

Washington Boulevard

Contract Signed



Minister of Transport and Works, Hon. Michael Henry, (seated 1st right) signs the US\$23.39-million, contract for the Washington Boulevard Improvement Project (WBIP). WBIP covers 2.75km of the Washington Boulevard, from its intersection with Molyne's Road, to the Dunrobin Avenue/ Constant Spring Road Intersection. The corridor will be widened from its existing two lanes to six traffic lanes, complete with three new bridge structures and the installation of new traffic signals at five intersections. Civil works on this project are expected to commence in November of this year and completed within 16 months.

Also in the photograph (seated) from left are Michael Archer and Leslie Chang from the contracting firm Surrey Paving and Aggregates Limited, and Dr. Alwyn Hales, Permanent Secretary in the Ministry of Transport and Works. Standing are Mr. Patrick Wong (right) CEO of the National Works Agency and Mr Alfonso Marshall, Project Manager.

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Level 4 Support Staff RECOGNISED

Congrats to the Training and Development Unit on planning such a spectacular Recognition Luncheon for the Level 4 Support Staff. This event was held on Friday, October 9, 2009 at the Royale Court Restaurant in St. Andrew. Twenty-one (21) team members were recognized.

Also in attendance were Chief Executive Officer (CEO), Mr. Partick Wong, Director of Human Resource Management and Administration, Mrs. Jennifer Henry, Manager, Communication and Customer Services, Mr. Stephen A. Shaw, Manager, Training and Development Unit, Miss Michele Nesbeth and Training and Development Officer, Mrs. Kaydian Gordon.

In his short address to the gathering, Mr. Wong mentioned that as the Agency moves forward in achieving its mandate, the category of Staff that was being recognized would play a crucial role in driving it to its fulfillment.

The dynamism of the Level 4 team members was underlined when Miss Kaycia White rang out a Maya Angelou poem entitled 'Still I Rise.' Every word bounced off her breath as if it were the famed poet herself. As she concluded the poem with the words, "I am the dream and the hope of the slave. I rise. I rise. I rise", all present felt as if they were called to rise above their every besetment. The cake, finely dressed with the words 'We Appreciate You', was displayed, and the poetic Kaycia, assisted by Mr. Robert Dicks, performed the ceremonious cutting.

The main address was done by Mr. Shaw who in his motivational

talk on the topic 'Attitude is everything,' emphasized that the right attitude will take any one far in life and that it usually makes the difference on how management and peers view each other. Team members were therefore implored to display the right attitude towards their job, co-workers, managers and other customers. Attitude, Mr. Shaw said was the driving force of professional excellence.



Kaycia White and Robert Dicks cutting the well decorated cake.

Very often our officers go above and beyond what is expected of them, during their normal work day. Sometimes the exceptional work of our employees goes unnoticed. These were some of the few accolades heaped up by Mrs. Henry as she read the Citation for the Level 4 Support Staff that afternoon. The entire audience endorsed her words by giving a round of applause at the end of her presentation. Mr. Wong then presented each staff member with their personalized copy of the Citation.

Mr. Devon Lilly spoke on behalf of the awardees. He mentioned that the eloquence of his speech could never embody the appreciation that he and his colleagues felt about the Recognition Luncheon. Mr. Lilly said that they were now motivated to go and work even harder to get their tasks completed.

Thirty-nine (39) Level 4 Support Staff were recognized in August 2008.

Major Construction Project underway in Halls Delight

Halls Delight is a community located along the Papine to Dallas main road in east rural St. Andrew. Sometime in October 2007, land slippage caused the destruction of a portion of the road. A major rubble retaining wall located adjacent to the roadway also collapsed as a result of the slippage. Temporary reinstatement works were carried out on the affected roadway to provide single lane access. Despite this effort, further slippage resulted in the destruction of the entire section of the road way.

Based on the level of damage in the area a special effort had to be made to reinstate the section of the corridor. Detailed investigations had to be undertaken and additional technical support sought. For this reason officers from the Technical Services Department and the Material Testing Evaluation Unit visited the site to carry out investigations which would determine the cause of the slippage. The input of the University of the West Indies was also sought.



A section of the Gabion Retaining Wall being constructed in Halls Delight.

General Staff Meeting

Have you ever given thought to the importance of staff meetings? If you haven't, these meetings are important because, face-to-face communication is important to employees. They want dialogue, to listen to your views and voice their opinions. Peter Drucker, the reputed guru of modern management, it seems agrees. Speaking about the importance of face-to-face meetings, he stated that "the way we communicate with one another is an important indicator

successful.

On September 9, the Chief Executive Officer (CEO), Mr. Patrick Wong, held his second General Staff Meeting, since assuming office. He used the occasion to update members on several developments and achievements within the organization. He spoke about specific programmes within the context of bi-lateral loan agreements, as well as the recently introduced fuel cess.

passing on information, developing teamwork, sharing ideas and providing support for professional learning. Regular staff meetings are essential and should be a priority if an organization wants to be suc-

During his presentation the CEO acknowledged the new Regional Managers, Mr. Errol Hunter Central Region and Mrs. Marcia Dawes-Lamey - North Eastern Region. He pointed out that Mrs. Dawes-Lamey had made history by being the Agency's first female Regional Manager. He also addressed the selection process for Parish Managers, which he said was filled, primarily, by internal applicants. He was pleased about this as it "spoke well for them and the organization."

The CEO also recognized the contribution of technical staff who had retired from the organization at the end of August. He advised that these individuals would be duly honored by the Agency at the appropriate time. He emphasized the importance of performance and stated that those who



Patrick Wong - Chief Executive Officer of the National Works Agency (right) addressing members of Staff at a recent meeting.

of how we conduct ourselves, it is why face-to-face discussions are more important and more productive than any other means of electronic communications and that is why meetings are still necessary to reach genuine discussion and a degree of consensus." If we acknowledge that there is truth in this statement by Drucker, then we should think about and appreciate these important events in the life of the organization.

Teams that don't have staff meetings become frustrated. Without regular communication staff makes assumptions and speculate. It is an important means for

Among these programmes under consideration, are the Palisadoes Road five-year development Plan, the island-wide Court Houses upgrading project which will enable the Agency to earn fees, the Technical Scholarship Programme to China and the South Coast Improvement Project to be undertaken between Port Antonio in Portland and Harbour View in St. Andrew.

Mr. Wong responded to a range of questions from staff members. These questions highlighted the rehabilitation of community roads, performance of contractors and the appeal for resources to enable the carrying out of work functions more efficiently.

did would be rewarded. He also assured the gathering, that provided funding was made available, the Agency should be employing additional personnel rather than terminate or lay-off staff.

Mr. Wong concluded his presentation with reference to the fuel cess, as well as efforts to secure new sources of funding which he considered vital for the organizations viability and success.

He thanked staff members for their effort and the support he had received since becoming CEO in May of this year.

Marcia Dawes-Lamey

Managing Engineer and Female Boss of the Northeastern Region

The National Works Agency's (NWA) Northeastern region entered the jurisdiction of the woman on September 1, 2009 when Marcia Dawes-Lamey took over as Regional Manager. The first woman to achieve this feat, Marcia took off running and has made her presence felt in the region with her sociable attitude, drive to succeed and her quiet confidence.

Marcia Dawes-Lamey was born in Jamaica's smallest parish, Hanover, during the United Nations Decade of Women (1976 - 1985) which, ironically, was the era during which women became more visible on the global scene. Driven by a fear of failure, she decided, from the early age of twelve, that she wanted to do Building Construction at St. Andrew Technical High School (STATHS) because she was just not into academics. It was this fear which later developed into a passion that fuelled her desire to continue on this path to the University of Technology (UTECH) where she studied Structural Engineering, and later, Construction Engineering and Management. She then moved on to the Boston University Corporate Education Centre in the United States of America where she studied Applied Project Management.

A CAREER ENGINEER

During her career which spans almost a decade, Marcia Dawes-Lamey has contributed significantly to the structural development of Jamaica. In the year 2000, she joined ASHTROM Building Systems where she served as a Junior Design Engineer on such projects as the Northern Coastal Highway Bridges, the Factories Corp in Montego Bay and the Mona School of Business building at the University of the West Indies Mona campus.

In 2002, she moved on to APM Terminals Jamaica Limited (now Kingston Container Services Limited [KCT]) where she was a Controller of Drawings and did terminal layouts with the use of Computer Aided



Marcia Dawes-Lamey (left) sharing some ideas with fellow team members Nataliee Bloomfield-Rowe and Norman Phillips. Rowe is the Community Relations Officer for the North-East region, while Phillips is a new recruit who has been assigned as an Assistant Parish Manager for Portland.

Design (CAD). She was promoted, after a year, to Manager of Civil and Facilities and served in this position until January 2009. At this time, she left KCT, and took on the important role of stay-at-home mom where she served as the very involved and doting mother of young daughter, Arianna.

MARCIA AND NATIONAL WORKS AGENCY

In June 2009, Marcia decided to re-enter the world of work and this decision coincided with NWA's restructuring exercise. She was told of the posted vacancies, which included Regional Manager, by a friend who prompted her to apply. She did, and the rest, is history.

As Regional Manager of the Northeastern

Region, Marcia is still getting accustomed to the organization and her new responsibilities. Despite the novelty of her new position, however, she is determined to do her best.

MOTOR RACING ENTHUSIAST

Marcia Dawes-Lamey, despite her apparently rigid work ethic, is not "all work and no play". She is actively involved in motor sports, after having been introduced to the sport by her husband, Warren. She has, in the past, participated as a driver in motor sports rallies and currently serves as a Director on the Board of Motor Sports and also as a crew driver. She hopes to "get her race-car back on the tracks" in the very near future.

Evolution of the

Special Projects Directorate

In recent years the Island has been faced with a spate of Hurricanes. This started with Hurricane Ivan in 2004 and many can still recall the devastating impact of Tropical Storm Gustav on the Island's main road network and infrastructure in August 2008. The damage sustained necessitated emergency restoration and major rehabilitation works.

George Knight, who then worked as a manager in the Major Projects Directorate was given the responsibility to undertake the rehabilitation works that were necessary. He was given a small but efficient team of assistants to carry out this daunting undertaking. Team members included Melville Edwards, Quantity Surveyor, Desmond Robe, Sherwin Dennis, Edwin McCoy, Winston Edwards, Clayton Williams, the Data Entry Officer and Marjorie Bailey, his hard working Administrative Assistant.

Following the passage of Hurricane Ivan in 2004 and all subsequent hurricanes, tropical storms and flood rains, these gentlemen and lady were called upon, with the use of limited resources, to return the storm/hurricane ravaged infrastructure and main road network to a semblance of decency and normalcy. This they did with aplomb, dedication and simple efficiency. As the team moved through the various areas, the result of their work was evident. Residents and citizens in the various communities gave the team excellent reviews. These individuals were particularly pleased with the speed and professionalism with which the Unit responded to the devastation and emergencies that had occurred.

Despite all this, the Unit was on many

occasions hampered by lack of adequate funding and difficulty that was experienced by lack of timely payments. This had a neg-

Needless to say with increased work load additional staff had to be employed by the Agency, strengthening the Unit's ability to supervise the increased workload. Since 2007, the Special Projects Unit has effectively and successfully implemented in excess of \$4 billion of emergency contracts. The Sandy Gully rehabilitation works were a part of these. These works were deemed by the Caribbean Development Bank (CDB), the organization that funded the project to be one of the most effective programs undertaken in the region. This is what they had to say.

"The Caribbean Development Bank (CDB) has endorsed the approach taken by the National Works Agency in managing and completing a CDB funded project, the Gustav, Kingston Metropolitan Area Drainage Rehabilitation.' The bank noted that, 'The Project appears to be well managed and a good example of implementing a CDB-financed NDM (National Disaster Mitigation) Rehabilitation project."

The CDB staff, "was impressed with the speed of project implementation. All project components are expected to be completed by the end of July 2009, ahead of the schedule developed during project appraisal" and that the "Community bene-

fits are likely to exceed appraisal expectations."

George Knight attributes the success of the Unit to his core staff. He indicates that he was just a "driving force that provided direction." Knight states, "I would also like to thank the Minister of Transport and Works (Mike Henry) and the new CEO (Patrick Wong) on behalf of the Unit, for acknowledging the effort and the hard work."



Norway Terrace-Water Works, St. Andrew before rehabilitative works (top photo) and after rehabilitation (bottom).



ative impact on the planned completion of works, but they were not deterred by these encumbrances.

The frequency of 'bad weather' has increased significantly in recent times. Consequently, the work load of the Unit has increased in proportion to the changing weather pattern and the increased damage to infrastructure islandwide.

The Unit responded with their characteristic self assurance and composure.

KEY MANAGEMENT CHANGES AT NWA

Every organization pursues succession planning and the National Works Agency is no exception. Organizations do so to ensure that there are individuals capable of continuing its programmes and activities. Considering its new and expanding role as well as addressing attrition and retirement, the Agency now has to ensure that its programme of succession planning forms a part of its training and development plans.

Succession planning involves senior managers periodically reviewing their top staff and those at the next lower level to determine several successors for each senior position. Succession planning enables the organization to identify talented employees and provide them with training to enable them to fulfill higher roles and broader responsibilities. This is of fundamental importance as it takes years of grooming to develop effective senior managers. To effectively undertake succession planning an organization identifies its long term goals and implements measures to achieve its objectives. The developmental needs of employees, as well as the roles they are being coached to fill must be clearly understood. Through this process, the organization also retains and motivates superior employees.

A number of important appointments and changes have been made since July of this year. George Knight has been appointed the new Director of Regional Implementation & Special Projects, and Gervais Lawrence appointed the Deputy Director. Roger Smith has been formally named a Director with emphasis on ramping up the Technical Services Department. Mrs. Pauline Dunstan has been appointed Director of Finance and Accounts. Errol Hunter, formerly Parish Manager in Clarendon has been appointed Regional Manager for the Central Region. With these promotions the NWA is embarking on a new dispensation.

On October 1, 2009 the following individuals assumed the position of Parish Manager. Dwight Clayton - St. Mary, Clinton Cameron - St. Andrew, Damion Townsend - Portland and Anthony Hughes - St. Thomas. We wish them well.

Many recognize the changes that are taking place. At the NWA, we have not only entered a new administration, but also a new generation of leadership. There is continuity without conformity. There is renewal and succession, new vision and capacity. Some of those who have learned and grown over the years have transitioned to new areas and positions. They, as it were, have stepped up to the plate. In this new era of the Agency's life there are also new faces. All this comes at a time when a new CEO has been appointed, who has brought a new perspective, vision and an abundance of energy.

Congratulations!



George Knight
Director - Regional
Implementation and Special
Projects



Gervais Lawrence
Deputy Director -
Regional Implementation
& Special Projects



Roger Smith
Director Technical Services



Pauline Dunstan
Director Finance & Accounts



Errol Hunter
Regional Manager - Central
Region



Dwight Clayton
Parish Manager - St. Mary



Clinton Cameron
Parish Manager - St. Andrew



Damion Townsend
Parish Manager - Portland



Anthony Hughes
Parish Manager - St. Thomas

Road Rehabilitation

in the Central Region

The National Works Agency undertook a flurry of road rehabilitation works in the Central Region between the months of July and October. Over one hundred and fifty million dollars was spent on emergency works in Northern Clarendon. These works were funded through the recently introduced cess on gasoline. Roadways that received attention include Spalding to White Shop and the Duke Hill to Coffee Piece Parish Council road. Patching was carried out on the Andrews Hill to Barns Path Parish Council road in Frankfield, as well that section which leads to the Andrew Hill community. Emergency rehabilitation works was carried on the Ritchies to Nine Turn, and the Smithville to Corn Hill Parish Council Roads as well as the Grantham to Trout Hall main road. These works included the construction of drains and Gabion Retaining Walls at breakaways. Double surface dressing was used to pave the roadways.

Scoured out areas along the Danks to Mears Bridge, Danks to Sour Sop Turn and Sour Sop Turn to May Pen roadways were also repaired. The Kupius Bridge which had several potholes in the deck also received attention.

In Manchester, the Agency undertook Flood Damage mitigation works, along the Clifton to Cedar Grove roadway by the junction of DeCarteret and Villa roads in Mandeville. The works included the construction of catch basins, kerb and channel, 'U' drains and head wall. The scheduled Second Quarter Routine Maintenance saw the completion of Hot Mix patching along the Caines Shop to Highgate Hall, Caines Shop to Skull Point and Mizpah to Bellfield road sections. Patching was also carried out along the Mandeville to Rudd's Corner and Oxford to Troy road sections.

In St. Elizabeth, flood mitigation work was completed on drains located along the Middle Quarters to Jacks Gate main road. This was complemented by Second Quarter Routine Maintenance



Construction of Gabion Retaining Wall at a breakaway in Trout Hall, Clarendon.



Construction of culvert on Decartret Road Mandeville

Patching. Roads that were patched include Claremont Park to Malvern Well, Lacovia to Mountain Side, Williamsfield to Fullerswood and Pisgah to Ginger Hill.

NWA undertakes Drainage Improvement works in Chelsea, St. James

Residents of a section of the Chelsea community in Irwin, St. James will soon get a reprieve from the drainage problems that they have been experiencing in the area. A drainage improvement project, valued at approximately \$2.3 million, is now underway in this section of the community. This project is of great value to the residents, some of whom have been made repeated requests to have the drainage problems corrected.

A section of this community has been plagued by flooding for some time, especially after heavy rainfall. This is partially due to a faulty drainage system which leads to the storm water being diverted from the roadway onto adjoining properties.

The National Works Agency (N.W.A.) in a bid to correct this problem has undertaken a project to upgrade the drainage system in the area. This project involves the construction of a concrete 'U' drain and catch basin and the installation of a 600 millimetre culvert. Upon completion, this drainage



Workmen engaged in the construction of a 'U' drain in the community of Chelsea Irwin, St. James. The labourers are pictured here completing the steel work formation for the drain.

system will channel the storm water away from the affected properties.

Residents of the area have expressed their gratitude with the NWA's attempts to correct the drainage problem in the area.

"This is a good move by the Works Agency. We have been suffering with this situation for some time now and we are happy that steps are being taken to ensure that the land is not completely eroded," said Ms. Euphemia Stone, a resident of the community.



On Wednesday, October 7, 2009 the National Works Agency's Directors said "Bon Voyage" to Mrs. Helen Pitterson - former Legal Services Manager. Chief Executive Officer, Patrick Wong is seen here presenting Helen with a gift on behalf of the Agency.



I do Solemnly Swear! - Miss Donna Francis, 49th National President of Junior Chamber International (JCI) West Indies administers the Oath of Office to Mr. David C. Knight, National President Elect of JCI West Indies. Mr. Knight was elected on Saturday, October 17, 2009 in Sugar City, St. Kitts. He will assume office on January 1, 2010 which also marks the beginning of the jubilee year for JCI West Indies, a regional federation of young active citizens.

Bridging the Ford in Bourbon, Portland

Lawd have mercy it a go rain an mi can go home tonight! This had been the cry of many persons from the community of Bourbon in Portland, whose only access was through a Ford that became impassable, whenever it rained. The situation existed for many years, but the cry of hopelessness from the residents in reaching home is no more, as a through a 20 million dollar budget a permanent solution has been found.

The former site of the Fording, which has over the years suffered from the ravages of hurricanes and flood events, has now been transformed, as a Bailey Bridge has been launched at the location.

The works, which began in early April 2009, lasted for four months and was executed by the National Works Agency's Force Account Team. The works included the construction of gabion abutments, river training for the protection of the abutments and the overall structure, as well as the construction of approach roads.



Bourbon Bridge, Portland

Residents have expressed satisfaction with the new structure as, being predominantly a farming community, they are now able to transport their produce across the river in

all types of weather. "Mi happy fah dis bridge cause wen it rain man, wi can get

our likkle tings out to di market, mi happy man!" was the sentiment of one resident.



A section of the protective works undertaken at the recently constructed Bourbon Bridge.

Sights Seen...

AENWOOD RD. YOUTH FOUNDATION
PROUDLY PRESENT THEIR FIRST
EDUCATIONAL TRIP
FUND DAY
AT THE DENBIGH SHOW GROUND
ON: SUN. 2ND AUGUST 2009
BUS FARE & ENTRANCE FEE:
ADULT - \$1,700
CHILDREN - \$800
FOR BOOKING CONTACT:
AUNT - 343-3456
KELLY - 438-4808
MAKE A DEPOSIT - EARLY & PAY BALANCE LATER
MAKE IT POSSIBLE TO ATTEND THIS ONCE PER YEAR EVENT

Multi - Million Dollar Bridge Construction Project Underway in Fairfield, St. James

Motorists and residents travelling along the Fairfield main road in St. James will soon have the benefit of a new bridge. A two lane steel girder bridge is now being constructed in the area. This bridge will replace the single lane Fairfield Bridge which is now in use.

The new bridge is being constructed under the National Works Agency's (N.W.A.'s) R. A. Murray Priority Bridge Programme. This phase of the programme is devoted to the replacement of eleven Bridges island-wide.

Major Projects Manager at the NWA, Andrew Sturridge, says that the new Fairfield Bridge is being constructed at a cost of US \$ 1.9 million. This new structure is being constructed downstream of the existing bridge; as such the roadway in the vicinity of the new structure will be realigned.

According to Mr. Sturridge, "the new two lane bridge will sit on Piles with a concrete abutment. The piling phase of the project is now complete and the contractors will now focus on reinforcing the abutment with concrete, assembling and launching of the bridge parts and installing the appropriate safety features."

This project is expected to be completed by February 2010.

The Fairfield Bridge project will complement the plans to reconstruct a section of the Fairfield roadway in the parish. This roadway will be rehabilitated under Segment 1A of the Northern Coastal Highway Improvement Project. The Segment 1A improvement project involves the reconstruction of 1.5 kilometres of the Fairfield roadway. This aspect of the project will begin at the West Green intersection and extends along the Fairfield main road towards the Fairfield Bridge.

The Seven Rivers Bridge in St. James was recently completed



A section of the western abutment of the Fairfield Bridge in Fairfield St. James being reinforced with concrete

under the R. A. Murray Priority Bridge Programme. This bridge is wider than the previous and accommodates two lanes of traffic. The roadway in the vicinity of the bridge has also been realigned. The new structure has improved the ease with which motorists travel between the communities of Montpelier and Cambridge in the parish.

Two other bridges are now being constructed in the western end of the island. These include the Queens River Bridge in Green Island, Hanover and the Martha Brae Bridge in Martha Brae, Trelawny. These bridges should be completed by the end of the year. The community of Troy in Trelawny will also benefit from the programme as a new bridge will be built to replace the Troy Bridge in the area.

Follow your dreams ...

Our truest life is when we are in dreams awake...*Henry David Thoreau*

The end of wisdom is to dream high enough not to lose the dream in the seeking of it ...*William Faulkner*

I like the dreams of the future better than the history of the past.
...*Patrick Henry*

Hold fast to dreams, for if dreams die, life is a broken winged bird that cannot fly...*Lanston Hughes*

You cannot dream yourself into a character: you must hammer and forge yourself into one...*Henry D. Thoreau*

The future belongs to those who believe in the beauty of their dreams...*Eleanor Roosevelt*

Commitment leads to action. Action brings your dream closer.
...*Marcia Wieder*

The question for each man to settle is not what he would do if he had means, time, influence and educational advantages; the question is what he will do with the things he has. The moment a young man ceases to dream or to bemoan his lack of opportunities and resolutely looks his conditions in the face, and resolves to change them, he lays the cornerstone of a solid and honorable success...*Hamilton Wright Mabie*

The best way to make your dreams come true is to wake up...*Paul Valery*

A skillful man reads his dreams for self-knowledge, yet not the details but the quality...*Ralph Waldo Emerson*

Our waking hours form the text of our lives, our dreams, the commentary...*Anonymous*

Hope is the dream of the waking man...*French Proverb*

Why was the Waterloo Bridge Constructed?

Over the years motorists have failed to heed the warning to avoid the Waterloo Ford during heavy rainfall. Their wanton disregard for this advice has resulted in deaths, injury and destruction of motor vehicles.

Since Hurricane Gilbert in 1988, Ivan in 2004, Gustav last year and several periods of heavy rainfall, over lapping of the Waterloo Ford to a height of between one and two metres occurred. In some years this has taken place frequently.

This resulted in forced closures of the fording on occasions, sometimes for several days, as many as three times for a given year. The inaccessibility of the ford caused great inconvenience for both motorists and pedestrians. They were forced to use much longer and more congested routes at increased cost and travel time.

The pre-existing ford was insufficient for several reasons. There was insufficient clearance over the gully. It restricted traffic capacity and there was vulnerability to over tapping (water flowing over the bridge). Due to the low clearance at this location, debris flowing down the gully was easily trapped at



The first two of the four lane bridge being constructed along Waterloo Road in St. Andrew

the ford. This resulted in water building up at the site, eventually flooding surrounding properties. Property owners in that vicinity of the ford and gully, often experienced dislocation and complained about this inconvenience.

The traffic demand along the Waterloo Road corridor had grown to exceed the capacity of this fording. Consequently the Ministry of Transport and Works and the National Works Agency has embarked on a programme of improving traffic capacity along the corridor. The installation of the four lanes bridging at this location of the

Sandy Gully is the major component of the capacity improvement along the corridor.

The soffit of the new bridge is 1.5 metres above the pre-existing fording surface. It has increased the hydraulic capacity of the opening significantly. This development means that the channel will no longer be blocked by large debris at this area of the gully. With this improvement, no flooding, over tapping of the bridge structure or temporary closure is expected for typical storm events.

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Based on these investigations it was recommended that in order to reduce the instability, the 'driving forces' should be reduced and improved drainage introduced. In addition, the slippage material should be removed and the original ground exposed. The other aspects of work to be carried out would ensure the establishment of a stable embankment on which a road would be built. Detailed designs were to be prepared for the construction of a road embankment and pavement. The erection of Gabion Retaining Walls was deemed necessary to retain the embankment and protect the roadway.

Construction work commenced at three breakaways along the corridor In May of this year, through contract awarded to Rogers Land Development Agency valued

at just under \$107 million. These works include the construction of the Gabion Retaining Walls, the use of engineering fill and the construction of drains. Two of the three Walls are close to completion, however the wall being constructed at the major breakaway was 30% complete at the end of September.

Residents are pleased with the project. Many have found employment at the work site while others have displayed a level of curiosity about the project's completion. The Clerk of Works for this project, James Stewart is satisfied with the progress being made despite some unplanned for hindrances. "I am pleased with the pace and quality of what has been achieved so far," he said. This project is expected to be completed by early December.



A section of the pavement along the Halls Delight roadway being compacted.

Encouraging Good Study Habits

in Kids

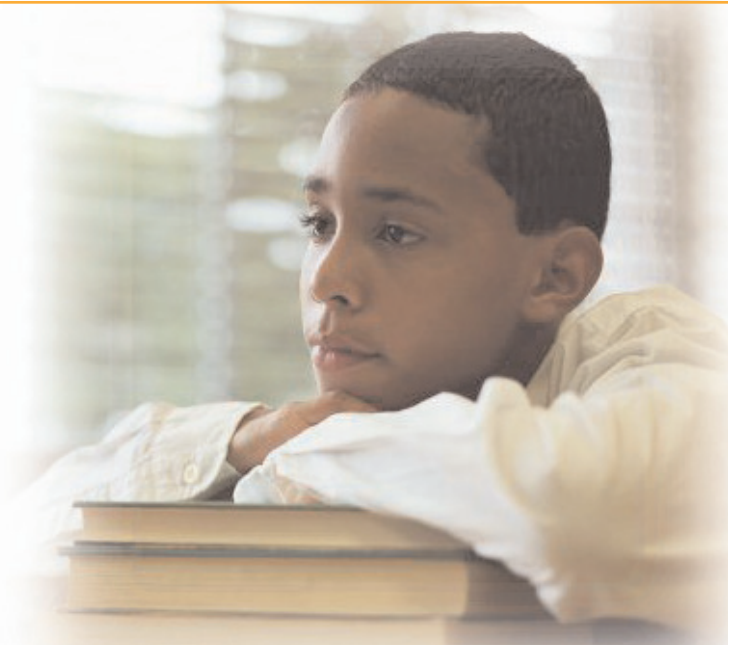
Getting your children to study can be a little like getting them to eat their vegetables. It may seem like an uphill climb and you may think that nothing will work when it comes to getting your kids to hit the books. There have been a lot of changes to the way kids can learn, however, that can help make your job a lot easier and can even make learning fun!

One of the best ways to establish good study habits for your kids is to set up a routine that they follow. Make a study time and have it at the same time every day. This will help your kids to learn to schedule their day and will give them a sense of control over how they spend their time.

Allow them to study in blocks of time, such as for half an hour with a five minute break in the middle. Hold them to the schedule they create for themselves. Ideal study times are after dinner or right after school before dinner.

Get your kids to turn off the television more often. Some kids will want to watch TV right when they come home from school, plunking themselves on the couch with a big bowl of potato chips. Try to curb this bad habit by offering some sort of reward for hitting the books early. Television makes kids turn passive and shuts them down. Instead, use incentives to get your kids moving!

Never allow your children to study in front of the television, as that



will encourage passive activity and will not stimulate educational patterns. Instead, use TV as a treat or a reward for when the homework is completed.

You'll also need to help your kids find the right place to study. After you've established a good study time for little learners, set up a good place where they can get those creative juices flowing. Pick a place where your children can study properly. Make sure there is a table or a desk and a comfortable chair.

You don't want your children lying down on their beds to study, as this is a place that is generally associated with sleep. If you don't have a desk in your child's room, it might be a good idea to invest in one. Get a good sturdy office-style chair, too, so that your child will be comfortable.

Finally, spend time when your kids when they're studying. This includes helping them out with their homework on occasion and being there for them with the answers to any questions. The input you give your children during study periods will help form a bond and help make studying enjoyable.

This may mean that you'll have to do some homework of your own, of course. Use the time to read up on a new hobby, learn a skill that you've been wanting to for a while, or even just to read a book. Keep the mood light and offer lots of encouragement, too, as your children will love the attention and the fun that they can have studying with you.



BillRay The Commercial Appeal

