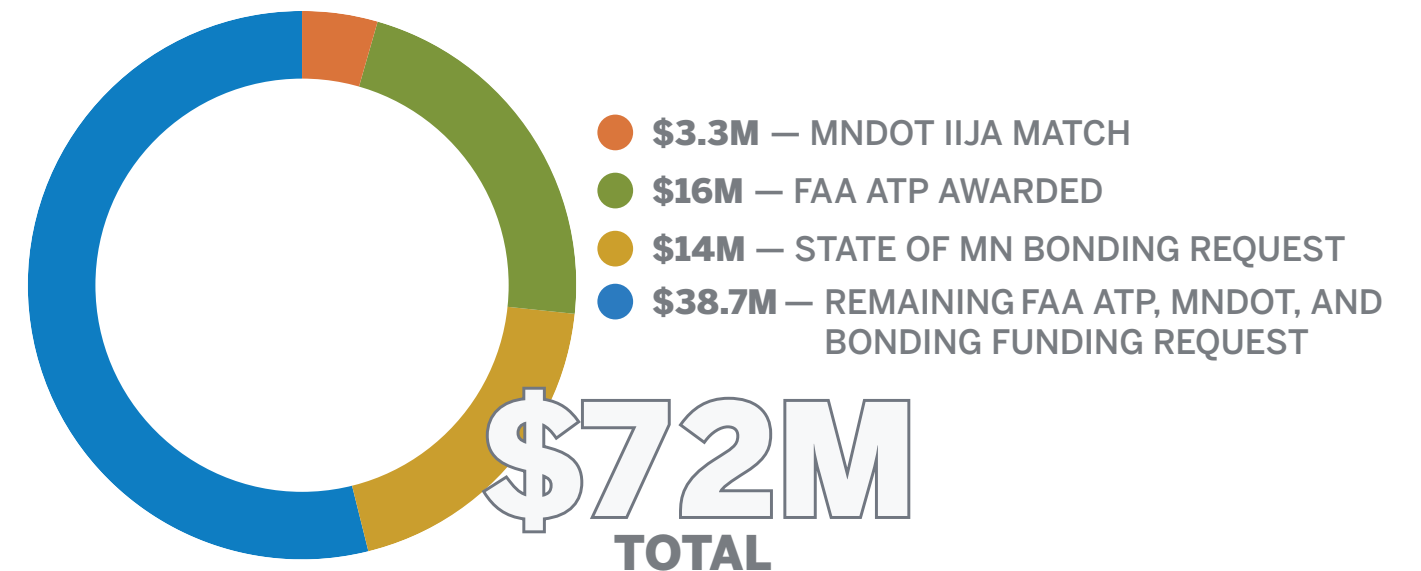


**Project Description:** Construct Air Traffic Control Tower Facility and Base Building, including civil site work.

See Project Site Layout on Reverse Side.

	ALTERNATIVE 1	ALTERNATIVE 2	ALTERNATIVE 3
	<b>ONE PHASE: BUILD COMPLETE PROJECT</b>	<b>TWO MAJOR PHASES:</b> 1. SITE WORK, ALL BUILDING FOUNDATIONS, AND BASE BUILDING 2. TOWER FACILITY	<b>THREE MAJOR PHASES:</b> 1. SITE WORK AND ALL BUILDING FOUNDATIONS 2. BASE BUILDING 3. TOWER FACILITY
<b>PHASING</b>	All portions of the project would be completed concurrently.	The Base Building would be initiated first with available grant money. Once additional funding is obtained, the Tower would begin.	The project would begin with civil site work. As full funding became available for additional project components, the next phases would proceed.
<b>KEY ADVANTAGES</b>	The project would be completed as quickly as possible, allowing for new facility operation.	Balances financial responsibility with cost inflation from multiple phases and lengthy project schedule. Delivers a usable unit of work, a key element for funding. Revenue generation after Phase 1.	Least risky from a financial perspective related to funding availability and potential out of pocket costs. Delivers a usable unit of work, a key element for funding.
<b>KEY DISADVANTAGES</b>	Could result in unfunded portions of the project, especially given economic uncertainty.	Increased costs due to additional phasing and remobilizations, as well as some additional rework.	Increased risk of inability to complete project and lengthy project schedule. Future construction cost uncertainty. Non-usable unit of work after Phase 1.
<b>ALTERNATIVE CHALLENGES</b>	Managing cash flow, funding guarantees, and reimbursements from grants for work already performed.	Managing multiple GMPs, project schedules, and ensuring future funding. Constructing Tower while base building is occupied and operational. Leasing negotiations are still needed with FAA.	Using awarded grants in a timely fashion. Constructing Tower while base building is occupied and operational.
<b>CONSTRUCTION START DATE</b>	April 2026	April 2026	April 2026
<b>CONSTRUCTION SCHEDULE</b>	Two years. Completed in 2028.	Three years. Completed in 2029 (pending funding sources)	Four years. Completed in 2030 (pending funding sources).
<b>OVERALL PROJECT CONSTRUCTION COST</b>	\$72M Site work/foundations - \$14.0M Base Building - \$28.4M Tower Building - \$29.6M	\$79M (estimated) (10% increase) Phase 1 - \$42.4M Phase 2 - \$36.6M	\$82M (estimated) (15% increase) Phase 1 - \$14.0M Phase 2 - \$31.2M Phase 3 - \$36.8M

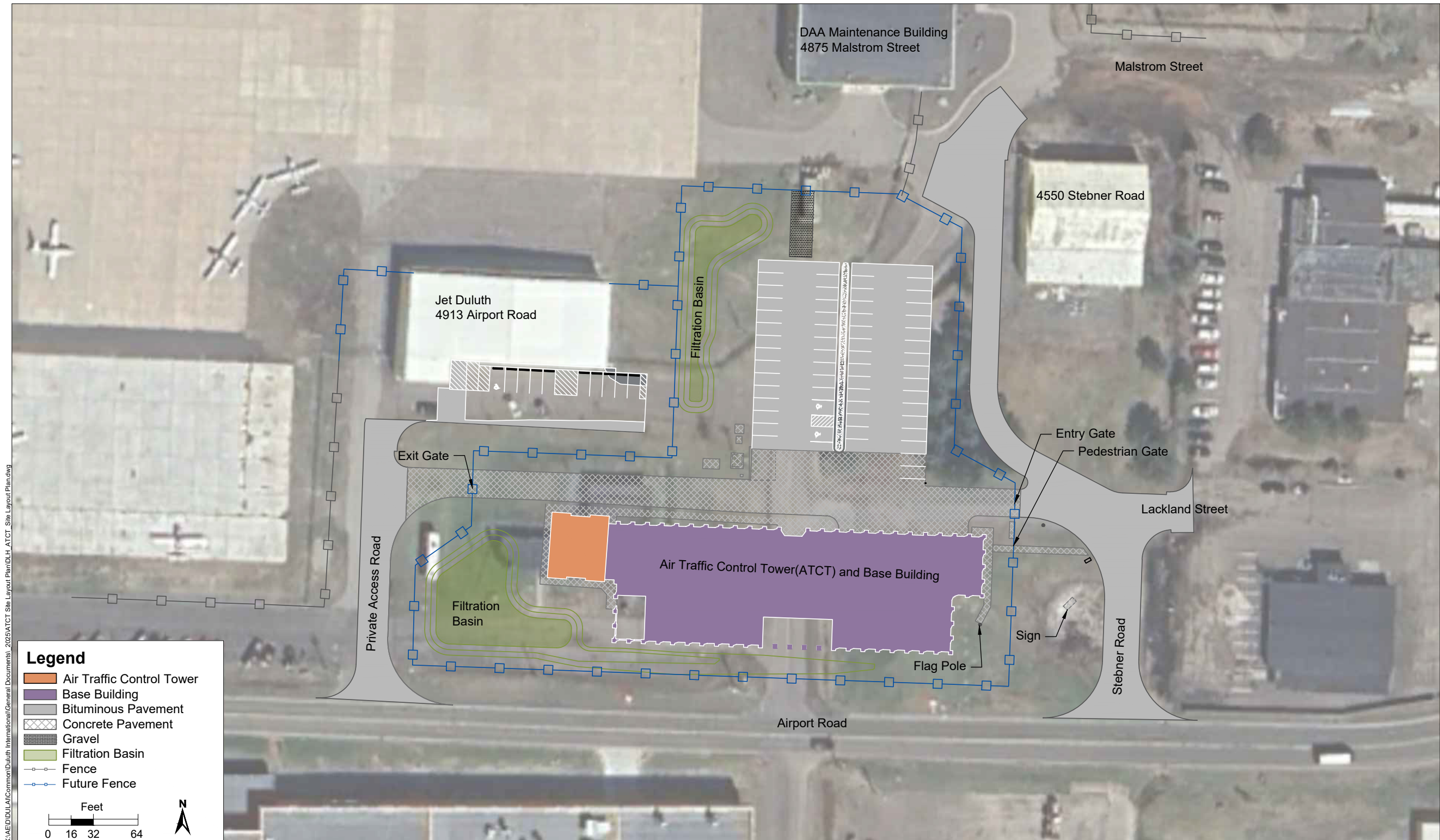


# Air Traffic Control Tower Construction

DULUTH INTERNATIONAL AIRPORT DULUTH, MINNESOTA



Figure 1 | Site Layout Plan | 03/2025 ; DULAI 175978



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