2025
KENNEDY SPACE CENTER
ANNUAL REPORT

Front Cover:
NASA astronaut Christina Koch, Artemis II mission specialist, and the remaining Artemis II crew members walk on the crew access arm of the mobile launcher in the Vehicle Assembly Building at NASA's Kennedy Space Center in Florida on Tuesday, Aug. 12, 2025. During a two-day operation, the Artemis II team practiced night-run demonstrations of different launch day scenarios like suit-up operations, walk-out, and arriving at the launch pad for the Artemis II test flight. Through the Artemis campaign, NASA will send astronauts to explore the Moon for scientific discovery, economic benefits, and to build the foundation for the first crewed missions to Mars – for the benefit of all. Photo credit: NASA/Kim Shiflett

Back Cover:
A SpaceX Falcon Heavy rocket carrying NASA's Europa Clipper spacecraft lifts off from Launch Complex 39A at NASA's Kennedy Space Center in Florida at 12:06 p.m. EDT on Monday, Oct. 14, 2024. After launch, the spacecraft plans to fly by Mars in February 2025, then back by Earth in December 2026, using the gravity of each planet to increase its momentum. With help of these "gravity assists," Europa Clipper will achieve the velocity needed to reach Jupiter in April 2030. Photo credit: SpaceX

A United Launch Alliance Atlas V rocket with Boeing's CST-100 Starliner spacecraft aboard launches from Space Launch Complex 41 at Cape Canaveral Space Force Station, Wednesday, June 5, 2024, in Florida. NASA's Boeing Crew Flight Test is the first launch with astronauts of the Boeing CFT-100 spacecraft and United Launch Alliance Atlas V rocket to the International Space Station as part of the agency's Commercial Crew Program. Photo credit: NASA/Joel Kowsky

The end of the fiscal year is always a great time to step back and celebrate the accomplishments and momentous achievements that have taken place at Kennedy Space Center. In addition to launching the missions that support NASA's ambitious work both here on our planet and into the far reaches of the galaxy, the center's role as the nation's premier spaceport enables more access to space than any other spaceport on the planet.

During Fiscal Year 2025, Kennedy Space Center worked side-by-side with Cape Canaveral Space Force Station to launch 110 missions from the Space Coast. That number doesn't just represent the ever-rising demand for government and commercial access to space — it's an impressive reflection of the specialized support Kennedy provides to the industry. More than one million cubic feet of gaseous propellants, hundreds of thousands of gallons of liquid commodities, thousands of coordinated transport actions, hundreds of partnership agreements, and it's all made possible at only one place on Earth.

The milestones outlined in this report are driving innovation and discovery, and Kennedy is proud to serve as the launching point for the missions that are answering age-old questions while unlocking new ones to be explored. Long before these missions get the "GO" to launch, teams at Kennedy are supporting integration, testing, ground operations, and so much more. The path to the pad can take months and even years, and as we close out the fiscal year with a sense of gratitude and accomplishment for these successes, we are driving forward into the new year with determination and focus as we prepare for the launch of Artemis II in early 2026. Over the past few years, Kennedy has been processing flight hardware, stacking launch vehicle components, executing critical verification and validation tests, fortifying infrastructure, and training teams for the crew test flight that will return humans to deep space for the first time in more than 50 years, and we are ready and full of anticipation for a successful mission. Next year, as the United States celebrates its 250th anniversary, Artemis will serve as the big, beautiful candle that illuminates the strength, innovation, and perseverance for which our nation is best known.

NASA is leading the world into a new era of space exploration, and Kennedy isn't just launching rockets—we are delivering the mission for the American people. From government payloads to national security and commercial mission support, humanity's future is launching right here at Kennedy Space Center, and we welcome you to take a look.

Embrace the Challenge.

Janet Petro

A SpaceX Falcon 9 rocket with the company's Dragon spacecraft on top is seen during sunrise at Launch Complex 39A on March 11, 2025, ahead of the agency's SpaceX Crew-10 launch. Photo credit: SpaceX

VISION

Igniting space exploration and discovery for all.

MISSION

Provide continuous access to space from Earth's premier spaceport through creativity and innovation.

Launching Humanity's Future

Top 20 Significant Events

OCTOBER 2024
Jupiter Moon Mission Takes Flight

NASA's Europa Clipper launched Oct. 16, 2024, from Launch Complex 39A at NASA's Kennedy Space Center on a journey to study Jupiter's icy moon, Europa, to see if the ocean beneath the moon's crust has the ingredients to support life. Photo credit: SpaceX

OCTOBER
NASA's SpaceX Crew-8 Back on Earth

NASA's SpaceX Crew-8 astronauts Matthew Dominick, Michael Barratt, and Jeanette Epps, as well as Roscosmos cosmonaut Alexander Grebenkin, splashed down in their SpaceX Dragon spacecraft off the coast of Pensacola, Florida, on Oct. 25, 2024, completing a seven-month science mission aboard the International Space Station. Photo credit: NASA/Joel Kowsky

NOVEMBER
NASA's SpaceX 31st Commercial Resupply

More than 6,000 pounds of supplies and research experiments launched Nov. 4, 2024, aboard a SpaceX Dragon spacecraft atop a Falcon 9 rocket bound for the International Space Station. Photo credit: SpaceX

NOVEMBER
NASA's Artemis II Booster Segments on the Move

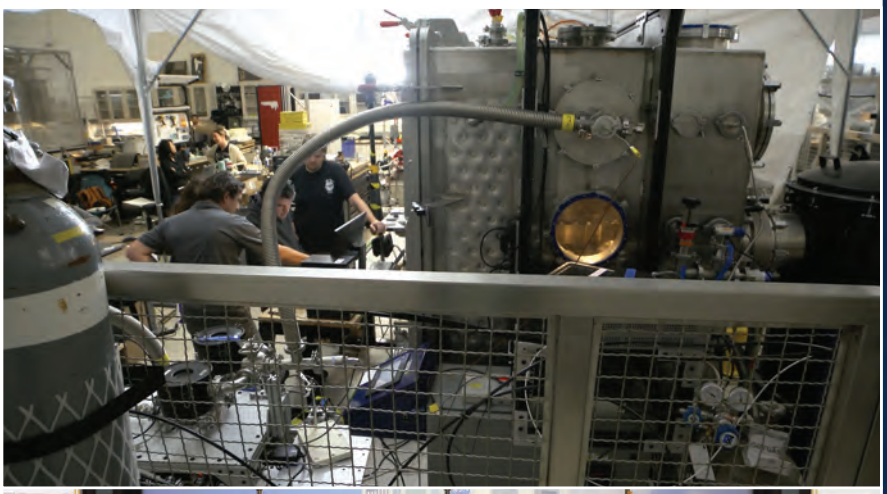
Technicians with the Exploration Ground Systems Program began stacking the first segment of the Artemis II SLS (Space Launch System) solid rocket boosters onto mobile launcher 1 on Nov. 20, 2024, inside the Vehicle Assembly Building. Photo credit: NASA/Glenn Benson

Top 20 Significant Events

DECEMBER

NASA Successfully Conducts Molten Electrolysis Testing

NASA Kennedy researchers extracted oxygen at a commercial scale from simulated lunar soil at Swamp Works marking the achievement of NASA's goal of utilizing resources on the Moon and beyond instead of relying only on supplies shipped from Earth. Photo credit: NASA/Kim Shiflett



JANUARY 2025

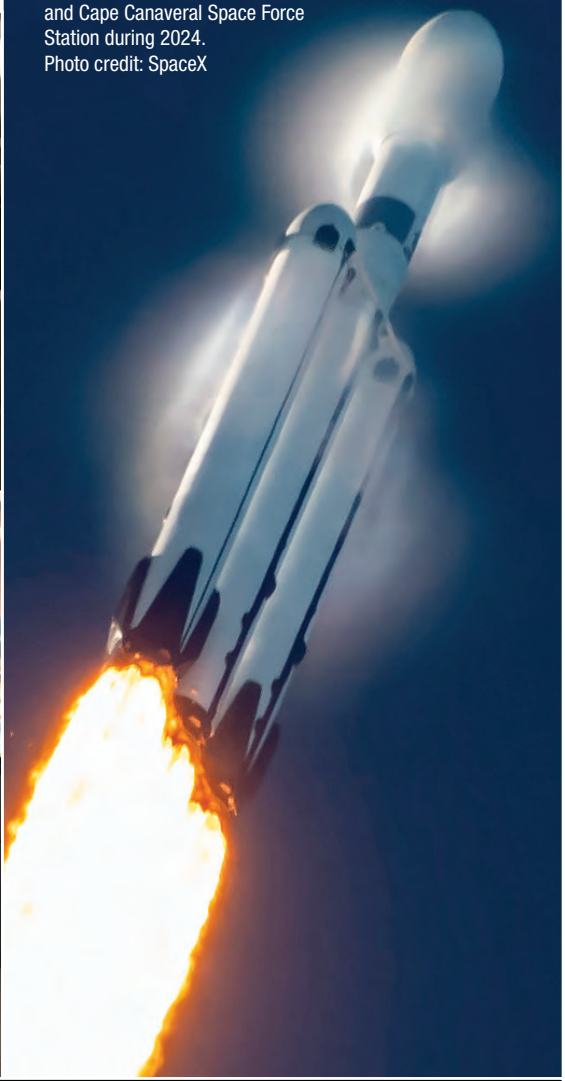
NASA Kennedy Marks New Chapter for Florida Space Industry

Kennedy Space Center Director Janet Petro and charter members of the Florida University Space Research Consortium sign a memorandum of understanding in research and development to assist with missions and contribute to NASA's Moon to Mars exploration approach.
Photo credit: NASA/Kim Shiflett

DECEMBER

Record-Setting Year of Launches

A record-breaking 93 launches roared into space from Kennedy Space Center and Cape Canaveral Space Force Station during 2024.
Photo credit: SpaceX



JANUARY

Firefly Launches Blue Ghost Mission One

Firefly Aerospace launched Blue Ghost Mission One lunar lander with a suite of NASA scientific instruments on January 15, 2025, from Launch Complex 39A. The lander and instruments landed March 2 on the Moon.
Photo credit: NASA/Cory S. Huston

Top 20 Significant Events

FEBRUARY
Intuitive Machines Launches to the Moon
Intuitive Machines' IM-2 Nova C lunar lander launched Feb. 26, 2025, carrying NASA science and technology demonstrations to the Mons Mouton region of the Moon. IM-2 reached the surface of the Moon on March 6. Photo credit: NASA/Kim Shiflett

MARCH
NASA's SpaceX Crew-10 Launch
From left, Roscosmos cosmonaut Kirill Peskov, NASA astronauts Nicole Ayers and Anne McClain, and JAXA (Japan Aerospace Exploration Agency) astronaut Takuya Onishi launched March 14, 2025, to the International Space Station for a five-month science mission. Photo credit: SpaceX

MARCH
NASA's SPHEREx, PUNCH Missions Launch
On March 11, 2025, a SpaceX Falcon 9 rocket launched from Vandenberg Space Force Base's Space Launch Complex 4 East, carrying NASA's SPHEREx (Spectro-Photometer for the History of the Universe, Epoch of Reionization and Ices Explorer) and PUNCH (Polarimeter to Unify the Corona and Heliosphere) missions. Photo credit: BAE Systems/Benjamin Fry (left)

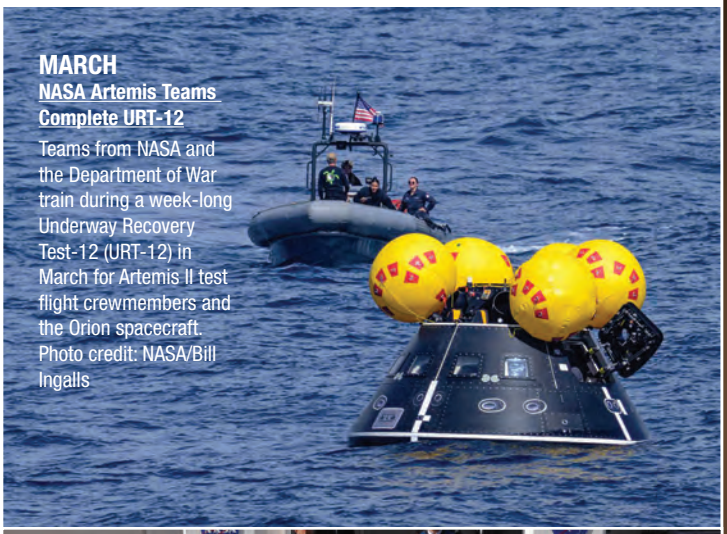
MARCH
NASA's SpaceX Crew-9 Returns
NASA astronauts Nick Hague, Suni Williams, and Butch Wilmore were greeted by dolphins and recovery teams after their SpaceX Dragon spacecraft splashed down on March 18, 2025, off the coast of Tallahassee, Florida following their long-duration mission at the International Space Station. Photo credit: NASA/Keegan Barber (below)

Top 20 Significant Events

MARCH

NASA Causeway Bridge Opens

The Florida Department of Transportation opened the westbound portion of the NASA Causeway Bridge on March 19, 2025, completing construction in both directions spanning the Indian River Lagoon and connecting NASA Kennedy and Cape Canaveral Space Force Station to the mainland. Photo credit: NASA/Glenn Benson



MARCH

NASA Artemis Teams Complete URT-12

Teams from NASA and the Department of War train during a week-long Underway Recovery Test-12 (URT-12) in March for Artemis II test flight crewmembers and the Orion spacecraft. Photo credit: NASA/Bill Ingalls

APRIL

NASA's SpaceX 32nd Commercial Resupply Mission

A SpaceX Falcon 9 rocket and a Dragon spacecraft carrying nearly 6,700 pounds of scientific investigations, food, supplies, and equipment launched on April 21, 2025, to the International Space Station. Photo credit: SpaceX

AUGUST

NASA's SpaceX Crew-11 Launches

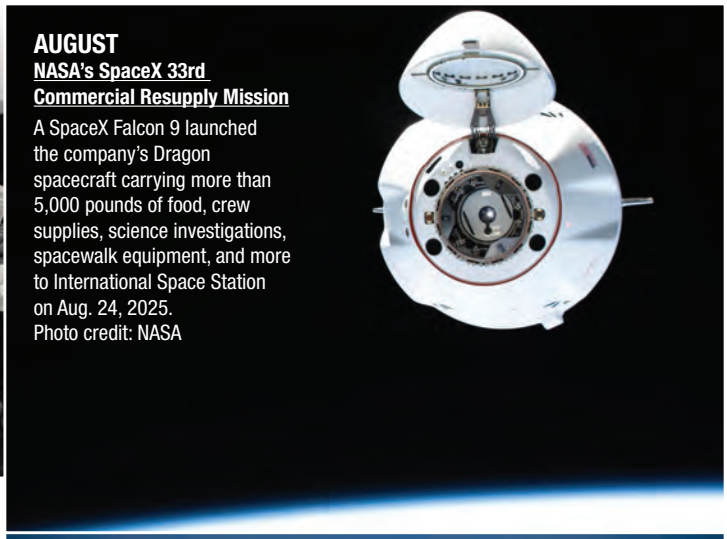
Roscosmos cosmonaut Oleg Platonov, NASA astronauts Mike Fincke and Zena Cardman, JAXA (Japan Aerospace Exploration Agency) astronaut Kimiya Yui launched aboard a SpaceX Dragon spacecraft and its Falcon 9 rocket on Aug. 1, 2025, bound for a long-duration mission to the International Space Station. Photo credit: NASA/Kim Shiflett

Top 20 Significant Events

AUGUST

NASA's SpaceX Crew-10 Returns

From left, Roscosmos cosmonaut Kirill Peskov, NASA astronauts Nicole Ayers and Anne McClain, and JAXA (Japan Aerospace Exploration Agency) astronaut Takuya Onishi became the first crew to splash down in the Pacific Ocean off the coast of California on Aug. 9, 2025, as part of the agency's Commercial Crew Program. Photo credit: NASA/Keegan Barber



AUGUST

NASA's SpaceX 33rd Commercial Resupply Mission

A SpaceX Falcon 9 launched the company's Dragon spacecraft carrying more than 5,000 pounds of food, crew supplies, science investigations, spacewalk equipment, and more to International Space Station on Aug. 24, 2025. Photo credit: NASA

AUGUST

NASA's Northrop Grumman Commercial Resupply Services 23 Mission

A Northrop Grumman Cygnus spacecraft atop a SpaceX Falcon 9 rocket launched to the International Space Station delivering NASA science investigations, supplies, and equipment on Aug. 29, 2025, as part of the agency's partnership to resupply the orbiting laboratory. Photo credit: SpaceX

AUGUST

NASA Launches IMAP Mission

NASA's IMAP (Interstellar Mapping and Acceleration Probe) launched from Launch Complex 39A on Sept. 24, 2025, to help researchers better understand the boundary of the heliosphere, a huge bubble created by the Sun surrounding and protecting our solar system. Photo credit: BAE Systems/Benjamin Fry

Day of Remembrance

NASA's Day of Remembrance ceremony, Thursday, January 23, 2025. The annual ceremony honors the crews of Apollo 1 and space shuttles Challenger and Columbia, as well as other astronauts who lost their lives in the pursuit of spaceflight. This year's ceremony was hosted by the Astronauts Memorial Foundation, which was founded after the shuttle Challenger accident in 1986 to honor the sacrifices of fallen astronauts each year.

A SpaceX Falcon Heavy rocket carrying NASA's Europa Clipper spacecraft lifts off from Launch Complex 39A at NASA's Kennedy Space Center in Florida at 12:06 p.m. EDT on Monday, Oct. 14, 2024. Photo credit: NASA/Frank Michaux

Workplace Overview

Kennedy Space Center is the nation's premier, multi-user spaceport. It is an integral part of the local economy, providing more than 17,000 jobs for civil servants, contractors, tenants, and construction crews.

The workforce includes people with diverse skills dedicated to supporting the nation's space program and NASA's exploration to destinations including the Moon, Mars, and beyond. To accomplish the agency's various missions, these individuals fulfill a multitude of tasks.

Each year, the center takes a snapshot of its workforce. This picture includes all federal and contractor employees chartered to work for Kennedy. Personnel serving other organizations, such as Cape Canaveral Space Force Station, support the spaceport's operations but are not reflected in these numbers.

The civil servant skill mix includes those in science, technology, engineering, and mathematics positions, as well as those in professional administrative and clerical positions. All employees work together to explore the universe for the benefit of all mankind.

Kennedy Space Center Workforce Profile

*Civil Servants	2,005
NASA Pathways Interns	74
Total Civil Servants	2,079
Civil Servants Skill Mix	
Scientific, Technology, Engineering, and Mathematics	67%
Clerical and Professional Administrative	33%
**On-site Contractor Employees	5,557
Off-site/Near-site Contractor Employees	311
(Excludes construction workers)	
Total Contractor Employees	5,868
Total Construction Workers	540
Total Tenants	9,214
TOTAL KSC POPULATION	17,701

**Civil Servants as of September 20, 2025;*
note that civil servants on administrative leave associated with DRP are included in the population.

***Contractors, Construction Workers, and Tenants as of June 30, 2025 for those that are reportable.*

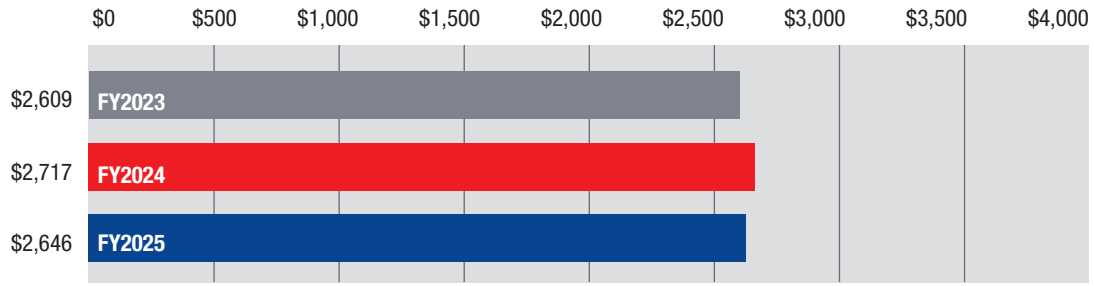
Kennedy Space Center

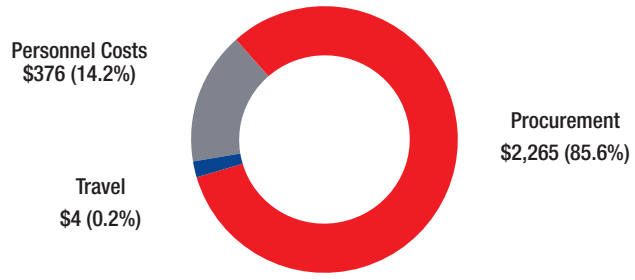
FY 2025 Budget Authority ($ in Millions)

Commercial Crew Program	674
Launch Services Program/Science	351
Exploration Ground Systems	874
Space Station	32
Mission Services and Capabilities (MSaC)	230
Engineering, Safety and Operations (ESO)	129
Other	356
Total KSC	$2,646

NASA/KSC Budget Authority Summary

FY 2023 through FY 2025 ($ in Millions)





FY 2025 KSC Budget by Element ($ in Millions)

Geographical Distribution by State
(Fiscal Year 2025 Obligations)

STATE	TOTAL DOLLARS
ALABAMA	91,403,279
CALIFORNIA	991,913,626
COLORADO	272,775
CONNECTICUT	2,225,345
FLORIDA	75,633,772
GEORGIA	9,844,122
ILLINOIS	399,855
INDIANA	790,349
LOUISIANA	9,418,475
MARYLAND	71,252,076
MISSOURI	1,543,333

STATE	TOTAL DOLLARS
NEVADA	35,548,618
NEW HAMPSHIRE	7,500
NEW JERSEY	6,947
NEW MEXICO	1,736,530
NORTH CAROLINA	5,846,649
OKLAHOMA	8,044,383
PENNSYLVANIA	94,624,986
TENNESSEE	396,454,443
TEXAS	39,406,216
UTAH	1,878,190
VIRGINIA	435,650,722
TOTAL STATE OBLIGATIONS	**$2,273,902,192**

Top 25 KSC Business Contractors

for FY 2025

CONTRACTOR	DOLLARS
SPACE EXPLORATION TECHNOLOGIES CORP.	967,618,082
JACOBS TECHNOLOGY, INC.	397,896,318
BECHTEL NATIONAL, INC.	272,595,909
AMENTUM SPACEPORT, LLC	96,204,203
ENGINEERING RESEARCH AND CONSULTING, INC.	48,326,084
AI SOLUTIONS, INC.	45,178,342
CHENEGA GLOBAL PROTECTION, LLC	39,387,443
HSG, LLC	35,548,618
AIR PRODUCTS AND CHEMICALS, INC.	32,882,160
PCI PRODUCTIONS, LLC	27,742,324
AMENTUM SERVICES, INC.	26,073,301
FIREFLY AEROSPACE, INC.	15,913,533
ADVON CORPORATION	14,105,410
ROCKET LAB USA, INC.	13,436,522
ARS ALEUT CONSTRUCTION, LLC	12,830,661
ARES TECHNICAL SERVICES CORPORATION	12,678,202
AIRGAS USA, LLC	12,205,305
A. WEST ENTERPRISE, LLC	9,854,094
HEALTHEON, INC.	9,268,100
BREVARD ACHIEVEMENT CENTER, INC.	8,627,392
FLORIDA POWER & LIGHT COMPANY	8,206,353
A-P-T RESEARCH, INC.	7,445,948
NUMUNU MARTINEZ JV, LLC	7,209,802
TETRA TECH, INC.	6,729,120
CIVIL WORKS CONTRACTING, LLC	5,846,649
TOTAL	**2,133,809,875**

A crowd watches as a SpaceX Falcon 9 rocket carrying the company's Dragon spacecraft is launched on NASA's SpaceX Crew-11 mission to the International Space Station with NASA astronauts Zena Cardman, Mike Fincke, JAXA (Japan Aerospace Exploration Agency) astronaut Kimiya Yui, and Roscosmos cosmonaut Oleg Platonov onboard, Friday, Aug. 1, 2025, from NASA's Kennedy Space Center in Florida. Photo Credit: NASA/Aubrey Gemignani

The official Artemis II mission crew insignia is projected on the exterior of the Vehicle Assembly Building at NASA's Kennedy Space Center in Florida on Friday, April 4, 2025. The patch designates the mission as "All," signifying not only the second major flight of the Artemis campaign, but also an endeavor of discovery that seeks to explore for all and by all. Photo credit: NASA/Kim Shiflett

National Aeronautics and Space Administration

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