

SPACEPORT IMPROVEMENT PROGRAM

**Project
Handbook
2026 - 2027**

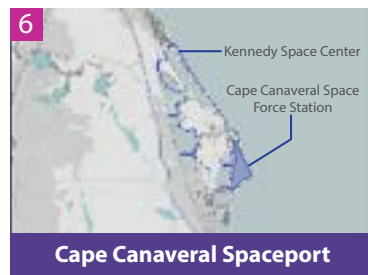
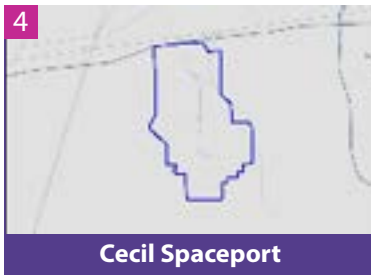
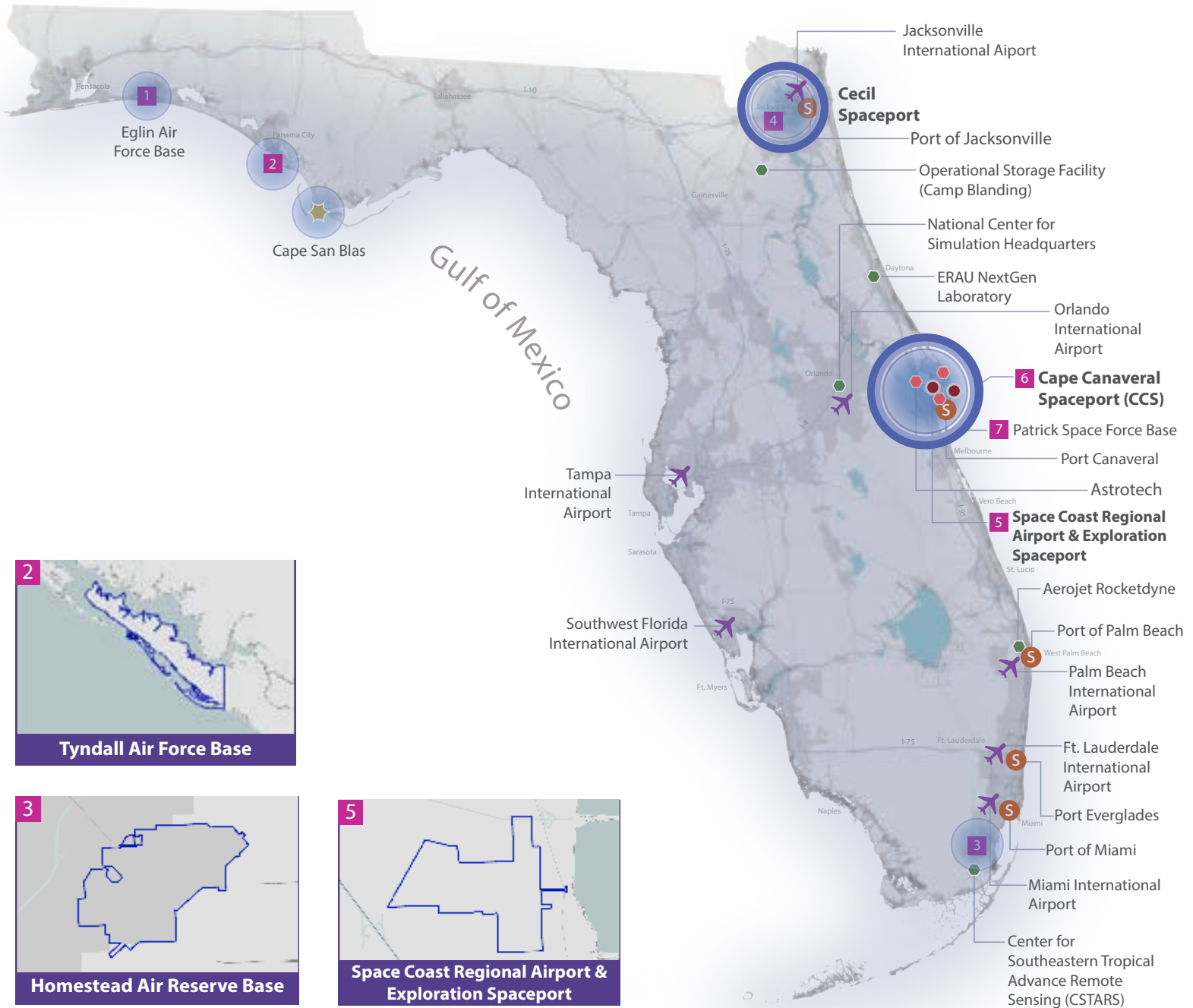
Cover: Artemis II Launch Complex 39B with F-5 aircraft, April 2026. Source: NASA

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Florida Spaceport Improvement Program

PROJECT HANDBOOK 2026–2027





Legend

Urbanized Area

Existing System

Payload Processing Facility

Other Significant Facilities

Part of Eglin Air Force Base

Spaceport

Spaceport Territory

Control Center

Strategic Intermodal System (SIS)

Interstate Highway

SIS Roadways

Railroad

SIS Existing Airport

SIS Seaport

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CAPE CANAVERAL SPACEPORT

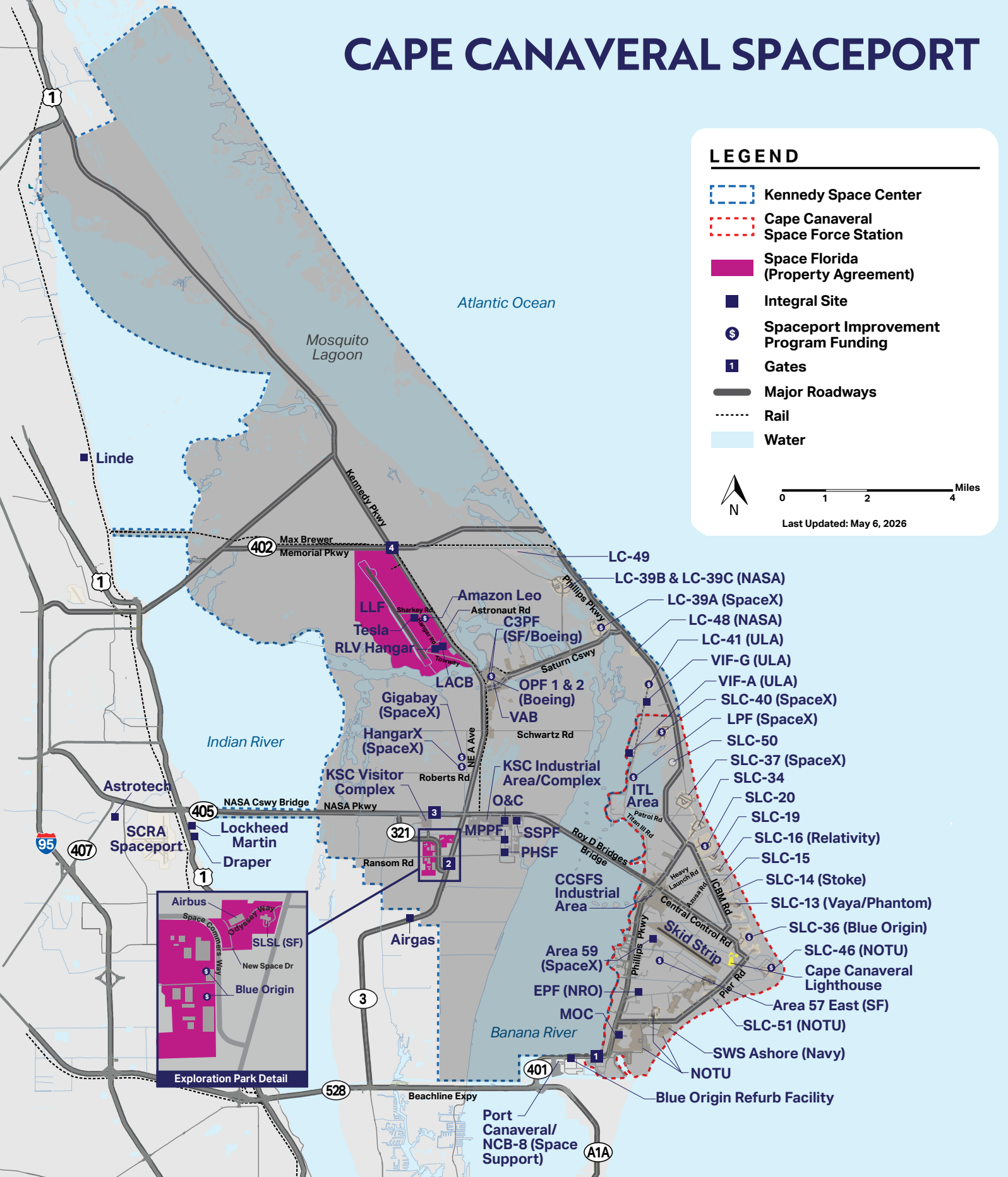
LEGEND

- Kennedy Space Center
- Cape Canaveral Space Force Station
- Space Florida (Property Agreement)
- Integral Site
- \$ Spaceport Improvement Program Funding
- 1 Gates
- Major Roadways
- Rail
- Water



0 1 2 4 Miles

Last Updated: May 6, 2026



LIST OF ACRONYMS

C3PF	Commercial Crew and Cargo Processing Facility	LCC	Launch Control Center	O&C	Operations and Checkout Building	SLSL	Space Life Sciences Lab
CCSFS	Cape Canaveral Space Force Station	LPF	Large Payload Facility	OPF	Orbiter Processing Facility 1 & 2	SSPF	Space System Processing Facility
EPF	Eastern Processing Facility	MOC	Morrell Operations Center	PHSF	Payload Hazardous Servicing Facility	SVPOC	Space Vehicle Processing & Operations Complex
ITL	Integrate Transfer Launch	MPPF	Multi-Payload Processing Facility	RLV	Reusable Launch Vehicle Hangar	SWS	Strategic Weapons System
KSC	Kennedy Space Center	NCB	North Cargo Berth	SCRA	Space Coast Regional Airport	ULA	United Launch Alliance
LACB	Landing Aids Control Building	NOTU	Naval Ordnance Test Unit	SF	Space Florida	VAB	Vehicle Assembly Building
LC	Launch Complex	NRO	National Reconnaissance Office	SLC	Space Launch Complex	WWTP	Wastewater Treatment Plant

Source: NASA

FLORIDA'S SPACEPORT PROGRAM

Space is the universal connection shared by the entire global community and in many ways, Florida connects the global community to space. Since 1965, when the first international telecommunications satellite was launched from Cape Canaveral, the State of Florida has played a pivotal role in integrating space and making it inseparable to the state, national, and world economy.

On May 30, 2020, American astronauts were launched on American rockets from American soil once again. NASA's Crew Dragon spacecraft was the first crewed orbital spaceflight launched from the United States since the final Space Shuttle mission in 2011. It was launched from historic Launch Complex 39A.

For more than six decades Florida leaders have shaped a legislative and commercial environment to attract companies that design, build, launch, recover, refurbish and reuse rockets and spacecraft. Long-term, high-paying jobs are essential to the space industry in Florida and the annual economic impact is in the billions of dollars.

To leverage these favorable economic and legislative conditions, FDOT and Space Florida partner with commercial space launch companies such as SpaceX, Blue Origin, Airbus US Defense,

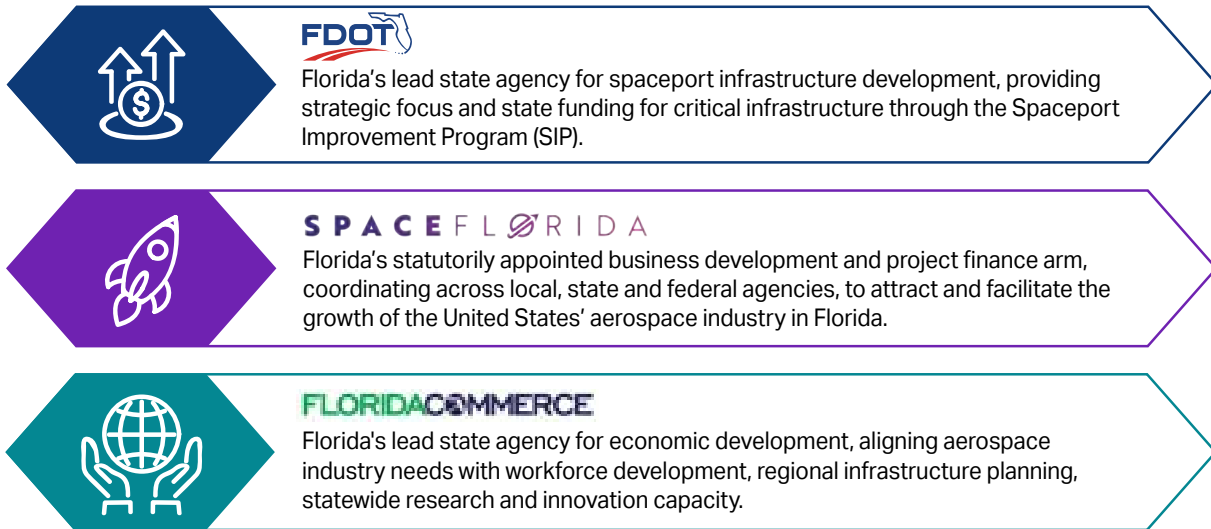


and United Launch Alliance (ULA) on crucial infrastructure projects, sustaining Florida's preeminent position as America's unrivaled leader for space-facing industry and operations.

Florida's Spaceport Program is laying the foundation for a new space age by leveraging the world's premier spaceport system to enable rapid research and development with its commercial aerospace industry partners, extending the reach of human discovery and fortifying the economic and security interests of the United States.

WE'RE IMPLEMENTING AN AGGRESSIVE STRATEGY

Florida's Legislature has directed the Florida Department of Transportation (FDOT), Space Florida, and the Florida Department of Commerce (FloridaCommerce) to work together to implement an aggressive strategy that focuses on the state's economic development efforts. This will enable Florida to capture a larger share of activity in aerospace research, technology, production, and commercial operations, while maintaining the state's historical leadership in space launch activities.



OUR CUSTOMERS

We are dedicated to responsive, action-oriented customer service — built around a single front door, coordinated interagency delivery, and ongoing support after our customers launch their operations. Our customers include:

- Federal agencies (NASA, United States Space Force (USSF))
- Federal contractors
- Private companies
- Suppliers and logistics chain companies

We provide one coordinated response across state development agencies, with clear next steps and decision points, proactive problem-solving to identify risks early, and continuity during expansion to new mission lines or additional sites. Our goal is to reduce friction, shorten timelines, and give customers a clear path from concept to execution.

THE FOUNDATION WE'RE LAYING IN FLORIDA

Since 2012, FDOT has invested \$555 million to rapidly develop 51 significant spaceport infrastructure projects. Strategic funding across federal and regional spaceports has driven more than \$3.7 billion in private investment and created nearly 5,800 jobs.

Spaceport Territory	State Investment	Private Investment	Direct Jobs
NASA's Kennedy Space Center (KSC)	\$378 M	\$2.7 B	3,026
Cape Canaveral Space Force Station (CCSFS)	\$128 M	\$517 M	2,577
Cecil Spaceport	\$5.2 M	---	---
Space Coast Regional Airport & Exploration Spaceport	\$18.5 M	---	---

FLORIDA SPACEPORT TERRITORY EXPANSION

Florida has seven (7) spaceport territories, with several planned facilities on the way. We're aggressively collaborating with our partners to expand Florida's spaceport assets to support new and existing customers.

SPACEPORT TERRITORIES

- Cape Canaveral Spaceport*
- Cecil Spaceport*
- Eglin Air Force Base
- Homestead Air Reserve Base
- Patrick Space Force Base
- Space Coast Regional Airport & Exploration Spaceport*
- Tyndall Air Force Base

* Federal Aviation Administration Office of Commercial Space Transportation (FAA-AST) licensed spaceport

ASSETS FOR EXISTING & NEW CUSTOMERS

- Land Leases (Shovel Ready & Planned Sites)
- Payload Processing Facilities
- Vertical Launch Complexes
- Range Infrastructure & Supply Chains
- Runways & Re-entry Facilities
- Regional Transportation Infrastructure
- Workforce & Training Networks

SPACE FLORIDA TOOLKIT

Florida's statutorily appointed business development and project finance arm, coordinates across local, state and federal agencies, to attract and facilitate the growth of the American aerospace industry in Florida.

INTAKE ROUTING & PROCESSING

Space Florida works with existing and new customers to explore business plans, concepts, and infrastructure needs. Space Florida also collaborates with local, state and federal partners to align assets and resources to:

- Site selection
- Feedback on business plans
- Strategy recommendations
- Project finance
- Incentives packages for job creation
- Coordination and facilitation with federal partners

FLORIDA SPACEPORT SYSTEM PLAN

Updated every five years, the plan helps customers and partners identify demand and technology trends so that Florida can have the right infrastructure and workforce, financing and regulatory structure, and shovel-ready property in place at the right time across the statewide spaceport system.

SHOVEL READY PROPERTY

Space Florida helps identify available sites and lease options aligned to our customers' mission (including options at Space Florida's Launch and Landing Facility and other spaceport territories), and coordinates with appropriate property authorities to create a clear path to develop facilities and connect into existing spaceport infrastructure.

REGULATORY BURDENS

Space Florida evaluates state and federal regulations annually and recommends modifications, ensuring Florida and the nation remain competitive.

FINANCIAL TOOLKIT

Space Florida helps customers evaluate project financing approaches and coordinates tools that can advance eligible projects. Where appropriate, Space Florida can also facilitate investment through mechanisms such as the International Aerospace Innovation Fund (IAIF) and spaceport tax-exempt bonds.

FDOT TOOLKIT

Space Florida in collaboration with FDOT is Florida's lead state agency for spaceport infrastructure development, providing strategic focus and state funding for critical infrastructure through the Spaceport Improvement Program (SIP).

STRATEGIC PLAN

The FDOT Spaceport Office updates a Strategic Plan biannually, which includes actionable strategy recommendations. The Strategic Plan is fed from independent studies and analyses which are conducted to implement the Office's annual business plan.

SPACEPORT IMPROVEMENT PROGRAM (SIP)

Florida is investing \$494.7M in state infrastructure funding through 2031, to leverage \$3.1B in total spaceport investments. Planning is underway with stakeholders for wastewater and power capacity improvements, LNG and natural gas expansion, roadway and bridge improvements, and waterside dock / wharf expansion.

SIP FUNDING USES:

- Planning, engineering, and permitting (e.g., master planning, design studies, environmental assessments, and launch/reentry licensing support)

- Common-use infrastructure (e.g., roadways, bridges, taxiways/runways/aprons, electrical substations and distribution, industrial wastewater facilities, underground utilities, and communications)
- Company-specific infrastructure (e.g., payload processing/encapsulation facilities, vehicle or lunar processing facilities, launch complex upgrades, launch control facilities and range safety, specialized processing equipment/clean rooms, and spaceport fuel and gas infrastructure such as fuel farms and high-pressure pipelines)

Upcoming Projects	Investment
Launch and Landing Facility (LLF) site readiness wetland mitigation	\$6.30 M
Space Coast Regional Airport & Exploration Spaceport aerospace park site development	\$15.0 M
Expanded cellular connectivity across KSC and CCSFS	\$4.5 M
Roadway improvements at KSC and CCSFS	\$22.6M
Assembly, refurbishment, testing, & integration facilities at KSC & CCSFS	\$17.0 M

FLORIDACOMMERCE TOOLKIT

FloridaCommerce is Florida's lead state agency for economic development, aligning aerospace industry needs with workforce development, regional infrastructure planning, statewide research and innovation capacity. The FloridaCommerce Toolkit will support the aerospace industry with following:



Space Flight Tax Exemption

Sales and use tax exemptions that may apply to certain spaceflight-related items and activities; eligibility varies by use case and should be confirmed during project intake.



Florida Job Growth Grant Fund

A performance-based grant that can help fund public infrastructure and workforce-related improvements to support major job-creating projects; eligibility and award amounts vary by project and location.



Work Opportunity Tax Credit Program

A federal tax credit that can help offset the cost of hiring individuals from certain eligible target groups; requires certification and coordination through the appropriate workforce agency.



High Impact Performance Incentive (HIPI) cash grant(s)

Create a minimum of 50 jobs while expending at least \$50M in capital investment within three years from the date of grant approval.



Capital Investment Tax Credit (CITC)

Annual credit against Florida's corporate income tax of up to 5 percent of the project's eligible capital investment for each of 20 years after commencing operations.



Semi-Conductor, Defense, and Space Technology Tax Exemption

Eligible technology-based companies can apply for a use and sales tax exemption permit on the purchase of machinery and equipment; valid for two years.



Manufacturing Machinery and Equipment Sales Tax Exemption

Available to any business whose primary activity at the location where its industrial machinery and equipment is used to manufacture, process, compound, or produce items of tangible personal property.



Research & Development Machinery and Equipment Sales Tax Exemption

For purchases or lease of machinery and equipment used predominantly for research and development purposes.



Machinery and Equipment Used in Production of Electrical or Steam Energy Sales Tax Exemption

Available to facilities that burn boiler fuels other than residual oil for the primarily purpose of manufacturing, processing, compounding, or producing for sale, items of tangible personal property in Florida.



Quick Response Training Grant

For all eligible new employees that will help support a qualified and sustainable workforce for the project in the amount of up to \$3,000 per employee.

MAJOR FDOT SIP-FUNDED PROJECTS AND INVESTMENTS

From Amazon to SpaceX, landmark partnerships brought new facilities, growth, innovation, and high-wage jobs to Florida, impacting every Florida county.

1. Amazon Leo (formerly Project Kuiper)

Amazon Leo (formerly Project Kuiper)

\$120M satellite processing facility is operational at the LLF; a \$19.5M expansion is underway following the first production launch, supporting 130+ jobs.



Credit: Amazon

Airbus U.S. Space and Defense

After opening a satellite manufacturing facility in 2019 at Exploration Park, investing \$26M, Airbus worked with Space Florida on a \$75M expansion employing 250+ high-wage workers.



Credit: Airbus

Blue Origin Launch and Manufacturing Operations

Space Florida supported Blue Origin's establishment of launch and manufacturing at KSC and CCSFS since 2016, providing \$108M+ in spaceport infrastructure investment, and employing 4,000 people in Florida. Blue Origin has invested \$2.3B+ in Florida, directly impacting more than 500 Florida-based suppliers.



Credit: Blue Origin

NASA Causeway Bridge Replacement and Space Commerce Way Improvements

Supported FDOT in replacing a critical bridge connecting Cape Canaveral Spaceport complex by securing a USDOT grant. Florida successfully funded and replaced the \$140M bridge and improved infrastructure to accommodate Next-Gen space vehicles.



Credit: FDOT

SpaceX Gigabay & Starship Launch Operations

Construction of the \$1.8B, 815,000-square-foot Starship and Super Heavy integration facility (Gigabay) at Cape Canaveral Spaceport is ongoing. FDOT SIP invested \$65M in facilities and utilities infrastructure.



Credit: Space Florida

Across core assets, from shovel-ready land and payload processing to launch complexes, range/supply chain, runways/re-entry, and workforce networks, Space Florida serves as the single front door for new and existing customers, helping translate mission needs into sites, leaseholds, partners, and financeable projects. FDOT supports these customers by planning and funding SIP-eligible infrastructure (e.g., roads, power, wastewater, utilities, and access) and coordinating transportation solutions that increase capacity and reduce bottlenecks as operations scale. FloridaCommerce complements this by aligning incentives, workforce programs, and supplier development to support attraction, start-up, retention, and expansion, so customers can stand up operations faster and grow new mission lines over time.

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Space Life Sciences Lab – Space Florida Headquarters at KSC. Source: Space Florida

APPENDIX 1

OVERVIEW, PURPOSE, AND BACKGROUND

NASA's Artemis II Space Launch System rocket and Orion spacecraft. Source: NASA





NASA's Artemis II mission launched from Kennedy Space Center's LC-39B in April 2026, taking the crew on a 10-day journey around the Moon aboard the Orion spacecraft.. Source: NASA

OVERVIEW

Significant private-sector aerospace investment in infrastructure has enabled the transition from three active launch complexes at the Cape Canaveral Spaceport in 2011 to eight active complexes today. With the increased capacity, launches tripled from 10 in 2011 to 31 in 2021, rose to 93 in 2024, set the record of 109 in 2025. The future looks even brighter, with launch tempo and volume projected to increase in the next decade as new systems become operational.

Spacecraft launched from Florida have directly benefited every American – improving global positioning systems, weather forecasting, disaster response, broadband web access, air traffic control, and cell phone communication.

From our shores, men and women have left Earth to live and work in space aboard the International Space Station and to explore our moon. Leading these efforts, Florida has become much more than a collection of historic launch sites; our state is home to a thriving and rapidly expanding commercial space industry with a steep upward trajectory of growth in recent years, one that is forecast to increase in scope and velocity in the decades ahead. Florida is the global leader in development of dynamic space transportation systems and integration of space transportation into the fabric multi-modal transportation networks.

Florida has recognized that space is more than a program; it is a collection of high-value destinations for both cargo and people. These destinations demand safe, reliable, sustainable, and economically feasible transportation systems operating on market-driven schedules.

In the early years of space travel, only the federal government operated space launch systems and spaceport sites in Florida, usage dedicated to government missions and priorities. Today, commercial space launch systems are privately owned and operated in support of a wide diversity

of both governmental and commercial customers requiring delivery of people and cargo to space.

Commercial investment in space and in space transportation systems is driving requirements for spaceport sites, operating environments, and infrastructure. Competition among states and nations is growing to host this rapidly evolving component of the transportation industry. The Florida Spaceport Improvement Program (SIP) responds directly to these trends and requirements, as Florida secures its place as the global leader in space commerce.

The SIP is designed to stimulate private sector investment, commercial spaceport development and most importantly, improve the quality of life for Floridians. The program is specifically tailored to set conditions to achieve those key goals. The SIP provides funding for projects that:

- Improve aerospace transportation facilities, facilitate and promote inter-agency efforts to improve space transportation capacity and efficiency
- Encourage cooperation and integration of airports and spaceports, and
- Facilitate and promote inter-agency efforts to improve space transportation capacity and efficiency.

PURPOSE

The purpose of the Spaceport Improvement Program (SIP) Handbook is to provide an overview of the processes used to fund and manage spaceport capital projects in Florida. The handbook describes how potential projects are:

- Identified,
- Analyzed,
- Prioritized, and
- Approved for funding.

Once approved and funded, these processes provide guidance to manage projects. The handbook also serves as a resource for FDOT program staff, stakeholders, and aerospace industry partners considering or managing partnerships with FDOT and Space Florida.

When facts or circumstances require additional guidance, interpretation, or potential deviation from this guidance, stakeholders are encouraged to coordinate with the FDOT Spaceport Office or Space Florida, as appropriate, to ensure compliance with applicable laws, rules, procedures, and plans.

BACKGROUND

Since the beginning of the US space program in the 1950's, Florida has played a pivotal role in the development of the space industry, serving as the primary site for NASA, US Air Force, and US Space Forces space launch infrastructure, with a profound effect on the Florida economy and multimodal transportation system. Though accommodating our national space mission has always been a significant role of FDOT, space was not originally considered a separate transportation modality to be planned and developed by the state. This view began to change as space transportation technology matured and commercial spaceflight growth became a reality.

Launch of the Lunar Prospector on an Athena-2 rocket in January 1998, marked the first launch

from a Florida commercial site, Spaceport Florida-operated Launch Complex 46 at Cape Canaveral. A site license was issued the previous year by the Federal Aviation Administration (FAA) to Spaceport Florida, a predecessor organization of today's Space Florida.

In 1999, Florida became the first state to officially designate space as a transportation mode and spaceports as the associated modal facilities. This designation recognized space in the same manner as other long-established modalities such as roads, rail, airports, and seaports. In 2019, the Florida Department of Transportation established a separate Spaceport Office, aligning spaceports and space transportation with other modalities.

FDOT and Space Florida work closely together, planning and facilitating space transportation services on spaceport properties throughout the state. The Cape Canaveral Spaceport (CCS) Launch and Landing Facility FAA license was issued in 2018 and the reentry site license was approved in January 2021. Two other locations are also currently FAA licensed -- Cecil Spaceport and the Space Coast Regional Airport & Exploration Spaceport in Titusville. These commercial spaceports, coupled with the potential for additional future sites, positions Florida to expand its spaceport system.

APPENDIX 2

COORDINATION AND COLLABORATION

A swing test of the Orion crew access arm is in progress. Source: NASA



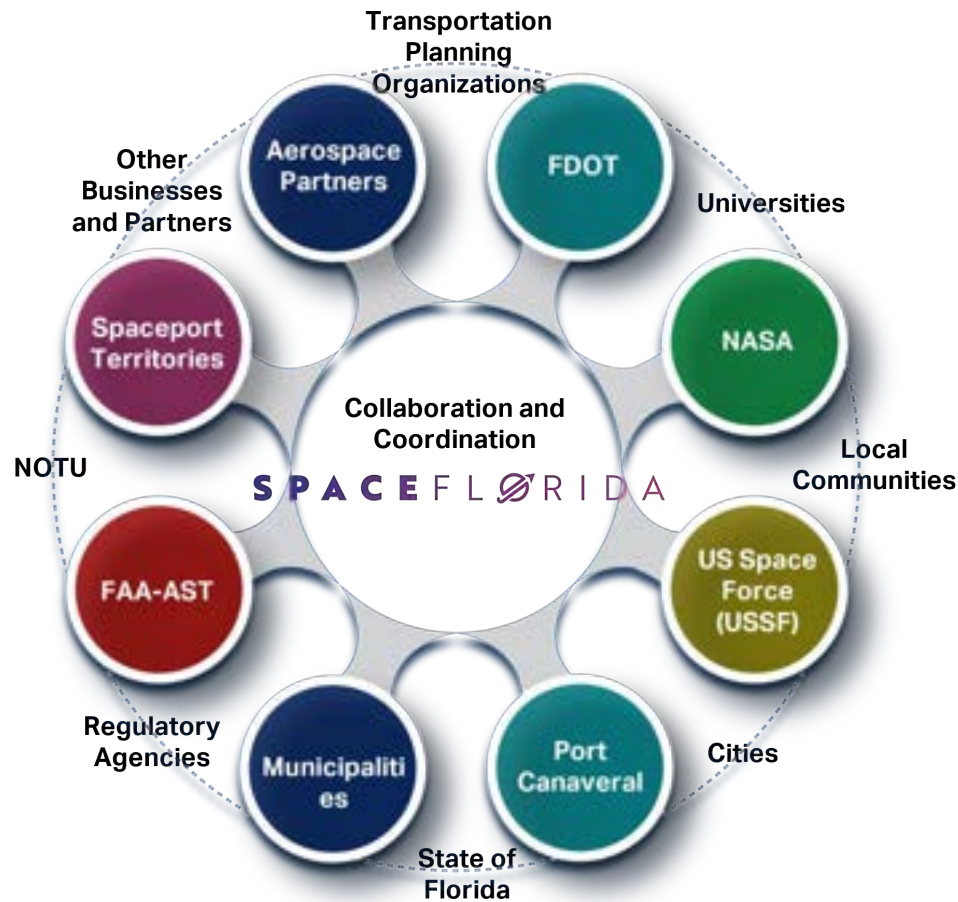


Figure 1: Stakeholder Collaboration and Coordination

Pursuant to Florida law, state aerospace activities are to be highly visible and well-coordinated. The law (Section 331.3011(3), Florida Statutes) specifically designates Space Florida as the single point of contact for state aerospace related activities with federal agencies, the military, state agencies, businesses, and aerospace partners.

As Florida's aerospace industry development authority, Space Florida has broad statutory powers and responsibilities to foster bold economic and spaceport development activities, employing them to expand and diversify domestic and international opportunities that will grow the industry in Florida. These efforts promote talent development and infrastructure enhancement, while also supporting organizations and various levels of government to improve Florida's competitive space business climate. Space

Florida achieves this by supporting, facilitating, and consulting on space related industry needs to attract, retain, and expand aerospace partners and supply chain businesses that create economic opportunities in Florida by:

- Coordinating financial incentives
- Facilitating access to capital
- Providing start-up and relocation support
- Consulting on business formation, relocation, and venture development
- Developing and operating targeted infrastructure and facilities
- Supporting research and development opportunities enabling targeted industry growth

Space Florida employs a tool kit of statutory authorizations to provide non-federal investment. The remarkable example of how effective Space Florida is in working with industry to re-capitalize and expand spaceport assets has been achieved through both public and private investments leveraged with the financial risk capital of commercial space providers. These investments advance Florida's leadership in civil, commercial, and military aerospace activity while creating jobs, economic growth, and mitigating the impacts of federal program realignments. Over 4,000 high-paying aerospace jobs have been created and an additional 1,200+ jobs are expected to be added in the next two years through partnerships with industry, federal agencies, and FDOT.

Space Florida's efforts are supported by other state agencies, such as the Florida Department of Economic Opportunity and FDOT. With the incorporation of spaceports into the Florida Transportation Plan (FTP) and Space Florida's development of the Florida Spaceport System Plan, FDOT provides support and funding to Space Florida for high-priority spaceport projects

through the Spaceport Improvement Program. This funding stimulates public and private investment into emerging and growing aerospace enterprises while advancing a safer and more secure spaceport transportation system.

Aerospace partners are eligible public or private entities who consider or request Spaceport Improvement Program funding for a proposed project. These partners include businesses such as SpaceX, United Launch Alliance, Boeing, Blue Origin, OneWeb, Sierra Space, Firefly, and others, as well as licensed spaceports. In other cases, the federal government (i.e., NASA/ Kennedy Space Center, the USSF, and the US Navy), may also be considered an aerospace partner. Aerospace partners are integral in the implementation of the processes described in this handbook and these aerospace partners have invested substantial amounts in space-related capital improvements.

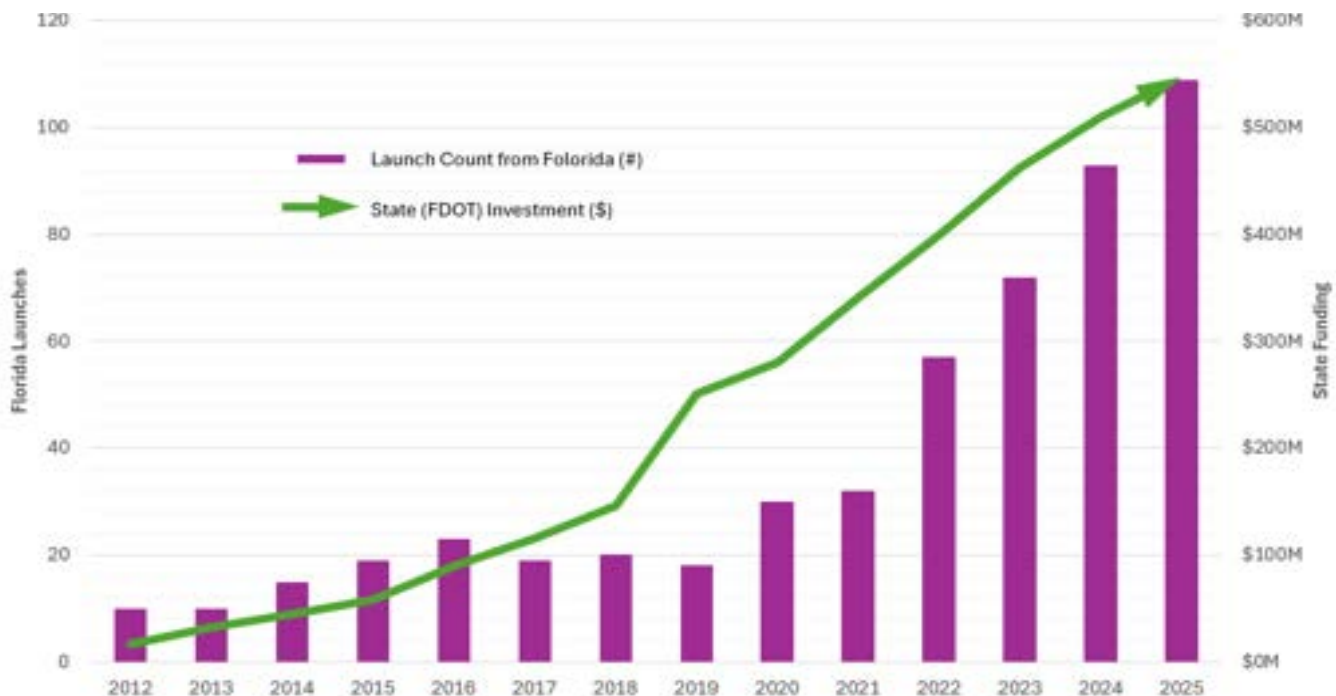


Figure 2: State Funding since 2012 and Florida Launch Count. Source: Space Florida

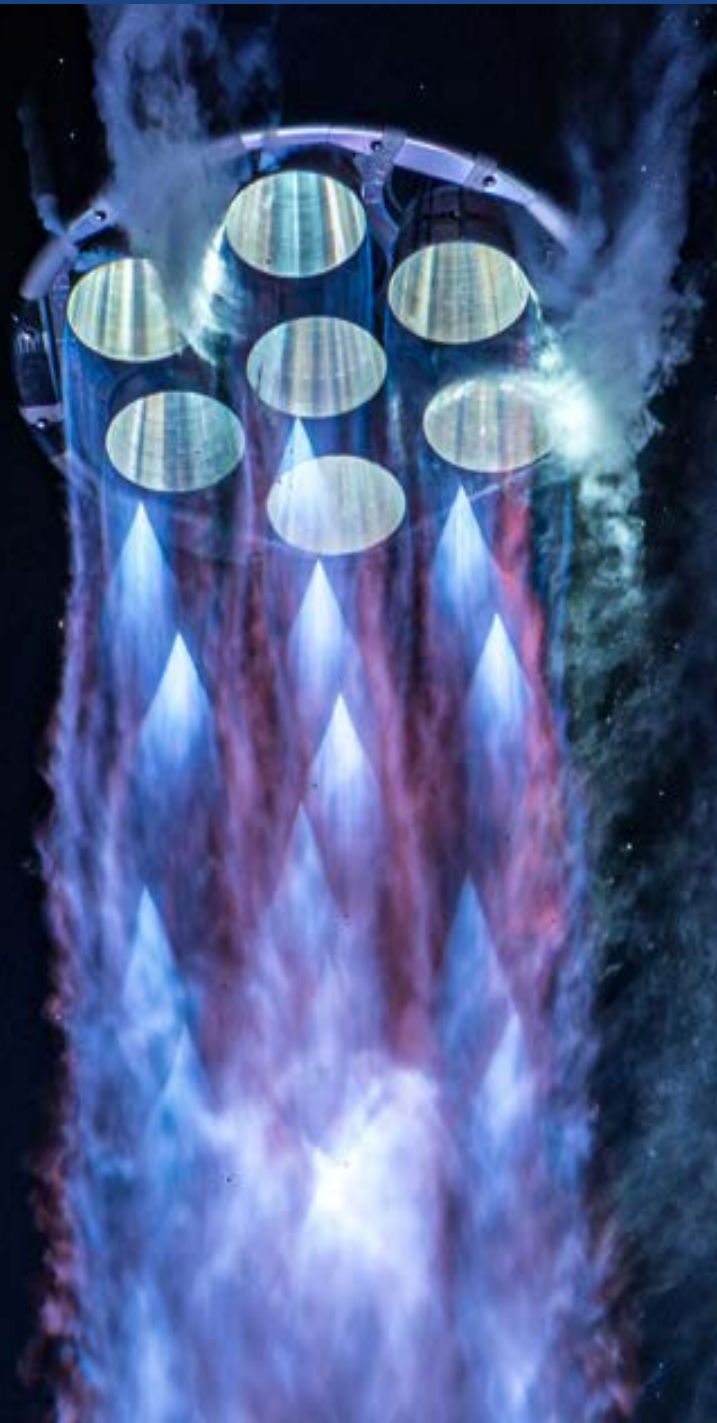


Blue Origin's NEW GLENN. Source:Blue Origin

APPENDIX 3

THE BASICS AND KEY POINTS

Blue Origin New Glenn Lift Off Closeup. Source: Blue Origin





Space Commerce Way Aerial. Source: FDOT

BASICS

FDOT has significant responsibilities relative to aerospace and spaceports in Florida.¹ Most notably, Florida law establishes a process for incorporating spaceport and aerospace industry-related needs into the Florida Transportation Plan (FTP) and the Strategic Intermodal System (SIS). The Florida SIS consists of the state's largest and most significant commercial service airports, spaceports, roadways, seaports, and freight rail terminals. Incorporating space- and aerospace-related needs into the FTP and the SIS is a significant commitment by the state to support a major sector of Florida's economy.

The Spaceport Improvement Program was created to implement the aerospace and spaceport goals and objectives set out in the FTP and SIS. It also implements the goals and objectives established in the Florida Spaceport System Plan and the master plans of individual spaceports.

Florida law places several aerospace and spaceport responsibilities on FDOT and incorporates them into the Spaceport Improvement Program. Most notably, the Program provides technical assistance and project funding to:

- Improve aerospace transportation facilities,
- Encourage coordination between airports and spaceports, and
- Foster interagency efforts to improve space transportation capacity and efficiency

To implement state law and FTP/SIS goals and objectives, FDOT collaborates with Space Florida. Recent examples of the Program's partnership includes:

- Providing funds to Space Florida for refurbishing Launch Complex 39A, (historic Apollo and Shuttle launch pad) and Launch Complex 36 for heavy lift commercial launches

- Supporting Space Florida's efforts to obtain FAA commercial launch site operators licenses and reentry site licenses for the Launch and Landing Facility at the Cape Canaveral Spaceport
- Providing Space Florida with engineering and technical expertise for facility assessments and infrastructure development of the Launch and Landing Facility, Exploration Park, Cecil Spaceport and Statewide Telemetry Studies, Space Launch Complex 46, solid propellant processing areas, and future launch pad sites.



Transporter on Ave A at Kennedy Space Center.

Source: **Space Florida**

Program funding is dedicated to capital improvements. Through 2031, approximately \$453 million is programmed in the 5-Year Work Program for SIP projects. However, this is not a guarantee of future funding. For the work programs, approximately 93 percent of program funds are used for actual capital improvements, the remaining 7 percent to support program implementation (Figure 3).

The work program is updated annually to account for changes in FDOT revenue, the statewide approval, and many other factors. Therefore, the actual funding level is subject to change. Most importantly, the five-year funding allocation demonstrates Florida's ongoing commitment

to invest in the state's growing spaceport transportation system.

One challenge for FDOT is to identify, balance, and incorporate the various regulatory and economic aspects of the evolving commercial space market and activities with its mission to provide a safe and secure transportation system.

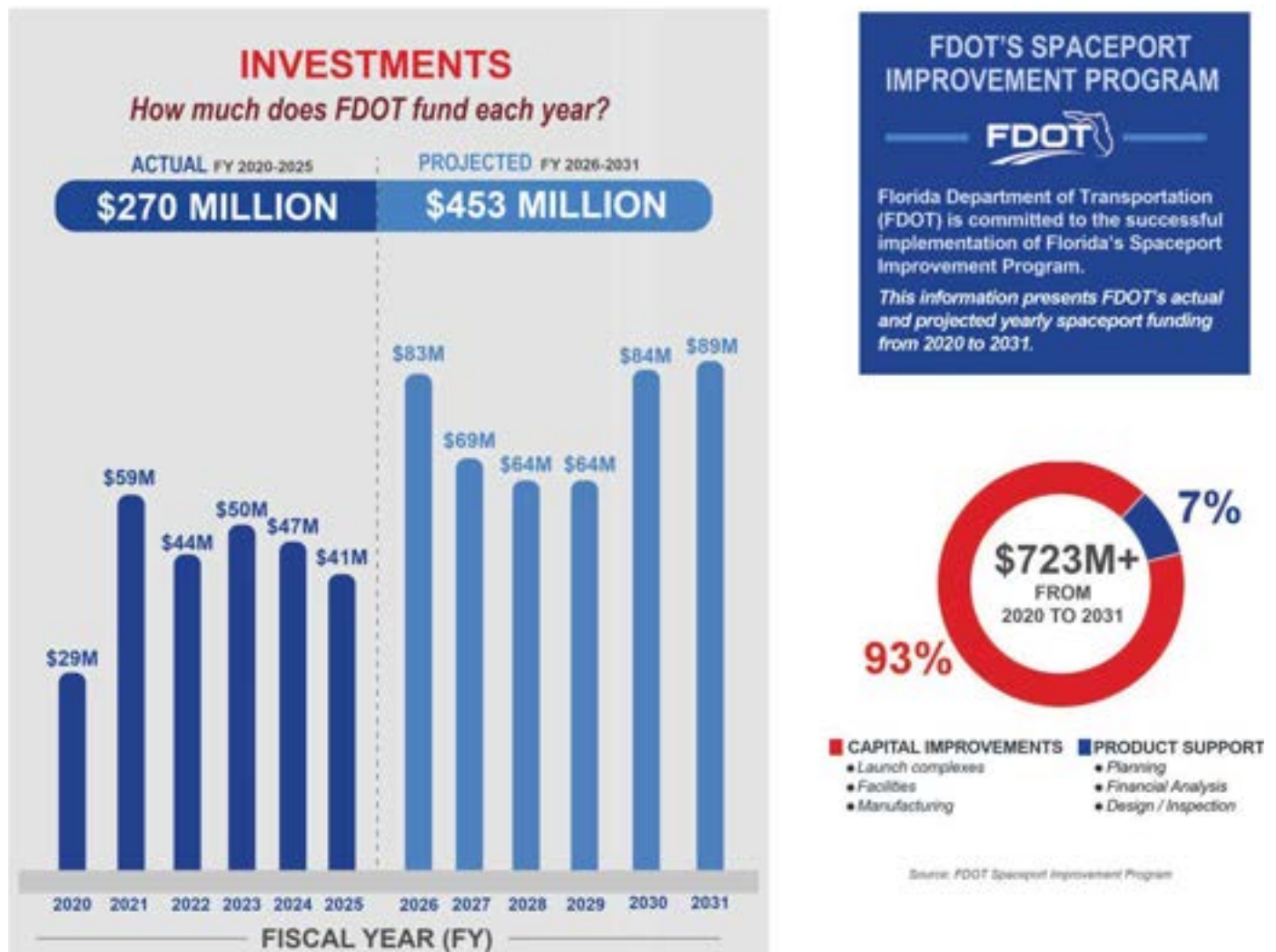


Figure 3: Spaceport Investments and Improvements Funding

KEY POINTS

Before beginning any discussion on the project development process, stakeholders must be aware of challenges and limitations when funding spaceport capital projects. For example, Florida has a broad public records law and aerospace partners may not be aware of specific requirements pertaining to the release of information. FDOT capital funding is limited to designated areas called spaceport territories, and infrastructure ownership and responsibilities at Cape Canaveral Spaceport require coordination with our federal partners (i.e., NASA/Kennedy Space Center, USAF, USN, the National Park Service, and the U.S. Fish and Wildlife Service).

PUBLIC RECORDS AND PROPRIETARY INFORMATION

Florida's broad public records law is governed by Florida Statutes (FS), Chapter 119. Frequently, spaceport projects involve sensitive or proprietary information from aerospace partners

that could fall under the public record law as part of a contract or project funding agreement. Care must be taken from the beginning of the process to ensure that all public information is made available, and that sensitive or proprietary information is not improperly disclosed.

SINGLE AUDIT ACT REQUIREMENTS

In accordance with the requirements of Section 215.97(2)(a), Florida Statutes, each non-state entity that expends a total amount of state financial assistance equal to or in excess of \$750,000 in any fiscal year shall be required to have a state single audit, or a project-specific audit, for such fiscal year. Essentially, this means project-related financial records are public records and audited as part of the project.



Cecil Control Tower, Cecil Spaceport Source: Cecil Spaceport

SPACEPORT TERRITORIES

Space Florida's ability to develop spaceport infrastructure is statutorily limited to geographic areas called spaceport territories pursuant to Section 331.304, Florida Statutes. Florida's Spaceport Territories are illustrated in Figure 4.

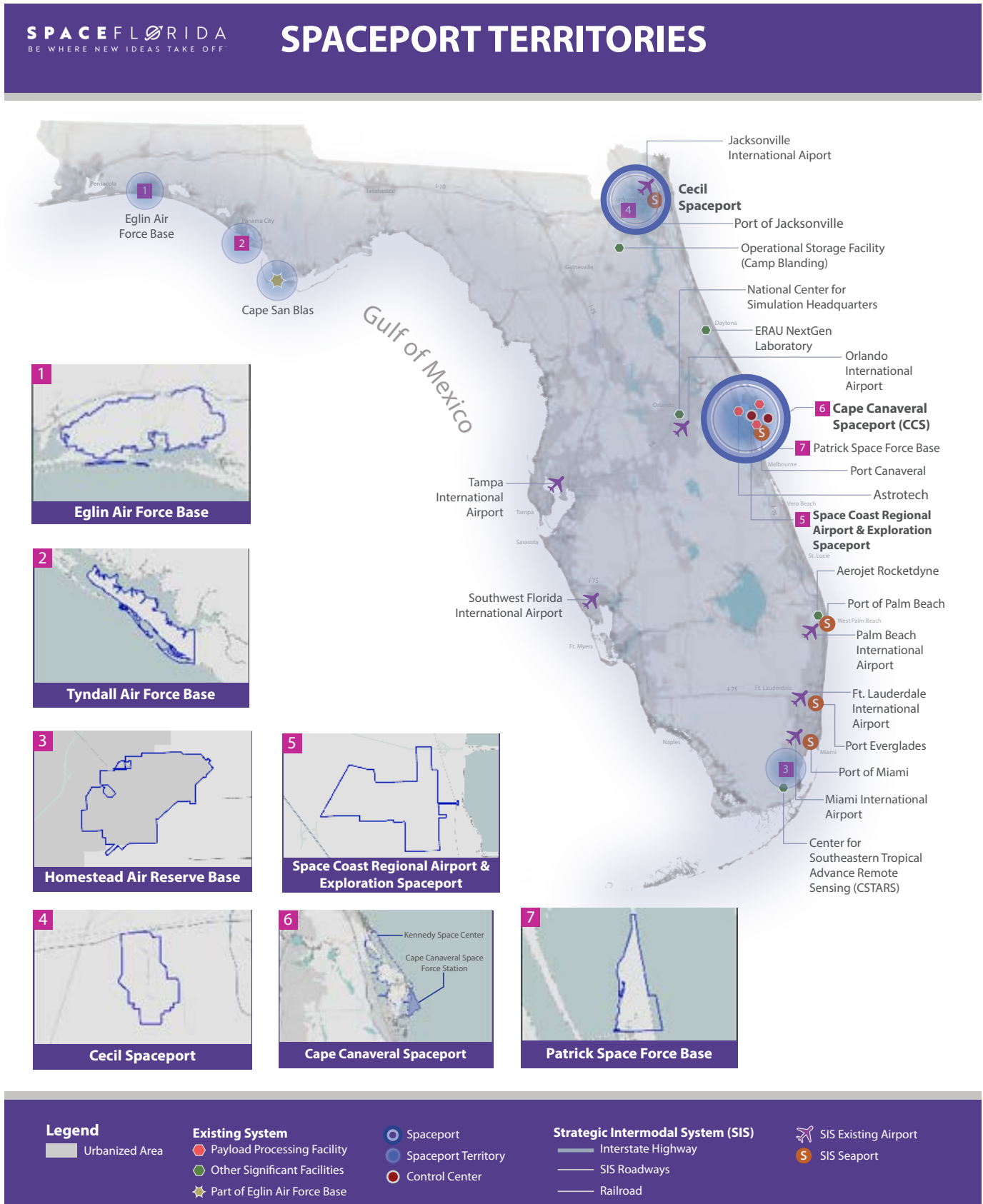
INFRASTRUCTURE OWNERSHIP AND RESPONSIBILITY

NASA and USSF are the primary property owners of Kennedy Space Center and Cape Canaveral Space Force Station, respectively. State of Florida retains title to more than 55,000 acres dedicated to federal use for the nation's space program. Land and existing spaceport infrastructure are licensed, leased, or granted to Space Florida or aerospace partners by NASA and the USSF. Space Florida and aerospace partners may construct and own new infrastructure on federal land but, in doing so, assume responsibility

for the site and its infrastructure. Spaceport infrastructure that may be developed in other spaceport territories will be under the ownership and responsibility of the operating authority (e.g. Jacksonville Aviation Authority for Cecil Spaceport) or its aerospace partners. As Florida's statewide spaceport development authority, Space Florida is tasked to support the continuing NASA and USSF missions while facilitating the growth of Florida's commercial space sector. Responsibility for specific space facilities at Cape Canaveral Spaceport varies between Space Florida, aerospace partners, and lease agreements with NASA and the USSF. Ownership, lease arrangements, and responsibility for spaceport infrastructure may also vary for the remaining spaceport territories depending on contractual agreements with these spaceports, Space Florida, and future aerospace partners.



SpaceX Crew Dragon on pad at Launch Complex 39A. Source: SpaceX





Vulcan Certification SLC 41. Source: ULA

APPENDIX 4

PROJECT MANAGEMENT

Kennedy Space Center Visitor Complex; Source: NASA



Source: NASA

PROJECT DEVELOPMENT

One of the nationally recognized features of the Spaceport Improvement Program is the use of FDOT funds for spaceport transportation planning, development, and capital improvements.² These funds have been successfully used to attract aerospace partner investment, turning Cape Canaveral Spaceport into a one-of-a-kind spaceport that has evolved into the center of global space commerce. The use of FDOT funds clearly demonstrates Florida's strong commitment to aerospace partners, with an average of about \$70 million designated annually in FDOT's current 5-year Capital Improvement Plan.

To move projects from initial concept to implementation, FDOT and Space Florida have developed, and continue to refine, three phases to identify, allocate, and manage Spaceport Improvement Program funds for capital projects:

- Project identification and funding authorization
- Space Florida's project analysis and approval
- Project funding and management

The three phases are illustrated in Figure 5 and discussed in more detail in subsequent sections.

²Planning projects are developed and managed like Spaceport infrastructure projects. However, planning projects are for Spaceport System's program and project development process. They do not go through the "call-for-projects" process.

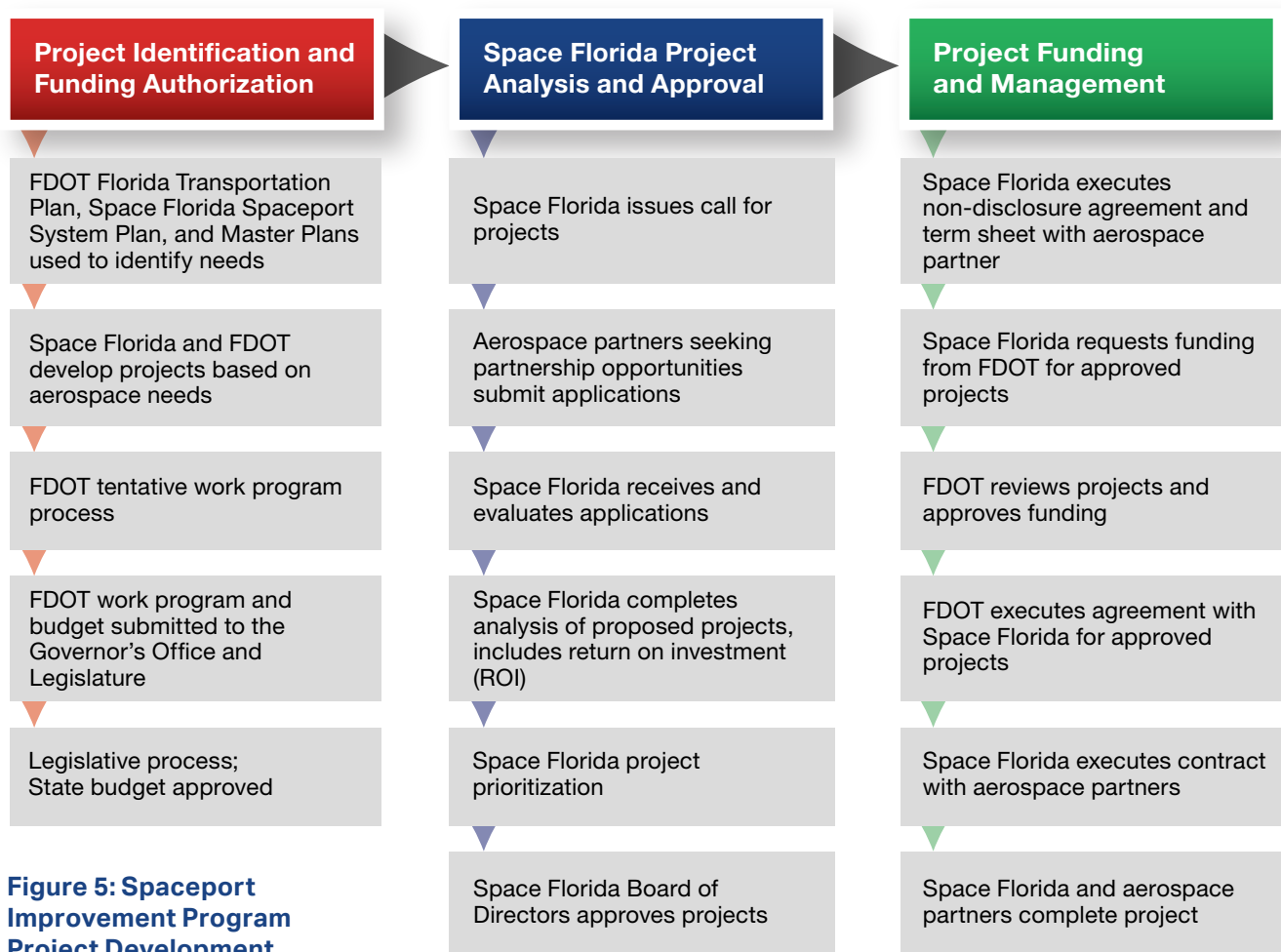


Figure 5: Spaceport Improvement Program Project Development

PROJECT IDENTIFICATION AND FUNDING AUTHORIZATION

This phase establishes the specific needs of aerospace partners and individual spaceports in the Florida Transportation Plan (FTP), the Florida Spaceport System Plan, and the various spaceport master plans. Project-related needs are identified by Space Florida through these sources and communicated to FDOT. Once needs are identified, FDOT includes the projects in the Five-Year Tentative Work Program and submits the plan to the Office of the Governor and the Florida Legislature for review and approval, as part of the state budget process.

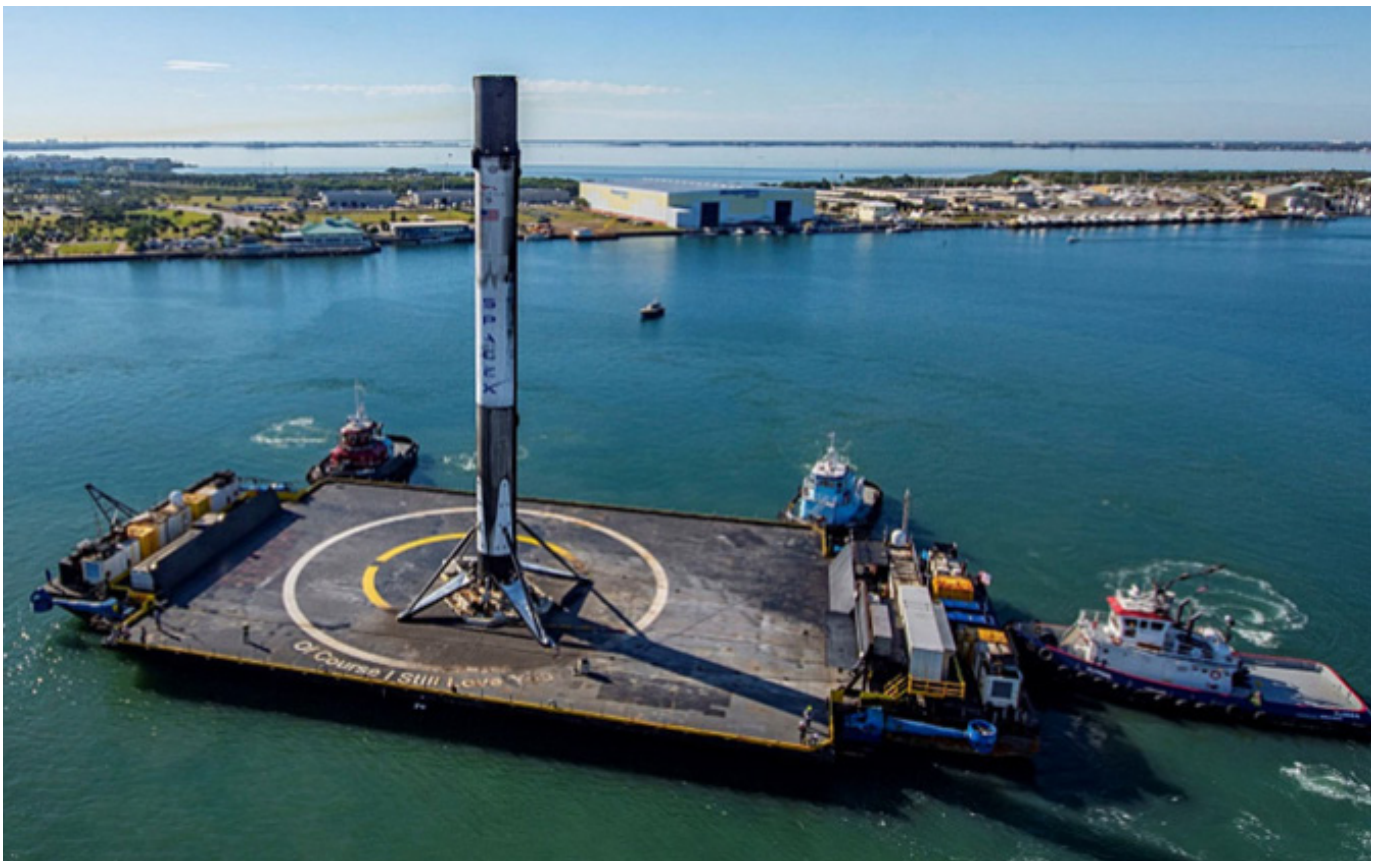
FLORIDA TRANSPORTATION PLAN

Space was designated as a mode of transportation by Florida statute in 1999, giving FDOT significant responsibilities related to aerospace and spaceports in Florida. Florida law also establishes a process for incorporating spaceport and

aerospace industry-related needs into the FTP and the Strategic Intermodal System (SIS), the primary drivers for delivering state transportation products in Florida.

The FTP provides a policy framework for the allocation of FDOT funding and is used to satisfy the long-term transportation needs of residents, businesses, and tourists. The FTP identifies goals, objectives, and addresses the needs of the entire state transportation system. A stated FTP goal is to strengthen coordination among all modal partners such as seaports, airports, spaceports, railroads, transit.

The SIS is a statewide system of transportation facilities that has a critical role in moving people and goods to and from other states and nations, as well as between economic regions within Florida. The SIS serves as the state's highest



SpaceX Reuseable Booster Arrives in Port Canaveral after Flight and Recovery. Source: Space Florida

priority for statewide mobility. Incorporating space and aerospace-related needs into the FTP and the SIS reflects a significant commitment by the state to support this major sector of Florida's economy.

FLORIDA SPACEPORT SYSTEM PLAN

Space Florida is required by statute to “develop a spaceport master plan for the expansion and modernization of space transportation facilities within spaceport territories”. The Florida Spaceport System Plan incorporates individual spaceport master plans across the state, including the Cape Canaveral Spaceport Master Plan, the Cecil Spaceport Master Plan, and the Space Coast Regional Airport & Exploration Spaceport (Figure 6). The Florida Spaceport System Plan is consistent with and considered a supporting document to the FTP and SIS. In conjunction with the Florida Spaceport System Plan, Space Florida maintains a list of recommended capital projects eligible to be funded through FDOT. Each year, the project list is updated based on new project funding applications and unfunded

FLORIDA SPACEPORT SYSTEM PLAN GOALS:

- Create a stronger economy where Florida's spaceports and aerospace businesses can thrive
- Guide public and private investment into emerging and growing aerospace enterprises and maximize the use of existing aerospace resources
- Enrich our quality of life while providing responsible environmental stewardship
- Advance a safer and secure spaceport transportation system for residents, businesses, and others

projects from the previous year. Coordination between FDOT, Space Florida, and the Florida spaceports maximizes the use of state funds, enabling Florida's spaceport system to improve and accommodate future needs.

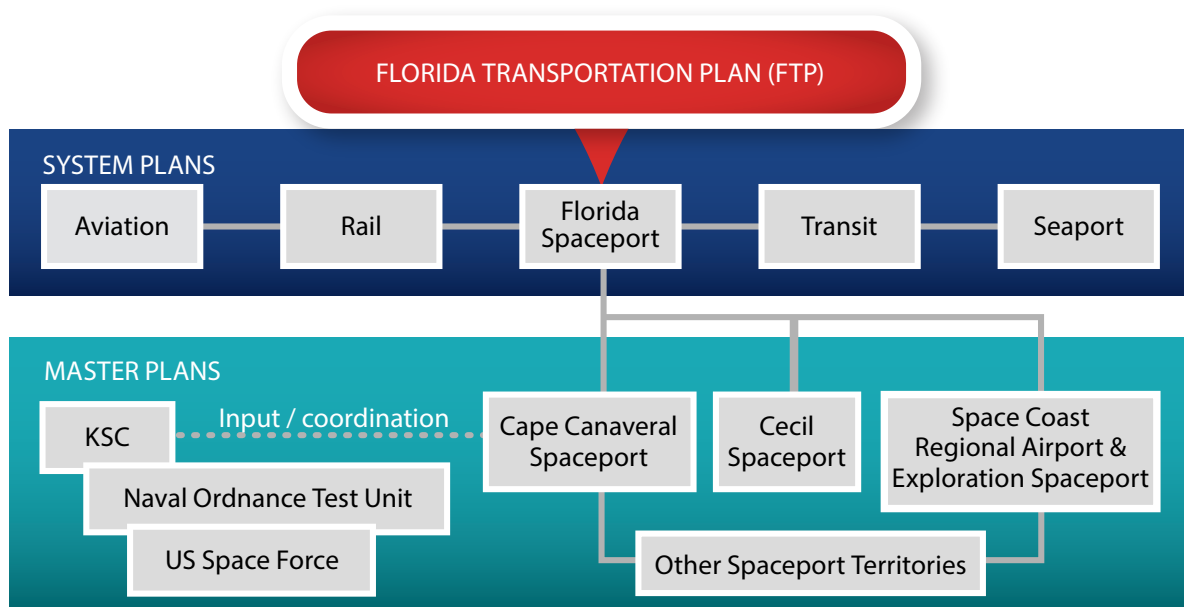


Figure 6: Florida Spaceport System Plan

SOURCES OF SPACEPORT IMPROVEMENT PROGRAM FUNDS

The SIS was established to enhance Florida's mobility and economic competitiveness. It is made up of facilities of statewide and interregional significance.

The Spaceport Improvement Program receives FDOT funds in two ways. First, a specific allocation is made to the SIP as part of a base allocation. Second, funding is allocated through FDOT's Strategic Intermodal System (Figure 7).

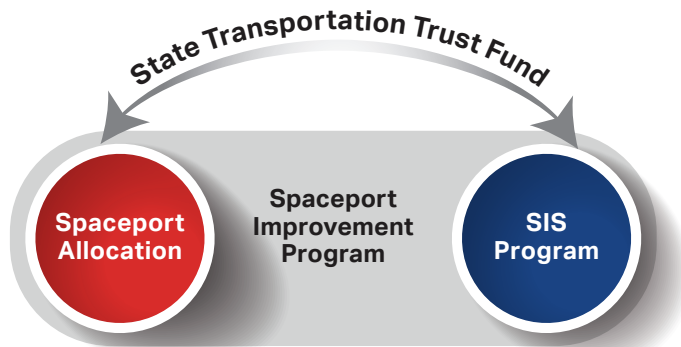


Figure 7: Spaceport Improvement Program Funding

Together, these funds help sustain the most progressive and expansive spaceport system in the world. This handbook provides information only on the Spaceport Improvement Program and does not include information on federal, local, or other state funding sources. Further, the SIP does not include a federal contribution or state aviation fuel tax funds.³ Although the background, eligibility requirements, and project prioritization processes differ between the funding sources, the three processes used to identify, approve, and manage projects are identical.

Spaceport funds are allocated annually to the FDOT Central office and fund distribution is coordinated by the Spaceport Office. As detailed in this handbook, the Spaceport Office collaborates closely with Space Florida and FDOT District offices to effectively evaluate funding requests, allocate funds to projects, and manage project delivery.

³ Section 332.009, Florida Statutes, prohibits the use of aviation fuel tax revenues on space transportation projects.



NASA Vehicle Assembly Building Source: Space Florida

TENTATIVE AND ADOPTED WORK PROGRAMS

Section 331.360, Florida Statutes, directs FDOT to coordinate in the development of spaceports and related transportation facilities, encourage coordination between airports and spaceports, and foster interagency efforts to improve space transportation capacity and efficiency. The law also authorizes FDOT to provide technical assistance and funding to Space Florida for transportation-related capital improvements to Florida space transportation facilities.

Space Florida developed the Florida Spaceport System Plan, which satisfies the statutory direction to develop a statewide master plan for expansion and modernization of space transportation facilities within Florida's designated spaceport territories. The 2018 Plan7 integrated Space Florida's Cape Canaveral Spaceport Master Plan and Jacksonville Aviation Authority's Cecil Spaceport Master Plan. The 2017 Cape Canaveral Spaceport Master Plan, with Amendment 10 (June 2026) is currently under revision.

In the future, the Florida Spaceport System Plan will also incorporate individual spaceport plans prepared by other operating authorities. Space

Florida submits the plan to FDOT for funding, subject to the availability of funds. After review and approval, the Spaceports Office submits approved projects to the appropriate FDOT District for inclusion in the District Tentative Work Program. The list of projects is subject to a public hearing before the Metropolitan Planning Organization (MPO) within each District. Following submission of the District Tentative Work Program to the Central office, FDOT develops the statewide Tentative Work Program. The FDOT Tentative Work Program is submitted to the Governor and the Legislature no later than 14 days after the regular legislative session begins.

During the legislative session, FDOT's budget is finalized as part of the overall state budget. Once the budget is passed by the Florida Legislature, spaceport project priorities may be adjusted to account for the approved final funding amounts. Such adjustments are legally authorized and intended to discourage the process of legislatively adding specific projects in the appropriations bill. The law states: "the adopted work program... may include only those projects submitted as part of the tentative work program developed under subsection (4), plus any projects that are separately identified by specific appropriation



Launch Complex 36. Source: Blue Origin

in the General Appropriations Act... However, any FDOT transportation project which is identified by specific appropriation in the General Appropriations Act shall be deducted from the funds annually distributed to the respective district.”

New state budgets take effect on July 1, the first day of each fiscal year. The FDOT Secretary adopts the work program, authorizing FDOT to participate in funding approved spaceport transportation projects.

SPACE FLORIDA PROJECT ANALYSIS AND APPROVAL

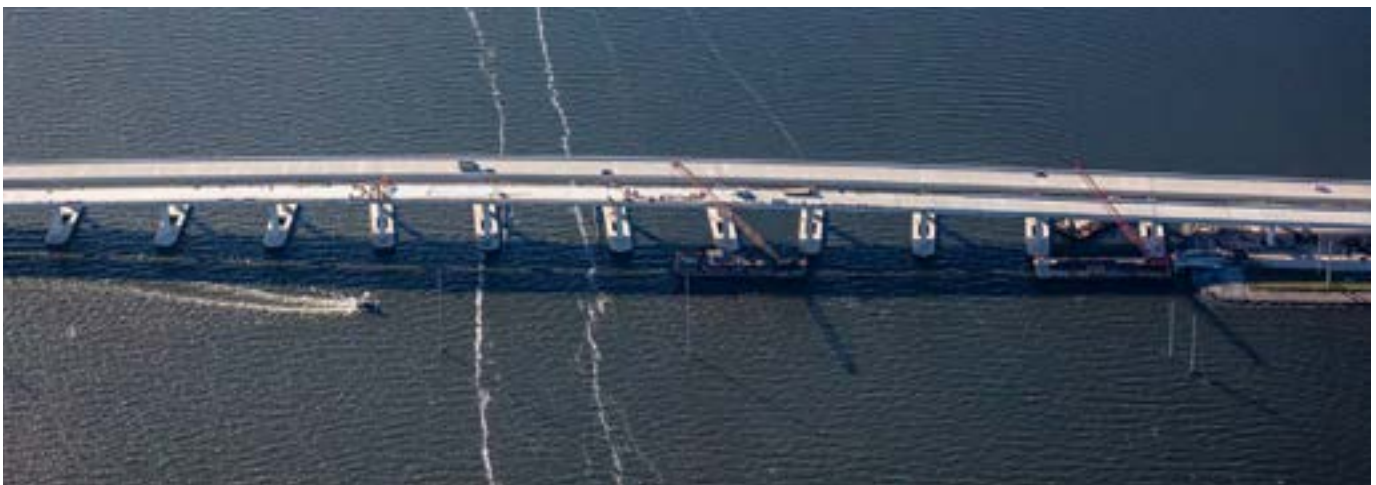
Once each year, Space Florida solicits aerospace partner interest in spaceport partnership opportunities through a “Call for Projects” process. Interested aerospace partners submit project applications,⁴ which then compete for Spaceport Improvement Program funding. Requests for spaceport capital funds must be submitted to Space Florida for review and prioritization. Addition of new spaceport projects, not previously included in the Tentative Work Program, would likely reduce funding available for requested projects of those already underway. Earmarks are also subject to being vetoed by the Governor and could affect a project’s future funding.

The addition of a new spaceport project, not included in the Tentative Work Program, would likely reduce the funding available for requested projects and could impact funding for projects already approved and underway!

Earmarks are subject to being vetoed by the Governor and could affect a project’s future funding.

FDOT funding can only be used for transportation projects, such as launch and re-entry or payload processing facilities. Space Florida separates space transportation capital projects from non-transportation projects, such as manufacturing, research, workforce development, and education. Space Florida then develops a proposed list for submission to FDOT, of spaceport capital projects from qualified applications.

⁴ An example application is available on Space Florida’s website: <http://www.spaceflorida.gov/page/call-for-projects/>



Indian River Bridge Replacement. Source: FDOT

AT A MINIMUM, PROPOSED PROJECTS MUST:

- Be on spaceport territory property
- Be included in an approved spaceport master plan
- Have or be likely to obtain appropriate licenses, permits, and leases
- Satisfy the eligibility requirements in section 331.303(21), Florida Statutes¹
- Have an aerospace partner match

¹ Section 331.303(21), Florida Statutes, relates to project funding eligibility and states, "capacity improvements that enhance space transportation capacity at spaceports that have had one or more orbital or suborbital flights during the previous calendar year or have an agreement in writing for installation of one or more regularly scheduled orbital or suborbital flights upon the commitment of funds for stipulated spaceport capital improvements."

Space Florida issues a formal Call for Projects once a year but accepts applications on a continuous basis. Each application is reviewed to determine whether it also qualifies for other funding programs. Proposed projects are evaluated according to metrics derived in accordance with existing spaceport system and master plans, then prioritized for funding. Project justification, economic benefits, state benefits, project cost level of requested funding, proposed project schedule, launch date, and other economic development related data are carefully considered to maximize the use of state funds (Figure 8).

FDOT emphasizes the Return-on-Investment (ROI) the state expects to realize by contributing funds toward modal transportation projects.

Space Florida performs an economic or financial analysis on spaceport capital projects before requesting FDOT funds. In most cases, the information Space Florida requires to conduct this analysis is provided in the project application. If not, relevant additional information is requested from the applicant.

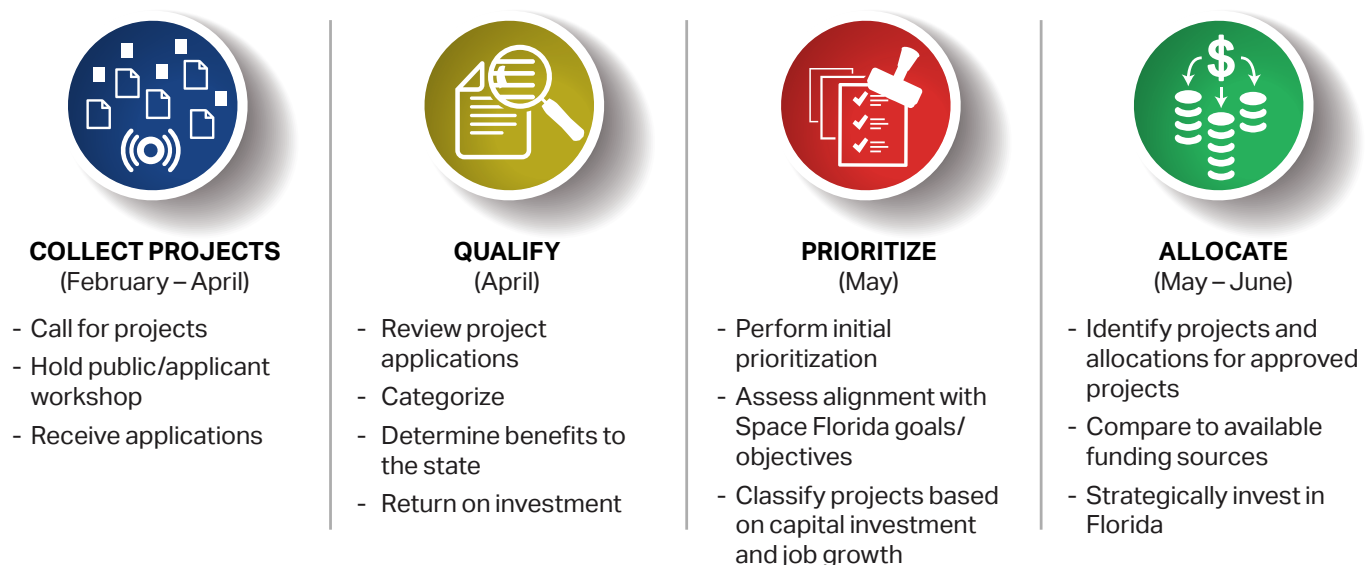


Figure 8: Space Florida's Project Analysis / Prioritization Process

Note: Dates are typical but may vary.

Space Florida prepares an annual list of eligible projects for inclusion in the Spaceport System Plan or master plans, as appropriate. The Space Florida Board of Directors approves the list and each prioritized project prior to entering into agreements with FDOT and the applicant.

PROJECT FUNDING AND MANAGEMENT

Under the Spaceport Improvement Program, Space Florida submits to FDOT Board-approved funding requests for capital projects. The Spaceport Office reviews each request and determines whether to provide funding for the project. Each request includes a project budget summary reflecting requested state funding match, proposed partner investment, a project schedule, and other required financial information

needed to evaluate the request. Each funding request may include:

- Nominal Internal Rate of Return (IRR); Return on Investment (ROI)
- Benefit-Cost Analysis (BCA)
- Economic benefits of the project
- Project readiness
- Long-term customer commitment
- Narrative summarizing project analysis, justification, and the financial and economic basis for requesting state funding participation.

FDOT also considers the aerospace partner's current Spaceport Improvement Program commitments and their record to draw down



Sea Launch Platform Concept. Source: [The Spaceport Company](#) previously awarded project funds. It is important

FDOT evaluates each funding request based on consistency with the FTP and SIS, benefits to the state, and capital investment.

that SIP funds are properly managed and expeditiously used.

JOINT PARTICIPATION AGREEMENTS

Joint Participation Agreement (JPA) is the primary contract mechanism used to fund spaceport projects, as authorized by Section 331.360, Florida Statutes. Essentially, a JPA is a contract between FDOT and Space Florida in which FDOT agrees to reimburse Space Florida for eligible project costs. Key provisions in the JPA include:

- Scope of work
- Quantifiable deliverables
- Budget
- Schedule
- Invoicing requirements
- Method of compensation
- Accounting practices
- Records management requirements
- Public information requirements
- Single audit act requirements
- Other terms and conditions

JPAs are processed in accordance with the FDOT Contract Funds Management Funds Approval, Procedure Topic No. 350-020-200 and the Department of Financial Services Reference Guide for State Expenditures.

On most projects, Space Florida will opt to have a third party perform the work. The scope of work for third party agreements should be consistent with the JPA and reviewed by FDOT prior to execution by Space Florida.

PROJECT TYPES

Every spaceport project has a unique context, goals, program needs, and requirements, so a determination of the eligibility of specific projects is made during the early stages of a project. Spaceport projects fall into two primary categories: spaceport planning projects and spaceport capital projects. Specific types of projects may include project planning, land mitigation, processing facilities, utilities, safety improvements, and launch facilities.

SPACEPORT PLANNING PROJECTS

Spaceport planning projects identify aerospace needs and guide the development of future spaceport capital projects. Through the Spaceport Improvement Program, FDOT may provide up to 100 percent funding assistance to Space Florida for spaceport planning and project development. Space Florida must provide FDOT a scope of work and proper cost estimate prior to committing funds for planning a project. If another entity is expected to perform the work, a third-party agreement must be provided in advance of committing Program funds.

The Spaceport Improvement Program has funded several planning projects, including:

- **Florida Spaceport System Plan.** Defines the statewide spaceport system, develops statewide spaceport policies and processes, and priorities
- **Cape Canaveral Spaceport Complex Master Plan.** Guides capital development and investment at Cape Canaveral Spaceport
- **Cape Canaveral Spaceport Master Plan.** A strategic vision and dynamic changes in space transportation technologies, business models, and markets
- **Kennedy Space Center Strategic Framework.** Prepared a strategic

framework for future development concept alternatives at Kennedy Space Center

- **Special Studies.** Examines topics of special interest, such as enhanced weather forecasting capabilities at horizontal launch and recovery facilities and assessments of legacy federal facilities for potential use by aerospace partners

SPACEPORT CAPITAL PROJECTS

The purpose of capital improvement projects is to provide for capital facilities and equipment at spaceports. These improvements are generally specified and supported in masterplans or by project plans. Capital projects eligible for funding through the Spaceport Improvement Program include:

- Launch and re-entry facilities
- Vehicle/spacecraft/payload final assembly, integration and processing facilities
- Other landside projects (parking lots, structures, launch control facilities, etc.)
- Specialized equipment, control facilities, clean rooms to support launch
- Safety and security projects

Some capital projects are considered “common use” and support multiple users as needed:

- Taxiways/aprons/runways
- Range facilities
- Utilities
- Fuel farms

EXAMPLES OF PLANNING PROJECTS ELIGIBLE FOR FUNDING

The purpose of spaceport planning is to lay the groundwork for the development of future spaceport infrastructure and aerospace economic development while protecting the public, the environment, and the cultural resources of the state. Examples of planning projects:

- Spaceport System Plan
- Spaceport master plans
- Environmental Assessments (EAs)
- Environmental Impact Statements (EISs)
- Economic impact studies
- Master drainage plans
- Noise studies
- Launch site or launch vehicle licensing
- Program and project support
- Spaceport facility and feasibility assessments



Amazon Kuiper PPF. Source: Space Florida



Artemis II Launch. Source: NASA

FDOT FUNDING FOR CAPITAL PROJECTS

A key component of developing a JPA is FDOT's level of funding participation toward a project. Although Section 331.360, Florida Statutes, does not specify project funding shares, FDOT policy is to provide up to 50 percent of eligible project costs for spaceport capital projects. The remainder must be provided by others, such as Space Florida, licensed spaceports, or other aerospace partners. This policy was developed to:

- Be consistent with the funding participation rates of other FDOT modal programs, i.e., SIS, seaports, and rail
- Maximize the use of state funds
- Ensure aerospace partners have a substantial and vested interest in the projects

Airport Improvement Program. For example, airport runways, taxiways, and aprons may be used by both space vehicles and aircraft and could be eligible for funding under both programs. In cases where such overlap exists, requests to fund space-related projects through the FDOT's

Airport Improvement Program, or other similar programs, are handled as follows:

For a project that is predominately aviation related but has some limited space-related application or function, normal Airport Improvement Program funding shares apply.

A project that is predominately space related is not eligible for funding under the Airport Improvement Program. FDOT funding for spaceport-related projects is provided under the Spaceport Improvement Program. Examples of predominately space-related projects include:

- Fuel farms for spacecraft – hazardous fuels
- Launch control centers
- Range safety infrastructure
- Projects exceeding FAA design standards to accommodate spaceport operations

Section 331.371, Florida Statutes, addresses strategic spaceport investments. This statute authorizes FDOT, in consultation with Space Florida, to fund up to 100 percent of a project at strategic spaceport launch support facilities, if the following criteria have been met:



Blue Origin Transporter. Source: [Blue Origin](#)

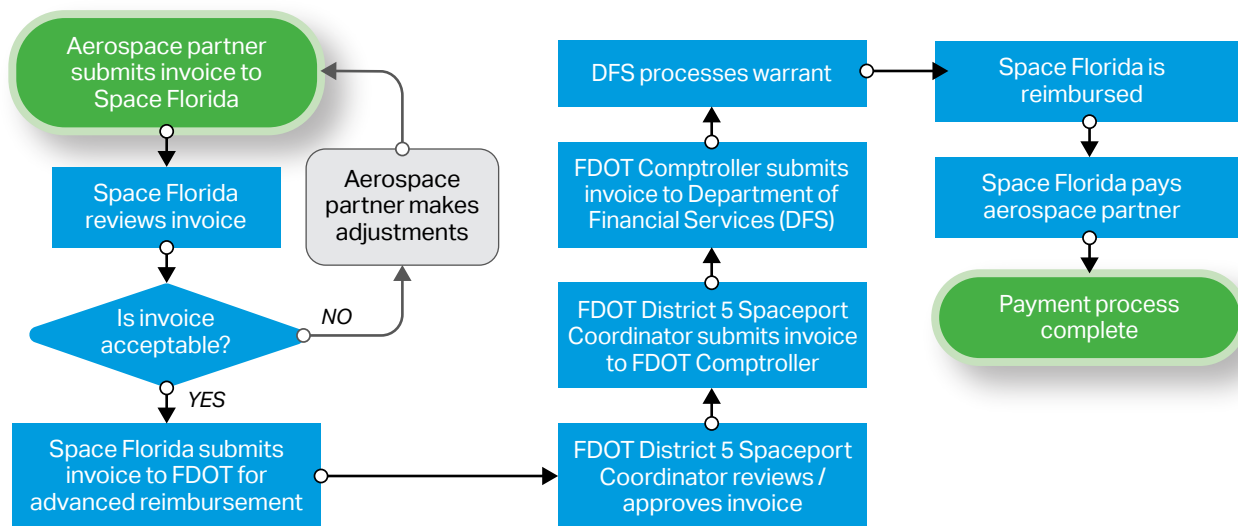
- Important access, spaceport, or launch facility capacity improvements are provided
- Capital improvements that position Florida to leverage international trade opportunities are achieved
- Florida integrated intermodal transportation system goals are achieved
- Feasibility / availability of matching funds through federal, local, or private partners are demonstrated

Finally, section 331.360, Florida Statutes, prohibits FDOT from funding Space Florida's operational and administrative costs. FDOT interprets operational and administrative costs as those costs related to Space Florida's operation as an organization. Spaceport Program and project-related costs are not considered part of Space Florida's operations or administration and are eligible for FDOT funding.

INVOICING AND PAYMENT FOR CAPITAL IMPROVEMENT PROJECTS

As noted under the JPA section, FDOT reimburses Space Florida for eligible project costs (explains this process). This ensures that Spaceport Improvement Program funds are properly used. Under this system, the aerospace partner incurs the cost, submits an invoice, and is then reimbursed by Space Florida. Space Florida then submits a request to FDOT for reimbursement of the expenditures. It is in aerospace partners' best interest that Space Florida and FDOT's invoice and reimbursement process functions smoothly and timely. For large Capital projects, Space Florida may request reimbursement from FDOT before it reimburses the aerospace partner after payment is received from the Department of Financial Services.

The invoicing process begins when the aerospace partner incurs costs associated with the spaceport project, as per the conditions of



Space Florida Financial Tracker Grant Payment Coordination

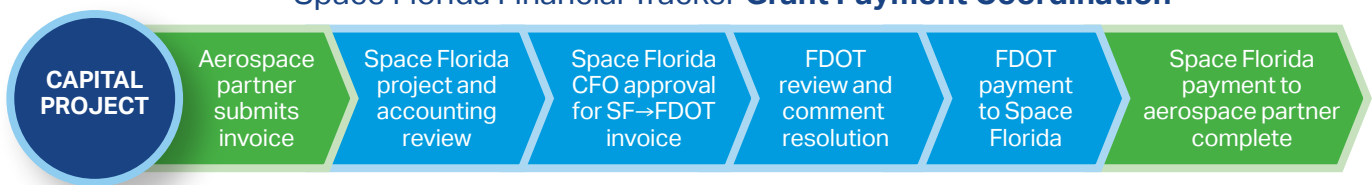


Figure 9: Invoicing and Reimbursement Process

the JPA. The aerospace partner then submits the invoice to Space Florida for review and payment. If Space Florida does not identify any changes to the invoice, it is approved and paid. Space Florida then submits the paid invoice and supporting documentation to the project manager at the FDOT District office for reimbursement. The FDOT District will review the invoice for:

- Completeness
- Accuracy
- Compliance with the Grant Agreement contract conditions
- Progress
- Deliverables
- Consistency with field reviews
- Eligibility of expense line items

Per standard language in the JPA, FDOT staff has 20 days to either approve or reject the invoice. Approved invoices must be paid by the Department of Financial Services within 40 days of submittal to the district. When approved, FDOT reimburses Space Florida for the prior payment made to the aerospace partner. If an invoice is rejected, the process starts again when the corrected invoice is resubmitted.

There are two important points to reinforce regarding the reimbursement process:

- Only eligible expenses incurred during the contract period may be reimbursed. Invoices containing costs incurred before

the execution of the contract or after the expiration of the contract are not eligible for reimbursement.

- Only eligible expenses are subject to reimbursement. Invoices containing ineligible expenses will be rejected. Eligibility of any specific cost is ultimately dictated by state law, FDOT policy, and the terms of the JPA. Typical eligible and ineligible expenses appear below, in Figure 10.

To ensure timely reimbursement of expenses, questions should be addressed to Space Florida or the FDOT District project manager before submitting the invoice.

TYPICAL ELIGIBLE EXPENSES

	Design/studies
	Demolition/site work
	Direct construction costs • Labor • Materials • Equipment rental
	Capital equipment purchases • Will transfer with project delivery • If agreed to in advance by FDOT and Space Florida
	Permits
	Consultant support

TYPICAL INELIGIBLE EXPENSES

	Maintenance costs
	Operational costs
	Food, travel, and lodging are usually ineligible, but dependent on the contract
	Non-capital equipment purchases will not transfer with delivery of the project: • Tools • Clothing

It is in the aerospace partner's interest that Space Florida and FDOT's invoice review and reimbursement processes function smoothly and in a timely manner. Invoices need to be submitted in good form as soon as possible after the expense was realized to ensure proper accounting and timely reimbursement.

Figure 10: Typical Expenses



Dragon and Falcon 9 ready for launch at Launch Complex 39A. Source: SpaceX

SAFEGUARDING THE STATE'S INVESTMENT

FDOT and Space Florida make every effort to ensure the state's investment is protected and benefits are realized. FDOT and Space Florida work together to maximize the return on investment for all spaceport capital projects.

PROJECT MONITORING AND INSPECTION

Space Florida and FDOT strive to ensure projects are delivered in accordance with the Grant Agreement. **Both Space Florida and FDOT routinely review and monitor projects to ensure accountability and performance objectives are met.** Progress reports and management review of specific deliverables are accomplished periodically with the aerospace partners.

Representatives of Space Florida and FDOT District staff may attend pre-construction and project status meetings with the aerospace partner and contractor team. Regular field visits to the project site are also conducted by staff or their representatives to verify:

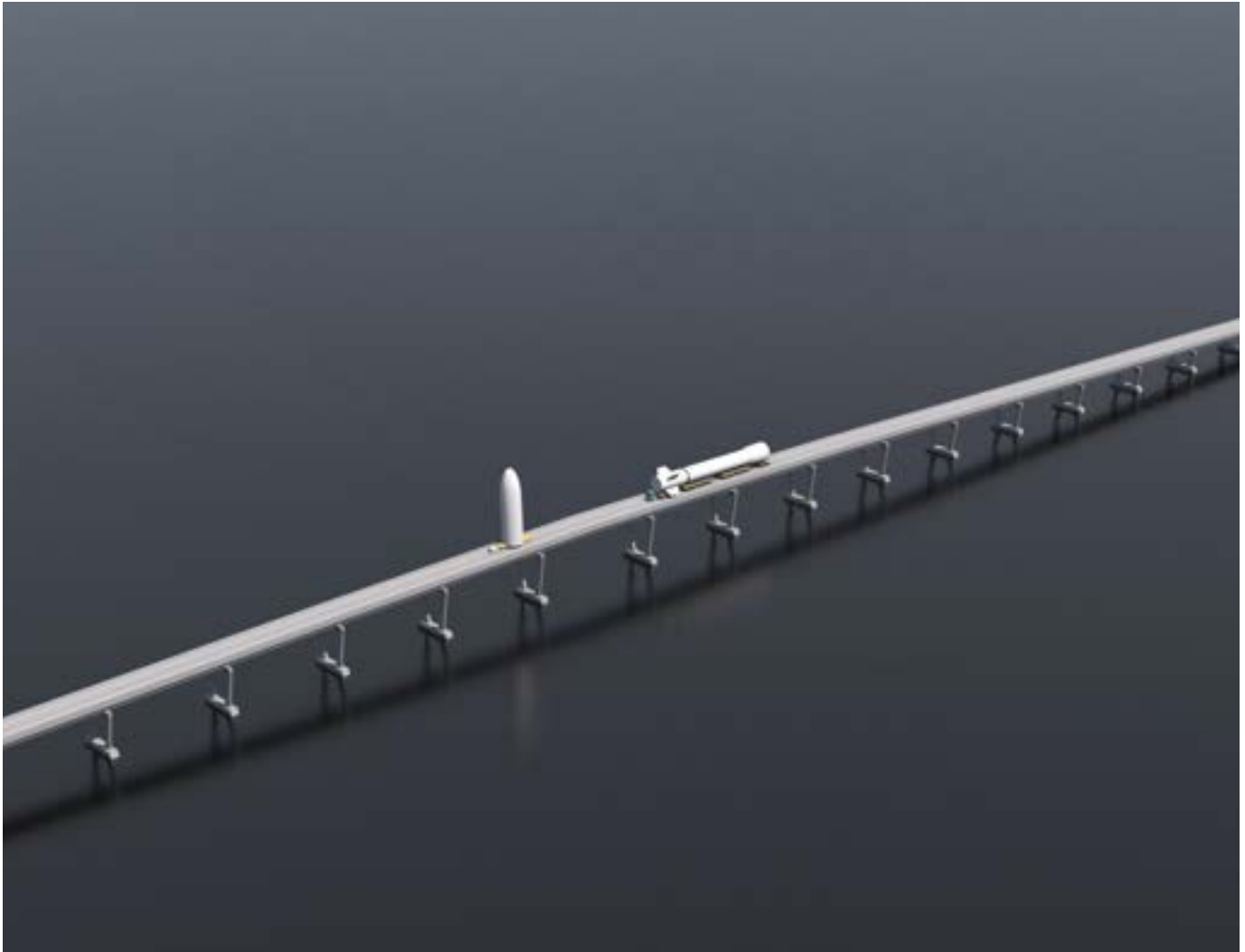
- The conditions of the Grant Agreement are being met
- Progress is being reported accurately
- The work being performed is consistent with the scope of work

To help ensure a safe, productive, and timely field visit, these reviews are coordinated ahead of time with Space Florida, the aerospace partner and contractor team, as appropriate.

SPACEPORT IMPROVEMENT PROGRAM SUSTAINABILITY

The Spaceport Improvement Program provides funding and technical support to Space Florida for aerospace transportation-related capital improvements. Priorities are based on the Florida Spaceport System Plan, which reflects a sustainability framework consisting of goals and objectives to guide public and private investment into Florida's emerging and growing aerospace sector. Like other transportation modes such as aviation and transit, FDOT encourages Spaceports to use SIP funds for projects that ensure a facility's financial sustainability. This includes placing a priority on funding space infrastructure

projects used by multiple aerospace partners and generate revenue. FDOT and Space Florida have determined it necessary to require and satisfy Return on Investment (ROI) and state benefit requirements to ensure the sustainability of the program. Sustainable infrastructure enables sound economic development, job creation, purchase of local goods and services to enhance local quality of life, increase positive impacts (benefits), help protect vital natural resources and environment, and promote a more effective and efficient use of public financial resources.



Roy D. Bridges Bridge fixed span concept rendering. Source: Space Florida

INVESTMENT RECAPTURE FOR SPACEPORT CAPITAL PROJECTS

The FDOT and Space Florida work closely together on the allocation of state resources for spaceport capital projects to achieve strategic capital investment goals and facilitate non-state investment into emerging and growing aerospace markets. When appropriate, Space Florida may require the aerospace partner to satisfy certain benchmarks as a condition of state funding participation on a project. Such requirements are commonly referred to as “recapture” provisions and are intended to ensure benchmarks are met and protect the public’s investment in a project against the risk of nonperformance.

Recapture may be implemented by assessing land use fees, lease payments, franchise fees and Space Florida property rights to property and ownership of the improvements to facilitate ensuring sustainability of the program.

CONCLUSION

The State of Florida is the unquestioned leader in growth and development of a sustainable, global, and world-leading aerospace industry in

the United States. The benefits of FDOT funded projects are evident in everyday life activities for all Floridians. The Spaceport Improvement Program is designed to stimulate private sector investment and commercial spaceport development. Most importantly, the quality of life for Floridians will continue to improve as a direct result of these infrastructure investments.

This reference describes key requirements for partnerships, application preparation and submittal, project selection processes; invoicing, and other project management topics and strategies used to maintain the integrity of the program and its resources. The program continues to evolve and direct coordination by stakeholders is encouraged with the FDOT Spaceport Office of Space Florida, to ensure compliance with applicable laws, rules, procedures, and processes, especially in cases in which circumstances require additional guidance, or interpretation.



Engine Test Firing. Source: [Rocket Lab](#)

APPENDIX 5

HELPFUL LINKS

Launch and Landing Facility Runway 15-33 (C-5 and AN-124 aircraft). Source: Space Florida



Please use the links below to access or download the specified information.
For more information, please contact the FDOT Spaceport Office or Space Florida.

FLORIDA STATUTES

Chapter 287 Florida Statutes – Section 287.057

Procurement of commodities or contractual services

Chapter 331 Florida Statutes – Aviation and Aerospace Facilities and Commerce

Chapter 332 Florida Statutes – Airports and Other Air Navigation Facilities

Chapter 334 Florida Statutes – Transportation Administration

Chapter 339 Florida Statutes – Transportation and Finance

All statutes are available at www.leg.state.fl.us/STATUTES

FDOT

FDOT Spaceport Office

www.fdot.gov/spaceport

FDOT Work Program Instructions – Freight, Logistics & Passenger Operations Part III –
Chapter 15, Aviation and Spaceports

[https://fdotewp1.dot.state.fl.us/fmsupportapps/Documents/development/
WorkProgramInstructions.pdf](https://fdotewp1.dot.state.fl.us/fmsupportapps/Documents/development/WorkProgramInstructions.pdf)

Space Transportation Infrastructure Matching Fund (STIMF) Application
www.spaceflorida.gov/florida-spaceport-improvement-program

FLORIDA DEPARTMENT OF FINANCIAL SERVICES

www.myfloridacfo.com/Division/AA/Manuals

CECIL SPACEPORT

<http://www.cecilspaceport.com>

SPACE COAST REGIONAL AIRPORT & EXPLORATION SPACEPORT

<http://www.explorationspaceportfl.org>

FAA OFFICE OF COMMERCIAL SPACE TRANSPORTATION:

https://www.faa.gov/about/office_org/headquarters_offices/ast/

and in Chap III, Parts 400-460, Title 14 CFR

<https://www.ecfr.gov/current/title-14/chapter-III>

APPENDIX 6

EXECUTIVE ORDERS

Blue Origin's NEW GLENN sits on LC-36 prior to liftoff, January 2025. Source: Blue Origin



Presidential Documents

Executive Order 14369 of December 18, 2025

Ensuring American Space Superiority

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. Purpose. Superiority in space is a measure of national vision and willpower, and the technologies Americans develop to achieve it contribute substantially to the Nation's strength, security, and prosperity. The United States must therefore pursue a space policy that will extend the reach of human discovery, secure the Nation's vital economic and security interests, unleash commercial development, and lay the foundation for a new space age.

Sec. 2. Policy. My Administration will focus its space policy on achieving the following priorities:

(a) Leading the world in space exploration and expanding human reach and American presence in space by:

(i) returning Americans to the Moon by 2028 through the Artemis Program, to assert American leadership in space, lay the foundations for lunar economic development, prepare for the journey to Mars, and inspire the next generation of American explorers;

(ii) establishing initial elements of a permanent lunar outpost by 2030 to ensure a sustained American presence in space and enable the next steps in Mars exploration; and

(iii) enhancing sustainability and cost-effectiveness of launch and exploration architectures, including enabling commercial launch services and prioritizing lunar exploration;

(b) Securing and defending American vital national and economic security interests in, from, and to space by:

(i) developing and demonstrating prototype next-generation missile defense technologies by 2028 to progressively and materially enhance America's air and missile defenses pursuant to Executive Order 14186 of January 27, 2025 (The Iron Dome for America);

(ii) ensuring the ability to detect, characterize, and counter threats to United States space interests from very low-Earth orbit and through cislunar space, including any placement of nuclear weapons in space;

(iii) creating a responsive and adaptive national security space architecture by accelerating acquisition reform, integrating commercial space capabilities, and enabling new market entrants; and

(iv) strengthening ally and partner contributions to United States and collective space security, including through increased space security spending, operational cooperation, basing agreements, and ally and partner investments in America's space industrial base;

(c) Growing a vibrant commercial space economy through the power of American free enterprise by:

(i) fostering economic growth, attracting at least \$50 billion of additional investment in American space markets by 2028, and increasing launch and reentry cadence through new and upgraded facilities, improved efficiency, and policy reforms;

- (ii) demonstrating spectrum leadership across space applications to promote United States technology competitiveness, spectrum management efficiency, and global market access; and
- (iii) spurring private sector initiative and a commercial pathway to replace the International Space Station by 2030; and
- (d) Developing and deploying advanced capabilities and approaches to enable the next century of space achievements by:
 - (i) optimizing space research-and-development investments to achieve my Administration's near-term space objectives, use emerging technologies and scientific discoveries to advance mission capabilities, and enable scientific discovery for America's long-term science and technology leadership;
 - (ii) enabling near-term utilization of space nuclear power by deploying nuclear reactors on the Moon and in orbit, including a lunar surface reactor ready for launch by 2030;
 - (iii) improving high-value space and Earth weather forecasting and operations to meet needs on Earth and beyond, utilizing improved business approaches such as firm fixed-price contracts and as-a-service models for both space and ground-based segments;
 - (iv) enabling the sustainability of space operations through effective and responsible approaches to space traffic management; orbital debris mitigation and remediation; and terrestrial and cislunar positioning, navigation, and timing, including by establishing the United States as the standards and services leader in these areas; and
 - (v) establishing ground, space, and lunar infrastructure and standards that enable implementation of space priorities and a robust space industrial base.

Sec. 3. Implementation. (a) The Assistant to the President for Science and Technology (APST) shall coordinate the overall implementation of this order, including:

- (i) within 60 days of the date of this order, issuing guidance on establishing a National Initiative for American Space Nuclear Power to achieve the nuclear power policy priorities directed in this order, in coordination with the heads of relevant executive departments and agencies (agencies) identified by the APST; and
 - (ii) within 120 days of the date of this order, propose revisions to Presidential Policy Directive 26 of November 21, 2013 (National Space Transportation Policy), to support implementation of this order.
- (b) Within 90 days of the date of this order, the APST shall coordinate development of and integrate into one submission to the President the following:
- (i) a plan from the Administrator of the National Aeronautics and Space Administration (NASA), in coordination with the Director of the Office of Management and Budget (OMB) and the Assistant to the President for Domestic Policy (APDP), for achieving the policy objectives in this order regarding leading the world in space exploration and expanding human reach and American presence in space, including plans for mitigating any technology, supply chain, or industrial capacity gaps relevant to achieving those goals within available funding;
 - (ii) the results of comprehensive reviews by the Secretary of Commerce and the Administrator of NASA, in consultation with the Director of OMB, of their respective major space acquisition programs to identify any such programs that are more than 30 percent behind schedule based on the program's acquisition baseline, 30 percent over cost based on the program's baseline, unable to meet any key performance parameters, or unaligned with the priorities in this order, along with a description of their planned mitigation or remediation efforts; and

(iii) a report from the Secretary of War, in coordination with the Director of National Intelligence (DNI) and the Assistant to the President for National Security Affairs (APNSA), of any technology, supply chain, or industrial capacity gaps relevant to this order's directive to progressively and materially enhance America's air and missile defenses, and plans for mitigating such gaps within available funding.

(c) Within 180 days of the date of this order, the Secretary of Commerce and the Administrator of NASA shall each reform their respective agency's space acquisition processes to support the space priorities in this order, and to further Executive Order 14271 of April 15, 2025 (Ensuring Commercial, Cost-Effective Solutions in Federal Contracts). These reforms shall incorporate the following:

(i) use of existing authorities to improve efficiency and expedite space acquisitions, including a first preference for commercial solutions and a general preference for Other Transactions Authority or Space Act Agreements, customary commercial terms, or any other pathways to promote effective or streamlined acquisitions;

(ii) a detailed review of each functional support role within the agency's Federal and contract workforce, to eliminate unnecessary tasks, reduce duplication, and accelerate decision-making;

(iii) for the Department of Commerce, strengthening capabilities for conducting space acquisition and sustainment activities in a manner that supports collaboration with, but does not require acquisition assistance from, NASA, including by recommending legislative reforms as necessary; and

(iv) for NASA, aligning space-focused acquisition and procurement processes across NASA centers and activities to improve efficiency.

(d) Within 180 days of the date of this order, the APNSA shall, in coordination with the Secretary of War, the DNI, the APST, and the heads of other relevant agencies:

(i) implement a space security strategy that accounts for United States interests in, from, and to space; addresses current and projected threats to United States space interests from very low-Earth orbit through cislunar space; and incorporates a technology plan for detecting, characterizing, and countering potential adversary placement of nuclear weapons in space; and

(ii) implement a plan for a responsive and adaptive national security space architecture to support the space security strategy and other relevant priorities established in this order.

(e) Within 180 days of the date of this order, the Secretary of State, in coordination with the Secretary of War and the DNI, shall implement a plan to strengthen ally and partner contributions to United States and collective space security.

(f) Within 120 days of the date of this order, the Secretary of Commerce shall coordinate with the APST, the Assistant to the President for Economic Policy, the APDP, and the heads of relevant agencies to assert spectrum leadership, which shall include considering opportunities for reapportioning and sharing spectrum, as appropriate.

(g) Within 120 days of the date of this order, the Administrator of NASA, in coordination with the Secretary of State and the APST, shall ensure that international civil space cooperation arrangements involving NASA support the policy priorities in this order, including by initiating new arrangements and modifying or terminating existing arrangements where appropriate and consistent with existing authorities and legal obligations.

Sec. 4. Rescission. (a) This order supersedes Executive Order 14056 of December 1, 2021 (The National Space Council), which is hereby revoked.

(b) Space Policy Directive 3 of June 18, 2018 (National Space Traffic Management Policy), is hereby revised as follows:

(i) by replacing “free of direct user fees” with “for commercial and other relevant use” in subsections 3(b) and 4(d); and

(ii) by replacing “provided free of direct user fees” with “available for commercial and other relevant use” in subsections 5(a)(ii) and 5(b)(ii).

(c) To the extent this order is inconsistent with any provision of any previous Executive Order, Presidential Memorandum, or Presidential Directive, this order shall control.

Sec. 5. Definitions. (a) The term “commercial solutions” means any of the methods for procurement of a commercial product or service described in part 12 of the Federal Acquisition Regulation, or other industry solutions funded by private investment that meet agency needs.

(b) The term “Other Transactions Authority” means the ability of the United States Government to enter into contracts other than standard contracts, grants, or cooperative agreements.

Sec. 6. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

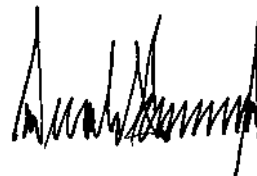
(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of OMB relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(d) The costs for publication of this order shall be borne by the National Aeronautics and Space Administration.



THE WHITE HOUSE,
December 18, 2025.

Presidential Documents

Title 3—

Executive Order 14335 of August 13, 2025

The President

Enabling Competition in the Commercial Space Industry

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. Purpose. In 1969, the United States landed the first humans on the Moon. In the years since, premier space companies from around the world have been drawn to launch rockets and satellites from the United States, incentivized by its infrastructure and support for commercial space activities. Americans are more prosperous because of the space research and development occurring here.

It is imperative that we build on the far-reaching actions taken by my Administration during my first term to ensure that new space-based industries, space exploration capabilities, and cutting-edge defense systems are pioneered in America rather than by our adversaries. Ensuring that United States operators can efficiently launch, conduct missions in space, and reenter United States airspace is critical to economic growth, national security, and accomplishing Federal space exploration objectives.

Sec. 2. Policy. It is the policy of the United States to enhance American greatness in space by enabling a competitive launch marketplace and substantially increasing commercial space launch cadence and novel space activities by 2030. To accomplish this, the Federal Government will streamline commercial license and permit approvals for United States-based operators.

Sec. 3. Reforming Regulatory Barriers to Commercial Launch and Reentry.
(a) The Secretary of Transportation, in consultation with the Chair of the Council on Environmental Quality, shall, consistent with applicable law, use all available authorities to eliminate or expedite the Department of Transportation's environmental reviews for, and other obstacles to the granting of, launch and reentry licenses and permits. Such measures shall include the exercise of authority by the Secretary of Transportation under 51 U.S.C. 50905(b)(2)(C) as applicable; determining which Department of Transportation functions are not subject to the National Environmental Policy Act (NEPA); and, as appropriate, establishing categorical exclusions under NEPA (or relying on existing categorical exclusions) for launch and reentry licenses and permits within certain parameters.

(b) The Secretary of Transportation shall reevaluate, amend, or rescind, as appropriate and consistent with applicable law, the regulations at Part 450 of title 14, Code of Federal Regulations. The Secretary's evaluation, amendment, or rescission shall specifically address:

- (i) what regulatory requirements should be inapplicable for a launch or reentry vehicle that possesses a flight termination system or automated flight safety system;
- (ii) what regulatory requirements should be inapplicable or waived for hybrid launch or reentry vehicles that hold valid Federal Aviation Administration airworthiness certificates;
- (iii) whether to expand the conditions that demonstrate reliability for a reentry vehicle, sufficient to protect against a high-consequence event on reentry; and
- (iv) whether other existing requirements are too attenuated to a vehicle's actual launch or reentry to warrant retention in Part 450.

(c) Within 120 days of the date of this order, the Secretary of Transportation shall report to the Assistant to the President for Economic Policy a description of the actions that have been or will be taken pursuant to subsection (b) of this section.

Sec. 4. Reforming Regulatory Barriers to Next Generation Spaceport Infrastructure. (a) The Secretary of Commerce, in consultation with the Secretary of Defense, the Secretary of Transportation, and the Administrator of the National Aeronautics and Space Administration (NASA), shall, within 180 days of the date of this order, conduct an evaluation of relevant States' compliance under the Coastal Zone Management Act pursuant to 16 U.S.C. 1458, the effect of any lack of compliance on the development of spaceport infrastructure, and whether State approvals under that Act should be revoked. The Secretary of Defense, the Secretary of Commerce, the Secretary of Transportation, and the Administrator of NASA shall also notify the Department of Justice of any State or local limitations on spaceport development on Federal lands that may be inconsistent with Federal law.

(b) Within 180 days of the date of this order, the Secretary of Defense, the Secretary of Transportation, and the Administrator of NASA shall execute a memorandum of understanding that aligns review processes for spaceport development across agencies, eliminates those that are duplicative, and preserves required Federal space-exploration and National Security Space Launch capacity.

(c) The Secretary of Defense, the Secretary of the Interior, the Secretary of Transportation, and the Administrator of NASA shall, consistent with applicable law, use all available authorities to expedite their respective environmental and administrative reviews for authorizations, permits, approval, real property leases, and any other activity relevant to spaceport infrastructure development. The Chair of the Council on Environmental Quality shall coordinate with relevant executive departments and agencies (agencies) on the establishment of new categorical exclusions under NEPA for actions related to spaceport development that normally do not have a significant effect on the quality of the human environment. Agencies shall, for purposes of establishing these categorical exclusions, rely on any sufficient basis to do so as each such agency determines.

(d) The Secretary of Defense, the Secretary of Transportation, and the Administrator of NASA shall, mindful of the significant national security imperatives inherent in commercial space advancement, consider for all spaceport development projects whether to submit an application to the Endangered Species Committee pursuant to 16 U.S.C. 1536(e).

Sec. 5. Reforming Novel Space Activity Authorization. Within 150 days of the date of this order, the Secretary of Commerce shall propose a process for individualized mission authorizations for activities that are covered by Article VI of the Outer Space Treaty of 1967, but not clearly or straightforwardly governed by existing regulatory frameworks, with the goal of expediting and streamlining authorizations to enable American space competitiveness and superiority. This proposal must solicit and consider affected agencies' feedback on the authorization process, contain a definitive timeline for the grant or denial of authorization for proposed activities, and include clear and consistent requirements for applicants. The Secretary of Commerce shall transmit the proposal to the Assistant to the President for Economic Policy, the Assistant to the President for National Security Affairs, and the Assistant to the President for Science and Technology. Nothing in this section shall be construed to apply to human spaceflight.

Sec. 6. Reforming Regulatory Leadership and Accountability. (a) Within 60 days of the date of this order, the Secretary of Transportation shall establish a position in the Office of the Secretary with the responsibility of advising the Secretary of Transportation on fostering innovation and deregulation in the commercial space transportation industry. The Secretary of Transportation shall further direct the Administrator of the Federal Aviation Administration to take all necessary steps to appoint a senior executive

noncareer employee to be the Associate Administrator for Commercial Space Transportation.

(b) Within 60 days of the date of this order, the Secretary of Commerce shall elevate the Office of Space Commerce into the Office of the Secretary. *Sec. 7. Administrative Note.* Where applicable, the functions assigned to the Secretary of Transportation in sections 1 through 5 of this order shall be carried out by the Administrator of the Federal Aviation Administration under the direction of the Secretary of Transportation.

Sec. 8. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

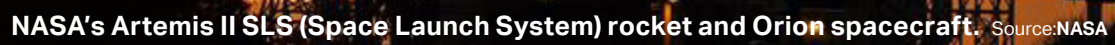
(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(d) The costs for publication of this order shall be borne by the Department of Transportation.

A handwritten signature in black ink, appearing to be 'Donald Trump', located on the right side of the page.

THE WHITE HOUSE,
August 13, 2025.



Space touches everyone.

THIS RESOURCE DOCUMENT WAS DEVELOPED BY:

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