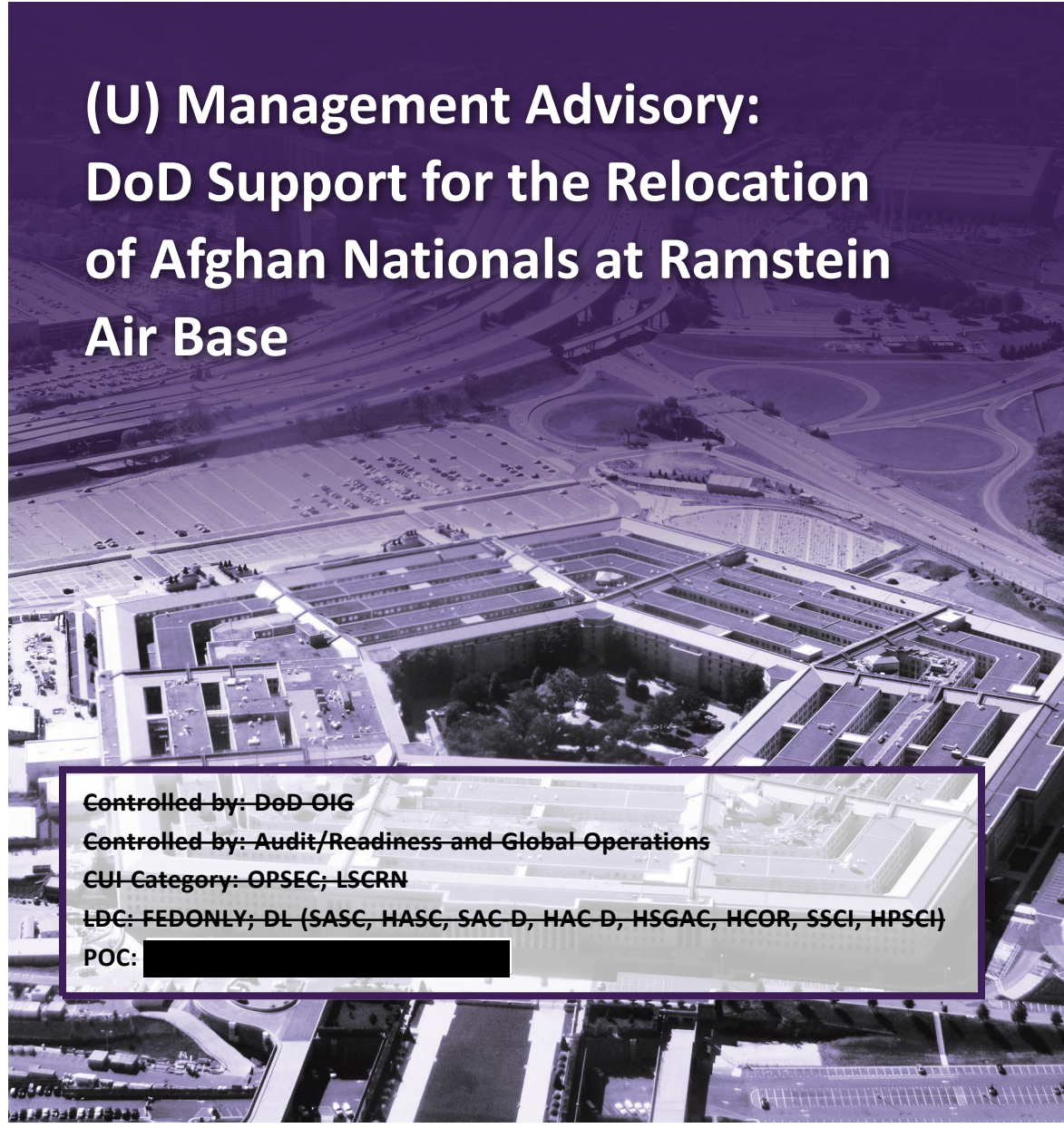


CUI

INSPECTOR GENERAL

U.S. Department of Defense

NOVEMBER 29, 2021



(U) Management Advisory: DoD Support for the Relocation of Afghan Nationals at Ramstein Air Base

Controlled by: DoD-OIG

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CUI Category: OPSEC; LSCRN

LDC: FEDONLY; DL (SASC, HASC, SAC-D, HAC-D, HSGAC, HCOR, SSCI, HPSCI)

POC: [REDACTED]

INTEGRITY ★ INDEPENDENCE ★ EXCELLENCE

CUI





**INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500**

November 29, 2021

MEMORANDUM FOR DISTRIBUTION

SUBJECT: (U) Management Advisory: DoD Support for the Relocation of Afghan Nationals at Ramstein Air Base (Report No. DODIG-2022-040)

(U) The purpose of this memorandum is to advise officials responsible for the relocation of Afghan evacuees of results from our site visit to Ramstein Air Base (AB), Germany, on September 14, 2021, where the audit team observed the housing conditions and support of Afghan evacuees. We conducted the work on this project with integrity, objectivity, and independence, as required by the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Federal Offices of Inspector General.

(U) Our review of Ramstein AB was conducted as part of the DoD OIG "Audit of DoD Support for the Relocation of Afghan Nationals."¹ The objective of this audit is to determine whether the DoD has adequately planned and provided support for the relocation of Afghan evacuees. The audit team visited Ramstein AB, to review in-processing of Afghan evacuees, sustainment, including housing and medical care, and physical security support associated with this effort. In addition to the site visit, the audit team reviewed documentation provided by 86th Airlift Wing (86 AW) personnel, such as the 86 AW Command Historian's reports, briefing charts, and funding documents.²

(U) Operation Allies Refuge

(U) On July 14, 2021, the President announced Operation Allies Refuge (OAR), with the Department of State (DOS) as the lead agency, to support the relocation of Afghan evacuees who previously supported the U.S. Government and were in the process of completing their Special Immigrant Visa application.³ Applicants' immediate family members were also included in the relocation effort. During Operation Enduring Freedom and Operation Freedom's Sentinel, the U.S. Government employed Afghans in supporting roles to these operations. Due to that employment, some Afghans, their families, and close friends, faced ongoing, serious threats. According to a statement by the President on August 30, 2021, the

¹ (U) "Audit of DoD Support for the Relocation of Afghan Nationals (Project No. D2021-D000RJ-0154.000)," announced on August 23, 2021.

² (U) The 86th Airlift Wing, which is assigned to the U.S. Air Forces in Europe, is the host wing at Ramstein AB. The 86th Airlift Wing leadership and support personnel have been responsible for leading, directing, and executing the majority of the effort at Ramstein AB. (U) The 86 AW's Command Historian developed contingency history reports to detail the 86 AW and Ramstein AB's response to OAR.

³ (U) In 2014, Congress amended the Special Immigrant Visa program to provide U.S. visas for translators and interpreters who performed "sensitive and trusted activities" for the U.S. Government in Afghanistan.

(U) DoD executed the largest airlift in U.S. history, evacuating over 120,000 people from Afghanistan in just 17 days. The DOS activated the Afghanistan Coordination Task Force and requested and received DoD-provided support in the form of temporary housing, sustainment, and other support at suitable DoD facilities both within and outside the continental United States.⁴

(U) The Role of Ramstein AB in OAR

(U) Ramstein AB in Germany served as one of the major hubs for Afghan evacuees between their departure from Afghanistan and their next destination at one of eight military installations in the United States.⁵ Figure 1 shows Afghan evacuees at Ramstein AB boarding a commercial airplane destined for the United States.



⁴ (U) The Afghanistan Coordination Task Force is led by the DOS and includes experts from various Government agencies, including the DoD, Department of Homeland Security, and Department of Health and Human Services.

⁵ (U) Fort Pickett, Virginia; Fort Lee, Virginia; Fort Bliss, Texas; Fort McCoy, Wisconsin; Marine Corps Base Quantico, Virginia; Holloman Air Force Base, New Mexico; Joint Base McGuire-Dix-Lakehurst, New Jersey; and Camp Atterbury, Indiana.

(U) As illustrated in the timeline below, which was provided by the 86 AW Historian’s report, Ramstein AB personnel had minimal time to prepare for the large evacuation effort.

- (U) As of August 17, 2021, Ramstein AB leadership discussed their potential role in supporting the Afghan evacuation efforts, but were still unsure if they would receive any evacuees.
- ~~(CUI)~~ On August 18, 2021, Ramstein AB leadership learned they had to prepare to receive 2,500 Afghan evacuees. [REDACTED]
[REDACTED]
- (U) On the evening of August 20, 2021, two days after notification, 143 evacuees arrived at Ramstein AB. By the end of that evening, a total of 1,083 evacuees had arrived.
- (U) By August 31, 2021, less than 2 weeks after receiving its first evacuees, 28,517 evacuees had arrived at Ramstein AB, 17,566 of which were still at the facility. The majority of the 17,566 evacuees at Ramstein AB on August 31, 2021, were Afghan evacuees.⁶
- ~~(CUI)~~ [REDACTED]
[REDACTED] Of the evacuees that had come through Ramstein AB as of September 14, 2021, only 742 (2 percent) were American citizens.

~~(CUI)~~ Upon landing, evacuees were subject to standardized in-processing by military personnel before being assigned to a living area on the facility. Per an agreement with the German government, [REDACTED]
[REDACTED]

(U) In-Processing Procedures and Observation

(U) In-processing was a multi-step process led by military personnel and conducted at the Installation Deployment Readiness Center. In-processing consisted of an initial medical, physical security, biometric security, and DOS screening, as well as an assignment to a lodging area in one of Ramstein AB’s Pods:⁷

- ~~(CUI)~~ **Initial Medical Screening.** Ramstein AB medical personnel conducted an initial medical screening of all Afghan evacuees and also provided access to obstetrics and gynecology resources when necessary to ensure Afghan evacuees received proper medical care. The initial medical

⁶ (U) The number of sustaining evacuees reported by Ramstein AB also included those evacuees housed at Rhine Ordnance Barracks, an Army barracks located less than 15 kilometers from Ramstein AB. All evacuees sustained at Rhine Ordnance Barracks were in-processed at Ramstein AB and transported to Rhine Ordnance Barracks by bus.

⁷ (U) “Pod” is a term used by 86 AW to refer to a segregated, fenced-off area on the encampment equipped to provide all sustenance needs to Afghan evacuees. As discussed later in this memorandum, there were six Pods on Ramstein AB.

~~(CUI)~~ screening included temperature checks and treatment for all visible medical issues. For example, victims of the August 26, 2021 suicide bombing at the Kabul airport displaying open wounds were treated at the medical screening tent. [REDACTED]

- **(U) Physical Security Screening.** All Afghan evacuees passed through metal detectors and, when necessary, Ramstein AB security forces screened them with handheld metal scanners. Amnesty boxes were provided for Afghan evacuees to discard prohibited items such as weapons, drugs, lighters, and cigarettes prior to continuing with in-processing.
- **(U) Biometric Security Screening.** Ramstein AB personnel biometrically screened Afghan evacuees ages 13 years and older to identify and separate those individuals deemed to be high security risks from the general population.⁸ Screening stations contained jump kits to obtain biometric attributes from each Afghan evacuee.⁹ The screening process consisted of manual entry of personal information and uploading digital fingerprint scans, iris scans, and photographs. Information entered by the screener was electronically compared to the Defense Exploitation Portal and other DoD, Department of Homeland Security, and Federal Bureau of Investigation databases. Database matches were reviewed by Air Force Office of Special Investigations, Federal Bureau of Investigation, and Department of Homeland Security personnel present in the biometric screening area.¹⁰ When necessary, the investigators held Afghan evacuees for additional questioning to gain better understanding of database matches.

~~(CUI)~~ Afghan evacuees that investigators deemed high-risk were separated from the general population and remained under constant military surveillance until Air Force Office of Special Investigations, Federal Bureau of Investigation, and Department of Homeland Security representatives determined their next destination. [REDACTED]

⁸ (U) When documentation of the child’s age did not exist, age determination was left to the discretion of the screener.

⁹ (U) A jump kit is a compact and mobile tool set capable of capturing and transmitting forensic-quality fingerprints, iris images, and photographs from remote environments.

¹⁰ (U) An 86 AW security representative explained that the databases contained a significant history of security risk indicators collected over the past 20 years in Afghanistan. For example, it was common for the military to collect fingerprints and conduct iris scans of all people in the general area after an improvised explosive device attack. Each of these scans would result in a system record. Although a single record might not flag a person as high-risk, a history containing multiple records might. However, individuals found with bomb-making materials would also have been entered into the system and, in that instance, a single record may make the Afghan evacuee high-risk. Investigators at the Installation Deployment Readiness Center reviewed each Afghan evacuee’s records and made an overall risk assessment.

- **(U) DOS Screening.** All evacuees identified during the biometric screening process as American citizens, lawful American residents, or unaccompanied minors were sent to a DOS representative and separated from the Afghan evacuees. A DOS employee stated that as of September 14, 2021, 739 of the 742 Americans that had arrived at Ramstein AB had returned to the United States.
- **(U) Pod Assignments.** As the final step of in-processing, Ramstein AB officials provided each Afghan evacuee with an identification card and a lodging assignment in one of the Pods.

(U) In-Processing Challenges

~~(CUI)~~ As a result of extremely limited planning time and the number of Afghan evacuees far exceeding initial estimates, Ramstein AB personnel were not fully prepared to in-process Afghan evacuees, which created extremely long lines upon arrival. Specifically, at the peak of the initial evacuee influx, in-processing took nearly two days from the time an Afghan evacuee arrived on the flightline until the Afghan evacuee was assigned lodging. A representative from the 86 AW noted that at one point there were over 1,500 Afghan evacuees in line at the Installation Deployment Readiness Center and an additional 3,000 Afghan evacuees either in the waiting area or still waiting to deplane. In addition to causing discomfort, which ultimately created a tense environment,

[REDACTED]

(U) Ramstein AB Response to In-Processing Challenges

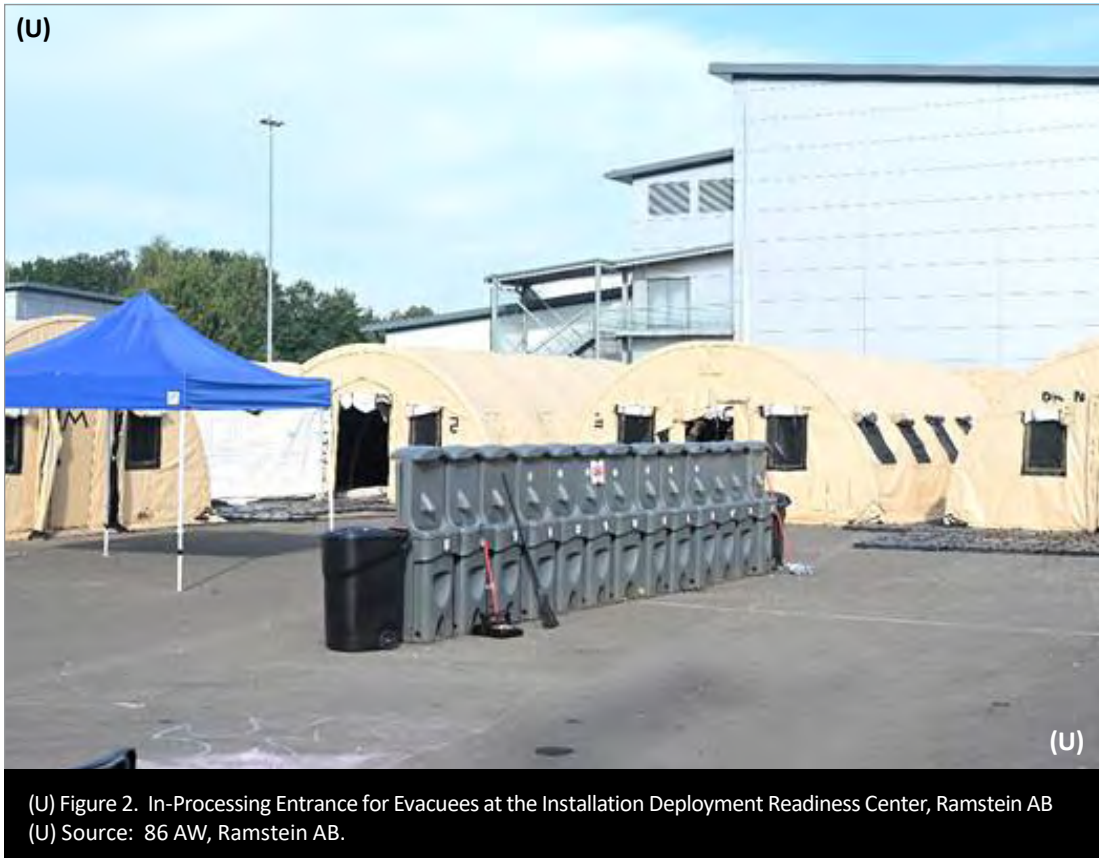
~~(CUI)~~ Ramstein AB personnel worked continuously to meet the in-processing demands. Specifically, Ramstein AB personnel were working 24 hours a day and 86 AW leadership were meeting twice daily to discuss the challenges, the logistics of all sustainment needs in the encampment, and expectations for the coming days. Air Force personnel identified biometric screening as the major bottleneck of in-processing. This was a result of poor internet connectivity, a shortage of biometric screening equipment, and limited staff trained to use the equipment. To improve the biometric screening process, the 86 AW improved the network and increased internet connectivity, trained additional staff on the screening process, and also coordinated with Army counterparts to obtain additional biometric screening equipment and staff that were trained on the equipment. [REDACTED]

[REDACTED]

¹¹ ~~(CUI)~~ [REDACTED]

~~(CUI)~~ In addition to improving the efficiency of in-processing procedures, Ramstein AB personnel also worked hard to provide adequate resources to sustain arriving Afghan evacuees. Specifically, 86 AW personnel coordinated with various providers, such as the Ramstein AB Officer's Club and the United Service Organizations, to provide food and water to Afghan evacuees and outfitted the front of the Installation Deployment Readiness Center with additional restrooms, shelters, and washing stations. Personnel from the 86 AW closely monitored food, water, and available beds and made real-time decisions to mitigate forecasted shortages. [REDACTED]

[REDACTED] To accommodate the wait, 86 AW personnel even provided coloring books, crayons, and activities to keep children occupied while in-processing. Figure 2 shows a portion of the modified waiting area with extra wash stations and shelters in front of the Installation Deployment Readiness Center where Afghan evacuees waited to begin in-processing.



(U) In-Processing Summary

(CUI) [REDACTED]
 [REDACTED] Ramstein AB leadership and support personnel were agile in responding to the dynamic needs at the camp. Ramstein AB leadership developed robust in-processing procedures and expanded and refined their procedures as needed. These procedures ensured that Afghan evacuees were sustained and medically, physically, and biometrically screened.¹² In addition, in-processing included procedures for identifying American citizens, lawful residents, unaccompanied minors, and high-risk individuals early in the process and intentionally segmenting each of these groups to ensure the safety of the Afghan evacuees, as well as the Service members and volunteers at the Ramstein AB encampment.

(U) Afghan Evacuee Sustainment Procedures and Observations

(CUI) After undergoing in-processing procedures, Afghan evacuees were assigned and led to their living area in one of Ramstein AB's Pods. [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

(CUI) Table 1. [REDACTED]

(CUI) [REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

(U) Source: 86 AW.

¹² (U) The audit team did not review the biometric screening history of Afghan evacuees processed through Ramstein AB. Instead, the audit team reviewed the in-processing procedures and ensured Ramstein AB had a process in place for biometrically screening Afghan evacuees.

(U) Standing up and maintaining the facilities in each of these Pods, which amounted to mini cities, was a massive undertaking that required significant staffing and resources. Figure 3 is a photograph of the flightline of Ramstein AB before and after building the evacuee encampment.



~~(CUI)~~ According to an 86 AW report on August 26, 2021, the commander canceled all military leave through the end of September to maximize available staffing. The commander also canceled or suspended base events, including youth sports seasons [REDACTED]. The report also identified that there were reductions in base support, such as mail services, throughout the Kaiserslautern Military Community to focus additional resources on the OAR mission.

(U) Personnel from the 86 AW stated that sustainment of the encampment was a 24-hour per day effort and that all 86 AW personnel supporting the effort were mandated to work 12-hour shifts, 6 days per week. Support personnel assigned to each Pod were responsible for sustaining and meeting the needs of Afghan evacuees. Resources provided to the Afghan evacuees in each Pod included food and water, clothing, housing, restrooms and shower facilities, medical and nursing tents, and worship areas.

- ~~(CUI)~~ **Food and Water.** The dining facility at Ramstein AB was closed and under renovation, so the Afghan evacuees' meals were prepared through other means, including using the Ramstein AB Officer's Club

(~~CUI~~) and obtaining contractor-provided meals. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] Food and water was distributed by military personnel at established times and at designated locations within each Pod. Due to not knowing exactly how many evacuees would arrive at Ramstein AB, 86 AW also maintained a supply of meals ready-to-eat (MREs) to supplement other food options.¹³ Although Ramstein AB did not need to use the MRE as one of the two hot meals Afghan evacuees received each day, Ramstein AB personnel began distributing the MRE to Pods on September 9, 2021, to provide additional food options. [REDACTED]
[REDACTED]

(U) The 86 AW also provided Afghan evacuees with access to non-potable water, which allowed Afghan evacuees to perform hygienic activities, such as washing clothes. To ensure there was a constant supply of non-potable water, the 86 AW used water tanks that held thousands of gallons of water.

- **(U) Clothing.** Clothing and shoes were provided to Afghan evacuees, as needed, by the Red Cross and through donations from the local military community.
- **(~~CUI~~) Housing.** Each Pod contained rows of large tents pulled from war reserve stocks, each capable of housing 40 to 60 Afghan evacuees. Each Afghan evacuee was assigned to a tent and provided a cot and sleeping bag pulled from Ramstein AB’s organic supplies. [REDACTED]
[REDACTED]
[REDACTED]

Figure 4 shows a row of tents in Pod 1 where Afghan evacuees stayed while residing on the Ramstein AB encampment.

¹³ (U) An MRE is a self-contained meal ration consisting of a full meal packed in a flexible meal bag. It was designed to sustain an individual engaged in heavy activity such as military training or during actual military operations when normal food service facilities are not available.



(U) Figure 4. A Row of Tents in the Pod 1 Living Area at the Evacuee Facility, Ramstein AB.
 (U) Source: 86 AW, Ramstein AB.

(~~CUI~~) As of September 14, 2021, tents did not have heating capabilities. However, [REDACTED]

[REDACTED] As a result, no Afghan evacuees from the general population departed the Ramstein AB facility from September 10, 2021, to October 8, 2021. Due to the longer than anticipated stay [REDACTED] the 86 AW began installing heating to tents on September 17, 2021, and was in the process of installing electricity to tents as of the September 14, 2021, site visit.

- **(U) Restroom and Shower Facilities.** Restroom and showers were provided, maintained, and cleaned by contractors. Each Pod had restrooms and shower areas segmented by gender to accommodate cultural and religious expectations and the women’s facilities were constantly guarded by military personnel to ensure the areas were secure. The audit team observed that Pod 1 contained clean and functional portable restrooms, hand washing stations, and shower facilities. The audit team observed that many of the facilities were vacant and there were no lines of Afghan evacuees waiting to use the facilities, which led us to believe that there were an adequate number of restrooms and shower facilities for the Afghan evacuees on Ramstein AB.

- ~~(CUI)~~ **Medical and Nursing Tents.** Each Pod contained medical tents continuously staffed by military medical personnel to provide care for Afghan evacuees. Ramstein AB also included a field hospital to handle medical care, up to minor surgeries. Personnel from the 86 AW stated that when medical needs could not be met within the medical tents or the field hospital, Afghan evacuees were transported by ambulance to Landstuhl Regional Medical Center and other local medical facilities. An 86 AW report stated that, as of September 10, 2021, [REDACTED]

(U) As of September 27, 2021, Ramstein AB medical personnel had delivered 22 babies of Afghan evacuee mothers and the encampment was housing 200 pregnant Afghan evacuees. Each Pod contained a nursing tent to accommodate these Afghan evacuees and to provide privacy and access to necessary resources, such as formula, baby bottles, and diapers. The Red Cross also maintained a tent near each pod to further supplement the needs of Afghan evacuees. The audit team observed medical and nursing tents in Pod 1 and found that they were staffed by military personnel and contained medical supplies.

~~(CUI)~~ Although military personnel were required to wear masks to reduce the spread of COVID-19, [REDACTED]

[REDACTED] According to an 86 AW official, a single N95 mask was provided to each Afghan evacuee; however, the audit team did not see any Afghan evacuees wearing masks during our walk-through. During our September 14, 2021, site visit, Ramstein AB officials stated they were unsure whether Afghan evacuees would receive any vaccinations prior to departing for the United States. [REDACTED]

- **(U) Worship Tents.** Each Pod contained gender-specific worship areas for Afghan evacuees to use and 86 AW personnel reported that a call to prayer was performed five times per day. In addition, an 86 AW Muslim chaplain led a weekly prayer service. Sheets were initially provided for Afghan evacuees to use as prayer rugs, but the 86 AW later replaced the sheets with prayer rugs in each of the worship tents.

(U) Afghan Evacuee Sustainment Challenges

(U) Similar to in-processing, Ramstein AB also initially experienced challenges in housing and sustaining Afghan evacuees, such as limitations with food quantities, housing assignments that led to increased conflicts, and inappropriate use of the restroom.

(U) The 86 AW personnel reported that the potential for food and water shortages was a primary concern in the initial stages of the effort. In addition to the significant challenge of sourcing an adequate number of meals and sufficient quantities of potable water, 86 AW reported that individuals were found going through the food line more than once, resulting in meal shortages, and that Afghan evacuees in food lines were unhappy with the distribution methods, resulting in very tense environments involving physical altercations. Personnel from the 86 AW also identified that separating the tents by gender in the initial phases of the effort was decreasing morale in the Pods, which led to increasing conflicts between the Afghan evacuees. Finally, 86 AW personnel reported significant challenges related to the bathroom. Specifically, Afghan evacuees were urinating and defecating on the floor of living and shower areas, causing health concerns in the Pods. Afghan evacuees were also throwing water bottles into the portable toilets, causing them to prematurely fill or clog.

(U) Ramstein AB Response to Afghan Evacuee Sustainment Challenges

~~(CUI)~~ [REDACTED]

[REDACTED], it ensured Afghan evacuees' basic needs were met and that there would be adequate food for any unexpected Afghan evacuee arrivals. 86 AW personnel also provided each Afghan evacuee a ration card, which was required at each meal distribution. In addition, to reduce lines, alleviate tension between Afghan evacuees, and conserve supplies, the 86 AW began allowing for heads of households to obtain food and water for their entire family by presenting the ration cards of all family members in the food line. 86 AW personnel reported that these modifications to the food distribution process were extremely successful.

(U) Aside from unaccompanied minors, which were kept separate from the general population, 86 AW personnel began to reunite families within the tents. Personnel from the 86 AW stated that this effort was successful in improving morale and reducing conflicts. 86 AW personnel stated that there were some difficulties with assimilating various tribes in the tents, which resulted in various disagreements and issues. The 86 AW stated that most of the issues related to these disagreements

(U) has been minor and that military personnel responded immediately to diffuse the situation and stop situations from escalating further. The 86 AW also moved combative people to different Pods to prevent incidents from occurring in the future.

(U) Personnel from the 86 AW addressed the Afghan evacuees' inappropriate use of the restroom by teaching proper restroom usage and by engaging elders within the community. 86 AW personnel stated that engaging the Afghan evacuees on proper restroom use had significantly alleviated the issue.

~~(CUI)~~ Finally, [REDACTED], the 86 AW had to unexpectedly respond to longer-term sustainment issues at the encampment. For example, the 86 AW had to plan for and administer vaccinations to all Afghan evacuees and install heat and electricity in tents, all of which created additional strain on the Command and on the personnel supporting the effort. Nonetheless, 86 AW leadership and support personnel adapted to ensure the Afghan evacuees' needs were met.

(U) Afghan Evacuee Sustainment Summary

(U) Despite only having a few days to figure out how to house and sustain more than 30,000 Afghan evacuees, when the initial estimate was for a small number of evacuees (mostly Americans), 86 AW leadership and support personnel were successful in their efforts. Specifically, all Afghan evacuees were provided housing, food, water, clothing, restrooms, showers, medical resources, and worship facilities. In addition, as issues arose, 86 AW personnel were diligently working and communicating to ensure problems were quickly addressed. For example, feeding processes were streamlined, hygiene concerns were alleviated, medical tents were equipped to handle necessary medical treatment, and living areas were upgraded to accommodate Afghan evacuees for an extended period of time.

(U) Physical Security Procedures and Observations

(U) The 86 AW initiated physical security procedures and to ensure safety was of the utmost importance from the moment Afghan evacuees arrived until their departure. The audit team observed the following physical security procedures at the Ramstein AB encampment:

- **(U) Luggage Check.** Upon arrival, Afghan evacuees exited arriving flights and placed all luggage outside of the airplane. Security forces from the 86 AW used K-9 units to screen the luggage for explosives.
- **(U) Physical Screening.** Afghan evacuees were physically screened for weapons and prohibited items using metal detectors and handheld scanners at the Installation Deployment Readiness Center prior to in-processing.

- ~~(CUI)~~ Fencing. [REDACTED]
- ~~(CUI)~~ Pod Security. [REDACTED]
- ~~(CUI)~~ [REDACTED]
- ~~(CUI)~~ [REDACTED]
- ~~(CUI)~~ Departure Screening. [REDACTED]

(U) Security Challenges

~~(CUI)~~ As a result of the extensive number of Afghan evacuees and the unique circumstances of the effort, [REDACTED]

[REDACTED]

¹⁴ ~~(CUI)~~ [REDACTED]

(U) Ramstein AB Response to Security Challenges

(U) To help prevent any future hostile situations, such as near-riots, the 86 AW reported that it had modified its clothing and food distribution processes. For example, rather than providing clothing and supplies directly to Afghan evacuees after waiting in a long line, Soldiers delivered bags of supplies to tents late at night while the Afghan evacuees slept. In addition, as stated earlier in the memorandum, the 86 AW also refined their food distribution processes to allow for heads of households to pick up their families' food rations. 86 AW personnel stated that these changes had been very successful in eliminating the hostile situations.

~~(CUI)~~ On September 8, 2021, 86 AW leadership alerted higher headquarters to expect [REDACTED]

[REDACTED] and stated that this will be included in their after-action report for the effort.

(U) Security Summary

(U) Given the number of Afghan evacuees processed through Ramstein AB and the unique circumstances of the effort, the physical security at Ramstein AB had been successful in preventing major security incidents from occurring. Through luggage checks, initial physical screenings, appropriate fencing, roving and static security at the pods, and departure screenings, security forces at Ramstein AB took steps to ensure a safe environment from the time an Afghan evacuee arrives until their departure. As a result, all security incidents have been minor and 86 AW personnel were quick to adjust processes to eliminate most future threats.

(U) Conclusion on Ramstein AB Afghan Evacuee Support

(U) With only days to plan for such a massive undertaking, the 86 AW and other personnel supporting the OAR effort at Ramstein AB ensured in-processing contained procedures for identifying and screening Afghan evacuees; living conditions were satisfactory and resources were available to meet Afghan evacuees' basic needs; and security at the encampment ensured that Afghan evacuees, military forces, volunteers, and local residents were safe.

(U) However, the successful execution of this effort did come at a significant cost to the Command. The 86 AW dedicated substantial resources, to include funds, staff, equipment, and supplies, to support the effort. Specifically:

- **(U) Financial Costs.** Personnel from the 86 AW reported approximately \$56.3 million in FY 2021 costs for the OAR effort. In addition, 86 AW personnel were expecting FY 2022 costs of approximately \$50 million,

(U) which included estimates of approximately \$38 million in contracting costs, \$5.3 million in funds owed to the 635th Supply Chain Operations Wing for the equipment pulled from the war reserve materiel, and \$6.5 million in food and labor expenses.¹⁵ The 86 AW reported that all FY 2021 costs they incurred were replenished with Overseas Humanitarian, Disaster, and Civic Aid funding, and stated that U.S. Air Forces in Europe, the U.S. European Command, the Secretary of the Air Force, and others were coordinating to identify additional funding to cover FY 2022 costs for the OAR effort.

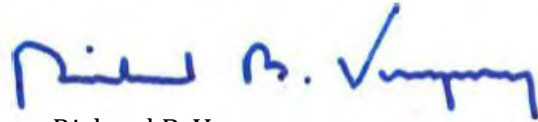
- ~~(CUI)~~ **Strained Staffing.** [REDACTED]
[REDACTED]
[REDACTED] For example, as of September 10, 2021, the 86 AW reported that 80 percent of its Security Forces Squadron, 71 percent of its Communications Squadron, 14 percent of its Force Support Squadron, 37 percent of the 786th Force Support Squadron, and 38 percent of the 569th U.S. Forces Police Squadron were directly supporting the OAR effort. The 86 AW reported that it canceled, suspended, or altered other important activities that support its mission, including training and exercises.
- **(U) Equipment and Supplies.** Without equipment and supplies available to support over 30,000 unexpected Afghan evacuees, the 86 AW had to pull tents from the war reserve materiel and other supplies, such as sleeping bags and medical equipment, from their own stock. By using its organic equipment and supplies, the 86 AW may not have sufficient resources available for future rapid response missions.

(U) We are providing this management advisory memorandum for information and use. This memorandum identifies challenges and successes identified during our site visit to Ramstein AB, Germany.

(U) The interagency partners, as well as the commands directly and indirectly responsible for the relocation of Afghan evacuees, should read this memorandum to be aware of the challenges and opportunities for improvement regarding the in-processing, sustainment, and physical security support for the relocation of Afghan evacuees. The DoD OIG will issue additional management advisory memoranda for each site visited to the appropriate organizations responsible for the Afghan relocation effort, for their review and use.

¹⁵ (U) The 86 AW paid 10 percent of the borrowed equipments' cost for repair and reconstitution.

(U) We considered management's comments on a discussion draft of this memorandum when preparing this final memorandum. A written response is not required. If you have any questions, please contact me at [REDACTED].



Richard B. Vasquez
Assistant Inspector General for Audit
Readiness and Global Operations

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