



QUICK LOOK REPORT #1

TASK FORCE *ENDURING LOOK*



March 2002

Quick Look Reports: A Primer



WHO WE ARE AND WHAT WE DO

In October 2001 the Air Force Chief of Staff stood up Task Force *Enduring Look* to

accomplish “Air Force-wide data collection, exploitation, documentation, and reporting” for the Air Force’s efforts in the worldwide war on terrorism. Current activity includes Operations *Noble Eagle* and *Enduring Freedom*. Our mission is threefold:

- Provide superior support to the warfighter.
- Tell the Air Force story during these operations.
- Properly recognize lessons learned during and at the conclusion of these operations.

Task Force *Enduring Look* is directed by Brigadier General (S) Jim Hunt, and reports to the Vice Chief of Staff, General Robert H. “Doc” Foglesong. Task Force *Enduring Look* has designed a series of outputs that will be timely, responsive, and relevant to the Chief’s charter. Among these will be a series of “Quick Look” reports on issues pertinent to the Air Force’s continued prosecution of the war effort.

WHAT ARE QUICK LOOK REPORTS?

“Quick Look” reports are three to six page reports assessing a specific functional issue of key interest to airmen. Quick Look reports are intended to tell a story, capture lessons, and get important ideas back to the field. Topics can be generated in a variety of ways. They may emerge

from higher headquarters tasking, from requests for information or analysis, or from suggestions solicited and vetted from the field directly to Task Force *Enduring Look* team members. The analytic standard for Quick Look reports is “to get them at least 80 percent right,” in order to get them into professional discourse quickly. But, the task force reserves the right “to get smarter.” In time the task force will roll the validated insights of Quick Look reports, based upon additional analysis or discussion, into the more comprehensive Interim and Capstone Reports. Since most Quick Look reports will address operational matters, they will normally be classified.

TOPICS

While Quick Look report topics are not all-inclusive, they represent important subjects for analysis. The list of topics will remain a “living document,” because study efforts must evolve to meet multiple needs of higher headquarters and capture the discovery of new insights. Here is the initial list of proposed Quick Looks:

Quick Look 1 – A Primer. This unclassified Quick Look provides detailed information to the recipients on what to expect from Task Force *Enduring Look*. It tells the Air Force how to communicate with us, how to integrate and vet inputs, how to highlight successes, and how to help with our efforts. It explains the format and purpose of the Quick Look reports and provides an avenue for feedback.

Quick Look 2 – Combat Support and Expeditionary Basing. Quick Look 2 will provide the Air Force with the first topical output of the

task force. This report will tell the Air Force's story on deploying to austere airfields in support of *Enduring Freedom*.

Quick Look 3 – Command and Control Above the Wing Level. Quick Look 3 will consider the manifold coordination and manning difficulties associated with the proliferation of staffs, the challenge of running a major air campaign in a theater that has multiple command layers, and questions of theater versus functional responsibilities.

Quick Look 4 – Global Reach Laydown. This report will address the issues of deployment and sustainment to distant regions. Its focus will be on the way the Air Force deployed, connected, bedded down, and sustained expeditionary forces throughout the theater of operations.

Quick Look 5 – Eyes on the Ground. This Quick Look will tell the Air Force's story of the role of its Special Operations Forces and their actions in the theater. Likely areas for discussion include AFSOC coordination with command authorities and the value added by forward deployed teams to the CAOC and air combat operations.

Quick Look 6 – Time Sensitive Targeting. This Quick Look will examine the Air Force's success in finding, fixing, tracking, targeting, engaging, and assessing enemy targets in the Afghan campaign. It will consider "kill-chain" enhancements and constraints associated with *Enduring Freedom* to include supporting C4ISR architectures, decision processes, and execution successes and problems.

Quick Look 7 – Mobilization and the Total Force. This Quick Look will focus on the call-up of Reserve and National Guard forces to support Operation *Enduring Freedom*. The Total Force was particularly important in ensuring the success of the air defense mission of Operation *Noble Eagle*, as well as the Air Force's deployment phase, including air mobility and air refueling. But mobilization did not occur without problems.

Other potential Quick Look topics being considered include:

- The Use of Unmanned Aerial Vehicles
- Humanitarian Operations

- Air Refueling Support to Joint Expeditionary Forces
- Coordinating Special Operations and CIA Operations
- Interoperability
- Coalition Operations with Indigenous Forces
- LD/HD Roles and Considerations
- Jointness at the CAOC and Component Commands
- Effects-Based Operations
- AFFOR Responsibilities and Dual-Hatted Staffs
- Crisis Response and Disaster Response
- Expeditionary Air and Space Forces

NOMINATING QUICK LOOK TOPICS

The task force encourages anyone with a useful perspective or functional insight to nominate topics for consideration. Task Force *Enduring Look* will maintain both classified (*.smil.mil) and unclassified (*.mil) web sites, which will contain web-enabled pages to submit Requests for Information (RFI) and Analysis (RFA).

Quick Look reports are produced for the Air Force at-large. Task Force *Enduring Look* will examine validated RFAs to determine whether such requests are suitable for Quick Look topics. If individuals or units wish to nominate specific topics for Quick Look reports, they should use the web-based RFA request system or submit nominations via unclassified email to enduring.look.RFI@pentagon.af.mil or classified SIPRNet email to enduring.look.RFI@af.pentagon.smil.mil. Certain limitations apply. Task Force *Enduring Look* establishes reporting priorities, so we may be unable to accept all RFIs, RFAs, or Quick Look suggestions.

DISTRIBUTION

The task force intends to distribute Quick Look reports widely, using various media. We will post reports on the respective web sites according to classification. Anyone with appropriate security clearances and access to the *.smil.mil or *.mil

domains will be able to review or download those reports. We will also develop distribution lists to ensure printed copies reach the broadest audience. Each Quick Look report will identify which reports have previously been distributed and will explain how to contact Task Force *Enduring Look* for any reason.

OTHER PUBLICATIONS

Task Force *Enduring Look* will also publish fact sheets, occasional papers, Interim Reports, and the Capstone Report. Factsheets are lists of validated and verified summary statistics, used to establish common foundation for telling the Air Force story. As the war on terrorism wages, the task force may also elect to publish occasional papers on matters of significance to general Air Force audiences. Interim Reports will focus on a phase of the war and will include

background material, a chronology of the campaign, successes, and issues that have arisen. We will release these reports on a schedule determined by the phases of the campaign and include much of the information generated by the studies, Quick Look Reports, and responses to RFIs.

The Capstone Report will provide a comprehensive review of the war containing all of the studies, RFI responses, Quick Looks, and Interim Reports, as well as an analysis of the process the task force used to collect and exploit data.

ENDURING LOOK PUBLICATIONS:

- (U) Quick Look #1. *Quick Look Reports: A Primer (U)*, March 2002
- (U) Quick Look #2. *Combat Support and Expeditionary Basing (U)*, March 2002. This document will be SECRET.

TASK FORCE *Enduring Look*

Task Force *Enduring Look* was established in October 2001 to capture lessons learned during Operations *Enduring Freedom* and *Noble Eagle*. It is responsible for Air Force-wide data collection, exploitation, documentation and reporting on our air campaign against terrorism and efforts to provide humanitarian relief.

Enduring Look publications include Fact Sheets, Occasional Papers, and Interim Reports. A Quick Look represents first round analysis of a topical or functional issue that is deemed relevant for immediate distribution to Air Force units engaged in the war.



Brig Gen (S) Jim Hunt, Director

For further information on this or other *Enduring Look* products, contact us at

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