

1.4 Billion Dollar Bogue Road Project nearing completion



Paving activity underway on the Southern carriageway of a section of the A.G.S. Coombs Highway (Bogue Road). The roadway is being widened from two to four lanes as part of a 1.4 billion dollar contract. When completed, the Bogue Road will boast improved intersections, drainage features, signage and other features.

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Motorists travelling along a section of the A.G.S. Coombs Highway, more popularly referred to as the Bogue road, will by June 2010 have the benefit of a new and improved corridor. This roadway is being widened at a cost of J\$1.4 billion and under Segment 1A of the Northern Coastal Highway Improvement Project (N.C.H.I.P.). The Bogue main road is the main point of entry for persons travelling into Montego Bay from the Reading direction. This two lane corridor is unable to comfortably accommodate the large volume of vehicular traffic, hence the resultant congestion. It is against this background that the government has embarked on this project to upgrade the existing two lane carriageway. The roadway is being transformed into a four lane carriageway with improved inter-section designs and significant drainage improvement.

Segment 1A involves the widening of the roadway between the Reading intersection and the Fairfield intersection in St. James. The project also involves the reconstruction of 1.5 kilometre of roadway from the West Green round-a-bout to the Fairfield and Granville intersections.

The project also involves the rehabilitation of six bridges which were constructed under an earlier phase of the N.C.H.I.P. Among the bridges that are being rehabilitated are the



A labourer, contracted to Surrey Paving and Aggregates Ltd. puts the finishing touches to the floor slab of this double cell box culvert. This drainage system was constructed in the vicinity of Pye River cemetery in St. James under Segment 1A of the N.C.H.I.P.

Barbican, White Gut, Mosquito Cove, Lucea East, Davis Cove and Probyn.

Local contracting firm, Surrey Paving and Aggregates Ltd. began construction activities in March 2009 with a view to having the project completed by March 2010. However the contractor experienced several setbacks which have resulted in the delay of the project. The project is expected to be completed by the end of June 2010.

To date the project is approximately seventy percent complete. According to Horace Cotterell, Major Projects Manager - NWA, the contractor has substantially completed the paving of two lanes of roadway on the Northern carriageway between the Reading intersection and the National Water Commission's Western Divisional Headquarters.

The contractor has also made significant progress in the construction of the two Southern lanes of the dual carriageway. Two lanes have been completed, up to binder course, between the Reading intersection and Temple Gallery.

"It is anticipated that the contractor will complete construction of four lanes from the Reading intersection to the Alice Eldemire intersection by the end of April," Mr. Cotterell explained.

He added that the section of roadway between Alice Eldemire Drive and Fairfield should be completed by the end of May and the remainder of the project by June 2010. Additionally, the contractors are in the final stages of completion of works to rehabilitate the six bridges which fall under the contract. This aspect of the project is expected to be completed by June 2010.

This highway will create much more physical road space which will greatly improve the ease and safety with which motorists and commuters travel into and out of the Second City via the Bogue main road.



A section of the concrete median being constructed along a section of the Bogue main road in St. James.

MUCH ANTICIPATED DRY RIVER BRIDGE CONSTRUCTION to commence soon

A US\$8.9 million dollar contract has been signed for the reconstruction of the Dry River Bridge in Harbour View, St. Andrew. The Contract for the construction of the new bridge has been signed with Kier Construction Company Limited and will see a four lane structure being built over a period of 18 months, ending in September 2011.

Transport and Works Minister, Mike Henry who witnessed the contracts reminded persons that the new structure has become necessary, resulting from the damage the current bridge suffered in 2008, during the passage of Tropical Storm Gustav. Minister Henry said that he expected the project to be properly executed, so that the public can reap the benefits of more reliable travelling.

The old Dry (Hope) River Bridge spans approximately 120 metres in length along the Harbour View main road in Eastern St. Andrew and was about 44 years old when flood-waters from Gustav eroded two of the piers, causing two spans to collapse. The Ministry of Transport and Works, through the National Works Agency immediately set about correcting the breach and re-establishing the vital transportation link between the capital city Kingston, and the Eastern corridor of the Island, which the Dry (Hope) River Bridge provides.

It is worthwhile to note that traffic volumes were recorded in excess of 5,000 vehicles per day, across the Dry River Bridge. Additionally, major quarries lie to the East of Kingston. It would be expected, therefore, that a lack of access to the large Kingston market and export Port facilities, via this bridge, would impose high economic costs.

The MTW/NWA, hence moved expeditiously to launch a single-lane, 36.58 metres long Compact 200 Modular Steel Bridge, supported directly on the existing bridge's 4th and 8th interior bridge spans, with additional reinforcements, and subsequent to



Minister of Transport and Works, Hon. Mike Henry (3rd from left), speaking at the Contract Signing for the Dry River Bridge. Seated from left are Managing Director of Kier Construction Ltd. - Steve Millner, Member of Parliament for Western St. Thomas - James Robertson, Permanent Secretary in the Ministry of Transport and Works - Dr. Alwyn Hales and NWA's C.E.O. - Patrick Wong.

this, constructed a two-lane Ford, 20 metres upstream the Hope River, with the intention that the Ford would function as a detour for all main road traffic during the construction of a new, permanent bridge structure, to replace the old Dry River Bridge.

This Bridge, which was constructed in 1964, was built with steel girders resting in concrete decking. The bridge is located close to the sea and over the years the girders suffered extensive erosion, based on the environment. This erosion greatly compromised the integrity of the structure.

Further, the supporting beams were at a level of two feet underground which has proven to be an inadequate depth to support the bridge. On two (2) occasions prior to, and including the year 1984, the shallow depth of the bridge-footings, resulted in the structure being closed, due to scouring.

Construction of the new Dry River Bridge - Specifications. The new Dry (Hope) River Bridge will form part of the MTW/NWA's Road Network Arterial A1 Link and will be given highway classification, where the legal speed limit will be 80 km per hour. It will be built to accommodate four lanes of traffic with two (2) raised foot-walks, consistent with projected traffic volumes entering Kingston along the eastern corridor.

Consequently, 1,500 metres (1.5 kilometres) of the roadway from the Harbour View Round-About continuing easterly to the vicinity of the St. Benedict's Church, will be widened to accommodate four (4) driving lanes, complementing the traffic facilities on the new bridge. Traffic lights and pedestrian crossing facilities will also be installed

at two (2) locations along the improved roadway: one in the vicinity of the Donald Quarry High School and the other at Lunar Avenue.

The primary consideration of the design of this new structure is the safety of the public. The new bridge will therefore be made with Corten (or Atmospheric Resistant) Steel. This type of steel is designed to defend itself, or in other words, immunize itself against corrosion.

According to Technical Services Director, Mr. Roger Smith, "The Corten Steel, in corrosive conditions, will allow a certain degree of corrosion to take effect, then utilizes this minute corrosion to release the protective properties present in the steel. This then forms a protective layer on its surface, shielding it from further extensive and destructive corrosion and expanding the life of the steel to 60-80 years."

The new bridge has been designed to withstand a 100-year storm flow and will rest on piles driven at 3-5 feet underground; and supported by boulders (scour protection), placed at 15 feet underground. It will be constructed according to a design that is aimed at minimizing future maintenance costs and is expected to, for a long time, provide safe passage between Kingston and the further-eastern areas of the island.

It is envisioned that these considerations will have a positive effect on the economic development of the country. The social quality of life should also be positively impacted as traffic (human and vehicular) move with relative ease and safety throughout the area.

ALSO COMING SOON... a permanent solution to the plight within the Palisadoes Peninsula...

PALISADOES ROADWAY TO BE TRANSFORMED

through US\$65-Million Project

The Palisadoes roadway is set to be transformed into a picture of elegance, while acting as a stronger buffer for the city of Kingston. This is to be done by through programme of work to be undertaken by the National Works Agency (NWA). The programme of work which is being facilitated through a partnership with the China Exim Bank will see over US\$65 - million being spent in the area.

A contract valued at US\$65.377million has been awarded to contractor China Harbour Engineering Company (CHEC).

The scope of the work to be undertaken by the company include:

1. Rehabilitative and protective work to withstand one in a 100 year storm surges.
2. Placing of rock revetment along a 2.65 kilometers stretch of shoreline along the Caribbean Sea side.
3. Widening of approximately 4.38 kilometers of the roadway by a minimum of eight meters to a maximum of 12 meters in some sections, to increase the number of lanes from two to four. This is being done in anticipation of the prospect of future development of Port Royal and the Norman Manley International Airport.
4. Raising of the roadway from its existing levels of 0.6 to 1.0 meter to 2.4 - 3.2 meters above sea level.
5. Approximately 3.6 kilometers of additional rock revetment along the Harbour-side, from near Harbour View to the vicinity of the Gun Boat Beach. This is in order to protect the shoreline against waves occurring within the Harbour.
6. Construction of 14 drop inlets and culverts as well as 4,700 meters of swales. This drainage system is necessary in order to controlling both rainfall derived runoff and overtopping, during design conditions. A design rainfall intensity of 178mm per 24 hours has been used in the new design.
7. Construction of a 10 feet wide board-



A section of the Palisadoes Shoreline

walk on the Harbour side of the roadway. This feature is expected to enhance social benefits: the width of the boardwalk is intended to facilitate walking and jogging (on either side of the roadway); and cycling (on one side). A lay-by with benches will also be installed along the roadway, as well as 18 solar powered street lamps, placed at 200 meters apart.

The Project will be officially launched in April 2010. Chief Executive Officer of the NWA, Patrick Wong, says a major goal of the project is that it be completed on time and within Budget.

The Rehabilitation of the Palisadoes is expected to command much national interest.

BACKGROUND

The Palisadoes Peninsula, located in Eastern St. Andrew, extends approximately 14 metres westward from Caribbean Terrace (to include the Round-About at Harbour View) to the historic township of Port Royal.

Consistent surges which occur as a result of natural disasters such as flood rains including those accompanying tropical storms and hurricanes, have over the

years, led to the massive erosion of the peninsula's natural dune.

In 2004, the deteriorating condition of the Palisadoes Peninsula was greatly exasperated by the passage of Hurricane Ivan in September. Ivan had generated waves with return periods in excess of 150 years and had transported most of the sand in the dunes to the Kingston Harbour-side, leaving the Caribbean Sea-side of the Peninsula vulnerable to several storms of smaller magnitude.

In December 2006, The Ministry of Transport and Works, in response to the severe conditions of the Peninsula, commissioned Gamma S.A., Cuba, to design emergency rehabilitative and protective works for the peninsula.

In February 2007, the final design for these works (dubbed the Cuban Design) was completed, the results of which indicated damage to approximately 6.5 kilometres of the peninsula, and within this, a 310-metre stretch along the Caribbean Sea-side being severely degraded, demanding immediate rehabilitation and protection. The design for these works was done to resist a Category-3 hurricane-type disaster (approximately a

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N.W.A. PARTNERS WITH T.E.F. TO IMPROVE ROADWAYS in St. James

The National Works Agency (N.W.A.) and the Tourism Enhancement Fund (T.E.F.) have forged a partnership that has resulted in the rehabilitation of several roadways in and around the resort city of Montego Bay, St. James. Not only have these projects improved the aesthetics along several roadways in the Tourism Capital, but they have also improved the safety and ease with which motorists and commuters travel along roadways in the western parish.

These road improvement projects are funded by the T.E.F. and executed by the N.W.A. The T.E.F. was born in 2005, out of a need to have a fund dedicated to financing projects which enhance the tourism product. The T.E.F. finances projects geared towards the beautification of resort areas and the upgrading of road infrastructure in communities which significantly contribute to the tourism product. These projects form part of the Tourism Master Plan which is geared towards enhancing Jamaica's image as a premier tourist destination.

This fund is financed by a special levy on passengers who arrive in Jamaica by air and sea. The funds derived from this levy are forwarded to the T.E.F.

The fund is a practical way of funding much needed road improvement projects making Montego Bay more attractive to our visitors and citizens alike. It is also away to show citizens how tourism benefits them. In so doing they will see that it not only benefits those who are directly involved but also the wider population. It encourages persons to buy into the viability of Tourism as a means of earning an income and developing the society, and also to play their role in protecting the Tourism Product.

The T.E.F. has funded a number of projects in and around the resort city of Montego Bay, St. James. These projects continue to have a positive impact on the traveling public.

Among the projects that have been under-



A view of a section of the Rose Hall main road in St. James. The Tourism Enhancement Fund (T.E.F.) and the National Works Agency (N.W.A.) partnered to paint the concrete medians along the Elegant Corridor in St. James in order to improve visibility. A section of the Elegant Corridor in St. James.

taken through this partnership are the Traffic Management System for down town Montego Bay; the works to beautify and increase the safety of the Elegant Corridor, and several road improvement projects in communities such as Barrett Town, Lilliput and Palmyra. (Please see Chart Below):

Chairman of the T.E.F., Godfrey Dyer, in an interview with the Roadster, spoke of the T.E.F.'s commitment to continue funding, as many projects as the budget will allow. He says that these projects are quite beneficial to the Tourism Product and have given several roadways a well needed facelift. He added that these projects have also improved the ease and safety with which commuters travel along several critical roadways in and around St. James.

Mr. Dyer lists the new Traffic Management System for the central Montego Bay Business District and projects along what is

now referred to as the Elegant corridor as the projects which have had the most profound impact on citizens and the Tourism Product.

The New traffic Management system was implemented in Montego Bay in November 2009 at a cost of fifty five million (\$55 million) dollars. The first phase of this plan involved the signalization of twenty two intersections and changes to the flow of traffic along several corridors within the city centre. This aspect of the plan will be complemented by a traffic management centre, Closed Circuit Television Cameras (CCTV), and an incident management system which will come on stream shortly. The Traffic Management Centre will be the site at which the communication between the traffic signals and the strategically placed cameras will take place.

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The table below illustrates the projects that have been completed by the N.W.A. and the T.E.F. from January 2009 to March 2010.
N.W.A. / T.E.F. PROJECTS JAN. 2009 - MARCH 2010

PROJECT TYPE	COST \$J
Montego Bay Traffic Circulatory Plan	55,000,000.00
Traffic Signal Installation	39,387,062.17
Rehabilitation of Road Signage	9,265,737.83
Painting of Median Kerb Walls	8,305,575.00
Outameni Experience Access Improvement Works	7,938,526.09

MICRO-SURFACING MAKING A DIFFERENCE *in the Central Region*

As the National Works Agency (NWA) moves forward on its thrust to develop safe, reliable and quality roads, different approaches to road rehabilitation is being undertaken. One such approach is the use of Micro-surfacing as wearing course on selected corridors.

Micro surfacing is a tough and durable thin overlay material which can restore the original service properties to worn, but structurally sound pavements. It is cost effective and can be used to remedy a broad range of problems on some roads.

Micro - surfacing material is made and applied to existing pavements by a special machine which is attached to a truck. This truck carries all the components, mixes them on site, and spreads the mixture onto the road surface. Materials are continuously and accurately measured and then thoroughly combined in the micro - surfacing machine's mixer. As the machine moves forward the mixture is continuously fed into a full width surfacing box which spreads the material across the width of a traffic lane. A modern paver can lay, as much as 500 tons of micro -surfacing material per day with very little traffic delays.



Micro-surfacing truck operating in St Elizabeth

Micro - surfacing does not alter or change drainage. It also prevent water penetration, sub base failure and deterioration caused by ultraviolet light. Micro surfacing is environmentally safe, emitting no pollutants. The life expectancy for roads on which micro surfacing has been carried out usually exceeds a seven year period

Is Micro-surfacing the viable solution for road rehabilitation?

The Agency has over the last four years used the material to good effect in several communities across Jamaica. One such is Shooters Hill to Walderston in Manchester, where in the opinion of one taxi operator, "Micro - surfacing can increase skid resist-

ance and the service life of roadways."

Thirty thousand square meters (30,000 m²) of micro - surfacing was done on sections of Glenmuir Road and Denbigh road Clarendon during summer 2009. Fifteen thousand square meters (15,000 m²) was done along Glenmuir Road, May Pen leading from the stoplight at Libbers' Esso Service Station to the overhead bridge leading onto the Bustamante Highway. Another fifteen thousand square meters (15,000 m²) was done on sections from Denbigh leading to Four Paths (Free Town to Four Paths). This project was satisfactorily completed by the contractors Micro - surfacing Limited and there was no evidence of uneven state or depression.

Micro - surfacing is not new in the Central Region. Micro - surfacing was used along the Gutters to Tombstone and Tombstone to Luana roadway, St Elizabeth in August 2008. Work was also done on a two kilometre stretch from the approach of the Lacovia Bridge to the town of Lacovia. This project was also completed by Micro - surfacing Limited.

Micro - surfacing was also used along some Manchester roads in 2008. The methodology was undertaken on a 6.5 km stretch along the Caines Shop to Highgate Hall via the town of Christiana. The citizens of this section of Northern Manchester were still expressing their gratitude for the process at a community Meeting in Christiana in March 2010.



Workmen assisting with the Micro-surfacing of a roadway in St. Elizabeth

BRIDGE DEVELOPMENT PROGRAMME...

making a difference

The Canadian Government has since the early 1960's been involved with infrastructure development in Jamaica particularly the construction of bridges. This may be surprising to many but not to those individuals who have worked with the former Public Works Department, (PWD), when it formed the Works Division of the Ministry of Construction.

Following the passage of Hurricane Flora in 1963, the Bustamante Bridge in Western St. Thomas, suffered structural damage and collapsed. Canada offered assistance to the Government of Jamaica in the reinstatement of the vital bridge link. A Memorandum of Understanding (MOU) was developed out of that offer, and the assistance came in the form of the design and actual construction of the new crossing.

In 1964, over 46 years ago, the Jamaica/Canada Bridge Development Program was initiated. The intent was to assist Jamaica in replacing deteriorating bridges along the island's main road network. An important component of the agreement was to assist in the improvement of the technical abilities and skills of personnel within the then Ministry of Construction. The first of these took place between 1971 and 1984, when technical assistance was provided in the areas of surveying, bridge design and construction. Later, in the 1990's, engineers were awarded scholarships to attend on the job training at Universities in Canada, reading for advanced engineering degrees.

The program was executed in six (6) discrete phases, I - VI, the last of which commenced in the mid to late 1980's and ended in 1994. An ambitious schedule to replace forty (40) bridges was initially identified; however, later on, due to funding limitations in Canada, the program was revised to facilitate the construction of half that number, twenty (20) bridges.

R.A. Murray International Limited (formerly Ramsen Engineers Limited) played a role



Completed Johnson River Bridge in St. Thomas

in the final phase VI program as a major supplier of bridge components and construction material. These included, steel girders, sheet and H piles, expansion joints, railings and drains, as well as paint to protect the steel from corrosion. Canadian support for this project came to an end in 1994.

In an effort to have the additional twenty (20) bridges constructed, the Ministry of Transport and Works selected R.A. Murray International Limited to provide project management, design services and material procurement; with funding provided by the Canadian Export Development Bank.

In December 2006 a new contract was signed between the Ministry of Housing, Transport, Water and Works (MHTW&W) and R.A. Murray International Limited to construct eleven of the bridges for which bridge components were previously delivered to Jamaica; at a cost of US\$ 16.7 million in what was known as the "The construction of phases 1 and 2 bridges".

The program has been expanded to four phases. Construction of twelve of Phase 1-4 bridges are complete except Bog Walk which is 95% complete. The Steer Town Bridge in St. Ann and Troy Bridge in Trelawny are under construction. The design and plans for Phase three bridges at Molyneux Road in Kingston and Whitehouse Bridge in Westmoreland are complete, but construction has been deferred.

The Phase Four Alligator Church Bridge, Rio Grande Valley, eastern Portland is complete. Construction of approach roads is outstanding. Design and plans for the Horse Savannah Bridge in eastern St. Thomas is also complete but the scheduled start of construction has been deferred.

The construction of the fifteen bridges has been completed. Four are in progress and construction on two deferred. Completion of the program will result in an improved road system, reduction in bottlenecks', vehicle operating costs as well as reduction in travel time.

The National Works Agency Undertakes Island-wide Road Marking Programme

"To see and be seen is a fundamental prerequisite for the safety of all road users"

Road markings are important on our roadways as they are essential for the safety of the road user. These markings convey to drivers information and requirements for using the roadway which it is not possible to convey by the use of conventional signs. Their major advantage is that they are more clearly seen by drivers than signs located at the roadside. It is therefore important that they are maintained in good condition.

Markings indicate lanes, restrictions along the roadway, give directions or indicate road crossings. The most commonly used road marking is the broken white lines, which is used to show the centre of the road and indicate lanes. This encourages discipline, improves safety and efficiency of traffic flow. These markings are subject to regulations and specifications which are important in maintaining a consistent approach across the island.

The National Works Agency (NWA) understands that these markings make vital contributions to safety. Their use in major towns and busy junctions ensure that the best use is made of the available road space and cater to the increasing volume of traffic on our roadways.

Thermoplastic, as opposed to Road Marking Paint, is reflectorised. It has been recognized as the single most important contribution to road safety. It provides excellent day/night visibility, superior durability and is cost effective. When used, it is traffic ready in less than 10 minutes, highly skid resistant and environmentally friendly. For these reasons the NWA has acquired nine tons of Thermoplastic material to be used on roads across the island. This is expected to mark over 15,000 metres of centre lines.



Road Marking exercise being carried out by NWA's Traffic Department

The current Centre Line Road Marking Project is the continuation of a programme which got underway during the last fiscal year. Over 67 kilometres of roadway was marked between April and December. Sections of over twenty five roadways will be marked during the present phase. These include Spanish Town Road, Molynees Road, the Spanish Town Bypass, Old Hope Road, Liguanea Avenue, Lyndhurst Road and Hagley Park Road. Marking has been completed along several roads. These include East Kings House Road, Marcus Garvey Drive, Hellshire main road, Braeton main road and George Lee Boulevard.

The new phase of road marking commenced in March and is scheduled to be completed within three months. This project is being undertaken by one of the Agency's Force Account Teams.

Contd from Page 5... The Palisadoes Shoreline

22-year Return Period event). The primary objective of this design was to provide a rapid solution for shoreline protection and dune rehabilitation that was cost effective and would not compromise any future permanent work along the Peninsula.

The National Environmental and Planning Agency (NEPA), approved three (3) Beach Licences for the proposed Cuban Design. These permits allowed for:-

- " The placement of 310 metres of Rock Revetment on the fore-shore of the peninsula (along the Caribbean Sea Side);
- " Dredging of dune fill-material (approximately 1-million cubic metres of sand), from offshore the Palisadoes Peninsula;
- " Placement of 6,583 metres (approx. 6.5km) of sand dune on the foreshore.

In June 2007, the Ministry and Transport and Works, through the NWA proceeded, to carry out remedial works (at an estimated

cost of US\$6-million) to protect the 310 metres of the critically damaged shoreline, via a Rock Revetment, while still awaiting funding for the protection and rehabilitation of the 6.5 kilometres which had been undermined.

In August (of said year) 2007, the NWA (at a cost of J\$32-million) had completed approximately 109 metres of Rock Revetment, along the critical 310-metre stretch of the Peninsula, when Hurricane Dean struck the island (on August 19, 2007) further devastating the already undermined 6.5 kilometres of the Palisadoes coastline. This necessitated a review of damage along the Peninsula and a redesign of required rehabilitative and protective works.

Thus in 2008, a review and redesign of the Palisadoes Peninsula was conducted by the Caribbean Development Bank (CDB), through Canadian company Sandwell. This new design was finalized in 2009, by the NWA and local consultants, Civil Environmental and Coastal Engineers & Planners (CEAC) and is the backbone of the project to be rolled out by China Harbour.

AS THE STAFF MEETS...

Thursday March 4, 2010, staff from the National Works Agency's North East and Central Regions, Corporate Office and KMR, assembled on the lawns of the Quadrangle at the Corporate Office in Kingston. This being the first Staff Meeting for 2010, the staff gathered in anticipation of the "good news" Chief Executive Officer (CEO), Patrick Wong would bring.

Mrs. Mera McQueen ensured that the spiritual tone was set through her interesting and heartfelt invocation. Following prayers, Director, Human Resource Management and Administration, Dr. Jennifer Henry enthusiastically welcomed all members of staff and advised that a similar meeting would be hosted in the Western Region. New Team Members were not to be left out. There was an air of excitement as they were individually introduced to other Team Members, by Manager, Personnel and Industrial Relations, Mr. David Knight.

The staff anxiously awaited the presentation of the CEO and from their reaction he did not disappoint. He acknowledged the accomplishments of the Agency over the past year, despite challenges and thanked staff members for their support, since assuming office. Mr. Wong said that despite the challenges, he wanted team members' continued thrust to the NWA becoming the professional, efficient and highly technical organization it is striving to be.

Highlights of his "good news package" included the issue of job stability. The CEO sought to assure team members that there would be no job cuts at the NWA, as all hands will be needed on board. He advised that approval was granted for two loans by the Government of China, amounting to US\$465 million. This would be used for the improvement of the Palisadoes Road and infrastructure islandwide. Mr. Wong said that the Palisadoes Shoreline Protection Project would be launched, April 22, 2010.

Mr. Wong also advised that the Government was aiming for a "Single Road Authority" and NWA was the agent of choice. The "Chief" emphasized that the Agency's focus over the next four to five years will be the Jamaica Development Infrastructure Programme, the objective of which is to overhaul the islands road network. Improvement to the physical face of the NWA by constructing and renovating Parish Offices was another important undertaking he addressed.

Personal growth and development of the staff was not ignored. Mr. Wong advised that scholarships tenable in China would become available. Extensive human resource training would be undertaken for staff members to develop their skills. The CEO made it clear that he does not subscribe to all work and no play. He feels we must work hard, but time must be set aside for fun and interaction. In closing his presentation the CEO thanked members of staff for their support and cooperation. He addressed a wide range of questions from staff covering areas such as functional office machines, employment tenure, especially persons who were assigned to the Northern Jamaica Development Project (NJDP), telephone service and payment of incentives. The meeting was adjourned at 11:30 a.m. Staff appeared happy at the good news and thought it was a rewarding staff meeting.



Registration



C.E. O. Mr. Patrick Wong addresses the Team



Staff members listen attentively to what is being said

NWA CONGRATULATES JENNIFER JOY HENRY ON HER DOCTORAL ACHIEVEMENT

The Management and Staff of the National Works Agency congratulate Jennifer Joy Henry, on her recent attainment of a Doctorate of Philosophy (Ph.D.) in Social Policy, from the University of the West Indies, Mona, Jamaica.



Dr. Jennifer Henry at her Desk

The Academic and Professional Face of Dr. Jennifer Joy Henry Dr. Jennifer Henry, present Director of Human Resource Management and Administration (HRM&A) at the National Works Agency, began her academic quest at the University of the West Indies, Mona, where she pursued and achieved with honours, a Bachelor of Arts Degree in Economics and Geography. She later went on to achieve a Diploma in Business Administration from the Institute of Management and Production, now University College of the Caribbean.

Dr. Henry's academic quest later took her to Stockholm, Sweden, where she pursued a course in Project Management. She later returned to Jamaica, and continued studies at the University of the West Indies, Mona, this time achieving the academic title, Master of Public Sector Management (MPSM). She did not stop there, of course. Her continued academic pursuit would take her to this ultimate academic achievement: Doctor of Philosophy (Ph.D.).

Meanwhile, Dr. Jennifer Henry has enjoyed a dynamic professional journey. This journey has led her through various career spheres: from Project Analyst at the Rural Physical Planning Unit in the Ministry of Agriculture; to Manager & Assistant General Manager in the Co-operative Credit Union Movement, both positions in Jamaica; then later she became Deputy Co-ordinator, for the CARICOM Entity, in Bridgetown, Barbados; then back to Jamaica where she was Senior Director of Corporate Services within the Government of Jamaica (GOJ) Statutory Body. Her professional pursuit has led her to our own organization, The National Works Agency, where she has occupied the position of Director of HRM&A, since 2003.

INTERNATIONAL REPRESENTATIONS

Dr. Henry has represented Jamaica internationally on various regional assignments which included: In 1994, Consultant to the Food and Agriculture Organization of the United Nations (FAO); also in 1994 - 2002, Jamaica's Representative on the Finance and Administrative Committee of the Caribbean Disaster Response Agency, held Annually in Barbados; and in 1997, CARICOM's Representative to Cuba, to select housing solution for victims of a volcanic eruption in Montserrat.

Social Activities

This academically and professionally accomplished lady is also very much involved in social activities, which include working with the youth in our society. Dr. Henry, besides presently being a member of the Sunday School Management team at her church, is also a Sunday School Teacher.

Staff members say....

From: Kevin Johnson - Parish Manager, Manchester

Dr. Henry,
Congratulation... you are a true testament and inspiration on the power of persistency.

From: Iolyn Donald - Office Manager

It is indeed a great achievement for HRMA and NWA as well. I am most privileged to have Dr. Henry as my Director and Coach. She is indeed "a light shining from the West!" Best regards.

From: Havenol M. Douglas - Communications Officer
"Congratulations Dr. Henry"

From: Varden V. Downer, Manager, Major Projects

Dr. Henry,
"The heights that great men reached and kept were not attained by sudden flight, but they, while their companions slept, were toiling upward in the night." - Henry Wadsworth Longfellow (1807-1882)
Congratulations on your achievement.

From: Sonia Cole - Administrator

The Regional Manager and Staff of the Central Region are proud of your achievements and we join with your friends and family in saying WELL DONE DR. JENNIFER HENRY. WE ARE EXTREMELY PROUD OF YOU.

From: Douglas L. moodie - Parish Manager, Kingston

Congrats Dr. Henry,
Continue to be the great person you are. Respect.

From: Sherron Beeput - Admin. Assitant and Yvonne Jackson - Administrator

The Regional Manager and Staff of the Kingston Metropolitan Region (KMR) are proud of your achievement and we join with our Team Members, family and friends on your achievement Dr. Jennifer Henry. We never expected less of you.

FROM THE FRONT DESK

.....who ARE we:

It is the view of many that the job of front line personnel is an easy one, a typical day of men lazing around and ladies just being pretty. The perception is that this job requires no special skill as it presents minor challenges and as such there is not much focus on these individuals and the problems they face in the daily execution of their duties. However, we seek to take you on a journey of truth into our daily work lives.

The National Works Agency has two dynamic, well learnt and very professional Telephone operators /Receptionist in its employ. We are "the voices and hidden treasure of the National Works Agency". Though our job titles may say differently we are known to many of our clients as the "attitude adjustment specialists." We are not confined to administrative duties; we are often times our clients' teachers, doctors, family counselor and groom. It is not in our **JD but we enjoy every moment of it. Here's a peek in our world 'at the front desk' of the NWA Corporate Office.

Meet Mrs. Ethnie Wright

Ethnie has been employed to the NWA since March 1, 2001 just before the Agency's official inception. Prior to this she was employed to the Ministry of Transport and Works for two and half years. This has given her almost 12 years of experience in the field. The pride she takes in her work, coupled with the attitude she displays is testament to her great experience. This can be attributed to her love for helping people. It is an attitude that should be admired by many and needs to be emulated by most. She has a special gift of subtleness that she uses to keep the Agency's difficult or some times hostile customers under control. She leads by example as she is always polite and courteous to the clients.

Ethnie takes her job very seriously, earning the admiration of her peers. Even though the challenges at the front desk seem insurmountable at times; she finds pleas-

ure in finding solutions, many times to the point of great sacrifice.

We now introduce **Mrs. Stephanie Green**.....Stephanie has had 18 years

employed at the National Works Agency.

This dynamic, witty and personable individual exudes warmth that attracts everyone to her. Oftentimes customers try to cross the line of business and become abusive: these situations she handles with much professionalism and maintains her decorum at all times Mrs. Green understands her role and function and executes them extremely well. Stephanie is a motivator and is usually the teacher of the duo. She never fails to advise a young person if they need to re-write their letter of application or change an envelope for greater impact. It is sometimes quite entertaining to watch her as she guides the job applicant prior to an interview. Sometimes they need to fix an unruly out of place lock of hair or tuck in a shirt. Says Ethnie of her: "Dull moments around her are few which make working alongside her a pleasant experience. She is a true gem that represents the Agency well as her general attitude of work is worthy of emulation."

We are individuals, who complement each other in a way that is electrifying and beneficial to the NWA. With each being the other's 'half', sometimes finishing each other's sentence and even reiterating simultaneous responses. It is easy for us to work as a team: we have a proper understanding of the Agency's mandate, its clients' need

and the overall day to day activities of the front desk. Though many times misunderstood, we are committed to serve the Agency's clients with utmost pride and professionalism as this gives us a great sense of satisfaction. We recognize that our customers both internal and external are important and aspire to have their interactions with us delightful rather than merely satisfying. Make no mistake, we make no claim to being perfect, but we continually strive for excellence.

We firmly believe that it is best to have high aspirations and fall short within reason than to aim lower or have no aspiration at all.



Stephanie Green and Ethnie Wright - NWA's Telephone Operators

of experience as a Telephone Operator. Her first years were spent in service to the National Housing Development Corporation which at that time was a part of the Ministry of Communications and Works. She spent nine years of her working life 'riding the waves' of various restructuring exercises in the Ministry; unwavering in her commitment to her duties as the organization went through several name changes.

On March 5, 2001 her tenure with the then Rural Roads Improvement Project (RRIP) a project under the Ministry of Transport and Works came to an end and she embarked on a new phase of her life when she was

HEART WRENCHING HAITI EXPERIENCE

An NWA employee's perspective

DEPLOYMENT

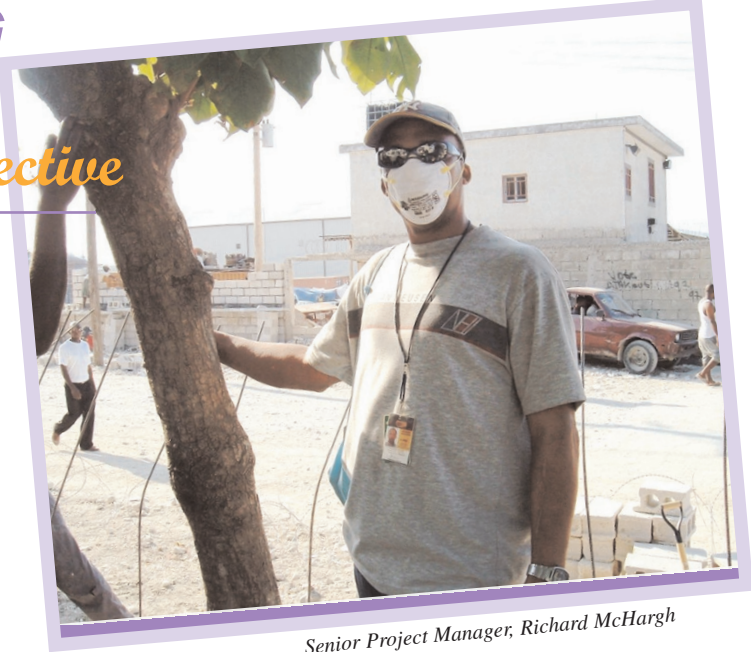
After having our bags packed and waiting for three weeks the response team was eventually deployed to Haiti on 2010 February 4. The military aircraft took 1hr. 15 min. to travel to the Port-au-Prince International Airport. The team took up residence at the CARICOM camp on the airport compound.

Despite the challenges living in a communal setting in the particular environment, life was made more comfortable than expected by the very helpful and professional services of the CARICOM soldiers.

The graphic images in the news media of the victims of the Haitians 7.0 magnitude earthquake immediately moved me to resolve to make myself available to assist the sufferers in whatever way I could, even if it meant going to Haiti.

The opportunity to put my sentiments into action came two days after the event when I got a call from the Office of Disaster Preparedness and Emergency Management (ODPEM) requesting that a representative of the NWA be a member of Jamaica's National Response Team that was to be deployed to Haiti at a moments notice. With the blessings of the CEO, Mr. Patrick Wong, I gave my commitment to the ODPEM that I would accompany the team to Haiti when the call was made.

The response team would be comprised of representatives from ODPEM, JDF, the Ministry of Health (MOH), NWA, and the Ministry of Labour and Social Security (MLSS). Assistance



Senior Project Manager, Richard McHargh

would be rendered in the areas of damage assessment, water & sanitation, medical aid, generation of needs list and the distribution of welfare & relief items.

MISSIONS

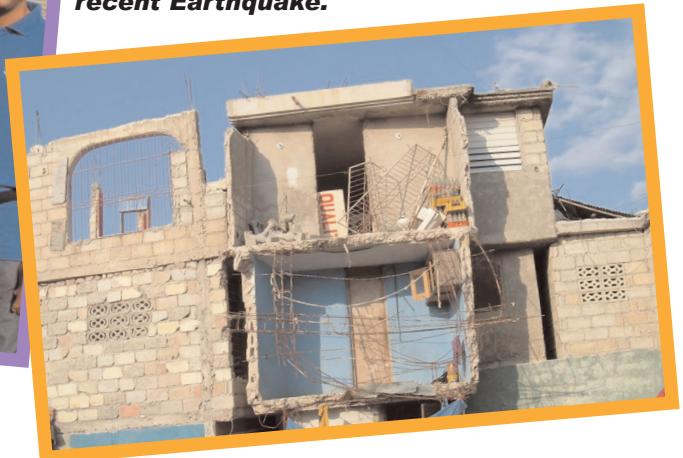
The response team mobilized daily and was provided with security by the CARICOM soldiers. Welfare and relief items were distributed at community centres. Medical aid, including surgeries were given by the medical team and the technical team assisted in the reconstruction of boundary walls and the establishment of an Emergency Operation Centre to help in the coordination of Local, Regional and International Response efforts in Haiti. Detailed damage assessment activities were deferred to a later time.

Hot meals were served daily at the Food for the Poor facilities shown above. The masons immediately above are opening the closed ends of the concrete blocks to facilitate the placement of steel bars in the reconstructed boundary wall. This project was supervised by the technical team.

Note: Richard McHargh was a member of a Jamaican delegation to Haiti following the recent Earthquake.



Richard McHargh (right) along with other member of the Jamaican delegation to Earthquake ravaged Haiti



DCI...the new buzz term in customer service within the Public Sector *(Part one)*

The term DCI is being touted as the new term for service providers/customer service agents within the public sector. DCI is the abbreviation for Direct Customer Interface. However, this abbreviation is also used to refer to the persons themselves who are directly involved in customer interface, within the government service. With the streamlining of the public service fast becoming a reality, DCI has taken on a greater level of importance.

"The whole Public Service will be organized around the needs of its customers, directly accountable to them through guarantees of service, which are of the highest quality; accessible, convenient, easy to use, integrated, responsive, cost - effective and which assures redress when things go wrong," said Dwight Uylett of the Cabinet Office in a recent presentation on DCI.

DCI's in the modernized public sector are required to be aware of, and understand, the intricacies that facilitate the delivery of good customer service. A major aspect of these intricacies is the concept of Value Chain Elements. Value chain elements, in essence, represent those aspects of operations that directly impact customer service and by extension customer satisfaction and beyond that, customer delight. The DCI must therefore be aware of the following six (6) elements that facilitate and impact the delivery of good customer service:-

1. SERVICE AND OPERATIONAL PLANNING: Customer service/public relations plans must be included in the organization's Annual Operational Plan if organization-wide conversations about successful customer service can even be effectively contemplated. It is important that issues of service improvement be incorporated in the operational plan (the requisite funding and other resources must be in place).

2. SERVICE EXPECTATION IDENTIFICATION: A mechanism must be provided for identifying service needs. This must also allow for the maximization of input from the public.

3. SERVICE AWARENESS CREATION: A manifestation of this is the organization's Citizens' Charter. This should create general public awareness of services offered and what customers should expect in obtaining these services. There should be dissemination

of such information throughout the organization. DCI's must especially be aware of this information.

4. SERVICE DELIVERY OPERATIONS: These operations should allow for assessment and monitoring of the organization's ability to meet demand; its resource utilization; and as well, the accuracy and efficiency with which service is delivered to customers.

5. Direct Customer Interface: This speaks directly to four (4) aspects of interaction between the DCI and the customer:-

- i. Access to the services of the organization, i.e., the processes, called the Service Access Cycle, that the customer has to go through in order to get what he/she requires;
- ii. Quality of customer service, i.e., the interaction between customer and customer-service personnel;
- iii. Delay, i.e., the length of time that the customer has to wait before obtaining the service;
- iv. Customer Satisfaction - how satisfied customers are with the type of interaction between themselves and the DCI.

It is imperative that the DCI be aware of all the persons within each service access cycle, i.e., who

exactly are the persons that the customer will need to interact with in fulfilling his/her need? Does the customer have to go to another location(s) (and return, or not return, to your organization) in order to obtain what he/she needs? If the customer has to go to another location(s), the DCI should ensure that the customer is given as much information as possible on what will be required of the customer at the other location(s).

6. COMPLAINTS MANAGEMENT: This speaks to the organization's ability to deal with complaints appropriately. A system must be in place for recording, tracking, monitoring customer complaints, from complaint-receipt and acknowledgement to complaint-closure. The DCI must be actively engaged in this process. A DCI should "own" the complaint that he/she receives from a customer. In other words, the DCI taking that complaint should monitor it, consistently tracking the complaint through to its resolution.

See part two of this article in the next issue



Contd from Page 5... NWA partners with T.E.F.

This new system has greatly improved the ease with which persons make their way in and around the city. According to Mr. Dyer, "There is a significant change for the better in terms of how traffic flows in down town Montego Bay. The change is very visible and persons are commenting on the difference the new system has made. Motorists are now able to move through the area with much more ease."

A multi-million dollar upgrading project is now underway along a section of the recently completed Segment 2A of the Northern Coastal Highway Improvement Project. A section of this highway has been dubbed the Elegant Corridor. The Elegant Corridor spans the approximately twelve kilometers stretch of roadway between the Sangster's International Airport round-a-bout and Lilliput in St. James. Several hotels fall along this stretch of roadway. This project involves landscaping, the maintenance of verges and the installation of safety features.

Approximately fifty six million is being spent to improve the safety features along the corridor. These works are being executed

by the N.W.A. and involves the painting of median kerb walls, the rehabilitation of road signs and the installation of eight traffic signals. To date the medians have been painted, the road signs have been rehabilitated and four traffic signals have been installed and commissioned into service. It is anticipated that four other traffic signals will be installed within another two months.



A view of the Church Street and St. Clavers Avenue intersection in Montego Bay St. James. This intersection as well as many other intersections throughout the Second City has experienced a reduction in congestion following the implementation of the new traffic management system in Montego Bay.

The landscaping aspect of this project is valued at approximately two hundred million (\$200 million) dollars, while another one hundred million (\$100 million) dollars will be spent on street lights. These projects are being carried out by the Tourism Product Development Company, the Jamaica Public Service Company and the National Solid Waste Management Authority. The landscaping aspect of this project is currently underway while the

details for the lighting aspect of the project are now being finalized.

These projects have greatly improved the visual appeal of the corridor. It has also greatly improved the safety of the roadway.

YESTERDAY, TODAY, TOMORROW

There are two days in every week about
which we should not worry.

Two days which should be kept free from
fear and apprehension.

One of these days is yesterday with its
mistakes and cares,

Its faults and blunders, Its aches and pains.

Yesterday has passed forever beyond our control.

All the money in the world cannot bring back yesterday.

We cannot undo a single act we performed.

We cannot erase a single word we said.

Yesterday is gone.

The other day we should not worry about is tomorrow.

With its possible adversities, Its burdens,

Its large promise and poor performance.

Tomorrow is also beyond our immediate control.

Tomorrow's Sun will rise, either in splendor or behind a
mask of clouds, but it will rise.

Until it does, we have no stake in tomorrow,
for it is yet unborn.

This just leaves only one day . . . Today.

Any person can fight the battles of just one day.

It is only when you and I add the burdens of
those two awful eternity's -

yesterday and tomorrow that we break down.

It is not the experience of today that drives people mad.

It is the remorse or bitterness for something
which happened yesterday

and the dread of what tomorrow may bring.

Let us therefore live but one day at a time.

~ Author Unknown ~

The Washington Boulevard Improvement Project off... and building

Finally, the long awaited civil works on the Washington Boulevard (Fifth Road) Improvement Project which was implemented over two (2) years ago (on June 1, 2007), begins! This project has the objective of improving and upgrading the standard of the Washington Boulevard/Dunrobin Avenue corridor, widening the roadway from its existing two (2) traffic lanes to six (6) lanes.

Minister of Transport and Works, Honourable, Mike Henry signalled the official start of the project on February 19, when ground was broken.

The Washington Boulevard Improvement Project covers 2.75 kilometres of roadway from the Constant Spring Road/Dunrobin Avenue intersection, continuing southerly to the intersection of Washington Boulevard and Molynes Road, in St. Andrew. The planned improvement works along this corridor are geared toward reducing overall road transportation costs; improving highway safety; reducing congestion along the corridor; and assisting the Government of Jamaica with the establishment of a Vehicle Weight Enforcement Programme.

The work will be executed over a 16 month



Project Manager, Alfonso Marshall, presenting the Washington Boulevard Improvement Project to community members at Community Meeting held Wednesday February 10, 2010 - The Boulevard Baptist Church Hall

period through a contract with Surrey Paving and Aggregates Limited valued at J\$1.18-billion. The works along the Dunrobin Avenue/Washington Boulevard corridor has commenced with excavation activities in the vicinity of the Red Hills Overpass and the Rochester Gully, to construct a traffic diversion route over the existing bridges. Storm water drains are now being laid in sections by the contractors.

Improvement of the Washington Boulevard/Dunrobin Avenue corridor is anticipated to be of much importance to the corporate area. According to Project Manager for this undertaking Alfonso Marshall:

"The Washington Boulevard Improvement Project is of great significance to the city, and we are working assiduously as a team, Contractor, Consultant and the NWA, to deliver the project according the mandate of the C.E.O. of the NWA, that is, on time and within budget".

A total of twelve (12) community meetings were held over the period April 2009 - March 2010, as follows:-

Monday, April 27, 2009 -
Saturday, May 2, 2009 -

Saturday, May 2, 2009 -
Sunday, May 3, 2009 -
Tuesday, May 12, 2009 -
Wednesday, May 13, 2009 -
Sunday, May 17, 2009 -
Sunday, May 24, 2009 -
Thursday, July 2, 2009 -
Wednesday, September 16, 2009 -

Monday, November 16, 2009 -
Wednesday, February 10, 2010 -

The Hughenden Community.
Executive Members of the Zadie/State Gardens Community Development Committee (CDC).
Pleasanton Citizens Association.
Washington Gardens Citizens' Association.
The Half Way Tree CDC.
Dunrobin Preparatory School (PTA).
Zadie/State Gardens CDC.
Red Hills CDC.
United Basic School P.T.A.
Half-Way Tree C.D.C. (follow-up meeting requested by residents).
Molynes Road C.D.C.
General Community Meeting (includes Councillors and M.P.'s).

COMMUNITY SENSITIZATION EFFORTS

Stakeholders have been kept informed on all aspects of the project. Through the Communication and Customer Services Department, the NWA has convened a number of meetings in surrounding communities to apprise them of the project details. These meetings were held over the period April 2009 to February 2010. The meetings targeted individual community groups: Neighbourhood Watch groups; Citizens' Associations; Community Development Committees; and Parent-Teacher's Associations and culminated in a large, general community meeting held February 10, 2010. This meeting included Councillors and Members of Parliament of the communities expected to be affected by the project.

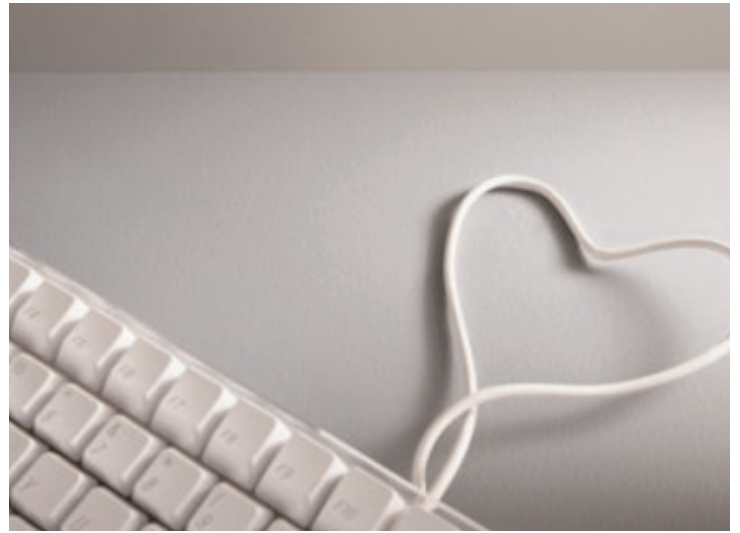
How to clean your keyboard

It's important to remember to show your keyboard some love every now and then both for the sake of good hygiene and to ensure it functions properly. Those keys take quite a beating everyday, and all the little crevices are excellent at trapping things like dust and hair, and if you ever eat near your computer, it's easy to wind up with sticky surfaces and crumbs buried between the cracks. Ew, right? Here, step-by-step instructions to get your keyboard in tip top shape.

Shut down your PC, and unplug the mouse, discs or CDs, USB drives or anything else that's protruding from your machine. Carefully, turn the keyboard (or your entire laptop, as the case may be) upside down and give it a gentle shake to release any dusty build-up that might be lurking between the keys.

Use a can of compressed air (available at just about any electronics store) to blow off residual debris around and under all the nooks and crannies. Alternatively, the hose of a vacuum cleaner works too.

Put a couple drops of isopropyl alcohol on a Q-tip and run it around the edges of your keys to get them squeaky clean. The cotton swab should be only slightly damp-not wet-dripping liquid into your keyboard is (obviously) a bad thing!



Lastly, give the whole thing a once over with a dry, lint-free cloth, and let it air dry for a few minutes before using it (never turn on your machine until you're positive the keys are completely dry). And between in-depth cleanings, one of my favorite tricks is to use the sticky part of a Post-It note to run between rows of keys to pick up dust.

JOKES

Ha HA Ha!

