, another day and a half was required for unloading.

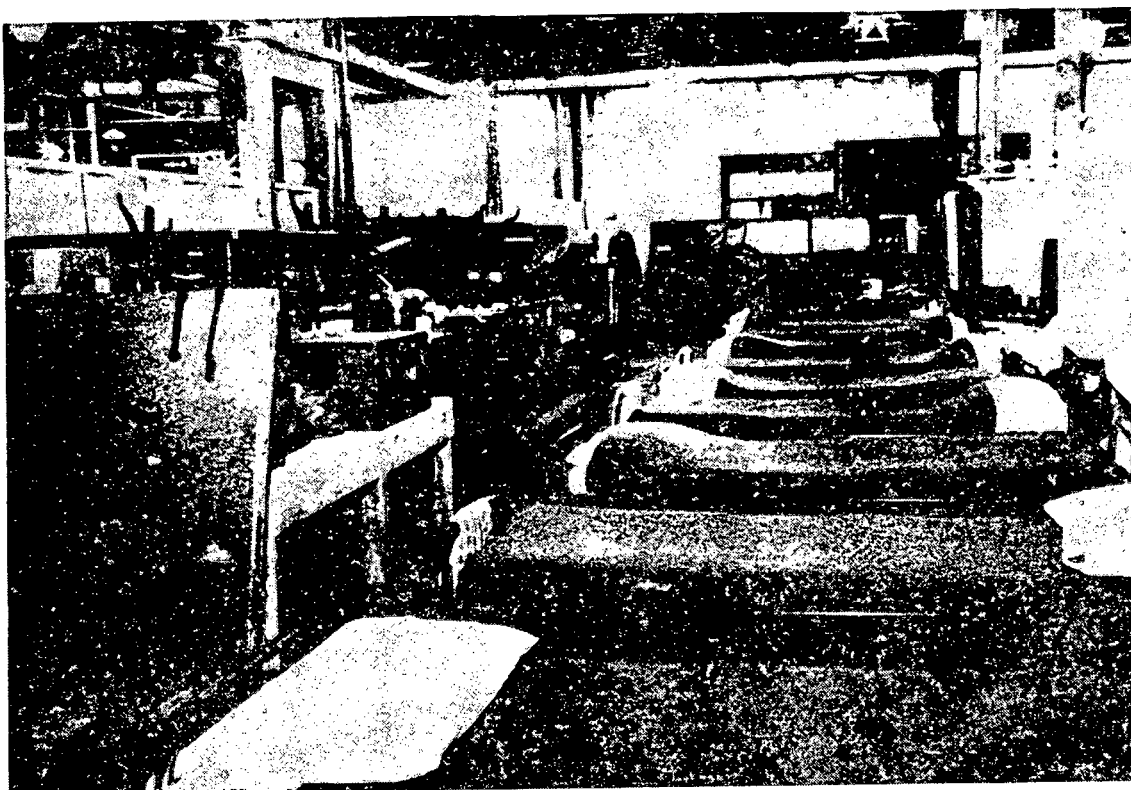
The organizational transfer was officially accomplished on 7 April. Detachment 1, which had moved to Omaha a year earlier, was disbanded and its ELINT operations were absorbed by the Squadron now in place at Offutt. With the discontinuance of ELINT operations as a separate activity, the

small element left behind in Washington was activated as the new Detachment 1. The last van carrying the remainder of the unit's luggage rolled into Omaha on 21 April. The 544th was in its new home at last!

Based on the preliminary relocation literature which had painted an elegant picture of life at Offutt, the majority of the Squadron's airmen had awaited the move with eager anticipation. As the historian of that time reported:

Some months prior to the scheduled arrival of the 544 RTS, plans had been made and construction started for facilities to meet the requirements of the organization . . . . With the scheduled completion of the new type barracks, it appeared that adequate housing would be ready for occupancy on or before 15 April 1952.

But hopes of luxurious living were quickly dashed. The promised new barracks were not even close to being finished and combined working/sleeping areas had been set up inside a monstrous hangar called MOD-B.



COMBINED WORKING/LIVING AREA IN MOD-B

For some, who at Bolling had been located apart from the main unit, there was the routine of getting the feel of new faces, a new squadron, and a new base. Faces that had earlier been buried in the basement of the Pentagon or in the vault of the Bolling Target Library now appeared to many for the first time. But the feelings of nervousness soon wore off as the unfamiliar faces soon became familiar. People that peered at each other over drafting tables during the day, likewise surveyed each other at night from bunks located not many feet away from those same drafting tables.

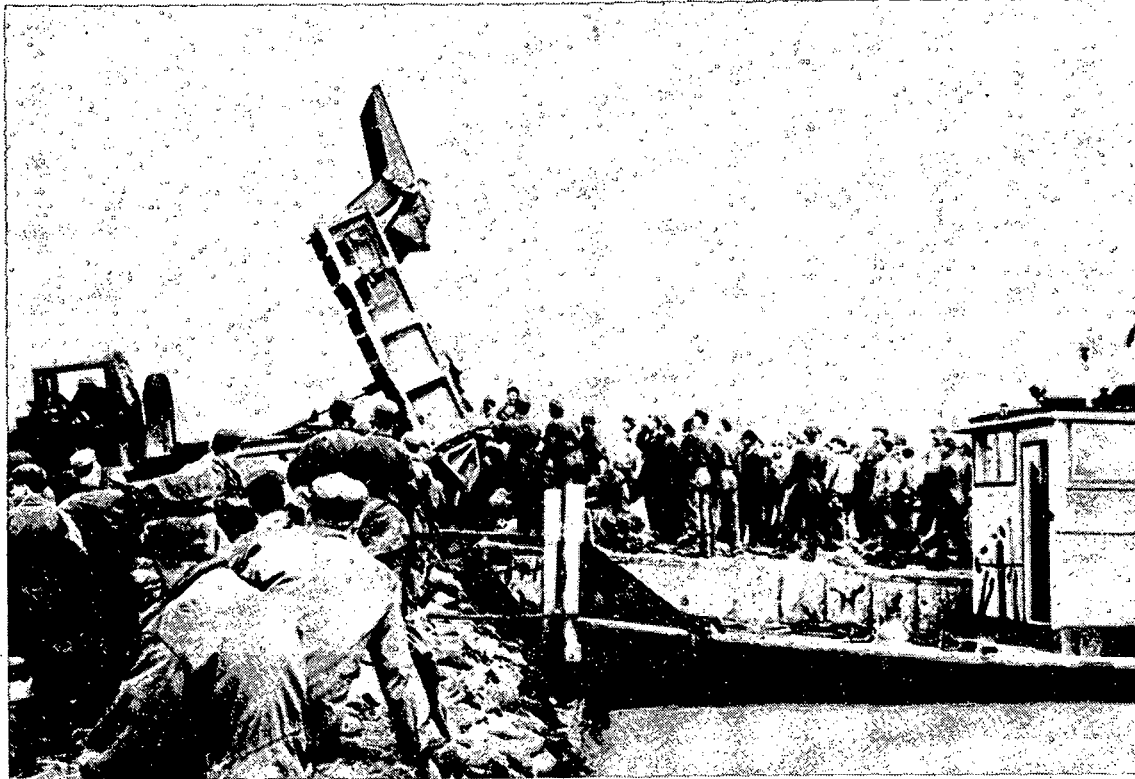
The somewhat disillusioned troops were quickly introduced to the fickle and often violent nature of weather in Nebraska. They had arrived just as Omaha was battling to contain the largest flood in its history. The normally sedate Missouri River--"Old Muddy"--was doing its best to inundate Omaha and the lowlands surrounding Offutt.

Yet, most of the people in the 544th took the situation in stride and managed to look upon it as a great adventure. Airman Second Class Lou Gros Louis, in his memoirs of early life in the 544th, aptly described the Squadron's encounter with Old Muddy:

When we arrived in Omaha the area was under the worst flood conditions in many years and the end of the runway was under water as well as the lower parking lot. Landing short we taxied to a hangar called MOD B, which was to be the home of the 544th. . . . . Taking our gear we were taken inside to an area which was. . . both sleeping quarters and work quarters. We were told to get some rest as we were pulling duty in downtown Omaha piling sand bags and working on the flood. . . . . For some it was piling sand bags on the dikes and for others like myself. . . , we volunteered to go out on the canal on a barge and drop sand bags and I-beams to try and fill holes in the dikes. It was a long night and everyone thought they would sleep for days when they got back to MOD B. Of course this was foolish thinking when you have a crew like the 544th!

But the 544th did more than just put up with the inconvenience caused by the greatest flood in the history of the Missouri River. In cooperation with the Army Corps of Engineers, the Squadron took an active part in Operation Flood Control. To evaluate the flood regions under water,

several survey missions were flown by aircraft of the 91st Reconnaissance Wing. The 544th's laboratory facilities were quickly and efficiently brought up to the necessary operating levels, and the survey film was promptly developed, printed, titled, and plotted. By the 14th of April, the laboratory was operating round-the-clock. Reliefs were arranged, but few slept.



**THE 544TH SUPPORTED OPERATION FLOOD CONTROL IN 1952**

During this period, all personnel worked 12-hour schedules, but that normally slipped into several additional hours. Requirements for sand bagging details became even more demanding. The Missouri finally crested at its all-time high. But thanks to the almost superhuman work on the levees and dikes, the waters were prevented from rushing out to flood additional thousands of acres.

After the flood crisis passed, the 544th's people agreed that they had gained much experience from the operation. They were justly proud of reaching maximum operational efficiency after starting from the bare, unequipped walls of the hangar just thirty days before.

As the river receded, things began to once again take on a semblance of normalcy. By early June, everyone previously quartered in the technical operations area had been

moved to the second floor of the hangar. While this was a small improvement, the conditions remained unsatisfactory. They were not significantly improved until the spring of 1953 when the 544th was finally permitted to move to one floor of a new dormitory.

## EARLY YEARS AT OFFUTT

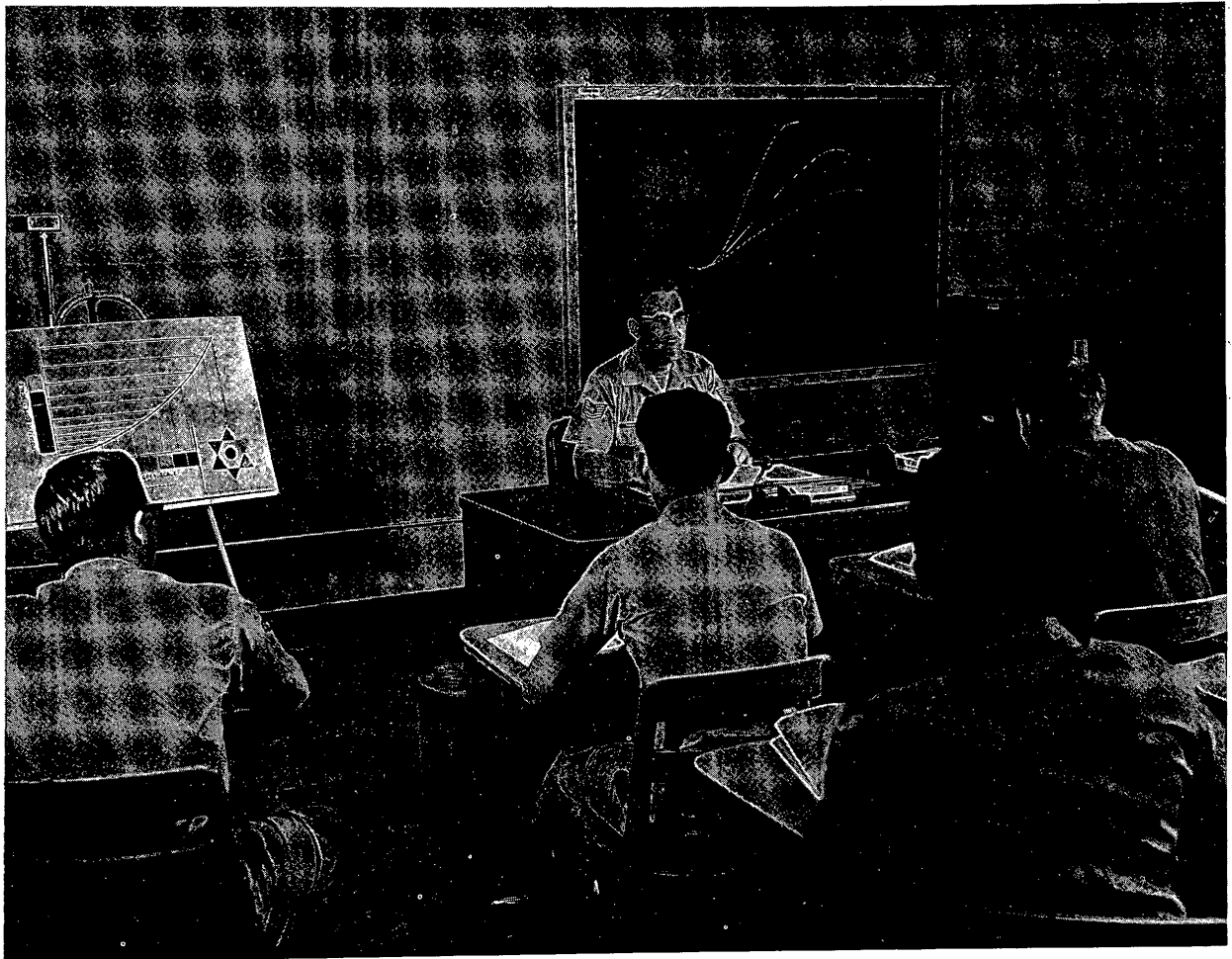
Technical operations continued on the first floor of MOD-B for almost three years before a like amount of work space became available on the second level. While the expansion relieved overcrowding, conditions of extreme heat in summer and wide variations in humidity played havoc with equipment and personnel alike. These difficulties were overcome, to a degree, by working during the very early morning hours and installing various means of humidity control.

During that period, some combat reporting from Korea was being accomplished and the photo interpreters were back in the routine of exploiting radar imagery. But training remained a major problem as the Squadron continued losing experienced people--either through transfer to other reconnaissance technical organizations or separation from the Air Force. The problem was compounded by the fact that practically no formal training was available for the type of pioneering intelligence work being performed by the 544th. Accordingly, the Squadron established its own training program divided between four hours of classroom work and four hours of on-the-job training each day. Additionally, some personnel were sent to a limited number of schools--both military and civilian--that provided instruction in different phases of reconnaissance technical production.

Ingenuity played a vital role in the 544th's early operations since the Squadron was heavily involved in developing and testing new pieces of equipment, new processing techniques, and new intelligence products. On occasion, existing equipment, procedures, or products could not meet operational requirements. When that happened, Squadron personnel fabricated, improvised, or developed new ones and passed the specifications and instructions on to the other reconnaissance technical units. Among these numerous innovations was a copy camera called "THE THING" which was initially devised at Bolling and later replicated at Offutt. Developed by the 544th's photo lab technicians, "THE THING" was capable of copying faster than any piece of equipment being used anywhere in the armed forces at that time.

About this time, the 544th was devising an official emblem for approval by the Department of the Air Force. The winning design was one submitted by MSgt Conway J. Jocks





**IN-HOUSE TRAINING WAS AN ESSENTIAL ELEMENT OF EARLY OPERATIONS**

of the Photomapping Branch. It showed a winged hawk eye symbolizing detailed intelligence search and interpretation from aerial reconnaissance. Its five stars represented the major missions of the unit at that time: mapping, intelligence, reproduction, interpretation, and research. A walled battlement represented national defense dovetailed with air power, symbolized by the blue sky. In the foreground, a checkered field represented the earth's surface, cultivated and barren, bound by a geographic grid. The emblem was approved in January 1953.

Generally, overall production capabilities and requirements gradually increased during those early years at Offutt. The exception was electronic analysis operations which skyrocketed in terms of personnel strength, volume of production, variety of production, and authorized equipment. ELINT support quickly became an increasingly critical factor in carrying out the mission of the Strategic Air Command. However, the Squadron's overall mission--at that time--still centered on the production of detailed air target materials.

At this point in its history, the 544th was organized around four divisions--Intelligence, Operations, Material, and Administration. Additionally, Detachment 1 was still functioning at full speed back in Washington. The five operational branches (Photographic Laboratory, Reconnaissance Interpretation, Electronic Analysis, Photomapping, and Reproduction) remained basically the same as when the Squadron first moved to Nebraska.

## **A NEW HOME . . . FINALLY!**

The organization's first Open House took place in 1956 while the 544th was still conducting its operations in MOD-B. But the new SAC Control Center (Building 500) was nearing completion. The Squadron moved into its new basement facilities in Building 500 during the last week of January 1957. The contrast with MOD-B was dramatic. According to the Squadron Historian, the new reconnaissance technical area was ". . .planned by our own personnel and was laid out in such a manner that the work flow can be easily accomplished in the least possible time."

Some of the initial excitement of moving into the new facility wore off rapidly with the discovery of a few flaws. In late March, heavy snows caused power and communications failures throughout the building. To its utter surprise, the 544th quickly discovered that it was not connected to the Control Center's emergency power. Arrival of summer presented a new problem--the lack of humidity control for

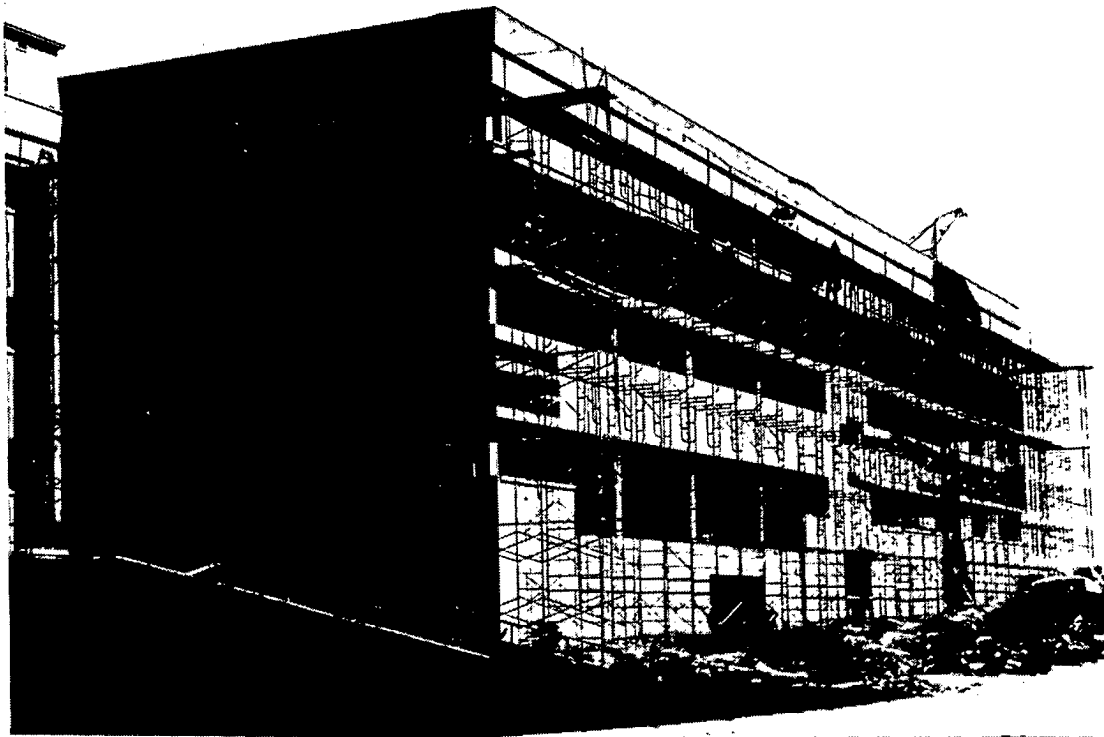
the basement where the Squadron was located. As a result, the paper used in producing air target charts began soaking up the extra moisture and started stretching during the print process.

By that time, however, the 544th had ceased being just an ordinary reconnaissance technical outfit. This was acknowledged with the presentation of the young squadron's first Air Force Outstanding Unit Award. Covering the period of 1 July 1956 through 30 June 1957, the Award cited ". . . meritorious service of great national significance. . . ." and noted that "Quantity and quality of target material production was increased to the extent that it surpassed that of any other reconnaissance technical squadron within SAC." As proud as the 544th's officers and airmen were at that time, few would have ventured to predict that the organization would go on to garner eight more over the next 26 years.



PHOTO INTERPRETATION - 1957

The pace of this evolution increased significantly during 1957 as the Electronic Analysis Division was redesignated as the Electronic Intelligence Division to reflect a major change in mission and capabilities precipitated by the addition of new ELINT collection aircraft to SAC's inventory. Concurrently, many expensive pieces of state-of-the-art electronic equipment were installed to support the division's expanded operations. By the end of the year, the ELINT work load had almost doubled and the space in the basement of the SAC Control Center was beginning to look too small for projected needs. Accordingly, plans were submitted for the construction of a new addition to Building 500 to be occupied solely by elements of the 544th.



CONSTRUCTION OF THE 544 RTG WING - 1959

## EXPANDING OPERATIONS

In the meantime, another challenge for the 544th was just coming into view. SAC was becoming increasingly involved in the development of missiles as a means of increasing its long-range striking power and the Air Force was given sole responsibility for the operation of intermediate and intercontinental range ballistic missiles. Since these were developed for strategic bombing purposes, SAC was assured

a primary role within the Air Force missile program. The 544th's initial missile mission was later proclaimed concisely in the Omaha World Herald: "Gun Sight for SAC Missiles To Be Constructed at Offutt--Will Figure Aiming Data for ICBMs."

Immediately afterward, in April, the SAC Director of Intelligence announced plans for placing an ALWAC IIIE computer in the 544th, along with Nistri Stereo Comparators. The ALWAC was a drum-type memory computer, while the stereo comparators were refined mensuration and viewing instruments. Though the 544th had been experimenting with data automation for several years, the ALWAC represented the first true computer in SAC Intelligence. It arrived and was installed during June 1958.

In the midst of all this excitement, the 544th made a momentous organizational leap. On 11 July 1958, it was redesignated as the 544th Reconnaissance Technical Group (RTG) with assignment directly to Headquarters SAC under the operational supervision of the Director of Intelligence.

Concurrently, several operational centers were established to carry the Group's work load. The Collection Center combined the functions of Detachment 1 (which remained in place at Bolling) and the former Intelligence Library Division. Its mission was to select, evaluate, and disseminate all available source material pertinent to SAC reconnaissance technical operations. The Target Center took over the mission of the Target Intelligence Production Division which was responsible for the "factory work" done by the 544th. The Electronic Center (normally referred to simply as the ELINT Center) provided ELINT support to SAC. The Trajectory Center was not yet in place; it would have the new and unique mission of preparing the target trajectories, flight tables, and target kits required for the Air Force's strategic missiles.

This massive mission expansion was accompanied by a four-fold average increase in target materials production. At the same time, collection activity jumped to new high levels; \$5,000,000 worth of new and complex equipment was installed; and ELINT operations accomplished by the 544th attained even greater emphasis. The Trajectory Center became operational in October 1958 and a flood of people began to pour in as personnel authorizations skyrocketed from 517 in July 1958 to 1,300 by July 1959. As the new people and equipment began arriving, floorspace became an increasing problem. However, no relief was possible until completion of the new 544th addition to Building 500.

## ALL-SOURCE MISSION

The organizational metamorphosis of the 544th into an "all-source" intelligence unit began in late 1959 when the mission was again increased--this time to assume many of the operations previously accomplished by SAC Intelligence. Particularly significant was the added responsibility for performing all-source intelligence analysis. In addition to the detachment already in existence at Bolling, the 544th was also assigned four new detachments scattered around the world. These included two in the United Kingdom, one in Japan, and one in Turkey. Another detachment, this one in Alaska, was added soon after.

To support those new responsibilities, the 544th's organizational structure was once more altered; this time to include a fifth operational element called the Analysis Center. Concurrently, the Collection Center was redesignated as the Data Center and the Photo Exploitation Branch of the Target Center was transferred to provide the nucleus of the new Analysis Center.

The long-awaited move into G-Wing finally materialized in February 1960. The ELINT Center relocated to the second floor and the Data Center moved to the third floor. Portions of the ELINT Center and Trajectory Center occupied the first floor--although most of Trajectory was in the basement. The basement floor of the new wing quickly became home for the new computer equipment that was then beginning to arrive in quantity.

Five months later, the 544 RTG undertook a series of name changes intended to reflect the actual functions of the different centers. As a result, the Data Center became the Data Systems Center; the ELINT Center became the Defense Analysis Center; the Target Center became the Target Materials Center; and the Analysis Center became the Research Center. These were name changes only with no alteration to organizational structure or mission responsibilities.

A particularly significant event in the Group's history occurred on 16 August 1960 when the Secretary of Defense announced the creation of the Joint Strategic Target Planning Staff (JSTPS). Composed of representatives from all branches of the armed forces, the JSTPS was charged with the responsibility for preparing and maintaining a National Strategic Target List and a Single Integrated Operational Plan (SIOP) that would specify which weapons would be committed against which targets in the event of nuclear war.

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ALL-SOURCE ANALYSIS RESPONSIBILITIES WERE ASSIGNED IN 1959

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Creation of the JSTPS precipitated another major expansion of the 544th's mission--particularly within the Research Center. Specifically, the Research Center was given the new task of preparing and maintaining all-source intelligence summaries for the myriad targets the JSTPS had to consider when prioritizing targets and allocating weapons.

In a little over a decade, the size of the 544th had more than tripled and the increased mission responsibilities had outstripped even that phenomenal growth. In late 1960, the detachment in Turkey was discontinued, but it was quickly replaced in early 1961 by a new detachment at Vandenberg AFB, California.

New equipment and upgraded capabilities abounded during this period. The Minicard Data Processing System (which permitted massive storage and expedited retrieval of documents, photos, etc.) was declared operational. In addition, the Defense Analysis Center was trying out a new computer system called the Ferret Intelligence Data Evaluator (FINDER) and the 438L Advanced Intelligence Data System began providing operational support.

## MISSILES IN CUBA

By the summer of 1962, events were gradually building toward an international crisis in which the Group was destined to play an historic part. It came in October. For months, indications had suggested that the Soviets were constructing offensive missile sites in Cuba. Along with the rest of the American intelligence community, the 544th meticulously searched photo coverage of the island and evaluated other all-source data looking for definitive proof. It finally came after a SAC U-2 reconnaissance aircraft, piloted by Major Richard S. Heyser, made a pass over Cuba on 14 October. The resulting photography clearly showed Soviet intermediate range ballistic missiles being installed.

The 544th played a central role in making that historic call. In fact, the high-quality intelligence support provided by the 544th was so timely and complete throughout the crisis that Secretary of Defense Robert S. McNamara was reported as having stated at one point, "The next time I want to know what's going on, I'll ask the 544th."

On 22 October, President John F. Kennedy made a formal demand that the Soviets remove all offensive missiles sited in Cuba. At the same time, he announced the imposition of a naval quarantine of further arms shipments destined for the island. The die was cast and the world waited in anxious anticipation of what would happen next.



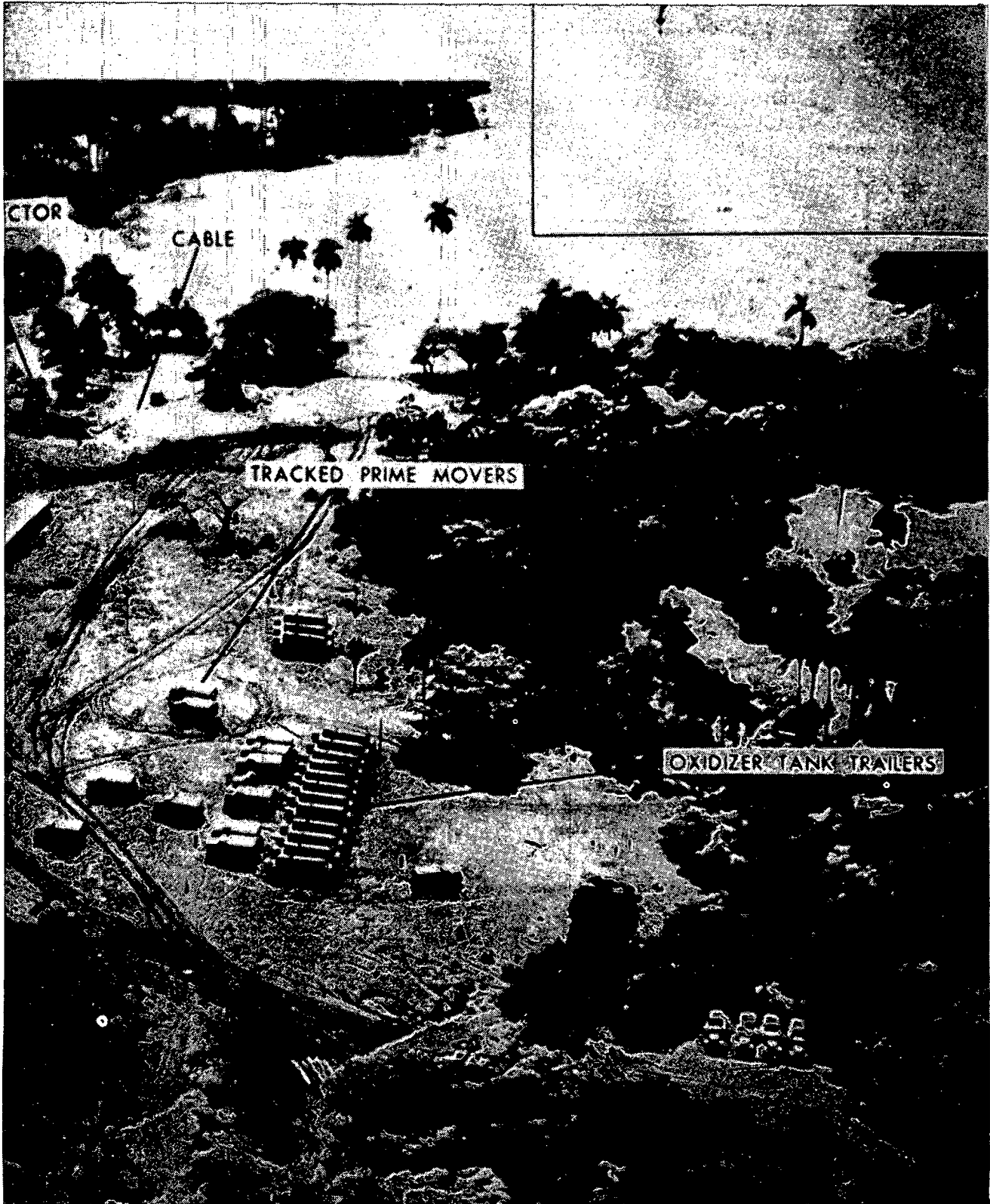
With the President's announcement, SAC quickly intensified its alert posture. Leaves were cancelled, personnel were recalled to duty, and battle staffs began operating 24 hours a day. The Command's B-47s were dispersed, a portion of the B-52 force assumed airborne alert status, additional bombers and tankers were put on ground alert, and SAC's operational force of intercontinental ballistic missiles was prepared to respond immediately. Within the 544th, photo interpreters and intelligence analysts continued working round-the-clock to provide vital intelligence to both SAC and the national intelligence community.



#### CUBAN MISSILE CRISIS SUPPORT - 1962

By the 25th of October, SAC reconnaissance aircraft had joined other forces in searching the seas for Soviet ships bound for Cuba. Two days later, a SAC U-2 piloted by Major Rudolph Anderson, Jr., was shot down while conducting a reconnaissance flight over the island. The situation became increasingly tense as the various response options were considered.

The ice finally broke on 28 October when the Soviet Union agreed to remove the missiles. To the relief of the rest of the world, the showdown had ended and the immediate crisis was over.



IMAGERY OF CUBAN MISSILE SITE - 1962

However, Group personnel continued to be heavily involved in verifying the dismantling and removal of the missile components over the next several weeks. Operations within the 544th remained at the crisis support level with many elements still functioning 24 hours a day. This pace slowed as the crisis receded. By the end of November, most people had returned to their normal tasks--although the Photo Lab was still providing continuous support to the Defense Analysis Center through December, and the Research Center was still analyzing Cuban material.

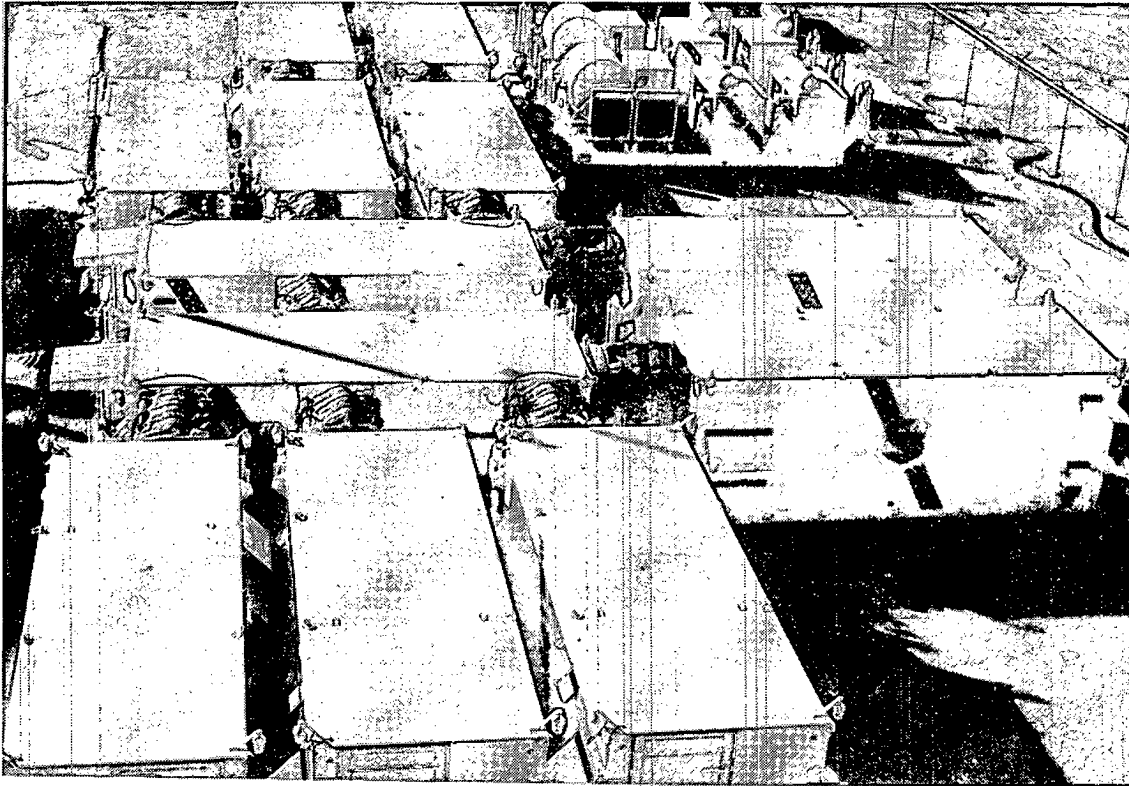
The 544th later received its second Air Force Outstanding Unit Award in recognition of the exceptional support provided during the crisis. But the satisfaction of being proved right had come earlier. Looking back with all the evidence available at the end of October, officials estimated that the first strategic missiles--or parts of them--had begun arriving in Cuba about 10 September and sections of the missiles had started to the launch sites a few days later. This conformed almost exactly with the 544th's initial conclusions.

## GROWING DEMANDS

Following the end of the Cuban missile crisis, the tempo, magnitude, and complexity of SAC collection activities increased dramatically. Those expanded activities were reflected in correspondingly high levels of production within the 544th.

By January 1963, total Group authorizations had climbed to 1,510. The importance of the 544th's mission and its increased size in support of that mission was recognized by granting the organization wing status. Accordingly, on 1 January 1963, the 544th Reconnaissance Technical Group was redesignated as the 544th Aerospace Reconnaissance Technical Wing (ARTW). Colonel Thomas F. Osborne, who was the Group Commander at the time of the redesignation, continued to direct the 544th as its first Wing Commander.

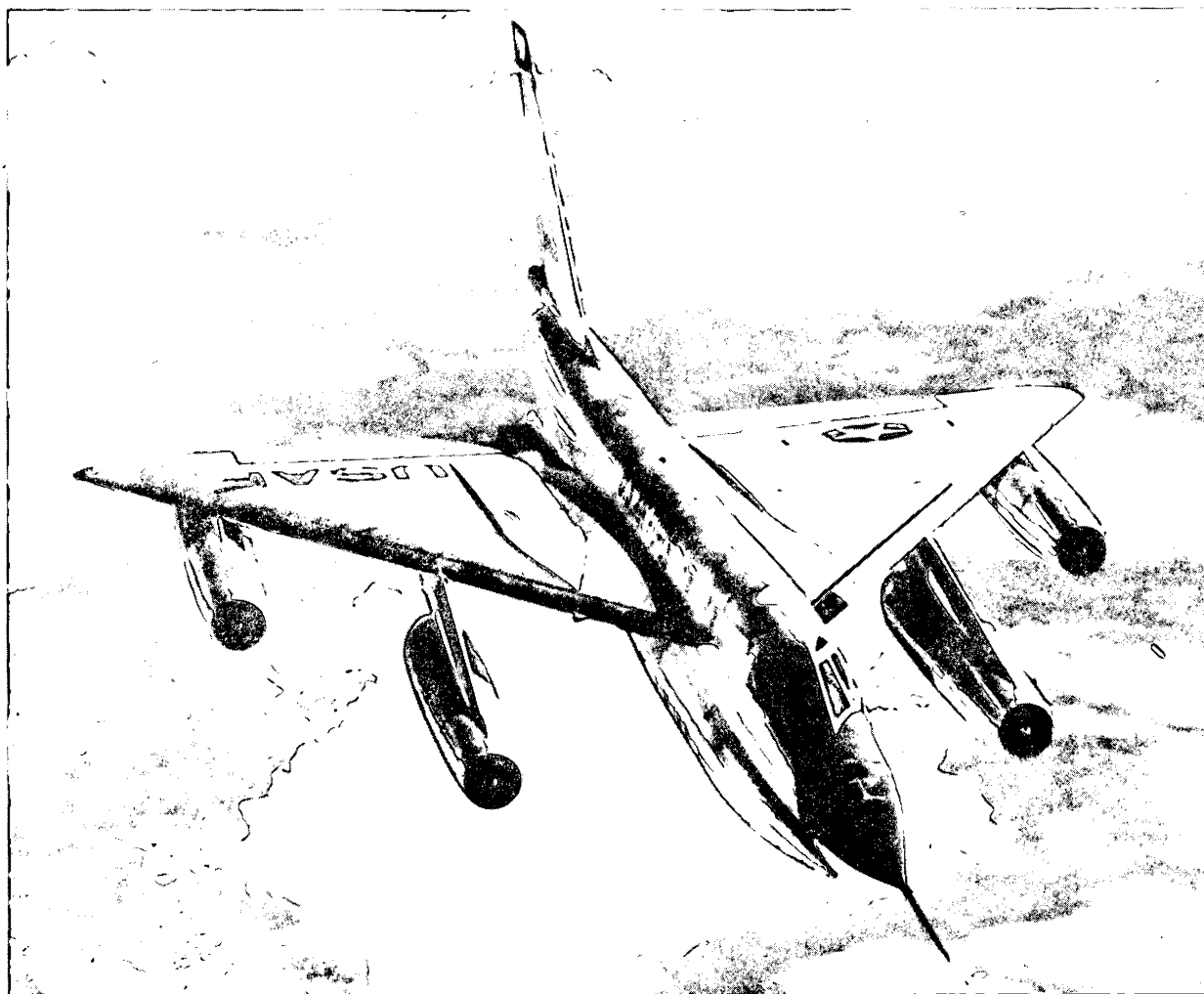
During this period, the escalation of American involvement in South Vietnam produced constantly growing demands for timely intelligence support. A part of the answer was the Strategic Air Relocatable Photographic Facility (SARPF). This was a self-sustaining mobile photo processing facility which could be utilized wherever required as a complete full-time photo processing laboratory or as a backup for existing fixed photo facilities. The 544 ARTW received the first SARPF in September 1964. It was later deployed to South Vietnam where it served with great effectiveness.



**STRATEGIC AIR RELOCATABLE PHOTOGRAPHIC FACILITY - 1964**

A new photo interpretation mission was accepted in 1964 with the introduction of B-58s modified for photoreconnaissance. The first operational B-58 reconnaissance flight took place in late March 1964 following a devastating earthquake in Alaska. During the period of 28 - 29 March, RB-47s and reconnaissance-modified B-58s flew numerous low-level, high-speed sorties photographing damage that had been inflicted on Gulkana, Valdez, Seward, Whittier, and Anchorage. The resulting imagery, exploited by the 544th, proved of great importance in assessing the damage and assisting rescue teams.

By November 1964, another 544th detachment had been activated--this one at Beale AFB, California. As a result, authorized personnel levels reached an all-time high of 1,601. However, the requirement to man these outposts began to decline in 1965 with the discontinuance of detachments in Japan, the United Kingdom, Alaska, and at Vandenberg AFB. In the meantime, the 544th was committing large portions of its assigned personnel to support temporary duty requirements in Southeast Asia.



**B-58 PHOTORECONNAISSANCE OPERATIONS BEGAN IN 1964**

Ever since 1958, the 544th's operations had been accomplished by personnel assigned to various "Centers." In 1968, however, Headquarters USAF directed that "Center" nomenclatures be changed to "Division." Throughout 1969, the 544th and Headquarters SAC made numerous attempts to get an exception to this policy--but to no avail. After exhausting all avenues of appeal, the 544 ARTW operational centers were redesignated as "Divisions" on 12 January 1970.

January 1970 additionally marked the transfer of even more SAC Intelligence functions to the 544th. These new responsibilities included Chart Production Control, Contingency and Future Target Planning, the Airborne Data Automation Project, operation of the 1410 Computer Complex, and maintenance of a special supply account.

During April and May of 1970, the 544th's target materials production activities relocated to Building 301-D (the old Martin Bomber Plant) on the other side of Offutt. This was done to consolidate all target materials production in one area. Previously, this work had been dispersed between Building 500, Building 301-D, MOD-A, and MOD-B.

Major upgrades to the Wing's automated intelligence data handling capabilities also occurred that year. Up until this time, the 544th had employed an assortment of different computers (an IBM 7094, two IBM 1401s, a Control Data Corporation 3800, and a Control Data Corporation 160) in accomplishing its increasingly complex mission. Those systems, however, soon became saturated with work. Accordingly, they were replaced with an IBM 360/85 to support ELINT analysis and missile targeting. With four processor storage units, this third-generation system had a storage capacity of 466.8 million characters and the ability to operate 15 different programs simultaneously at a maximum speed of 12.5 instructions per second. Since it became operational in July 1970, SAC appropriately named it System 70. At the time, System 70 had the distinction of being the largest computer system of its kind in the entire Department of Defense.

As System 70 was beginning operations, a separate system called PACER (Program Assisted Console Evaluation and Review) was completing its final months of test and evaluation. Consisting of a General Electric 635 central processing unit and 48 remote consoles, PACER provided the Wing with automated capabilities to perform order of battle analysis, photographic interpretation, and selected ELINT functions using a single, integrated data base. When PACER became operational in November 1970, the Wing was able to manipulate intelligence data in ways never before possible. This system eventually evolved into what is known today as the SAC On-Line Analysis and Retrieval System (SOLARS).



SYSTEM 70 - 1970



PACER - 1970

## BIRTH OF THE SQUADRONS

In early 1971, the 544 ARTW Commander directed that a study be accomplished to develop an organizational alternative that could be adopted to provide better management of the Wing's personnel. The problem was that the 544th--with more than 1,500 people authorized--had grown too large to be effectively managed from an administrative standpoint. Under the current "division" structure, the vast majority of formal administrative and disciplinary actions could only be accomplished at the Wing Headquarters level because they required "Commander" action. Since the divisions were not assigned commanders, the 544 ARTW Commander had to assume the entire burden. The problem was further aggravated by the requirement to manually sort through and redirect personnel paperwork down to the individual divisions.

The resulting study presented four possible options. The one finally selected called for the creation of four distinct squadrons--a Data Systems Squadron, a Defense Analysis Squadron, a Target Materials Squadron, and a Research Squadron. This arrangement offered the advantage



of having four "Squadron Commanders" to handle many of the routine responsibilities of command and permitted the automatic distribution of personnel paperwork directly to the squadrons without having to be sorted and redistributed by the Wing first. Accordingly, a formal request for reorganization under a squadron structure was forwarded to Headquarters SAC. It got no further due to a temporary moratorium on the reorganization of reconnaissance and intelligence activities.

While the reorganization request was collecting dust, consolidation of the Research Division and Defense Analysis Division was undertaken. Over the years, these two divisions had grown independently and in relative isolation with little or no thought to the personnel, structural, or intelligence benefits that could be gained from consolidation. It was believed that combining certain functions would result in more efficient use of personnel and floorspace. The driving force, however, was the desire to provide the 544th's ELINT analysts with on-line access to the new PACER system. Location was the big problem since the PACER equipment was situated in the basement while the Analysis Branch of the Defense Analysis Division was located on the third floor. Collocation of ELINT analysts with the photo interpreters in the basement was the only logical alternative.

Such a move offered several significant advantages such as more efficient use of the limited space in Building 500, more timely updates to the PACER data base, and the immediate availability of PACER to support ELINT analytical operations. Another was the overall benefit of consolidation as it impacted the basic missions of the two divisions. This revolved around a theory called "Analysis of Entity" which held that operations could be improved if all intelligence was processed and exploited in one division, but evaluated and analyzed in another. Basically, this provided the Research Division with new responsibilities for processing and exploiting raw intelligence data, while the Analysis Division (the new name) performed the integration and analysis of all-source intelligence. This internal reorganization and realignment of functions, which went into effect on 1 October 1972, served as the basic structure for the future creation of the squadrons.

Meanwhile, the idea of reorganizing the Wing to accommodate a squadron structure had not died. Problems cited in the 1971 reorganization request were mirrored in the findings of a SAC Inspector General (IG) Management Effectiveness Inspection in November 1972.

That report provided the Wing Commander with the ammunition he had been waiting for since October 1971. Backed by the formal IG findings, paperwork was again submitted requesting reorganization under a squadron concept. This request,

however, was slightly different from the previous one. With the earlier consolidation of division functions, only three squadrons were now required. Under the new proposal, the Research Division would become the 544th Intelligence Exploitation Squadron; the Analysis Division would be converted into the 544th Intelligence Analysis Squadron; and the Target Materials Division would become the 544th Target Materials Squadron.

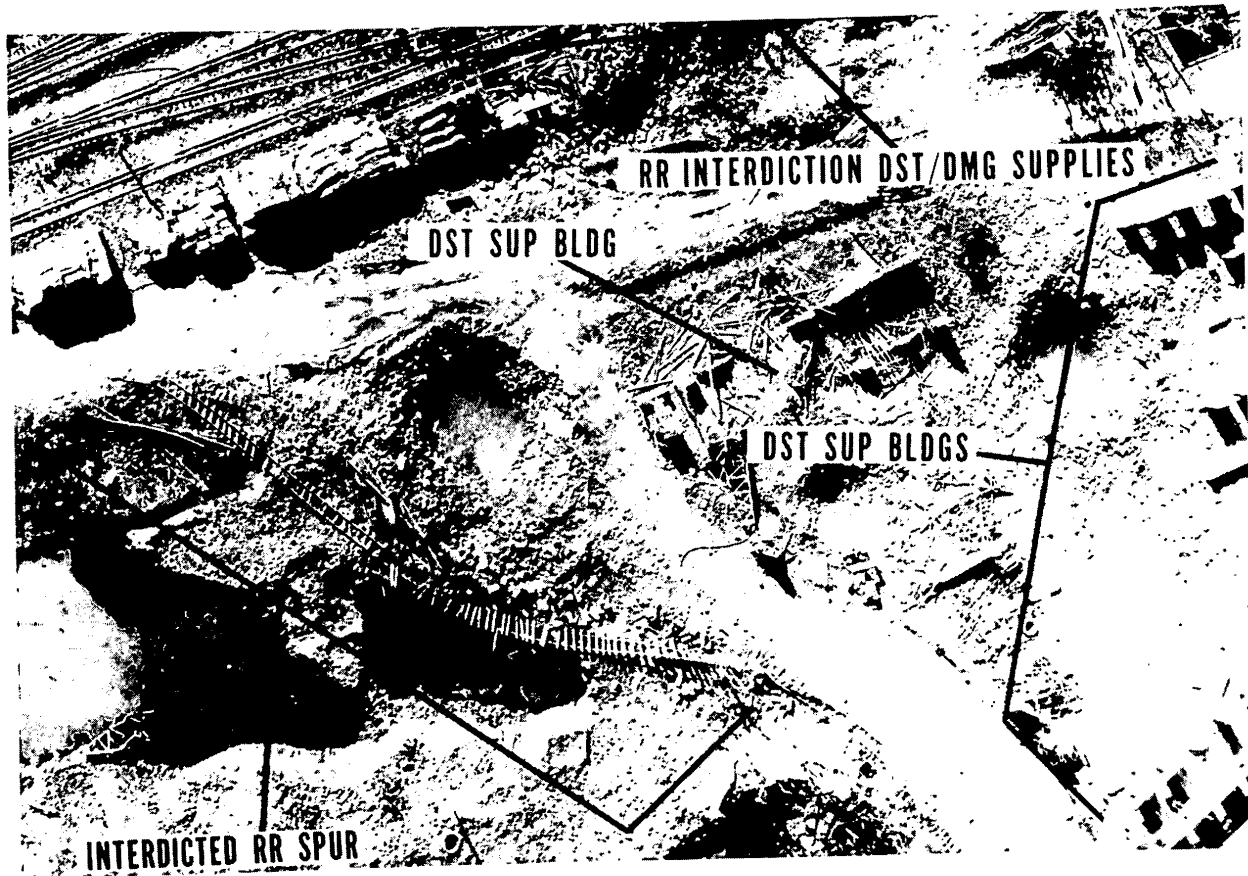
This time, the plan encountered no major roadblocks and quickly won approval. Accordingly, those three operational divisions were dissolved and the 544th's three squadrons were activated on 1 October 1973. The Trajectory Division, never a part of the reorganization effort, remained assigned directly to the Headquarters Squadron Section.

## ADDITIONAL RESPONSIBILITIES

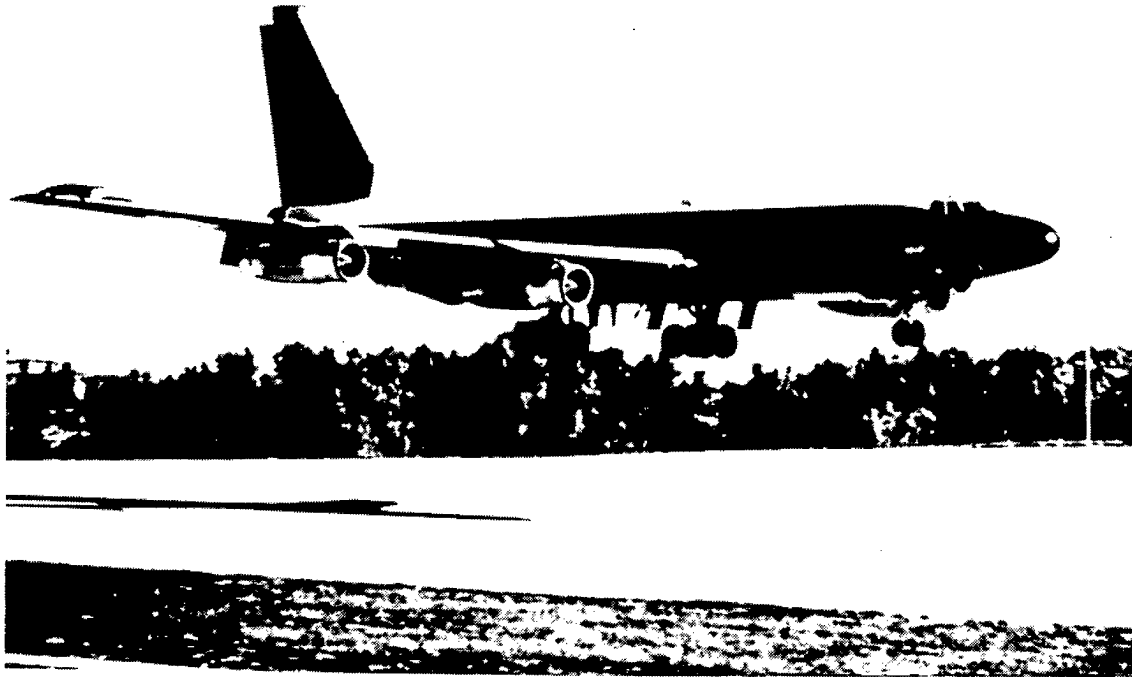
During the almost three years that it took for the squadron concept to develop from its embryonic stage to final activation, the Wing continued to provide exceptional support for SAC and National requirements. Mission taskings jumped significantly with the advent of COMBAT SENT RC-135 operations in 1972. While support of the Single Integrated Operational Plan had grown steadily since 1960, intelligence support for Southeast Asia activities (in particular SAC LINEBACKER bombing operations) demanded an increasingly larger share of the Wing's time and resources. The Data Systems Division--which had previously operated all of the SAC intelligence computers--was discontinued on 1 July 1972 and a large segment of the division's personnel was reassigned to Headquarters SAC as part of a major data automation consolidation. That same day, the 544th assumed Emergency War Order responsibilities from the 9th RTS. By the end of 1972, all of the Wing's detachments had been discontinued--except Detachment 1 at Bolling. As a result, authorized personnel levels continued a downward trend. From a high of 1,601 authorizations in 1964, the numbers were down to 1,185 by the beginning of 1973.

The withdrawal of American forces from Vietnam in 1975 produced drastic cuts in the overall defense budget. The Air Force was given its share of the cut back burden and responded by ordering a 25 percent reduction in unit manpower authorizations.

For the 544th, already short of experienced personnel, the scheduled reductions took on crisis proportions. The Wing's Exploitation and analysis requirements had just recently skyrocketed with the addition of BURNING WIND RC-135



**LINEBACKER EXPLOITATION**



#### **BURNING WIND AND COMBAT SENT OPERATIONS INCREASED TASKING**

missions in 1974. Additionally, imagery exploitation taskings had increased dramatically in response to National-level direction. Those expanded missions were accompanied by new and larger requirements in support of the National Strategic Target Data Base, and scheduled major increases in ELINT activities, precision photo processing, and required support for a new imagery system.

Efforts by the Wing to moderate the cuts and obtain stabilized manning were generally unsuccessful. Eventually, 180 slots were eliminated with the bulk of those cuts taken in the administrative and support areas. Reductions in the hard-core production specialties were kept to a minimum. The cuts, however, were only in the "authorized" levels. With the previous requirement to provide temporary duty personnel in support of Southeast Asia activities and a history of chronic undermanning, the Wing had seldom managed to have more than 75 percent of its authorized force available at Offutt at any one time. Accordingly, the impact was felt more in the "books" than on the operations floor. In fact, the number of people actually available for duty increased slightly by the time the reductions were fully implemented. As a result,

the 544th was able to absorb the new responsibilities laid upon it without having to significantly cut back in other operational areas.

In the late afternoon of 6 May 1975, a devastating tornado ravaged its way through the business and residential sections of Omaha. Disaster sirens sounded as radio and television stations warned of the immediate danger. Thanks to the advanced warning, only three people were killed in what was called the "most destructive tornado in recorded history." Within the Wing, there were no injuries and only a single case of property damage reported. While the tornado was of little historical interest from a mission point of view, it became an indelible memory for the people of the Wing who lived through it. Almost 23 years earlier, the 544th had turned out in strength to help fight back the great flood of '52. In 1975, it again turned out in fatigues--this time to assist in the cleanup of the tornado-ravaged areas of Omaha.

## A NEW ERA

Over the next few years, the Wing grew rapidly in terms of increased mission responsibilities and the installation of new state-of-the-art processing and exploitation equipment. These ushered in a whole new era of intelligence operations as the term "near-real time" became increasingly synonymous with the 544th's activities.

A \$1.6 million construction effort in the Wing's photo processing facility, begun in June 1975, was completed in October 1976 to support a newly-assigned National mission. During that same period, major new equipment was also installed in the imagery exploitation area to support near-real time operations and to provide interim automated mensuration capabilities.

In addition to the new National processing mission, the 544th was also assigned Delegated Production responsibilities for the maintenance of offensive and defensive order of battle data within selected geographic areas. This immense new mission was taken on without the benefit of additional personnel to support it. Parallel Delegated Production operations with the Defense Intelligence Agency began in 1977 and the Wing was assigned formal responsibility for its portion of the program in February 1978.



**NEW PRECISION PROCESSING MISSION - 1976**

A major reorganization of the intelligence structure within SAC Headquarters was required in 1977 to support those new responsibilities. In that action, policy guidance and direction functions were retained by the SAC staff while all exploitation, analysis, and production tasks were centered in the 544th. With the advent of the reorganization, experienced analysts from the SAC Intelligence were moved to the 544th and given additional responsibilities as supervisors.

Over a period of less than three decades, the 544th had grown from a small squadron providing limited reconnaissance technical support for SAC to a large multifaceted intelligence wing supporting SAC, the Joint Strategic Target Planning Staff, and various National agencies. As a result, the "reconnaissance technical" nomenclature had gradually lost its meaning in reflecting the true mission of the unit. After considerable discussion, a new name was approved and the 544th Aerospace Reconnaissance Technical Wing was redesignated as the 544th Strategic Intelligence Wing on 15 October 1979.

On the heels of that redesignation, the Wing's organization was restructured in February 1980 to include the addition of two deputes--Strategic Targeting Intelligence

Center (STIC) and Operations (DO). The STIC was established to consolidate the previously fragmented war planning functions while concurrently providing a coherent SAC management structure for those people who had dual responsibilities within both the Wing and the JSTPS. Creation of the Operations deputation was intended to produce more effective management authority and more efficient control of the 544th's production activities and assets. With the responsibility for daily management of the three production squadrons vested in the new Deputy Commander for Operations, the Wing Commander was left free to devote more time to overall management of the 544th.

## INTO THE FUTURE

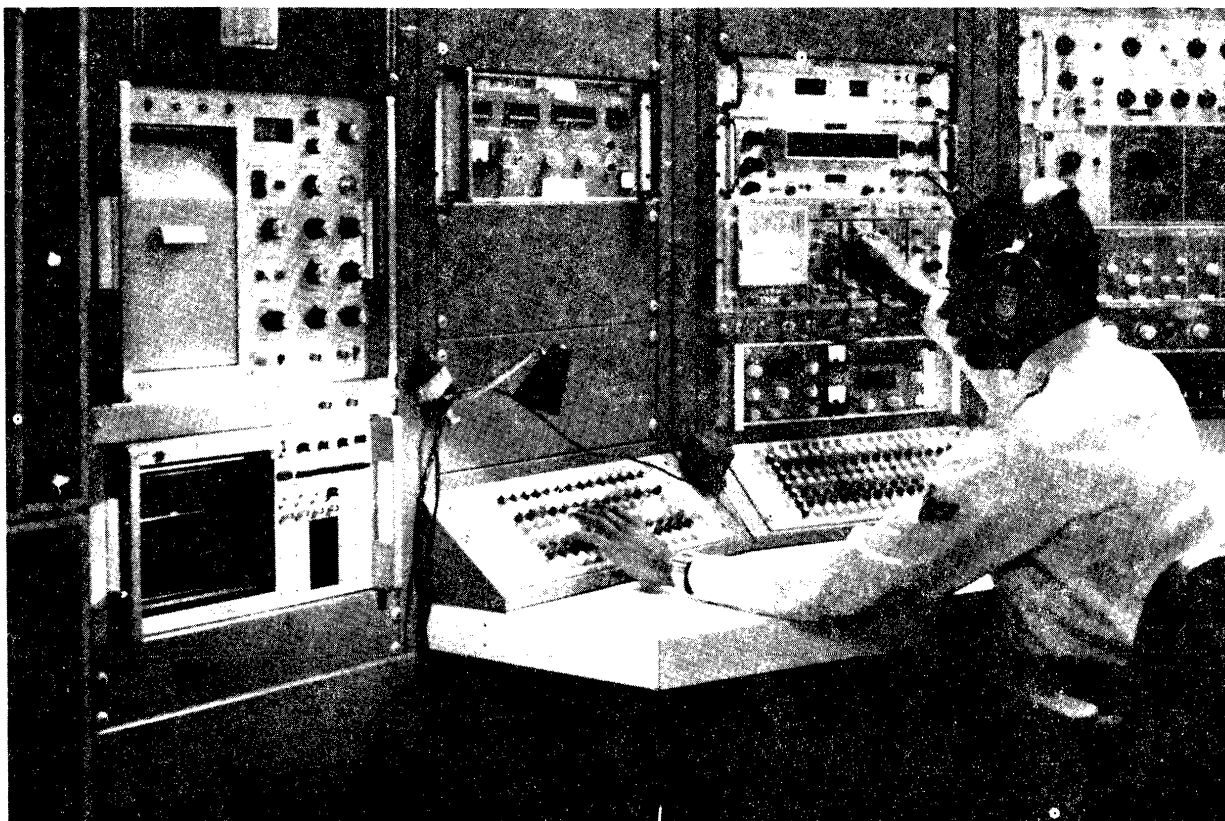
The direction taken by the Wing during the first half of the 1980s was driven by vastly expanded mission requirements and the scheduled dramatic increase in data to be collected by improved reconnaissance systems. Those systems, to become operational in increments by the end of the decade, mandated implementation of a variety of interactive and stand-alone exploitation capabilities to handle the anticipated flood of near-real time information.

Improvements in the capabilities of ELINT collection systems produced huge increases in the quantity and quality of intercepted signals. Within the 544th, this was met by the installation of new high-technology equipment to facilitate improved exploitation and dissemination of the resultant intelligence.

In the imagery exploitation arena, softcopy systems (that permitted the display and manipulation of high-quality digital imagery on a television-like screen) were installed and evaluated. One of those, the Image Data Exploitation (IDEX) System, began operational use in the 544th during 1983. To support future operations in conjunction with the advanced reconnaissance systems, IDEX-1A upgrades were completed in late 1984 and planning for an even more sophisticated IDEX-II version was undertaken. Similarly, requirements were established for fixed and deployable digital softcopy capabilities to support contingency operations and deployments of the SAC Headquarters Emergency Relocation Team. The ability to more quickly and accurately determine precise measurements of items depicted in reconnaissance imagery was provided by the activation of two new mensuration systems during this period--the Automated Mensuration System in 1983 and the Precision Mensuration System in 1985.

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ELINT EXPLOITATION - 1983

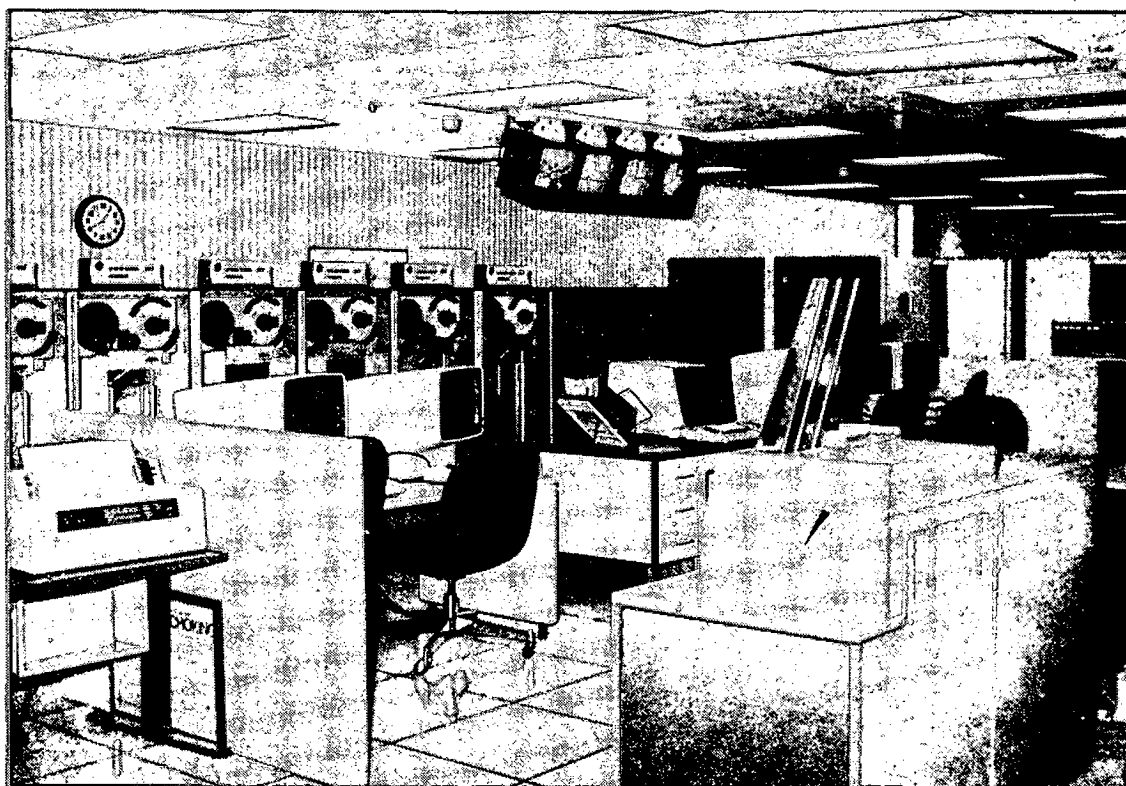
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NINTH AIR FORCE OUTSTANDING UNIT AWARD - 1984

While System 70 and SOLARS had provided adequate data automation support for intelligence operations during the 1970s, they did not have the capabilities required to handle the expanded demands of the future. Accordingly, a project known as the Intelligence Data Handling System of the Mid-1980s (IDHS-80) was undertaken to replace the System 70 and SOLARS equipment with two IBM 3081 central processors, associated remote terminals, and more powerful interactive software. Installation of the IDHS-80 mainframes and peripherals was completed between April 1982 and July 1983. Transition of the required computer programs--necessitating conversion of approximately one million lines of code--was undertaken in two increments designated Partition I and Partition II. Partition I (which contained the Imagery Exploitation, Collection Management, and Command Support programs) became operational in July 1984. Implementation of Partition II is scheduled for 31 December 1985.



IDHS-80 1984

Intelligence requirements over the past three decades had been driven by a generally static threat and relatively inflexible, hard-wired weapons systems. The war planning process was accordingly characterized by major annual reviews and revisions to the war plan. Deterrence in the future, however, depended on SAC's ability to cope with sophisticated new strategic relocatable systems and significantly reduced warning times by rapid retargeting and

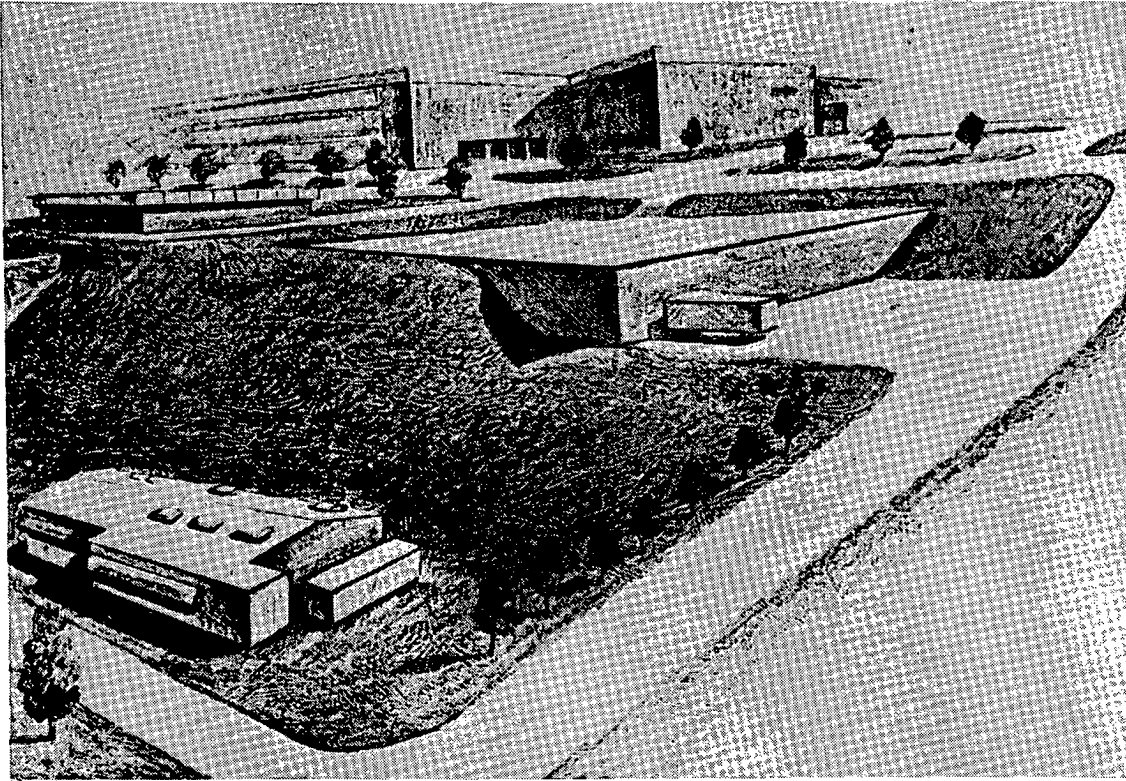
improved indications and warning capabilities. For the 544th, the mission had previously revolved around describing fixed enemy forces in terms of order of battle or the number of various weapon systems on hand. But that was beginning to change.

While data basing enemy force structure remained fundamental to the 544th's mission, the new requirements expanded that mission to include responsibilities for identifying and tracking strategic relocatable targets to support adaptive retargeting. Additionally, the Wing was tasked to support indications and warning analysis of key threats driving the warning problem of Soviet attack on North America. Added to those responsibilities was a major expansion of its National mission support. The combination of these new missions and the near-real time data explosion demanded a totally new approach to the production of strategic intelligence.

To provide increased efficiency within both the support and production areas, the Wing Commander directed a reorganization of functions throughout the 544th. The previously separate activities accomplished by the Resource Management Division, Systems Division, Logistics Division, and the Target Materials Squadron's Material Management Branch were placed under the control of a newly-created Resource Management deputation in October 1985. Within the intelligence operation areas, all-source analysts and imagery interpreters were collocated to form dedicated "Force Structure" and "Force Posture" teams. Under that new concept, the force structure people focused on the static threat while the force posture teams directed their efforts toward the identification and tracking of dynamic threats. At the heart of the new Force Posture concept was the first use of experienced "Desk Officers" beginning in October 1985. These operations were scheduled to expand to round-the-clock coverage seven days a week in 1986.

Difficulties generated by those vastly expanded responsibilities were compounded by the lack of available space to support the projected increases of personnel and high-technology equipment. Over the years, Building 500's G-Wing (which was built specifically to house the 544th's operations) had been assigned several new non-544th tenants. As a result, various 544 SIW activities were forced out and squeezed in together in myriad separate vaults throughout Building 500 and across the base in Building 301-D. This created serious space problems--especially with the advent of new systems and greatly expanded missions. Accordingly, planning began in late 1984 for the construction of a 50,000 square foot facility adjacent to Headquarters SAC. That building, called the Strategic Analysis Applications Center, was designed to support adaptive planning through

near-real time intelligence analysis and rapid electronic countermeasures reprogramming. Occupancy of this critical new facility is projected for 1988.



**ARTIST CONCEPTION OF STRATEGIC ANALYSIS APPLICATIONS CENTER**

With 35 years of distinguished service to SAC and the National community behind it, the 544th Strategic Intelligence Wing looks to the future with the conviction that it will continue to serve as the keystone of effective deterrence.

# COMMANDERS



LT COL WILLIAM W. ROBINSON 1950-1953



LT COL GEORGE T. HICKS 1953-1957



LT COL WESLEY F. WALLACE 1957-1958



COL DONALD H. AINSWORTH 1958-1962



COL THOMAS F. OSBORNE 1962-1966



COL HERBERT W. LADD, JR 1966-1970



COL WALTER B. KAMP 1970-1973



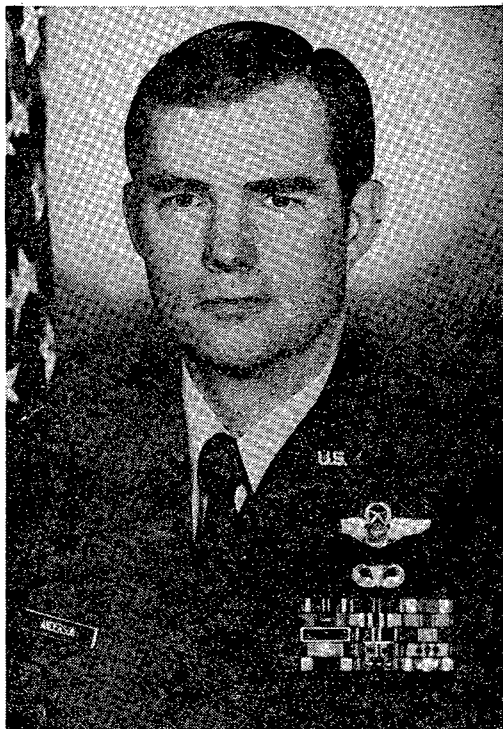
COL ROLAND E. SABOURIN 1973-1974



COL MAYO H. NIELSEN 1974-1977



COL EDWARD J. HEINZ 1977-1979



COL DAVID D. ANDERSON 1979-1980



COL C. NORMAN WOOD 1980-1981



COL MARK A. DELANEY 1981-1984



COL HAROLD R. NEAL 1984-



**AIR FORCE OUTSTANDING UNIT AWARDS**

1 Jul 56 - 30 Jun 57	DAFSO GO-4	12 Jan 58
1 Sep 62 - 30 Nov 62	DAFSO GB-63	28 May 63
1 Jul 67 - 30 Jun 68	DAFSO GB-573	1 Nov 68
1 Jul 69 - 30 Jun 71	DAFSO GB-10	26 Jan 72
1 Jul 71 - 30 Jun 73	DAFSO GB-827	14 Nov 73
1 Jul 73 - 30 Jun 75	DAFSO GB-057	14 Jan 76
1 Jul 75 - 30 Jun 77	DAFSO GB-151	7 Mar 78
1 Jul 77 - 30 Jun 79	DAFSO GB-725	30 Nov 79
1 Jul 81 - 30 Jun 83	DAFSO GB-900	18 Nov 83

