

# RE BUA MMOGO



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## Message from the Executive Mayor

This issue comes at a time when we commemorate disability month, 16 days of activism, HIV/ AIDS international day and the passing of the late President Nelson Mandela.

In all these we need to make sure that we take our communities on board and ensure that we continue to accelerate services to our local municipalities.

We acknowledge the good work done by the Housing Unit which ensured that the district municipality received the prestigious Govan Mbeki Award for the best accredited municipality for Level 2. The award is a result of commitment, hardwork, honesty, passion and loyalty to the people of this district.

We continue to embrace the legacy of the late President Nelson Mandela and ours is a celebration to change the lives of our people at all times. We shall continue to uphold his principle of putting the interests of the people upfront. The FBDM recognizes the role women played in the struggle and shall continue to acknowledge the efforts of women. Women empowerment and women

emancipation remains the most critical in our agenda and we will continue to support our women and make sure they are socially and economically empowered through business, education and job opportunities.

We shall continue to be the front runners of the 16 days of activism campaign in educating our society and running with awareness campaigns throughout the district.

FBDM remains committed to changing the lives of our community and we make a call on all our people to take care as we approach the festive season. Let's continue to be focused as the community of Frances Baard and avoid drinking and driving so that we do not lose our families and relatives.

On behalf of Council and the Administration I wish you a prosperous festive season. It is my prayer that we all come back in a new year being active and energetic.



**The Executive Mayor  
Ms Khadi Moloi**

*Season's Greetings*

# From the Municipal Manager's Desk

**A**t Frances Baard District Municipality we believe in excellence and it is out of this belief that we always strive to put our best in implementing what is entrusted to us by our communities.

We have, since 2011, been accredited to a level 2 status in performing a housing delivery function by the National Department of Human Settlements. We are delighted to inform you that we have been named the best level 2 accredited district municipality in the country at the recently held Govan Mbeki Human Settlement Awards ceremony.

I wish to thank in particular our housing unit, and all our stakeholders involved for the hard work and dedication that continues to help us maintain our reputation.

We kick started the 2014/15 financial year on very high note by touching base with our communities and delivering much needed services.

The following are a few of the activities we undertook so far:

- On Mandela day (18 July 2014) our Executive Mayor handed over houses to two deserving elderly families in Dikgatlong Local Municipality.
- In August, Women's Month, the Executive Mayor handed over two houses to two female headed households in Phokwane Local Municipality.

These are houses built by Frances Baard District Municipality in conjunction with Phokwane and Dikgatlong Local Municipalities.

We are making all efforts to create an environment conducive for our pillars in building such an environment. Working together with our small medium enterprises and tourism community and stakeholders we

look forward to stimulating growth required to boost the economy and development. Tourism remains one of our pillars in building such an environment. Working together with our small medium enterprises and tourism community and stakeholders we look forward to stimulating growth required to boost the economy of the district. We hosted our annual Diamond Fields Tourism Awareness Campaign so that we can create awareness on tourism products in the district.

This helps to increase the influx of visitors to the region and the uptake by the local people within the region towards local tourism offerings.

Council adopted its public participation programme for the 2014/15 financial year, which saw the first community meeting in Ritchie, Sol Plaatje Municipality on 04 November 2014. We acknowledge and applaud the involvement of sector departments in making the programme a success. It became evident that our communities can best be served by co-ordination of all our services as organs of state. At the time of the read we would have received our audit report from the Office of the Auditor-General. Watch the space in the next edition for a feedback. I take this opportunity to wish our community well this Christmas. May it be filled with joy and peace. May you have a blessed and prosperous 2015.

Enjoy the read.



**Municipal Manager  
Ms Mamikie Bogatsu**

## FBDM rec

**T**he Govan Mbeki Awards are an annual ceremony initiated by the National Department of Human Settlements. It is hosted by all Provincial Departments of Human Settlements and the National Department. The purpose of the awards is to promote and teach a culture of excellence, honour and motivate all the stakeholders involved in the delivery of sustainable human settlements to harness their resources in accelerating housing delivery to improve the lives of poor people, providing a choice of quality housing opportunities.

The process for accreditation of the FBDM began 8 years ago when national government identified a number of municipalities for piloting the accreditation programme. In 2007 conditional Level One (1) accreditation was granted and meant that the FBDM had to establish a Housing Unit in 2008 to undertake functions and responsibilities of a Level One accredited municipality.

The following year, 2009, the district municipality was assessed for Level 2 accreditation, which was then delegated to the municipality by the MEC for CoGHSTA in 2011. The delegation of Level 2 accreditation assigned a number of functions and responsibilities to the district municipality with respect to administration of sustainable human settlements. In 2012, the FBDM signed Service Level Agreements (SLA) with the Dikgatlong, Magareng and Phokwane Local Municipalities. This was followed shortly by the signing of the implementation protocol between FBDM and CoGHSTA.

### Key functions and responsibilities

Subsequent to delegation of Level 2 accreditation functions in 2009, the district municipality began providing the following services to the local municipalities:

- Projects initiation, planning and design which involves assisting local municipalities with the



# receives Govan Mbeki Award

*Frances Baard District Municipality (FBDM) received the Govan Mbeki Award for the best accredited municipality for Level 2 at the award ceremony held in August 2014.*



The proud members of the Housing Unit with the Municipal Manager, Ms Mamikie Bogatsu (middle, front) and the Director Infrastructure Services, Mr Peet van der Walt (second from right, middle row).

identification and assessment of viable projects whilst technical support is provided and the monitoring of the execution of the sustainable human settlement project(s)

- Project/ program management and contract administration

The drawing up of project plans linked to the budget, measuring of project activities against the project implementation plan and reviewing contracts and making recommendations for appointment of professional service providers.

- Subsidy administration

The administration of the all subsidy applications, ranging from capturing of application to the provision of feedback of the application status.

- Business plans and capacity development

The development and compilation of project business plans for sustainable human settlement projects as well as the transfer of knowledge and skills to housing consumers and municipal officials.

- Quality assurance

The inspecting, issuing of payment certificates and assuring the quality of the built product whilst ensuring the quality of

work is in line with the requirements of the National Norms and Standards and prescribed specifications.

- Housing backlog identification and quantification

A process of determining the housing backlog, quantifying and incorporating into the National Housing Needs Register (NHNR)

### **Support to local municipalities**

The FBDM works closely with the local municipalities in an effort to support them in the provision of sustainable human settlements. The district municipality is providing support beyond the prescribed level of support for accredited Level 2 Municipalities.

FBDM has facilitated the development of several policies for each local municipality such as housing sector plans; allocation policy; contract management policy; spatial development frameworks feasibility studies for four ecologically designed housing projects completed and housing demand research on shack dwellers and informal housing occupants.

The support offered to municipalities span to related activities such as the IDP formulation and review; environmental management; technical expertise: PMU and operations and maintenance.

# Mandela Day 2014 celebrations

*“This day, the 18th of July 2014 marks an important day in South Africa. It is the day when, the South African, global icon, Nelson Rolihlahla Mandela was born 96 years ago (July 1918). Nelson Mandela contributed enormously to the betterment of lives of South African citizens, and more importantly, to humanity at large.”*

To celebrate Mandela Day this year the Frances Baard District Municipality in conjunction with the Dikgatlong Municipality identified two deserving beneficiaries to receive a house.

Two beneficiaries were identified namely: Ms Kedineetse Maria Mokgethi and Mr Beki Booitjie Malefo. The houses were built for them as part of commemorating this historic day and as the annual project of the district municipality to help those in need.

Ms Mokgethi (95) who lives in Stillwater with her grandchildren, is the only one providing for her family through her pension. Mr Malefo (94) who is also a resident of Stillwater, lives with his daughter and three grandchildren.

His pension is also the only source of income for their household. These two pensioners also happen to be the eldest residents in the Stillwater township.

Right: Ms Mokgethi (seated) with the ward councillor for Stillwater. Far right: Mayor Mogongwa hands over the title deed to the house to her, whilst the MEC for Finance, Economic Development and Tourism, Mr John Block (third from back left) and the Speaker of FBDM, Cllr Maribe (left back) looks on.



Right: Mr Malefo, his wife and the Executive Mayor of FBDM, Cllr Khadi Moloi, in front of their new home. Far right: Mayor of Dikgatlong, Cllr Mogongwa hands over the deed to the house to him.





# Women's Day 2014 celebrations

*Women of South Africa played a fundamental role towards the fight against laws of the apartheid government. One of the notable efforts by the women was the march they staged on the 9th of August 1956 to the Union Buildings in Pretoria where between 10 000 and 20 000 women protested against the proposed amendments to the Urban Areas Act (commonly known as the pass laws) of 1950.*

As a recognition and acknowledgment of this effort, the South African government marked the 9th August as Women's Day. The day pays homage to the women of our nation; - the mothers, the wives, the sisters and the daughters who fought tirelessly against the tyranny of the apartheid government. Inaugurated in 1994, along with a free and democratic South Africa, the day commemorates a 1956 protest lead by Lilian Ngoyi, Helen Joseph, Albertina Sisulu and Sophia Williams-De Bruyn.

In our effort to commemorate this historic day, the Frances Baard District Municipality in conjunction with Phokwane Local Municipality identified deserving beneficiaries to build each of them a house. The identified beneficiaries were chosen as they represent of those women who represent women's courage and strength in South Africa and those in need and who through the human settlements programme should benefit.

For the year 2014, the following beneficiaries were identified:

- Ms Dinkwetse Hammer; and
- Ms Sinah Shale.

Ms. Dinkwetse Hammer (70) resides in Pampierstad with her mentally disabled grandchild in an old dilapidated house. Ms. Sinah Shale (55) also resides in Pampierstad and lives with her two daughters in a shack as their house burned down in 2012.



An emotional Ms Hammer unlocks the door to her new house with the assistance of the Mayor of Phokwane, Mr V Khen, whilst the Speaker of Phokwane, Ms Dieketseng Moeketsi, looks on.



The Executive Mayor of FBDM, Ms Khadi Moloi, hands over the keys to her new home to a teary-eyed Ms Shale.

# Spatial development framework developed for Magareng Municipality

*“Each municipality must after every five years review its spatial development framework, which must include the provision of basic guidelines for a land use management system. The framework is an indicative tool on how a municipality sees the desired future patterns of land use and development in its area of jurisdiction.”*

The process of developing the spatial development framework (SDF) for Magareng Municipality commenced in 2013/14. It had in mind to develop a strategic and policy framework that addresses spatial, social, environmental and economic issues faced by Magareng municipality.

The framework will also enable the municipality to plan, budget and manage the affairs of the municipality effectively through improved forward planning thereby optimising the use of limited resources.

## Main objectives of an SDF:

- To facilitate socio-economic integration by eliminating the social and economic barriers created by apartheid and promote rural and urban land reforms.
- To promote urban restructuring by eliminating the physical barriers that separate communities along racial groupings.

Public consultations were held with the community in Warrenton to solicit inputs from the various stakeholders. It provided the opportunity to the community to actively participate during the planning process and to comply with legal requirements for public participation. The district municipality in partnership with Magareng Municipality conducted SDF review meetings in Ikhutseng, Warrenvale and Warrenton on 16, 17 and 18 September 2014.

111 community members attended the first meeting held in Ikhutseng community hall and included the Mayor and councillors of Magareng.

The following spatial inclusion were put forward at the meeting:

- Second secondary school and parks;
- FET college and second clinic;
- Shopping centre;
- Community library;
- Indoor sports arena;



- Prevention of illegal dumping; and
- Satellite post office.

On 17 September the meeting moved to the Warrenvale Library Hall and a total of 84 people were in attendance. Some of the requests/inputs from the Warrenvale community are as follows:

- Land to the clinic to be utilised for housing development;
- Upgrading of the sports facilities;
- Cultural and Holiday resort;
- Shopping centre;
- Heritage sites to be clearly marked and protected;
- Indoor sports centre;
- Improve pedestrian walkways;
- One stop service centre; and
- Youth Centre.



# Integrated development planning - why is it so important?

*“Integrated Development Planning (IDP) is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.”*

The IDP gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area.

It should take into account the existing conditions and problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

All municipalities have to produce an IDP. The municipality is responsible for the co-ordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area. Once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into account when making their own plans. The IDP is reviewed every year and necessary changes can be made and has a lifespan of 5 years that is linked directly to the term of office for local councillors.

After every local government elections, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans. The IDP has to be drawn up in consultation with forums and stakeholders. The final IDP document has to be approved by the council.

## **Why is it necessary to do an IDP**

There are six main reasons why a municipality should have an IDP:

- Effective use of scarce resources

The IDP will help the local municipality focus on the most important needs of local communities taking into account the resources available at local level.

- It helps to speed up delivery

The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation is made easier because the relevant stakeholders have been part of the process.

- It helps to attract additional funds

Government departments and private investors are willing to invest where municipalities have clear development plans.

- Strengthens democracy

Through the active participation of all the important stakeholders, decisions are made in a democratic and transparent manner.

- Promotes co-ordination between local, provincial and national government

The different spheres of government are encouraged to work in a co-ordinated manner to tackle the development needs in a local area. For example: The Department of Health plans to build a clinic in an area. It has to check that the municipality can provide services like water and sanitation for the effective functioning of the clinic.

## **Who are the stakeholders in the IDP process?**

- Municipality - The IDP guides the development plans of the local municipality.
- Councillors - The IDP gives councillors an opportunity to make decisions based on the needs and aspirations of their constituencies.
- Communities and other stakeholders

The IDP is based on community needs and priorities. Communities have the chance to participate in identifying their most important needs. The IDP process encourages all stakeholders who reside and conduct business within a municipal area to participate in the preparation and implementation of the development plan.

- National and provincial sector departments

Many government services are delivered by provincial and national government departments at local level such as police stations, clinics and schools. Municipalities must take into account the programmes and policies of these departments. The departments should participate in the IDP process so that they can be guided how to use their resources to address local needs.

Source: Education & Training Unit (ETU)

# The importance of operation & maintenance of municipal assets

*“Infrastructure assets in a municipality are critical in supporting economic and social development, promoting quality of life, creating healthy communities, building a sense of community and preventing a loss of revenue.”*

After a case study done by the Northern Cape Department of Cooperative Governance, Human Settlements and Traditional Affairs and the Department of Water and Sanitation it was found that municipal infrastructure assets are in crisis.

The study found that municipal infrastructure should constantly receive attention in order for it to remain cost-effective and sustainable. If this does not happen the result of not maintaining infrastructure is rapid deterioration of assets. This is usually followed by catastrophic component failure and regular and prolonged disruptions in service delivery.

Very often there is a lack of capacity to take care of these assets and a lot of funding is needed to repair or rebuild a broken down plant. In order to deliver an unbroken service of high quality, a municipality should know how vulnerable their plant and equipment are.

Skilled officials must manage the performance of infrastructure assets. Municipalities must identify their most important infrastructure components and they should know what the consequences for service delivery would be should it fail.

## **Support to local municipalities**

The FBDM recognised early on the importance of maintaining assets and established an O&M support unit in March 2004. The budget for the 2004/05 financial year was only R350,000 but it increased dramatically over the years to a budget currently of R10m. The funding is mainly used for operation and maintenance on the following assets:

- Electricity;
- Streets and storm water; and
- Water and waste water needs.

The idea is to assist especially the smaller local municipalities because they may struggle to perform all O&M responsibilities due to various factors such as lack of funding.

The district municipality employs one engineering technician for each of the smaller municipalities with the exception of Sol Plaatje Local Municipality.

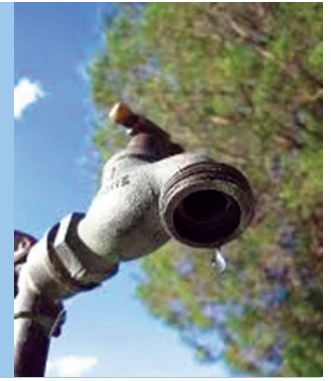
The technicians work in close relationship with the technical manager of the respective municipalities and have the following functions:

- Assisting with the projects identified by the local municipality
- Provision of technical support and advice to projects under construction
- Support in procurement of services
- Support in compilation of terms of references and specifications.
- Project management where the municipality requested assistance

For the next few years funding will be focussed on supporting the local municipalities to obtain their Blue Drop and Green Drop Certification. These certification programmes were initiated by the Department of Water and Sanitation to ensure the management and regulation of drinking water supply and sanitation.



# Water conservation is important!



“South Africa is a water scarce country and if we do not start conserving water, this commodity can become very scarce”.

**W**ater for human consumption is very important because we need it to live. Without water humans cannot exist. Water is also very important for industries to function and thereby essential for the economy.

Below is just a few ways in which we as community can save water at our homes, at school and places of work.

## **Saving water at home**

- A dripping tap (one drop per second) waste up to 30 litres of water an hour. This means you are wasting 10,000 litres of water each year.
- If you have to bath run a smaller bath or share your bath.
- Close the tap when brushing your teeth or shaving. This saves up to 45 litres of water.
- Avoid washing vegetables under running water. Use a bowl to do this, the water can be used for gardening afterwards.
- To check if you have toilet leaks, add a few drops of food dye to your cistern. If the colour seeps into the bowl, you have a leak! A leaking toilet can waste up to 30 litres of water an hour!
- Wash your car using two buckets of water. This can save up to 300 litres of water each time you wash your car.
- Teach children not to waste water and engage them in water saving exercising, e.g. teaching them how to read a meter.

## **Saving water in the garden**

- Only water your garden before 10:00 in the morning or after 16:00 in the evening.
- Avoid watering on windy days as water easily evaporates!
- Make use of “grey water”. This is the water from your kitchen, bathroom that can be re-used in the garden.
- Do not over water your lawns or plants.
- Wash your car on the grass this will water your lawn at the same time.

- Check all taps and hosepipes for leaks and report them immediately.
- Collect rainwater for irrigation from the roof in tanks placed under roof gutters.
- Make use of ‘drip irrigation system’ this encourages a deeper root system which results in stronger plants.
- If you are making use of sprinklers make sure you water the plants and not the pavements.

## **Saving water in the industries, business and schools**

- Turn off the water supply after hours and over weekends. You can save up to R5,000 on the water bill each year.
- Do not use hosepipes to wash down forecourts and paved areas. Use a bucket and broom.
- Check and fix your plumbing for leaks regularly.
- Maintain toilet fittings and valves regularly. Valves should flush for just 2 – 4 seconds and urinals for 6 – 8 seconds.

*More water saving tips is available on the Department of Water Affairs website.*

# Diamond Fields Tourism Awareness Campaign 2014

*“Changing attitudes and behaviour is a long-term process that requires intensive nurturing to alter opinions while respecting local values toward tourism.”*

With this annual campaign the district municipality strives to successfully trigger change in perceptions, attitudes, and behaviour of the general public concerning the value of tourism and its benefits. The campaign was conducted in three (3) local municipalities namely Magareng, Dikgatlong and Phokwane local areas and each municipality was responsible for the implementation of their respective programmes.

Implementation of the campaign entailed delivering key tourism awareness messages and information through print media, awareness workshops, educationals, presentations and product exhibitions. The main objective of this campaign is to market attractions in and around the municipal areas and to promote tourism products/ product owners in the district in order to encourage the involvement and participation of local communities in developing tourism. The programme was targeting local communities, tourism learners and SMME's.

The purpose of this campaign is to:

- Increase the influx of visitors within the region;
- Enhance local perceptions of the tourism sector and generate awareness among the general public and key influences of the importance of tourism;
- Encourage best practice, ethical behaviour towards tourists and promote a service-oriented culture;
- Inform the public of the economic and social benefits of tourism.
- Create awareness about the value of tourism careers; and
- Motivate communities to protect tourism sites

Proceedings kicked off with a mini soccer tournament which the Magareng Municipality in partnership with the FBDM staged at Ikhutseng Stadium in Warrenton.

This was followed by a “pink” boat tour aimed at creating an informal networking session whilst enjoying the leisure activities on offer in the district. Following this was a “Gay Tourism” parade aimed at educating the local community and product owners on the contribution of “Gay Tourism” to the local economy.

Familiarisation tours focussing on the various tourism attractions located in the district and cultural exhibitions took place to create opportunities for local artists and crafters to display their products and talents.



Some of the exhibitors displaying their products.



Picture supplied.

Various cultural groups entertained the audiences that visited the exhibitions. Seen above is Rolihlahla Cultural Group, an all children group that staged a play on the importance of looking after natural resources.



Picture supplied.

The different teams clashed on the soccer field to see who would come out tops. Mogomotsi High School walked away with top honours when they beat Community Work Programme soccer team in the finals.



# Public participation programme in Ritchie

*“Public participation is a principle that is accepted by all spheres of government in South Africa. Participation is one of the cornerstones of our democracy and has equal benefits for politicians, public servants and civil society. Through consultation government can make more appropriate decisions based on the real needs of people.”*

The FBDM in collaboration with the Sol Plaatje Municipality and various sector departments embarked on a public participation programme in Ritchie on 05 November 2014. As the district municipality we do not have wards under our jurisdiction, the importance of collaboration of public participation events with its local municipalities as well as other sector departments, is crucial.

The Ritchie programme is an outflow of the annual public participation programme (PPP) which was adopted by the FBDM Council in September 2014.

The annual programme is based on the Cabinet decision to reinforce accountability to citizens through continuous events throughout the year. The public participation programme of the FBDM has in mind to create opportunities for the political principals to be actively involved in the sharing of information about what government is doing to improve and add to the betterment of the lives of the community.

The approach/purpose of the meeting was to:

- Create an opportunity for interaction between the political principles and the community;
- Share specific information on projects currently being rolled out in the area; and
- Share general information about the roles and responsibilities of the different spheres of government.

The meeting was held at the Motswedimosa Community Hall and approximately 142 people attended. The different departments also put up stalls to avail government services to those who were in need of services such as grant applications or verification of previous applications as well as applications for a smart ID.

The questions raised by the community centered around the growing gangsterism in the area, poor and lack of infrastructure experienced, the lack of SAPS services especially after hours and lack of or limited clinic services.



## NATIONAL HEADLINES

### “Back to basics - serving our communities better!”

The President, Mr Jacob Zuma, with the support of the Minister of Cooperative Governance and Traditional Affairs, convened the Presidential Local Government Summit, held on 18 September 2014 under the theme: ‘Back to Basics: Serving Our Communities Better.

#### About the summit

The purpose of the Summit was to discuss with national, provincial and local government leaders the critical challenges affecting municipalities. To guide the process on what needs to be done in the intergovernmental sphere to improve performance of municipalities that will result in improvement of people’s lives, creation of decent living conditions and close the gap between government and communities.

#### Objectives

The Summit seeks to achieve the following objectives:

- For the President of the Republic to outline an urgent plan of action on the priorities of Local Government;
- Commit to implement an action plan to ensure our municipalities are a great place to work, play and live in by getting the basics right;
- Strengthen inter-sphere collaboration and integrated approach to serving our communities.

The Summit was attended by one thousand six hundred and fifty (1 650) delegates from across various sectors and government. The President called upon local government and

all stakeholders to “get the basics right” in order to create conditions for decent living and happiness for all by providing quality service and amenities.

#### Outcomes

The Summit adopted a Statement Of Intent that committed local government, key stakeholders and partners such as national and provincial governments, the South African Local Government Association (SALGA), business, labour, civil society to strengthen municipalities and ensure radical improvements in service delivery at local government level.

The outcomes of the Summit instilled a sense of urgency towards improving the lives of citizens and confirmed that “Back to Basics” is about setting clear benchmarks of performance in efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail.

Going back to basics could be achieved by local government focussing on its key constitutional and legislative mandates through:

- Putting people first (Batho Pele);
- Delivering sustainable services to the people;
- Ensuring good governance;
- Ensuring sound financial management; and
- Developing and maintaining institutional capacity

Sources:  
Department CoGTA  
Department DPSA

### *Editorial Note*

In this issue we have focussed a lot on the importance of maintenance of infrastructure and the conservation of natural resources such as especially water. It is crucial for us to use our natural resources wisely and that we become more conscious of the importance of conservation. After all, without these natural resources our existence and that of all other species are threatened.

Revisiting the IDP process is essential because it plays such a crucial role in setting the tone for what municipalities will be focussing on during the 5-year term of office of the elected Council. It lays the foundation for all other community engagement programmes and guides the planning and roll-out of projects and the time frames for completion.

It is almost time to review the past five years as we reached the strategic planning stages of the 2015/16 financial year. As we enter this stage it will give us time to reflect on what has been achieved during this period and where we need to pick up the slack.



The end of the calendar year is also fast approaching. In less than six weeks it will be Christmas again. We wish all our community a happy and prosperous holiday season.

We hope you enjoyed the read and we look forward to hearing from you. Any comments or suggestions on the content of this newsletter are welcome.

*Gerline Roman*  
Editor



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