



# Certificate of Appreciation

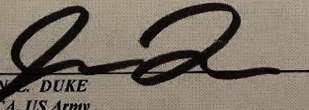
*Presents*

*Lance Alfred*


*For your outstanding professionalism, service, and cooperation with the  
Civil Affairs Team - Herat PRT - in support of  
OPERATION ENDURING FREEDOM.*

*Your hard work, dedication, and actions directly supported and assisted  
with furthering Herat PRT, 426<sup>th</sup> Civil Affairs Battalion (Airborne), and  
the United States Army goals and objectives.*

17 December 2012

  
JASON L. DUKE  
SSG, CA, US Army  
CA TEAM HERAT TEAM SERGEANT



  
JACKLYN D. MOTT  
CPT, CA, US Army  
CA TEAM HERAT TEAM LEADER





HEADQUARTERS  
UNITED STATES FORCES, AFGHANISTAN  
DETACHMENT WEST  
HERAT, AFGHANISTAN  
APO AE 09354



USFOR-A-DET-W

27 November 2012

MEMORANDUM FOR THE RECORD

SUBJECT: Contributions to the success of Commander's Emergency Response Program (CERP) in Regional Command West by Mr Lance Alred of Task Force for Business Stability Operations (TFBSO)

1. PURPOSE: This document seeks to recognize and outline the significant and instrumental positive contributions Mr Alred provided in his collaboration and assistance to the soldiers and civilians managing CERP funded projects and programs across 3 of the 4 provinces of Regional Command (RC) West. This individual provided expert, diligent and very responsive assistance in all phases of project development, approval, execution and closure/transfer. His leadership, project management, technical knowledge and expertise were critical to the planning, approval and execution of 17 CERP funded projects or programs with a combined value of over \$18M between June 2011 and November 2012. In every case, Mr Alred pursued the combination of lowest cost and highest quality projects possible to ensure that CERP funds were spent wisely and to the greatest positive effect. His technical knowledge and expertise allowed projects to be planned, executed and completed that would not have otherwise been possible due to a dearth of engineering and project management expertise in RC West.

2. The following are the projects that Mr Alred assisted in planning, approving, managing and/or transferring:

<u>Project</u>	<u>Cost</u>	<u>Status</u>
Moustafiyat Road expansion	\$1.1M	Completed/transferred
Herat Airport Apron	\$2.7M	Completed/transferred
Herat Airport Parking and Security upgrade	\$754K	Completed/transferred
Badghis Veterinary Lab renovation	\$30K	Completed/transferred
Herat Livestock Veterinary training & treatment program	\$17K	Completed
Herat Judicial center office expansion	\$245k	Completed/transferred
Herat Teacher Training Institute expansion	\$770K	In progress/under construction
Ghor 17km Irrigation canal	\$341K	In progress/under construction
3 Food Processing Centers	\$570K	2 In progress/under construction, 1 in solicitation
2 Saffron Processing Centers	\$380K	In progress/under construction



Herat University Women's Dormitory	\$7.7M	Planned
Herat bypass bridge	\$4.5M	Planned
Shindand 4.5km Road	\$1.5M	Planned
Herat Airport Tower renovation	\$850K	Planned

3. Several notable projects from the above list likely would not have been possible or would not have been completed to the high quality and time standards they were without the guidance, leadership, participation and assistance of Mr Alred. Of note, his frequent visits and participation in all phases of the Herat Airport Apron and Parking and Security upgrade projects between July 2011 and February 2012 saw both projects completed successfully and have significantly improved the operations, safety and efficiency of the Herat airport. Additionally Mr Alred's contributions to the planning, approval and contracting of the Herat Teacher's Training Institute (HTTI) allowed the project to be contracted and successfully initiated at approximately 15% below the estimated cost- this project will expand the capacity of HTTI by approximately 50% and thus positively impact that quality of instruction and quantity of trained/certified teachers across Herat Province. The small scale community operated food and saffron processing centers that Mr Alred was instrumental in planning will be operated exclusively by women and thus will have a positive effect on their economic well being and gender equality. Finally, Mr Alred has spent countless hours planning, assisting in coordinating and reviewing the files and planned construction site of the Herat University Women's Dormitory project. This will be the first women's dormitory in Afghanistan outside of Kabul and will allow 384 women from outlying parts of the provinces in western Afghanistan to attend college as they currently are unable due to cultural and societal norms that strongly discourage or forbid a young woman from living alone in a city far from home. The Herat University Women's Dormitory project is over \$5 million dollars.

4. While working with Mr Alred between July 2011 and November 2012, I can personally attest to his diligence, work ethic, honesty and complete commitment to the responsible and ethical stewardship of CERP funds and projects despite the many challenges that Afghanistan presents. The projects he assisted in planning, executing and completing have had significant positive effects in the counterinsurgency.

5. The POC for this memorandum is Major Brian Grady, USFOR-A Detachment West CERP Program Manager July 2011-May 2012 and CERP Specialist USFOR-A Detachment West July 2012-present, and can be reached at DSN 318-822-6901, or via email at: [brian.m.grady@afghan.swa.army.mil](mailto:brian.m.grady@afghan.swa.army.mil).

Brian Grady  
CERP Specialist  
USFOR-A Detachment West





**DEPARTMENT OF DEFENSE**  
Task Force for Business and Stability Operations  
1801 S Bell Street, Ste 409  
Arlington, VA 22202



**MEMORANDUM FOR RECORD**

08 December 2012

FROM: Griffin Huschke, Project Manager, Task Force for Business and Stability Operations

SUBJECT: Commendation for Messrs. Lance Alred

1. Mr. Lance Alred has been an invaluable contributor to the Task Force for Business and Stability Operations (TFBSO) and U.S. Forces – Afghanistan. Based in Herat and Mazar e Sharif, Afghanistan, Mr. Alred has served TFBSO with distinction for over two and a half years in his service as a Project Manager and Subject Matter Expert for Construction Management, Structural and Industrial Engineering, respectively. During his time at TFBSO, Mr. Alred has served in a number of capacities, providing technical expertise to officials from the Commander's Emergency Response Program (CERP), serving as in-country leads for all TFBSO efforts in Regional Command North, and representing TFBSO on three continents.
2. Although Mr. Alred's contributions to TFBSO's mission have been innumerable, he is most frequently commended for establishing an efficient funding process among stakeholders in Northern and Western Afghanistan. Convening officials from a number of offices and locations across Herat and Mazar e Sharif provinces, including USAID, the U.S. Department of State, the International Security Assistance Force, and the U.S. Forces Afghanistan and the U.S. Department of Defense, Mr. Alred was able to ensure prudent expenditures of over \$25 million of taxpayer funds. When considering the economic multiplier effect, Mr. Alred can be credited with responsibly improving the Afghan economy by \$70 million, creating untold jobs, and contributing to the overall stability of Afghanistan.
3. It has been a personal honor to have served alongside Mr. Alred. He has made significant personal sacrifices in order to effect a tangible contribution to the overall security and safety of the people of Afghanistan. His professionalism and passion have been invaluable to building a safer, more prosperous nation.

Sincerely,

Griffin Huschke  
Project Manager  
Investment Program  
Task Force for Business and Stability Operations