

17. NARRATIVE:

Meritorious Unit Commendation Recommendation Narrative  
1st Cavalry Division (1CD), Headquarters Detachment  
serving as the

Combined Joint Task Force-One (CJTF-1), Regional Command-South (RC-S) and Train Advise Assist Command-South (TAAC-S)

The First Cavalry Division, Headquarters Forward Detachment from Fort Hood, Texas deployed to Kandahar, Afghanistan from 25 June 2014 through 10 June 2015, serving as the regional International Security Assistance Force (ISAF) headquarters for Combined Joint Task Force-1 (CJTF-1), Regional Command-South (RC-S), consisting of more than 25,000 multi-national coalition force Service members, civilians and contractors comprised of U.S. Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen along with representatives from 14 troop contributing nations in support of Operation Enduring Freedom (OEF) through the transition of campaigns to Operation Freedom's Sentinel, Resolute Support (RS) as the Train, Advise, and Assist Command-South (TAAC-S) headquarters. During the transition from OEF to Resolute Support, CJTF-1 was responsible for the synchronization and nesting of RC-S/TAAC-S operations with the United States Forces-Afghanistan (USFOR-A), ISAF, International Joint Command (IJC), and Resolute Support Headquarters. CJTF-1 oversaw the retrograde of 84% of the personnel, equipment and rolling stock present in RC-S at the transfer of authority (TOA). The overall strength of the 1CD, HQ Forward Detachment that executed command and oversight of this mission was 315. 1st Cavalry Division was augmented by 17 Soldiers from the 1st Brigade, 101st Airborne as part of the RC-S/TAAC-S HQ.

CJTF-1 partnered with Afghanistan National Security Forces (ANSF) from the 205th Corps Afghan National Army (ANA), Afghan National Police (ANP), Afghan Border Police (ABP), Afghan National Defense Security Force (ANDSF), 205th Afghan National Army (ANA) Corps, 215th Afghan National Army Corps, Afghan Special Forces, and Afghan Aviation Forces.

Operations Enterprise:

From 7 July to 22 September 2014 (time in which CJTF-1's RC-S structure through the early onset of TAAC-S), the Combined Joint Operations Center (CJOC) battle staff tracked 258 SIGACTS, 78 of which met the International Security Assistance Force (ISAF) Commanding General's Friendly Forces Information Requirements (FFIR) criteria. These events ranged from downed Intelligence, Reconnaissance and Surveillance (ISR) platforms, attacks against major ISAF Tactical Infrastructure (TI), Improvised Explosive Device (IED) strikes, and engagements with insurgents. The staff coordinated the execution of 24 medical evacuation (MEDEVAC) missions and 6 casualty evacuation (CASEVAC) missions for ISAF, ANSF, and civilian casualties. The CJOC was also responsible for de-conflicting battle space, tracking events, and supporting 137 operations from the conventional battle space owners (BSOs) and various NATO SOF elements. These engagements included 72 deliberate operations, 11 enduring operations, and 54 Combined Arms Breaching Team (CABT) missions. The engagements also included an unspecified number AGM Hellfire missile engagements from ISR platforms and Attack Weapons Team (AWT), ISAF M777 155mm Howitzer indirect fire engagements, ANSF D-30 122mm Howitzer engagements (both direct and indirect fire capacities), and various capture/kill missions of High Value Individuals (HVIs).

The CJOC supervised a number of operations in the first two months as the CJTF-1. In July, the CJ3 oversaw one base closure and two base transfers to ANSF, one major complex attack on Forward Operating Base (FOB) Walton and the Provincial Governmental Headquarters (PHQ) in Kandahar City, and a separate series of attacks in the Zharey district following Ramadan and Eid. The fighting continued into August, particularly in the districts of Zharey, Maiwand, Khakrez, and Shah Wali Kot. The CJOC supervised various combined arms operations against insurgent networks across the Combined Task Force (CTF) AO. During the month of August, the CJ3 also supervised the transition of an additional three FOBs to ANSF control. The RC-S mission set and configuration began to transition to TAAC-S in September 2014.

Transition to Train, Advise, Assist Command-South (TAAC-S). The closure / transfer of key FOBs and overall transition of authority to ANSF diminished many of the former requirements held by the RC-S CJOC for years. On 14 October 2014, MG Michael Bills and CSM Andrew Barteky cased the colors for 1CD which ended the mission for Regional Command South and transitioned the Area of Operations to TAAC-S commanded by BG Douglas Gabram, the 1CD Deputy Commanding General for Support. In January 2015, BG Douglas Gabram transitioned command of TAAC-S to BG Viet Luong, the 1CD Deputy Commanding General for Maneuver. BG Luong commanded TAAC-S until TOA with 7ID from Joint Base Lewis-McChord, Washington on 10 June 2015.

From Transition from RC-S to TAAC-S the team in theater completed eight MEDEVACs, 350 fire missions (600 illumination for terrain denial and 100 high explosive artillery rounds), over 800 partnered patrols (600 in the KAF Ground Defense Area, 200 in Camp Dwyer Ground Defense Area). The TAAC-S successfully executed 19 Route Clearance missions, eight partnered Air Assaults (with Afghan Army), and six high value target captures.

Command of Kandahar Airfield (COMKAF) Authority End of Mission. 14 October 2014 in a combined ceremony with RC-S, BG Michael Fantini, United States Air Force, officially ended the mission of COMKAF. NATO had managed Kandahar Airfield (KAF) under the International Security Assistance Force (ISAF) banner. In 2013, the command relationship changed and COMKAF became NATO TACOM to TAAC-S. The COMKAF focus changed from managing, maintaining, and developing the base, to right-sizing the base for the RS mission. In 2014, COMKAF was not slated to be part of the RS mission, the focus broadened for right-sizing the base to include closing down COMKAF HQ. COMKAF transferred senior airfield authority to 451st Air Wing (AW) under the command of TAAC-S.

17. NARRATIVE (continuation):

CJ3 Fires: Combined Joint Task Force-1 developed a systematic, fluid, and synchronized targeting process that achieved integrated effects throughout a rapidly changing environment in RC-S. CJTF-1 integrated a process, which ensured for every lethal effect there was a complementary non-lethal effect in support of the commander's operational priorities. CJTF-1 Joint Fires, effects and targeting provided a comprehensive operational targeting framework to disrupt insurgent threat streams and networks. Comprehensive targeting allowed for RC-S to support the ANSF and Government of the Islamic State of Afghanistan (GIRoA) while at the same time posturing the CJTF-1 for transition to a TAAC-S. Division targeting also worked closely with Law Enforcement Professionals (LEP) to identify criminal actors who were biometrically linked to IEDs and Indirect Fire (IDF) attacks within RC-S. As criminals became stagnant, friendly forces partnered with ANSF, were able to execute evidence-based operations (EvBO) against these criminals. These operations promoted effective rule of law and legitimized the ANSF. Releasable intelligence sharing is just one hurdle CJTF-1 overcame in an effort to promote Afghan independence and legitimacy. As the operational environment constantly changed throughout RC-S, so did the CJTF-1 targeting process. The revised process had to be more agile to respond to emerging threats against Kandahar Airfield. While the old process allowed for dynamic planning to meet emergent threats, those efforts took place outside of a disciplined staff process. The revised cycle was built on a one-week plan/one-week execution model. The revised model allowed for a tighter window between planning and execution, it enabled much closer integration between the intelligence and operations staff sections. Two distinct touch-points each week, the Target Working Group (TWG) and J3/S3 Ops synch meeting, allowed the J3 and the J2 to provide a distinct intelligence update and review planned deliberate operations, respectively, to ensure TAAC-S achieved the desired effects in time, space and purpose. A significant decline in combat enablers forced the process to become more directive from the TAAC-S headquarters. The previous process allowed for discrete planning efforts by subordinate and adjacent units supported by a minimum of Division level assets. The revised process accounted for the loss of combat enablers and a greater effort at the TAAC level to appropriately synchronize and prioritize enabler support.

CJ3 AVN: The CJ3 AVN cell was responsible for the oversight and management of aviation related operations, policy planning, and aviation accident/incident investigation and aviation safety for RC-S. Between TOA with 4th ID and 15 Oct 14, CJ3 AVN coordinated, tasked, battle tracked and reported on: 220 Deliberate operations and 1500 flying hours, 5000 hours of Attack Aircraft support, 400 hours of Senior Leadership support, Moved 6,500 passengers and 1,000,000 lbs of cargo; which totaled over 800 missions, 1500 sorties and 10,000 flying hours.

CJ5 Plans: The CJ5 PLANS CELL within the Operations Enterprise turned CJTF-1 RC-S/TAAC-S Commander's intent into detailed, long and medium-range plans. The RC-S CJ5 section, composed of 10 personnel at its height, was responsible for building and maintaining the campaign plan that supported a highly effective 2014 fighting season in southern Afghanistan and the culmination of second round national and provincial elections in Kandahar, Zabul, Uruzgan, and Daykundi provinces between July and September 2014. The section led the operational planning for the reduction in force and infrastructure of RC-S and Kandahar Airfield to TAAC-S and the successful posturing of NATO and Coalition forces for Resolute Support, all while constantly coordinating with higher and adjacent headquarters. This included comprehensive planning regarding TAAC-S headquarters design and specific enablers and capabilities required to conduct the Train Advise and Assist mission in support of Functionally-based Security Force Assistance along with maintaining robust contingency planning capability. In addition, the CJ5 section conducted detailed planning that facilitated several subordinate unit transfers of authority with no loss of operational tempo.

Security Force Assistance (SFA): The SFA Team was directed by the Australian contingent chief, Colonel Roger Symons. The SFA synchronized and developed a Functional Based (FB) SFA concept at the regional level focusing on functions rather than units. The 8 Essential Functions (EFs) based on the SFA Manual 2.0 were as follows; EF1: Plan, Program, Budget and Execute; EF2: Transparency, Accountability, and Oversight; EF3: Civilian Governance of the Afghan Stability Initiative (ASI) and adherence to Rule of Law; EF4: Force Generate; EF5: Sustain the Force; EF6: Plan, resource and execute effective security campaigns; EF7: Sufficient intelligence capabilities and processes; and EF8: Maintain internal and external strategic communication capability. CJTF-1 utilized a SFA Synchronization plan to guide advising efforts in RC-S. Utilizing this plan, each functional area concentrated on their program of action and milestones for 205th ANA Corps Headquarters and the Provincial police headquarters for Kandahar. EF1 advisors had significant accomplishments with the 205th Corps executing over 90% of their yearly budget which was the best in the Army and managing their own contracts. EF2 advisors saw significant improvements in 205th Corps fuel forecasting and ordering process throughout the tour. At the time of hand-over to 7ID, 205th needed minimal oversight with the fuel ordering process. EF3 advisors concentrated on ensuring effective and transparent criminal and disciplinary systems were in place and during the tour, 205th independently opened a criminal case and the Police instituted Law of Armed conflict training in their basic patrolmen's course. EF4 advisors concentrated on ensuring ANSF were implementing critical Human Resource tools in order to properly account for their forces. A major effort across the country and a system that needed critical advising efforts. Force Sustainment (EF5) is the ANSF weakest area and CJTF-1 provided maximum advising along this effort. Critical to force sustainment was establishing the link between Kabul and Kandahar and ensuring the flow of items was timely and accurate. A successful system had to be in place at the National level for force sustainment to work across the regions. The General Staff in Kabul did not have an effective system and it hindered success in Force Sustainment across Kandahar. This area remains a critical advising effort for CJTF-1 as they hand over to 7ID. The 205th Corps can effectively conduct operations as seen in two National level ops during the time CJTF-1 was advising. Advising efforts remain on fully integrating combined arms operations at the Brigade and Corps level. CJTF-1 advisors were very successful with moving along the 205th Corps intelligence capabilities. Establishment of a planning cycle, targeting plan and incorporating those in the operations are accomplishments that will sustain the ANSF in the South. The ANSF has an effective communication system in place that is effective. CJTF-1 advisors made significant improvements in their information operations and effectively incorporating IO into the operational planning. Overall, CJTF-1 advisors were effective in establishing systems and processes for the ANSF in the South that will sustain the forces that provide security to the region. Through the use of the Synchronization plan, CJTF-1 was able to prioritize advising efforts and ensure critical functions received appropriate attention. Through national level operations, the 205th Corps showed the citizens of Kandahar and Helmand province that they are able to secure the major lines of communication and provide security and stability to the area.

17. NARRATIVE (continuation):

Georgian Liaison Team: The Georgian Liaison Team (GLT) was comprised of 52 U.S. Marines commanded by a Major, taking direct mission guidance from the CJTF-1 CJ3, and providing direct daily oversight, mentorship, and guidance to a battalion of approximately 800 Georgian Soldiers and their command team, known as Task Force Algeti. They participated in two named operations, Operation SAFED ASP and Operation SAFED KHARGOSH, where they provided reinforced infantry companies to conduct base defense of intermediate staging bases with an expeditionary Role II medical facility allowing force projection of coalition support rings to outlying areas within RC-S. TF Algeti also provided reinforced infantry companies as covering forces during retrograde operations and closure of multiple FOBs and DSPs, operations that were absolutely critical and essential to RC-S meeting ISAF directed Resolute Support retrograde and FOB transfer to goals to ANSF and GIRoA. TF Algeti, under the oversight of the GLT, also provided critical Guardian Angel support during Raid Tower installations and multiple other operations protecting personnel in RC-S IAW COMIJC directives. Prior to retrograde operations, TF Algeti and the GLT provided direct support infantry companies to FOBs Spin Boldak, Pasab, and Apache to conduct base defense and project combat power into the area of operations in partnership with Afghanistan National Army and US Army personnel. The base defense force conducted local dismounted security patrols, in and outside the wire, in the base defense zone of five kilometers, as well as maintained base defense towers and the entry control point. The Georgian Liaison Team and TF Algeti also provided the Commander, RC-S and Train Advise Assist Command South, a Committed Reserve Force from Apr 2014 through Dec 2014, greatly enhancing the flexibility rapid response, and support to operations across RC-S/TAAC-S AO.

Intelligence Enterprise:

CJTF-1 CJ2 provided intelligence analysis and outstanding support to the CJTF-1 Commanding General (CG) and staff, subordinate units, higher and adjacent commands. Consisting of 287 joint military personnel, DoD civilians, and contractors, CJTF-1 CJ2 provided timely and relevant intelligence assessments on political, military, economic, social, infrastructure, and information, as well as provided over 24,000 hours of ISR collection in RC-S/TAAC-S. From 7 July to 30 September 2014, the CJTF-1 intelligence enterprise produced over 250 Intelligence Summaries (INTSUMs), Deep Dives, White Papers, Provincial/District Assessments, and briefings to enable Commander, RC-S' decision-making process. CJTF-1 CJ2 also provided Intelligence Preparation of the Battlefield/battlespace (IPB) and over 100 hours of ISR in support of Government of the Islamic Republic of Afghanistan's (GIRoA) ballot recount operation, resulting in the seamless confirmation of the Afghan Presidential Election. The CJTF-1 CJ2 Kandahar Intelligence Fusion Center's (KIFC) Red Targeting section regularly coordinated with ISAF Joint Command (IJC) Targeting, CJTF-1 staff, ISAF Special Operations Forces, adjacent regional commands, and subordinate units to maintain a common understanding of the threat networks that affect RC-S. Not only were CJTF-1 CJ2 Red Targeting instrumental in developing collection requirements, Red Targeting led to approximately 750 developed targets and the decisive removal of over 400 insurgents, weapons and equipment from bringing harm to ISAF and the people of Afghanistan. The CJTF-1 CJ2 Green and White Targeting section also aided in the command and staff to understand the operating environment. Focused on southern Afghanistan's intricate population dynamics, the Green and White Targeting section produced over 150 mission analysis products, graphically displaying complex aspects of Afghan Society, Government, and Security Forces, supporting the CG's ability to visualize and understand the human terrain throughout the battlespace, as well as interact and communicate with his Afghan counterparts. From 1 October 2014 to 10 June 2015 as CJTF-1's transitioned from RC-S to TAAC-S, CJTF-1's Intelligence Enterprise not only enabled U.S. and coalition partners through continued intelligence support, but it also provided assistance to Afghan National Defense Security Forces (ANDSF). The CJTF-1 CJ2 expertly synchronized ISR supporting approximately 10 of 205th ANA Corps' major operations and provided over 400 releasable target packages, district assessments, and IPB products. The CJTF-1 CJ2's contribution to the Train, Advise, and Assist mission enabled Afghan National Defense Security Force operations throughout over 72 Districts and over 200 ANDSF bases and check points (CPs) in southern Afghanistan.

CJ-ENGINEERS (CJ-ENG) was responsible for the transfer and closure of ISAF infrastructure in TAAC-S. The section was responsible for the transition of 8 conventional and special operations bases in TAAC-S, to include the transfer of over \$11M of Foreign Excess Real Property to GIRoA. TAAC-S encompassed 9 bases in July 2014 and had 1 base remaining in June 2015 for subsequent units to transfer. The section was also responsible for the transition and closure of 48 High Explosive Training Ranges in the TAAC-S AO. The CJ ENG section coordinated and supervised the execution of over 100 construction projects totaling more than \$8M in support of troop sustainability, operations and maintenance (O&M), and force consolidation and retrograde. The section also oversaw all deconstruction efforts in RC-S and coordinated all available engineer assets including CENTCOM Material Retrograde Element engineers and the Theater Engineer Brigade units. The CJ ENG section was responsible for all mobility operations in RC-S with oversight of route clearance support for over 300 deliberate Combined Arms Breach Teams clearing over 26,000 km of routes in TAAC-S. The section coordinated for the emplacement, inspection, and repair of bridges with the Theater Engineer Brigade and Multi-Role Bridge Company and oversaw the CJTF-1 \$2M Rapid Road Repair contract and stocks of Hasty Road Repair materials. Additionally, CJ ENG maintained an accurate engineer running estimate and a common operating picture of all engineer operations and oversaw the synchronization and daily integration of maneuver, ISR, fires, aviation, signal EOD, and route clearance to achieve combined arms integration of all Combined Arms Breach Team operations in TAAC-S. ANSF infrastructure development was another critical line of effort for CJ ENG. The section worked directly with IJC, CSTCA, and USFOR-A on oversight of \$933M worth of ANSF infrastructure projects in RC-S. Additionally, the CJ ENG section managed all USACE movement requirements for Quality Assurance and Quality Control inspections and facilitated the completion of 16 separate projects in support of the ANA and ANP. The CJ ENG ran the Joint Facilities Utilization Board, working with design elements to develop comprehensive designs, Statements of Work, and Independent Government Cost Estimates and conducted extensive staff coordination to ensure all projects were legally, fiscally, technically, and operationally vetted for approval. Over \$400,000 of projects were processed by CJ ENG. CJ ENG provided oversight of and response to all actual and potential environmental threats in the TAAC-S area of operation. In addition to environmental surveys conducted at all closing and transitioning bases, CJ ENG was responsible for identifying and coordinating the response to a 40,000 liter spill of JP8 on KAF and the development of a method for the safe disposal of over 4.5M pounds of spent lithium batteries stockpiled across Afghanistan with became the standard method of disposal implemented throughout the CJOA-A.

(please see attached continuation pages)

18. PUNISHMENTS UNDER THE UNIFORM CODE OF MILITARY JUSTICE DURING THE PERIOD OF RECOMMENDED AWARD (FOR MUC AND ASUA RECOMMENDATIONS ONLY):

a. # ARTICLE 15:

3

b. # ABSENCE WITHOUT LEAVE:

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c. # COURT MARTIAL:

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19. PROPOSED CITATION:

For exceptionally meritorious service. During the period of 25 June 2014 to 10 June 2015, the 1st Cavalry Division, Headquarters Detachment, along with augmentees from the 1st Brigade, 101st Airborne Division, displayed exceptionally meritorious service as the Combined Joint Task Force-1, International Security Assistance Forces, Headquarters Regional Command-South and Train, Advise and Assist Command-South headquarters in support of OPERATION ENDURING FREEDOM and OPERATION FREEDOM'S SENTINEL, RESOLUTE SUPPORT. The units demonstrated exceptional resiliency and resolve in accomplishing all assigned missions beyond the call of duty while simultaneously taking care of its multi-national service members and civilian staff, building strong partnerships and enduring capacity with their Afghan National Security Force partners. The 1st Cavalry Division, Headquarters Forward Detachment's outstanding performance of duty is in keeping with the finest tradition of military service and reflects distinct credit upon the unit, the 1st Cavalry Division and the United States Army.



Meritorious Unit Commendation Narrative (Continuation Pages)  
1<sup>st</sup> Cavalry Division (1CD), Headquarters and Headquarters Battalion, (HHBN) Detachment  
serving as the  
Combined Joint Task Force-One (CJTF-1), Regional Command-South (RC-S) and  
Train, Advise, and Assist Command-South (TAAC-S) Headquarters

**Information Operations:**

**Information Effects (CJ7) and Civil Military Affairs (CJ9):** The Information Effects Cell successfully countered Taliban propaganda and informed the populace in order to continue to build capacity at governance level and empower the ANSF to provide a safe and security environment for the Afghan people. The CJ7 facilitated training and purchase of equipment for six Afghan IO Officers and NCOs in the 205th Corps; the first training and equipment the Afghans had received in six years, which became the IJC model. The CJ7 cell managed a \$25 million U.S. funded contract that provided fuel subsidies for Afghanistan's second largest city. The team carefully managed fuel shipments IOT ensure Kandahar did not lose electrical power during the summer months. The section successfully transferred 18 vehicles to the Governor of Kandahar, additionally coordinated for the transfer of 40 refrigerated containers to the Kandahar International Airport IOT build economic development.

**Public Affairs:** The CJTF-1 PUBLIC AFFAIRS OFFICE (PAO) was augmented by the 128th Mobile Public Affairs Detachment (MPAD), Utah National Guard, (from June 2014 through December 2014) with additional print, still photography and video capabilities. The PAO developed and coordinated the CJTF's themes, messages, talking points and images with the CJ7 Information Effects cell throughout Operation Enduring Freedom and Resolute Support. The cooperation and synchronization of the PAO and CJ7 ensured unity of effort and focused inform and influence activities to gain the respect and trust of Afghan and international audiences while simultaneously denying the Taliban the initiative in the information and media environments. Together with the 128th MPAD, the CJTF-1 PAO in RC-South and TAAC-South generated more than 400 print, broadcast and social media/digital products carried in numerous internal and external national (Afghan) and international (U.S. and Western) media outlets. The PAO trained, advised and assisted (TAA) the 205th ANA Corps Public Affairs Office, the Afghan National Police spokesman and staff, and the Kandahar Media Information (KMIC) director and support staff.

**Sustainment Enterprise:**

**CJ1 PERSONNEL:** The CJ1 Team provided direct oversight and management for human resources accounting and strength reporting, facilitated command visibility for U.S., coalition, and civilian forces arrayed across RC-S and RC-W. Tracking all force movements, in coordination with the other Sustainment enterprise elements the CJ1 supported follow-on deployments; redeployments; rest and relaxation (R&R) travel; and Morale, Welfare, and Recreation (MWR) activities that ranged from educational and resiliency opportunities to visiting entities who performed in deference to the service and sacrifice of the American military members in RC-S. In addition, the CJ1 processed more than 7,500 awards and decorations ranging from a Soldier's Medal, to Bronze Stars and Air Medals, Purple Hearts, Combat Infantry and Combat Action Badges, to Army Commendation and Army Achievement Medals. In preparation for the Resolute Support Mission the CJ1 executed a force reduction of 84% in RC-S in order to meet Force Manning Level (FML) restrictions directed by ISAF. The team accurately projected and managed the controlled drawdown across RC-S and remained responsive to the changing operational environment in TAAC-S.

**CJ4:** LOGISTICS proved critical to the final phases of Operation Enduring Freedom as well as the first two phases of Operation Resolute Support by coordinating all of the sustainment functions for RC-S and later TAAC-S. The CJ4 managed the closure or transfer of bases and their accompanying equipment through the Retrograde, Redeployment and Materiel Reduction (R2MR) process. CJTF-1 closed or transferred five Forward Operating Bases: Walton, Mescal, Pasab, Apache, and Spin-Boldak. The closure or transfer of these pieces of TI came with an associated reduction of more than 3,500 personnel, 3,000 containers, 1,100 pieces of rolling stock and 20,000 pieces of non-rolling stock. This monumental effort was accomplished while still in contact with the enemy and under fire. The CJ4 brought together a diverse, collaborative team that spanned the subordinate units, Theater Troops and countless enablers to accomplish the R2MR mission. These efforts required constant coordination among the 3rd Expeditionary Sustainment Command, the 10th and 4th Sustainment Brigades, US Forces-Afghanistan (USFOR-A), and the Army Field Support Battalion (AFSBn). In addition to the substantial base closure mission in the outlying FOBs, the CJ4 also played a pivotal role in the reduction of Kandahar Airfield (KAF). The CJ4 led the multi-functional team that continued the reduction of personnel, equipment and structures on KAF. KAF saw reductions in the following areas during CJTF-1's tenure: over 15,000 military and civilian personnel, 18,000 pieces of non-rolling stock, 600 pieces of rolling stock, 5,000 containers and countless structures. Central to meeting the required Force Manning Levels (FML) was the simultaneous expansion of and reductions in more than 300 contracts as CJTF-1 replaced capability provided by US service-members with contractors wherever possible for base support functions. This was a deliberate and thorough process to communicate requirements across Theater and TAAC-S shareholders to balance the demands of reduction with the necessity of continued support to mission. Part of this reduction mandated the closure of three Dining Facilities - the Independence, the Monty and the Cambridge Lines.

**CJ8:** The CJTF-1 CJ8 performed with distinction throughout their deployment to Afghanistan. The team, consisting of only three personnel, effectively managed a portfolio of over \$450M, funding the life support and operational requirements of deployed personnel of five coalition countries as well as Title X Operations and Maintenance-Army, the Official Representation Funds in support of deployed US personnel. The section supported the final transition of all tactical infrastructure in the area of responsibility, to include the de-scope of Kandahar Airfield. CJ8 Regional Command-level Audit Readiness Program was used as a model for the theater. CJ8 was the first to transition and establish reach back capabilities with US Forces-Afghanistan CJ8 in accordance with Resolute Support Mission (RSM).

**The Office of the Staff Judge Advocate (OSJA):** OSJA provided full spectrum legal advice and support to RC-South Commanding General and staff, subordinate units, and tenant agencies and was responsible for maintaining a functional knowledge of the ROE and overseeing its uniform implementation across all units operating within the region. The OSJA also revitalized the Rule of Law mission in RC-South and TAAC-S by helping coordinate a series of initiatives and training packages for the Afghan National Security Forces. The OSJA implemented a procedure for reporting potential Law of War violations in accordance with federal statute, which was lauded, and eventually adopted by, higher headquarters. The Military Justice section oversaw the revision of the General Court-Martial Convening Authority jurisdiction to account for the theater drawdown, and the transfer of active criminal investigations to other units. The administrative law team completed over 300 actions administrative actions, including 29 Commanding General appointed AR 15-6 Investigations, 5 Line of Duty Investigations, 7 Financial Liability Investigations of Property Loss valued at over \$1 million, 22 Fiscal Reviews valued at over \$2.5 million, and over 100 Reprimands. In October 2014, the Command Judge

Advocate (CJA) office assumed responsibility for legal services previously provided by the COMKAF legal advisor and major tenant organizations as a part of the transition from Regional Command – South, which included a nearly 90% reduction in legal staff. In December 2014, the CJA shifted focus to two major components of the 1 January 2015 transition from ISAF to the Resolute Support (RS) Mission: implementation of the Bilateral Security Agreement (BSA) and SOFA, and the transition to the RS ROE and operational authorities. The CJA office continuously engaged in planning the eventual transition of KAF back to Afghanistan, providing advice on de-scoping infrastructure, contract cessation, and property transfer between other agencies, coalition partners, and the Afghan Government.

**Chaplain:** The section deployed in support of religious support operations at Kandahar Airfield and five outlying Forward Operating bases in RC-S, RC-W and RC-SW. The section focused on two main lines of effort during the deployment: religious support execution and retrograde operations. The Chaplain Section supervised or integrated with over 35 U.S. Army, Air Force, Navy and multinational chaplain teams during its deployment. Upon deployment, it assumed oversight of two Army chapel facilities, one mosque, the Kandahar Islamic Center at Kandahar Airfield, provided support to the Air Force and Navy facilities and programs when required and supported operations at multiple outlying FOBs. Throughout the deployment, the chaplain section supervised the phased reduction of ecclesiastical supplies and equipment throughout Kandahar Airfield, from the outlying FOBs in RC-S and from areas within RC-W and RC-SW in order to meet theater retrograde requirements while leaving sufficient inventory for ongoing religious support mission requirements.

**Joint Visitors Bureau (JVB)** The JVB was responsible for planning, coordinating and conducting VIP visitor support into KAF and within the RC-S/TAAC-S AO. The JVB planned, coordinated, and executed over 350 Distinguished Visitor visits to KAF.

**Safety:** The safety office was responsible for implementing the commander's safety program through hazard identification and analysis, risk mitigation, awareness, formalized accident investigation boards, and oversight of safety programs and goals. The command successfully transitioned from an RC Headquarters to a TAAC command during the middle of the operation while simultaneously transitioning personnel. Safety transitioned range operations from contract facilities to Soldier operated ranges with no safety related issues. The commands Ammunition Supply Point was inspected and subsequently re-inspected by DA Ammunition and Explosives Team and all areas of the inspection resulted in a green rating in accordance with DA PAM 385-64. All of these processes continued through the draw down in order to facilitate a safer environment for all personnel.

**Base Operating Support-Integrator (BOS-I):** The BOS-I section provided critical support for the sustainment enterprise on Kandahar Airfield. Consisting of 9 people from the 426<sup>th</sup> Brigade Support Battalion, 1<sup>st</sup> Brigade, 101<sup>st</sup> Airborne Division, the BOS-I managed multiple functions that supported the responsible transition from OPERATION Enduring Freedom to OPERATION Freedom's Sentinel, Resolute Support. BOS-I oversaw the reduction of over 300 facilities, saving in excess of 20,000,000 dollars monthly for the U.S. Government. It further managed the remaining 3,700 acres of real estate on Kandahar Airfield and prepared the base for its eventual handover to GIRoA. In addition to managing real estate, the section managed all Non-Tactical Vehicles (NTV) operating on the base. The section oversaw the drawdown of over 5,000 NTVs to below 2,000 upon its departure. This reduction led to greater safety for base residents while saving over \$100,000 monthly in leasing and fuel costs. They also worked in coordination with the TAAC-S CJ4 and CJ5 on multiple planning functions. These planning

sessions led to the successful RSOI of the Ugandan Force Protection Contractors, departure of multiple coalition nations, and relocation of 2,000 plus residents on KAF to new housing accommodations. The section oversaw the actions of both the NSPA and LOGCAP contractors. These contracts were valued in excess of over \$900,000,000 and provided the necessary operations and maintenance to structures, above ground and below, the management of the dining facilities, and running of Airfield operations. BOS-I also oversaw the badging of over 17,000 personnel in support of KAF operations. This action provided proper oversight and ensured those working on the base passed rigorous screening procedures enhancing force protection. In addition to managing operations providing force protection, the section also worked with the MWR to provide quality entertainment for residents living on the base. These efforts saw numerous celebrities perform concerts while also processing requests for use of the boardwalk and other MWR facilities on KAF.

**205th Coalition Advisory Team (205 CAT) Security Force Advisory Assistance Team (SFAAT):** The Afghan National Army (ANA) SFAAT performed with distinction throughout their nine-month deployment in support of Operation Enduring Freedom 2014 and Operation Freedom's Sentinel. The team, consisting of six-personnel from the 101<sup>st</sup> Airborne Division, worked within the 205th CAT and provided over 1,300 advising hours to the 205th Afghan National Army Corps, including expeditionary advising during a Ministry of Defense-directed national level operation in Zabul Province. During expeditionary advising in Zabul Province, the ANA SFAAT advised and assisted the 205th Corps in demonstrating their capability to plan and direct brigade-plus sized maneuvers, cyclically integrate intelligence into operational planning, conduct time-sensitive operations, establish and maintain Corps-level C2 nodes and networks and effectively implement air-ground space deconfliction. These successes were enabled through the dedicated advising efforts of the team from November 2014 through July 2015, assisting the Corps with implementing Afghan Tactical Air Coordination (ATAC) training and successfully establishing a Fires Net in the Corps TOC. An enduring effort, through TAA effort, the 205th Corps was able to increase its planning capabilities as well as integrate intelligence, and intelligence products into the commander's decision making process.

**The Operational Coordination Center– Region (OCC-R) South:** The Operational Coordination Center – Advisory Team (OCC-AT) assisted the seven Soldiers from the 101<sup>st</sup> Airborne Division who comprised the Operational Coordination Center – Region South in developing a Common Operational Picture (COP), increasing Afghan National Defense Security Forces (ANDSF)/Coalition Force (CF) situational awareness and incorporating intelligence reporting to drive operations. The COP was the foundation of situational awareness not only for TAAC-S'ANDSF partners, but TAAC-S alike. As a cross-pillar coordination center, reports from the OCC-R(S) were used by TAAC-S to validate reports from individual ANDSF pillars. The OCC-AT provided oversight of 24/7 operations and was able to influence their counterparts in developing a digital COP which was the foundation of over 420 operational reports. The OCC-AT synchronized and coached ANDSF leadership in the proper utilization of enabler support forms; efforts that led to over 200 successful requests for air and ground medical support and resupply operations. Further, the OCC-AT was able to establish an Afghan led training program and battle tracking process, which is an integral part of creating a sustainable coordinated Afghan National Defense Security Force.

**Afghanistan National Police (ANP) Security Forces Advisory Assistance Team (SFAAT):** The ANP SFAAT helped their Afghan counterparts establish systems and processes that will be enduring long after Coalition Forces leave Afghanistan. The ANP SFAAT was comprised of 13 Soldiers from the 101<sup>st</sup> Airborne Division and was responsible for providing mentorship for over 12,000 Afghan Uniform Police (AUP) and over 3,000 Afghan Border Police (ABP) spread across 17 districts. The team's collective direction and leadership resulted in significant advances in law enforcement operations, civil order

operations, and cross pillar coordination throughout the Kandahar province. The advisors quickly established close and effective relationships with leaders across the ANP to enact positive changes in Afghanistan. The ANP SFAAT's efforts in Counter Improvised Explosive Device (CIED) cell enabled the foundation of a chain of custody process and the identification of seven latent prints from three IED facilitators within Kandahar City. The team oversaw the planning and resourcing of training for instructors at the Regional Training Center- Kandahar (RTC-K) to build the ANP's internal capability to incorporate CIED training into the Initial Patrolmen's Training Course (IPTC). Due to the advising effort, the ANP's capability and capacity to conduct combined arms operations, long range planning, cross pillar intelligence operations, and medical training were greatly enhanced. This resulted in 37 district medics, 40 NCO medics and 2 nurses being trained and distributed to the local levels, improving point of injury care for Fighting Season 15. During the deployment, the Regional Training Center - Kandahar incorporated an Afghan First Aid class and issued first aid kits as a part of the Initial Patrolman Training Course, resulting in over 300 personnel trained in basic medical tasks and skills prior to assuming duties as patrolmen. Additionally, the team oversaw the development of a sustainable ABP Working Canine Program, providing a key security asset within the Kandahar province. The ANP SFAAT increasingly brought gender integration to the forefront of their efforts and advised Afghans to create programs that nested with the United Nation's Security Council Resolution 1325 (UNSCR 1325) mandate for equal participation of women at all levels. TAAC-S advisors assisted the Afghans in adopting a gender perspective, respecting gender equality, and enabling women to serve actively and meaningfully in the security and stability of the country. As a result, Kandahar had the second highest number of women in the police force in all of Afghanistan and coordinated to have female police officers serve at Afghan Army security check points to deter insurgents. Additional focus was placed on the governance line of effort to increase women's participation in the economic development and stability of Kandahar through vocational training facilities and programs which will endure beyond the coalition presence.

### **1<sup>st</sup> Cavalry Division Headquarters and Headquarters Battalion (HHBN) Forward (FWD)**

**Detachment:** HHBN Forward Detachment deployed in support of Operation Enduring Freedom (OEF) and Operation Freedom's Sentinel (OFS), and served as the HQ, RC-S/TAAC-S CJTF-1, Kandahar Airfield (KAF) from LAD 26 June 2014 to 10 June 2015 Transfer of Authority, to the 7th Infantry Division. HHBN FWD provided logistical, maintenance and administrative support to eight subordinate organic and ADCON companies/detachments and to more than 1,000 US and Coalition Soldiers from five partner nations, civilians and contactors. 1CD HHBN also supported tactical movement and protection for the Command Group and CJ Staff within RC-S/TAAC-S and force protection to the HQ RC-S/TAAC-S compound. HHBN FWD focused primarily on personnel management and life support, retrograde of Theater Provided Equipment (TPE) and organic equipment, redeployment of personnel and equipment, planning and reception support, property accountability, reset of organic equipment, and turn in of buildings and facilities on KAF not slated for de-scope.

**Command Group:** The Command Group formed the nucleus of all activity within the command and ensured clarity of intent, expectation management, and mission fulfillment in the daily operations infusing all units and staff sections within CJTF-1. The Command Group operated as a cohesive team to conduct the CJTF-1 mission via direction, integration, and supervision in the critical areas of mission command, maneuver, and support. The Command Group's ability to understand the ever-changing environment and provide strategic communication and guidance to the staff and subordinate units across RC-S/TAAC-S directly achieved National and ISAF objectives to create a resilient ANSF to lead security efforts, to facilitate a greater responsive GIRoA, and to mark the sacrifices of the United States by an enduring operational success.

Throughout its deployment to Afghanistan, the Headquarters Forward Detachment, 1<sup>st</sup> Cavalry Division, augmented by 17 Soldiers from 1<sup>st</sup> Brigade, 101<sup>st</sup> Airborne Division, demonstrated steadfast dedication and mission command acumen, and achieved noteworthy accomplishments in support of full spectrum operations across the CJTF-1 area of operation. Beginning with mission notification in November 2013, staff processes embraced intensive Road-to-War training efforts that involved the Senior Civilian Representative (SCR) and Coalition force members who would later form the CJTF-1 Headquarters, and included numerous Pre-Deployment Site Surveys, and challenging Mission Rehearsal Exercises, which unified understanding of cultural awareness, mission imperatives, and performance expectations. Coupled with the carefully managed phased deployments, initiated in February 2014 that led to the July 2014 TOA, staff synergy reinforced the actions, transitions, and accomplishments of the CJTF-1 throughout the period of its operational leadership until TOA with the 7<sup>th</sup> Infantry Division and redeployment in June 2015. ANSF confidence, capability, and future prospects, which successfully led to the transition from RC-S and OPERATION ENDURING FREEDOM and RESOLUTE SUPPORT to TAAC-S and OPERATION FREEDOM'S SENTINEL and one Presidential Election that marked greater GIRoA autonomy directly represent the proficiency of teaching, training, assisting and mentoring, and the enduring contributions of the 1<sup>st</sup> Cavalry Division.