



## **Who We Are and What We Do**

In October 2001 the Chief of Staff of the Air Force stood up Task Force *Enduring Look* (TFEL) to accomplish "Air Force wide data collection, exploitation, documentation and reporting" for the Air Force's efforts in Operations *Noble Eagle* and *Enduring Freedom*. Its mission is threefold: 1. Provide superior support to the warfighter, 2. Tell the Air Force story during these operations, and 3. Properly recognize lessons learned during and at the conclusion of these operations.

Located in Rosslyn, Virginia, Task Force *Enduring Look* is directed by Brigadier General (S) Jim Hunt, and reports directly to the Vice Chief of Staff, General Robert "Doc" Foglesong. Task Force *Enduring Look* has defined a set of objectives and outputs that will be timely, responsive, and relevant to the Chief's charter (see Figure 1). The purpose of this paper is to describe the basic objectives and goals of *Enduring Look*, identify some of its organizational makeup, explain the internal processes used to create products, and list its regular publications.

Task Force *Enduring Look* has begun a massive data collection effort, and will begin disseminating information continuously. We have already collected a large quantity of data, and we want to share it with the Air Force. The reporting effort began with Quick Look 1, which outlines specifically who we are and what we are doing. The first topical effort will be Quick Look 2, which was originated as a CORONA Fall 2001 Tasker. These efforts are ongoing, dynamic, and process driven. We encourage your participation in our data gathering and research efforts—indeed, the Chief has asked you to support us. *Enduring Look* is poised to respond to requests for information (RFI) or analysis (RFA), but it needs the full assistance and support of the Air Force as it works to "provide superior support to the warfighter, tell the Air Force story during these operations, and properly recognize lessons learned during and at the conclusion of these operations." Please email us at [enduring.look@pentagon.af.mil](mailto:enduring.look@pentagon.af.mil) or [enduring.look@af.pentagon.smil.mil](mailto:enduring.look@af.pentagon.smil.mil), or call us at COMM 703-696-0791 or DSN 312-426-0791. The Task Force *Enduring Look* web page can be found at [www.tf-el.pentagon.af.mil](http://www.tf-el.pentagon.af.mil)

## **Objectives**

Task Force *Enduring Look* has three objectives for completing the outlined mission.

- *Support decision-makers and warfighters with near-real-time operations analysis and feedback.*

We will do this by continuously collecting operational data into the *Enduring Look* Vital Information System (ELVIS), which is managed within the Data Collection and Exploitation Branch. ELVIS is a collection of data on current operations around the world and will supplement the analytical efforts of the Air Force Analytic Centers of Excellence (ACOE), as well as internal TFEL analysis. The Data Exploitation cell will also collect analysis on current operations from the ACOEs and contractors to supplement the products produced by the Documentation and Reporting Branch.

- *Collect and distribute data and information in pre-, during, and post-conflict analysis and assessment.*

We will accomplish this objective by creating and distributing official Requests For Information (RFIs) and Requests For Analysis (RFAs) responses, Fact Sheets, Quick Look Reports, Studies, Interim Reports, and the Capstone Report. An Issues and Outreach Team will distribute these products. Media for these products will vary from multi-media presentations and compact discs to email, web sites, and printed

documents. These products will culminate in a series of road show briefings designed to highlight lessons learned and emerging issues we've identified.

- *Organize information and accomplish studies to ensure lessons are truly learned and to tell the Air Force story.*

We will accomplish this objective by compiling all studies and internal analyses within the Interim Reports and a final Capstone Report. We will focus the Capstone Report on the lessons learned in this campaign and distribute it throughout the Air Force. Accompanying the Capstone Report will be a final road show briefing highlighting the lessons learned for the major commands and unified combatant commands. We will make every effort to provide timely, relevant, and responsive information and analysis to the warfighter so that the Air Force's ongoing efforts become more efficient and effective.

From: AFCC  
Sent: Monday, October 22, 2001 4:09 PM  
To: AFSOCCC; 11WGCC; ML ALMAJCOM; HQUSAFACC; AFSAADMS  
Subject: DATA COLLECTION AND OPERATIONS ANALYSIS SUPPORT, FOR OPERATIONS NOBLE EAGLE AND ENDURING FREEDOM

1. I HAVE TASKED THE AIR FORCE STUDIES AND ANALYSES AGENCY (AFSAA) TO LAY THE FOUNDATION FOR TASK FORCE "ENDURING LOOK." THE TASK FORCE IS RESPONSIBLE FOR AIR FORCE-WIDE DATA COLLECTION, EXPLOITATION, DOCUMENTATION, AND REPORTING ON OUR AIR CAMPAIGN AGAINST TERRORISM AND EFFORTS TO PROVIDE HUMANITARIAN RELIEF TO THE AFGHANI PEOPLE. THIS TASK FORCE, LED BY BGEN(S) JAMES P. HUNT, WILL PREPARE PERIODIC REPORTS TO SUPPORT CURRENT OPERATIONS AS WELL AS A COMPREHENSIVE FINAL AFTER ACTION REPORT.

2. DURING OPERATION ALLIED FORCE, DATA COLLECTED BY AF AND USAFE OPERATIONS ANALYSIS TEAMS (OAT) WAS ESSENTIAL TO BOTH CURRENT OPERATIONS AND THE AIR FORCE'S AIR WAR OVER SERBIA ONE-YEAR REPORT. AS YOU KNOW, THAT REPORT WAS KEY TO OUR QDR EFFORT AND OTHER IMPORTANT AIR FORCE DECISIONS. DATA COLLECTION TODAY IS EQUALLY IMPORTANT.

3. AFSAA WILL COORDINATE ANALYTIC SUPPORT WITH OPERATIONS ANALYSIS TEAMS AND ALL AIR FORCE ANALYTIC CENTERS OF EXCELLENCE IN SUPPORT OF ENDURING FREEDOM AND NOBLE EAGLE. IT WILL PARTNER CLOSELY WITH THE *ENDURING LOOK* TEAM TO ENSURE EFFECTIVE, TIMELY DATA COLLECTION, ARCHIVAL AND ANALYSIS.

4. THERE IS NO DOUBT THAT OPERATIONS ENDURING FREEDOM AND NOBLE EAGLE WILL PROVE TO BE BOTH COMPLEX AND LENGTHY. I ASK THAT YOU FULLY SUPPORT THE DATA COLLECTION EFFORTS OF BOTH THE *ENDURING LOOK* TASK FORCE AND AFSAA SO THAT WE MAY PROVIDE SUPERIOR SUPPORT TO THE WARFIGHTER, TELL THE AIR FORCE STORY DURING THESE OPERATIONS, AND PROPERLY RECOGNIZE LESSONS LEARNED DURING AND AT THE CONCLUSION OF THESE OPERATIONS.

**Figure 1**  
**General John Jumper's Message Creating Task Force *Enduring Look***

## Processes and Products

### *Data Collection*

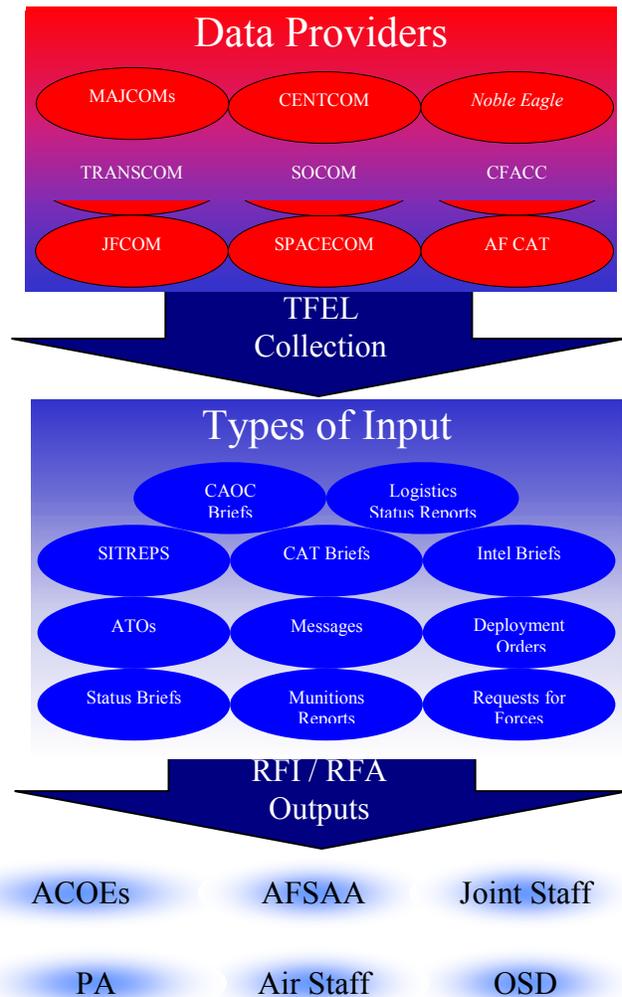
The types of data and organizations involved are depicted in Figure 2. We are gathering data from over 350 sites dealing with global operations, as well as more specific functional areas and services. As the data are captured, the information is archived into the *Enduring Look* Vital Information System (ELVIS)

and indexed for future use in responding to RFIs, feeding analytic databases, and producing the Fact Sheets. In addition to the military data collection effort, the Data Exploitation cell will capture open source material on political, economic and diplomatic issues to provide context to the campaign. Concurrently, the Data Collection cell will validate numbers in Crisis Action Team briefs and Situation Reports, and will create data summaries of key level-of-effort metrics (e.g., sorties, munitions expenditures, personnel, basing) as well as a time line of significant events. These data will be compiled into published Fact Sheets.

Users may request data from *Enduring Look* by phone through the RFI Watch Cell at COMM - 703.696.0215 or DSN 312.426.0215 - or email the RFI Cell at: [enduring.look.RFI@pentagon.af.mil](mailto:enduring.look.RFI@pentagon.af.mil) or [enduring.look.RFI@af.pentagon.smil.mil](mailto:enduring.look.RFI@af.pentagon.smil.mil). TFEL will coordinate RFAs with the appropriate Analytic Centers of Excellence.

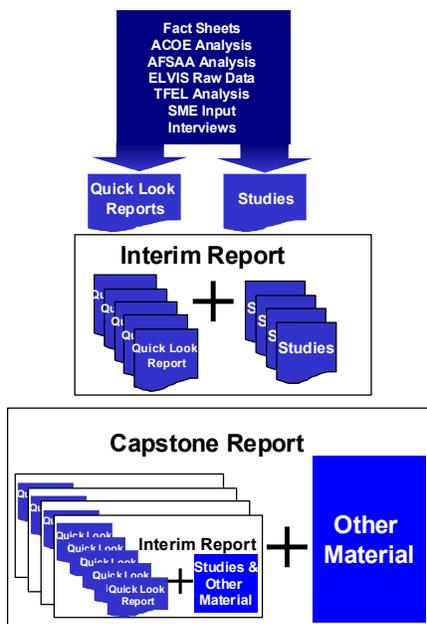
**Documentation and Reporting**

The Documentation and Reporting process is shown in Figure 3. This process involves turning data into information, which TFEL will then share with the Air Force. Our analysts, with the help of Subject Matter Experts (SMEs) from throughout the Air Force, will



**Figure 2  
Data Collection Process**

produce a series of responses, studies, and reports for periodic distribution. The Documentation and Reporting Branch will conduct in-house analysis, involve SMEs as necessary, and augment that collective experience with analysis from the Air Force Centers of Excellence. This research and data exploitation effort will be a collaborative process involving functional data specialists, our researchers, and outside agency experts. Their efforts will result in several products, ranging in scope from specific responses to taskers/RFIs, through a series of publications, and culminating in the Capstone Report. Analysts from this cell will also conduct interviews with key personnel involved in the campaign. We will publish a number of products: Quick Look Reports, studies and occasional papers, responses to command section taskings, RFIs, Interim Reports, and the Capstone Report.



**Figure 3  
Research and Reporting Process**

**Outreach Efforts**

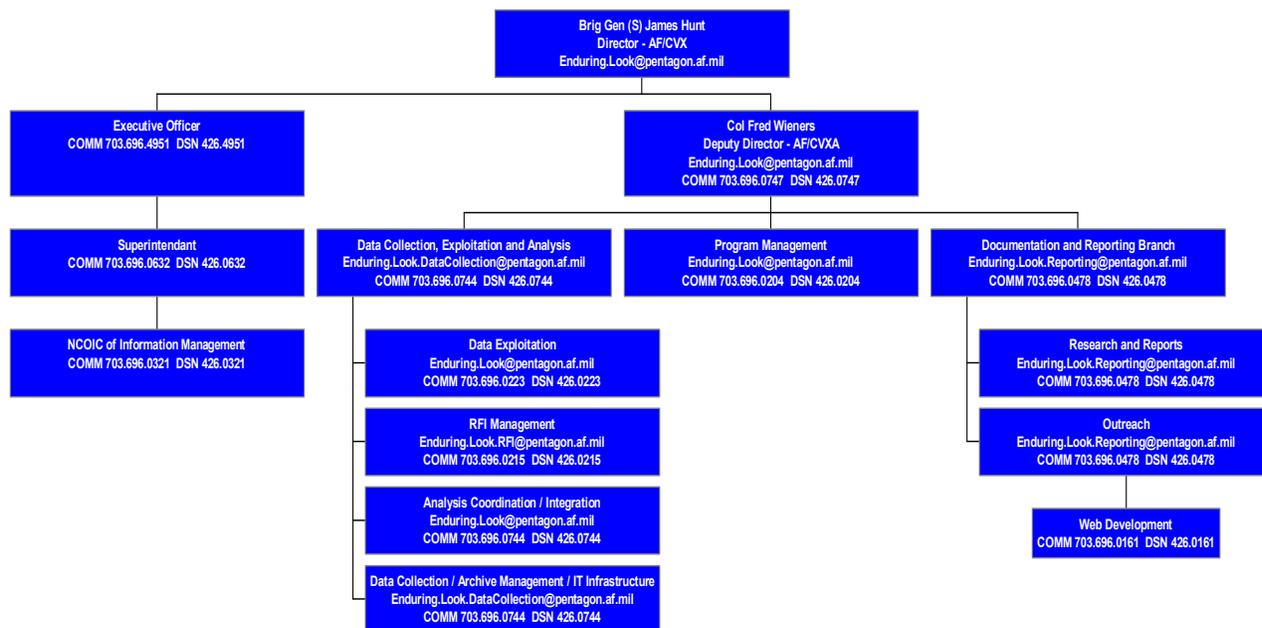
- Responses to Chief of Staff or other cognizant authority taskers/RFIs will vary by format, content, and details.
- Briefings will bring the lessons observed in the campaign to the warfighter and USAF personnel worldwide as quickly as possible.

**Publications**

- Quick Look Reports will provide assessments of key functional matters as they occur. The depth and breadth of these reports will extend beyond the RFIs, but will still address specific issues. Some of the Quick Look topics will be generated through the RFI and RFA process; topics may also emerge from higher headquarters' tasking processes.
- Unpublished Studies will also be generated by the Documentation and Reporting Branch, their designated OPRs, and SMEs. These will be topically based analyses, providing specific insights across functional areas. Their depth and breadth may be deeper than Quick Look Reports. Alternatively, Quick Looks may be based on these background studies.
- 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 TFEL used to collect and exploit data.

**Staff and Organization**

Task Force *Enduring Look* is comprised of a team that includes Air Force Personnel, DoD civilians, and contractors, as shown in Figure 4. We look forward to working with you on this important effort.



**Figure 4**  
**Task Force *Enduring Look* Functional Chart**