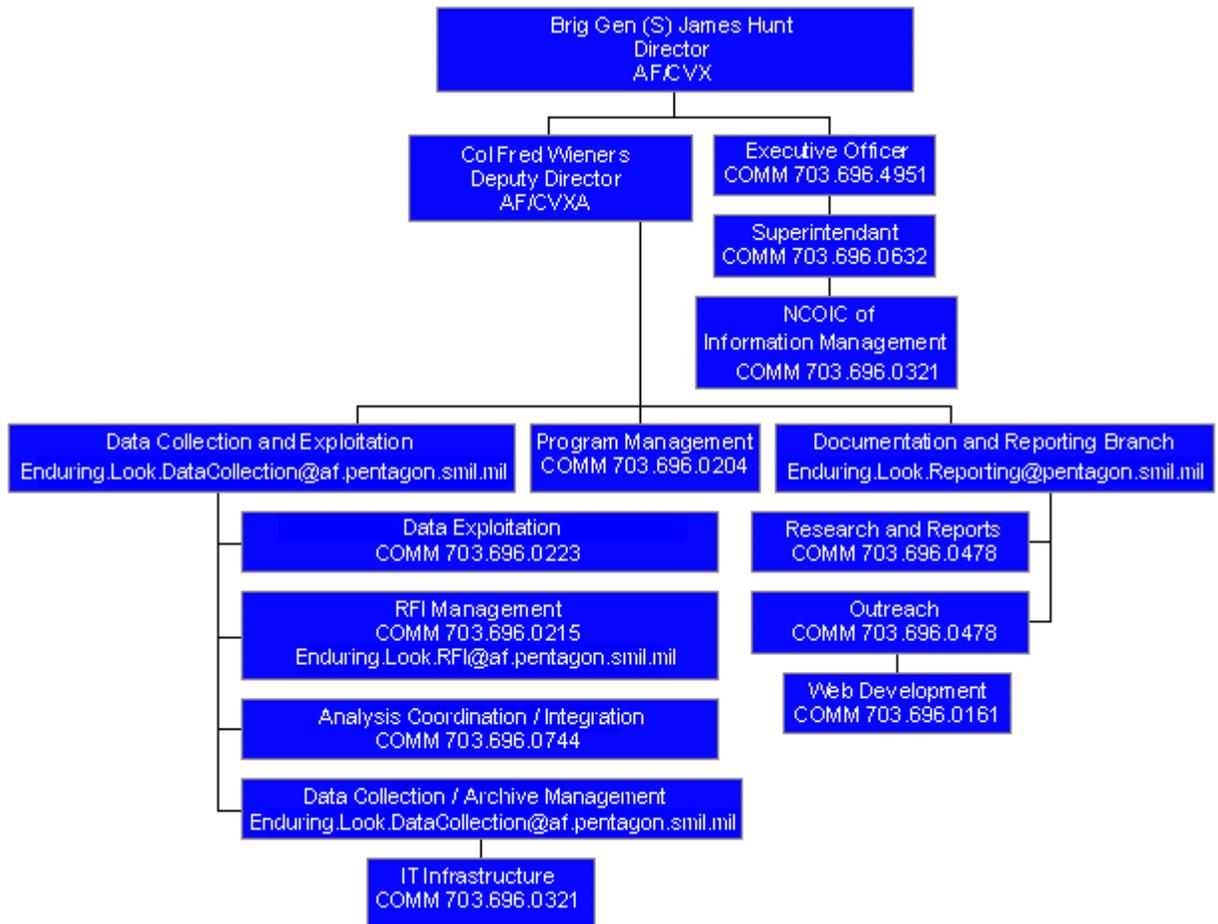




## Terms of Reference Task Force *Enduring Look* (AF/CVX) 13 May 2002

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1. **Background.** In response to the 11 September terrorist attacks, the nation has committed the instruments of national power to combat terrorism worldwide. Military efforts are characterized as Operations *Noble Eagle* and *Enduring Freedom*. As a complement to those operations the Air Force chief of staff (CSAF) established Task Force *Enduring Look* (AF/CVX) to provide relevant analytical support to operational decision-making and, when needed, to generate a number of reports of benefit to the institution. Task Force *Enduring Look* (TFEL), as supported by the Air Force Studies and Analyses Agency (AFSAA), 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. The CSAF's expectation is that Task Force *Enduring Look* will provide superior support to the warfighter, tell the Air Force story, and properly recognize lessons learned during and at the conclusion of these operations.
  - A. Specific tasks include the following:
    - 1) Examine effectiveness of aerospace power during Operations *Noble Eagle* and *Enduring Freedom*.
    - 2) Determine the implications for the USAF.
    - 3) Shape the future of the Expeditionary Aerospace Force.
  - B. Specific related tasks include the following:
    - 1) Respond to requests for information (RFI).
    - 2) Respond to requests for analysis (RFA).
    - 3) Maintain Factsheets.
    - 4) Prepare issue papers and quick-look assessments of relevant matters with operational consequence.
    - 5) Prepare periodic reports covering either chronological events or functional matters of operational consequence.
    - 6) Prepare a capstone report (phasing and timing to be determined).
2. **Introduction.** This collective effort will benefit from broad participation from across the Air Force. It will also have profound impact on the Expeditionary Aerospace Force, Quadrennial Defense Review, the Air Force Requirements and Acquisition Process, and other key USAF processes. Just as teamwork enables success during combat, it is also vital to the success of this effort. These official Terms of Reference (TOR) for Task Force *Enduring Look* ensure the collective effort will benefit from the maximum input and participation from across our Air Force. Distribute this document freely among organizations and personnel involved with the study and analysis.
3. **Organization.** Task Force *Enduring Look* key positions and Air Force Studies and Analyses Agency points of contact are shown below.



**Figure 1**  
**Task Force *Enduring Look* Key Positions**

**4. Points of Contact:**

**A. Operations and Policy:**

*ENDURING LOOK*

Deputy Director

Col Fred Wieners

DSN: 312-426-0782

COMM: 703.696.0782

AFSAA

Operations Analyses (SAC)

DSN: 312-425-6909

COMM: 703.588.6909

**B. Data Collection & Exploitation:**

Lead TFEL

DSN: 312-426-0744

COMM: 703.696.0744

**C. Data Acquisition & Repository Management:**

Lead TFEL

DSN: 312-426-0321

COMM: 703.696.0321

Deputy TFEL

DSN: 312-426-0204

COMM: 703.696.0204

**D. Information Archive Exploitation:**

Lead TFEL

DSN: 312-426-0223  
COMM: 703.696.0223

Deputy TFEL

DSN: 312-426-0204  
COMM: 703.696.0204

**E. Request for Information (RFI)/Request for Analysis (RFA) Management:**

Lead TFEL

DSN: 312-426-0215  
COMM: 703.696.0215

NIPRNet Email

[Enduring.Look.RFI@pentagon.af.mil](mailto:Enduring.Look.RFI@pentagon.af.mil)

SIPRNet Email

[Enduring.Look.RFI@af.pentagon.smil.mil](mailto:Enduring.Look.RFI@af.pentagon.smil.mil)

**F. Factsheet (1<sup>st</sup> Order Data) POC:**

Lead TFEL

DSN: 312-426-0244  
COMM: 703.696.0244

**G. Enduring Look Vital Information System (ELVIS) Operations:**

Chief, ELVIS Ops

DSN: 312-426-0744  
COMM: 703.696.0744

Chief Information Officer

DSN: 312-426-0321  
COMM: 703.696.0321

**H. Mission Analysis Tracking and Tabulation System (MATTS) Tool POC:**

Lead TFEL

DSN: 312-426-0204  
COMM: 703.696.0204

**I. Intranet Management:**

Lead TFEL

DSN: 312-426-0321  
COMM: 703.696.0321

CAST Contractor Lead

DSN: 312-426-0924  
COMM: 703.696.0924

**J. Web Masters:**

TFEL SIPRNet

DSN: 312-426-0924  
COMM: 703.696.0924

TFEL NIPRNet

DSN: 312-426-0924  
COMM: 703.696.0924

**K. Documentation and Reporting:**

Lead TFEL

DSN: 312-426-0478  
COMM: 703.696.0478

**L. Research Study Coordinator:**

Lead TFEL

DSN: 312-426-0744  
COMM: 703.696.0744

Lead SME

DSN: 312-426-xxxx

**M. Issues and Outreach:**

Lead TFEL

DSN: 312-426-0478  
COMM: 703.696.0478

**N. Classification/Declassification:**

Lead TFEL

DSN: 312-426-0747  
COMM: (703) 696-0747

SAF/AFDO

COMM: (703) 604-4665

SAF/AAZG

COMM: (703) 693-2013

AF/XOIF

COMM: (703) 558-0007

**O. Subject Matter Experts (SME):**

Lead SME  
Deputy SME

DSN: 312-426-xxxx  
DSN: 312-426-xxxx

**P. Lessons Learned:**

Lead TFEL  
Enduring.Look@pentagon.af.mil  
Enduring.Look@af.pentagon.smil.mil

DSN: 312-426-0747  
COMM: 703.696.0747

CAST Contractor Lead

DSN: 312-426-0478  
COMM: 703.696.0478

**Q. Contract Oversight:**

Technical Lead TFEL

DSN: 312-426-4951  
COMM: 703.696.4951  
DSN: 312-425-6931  
COMM: 703.696.6931

COTR

**R. CAST Contract Program Management:**

CAST Contractor Lead

DSN: 312-426-0204  
COMM: 703.696.0204  
DSN: 312-426-0478  
COMM: 703.696.0478

CAST Contractor Deputy

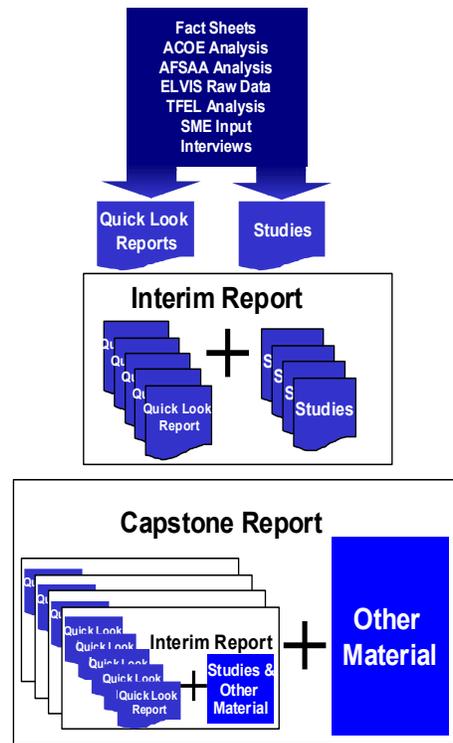
**S. Security Manager:**

Lead TFEL

DSN: 312-426-0733  
COMM: 703.588.6936

- 5. **Reporting Period.** The inclusive coverage dates for the various reports are 11 September 2001 until war termination (TBD) and beyond, to include the reconstitution period.
- 6. **Products.** The Documentation and Reporting element of Task Force *Enduring Look* will develop a publication process, an author and editor’s guide for formatting and standard usage, and an overarching schedule/milestone chart for reference. We will form specific teams with a designated team leader and composed of various combinations of an editor, authors, subject matter experts, researchers, a graphic artist, and a desktop publishing technician. See Figure 2 for a proposed process depiction.

- A. **Quick-Looks:** 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.
- B. **Unpublished Studies:** 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



**Figure 2**  
**Documentation and Reporting**

Reports. Alternatively, Quick Looks may be based on these background studies.

- C. **Interim Reports:** 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.
- D. **Outreach Reports or Briefings:** In cooperation with the Air Staff, we will staff Task Force *Enduring Look* to respond to requests for relevant operational analysis in support of congressional inquiries, public affairs initiatives, and for presentations to staffs and service schools.
- E. **Capstone Report:** 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. (The Capstone Report will be classified SECRET, there will also be an SCI volume.) The final packaging of the Capstone Report has not yet been determined; however, the *Air War over Serbia: One Year Report* outline is shown below for reference. While the outline refers to Volumes and Sections (as outlined below), what is important is the content of the material. We may elect to use various media for publication, including CD-ROMs, in addition to written products.

1) **Volume One – Summary and Recommendations**

- (a) Section One – Background
- (b) Section Two – Study Results (Insights from Research/Studies/Analyses)
- (c) Section Three – Recommendations/Action Plan

2) **Volume Two – Functional Area Reports** (Detailed results from Air Force wide Research/Studies/Analyses and MAJCOM Reports.)

3) **Volume Three – SCI Reports**

4) **Volume Four – Compendium of Data and Statistics** (Factsheets and Database, provided electronically)

7. **Reporting Time Line:** (Note: The milestones underscored are key to successful report completion; each agency/organization must meet them.)

Conflict End	Begin Capstone Report preparation
CE + 30	Data Collection complete
CE + 45	Outline of Capstone Report complete
CE + 180	Draft Capstone Report complete
CE + 240	Initial Draft of all studies available for peer review
CE + 270	Final Draft of all studies due
CE + 300	Final analysis study reports due
CE + 315	MAJCOM coordination of all studies begins
CE + 345	MAJCOM coordination complete
CE + 360	Four-Star Briefing/Pre-Press Review
CE + 375	Official Publication/Release of Capstone Report
CE + 380	Post Production Activities

8. **Nominal Responsibilities.** The primary responsibilities of Task Force *Enduring Look* and other participating organizations are outlined below.

A. USAF Commands and HAF Air Staff Deputates, at CSAF direction, will:

- 1) Provide liaison with Task Force *Enduring Look*.
- 2) Provide all means of support for data collection, archive, exploitation, analysis, and reporting efforts by Task Force *Enduring Look*. This will enable the USAF to provide superior support to the warfighter, tell the Air Force story, and properly recognize lessons learned during and at the conclusion of these operations.

B. Task Force *Enduring Look* will:

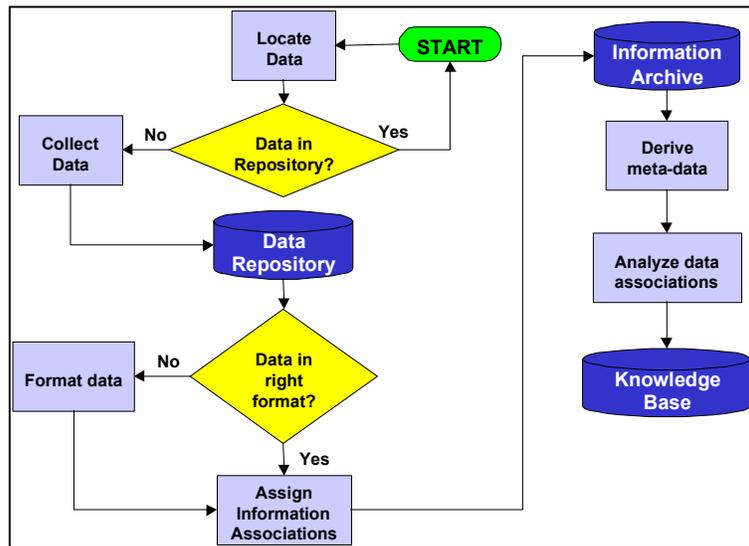
- 1) Establish and maintain the data repository.
- 2) Collect data and information.

- 3) Establish data collection policy, guidance, and procedures.
- 4) Establish, manage, and exploit the information archive. (Create the knowledge base.)
- 5) Validate and verify information continuously.
- 6) Establish and maintain the knowledge base.
- 7) Manage the RFI process.
- 8) Establish, manage, and maintain RFI process (applies both to RFIs and RFAs).
- 9) Prepare and maintain Factsheets.
- 10) Manage the release of information through the RFI process.
- 11) Establish and maintain a secure, firewalled, and protected "Intranet."
- 12) Establish and maintain a classified and unclassified Task Force *Enduring Look* web presence.
- 13) Capture Task Force *Enduring Look* lessons learned.
- 14) Prepare reports and documentation.
- 15) Monitor and coordinate all Task Force *Enduring Look* documentation and supporting studies.
- 16) Publish reports and other documents.
- 17) Institutionalize Task Force *Enduring Look* guidance, policy, and procedures.
- 18) Maintain Terms of Reference, and Memoranda of Understanding (MOU) with participating organizations.

C. AFSAA will:

- 1) Provide Analytic Advisory support to Task Force *Enduring Look*.
- 2) Coordinate on, or perform analyses as requested by TFEL in support of Operations *Noble Eagle* and *Enduring Freedom*.
- 3) Coordinate on the supporting activities of the Analytical Centers of Excellence.

9. **Data.** With institutional benefits as the goal, the data and information compiled and archived in this effort will provide a touchstone for analysis at all levels: tailored analysis, modeling, simulation, and wargaming. There are two purposes for the information procedures: first, to support analytical reports; and second, to provide an accurate and useful historical resource and repository. This necessitates not only a complete and accurate set of data, but also careful data validation from the initiation of the reporting process through the publication and release of the Capstone Report. The notional flow of data is shown in Figure 3.



**Figure 3  
Data Flow**

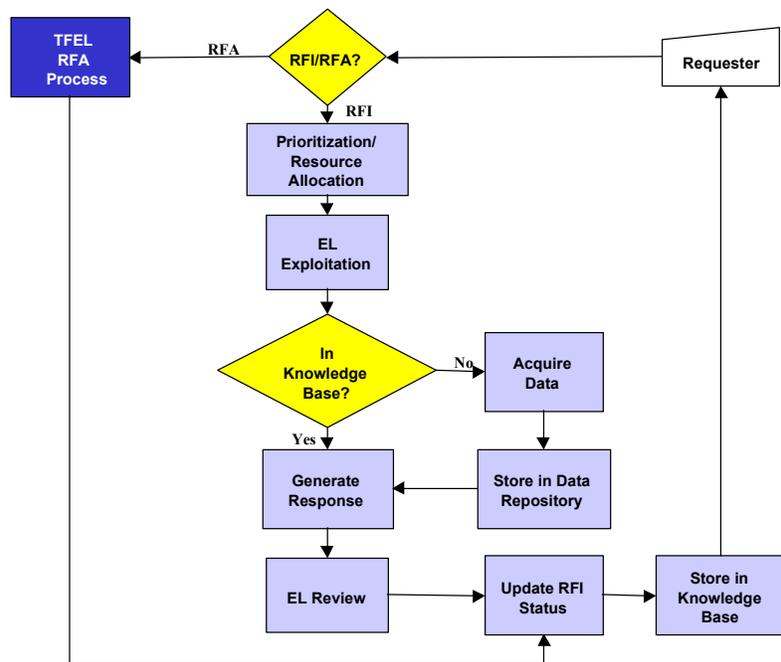
A. **Data Collection.** Task Force *Enduring Look*, AFSAA, and SMEs provided by the

MAJCOM/DRU/FOAs and Air Staff DCSs will identify issue areas requiring further data collection efforts. Coordinate all additional data collection activities through Task Force *Enduring Look* to preserve unity of effort and data consistency.

B. **Data Architecture.** Many units and agencies will support Task Force *Enduring Look* by providing data that the research, study, and analysis community needs to provide a complete picture of the operation. These data include facts, reports, studies, and analyses, and will be maintained in an electronic form as much as possible.

- C. **Information Archive.** Task Force *Enduring Look*, with AFSAA coordination, will establish and maintain a Data Repository, Information Archive, and Knowledge Base, underlying architecture, and configuration control under the direction of Chief, *Enduring Look* Vital Information Systems. The Task Force *Enduring Look* Information Archive Manager will update the data and/or architecture as necessary.
- D. **Data Distribution.** TFEL will distribute data in accordance with the RFI process described in paragraph 10 (see Figure 4).
- E. **Data Consistency.** The RFI process provides consistency in data distribution. To ensure completeness and consistency for archived data, supporting commands and agencies should coordinate all data collection activities through Task Force *Enduring Look*. Submit additional records for inclusion into the data archive in electronic format whenever possible. Organizations can submit documents to Task Force *Enduring Look* as email attachments on NIPRNet at [Enduring.Look@pentagon.af.mil](mailto:Enduring.Look@pentagon.af.mil) or on SIPRNet at [Enduring.Look@af.pentagon.smil.mil](mailto:Enduring.Look@af.pentagon.smil.mil), worldwide web or electronic storage medium, as appropriate. For POCs, see paragraph 4.

10. **RFI Process.** The RFI process is the sole mechanism for disseminating data held by Task Force *Enduring Look*, and some safeguards are necessary. The RFI process ensures timely, accurate, and complete response to requests. It affords study teams the opportunity to obtain information for their studies. Task Force *Enduring Look* will control access to information to ensure requestors get the best data available and to help Task Force *Enduring Look* present a consistent and complete message. Task Force *Enduring Look* will manage this process, assign response priorities, and answer RFIs.



**Figure 4**  
**RFI Process**

A. A Requestor will initiate an RFI through the Task Force *Enduring Look* RFI POC (Figure 4). For this purpose, data falls into three categories:

- 1) Category 1 Data – UNCLASSIFIED data collected through open sources. These data will be provided to all validated requestors upon receipt of an RFI.
- 2) Category 2 Data – CLASSIFIED data collected through non-restricted sources. These data will be provided to all validated requestors with a current appropriate security clearance upon receipt of an RFI.
- 3) Category 3 Data – CLASSIFIED and UNCLASSIFIED data collected through privileged (restricted) access. These data will be provided to validated requestors on a case-by-case basis determined by the data originator and the RFI manager upon receipt of an RFI.

- B. The RFI Manager will validate requestors based on the category of data requested and the characteristics of the requestor.
- 1) Requestors who enter RFIs by calling the Task Force will be required to sign the MOU (Attachment 2) either electronically via the NIPR/SIPRNet or via FAX, and provide evidence of a current appropriate security clearance and a means to receive classified information as required.
  - 2) Requestors who send RFIs through the NIPRNet must electronically sign the MOU (Attachment 2) and provide evidence of a current security clearance and a means to receive classified information as required.
  - 3) Requestors who send RFIs through the SIPRNet or JWICS will be automatically validated as having the appropriate security clearance for that system and will be TFEL validated once they electronically sign the MOU (Attachment 2).
- C. Task Force *Enduring Look* will determine the nature of the information request and take the appropriate action. Organizations should centrally manage their RFIs to prevent repetitive requests, as well as track answers to submitted RFIs. The RFI process is shown in Figure 4.

D. Submit RFIs through the following means:

E-mail: [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)  
NIPRNet: <http://www.tf-el.pentagon.af.mil>  
SIPRNet: <http://www.tf-el.af.pentagon.smil.mil>  
Fax: (703)-696-0215 or DSN 426-0215  
Mail: Task Force *Enduring Look* (AF/CVX), ATTN: RFI Watch Desk, 1670 Air Force Pentagon,  
Washington DC 20330-1670

11. **Classification.** Task Force *Enduring Look* will avoid archiving any data classified as NATO SECRET into the Data Archive or Analytic Baseline Database. These data are difficult to downgrade, require special storage and control, and must be handled separately from U.S. SECRET. For example, under current guidelines we must protect any co-mingled NATO and U.S. classified data at the highest level of classification (e.g., a combination of NATO SECRET and U.S. TOP SECRET must be protected as U.S. TOP SECRET). Nonetheless, all must adhere to NATO security procedures whenever NATO and U.S. classified data are co-mingled.
- A. Whenever you submit any materials for inclusion in the Data Archive, divide them into separate and distinct data collections—NATO and U.S. classified—prior to submittal. Clearly mark all electronic tapes, disks, etc. as containing only U.S.-classified, U.S.-NATO-derived classified (where this record contains NATO information), or NATO-classified material respectively.
  - B. Since some data will contain sensitive compartmented information (SCI), proper storage is necessary. When any report is completed, and because many agencies cannot store SCI data, Task Force *Enduring Look* will send a copy of all related videotapes, photographs, documents, and other SCI data to the history office of Air Intelligence Agency (AIA/HO) in San Antonio, TX.
12. **Communication.** Continuous communication between the analysis COEs, SMEs provided by MAJCOM/DRU/FOA/Air Staff DCSS, and authors will ensure that the Task Force *Enduring Look* reports account for results of related research, studies, and analyses. Task Force *Enduring Look* will facilitate and coordinate collaboration, reporting, and documentation efforts by using a password-protected Intranet. Task Force *Enduring Look* will use various meetings and conferences to identify issues and to synchronize participating organizations' efforts.
13. **Analysis.** The analysis effort will underpin various interim reports and the Capstone Report with quantifiable and defensible analysis conducted by the ACOEs. TFEL will define the analysis process and will provide study direction to the analysis community using AFSAA as a resource and SME. The ACOEs will regularly

share study status information with Task Force *Enduring Look* and AFSAA. TFEL will coordinate study plans to enable the seamless integration of study reports within follow-on Task Force *Enduring Look* reports and will coordinate requested changes to study plans. Additionally, AFSAA will have a threefold role in analysis tasked by TFEL. Their role will be to: 1) Provide a first-order review to validate completeness of analytic request, determine AFSAA's role relative to the particular request, and recommend actions. 2) Maintain situational awareness by monitoring the status of high-interest studies and exchanging information and feedback with the ACOEs. 3) Conduct critical reviews of designated high-interest studies.

A. **Analysis Integration.** TFEL will integrate emerging insights and lessons learned among the studies supporting the Capstone Report. TFEL will also assist organizations with their analysis plans, facilitate communication between the analytic community, the SMEs, and the authors of the report in conjunction with AFSAA. AFSAA will also identify related efforts in the analytic community to ensure the reduction of analytic duplication of effort.

B. **Analysis Studies and Reports.** Analyses will naturally fall into several Focus Areas. TFEL will assign to each Focus Area a Lead who will be responsible for coordinating their reports through respective chains of command. Authors will provide their draft reports to Task Force *Enduring Look* as soon as possible to facilitate the writing of the report. Focus Area Leads will ensure the analytical reports are collected, published, and delivered to Task Force *Enduring Look* on schedule (see paragraph 7).

14. **POCs/SMEs.** The AF/CC message (22 1609L October 2001) directs commands to provide maximum support to help provide complete and accurate reports. The CSAF and Task Force *Enduring Look* messages requested that each addressed organization identify a colonel as point of contact (POC) and a subject matter expert (SME) to Task Force *Enduring Look* to support the effort.

A. The POC will:

- 1) Resolve MAJCOM/DRU/FOA/Air Staff DCS issues and coordinate the interim and Capstone reports within their respective organizations.
- 2) Represent the MAJCOM/DRU/FOA/Air Staff DCS at designated meetings.
- 3) Oversee/assist in source data collection and analysis activities.

B. The SME supporting Task Force *Enduring Look* will:

- 1) Conduct research, as required, and assist in the documentation and construction of the interim and Capstone reports.
- 2) Facilitate data collection.
- 3) Act as liaison among and between the authors, analysts, historians, parent or MAJCOM/DRU/FOA/Air Staff DCS organizations.
- 4) Determine data and analyses shortfalls and requirements.
- 5) Provide a quality check on data and analyses.

15. **Definitions:**

A. **Analyst:** AFSAA or Analytic Centers of Excellence operations analyst responsible for performing studies and analyses in support of a variety of key issues identified by decision-makers, authors, and subject matter experts (SME).

B. **Analytic Baseline Database:** Baseline analytical data for standard scenarios and information specifically identified for analytic study purposes.

C. **Analytic Centers of Excellence (COE):** Designated government-led analysis organizations throughout the Air Force.

D. **Author:** Domain expert assigned to investigate and document a specific area using all sources of information and analysis as a foundation.

E. **“Bagging and Tagging”:** Process of locating and cataloging data from numerous diverse sources, i.e., the job of the data collector.

- F. **Capstone Report:** Final report containing key findings, lessons learned, and recommendations, including a compilation of all Task Force *Enduring Look* products.
- G. **Data:** Often perishable information output that includes both useful and irrelevant or redundant information and must be processed to be meaningful (SITREPS, MISREPS, DEPORDS). When data are intelligently organized they convey information, and what information is conveyed depends on just how the data are organized. By archiving data so that it can be viewed by command, location, type of information, or date, we are able to assemble a more complete understanding of activities.
- H. **Data Collection:** Acquisition of data. Masses of data by themselves have little or no value, however, the careful collection and storage of relevant data is essential to any knowledgeable enterprise. It requires common standards concerning data relevance, data definitions, and collection methods and schedules to alleviate data gaps and inaccuracies.
- I. **Data Collector:** Information technology (IT) expert adept at locating and cataloging data from numerous diverse sources.
- J. **Data Repository:** Initial location for all incoming “raw” data, usually in electronic format.
- K. **ELVIS:** *Enduring Look Vital Information System*: Collection of information technology tools, techniques, and procedures used to turn data into organized and exploitable information from which users may obtain knowledge.
- L. **Factsheets:** List of validated and verified summary statistics; used to establish common foundation to tell Air Force story.
- M. **“Gleaning”:** Process of gathering information from the information archive and generating knowledge in the knowledge base, i.e., the job of a Knowledge Engineer.
- N. **Information:** Organized data that supports decision-making. Decision-makers base their decisions on the information available to them, as well as the organization and display of such data.
- O. **Information Archive:** Cataloged, formatted, and verified data from the data repository.
- P. **Information Technology (IT):** Tools, techniques, and procedures used to manage and exploit data and information.
- Q. **Interim Reports:** Periodic reports based upon one phase of the war (such as an operation) that can be chronological, topical or functional.
- R. **Issue Papers:** Brief analysis and discussion of operations and operations support issues.
- S. **Knowledge:** Knowledge is both a product and a process. As a product, it could be the interpretation of the meaning of a data table. As a process it could be the process of coming to know, such as coming to know the meaning of the information presented in a data table.
- T. **Knowledge Base:** Exploited and exploitable data including results generated from the RFI/RFA process.
- U. **Knowledge Engineer:** IT expert adept at building and manipulating the tools used to extract information from data and making it available to Analysts, Authors, and SMEs.
- V. **Memorandum of Understanding (MOU)** (Attachment 2): An organization-to-organization agreement that limits distribution of information to third parties, provides accurate and current information, and routes analytic insights and new data back to Task Force *Enduring Look*.
- W. **Quick-look Assessment:** A short study (functional or topical) designed to support the warfighter and decision-maker with near-real-time operational analysis and feedback.
- X. **Requestor:** Self-explanatory.
- Y. **Request for Analysis (RFA):** A request for information may require analytic support that will generate an RFA. Primarily used for coordination between TFEL and the ACOEs.

**Z. Request for Information (RFI):** Primary means of communication with Task Force *Enduring Look* and the ACOEs. Used to ensure accurate tracking, timely coordination, and complete, validated communication, to reduce redundancy, and to establish responsibility and accountability.

**AA. Subject Matter Expert (SME):** Domain expert. Usually an active duty representative with current expertise from a MAJCOM/DRU/FOA/Air Staff DCS or functional area who focuses on an issue area.

**BB. Terms of Reference (TOR):** Document that describes the relationships and responsibilities of the parties involved in Task Force *Enduring Look*.

16. Col Fred Wieners, Task Force *Enduring Look* Deputy Director, will approve additions, deletions or corrections to this document. He can be reached by telephone at DSN 312-426-0747, or via email at [Fred.Wieners@pentagon.af.mil](mailto:Fred.Wieners@pentagon.af.mil) or Fred.Wieners@af.pentagon.smil.mil.

***SIGNED***

JAMES P. HUNT  
Colonel, USAF  
Director, Task Force *Enduring Look* (AF/CVX)

***SIGNED***

JACQUELINE R. HENNINGSEN, Ph.D., SES  
Director  
Air Force Studies & Analyses Agency

Attachments:

1. Task Force *Enduring Look* Data and Information Management Policy
2. Memorandum of Understanding