

# ***Department of the Air Force***

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*Integrity - Service - Excellence*

## ***US Space Command Headquarters Selection Process (Texas)***



**Ms. Jennifer L. Miller**  
**Acting Assistant Secretary of the Air Force**  
**(Energy, Installations, and Environment)**  
**February 8, 2021**

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# Stage Setter

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## ■ Purpose – Information Brief

- Overview of SecDef directed selection process and SecAF decision

## ■ Strategic Narrative

- April 15, 2019 SecAF designated the Interim Combatant Command Support Agent (ICCSA) for US Space Command (USSPACECOM)

## ■ Force Structure

- Proposed: 1400 personnel (600 military and 800 civilian)

## ■ Facility Requirements

- Proposed: 464,000 square feet of facility space and 402,000 square feet of parking



# *Background*

- On March 4, 2020 the SecDef approved a unique three phase process that expanded the enterprise and increased community participation
  - **Nomination Phase:** Self-nomination by community mayors with state governor's endorsement and Department of the Air Force screening (verifying entry qualifications)
  - **Evaluation Phase:** Quantitative comparison of the nominees evaluating four factors (Mission, Capacity, Support, and Costs to the DoD) and their criteria using community questionnaires, installation questionnaires and publicly available authoritative information
  - **Selection Phase:** Qualitative comparison of candidates analyzing the four factors and their criteria with information validated by site visits and community virtual visits
    - SecAF sought guidance and received feedback from functional staff experts, senior commanders, and members of the National Command Authority



# Process

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## ■ **Nomination Phase**

- Governors notified of the new process – May 2020
- Communities submitted self-nominations – June 2020
- Nominations validated against screening requirements

## ■ **Evaluation Phase**

- Communities identified supporting military installations – July 2020
- Communities/installations evaluated using approved criteria
- Candidate locations selected – November 2020

## ■ **Selection Phase**

- Site visits conducted – December 2020 / January 2021
- Virtual community visits conducted – December 2020
- Preferred location & reasonable alternatives selected – January 2021
- Final decision – TBD, post NEPA



# ***Selection Phase Factors and their Criteria***

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## **Mission**

- Available qualified workforce
- Proximity to mutually supporting space entities
- Emergency & incident response
- Enable mobility

## **Capacity**

- Facility and parking space
- Communications bandwidth & redundancy
- Anti-terrorism/force protection & security requirements
- Energy resilience
- Medical support
- Childcare
- Military housing
- Transportation

## **Support**

- Quality of schools
- Professional licensure portability
- Cost of living
- Housing affordability
- Access to military & veteran support

## **Costs to the Department of Defense**

- One-time infrastructure costs
- Area construction factors
- Basic allowance for housing rate
- Area locality pay



# ***Selection Phase***

## ***Data Sources***

- **Qualitative analysis of six locations, in six states, using approved criteria and information from:**
  - **Authoritative Data** – Government databases & publicly available reputable sources
  - **Questionnaires** – Input provided by installations and communities in response to questions from the Department the Air Force
  - **Support Available to Military Families Results Sheets** – Comparative analysis of all 50 nominated locations using the Support of Military Families framework
  - **Community Proposals** – Description of the proposed site, existing utilities, and business plans for bed-down of USSPACECOM HQ
  - **Site Visits** – A team of subject matter experts traveled to each proposed location to verify submitted information and capture current site conditions
  - **Community Virtual Visits** – The Assistant Secretary of the Air Force for Installations, Environment, and Energy hosted virtual meetings with state and local leadership to discuss submitted information and project proposals
  - **Housing Market Survey** – Comprehensive study of all six locations
  - **Military Commander** – Provided location assessments with respect to mission impact, timeline to full operational capability, and strategic planning

**Qualitative comparison of six candidate locations**

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# **SecAF Decision**

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- **SecAF selected one preferred location:**
  - **Huntsville, Alabama (Redstone Arsenal)**
  
- **SecAF selected five reasonable alternatives (alphabetically):**
  - **Albuquerque, New Mexico**
  - **Bellevue, Nebraska**
  - **Cape Canaveral, Florida**
  - **Colorado Springs, Colorado**
  - **San Antonio, Texas**



# Criteria Comparison

## Mission

Mission	San Antonio
<b>Available qualified workforce</b> - Relative measure of General Schedule (GS) civilians, with desired experience, currently employed within a one hour commute of the proposed location for USSPACECOM HQ.	<b>Bottom Third</b>
<b>Proximity to mutually supporting space entities</b> - Relative measure of organizations with desired experience to augment short notice military surge operations within a 30 minute commute of the proposed location for USSPACECOM HQ.	<b>Bottom Third</b>
<b>Emergency and incident response</b> - Relative measure of the number and size of assigned resources, quality of support, mutual aid agreements, and response times for the past 12 months.	<b>Top Third</b>
<b>Enable mobility</b> - Relative measure of proximity to a commercial airfield, quality of service, and DV support requirements. Note: All locations adequately met DV support requirements.	<b>Top Third</b>





# Criteria Comparison Capacity

Capacity	San Antonio
<b>Facility &amp; parking space</b> - Site for 464K square foot facility, 402K square feet of parking, utility accessibility / capacity, land use agreement and ability to complete construction in less than 6 yrs.	Bottom Third
<b>Communications bandwidth &amp; redundancy</b> - Relative measure of capacity and supporting infrastructure to provide robust and resilient communications with diverse paths for government and commercial systems.	Top Third
<b>Anti-terrorism/force protection &amp; security requirements</b> - Relative measure of physical, electronic, and site security to support all requirements.	Bottom Third
<b>Energy resilience</b> - Relative measure of capacity and supporting infrastructure to provide robust and resilient prime power.	Middle Third
<b>Medical support</b> - Relative measure of currently available military and civilian medical resources to support the increase in military personnel.	Top Third
<b>Childcare</b> - Relative measure of locally available capacity and expansion capability.	Bottom Third
<b>Military housing</b> - Relative measure of capacity for 100 military personnel, six general officers (GOs), and expansion capability.	Bottom Third
<b>Transportation</b> - Relative measure of support for traffic volume and transportation requirements for an additional 1,400 authorizations and their dependents.	Bottom Third



# Criteria Comparison Support

Support	San Antonio
<b>Quality of schools</b> - Comparison of all 50 nominated locations using the Support of Military Families (SoMF) framework and supporting installation responses to the child and youth services questionnaire.	Top Third
<b>Professional licensure portability</b> - Relative measure of professional licensure portability for the spouses of military members using the SoMF framework.	Middle Third
<b>Cost of living</b> - Relative measure of the cost of living for candidate locations using the Council for Community and Economic Research (CCER) data for the average Cost of Living Index (COLI) of US cities.	Top Third
<b>Housing affordability</b> - Relative measure of affordability and availability of local community housing using a housing market survey.	Top Third
<b>Access to military/veteran support</b> - Relative measure of availability, quality, quantity, and proximity of community programs to support active duty military personnel, their families, and community resources for members transitioning to civilian employment.	Top Third



# Criteria Comparison Costs to Department of Defense

Costs to the Department of Defense	San Antonio
<b>One-time infrastructure costs</b> - Relative measure of the cost for constructing the USSPACECOM HQ facility, its parking, and support infrastructure.	Bottom Third
<b>Area construction factors</b> - Relative measure of the construction cost factors for each proposed location as specified by the Unified Facilities Criteria 3-701-01, <i>DoD Facilities Pricing Guide</i> .	Middle Third
<b>Basic allowance for housing rate</b> - Relative measure of the basic allowance for housing authorized for the 600 military personnel assigned to USSPACECOM HQ.	Middle Third
<b>Area locality pay</b> - Relative measure of the locality pay authorized for the 800 civilian personnel assigned to USSPACECOM HQ.	Middle Third



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# Questions?

# ***Department of the Air Force***

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## ***US Space Command Headquarters Selection Process (Colorado)***



**Ms. Jennifer L. Miller**  
**Acting Assistant Secretary of the Air Force**  
**(Installations, Environment, and Energy)**  
**February 3, 2021**

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# Stage Setter

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- Overview of SecDef directed selection process and SecAF decision

## ■ Strategic Narrative

- April 15, 2019 SecAF designated the Interim Combatant Command Support Agent (ICCSA) for US Space Command (USSPACECOM)

## ■ Force Structure

- Proposed: 1400 personnel (600 military and 800 civilian)

## ■ Facility Requirements

- Proposed: 464,000 square feet of facility space and 402,000 square feet of parking



# *Background*

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- On March 4, 2020 the SecDef approved a unique three phase process that expanded the enterprise and increased community participation
  - **Nomination Phase:** Self-nomination by community mayors with state governor's endorsement and Department of the Air Force screening (verifying entry qualifications)
  - **Evaluation Phase:** Quantitative comparison of the nominees evaluating four factors (Mission, Capacity, Support, and Costs to the DoD) and their criteria using community questionnaires, installation questionnaires and publicly available authoritative information
  - **Selection Phase:** Qualitative comparison of candidates analyzing the four factors and their criteria with information validated by site visits and community virtual visits
    - SecAF sought guidance and received feedback from functional staff experts, senior commanders, and members of the National Command Authority



# Process

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## ■ **Selection Phase**

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# ***Selection Phase Factors and their Criteria***

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## **Mission**

- Available qualified workforce
- Proximity to mutually supporting space entities
- Emergency & incident response
- Enable mobility

## **Capacity**

- Facility and parking space
- Communications bandwidth & redundancy
- Anti-terrorism/force protection & security requirements
- Energy resilience
- Medical support
- Childcare
- Military housing
- Transportation

## **Support**

- Quality of schools
- Professional licensure portability
- Cost of living
- Housing affordability
- Access to military & veteran support

## **Costs to the Department of Defense**

- One-time infrastructure costs
- Area construction factors
- Basic allowance for housing rate
- Area locality pay



# Selection Phase

## Data Sources

- **Qualitative analysis of six locations, in six states, using approved criteria and information from:**
  - **Authoritative Data** – Government databases & publicly available reputable sources
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**Qualitative comparison of six candidate locations**

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# **SecAF Decision**

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- **SecAF selected one preferred location:**
  - **Huntsville, Alabama (Redstone Arsenal)**
  
- **SecAF selected five reasonable alternatives (alphabetically):**
  - **Albuquerque, New Mexico**
  - **Bellevue, Nebraska**
  - **Cape Canaveral, Florida**
  - **Colorado Springs, Colorado**
  - **San Antonio, Texas**



# Criteria Comparison

## Mission

Mission	Colorado Springs
<b>Available qualified workforce</b> - Relative measure of General Schedule (GS) civilians, with desired experience, currently employed within a one hour commute of the proposed location for USSPACECOM HQ.	<b>Top Third</b>
<b>Proximity to mutually supporting space entities</b> - Relative measure of organizations with desired experience to augment short notice military surge operations within a 30 minute commute of the proposed location for USSPACECOM HQ.	<b>Top Third</b>
<b>Emergency and incident response</b> - Relative measure of the number and size of assigned resources, quality of support, mutual aid agreements, and response times for the past 12 months.	<b>Middle Third</b>
<b>Enable mobility</b> - Relative measure of proximity to a commercial airfield, quality of service, and DV support requirements. Note: All locations adequately met DV support requirements.	<b>Bottom Third</b>



# Criteria Comparison Capacity

Capacity	Colorado Springs
<b>Facility &amp; parking space</b> - Site for 464K square foot facility, 402K square feet of parking, utility accessibility / capacity, land use agreement and ability to complete construction in less than 6 yrs.	Middle Third
<b>Communications bandwidth &amp; redundancy</b> - Relative measure of capacity and supporting infrastructure to provide robust and resilient communications with diverse paths for government and commercial systems.	Middle Third
<b>Anti-terrorism/force protection &amp; security requirements</b> - Relative measure of physical, electronic, and site security to support all requirements.	Middle Third
<b>Energy resilience</b> - Relative measure of capacity and supporting infrastructure to provide robust and resilient prime power.	Bottom Third
<b>Medical support</b> - Relative measure of currently available military and civilian medical resources to support the increase in military personnel.	Bottom Third
<b>Childcare</b> - Relative measure of locally available capacity and expansion capability.	Middle Third
<b>Military housing</b> - Relative measure of capacity for 100 military personnel, six general officers (GOs), and expansion capability.	Top Third
<b>Transportation</b> - Relative measure of support for traffic volume and transportation requirements for an additional 1,400 authorizations and their dependents.	Bottom Third

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# Criteria Comparison Support

Support	Colorado Springs
<b>Quality of schools</b> - Comparison of all 50 nominated locations using the Support of Military Families (SoMF) framework and supporting installation responses to the child and youth services questionnaire.	Middle Third
<b>Professional licensure portability</b> - Relative measure of professional licensure portability for the spouses of military members using the SoMF framework.	Top Third
<b>Cost of living</b> - Relative measure of the cost of living for candidate locations using the Council for Community and Economic Research (CCER) data for the average Cost of Living Index (COLI) of US cities.	Bottom Third
<b>Housing affordability</b> - Relative measure of affordability and availability of local community housing using a housing market survey completed by the Air Force Civil Engineer Center (AFCEC).	Bottom Third
<b>Access to military/veteran support</b> - Relative measure of availability, quality, quantity, and proximity of community programs to support active duty military personnel, their families, and community resources for members transitioning to civilian employment.	Top Third



# Criteria Comparison Costs to Department of Defense

Costs to the Department of Defense	Colorado Springs
<b>One-time infrastructure costs</b> - Relative measure of the cost for constructing the USSPACECOM HQ facility, its parking, and support infrastructure.	Bottom Third
<b>Area construction factors</b> - Relative measure of the construction cost factors for each proposed location as specified by the Unified Facilities Criteria 3-701-01, <i>DoD Facilities Pricing Guide</i> .	Bottom Third
<b>Basic allowance for housing rate</b> - Relative measure of the basic allowance for housing authorized for the 600 military personnel assigned to USSPACECOM HQ.	Bottom Third
<b>Area locality pay</b> - Relative measure of the locality pay authorized for the 800 civilian personnel assigned to USSPACECOM HQ.	Bottom Third



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# Questions?






# UNITED STATES SPACE COMMAND

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## Instructions for Basing Evaluation Phase

**Department Of The Air Force Strategic Basing Office**

 [usaf.pentagon.saf-ie.mbx.saf-ieib-workflow@mail.mil](mailto:usaf.pentagon.saf-ie.mbx.saf-ieib-workflow@mail.mil)

# INSTRUCTIONS

## For DoD Installation Questionnaire

Congratulations,

A community near your installation submitted a nomination to host the headquarters of United States Space Command (USSPACECOM HQ) and met the required initial screening criteria to be considered in the evaluation phase. The DoD is utilizing questionnaires and publicly available data to evaluate communities and select candidates for future site surveys. The following document outlines the evaluation factors and identifies four criteria where DoD installation input is required. The remaining criteria require input from a similar questionnaire that was previously distributed to nominated communities who may contact you for help completing their questionnaire. Please provide appropriate assistance, understanding that the community questionnaire and installation questionnaire are two separate documents, designed to be completed from those perspectives.

As a DoD installation near a nominated community, the Air Force requests your assistance in completing the attached questionnaire by describing your capacity to support USSPACECOM HQ's 600 additional active duty service members and their families. Please return your installation's responses no later than August 31, 2020.

Thank you for your assistance,

**Air Force Strategic Basing Office**

### Submission Instructions:

To ensure appropriate processing, please provide responses saved as a PDF file labeled as "Installation Name\_Date" (eg. Installation-Bravo\_25Aug20.doc). E-mail questions and responses to: [usaf.pentagon.saf-ie.mbx.saf-ieib-workflow@mail.mil](mailto:usaf.pentagon.saf-ie.mbx.saf-ieib-workflow@mail.mil)



[usaf.pentagon.saf-ie.mbx.saf-ieib-workflow@mail.mil](mailto:usaf.pentagon.saf-ie.mbx.saf-ieib-workflow@mail.mil)

**Mission (40 points)**

- Available qualified workforce (20 points)
- Proximity to mutually supporting space entities (10 points)
- Emergency and incident response (5 points)
- Enable mobility (5 points)

**Capacity (30 points)**

- Facility and parking space (10 points)
- Communications bandwidth and redundancy (4 points)
- Anti-terrorism/force protection and security requirements (4 points)
- Energy resilience (4 points)
- **Nearest installation support**
  - **Medical support (2 points)\***
  - **Childcare (2 points)\***
  - **Military housing (3 points)\***
  - **Transportation (1 points)\***

**Request installations provide input for these criteria!**  
(Input for all other criteria provided by communities or authoritative sources)

**Community (15 points)**

- Support available to military families
  - Quality of schools (4 points)
  - Professional licensure portability (2 points)
- Cost of living (3 points)
- Housing affordability (3 points)
- Access to military/veteran support (3 points)

**Costs to the Department of Defense (15 points)**

- One-time infrastructure costs (5 points)
- Area construction factors (4 points)
- Basic allowance for housing rate (3 points)
- Area locality pay (3 points)

\* Requires installation input from the questionnaire



### Available Qualified Workforce (20 points)

- **Objective:** Assess size of Metropolitan Statistical Area (MSA) workforce in professions that most-align with USSPACECOM personnel requirements
- **Data Source:** Department of Labor/Bureau of Labor Occupational Employment Statistics
- **Evaluation Method:** Scoring will range from 0 to 20 points based upon the size of the MSA's pool of relevant professions/talent to USSPACECOM personnel requirements

### Proximity to Mutually Supporting Space Entities (10 points)

- **Objective:** Evaluate space entity/entities in/near the nominated location and their relevance to USSPACECOM mission/tasks
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 10 points based upon the space entity/entities and their relevance to the USSPACECOM mission and assigned task

### Emergency and Incident Response (5 points)

- **Objective:** Assess location's ability to respond to emergencies or terrorist related events
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 5 points based upon the response time for security and EMS assets to the proposed location for USSPACECOM Headquarters

### Enable Mobility (5 points)

- **Objective:** Assess proximity to nearest airport that provides domestic travel and the ability to support military aircraft for distinguished visitor transportation
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 5 points based upon the travel distance from the proposed location for USSPACECOM Headquarters to the airport that provides domestic travel and can support military aircraft for distinguished visitor transportation



### Facility and Parking Space (10 points)

- **Objective:** Evaluate proposed facility, land, and parking space to enable USSPACECOM to meet Full Operational Capability requirements
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 10 points based upon the proposed facility, land, and parking space provided by the nominated location

### Communications Bandwidth, Redundancy (4 points)

- **Objective:** Evaluate available communications architecture to include bandwidth and redundancy for the proposed location
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 4 points based upon the proposed location's access to communication bandwidth to meet USSPACECOM requirements with redundant communication lines

### Anti-Terrorism/Force Protection (AT/FP) and Security Requirements (4 points)

- **Objective:** Evaluate ability for proposed location to meet Anti-Terrorism/Force Protection requirements
- **Data Source:** Nominee response to questionnaire and Unified Facilities Criteria 4-010-01 *DoD Minimum Anti-Terrorism Standards for Buildings*
- **Evaluation Method:** Scoring will range from 0 to 4 points based upon the type of physical, electronic and federal security personnel that exist in/near the area and the distance from the proposed location to other facilities or structures

### Energy Resilience (4 points)

- **Objective:** Evaluate available power sources to include capacity and redundancy
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 4 points based upon the power capacity and redundancy at the proposed location



## Nearest Installation Support

### Medical Support (2 points) Installation Input Required\*

- **Objective:** Evaluate the supporting installation's ability to provide medical care for USSPACECOM's military personnel
- **Data Source:** Response to DoD installation questionnaire
- **Evaluation Method:** Scoring will range from 0 to 2 points based upon the capacity of the medical treatment facility to support USSPACECOM's military personnel

### Childcare (2 points) Installation Input Required\*

- **Objective:** Evaluate the supporting installation's ability to provide childcare for USSPACECOM's personnel and military families
- **Data Source:** Response to DoD installation questionnaire
- **Evaluation Method:** Scoring will range from 0 to 2 points based upon the availability of childcare on the installation and within the community

### Military Housing (3 points) Installation Input Required\*

- **Objective:** Evaluate the supporting installation's ability to provide military housing for USSPACECOM's personnel and military families
- **Data Source:** Response to DoD installation questionnaire
- **Evaluation Method:** Scoring will range from 0 to 3 points based upon the ability of military housing to support USSPACECOM's housing requirements

### Transportation (1 points) Installation Input Required\*

- **Objective:** Evaluate the supporting installation's ability to provide distinguished visitor transportation
- **Data Source:** Response to DoD installation questionnaire
- **Evaluation Method:** Scoring will range from 0 to 1 point based upon the ability of the installation to support distinguished visitor transportation



### Support Available to Military Families

#### Quality of Schools (4 points)

- **Objective:** Evaluate the support available to military families in the surrounding community by assessing the quality of support community schools provide for transitioning military children
- **Data Source:** Department of the Air Force Support of Military Families Assessment results
- **Evaluation Method:** Scoring will range from 0 to 4 points based upon the support community schools provide to transitioning military personnel and their families

#### Professional Licensure Portability (2 points)

- **Objective:** Evaluate the support available to military families in the surrounding community by assessing the portability of military spouses' professional licenses
- **Data Source:** Department of the Air Force Support of Military Families Assessment results
- **Evaluation Method:** Scoring will range from 0 to 2 points based upon support the community provides with respect to professional licensures portability for military spouses

### Cost of Living (3 points)

- **Objective:** Evaluate cost of living for nominating city
- **Data Source:** Utilize Cost of Living Index data developed by Council for Community and Economic Research
- **Evaluation Method:** Scoring will range from 0 to 3 points based upon communities' Cost of Living Index, assigning the most points to communities with lower costs of living

### Housing Affordability (3 points)

- **Objective:** Evaluate housing affordability for nominating city
- **Data Source:** National Association of Realtor's Metro Area Affordability and Job Growth (Home Affordability Index Ranking and Payroll Job Growth)
- **Evaluation Method:** Scoring will range from 0 to 3 points based upon the communities housing affordability ranking provided by the National Association of Realtor's

### Access to Military/Veteran Support (3 points)

- **Objective:** Evaluate location's available programs supporting service members and veterans
- **Data Source:** Nominee response to community questionnaire
- **Evaluation Method:** Scoring will range from 0 to 3 points based upon the community support provided to military personnel and veterans



### One-time Infrastructure Costs (5 points)

- **Objective:** To determine the estimated one-time infrastructure costs for the proposed USSPACECOM Headquarters location
- **Data Source:** DoD determined cost per square foot for facility renovations, new construction, and/or lease costs, military housing construction costs (if required) and communication costs (if required)
- **Evaluation Method:** Scoring will range from 0 to 5 points based upon the estimated total one-time infrastructure costs

### Area Construction Cost Factor (4 points)

- **Objective:** Assess area's construction cost factor for the proposed location for USSPACECOM Headquarters
- **Data Source:** Unified Facilities Criteria 3-701-01 *DoD Facilities Pricing Guide*
- **Evaluation Method:** Scoring will range from 0 to 4 points based upon the area construction cost factor for the proposed location, assigning the most points to communities with lower construction cost factors

### Basic Allowance for Housing Rate (3 points)

- **Objective:** Assess the area's basic allowance for housing (BAH) rate for the proposed location for USSPACECOM Headquarters
- **Data Source:** Defense Travel Management Office (BAH National Average)
- **Evaluation Method:** Scoring will range from 0 to 3 points based upon the community's BAH rate for the proposed location, assigning the most points to communities with BAH rates below the national average

### Area Locality Pay (3 points)

- **Objective:** Assess area's locality pay for the proposed location for USSPACECOM Headquarters
- **Data Source:** Office of Personnel Management 2020 General Schedule (GS) Locality Pay Tables
- **Evaluation Method:** Scoring will range from 0 to 3 points based upon the community's locality pay for the proposed location, assigning the most points to communities with lower locality pay rates



**Mission (40 points)**

**(20 points) Available qualified workforce** - Relative measure of General Schedule (GS) civilians, with desired experience, currently employed within a one hour commute of the proposed location for USSPACECOM HQ.

	San Antonio	Colorado Springs	Kirtland AFB	Offutt AFB	Red Stone Arsenal	Patrick AFB
	Bottom Third	Top Third			Top Third	

**(10 points) Proximity to mutually supporting space entities** - Relative measure of organizations with desired experience to augment short notice military surge operations within a 30 minute commute of the proposed location for USSPACECOM HQ.

	Bottom Third	Top Third			Top Third	
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**(5 points) Emergency and incident response** - Relative measure of the number and size of assigned resources, quality of support, mutual aid agreements, and response times for the past 12 months.

	Top Third	Middle Third				
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**(5 points) Enable mobility** - Relative measure of proximity to a commercial airfield, quality of service, and DV support requirements. Note: All locations adequately met DV support requirements.

	Top Third	Bottom Third			Top Third	
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Top Third	2	2			3	
Middle Third	0	1				
Bottom Third	2	1				
	4	4	0	0	3	0

	San Antonio	Colorado Springs	Kirtland AFB	Offutt AFB	Red Stone Arsenal	Patrick AFB
<b>Capacity (30 points)</b> <b>(10 points) Facility &amp; parking space</b> - Site for 464K square foot facility, 402K square feet of parking, utility accessibility / capacity, land use agreement and ability to complete construction in less than 6 yrs.	Bottom Third	Middle Third			Top Third	
<b>(4 points) Communications bandwidth &amp; redundancy</b> - Relative measure of capacity and supporting infrastructure to provide robust and resilient communications with diverse paths for government and commercial systems.	Top Third	Middle Third				
<b>(4 points) Anti-terrorism/force protection &amp; security requirements</b> - Relative measure of physical, electronic, and site security to support all requirements.	Bottom Third	Middle Third			Top Third	
<b>(4 points) Energy resilience</b> - Relative measure of capacity and supporting infrastructure to provide robust and resilient prime power.	Middle Third	Bottom Third				
<b>(2 points) Medical support</b> - Relative measure of currently available military and civilian medical resources to support the increase in military personnel.	Top Third	Bottom Third				
<b>(2 points) Childcare</b> - Relative measure of locally available capacity and expansion capability.	Bottom Third	Middle Third			Top Third	
<b>(3 points) Military housing</b> - Relative measure of capacity for 100 military personnel, six general officers (GOs), and expansion capability.	Bottom Third	Top Third				
<b>(1 point) Transportation</b> - Relative measure of support for traffic volume and transportation requirements for an additional 1,400 authorizations and their dependents.	Bottom Third	Bottom Third				
<b>Top Third</b>	2	1			3	
<b>Middle Third</b>	1	4				
<b>Bottom Third</b>	5	3				
	8	8	0	0	3	0

**Community (15 points)**

**Quality of schools** - Comparison of all 50 nominated locations using the Support of Military Families (SoMF) framework and supporting installation responses to the child and youth services questionnaire.

San Antonio	Colorado Springs	Kirtland AFB	Offutt AFB	Red Stone Arsenal	Patrick AFB
Top Third	Middle Third				

**Professional licensure portability** - Relative measure of professional licensure portability for the spouses of military members using the SoMF framework.

Middle Third	Top Third			Bottom Third	
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**Cost of living** - Relative measure of the cost of living for candidate locations using the Council for Community and Economic Research (CCER) data for the average Cost of Living Index (COLI) of US cities.

Top Third	Bottom Third				
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**Housing affordability** - Relative measure of affordability and availability of local community housing using a housing market survey completed by the Air Force Civil Engineer Center (AFCEC).

Top Third	Bottom Third				
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**( 3 points) Access to military/veteran support** - Relative measure of availability, quality, quantity, and proximity of community programs to support active duty military personnel, their families, and community resources for members transitioning to civilian employment.

Top Third	Top Third				
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Top Third	4	2			
Middle Third	1	1			
Bottom Third	0	2			1
	5	5	0	0	1
			0		0

<b>Cost to DoD (15 points)</b>	<b>San Antonio</b>	<b>Colorado Springs</b>	<b>Kirtland AFB</b>	<b>Offutt AFB</b>	<b>Red Stone Arsenal</b>	<b>Patrick AFB</b>
<b>One-time infrastructure costs</b> - Relative measure of the cost for constructing the USSPACECOM HQ facility, its parking, and support infrastructure.	Bottom Third	Bottom Third				
<b>Area construction factors</b> - Relative measure of the construction cost factors for each proposed location as specified by the Unified Facilities Criteria 3-701-01, DoD Facilities Pricing Guide.	Middle Third	Bottom Third				
<b>Basic allowance for housing rate</b> - Relative measure of the basic allowance for housing authorized for the 600 military personnel assigned to USSPACECOM HQ.	Middle Third	Bottom Third				
<b>Area locality pay</b> - Relative measure of the locality pay authorized for the 800 civilian personnel assigned to USSPACECOM HQ.	Middle Third	Bottom Third			Bottom Third	
<b>Top Third</b>	0	0				
<b>Middle Third</b>	3	0				
<b>Bottom Third</b>	1	4			1	
	4	4	0	0	1	0



# HQ USSPACECOM Candidate Locations Comparison

## USAF Public Education Quality and Licensure Portability Study:

	Joint Base San Antonio	Peterson AFB, CO	Kirtland AFB, NM	Offutt AFB, NE	Patrick AFB, FL
<b>Public Education</b>					
<b>Academic Performance Criteria</b>					
Graduation Rate	Green	Red	Red	Green	Red
Student Learning Rate	Green	Green	Green	Green	Red
<b>School Climate Criteria</b>					
Chronic Absenteeism	Green	Red	Red	Green	Yellow
Suspension Rate	Red	Yellow	Yellow	Green	Yellow
<b>Service Offering Criteria</b>					
Pre-Kindergarten Availability	Yellow	Yellow	Yellow	Green	Yellow
Student to Counselor Ratio	Yellow	Yellow	Yellow	Green	Green
Student to Mental Health Support Ratio	Red	Yellow	Yellow	Yellow	Red
Student to Nurse Ratio	Yellow	Yellow	Yellow	Yellow	Red
Student to Teacher Ratio	Yellow	Yellow	Yellow	Green	Yellow
<b>Licensure Portability</b>					
Accounting	Yellow	Yellow	Yellow	Yellow	Yellow
Cosmetology	Yellow	Yellow	Yellow	Yellow	Yellow
EMS	Yellow	Green	Green	Green	Green
Engineering	Yellow	Yellow	Yellow	Yellow	Yellow
Law	Green	Red	Red	Green	Green
Nursing	Green	Green	Green	Green	Green
Physical Therapy	Green	Yellow	Yellow	Green	Yellow
Psychology	Yellow	Yellow	Yellow	Yellow	Yellow
Teaching	Yellow	Yellow	Yellow	Yellow	Yellow
Other Professions Named in Source	Yellow	Yellow	Yellow	Red	Yellow

Public Education Key: **Key:** Red ≤ 33.3% < Yellow < 66.7% ≤ Green (Percentile)

Licensure Portability Key: **Key:** Red ≤ 1.5 < Yellow < 4.0 ≤ Green (Measure)

**NOTE: Redstone Arsenal is an Army installation -- not included in the USAF study**

# HQ USSPACECOM Candidate Locations Comparison

## USAF Public Education Quality and Licensure Portability Study:

Joint Base San Antonio-Randolph Air Force Base, Texas  
 Joint Base San Antonio-Lackland Air Force Base, Texas  
 Joint Base San Antonio-Fort Sam Houston, Texas

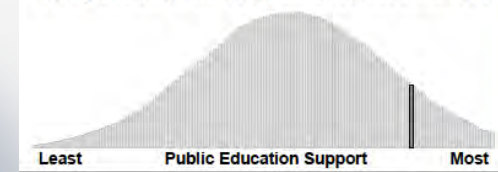


### Offutt Air Force Base, Nebraska

#### Public Education \*

Key: ■ ≤ 33.3% < ■ < 66.7% ≤ ■ (Percentile)

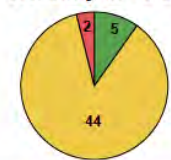
#### Comparison of all 154 Air Force Installations



#### Licensure Portability \*\*

Key: ■ ≤ 1.5 < ■ < 4.0 ≤ ■ (Measure)

#### Licensure Portability in 50 States and DC



### Kirtland Air Force Base, New Mexico

#### Public Education \*

Key: ■ ≤ 33.3% < ■ < 66.7% ≤ ■ (Percentile)

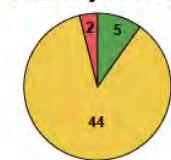
#### Comparison of all 154 Air Force Installations



#### Licensure Portability \*\*

Key: ■ ≤ 1.5 < ■ < 4.0 ≤ ■ (Measure)

#### Licensure Portability in 50 States and DC



### Peterson Air Force Base, Colorado

#### Public Education \*

Key: ■ ≤ 33.3% < ■ < 66.7% ≤ ■ (Percentile)

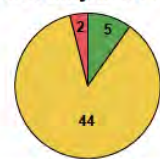
#### Comparison of all 154 Air Force Installations



#### Licensure Portability \*\*

Key: ■ ≤ 1.5 < ■ < 4.0 ≤ ■ (Measure)

#### Licensure Portability in 50 States and DC



### Patrick Air Force Base, Florida

#### Public Education \*

Key: ■ ≤ 33.3% < ■ < 66.7% ≤ ■ (Percentile)

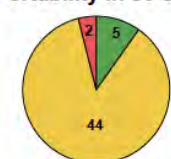
#### Comparison of all 154 Air Force Installations



#### Licensure Portability \*\*

Key: ■ ≤ 1.5 < ■ < 4.0 ≤ ■ (Measure)

#### Licensure Portability in 50 States and DC



**NOTE: Redstone Arsenal is an Army installation -- not included in the USAF's study**

Location	E01	E02	E03	E04	E05	E06	E07	E08	E09	W01	W02	W03	W04	W05	O01E	O02E	O03E	O01	O02	O03	O04	O05	O06	O07
COLORADO SPRINGS, CO	\$1,827	\$1,827	\$1,827	\$1,827	\$1,947	\$2,004	\$2,019	\$2,031	\$2,082	\$2,016	\$2,025	\$2,043	\$2,100	\$2,172	\$2,022	\$2,037	\$2,109	\$1,959	\$2,001	\$2,040	\$2,193	\$2,304	\$2,322	\$2,340
PATRICK AFB, FL	\$1,755	\$1,755	\$1,755	\$1,755	\$1,839	\$1,872	\$1,917	\$1,977	\$2,043	\$1,884	\$1,944	\$2,013	\$2,055	\$2,109	\$1,929	\$2,001	\$2,061	\$1,848	\$1,869	\$2,010	\$2,121	\$2,202	\$2,217	\$2,232
SAN ANTONIO, TX	\$1,653	\$1,653	\$1,653	\$1,653	\$1,761	\$1,788	\$1,803	\$1,812	\$1,830	\$1,800	\$1,809	\$1,821	\$1,842	\$1,905	\$1,806	\$1,815	\$1,851	\$1,770	\$1,785	\$1,818	\$1,920	\$2,013	\$2,028	\$2,040
ALBUQUERQUE/KIRTLAND AFB, NM	\$1,455	\$1,455	\$1,455	\$1,455	\$1,545	\$1,572	\$1,587	\$1,596	\$1,623	\$1,584	\$1,593	\$1,605	\$1,641	\$1,722	\$1,590	\$1,599	\$1,653	\$1,554	\$1,569	\$1,602	\$1,746	\$1,869	\$1,884	\$1,893
HUNTSVILLE, AL	\$1,359	\$1,359	\$1,359	\$1,359	\$1,431	\$1,713	\$1,731	\$1,740	\$1,776	\$1,728	\$1,737	\$1,749	\$1,797	\$1,884	\$1,734	\$1,743	\$1,806	\$1,470	\$1,710	\$1,746	\$1,908	\$2,043	\$2,061	\$2,073
OMAHA/OFFUTT AFB, NE	\$1,254	\$1,254	\$1,254	\$1,254	\$1,428	\$1,767	\$1,788	\$1,815	\$1,896	\$1,782	\$1,800	\$1,833	\$1,923	\$2,037	\$1,794	\$1,824	\$1,938	\$1,473	\$1,764	\$1,830	\$2,070	\$2,247	\$2,265	\$2,280
2021 BAH Rates -- With Dependents																								

Location	E01	E02	E03	E04	E05	E06	E07	E08	E09	W01	W02	W03	W04	W05	O01E	O02E	O03E	O01	O02	O03	O04	O05	O06	O07
COLORADO SPRINGS, CO	\$1,431	\$1,431	\$1,431	\$1,431	\$1,608	\$1,713	\$1,833	\$1,965	\$1,974	\$1,794	\$1,962	\$1,977	\$1,998	\$2,016	\$1,947	\$1,971	\$1,992	\$1,704	\$1,908	\$1,980	\$2,007	\$2,019	\$2,022	\$2,055
PATRICK AFB, FL	\$1,479	\$1,479	\$1,479	\$1,479	\$1,596	\$1,671	\$1,758	\$1,851	\$1,857	\$1,734	\$1,848	\$1,860	\$1,875	\$1,929	\$1,839	\$1,854	\$1,866	\$1,665	\$1,812	\$1,863	\$1,914	\$1,944	\$1,992	\$2,025
SAN ANTONIO, TX	\$1,239	\$1,239	\$1,239	\$1,239	\$1,434	\$1,548	\$1,659	\$1,773	\$1,779	\$1,623	\$1,770	\$1,782	\$1,791	\$1,797	\$1,761	\$1,776	\$1,788	\$1,542	\$1,728	\$1,785	\$1,794	\$1,800	\$1,803	\$1,806
ALBUQUERQUE/KIRTLAND AFB, NM	\$1,104	\$1,104	\$1,104	\$1,104	\$1,269	\$1,362	\$1,458	\$1,557	\$1,563	\$1,431	\$1,554	\$1,566	\$1,575	\$1,581	\$1,545	\$1,560	\$1,572	\$1,359	\$1,518	\$1,569	\$1,578	\$1,584	\$1,587	\$1,590
HUNTSVILLE, AL	\$1,074	\$1,074	\$1,074	\$1,074	\$1,206	\$1,284	\$1,359	\$1,494	\$1,572	\$1,341	\$1,491	\$1,581	\$1,710	\$1,716	\$1,431	\$1,554	\$1,707	\$1,281	\$1,410	\$1,611	\$1,713	\$1,719	\$1,722	\$1,731
OMAHA/OFFUTT AFB, NE	\$942	\$942	\$942	\$942	\$1,071	\$1,323	\$1,341	\$1,500	\$1,599	\$1,338	\$1,497	\$1,608	\$1,770	\$1,791	\$1,428	\$1,578	\$1,761	\$1,104	\$1,371	\$1,644	\$1,782	\$1,794	\$1,809	\$1,839
2021 BAH Rates -- Without Dependents																								

<u>Location</u>	<u>Locality Rate</u>
OMAHA/OFFUTT AFB, NE	16.33%
ALBUQUERQUE/KIRTLAND AFB, NM	16.68%
PATRICK AFB, FL	16.73%
SAN ANTONIO, TX	16.77%
COLORADO SPRINGS, CO	17.78%
HUNTSVILLE, AL	19.85%

**Locality Pay Rates**