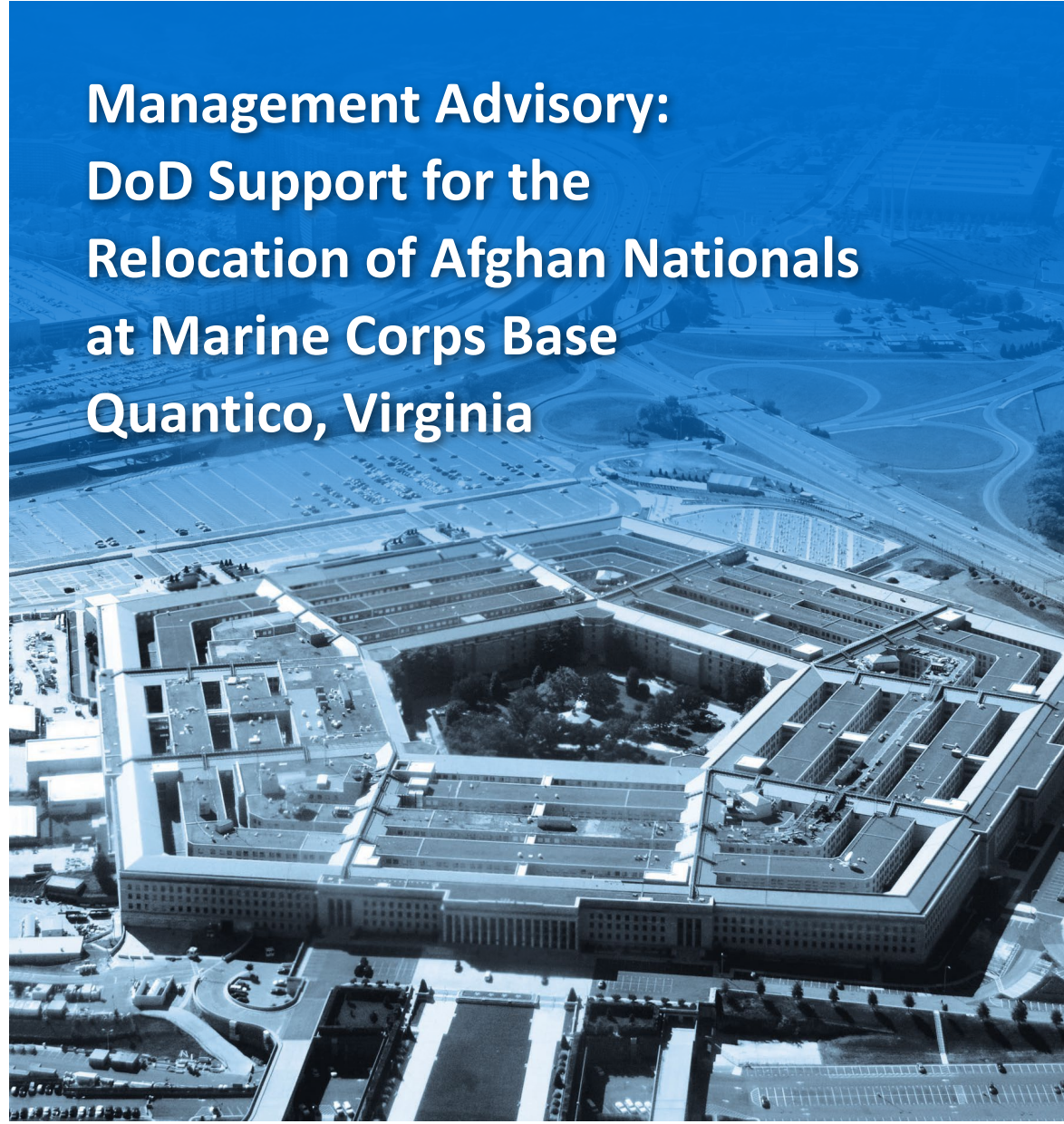




# INSPECTOR GENERAL

*U.S. Department of Defense*

JANUARY 5, 2022



## Management Advisory: DoD Support for the Relocation of Afghan Nationals at Marine Corps Base Quantico, Virginia





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

January 5, 2022

MEMORANDUM FOR COMMANDER, U.S. NORTHERN COMMAND  
COMMANDER, U.S. ARMY MATERIEL COMMAND  
COMMANDER, U.S. ARMY NORTH  
DIRECTOR, JOINT STAFF  
AUDITOR GENERAL, DEPARTMENT OF THE NAVY  
AUDITOR GENERAL, DEPARTMENT OF THE ARMY

SUBJECT: Management Advisory: DoD Support for the Relocation of Afghan Nationals  
at Marine Corps Base Quantico, Virginia (Report No. DODIG-2022-050)

The purpose of this memorandum is to provide the officials responsible for receiving, housing, supporting, and preparing Afghan evacuees for movement to their final resettlement location with the results from our site visit to Task Force (TF) Quantico at Marine Corps Base (MCB) Quantico, Virginia. The team visited TF Quantico from September 23 through 28, 2021. 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.

Our review of TF Quantico operations at MCB Quantico was conducted as part of the "Audit of DoD Support for the Relocation of Afghan Nationals (Project No. D2021-D000RJ-0154.000)."<sup>1</sup> 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 MCB Quantico to review housing and other facilities, security, medical care, and costs associated with the effort. Despite having limited time to plan for this massive effort, TF Quantico personnel housed and sustained Afghan evacuees.<sup>2</sup> However, TF Quantico personnel did experience challenges, such as ensuring accountability of Afghan evacuees and providing Afghan evacuees with all 13 Centers for Disease Control and Prevention required immunizations.

The 2nd Marine Logistics Group (2d MLG), the main Marine Corps unit supporting TF Quantico, dedicated resources to support the effort, to include manpower, equipment, and supplies. In addition, the extensive use of the 2d MLG's manpower and equipment has resulted in missed training opportunities and increased wear and tear on the 2d MLG's equipment.

---

<sup>1</sup> DoD OIG Project No. D2021-D000RJ-0154.000, "Audit of DoD Support for the Relocation of Afghan Nationals," announced August 23, 2021.

<sup>2</sup> TF Quantico is supported by DoD, interagency, and non-Governmental organization personnel. However, for the purpose of this report, we refer to TF Quantico personnel as DoD personnel.

## Operation Allies Refuge

On July 14, 2021, the President announced Operation Allies Refuge, with the Department of State (DOS) as the lead Federal 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 applications.<sup>3</sup> 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 assist in 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 DoD executed the largest airlift in U.S. history, evacuating more than 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.<sup>4</sup>

## Operation Allies Welcome

On August 29, 2021, the President announced that the Department of Homeland Security (DHS) would serve as the lead Federal agency for Operation Allies Welcome (OAW), coordinating ongoing efforts across the U.S. Government to resettle vulnerable Afghans in the United States, including those who worked for the United States and Coalition forces since 2001.<sup>5</sup> The DHS processes, screens, and vets Afghans in coordination with the DoD, the DOS, and other Federal agencies. The DOS and the Department of Health and Human Services are responsible for the final resettlement and integration efforts.

### ***DoD Roles and Responsibilities Supporting Operation Allies Welcome***

On August 15, 2021, the Secretary of Defense directed the U.S. Northern Command to provide temporary housing, sustainment, and support inside the United States for Afghan evacuees, their families, and other individuals at risk from the Taliban. As the DoD's lead combatant command for OAW, the U.S. Northern Command provides housing and security at U.S. military installations. As of November 2021, there were seven U.S.-based military installations, including MCB Quantico, supporting the relocation of Afghan evacuees under OAW.<sup>6</sup>

---

<sup>3</sup> 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.

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

<sup>5</sup> Operation Allies Refuge was the operation to airlift at-risk Afghan evacuees, who supported the DoD, out of Afghanistan. OAW is an ongoing effort across the U.S. Government to support these Afghan evacuees as they resettle in the United States.

<sup>6</sup> The seven installations were Fort Pickett, Virginia; Fort Bliss, Texas; Fort McCoy, Wisconsin; MCB Quantico, Virginia; Holloman Air Force Base, New Mexico; Joint Base McGuire-Dix-Lakehurst, New Jersey; and Camp Atterbury, Indiana. On November 17, 2021, a DHS official stated that the final Afghan evacuees were processed through Fort Lee, Virginia, and resettled. An official from the Fort Lee Task Force (known as TF Eagle) stated that TF officials had started returning to their respective commands and the base operations support contract personnel had started deconstructing the tents around the hotel.

## ***Task Force Quantico's Roles and Responsibilities Supporting Operation Allies Welcome***

The U.S. Northern Command formed TF Quantico to support OAW at MCB Quantico with the mission to safely receive, house, support, and prepare Afghan evacuees for movement to their final resettlement location. As of September 28, 2021, TF Quantico comprised 924 DoD personnel, mostly from the 2d MLG and the 1st Battalion, 10th Marine Regiment.<sup>7</sup>

As illustrated in the following timeline, TF Quantico personnel had minimal time to prepare for housing and sustaining Afghan evacuees.

- On August 24, 2021, Marines from the 2d MLG were directed to provide support for OAW at MCB Quantico. A 14-person team of Marines from the 2d MLG immediately deployed to MCB Quantico to perform a site survey and identify space to house and sustain the planned 5,000 Afghan evacuees.
- On August 27, 2021, additional Marines from the 2d MLG arrived at MCB Quantico, standing up TF Quantico.
- By August 28, 2021, only 4 days after receiving the official mission, TF Quantico personnel stated that the task force was capable of housing and sustaining 1,000 Afghan evacuees.
- On August 29, 2021, the first 241 Afghan evacuees arrived at MCB Quantico.
- On September 7, 2021, 10 days after the first Afghan evacuees arrived, MCB Quantico had received 1,415 Afghan evacuees.
- By September 9, 2021, through contracted and Marine Corps-built facilities, TF Quantico established facilities to house and sustain 5,000 Afghan evacuees.
- On September 25, 2021, 1 month after receiving the mission, TF Quantico personnel were housing and sustaining over 3,755 Afghan evacuees.
- On December 22, 2021, the last Afghan evacuees left MCB Quantico, ending the OAW mission for TF Quantico.

### **Afghan Evacuee In-Processing at MCB Quantico**

When Afghan evacuees arrived at MCB Quantico, TF Quantico personnel documented the Afghan evacuees into the task force's accountability spreadsheet, which captured each individual's name, age, and housing assignment. Next, Afghan evacuees received a welcome pamphlet, translated in Dari and Pashto, and a briefing from TF Quantico personnel, with the aid of translators, explaining the locations and hours of the dining facilities, medical center, prayer room, laundry facilities, and recreational areas. In addition, the welcome pamphlet and briefing covered a list of installation rules to follow, such as speaking up if needing assistance and not leaving children unattended. After receiving the welcome brief,

---

<sup>7</sup> Camp Lejeune, North Carolina, is the home station for Marines from the 2d MLG and the 1st Battalion, 10th Marine Regiment.

TF Quantico personnel provided Afghan evacuees with hygiene products and took them to their assigned housing. Finally, Afghan evacuees met with interagency partners and were registered in the DOS-owned Hummingbird database, which started the process for relocating Afghan evacuees to a permanent home.<sup>8</sup>

## Afghan Evacuee Sustainment Procedures and Observations

TF Quantico personnel established 3 distinct encampments capable of housing and sustaining as many as 5,000 Afghan evacuees.<sup>9</sup> For the first two encampments, TF Quantico personnel used the grounds of MCB Quantico's Camp Upshur, previously used as an officer candidate school in the 1980s. The former officer candidate school area was divided into two encampments: expeditionary staging areas (ESA) East and West. Four days after being notified of the mission, TF Quantico personnel were able to house the first 1,000 Afghan evacuees at ESA East using the site's existing structures, which the task force converted into barracks for incoming Afghan evacuees. To create ESA West, TF Quantico contracted for the construction of two tents, the first capable of housing about 2,000 and the second capable of housing about 1,000 Afghan evacuees. TF Quantico's third encampment, named Pioneer City, consisted of 80 Marine Corps general purpose tents and was capable of housing 1,000 Afghan evacuees. TF Quantico personnel stated that the sustainment of the encampments was a constant effort. The audit team observed the following TF Quantico operations.

### **Housing**

TF Quantico personnel assigned each Afghan evacuee to 1 of the encampment's 5,000 beds. All TF Quantico living quarters had electricity or areas to charge cell phones, and Internet was provided throughout ESA East, ESA West, and Pioneer City through an Internet substation donated to the task force.

- ESA East consisted of 20 freestanding structures that the 2d MLG Marines converted into fully temperature-controlled living quarters.
- ESA West consisted of 3,000 beds divided among 11 pods, with dedicated living pods for families and single males. ESA West living quarters were air-conditioned, and TF Quantico personnel and the contractor planned to winterize the encampment. TF Quantico personnel stated that the contractor planned to install heat pumps and duct work in ESA West living quarters.
- The third encampment, Pioneer City, consisted of 80 general purpose tents divided into dedicated tents for single males, single females, and families. The 2d MLG Marines installed air conditioners and heaters in each of the 80 general purpose tents.

---

<sup>8</sup> The Hummingbird database is a DOS-owned database created to support OAW. The system captures Afghan evacuee identification data, such as name, date of birth, and passport number; medical data, such as lab results, vaccinations, and medical exams; and biometric data, such as fingerprints and photos for immigrants seeking resettlement.

<sup>9</sup> In this report, we refer to the areas of MCB Quantico in which Afghan evacuees were living as "encampments."

## ***Food and Water***

TF Quantico encampments had 4 dining facilities serving 3 hot and culturally appropriate meals to as many as 5,000 Afghan evacuees per day. In addition to providing three hot meals a day, TF Quantico personnel stated they initially had a ready-made food service; however, they discontinued that service because Afghan evacuees were storing food in the living quarters. Despite discontinuing the ready-made food service, TF Quantico personnel stated that there were no complaints from Afghan evacuees about access to food. TF Quantico also provided Afghan evacuees access to potable water by positioning water tanks and bottled water throughout the encampment.

## ***Restroom and Shower Facilities***

TF Quantico provided showers and restrooms that were maintained and cleaned by contractors daily. The audit team observed that the showers and restrooms were segregated by gender. The showers and restrooms had clear signage indicating the appropriate gender for each facility. In addition, the audit team observed four handicap-accessible bathrooms and showers. The audit team observed that many of the restroom and shower facilities were vacant and there were no lines of Afghan evacuees waiting to use the restroom and shower facilities, which led us to believe that there was an adequate number of restrooms and shower facilities for the Afghan evacuees on MCB Quantico.

## ***Worship Tents***

TF Quantico personnel established worship tents in all three encampments and stated that religious leaders visited Afghan evacuees weekly. The audit team observed that the worship tents in the two ESA living areas were separated by gender to accommodate cultural and religious expectations.

## ***Donation Centers***

TF Quantico personnel established two donation centers, one for general clothing and supplies and a second donation center specifically for children and infant needs, such as diapers, formula, and toys. In order to control the flow of people at the donation center, TF Quantico personnel opened the general clothing and supplies donation center to Afghan evacuees based on their housing assignment. TF Quantico personnel allowed each housing unit to visit the donation center weekly at a set time. Afghan evacuees could obtain supplies for children and infants 7 days a week. The audit team observed Afghan evacuees using both donation centers, which were stocked with infant supplies, toys, and clothing for men, women, and children. TF Quantico personnel said there were no shortages of donated items. In addition, TF Quantico personnel stated that they met with all the Afghan evacuees at MCB Quantico to determine winter clothing sizes and quantity requirements, and that TF Quantico personnel were working with the U.S. Army North to obtain the required winter clothing.

## ***Education and Recreation***

TF Quantico Civil Affairs personnel, in coordination with non-Governmental organization personnel, hosted Afghan-led classes open to the entire Afghan evacuee population. These classes included English classes for men, women, and children, as well as classes on American culture, hygiene, and women's health.<sup>10</sup> In addition, TF Quantico Civil Affairs personnel stated they provided Afghan evacuees with recreational opportunities, including movie nights, dance nights, and soccer and volleyball tournaments.

## ***Establishing Lines of Communication***

TF Quantico personnel stated they established multiple lines of communication with Afghan evacuees. For example, TF Quantico personnel stated the TF Quantico Commander held town halls to provide information on actions or changes to TF Quantico activities that had a significant impact on the Afghan evacuee population. TF Quantico personnel said that the TF Quantico Commander invited the entire Afghan evacuee population to each town hall, and that interpreters attended each town hall to assist with translation for Afghan evacuees who did not speak or understand English. In addition, TF Quantico personnel stated TF Quantico personnel, along with interagency partners from the International Rescue Committee and other non-Governmental organizations, held a dedicated town hall to educate the Afghan evacuee population and answer any questions the evacuees had regarding the immigration process.

TF Quantico personnel created a council of Afghan leaders to interact with the TF Quantico Commander and discuss TF Quantico operations and Afghan evacuee concerns. TF Quantico allowed housing pods, each made up of approximately 30 Afghan evacuees who were housed in the same building or area of the large tents, to choose the Afghan leaders that served on this council, an action designed to empower Afghan evacuees by letting them select representatives to meet with the TF Quantico Commander. Specifically, selected Afghan leaders:

- attended weekly shuras with TF Quantico command representatives;<sup>11</sup>
- communicated any changes within the encampments to their housing unit, such as changes to dining facility hours; and
- acted as points of contact for TF Quantico personnel to communicate with Afghan evacuees who did not show up to scheduled appointments for routine medical screenings or to work on their immigration status with interagency partners.

---

<sup>10</sup> The non-Governmental organizations supported TF Quantico by assisting Afghan evacuees in the immigration and relocation process, as well as organizing cultural classes and the delivering of supplies and donations.

<sup>11</sup> "Shura" is Arabic for "consultation." During a shura, community leaders meet to discuss communal affairs and resolve disputes.



In addition, Afghan leaders oversaw and educated the Afghan evacuee population on standards of personal conduct related to living in the United States, allowing Afghan evacuees to effectively police themselves and take ownership of their living situation and future life in the United States, as well as eliminating the need for TF Quantico security forces to get involved in minor disagreements.

## **Afghan Evacuee Medical Procedures and Observations**

The TF Quantico medical personnel performed medical exams and immunizations required by DHS and provided medical services to preserve the health and wellbeing of Afghan evacuees. TF Quantico's medical mission was supported by 145 Marines from the 2d MLG, including specialized medical personnel, such as pediatricians, obstetricians, and gynecologists, as well as mental health professionals. The audit team observed the following medical procedures and challenges at the TF Quantico encampments.

### ***Immigration Exams and Vaccinations***

To satisfy immigration requirements, each Afghan evacuee received a medical exam that included a routine physical and screening for four communicable diseases (tuberculosis, chlamydia, gonorrhea, and syphilis). In addition, TF Quantico medical personnel provided Afghan evacuees with vaccinations and screenings for mental health and substance abuse. Afghan evacuee medical records were documented on a SF 600 "Chronological Record of Medical Care" form and retained by TF Quantico medical personnel until the Afghan evacuee was ready to depart to a permanent home.<sup>12</sup> Each Afghan evacuee received a copy of their medical record, including their immunization record, at the completion of their customs and immigration process.

### ***Health and Wellness Medical Services***

TF Quantico established two medical clinics, one for males and one for females, each operating 24 hours a day and 7 days a week to provide Afghan evacuees with immediate medical support for illnesses and injuries. In addition, TF Quantico established an area for Afghan evacuees to receive, by appointment, routine and emergency dental care. The following figure shows the dental area at TF Quantico medical clinic.

---

<sup>12</sup> The U.S. General Services Administration Chronological Record of Medical Care, SF 600, is a continuous record of a patient's medical history.



Figure. Dental Area at TF Quantico Medical Clinic  
Source: The DoD OIG.

## ***Emergency and Off-Base Medical Care***

In addition to providing routine medical care, TF Quantico arranged for Afghan evacuee transport to off-base hospitals for medical emergencies that could not be treated by TF Quantico medical personnel at MCB Quantico. As of September 23, 2021, TF Quantico personnel stated that every day since August 29, 2021, they responded to a medical emergency on the encampments requiring the transport of an Afghan evacuee to a local hospital for specialized care. For example, TF Quantico personnel stated that they transported several pregnant Afghan females that required cesarean sections and a child who suffered a concussion. The audit team observed three pre-positioned ambulances on the encampments and two landing zones for medical airlifts. TF Quantico personnel stated that the locations of the pre-positioned ambulances and medical airlifts drastically reduced the transportation time to local hospitals in the event of a medical emergency.

## ***Medical Quarantine Capabilities***

The audit team observed a dedicated space capable of quarantining up to 56 Afghan evacuees for communicable diseases, such as measles and coronavirus disease-2019 (COVID-19). In addition, TF Quantico personnel stated that they were prepared to isolate entire housing units in the event of communicable disease outbreak, to include providing the isolated housing unit with dedicated showers and food delivery.

## Medical Challenges

TF Quantico medical personnel stated they faced initial challenges obtaining the appropriate type of medical specialists to support the Afghan evacuee population. The 2d MLG deployed role 2 medical specialists, including general surgeons and anesthesiologists to TF Quantico.<sup>13</sup> However, TF Quantico personnel stated that TF Quantico personnel quickly realized that these specialties were not needed, and instead the task force needed more primary care specialists, such as pediatricians, dentists, and obstetricians and gynecologists. Identifying appropriate medical personnel was critical because there were medical needs that were not being met for the considerable number of families on the installation and the 150 pregnant women living in the encampments. To address this challenge, TF Quantico submitted a request for forces and obtained the necessary specialists to support the Afghan evacuee population. While TF Quantico personnel overcame the medical staffing challenge, the audit team observed challenges related to providing all required immunizations to Afghan evacuees and implementing COVID-19 safety measures.

### Task Force Quantico Did Not Provide All Immunizations

TF Quantico did not provide all Afghan evacuees with the required age-appropriate immunizations. A September 5, 2021 DHS letter stated that Afghan evacuees are required to receive 13 age-appropriate immunizations recommended by the Centers for Disease Control and Prevention, as well as undergo a tuberculosis screening, at a federally funded facility. On September 8, 2021, the U.S. Northern Command Commander ordered DoD personnel to provide all Afghan evacuees the immunizations recommended by the Centers for Disease Control and Prevention. The following table lists the 13 age-appropriate immunizations, required by the DHS, in support of U.S. Citizenship and Immigration Services.

Table. Required Immunizations for U.S. Immigration

Required Immunizations	
1. Measles, Mumps, and Rubella*	8. Influenza
2. Polio*	9. Pneumococcal pneumonia
3. Tetanus and diphtheria toxoids (Td/Tdap)	10. Rotavirus
4. Pertussis (DTP/DTaP/DT)	11. Hepatitis A
5. Haemophilus influenza type B (Hib)	12. Meningococcal (MenACWY)
6. Hepatitis B	13. COVID-19*
7. Varicella *	

\*Indicates the four vaccinations administered to Afghan evacuees at the time of our site visit.  
Source: The DoD OIG.

<sup>13</sup> Role 2 medical care provides medical treatment, advanced trauma management, emergency surgery, and resuscitative care.

As of September 27, 2021, TF Quantico personnel offered and provided Afghan evacuees 4 of the 13 required vaccinations and the tuberculosis screening. As of September 27, 2021, TF Quantico reported that more than 90 percent of eligible Afghan evacuees were vaccinated against COVID-19; measles, mumps and rubella; and varicella, and that 71 percent were vaccinated against polio.

TF Quantico personnel explained that it was their understanding that Afghan evacuees needed only those four immunizations to complete the immigration process. However, during our site visit, TF Quantico personnel stated that they still needed to provide Afghan evacuees the remaining nine required immunizations. TF Quantico medical personnel stated that they were taking immediate actions to secure immunization supplies and vaccinate the Afghan evacuee population. Specifically, TF Quantico personnel stated that they planned to prioritize vaccinations for those Afghan evacuees scheduled to depart the encampment and estimated that the task force would complete vaccinating the entire Afghan evacuee population by October 15, 2021. On October 28, 2021, TF Quantico personnel confirmed that all catch-up vaccinations were complete and that 3,933 out of 3,957 Afghan evacuees at MCB Quantico received the required age-appropriate vaccines.

### ***Task Force Quantico Was Challenged by COVID-19 Safety Measures***

On September 3, 2021, the U.S. Army North Commander ordered all personnel on installations supporting OAW and Afghan evacuees to wear a face mask on the installation and for Afghan evacuees to be tested for COVID-19 through rapid antigen testing every 72 hours to ensure the health and safety of all personnel supporting OAW and to prevent the spread of COVID-19.<sup>14</sup> According to TF Quantico medical personnel, Afghan evacuees were provided with education related to health and hygiene, including the prevention of communicable diseases, such as COVID-19. TF Quantico medical personnel stated that face masks were available for Afghan evacuees. However, during our walkthroughs of the encampments, the audit team observed Afghan evacuees wore face masks while in the medical clinic area, but not at other locations on the encampment. In addition, the audit team observed military personnel not wearing face masks, including individuals indoors and individuals interacting with Afghan evacuees.

Furthermore, TF Quantico personnel did not meet the U.S. Army North requirement to use Rapid Antigen Testing to test Afghan evacuees for COVID-19 every 72 hours. TF Quantico personnel stated the requirement was unrealistic because they would have to test more than 1,000 Afghan evacuees per day. According to the TF Quantico Commander, they did not have the staff nor the test kits to do this. Instead, TF Quantico medical personnel stated that the TF Quantico clinic tested for COVID-19 if Afghan evacuees were symptomatic or had known exposure to the disease.

---

<sup>14</sup> Rapid antigen testing for COVID-19 uses a nasal swab to determine if a person is infected with COVID-19.

On September 28, 2021, the TF Quantico Commander stated that more than 90 percent of the eligible Afghan population on the encampments were vaccinated against COVID-19. At the time of our site visit, TF Quantico medical personnel stated that only one Afghan evacuee had tested positive for COVID-19 during their admission at a local hospital and that individual and their family were quarantined at MCB Quantico. In addition, TF Quantico personnel stated that they were able to isolate entire housing units in the instance of a mass outbreak of any communicable disease. On October 23, 2021, the U.S. Army North Commander issued an order removing the requirement for Afghan evacuees to be tested for COVID-19 through rapid antigen testing every 72 hours.

## **Afghan Evacuee Accountability and Security Procedures and Observations**

TF Quantico personnel stated that on August 26, 2021, the TF Quantico Security Force Commander and approximately 150 Marines from the 1st Battalion, 10th Marine Regiment were deployed to MCB Quantico to serve as TF Quantico security personnel and set the security conditions for the encampments. During our site visit from September 23 through 28, 2021, the audit team observed the following physical security procedures and challenges at the TF Quantico encampments.

### ***Accountability Screening***

Upon the arrival of Afghan evacuees at MCB Quantico, TF Quantico personnel documented Afghan evacuees into an accountability spreadsheet, capturing the individual's name, age, and housing assignment and grouped individuals by their family unit.

### ***Perimeter Security***

ESA East, ESA West, and Pioneer City are located on MCB Quantico, and all the perimeter security controls were already in place for the installation, to include the heavily wooded areas that acted as part of the MCB Quantico perimeter physical security. Within the encampments, the audit team observed fencing, approximately 5 feet tall, surrounding residential areas, equipment such as generators, and areas with heavy vehicle traffic. TF Quantico personnel stated the fencing was installed for the safety of Afghan evacuees as there was a large number of children in the encampments and the constant traffic from construction posed a risk. TF Quantico personnel stated that the fence was not intended to restrict Afghan evacuee movement and that Afghan evacuees were free to move around the entire encampments unrestricted.

## ***Encampment Security***

TF Quantico security personnel implemented a layered approach to security within the encampments. The audit team observed several layers of this security, including entry control points, roaming patrols by security personnel, the presence of MCB Quantico Provost Marshal officers, and roaming patrols that monitored gated areas of the MCB Quantico perimeter.<sup>15</sup> With no authority to execute law enforcement duties, the TF Quantico Security Force Commander leveraged relationships with the MCB Quantico Provost Marshal Office to have six Provost Marshal officers support TF Quantico. In addition, in the vicinity of TF Quantico, civilian law enforcement from the DHS, the Department of Justice, and the Federal Bureau of Investigation were available to assist TF Quantico if needed. Security personnel stated that as of September 27, 2021, TF Quantico had one major criminal security incident and it involved an Afghan evacuee committing what appeared to be an unlawful act with a child. TF Quantico security personnel explained that within 30 minutes, security personnel determined the incident to be a violation of U.S. law, detained the Afghan evacuee, and turned the Afghan evacuee over to the Federal Bureau of Investigation for criminal processing.

## ***Drone Use***

TF Quantico security forces had a drone with thermal imaging available to assist security forces in the event of a missing person in the heavily wooded areas surrounding TF Quantico's encampments.

## ***Accountability and Security Challenges***

TF Quantico personnel did not have controls in place to ensure accountability of the 3,755 Afghan evacuees under their supervision. As of September 27, 2021, there were no additional accountability checks of Afghan evacuees after initially documenting names upon their arrival. TF Quantico personnel relied on Afghan leaders and interagency partners to inform the Command when individuals went missing or did not show up for scheduled appointments. Other DoD installations supporting OAW implemented accountability procedures, such as TF Eagle at Fort Lee conducting daily accountability checks of all Afghan evacuees on base and issuing badges with unique identifiers that Afghan evacuees were required to wear. This type of accountability system was also implemented at Joint Base McGuire-Dix-Lakehurst where Afghan evacuees were given wristbands with four-digit identification numbers, which DoD personnel used to conduct censuses of living quarters. Without proper accountability of personnel, it was difficult for TF Quantico personnel to determine if any Afghan evacuees were missing in an emergency or other unexpected events. We are not making a recommendation to improve accountability procedures because TF Quantico ended OAW operations on December 22, 2021.

---

<sup>15</sup> The Provost Marshal Office protects the lives, rights, and property of all personnel and organizations on a military installation.

## Military Civil Affairs Advisors

Military Civil Affairs operations include providing assistance outside the range of military operations to meet the life sustaining needs of the civilian population and providing expertise in civilian related matters that are not normally the responsibility of the military. In conducting these operations, Military Civil Affairs Advisors assess the civil environment, identify civil considerations, and integrate them throughout the planning process and tactical execution of military operations.

In support of OAW, the DoD is tasked with providing safe and secure living conditions for more than 67,000 Afghan evacuees. Afghan evacuees living at each of the eight DoD installations faced a long and uncertain journey out of Afghanistan, and now face unfamiliar living conditions and uncertainty regarding when or where they will be relocated next. Assigning Military Civil Affairs Advisors to each task force is intended to provide commanders the tools to identify, gauge, and address grievances from Afghan evacuees early in a culturally appropriate way. Addressing emerging issues early while being culturally sensitive is critical to maintaining a harmonious environment for Afghan evacuees, interagency partners, and DoD personnel.

On September 25, 2021, three Civil Affairs Advisors were supporting the TF Quantico Commander on cultural sensitivities related to the needs of Afghan evacuees. TF Quantico Civil Affairs personnel advised the Commander on establishing lines of communication with Afghan evacuees, potential second and third order effects of some of the command's decisions, and coordinating with non-Governmental organizations to host Afghan-led English and American culture classes. On September 1, 2021, only 3 days after the Afghan evacuees arrived on base, TF Quantico personnel began coordinating with Marine Forces Command, U.S. Army North, and the U.S. Northern Command to obtain 16 Civil Affairs Advisors from the Marine Forces Reserve Command.<sup>16</sup> TF Quantico Civil Affairs personnel stated that with 16 advisors, they would have more staff to collect and gauge the needs of Afghan evacuees and advise commanders on culturally appropriate solutions. On October 28, 2021, TF Quantico personnel stated that they planned to incorporate the 16 Civil Affairs Advisors into TF Quantico on December 5, 2021.

## Financial Costs of TF Quantico Operations

In an August 19, 2021 memorandum, the DoD Deputy Comptroller established cost-reporting requirements and procedures for DoD components supporting the relocation effort.<sup>17</sup> The Deputy Comptroller required DoD components to submit weekly flash reports of all direct and reimbursable costs associated with the relocation of Afghan evacuees

<sup>16</sup> Within the Marine Corps, civil affairs is a capability primarily held by the Marine Corps Reserve Command.

<sup>17</sup> Office of Under Secretary of Defense, Comptroller, "DoD Support to the Department of State for Afghan Special Immigration Visa (SIV) Applicants," August 19, 2021.

and directed the Defense Finance and Accounting Service to provide additional reporting instructions to DoD components. The Deputy Comptroller also stated that the DoD Financial Management Regulation provided instruction on reporting the cost of contingency operations.<sup>18</sup>

As of December 3, 2021, TF Quantico reported the total cost of its support to OAW as \$188.4 million. The \$188.4 million consisted of \$182.7 million for a base operations and support services contract, \$4.6 million for travel expenses for deployed personnel, and \$1.1 million for supplies.<sup>19</sup> The 2d MLG initially paid for these expenses by redirecting some of its program funding to cover the expense. According to TF Quantico personnel, the DoD has provided TF Quantico with \$138.4 million in DoD Overseas Humanitarian, Disaster, and Civic Aid funding. As of December 3, 2021, TF Quantico personnel estimated it will cost more than \$38.3 million to sustain its current operations through the end of OAW and return MCB Quantico to its original condition.

## **Additional Impacts of Support for OAW**

The 2d MLG dedicated its own resources, including financial, staffing, equipment, and supplies, to support the effort. Dedicating these resources to the OAW mission has impacted the 2d MLG in the following areas.

### ***Staffing and Forces Readiness***

The majority of TF Quantico staffing is supported by personnel from the 2d MLG. The extensive use of the unit's workforce disrupted its normal operations at both MCB Quantico and Camp Lejeune, which could impede future missions. Specifically, to support OAW, 2d MLG Marines were removed from service-level training at MCB Twentynine Palms, California, which was already canceled twice due to COVID-19. Further, TF Quantico personnel stated that approximately 50 percent of the 2d MLG medical personnel were supporting OAW's medical mission, which TF Quantico medical personnel stated was creating a burden to their home station medical and dental readiness, and increased risks to troop readiness.

### ***Equipment and Supplies***

TF Quantico pulled more than 80 general purpose tents, air-conditioning and heating units, generators, and other supplies from the 2d MLG and other Marine Corps units at Camp Lejeune to build ESA East and Pioneer City. TF Quantico personnel stated that due to the conditions and length of use of the 80 general purpose tents, the Command will likely destroy the tents at the end of OAW at MCB Quantico. In addition, the shelf life of equipment

---

<sup>18</sup> DoD Regulation 7000.14-R, "DoD Financial Management Regulation," volume 12, chapter 23, June 2021.

<sup>19</sup> The base operations and support services contract was administered by the U.S. Naval Facilities Command to provide food, shelter, water, laundry, construction, and maintenance.



like air-conditioning units and generators will be reduced due to the unplanned workload of this mission, potentially creating increased maintenance and replacement cost for the 2d MLG and other units from Camp Lejeune.

We are providing this management advisory memorandum for information and use. This memorandum identifies challenges identified during our site visit to TF Quantico located at MCB Quantico, Virginia. We provided this information to the TF Quantico Commander during an exit conference at MCB Quantico on September 28, 2021.

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 advisories for each site visited to the appropriate organizations responsible for the Afghan relocation effort for their review and use.

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



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

cc:  
Commander, Task Force Quantico



# **Whistleblower Protection**

## **U.S. DEPARTMENT OF DEFENSE**

*Whistleblower Protection safeguards DoD employees against retaliation for protected disclosures that expose possible fraud, waste, and abuse in Government programs. For more information, please visit the Whistleblower webpage at <http://www.dodig.mil/Components/Administrative-Investigations/Whistleblower-Reprisal-Investigations/Whistleblower-Reprisal/> or contact the Whistleblower Protection Coordinator at [Whistleblowerprotectioncoordinator@dodig.mil](mailto:Whistleblowerprotectioncoordinator@dodig.mil)*

### **For more information about DoD OIG reports or activities, please contact us:**

#### **Congressional Liaison**

703.604.8324

#### **Media Contact**

[public.affairs@dodig.mil](mailto:public.affairs@dodig.mil); 703.604.8324

#### **DoD OIG Mailing Lists**

[www.dodig.mil/Mailing-Lists/](http://www.dodig.mil/Mailing-Lists/)

#### **Twitter**

[www.twitter.com/DoD\\_IG](http://www.twitter.com/DoD_IG)

#### **DoD Hotline**

[www.dodig.mil/hotline](http://www.dodig.mil/hotline)



DEPARTMENT OF DEFENSE | INSPECTOR GENERAL

4800 Mark Center Drive  
Alexandria, VA 22350-1500  
[www.dodig.mil](http://www.dodig.mil)  
Defense Hotline 1.800.424.9098

