

## **Teamwork outdoes challenges, weather to complete Air Force project**

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Pacesetter staff

Illustrative of the cooperation between armed services, Brig. Gen. Jeffrey Dorko, commander, Southwestern Division, and Air Force Col. John Hesterman, commander, 12th Flying Training Wing, shared ribbon-cutting duties Jan. 4 for the opening of the Randolph Air Force Base Main Gate and Harmon Drive.

The spirit of teamwork between both entities was the hallmark for the successful completion of this project. Meeting the many challenges and ensuring the attainment of an interim milestone garnered the Design/Build Renovate Main Gate and Harmon Drive Project Delivery Team, the Fort Worth District August PDT of the month, honors for the District.

The reconstruction of Harmon Drive was considered by the Air Force to be a crucial turning point for storm water control and compliance with new force protection criteria. In addition, the quality of construction and constructability techniques had to comply with the Base's historical nature.

The PDT had to oversee several different construction areas to include a vehicle inspection station, by-pass road, vehicle containment berm, guardhouse, security gates and controls, all new underground storm sewer system and replacement of all other underground infrastructure components, new street lighting, landscape block faced berm, landscaping and irrigation, new temporary visitor center and over-watch tower, and concrete roadway replacement for Washington Circle and Harmon Drive.

"The project delivery team had to deal with many unforeseen site conditions and obstacles because of the replacement of the 80-year-old underground infrastructure," said Wayne Carter, project engineer. "Replacing the massive infrastructure was challenging enough but was at times hampered by inclement weather delays." During the first ten months of construction, the site had to contend with 80 days of bad weather. Within minutes of the groundbreaking, construction was hindered due to inclement weather.

The PDT faced many challenges on the project which began at the start of the construction phase in May 2004. Responding to these issues created a tight knit agenda and intense management by the team to address and comply with funding caps and statutory limitations.

After award, the Air Education and Training Command commander asked the Corps to reconsider the construction-phasing plan and provide a means or method for an earlier completion date for the Harmon Drive roadway. The construction traffic-phasing plan was eliminated, thus allowing the contractor free access for construction activities and concrete deliveries. Also, a non-contractual goal was requested by the Base to target the completion of Washington Circle and a portion of Harmon Drive by Aug. 22.

“Turning over Washington Circle early alleviated much of the cross traffic for base occupants traveling to and from housing areas, the Base Exchange and the commissary,” said Carter.

Because of the team’s diligent efforts, an important milestone for the Air Force was met, ensuring Randolph Elementary School would have a smooth first day.

“The timely opening took pressure off of the school district and the Base by allowing school buses and parents to drop off and pick up students in the normal manner,” said Carter. “The milestone completion target could only have been accomplished with close teamwork between the Corps, AETC, Base Civil Engineers, and the contractor,” said Carter.

As the project moved forward and the Base leadership continued to assess their needs, they communicated their desire for the contractor to concentrate efforts on the guardhouse area in order to open it in conjunction with the roadway. The contractor agreed to try to make the ribbon-cutting date of Dec. 23, but due to inclement weather and the holidays, the ribbon cutting ceremony was set for Jan. 4, 2006 with traffic being allowed through two days later on Jan. 6.

“The opening of Harmon Drive would not have been possible without the steadfast efforts of Project Engineer Wayne Carter and Quality Assurance Representatives Pat Selsor and Dick Eisele in meeting the interim milestone,” said Mike Bratlien, deputy civil engineer, AETC. “Their teamwork and partnership with Base Civil Engineer Project Manager Dwight Micklethwait, and the contractor ensured a smooth start to the school year. We look forward to their continued outstanding efforts to complete the rest of the Harmon Drive and the associated Randolph AFB Main Gate renovation project.”



**Brig. Gen. Jeffrey Dorko (left), commander, Southwestern Division, and Chief Master Sgt. Stephen Page, 12th Flying Training Wing Command Chief Master Sergeant, talk about the Harmon Drive project at the entrance to Randolph Air Force Base.**



**Pat Selsor, quality assurance representative (left), San Antonio Area Office, continues his inspection of verified items with contractors in the Randolph Air Force Base main gate guardhouse.**



**Brig. Gen. Jeffrey Dorko (left of center), commander, Southwestern Division, and Col. John Hesterman, 12th Flying Training Wing commander, flanked by base and local officials, cut the ribbon June 4 at the new main gate guardhouse to signify completion of the Randolph gate and Harmon Drive construction project.**