



CARMONA WATER DISTRICT

Blk 8 Lot 8 Joy St. Cityland Subd., Mabuhay, Carmona, Cavite

FIVE-YEAR BUSINESS PLAN (2021 - 2025)



(046) 430-0832



www.carmonawd.gov.ph



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BRIEF PROFILE OF CARMONA WATER DISTRICT

Carmona Water District (CWD) is a non-profit, government-owned and controlled corporation which was established to provide water services under Level III System. CWD is one of the local water distributors here in Cavite serving 16,020 concessionaires in the Municipality of Carmona. CWD have 17 pumping stations in different barangays in Carmona that supplies water 24 hours a day and 7 days a week. CWD is capable of supplying sufficient, safe and potable water for all households.

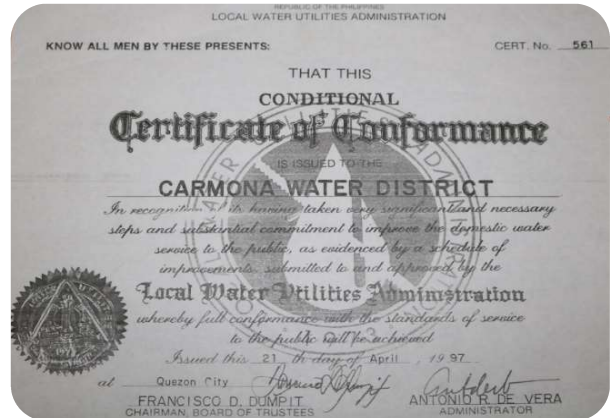


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Email Address	: pro@carmonawd.gov.ph
Category	: Category B
CCC No.	: 561
Date CCC issued	: April 27, 1997
No. of Service Connections as of December 2020	: 16,020

HISTORY OF THE CARMONA WATER DISTRICT

Carmona Water District is a non-profit, government-owned and controlled corporation which was established to provide water services under Level III System to the municipality of Carmona with more than 20,000 population.

Municipal Resolution No. 077-96 dated October 14, 1996 gave way to the birth of Carmona Water District (CWD). Under this resolution, CWD shall have exclusive power to raise revenues and promulgate rules and regulations to run and manage the water utility pursuant to the provisions of Section 27, Title II of Presidential Decree 198 known as the Provincial Water Utilities Act of 1973.



Later on, the Sangguniang Bayan of Carmona amended this resolution on January 20, 1997 under Municipal Resolution No. 002-97 creating CWD and designating its Board of Directors. Since CWD was still a non-self-supporting utility at that time, the Local Government of Carmona provided a monthly subsidy of Php15,000.00 for a period of 1 year to help the district implement an improved staffing pattern and operational format.

On **April 27, 1997**, the Local Water Utilities and Administration (LWUA)-an agency created to assist provincial urban water-users through loans, training and other forms of assistance-awarded a **Certificate of Conditional Conformance Number 561** to CWD. This marked the inception of CWD with its first General Manager, Engr. Teddy Medina, who served the district for 2 years. He was succeeded by Mr. Edison L. Sarmiento, Jr. who served from the year 2000 until October 2015.

Consequently, starting November 2015, **Engr. Aniline B. Francia** assumed the General Manager position and has been bringing positive changes to the District.

With CWD growing rapidly, delivering sufficient, clean and economical water to its increasing number of concessionaires has been a challenge. But through the hard work of its employees and good leadership, CWD has surpassed these challenges. In August 2006, CWD was categorized by LWUA from Small to Big Category having reached a remarkable 5,000 service connections. This had been a big leap for the district.

In 2012, CWD was successfully re-categorized by LWUA from Category "C" into **Category "B" Water District** having reached more than 13,000 concessionaires. This was ratified by the Department of Budget and Management (DBM) on February 2018.

After 23 years in public utility service to the town of Carmona, CWD has greatly improved from just starting with a single well. Now, the district has **17 Pumping Stations** located within the 14 Barangays being served.

Through the years, Carmona Water District has continuously met its objective of supplying clean, sufficient and economical water to its concessionaires.

CORPORATE STRUCTURE

BOARD OF DIRECTORS

DIR. ATTY. FREDERICK S. LEVARDO
Chairman

DIR. PATRICK A. DOLOROSO
Vice Chairman

DIR. ADELINA M. DIEGO
Secretary

DIR. JULIA C. DIAGO
Member

DIR. BERNARD M. LEDESMA
Member

MANAGEMENT TEAM

ENGR. ANILINE B. FRANCIA
General Manager

MR. JOEMAR G. CUNANAN
Admin/Finance Division Manager

ENGR. MA. NIEVES C. MAÑABO
Engineering Division Head

MS. ROCELISA G. MAULANIN
Commercial Division Head

*“Great things in business
are never done by
one person.
They’re done by a
team of people.”*

Carmona Water District knows that upholding its mission is a combined effort of its entire corporate hierarchy.

On top of CWD’s corporate structure is the Board of Directors who is the policy-making and goal-setting body of the agency. Each of the Board Members came from different sectors of society namely: Civil, Business, Professional, Education and Women. Each is appointed by the local chief executive to a renewable six-year term.

Consequently, implementation of the policies and supervision of company’s day-to-day activities are vested upon the Management Team. It is headed by the General Manager subordinated by three (3) Division Heads for Commercial, Engineering, and Administrative and Finance.

IMS POLICY STATEMENT

We at CARMONA WATER DISTRICT (CWD) shall develop and implement an Integrated Management System (QMS/EMS) to ensure the following:

- Full Concessionaires' satisfaction;
- Full commitment of all employees to the implementation of the Integrated Management System;
- Protect our employees, the community and the environment from any adverse impact from our activities;

We are committed to the following:

- Ensuring the provision of quality water services and strict monitoring of the governing body standards to meet and exceed the customers' expectations;
- Focusing on the services we deliver, and aim to maintain open communications with our concessionaires and to respond actively and properly to customers' feedback;
- Improving the quality of the water we supply to our concessionaires through the acquisition of most appropriate technology;
- Identifying, avoiding and controlling of environmental impact of our activities, products and services thus promoting the re-use and recycling of materials and to reduce wastes;
- Improving our environmental performance by developing and implementing processes for efficient use of resources, pollution prevention and waste minimization;
- Complying with and satisfy legal and other requirements in areas of operation;
- Ensuring the availability of information and necessary resources to achieve our objectives and targets;
- Measuring the achievements of the continual improvement by setting and monitoring objectives and targets for our IMS performance indicators.

Our IMS shall be documented, implemented and maintained as per the requirements of ISO 9001:2015 and 14001:2015. This policy shall be communicated to all persons working under the control of the organization, shall be made available to interested parties and shall be reviewed periodically to ensure that it remains relevant and appropriate to the organization.

MISSION AND VISION STATEMENT

MISSION

Carmona Water District is committed to ensuring the provision of quality water services and strict monitoring of the governing body standards to meet and exceed the customers' expectations.

We give focus on the services we deliver, and aim to maintain open communications with our concessionaires and to respond actively and properly to customer feedback.

We aim to continually improve the quality of the water we supply to our concessionaires through the acquisition of most appropriate technology.

VISION

The premier Water District in Cavite highly recognized for excellence in providing service and quality water for the welfare of the concessionaires and waste water industry.

Carmona Water District shall provide safe adequate, economical water and deliver services to address the needs of the concessionaires thereby actively participating in the environmental protection program of the community.

EXECUTIVE SUMMARY

The Business plan covers the first 5 years of 2021-2025 strategic plans and provide mechanisms to ensure compliance with that plan. The plan is responsive to the need of the customers by providing essential services in the most cost-effective manner possible as dictated by Carmona Water District mission statement.

Because of the determination to fulfill its mission, this business considered the external and internal conditions, population growth and water demand as well as the issues facing in implementing this five-year business plan.

Carmona Water District was created to be the provider of safe, adequate and economical water primarily to all residents and secondarily all commercial and industrial business within the vicinity of Carmona. The agency's management and employees joint hands in fulfilling its goals, vision and mission.



FOREWORD

Carmona Water Districts' goal to ensure concessionaires' satisfaction is anchored to service excellence. This five-year business plan provides complete information on the agency's development plan in delivering quality service.

Carmona Water District's 5-year Business Plan aims to impart a layout for a progressive development of the agency through commitment, engagement and team work. In this proposition, the management is positive that this business plan will be of great help to the management and will significantly contribute in attaining its mission.

MESSAGE FROM THE CHAIRMAN

The past year has been challenging as our priority shifted to the health and safety of our employees and concessionaires as the global pandemic took charge of 2020. We have adapted to the changing environment very quickly, and our services continued to be accessible without interruption.

As a consequence of strategies in place, through the concerted effort of our employees backed up with good leadership, sound management, and warm support of the Municipality of Carmona, we have surpassed the challenges that came our way. Carmona Water District is continually looking to stay relevant and focused on its sustainable future.

Now as we mark our 23rd year in water utility service, we together with our stakeholders are heading towards a progressive future. We aim for a strong balance sheet despite the challenges of the pandemic and increase in customer satisfaction. This will not be possible without the passion and drive of employees, all of whom are equally aligned with our goals.

For and on behalf of the CWD Board of Directors, I am pleased to present to you our revised **Five-Year Business plan for the years 2021-2025**. This plan outlines the district's direction and strategic priority projects to address risks and opportunities as well as to ensure sustainable water supply for our valued concessionaires.



Atty. Frederick S. Levardo
Chairman of the Board of Directors

MESSAGE FROM THE GENERAL MANAGER

“Whatever you do, work at it with all your heart, as working for the Lord and not for men.”

- Colossians 3:23

At Carmona Water District, we aim to do the right things in the right ways. That’s the sense of integrity that I instill with my subordinates at all times. As a government-owned and controlled corporation, it is never easy to promote a culture of strong ethics and honesty. However, with God’s help and the positive attitude of my staff, we were able to achieve this.

Though the pandemic has hampered most of our programs and activities, this did not stop us from continuously moving forward. We initiated projects by planning and designing to address obstacles in our objectives, accomplished it with cooperation and engagement of all employees. With a step by step process, we are able to gain our foothold against challenges in providing quality water service to our valued concessionaires.

As an ISO 9001:2015 and ISO 14001:2015 certified company, we pledge for continuous improvement of our services and carry out more meaningful projects. In this light, it is with enthusiasm and commitment, that I present the **5-year Business Plan of Carmona Water District for the years 2021-2025.**



Engr. Aniline B. Francia
General Manager

STRATEGIC OBJECTIVES



- Provide safe, adequate, and economical water
- Extend prompt and quality services
- Preserve and protect water resources
- Ensure efficient management of financial resources
- Build partnership with stakeholders and concessionaires

CORE VALUES

Accountability

Our employees take responsibility for our own actions. We perform duties required by our job functions in an efficient, fair, and transparent manner.

Leadership

We work in an environment where the management values group motivation and team work, thus creating a vision that motivates and inspires all employees.

Ecological Awareness

We realize the important need to preserve the environment and natural resources. We strongly support this advocacy through different activities within the agency.

Reliability

Our dependability and consistent good service reflect our commitment to our valued concessionaires.

Timelessness

As a public servant, we are always at your service going above and beyond our regular job duties.

THE PRIMARY FUNCTION OF THE DIVISIONS OF CARMONA WATER DISTRICT



Board of Directors

The Board of Directors is the policy-making body of the agency. The Board establishes and adopts policies and amend by-laws for the management and operations of the district.



General Manager

The General Manager, who is appointed by the Board of Directors, is in-charge of the over-all administration and direction of the district operations, including implementation of policies and procedures, approval of program of works, direct coordination with local government and other agencies of the government, management of the district expenditures, and overseeing all programs and activities of the district.



Administrative and Human Resources

The Administrative and Human Resource Division is responsible for the management of human resources, administrative and general services.



Commercial Division

The Commercial Division manages customer services and customer accounts which include billing activities of the district, records management of concessionaires, and attending to customer inquiries and complaints on billing and other water services.



Finance Division

Finance Division is responsible for the transparent reporting of the agency performance and financial position. This division is also responsible for budget preparation and allocation, and effective cash management procedures.



Engineering Division

The Engineering Division is in charge of construction and maintenance of water services facilities, production operations including water treatment and distribution, quality control, and planning and implementation of water services infrastructure and projects.

CURRENT CONDITIONS - INTERNAL

Organizational Structure and Staffing

CWD has a total workforce complement of 83 as shown in the table (Table 1) below. Of these, 6% are contractual on job order basis while another 10% are casual employees and 78% are regular employees. However, the total number of positions is 98, which is less than the present total workforce including casuals and job order contractuels.

Table 1
CWD Workforce Complement

Level of Position	Number of Positions	Existing Number of Staff	Percentage to TOTAL
GM, BOD	6	6	6%
Dept./Div. Managers	6	1	1%
Supervisors	17	7	7%
Rank & File	69	50	51%
Casuals		10	10%
Contractors per Job Order		7	7%
Total	98	81	82%

The figure that follows is the organizational structure of the CWD under the Category B approved by the Department of Budget and Management.

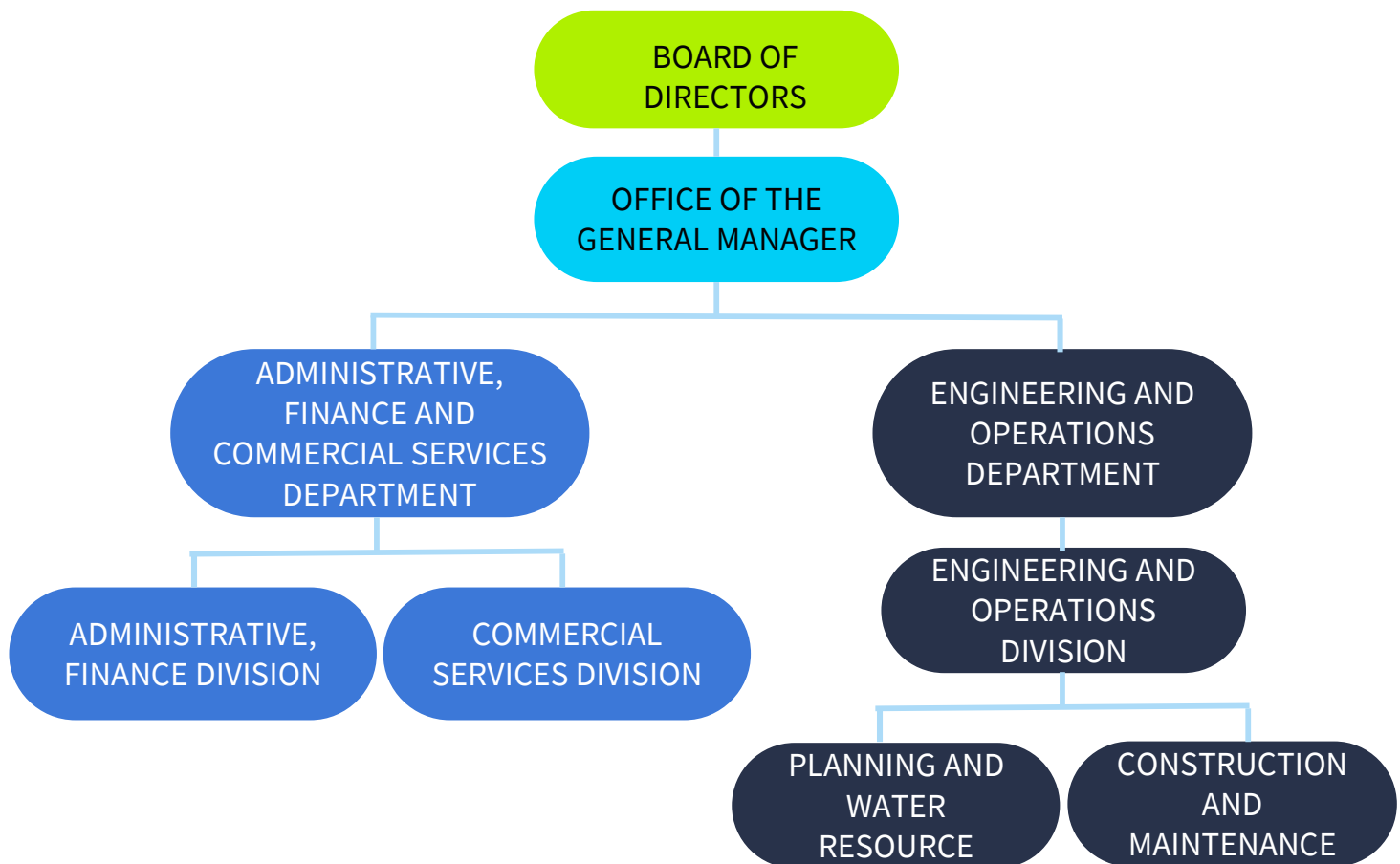


Figure 1
Proposed Organizational Structure

Financing Availability

Like all other Water Districts in the country, CWD prepares and implements budgets on an annual basis and is dependent on the revenues projected to be generated for the year. The primary source of these revenues come from the water sales and such is used to fund the requirements of the District for the year. These requirements include the operating and maintenance expenses, debt service, capital expenditures, the reserve and contingency appropriations. As of 2020, CWD has a total of Php 226,405,569.90 cash in bank. This represents that the District revenue increased and its expenses decreased by a margin. CWD has no plan to loan for its new projects and activities for the following years.

CURRENT CONDITIONS - EXTERNAL

Non-Revenue Water Reduction

Non-revenue water (NRW) is water that has been produced and lost before it reaches the customer. Losses can be real losses (through leaks, sometimes referred to as physical losses) or apparent losses such as through theft or meter inaccuracies. High levels of NRW are detrimental to financial viability of water utilities, as well as the quality of water itself.

In this light, Carmona Water District aims to reduce NRW with the Engineering Division and Commercial Division taking the lead. Likewise for 2020, Carmona Water District registered 20.6% non-revenue water, at par to the standard set by LWUA which is 20%.

Table 2
Percentage of CWD's Non-Revenue Water

ITEM	VALUE	UNIT
Production Volume (2020 data)	4,635,769	Cubic Meter (cu.m)
Billed Consumption (2020 data)	3,678,649	cu.m.
Number of Service Connection as of December 2020	16,020	Service Connection
Average Monthly Consumption per Household	17.3	cu.m./Household/monthly
Non Revenue Water (Volume)	957,120	cu.m.
% NRW to Total Production	20.6	%

Table 3
Likelihood and Risk Rating of Hazardous Events

PROCESS STEP	HAZARDOUS EVENT	HAZARD	LIKELIHOOD	SEVERITY	RISK SCORE	RISK RATING
Source (Ground Water)	Ingress of contaminants due to agricultural activities (pesticides)	Chemical	3	3	9	Moderate
	Discoloration & low water pressure due to power interruption	Physical	3	3	9	Moderate
	Sand Pumping	Physical	2	2	4	Low
	Presence of iron/manganese	Physical	2	3	6	Moderate
Storage (tank cover & Reservoir)	Ingress of rust due to corroded metal cover	Physical Chemical	2 2	3 3	6 6	Moderate Moderate
	Intrusion of insects and small animals due to open overflow vent	Microbial Physical	2 2	5 3	10 6	Moderate Moderate
Treatment	Improper preparation of chlorine	Microbial	3	3	9	Moderate
	Under dosing of chlorine due to clog nozzle of chlorinator	Microbial	3	3	9	Moderate
	Shortage of Chlorine Stocks	Microbial	2	2	4	Low
	No disinfection due to defective chlorinator	Microbial	2	2	4	Low
Distribution	Ingress of contaminants due to pipe leaks or low water pressure	Microbial Chemical Physical	3 2 2	5 4 4	15 8 8	High Moderate Moderate
Consumer Premises	Intrusion of contaminants due to backflow	Microbial	2	5	10	Moderate

Barriers in Implementing this Five-Year Strategic Business Plan

Whenever an organization wants to move ahead, regardless of their size and level of economic development, they have to face dynamic and complex environment due to the globalization, technological development and new emerging markets. At that time, organizations need more sophisticated and contemporary strategic planning for their survival and growth. As organizations move toward strategic planning, they face different barriers. The following are the barriers in implementing this business plan:

- lack of strict monitoring of schedules
- different interpretations of laws
- purchasing processes in the Philippines
- miscommunications between Local Government Unit (LGU) officials and other government agencies
- red tapes/politics
- low collections due to force majeure/pandemic
- unsatisfactory job performance in the group

Monitoring, Commentary and Corrective Actions

The Business Plan must be reviewed and updated on a yearly basis in order to keep track of the unforeseen scenarios in the operations. The review and updating must involve both the policy-making body and the executive branch of the organization. The Management then has to cascade the Business Plan to every personnel of the District in order to have unity and coordination in the performance of responsibilities and duties towards the attainment of the organization's strategic goals.

Strategic Goals of the Utility

As an ISO certified company, Carmona Water District established its Integrated Management System Manual and Procedures for Quality (9001) and Environmental (14001) Management System to improve the agency's overall performance and provide a sound basis for sustainable development initiatives. Thus, CARMONA WATER DISTRICT is committed to ensuring the provision of quality water services and protecting the local and global environment. To achieve this, we will:

- Observe strict monitoring of the governing body standards to meet and exceed the customers' expectations.
- Give focus on the services we deliver, and aim to maintain open communications with the concessionaires and to respond actively and properly to customer feedback.
- Aim to continually improve the quality of the water we supply to our concessionaires through the acquisition of most appropriate technology.
- Comply with applicable legal and other requirements which relates to the Company's environmental aspects.
- Include the consideration of environmental issues in all business strategies and initiatives.
- Prevent pollution, reduce waste and minimize the consumption of resources.

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Analysis and Forecast of Personnel Structure

CARMONA WATER DISTRICT

Staff Status	Base Year			Year 1				Year 2				
	2020			2021				2022				
	No. of Staff	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	
Regular	58	22,868	15,916,296	75	5%	24,012	21,610,488	85	5%	25,212	25,716,481	
Casual	11	15,019	1,982,460	12	5%	15,770	2,270,818	14	5%	16,558	2,781,752	
Contractual/Job Order	9	8,511	919,200	10	5%	8,937	1,072,401	0	5%	9,384	0	
Total Staff Cost/ Year (PhP)	78		18,817,956	97			24,953,706	99			28,498,233	
Annual % Increase in Labor Cost							32.6%				14.2%	
No. of connections (Water+Sewer)	14,574			17,950				18,921				
No. of Conns./Staff	187			185				191				
Staff Status	Year 3				Year 4				Year 5			
	2023				2024				2025			
	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)
Regular	87	5%	26,473	27,637,653	89	5%	27,796	29,686,652	91	5%	29,186	31,871,456
Casual	14	5%	17,386	2,920,839	16	5%	18,255	3,505,007	16	5%	19,168	3,680,258
Contractual/Job Order	0	5%	9,853	0	0	5%	10,345	0	0	5%	10,863	0
Total Staff Cost/ Year (PhP)	101			30,558,493	105			33,191,659	107			35,551,713
Annual % Increase in Labor Cost				7.2%				8.6%				7.1%
No. of connections (Water+Sewer)	19,832			20,783				21,777				
No. of Conns./Staff	196			198				204				

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Water Demand Analysis and Sales Forecast

CARMONA WATER DISTRICT

	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
Population/Customer Profile						
Total City/Municipal Population	108,906	113,491	118,269	123,248	128,437	133,844
Population Covered by Other Service Providers	28,805	29,382	29,460	30,049	30,650	31,263
% of Total Population	26%	26%	25%	24%	24%	23%
Maximum Serviceable Population	80,101	84,109	88,809	93,199	97,787	102,581
Population Covered by WD Water Distribution System	80,101	84,109	88,809	93,199	97,787	102,581
% of Total Population	74%	74%	75%	76%	76%	77%
% of LGU Population Not Covered by Any Service Provider	0%	0%	0%	0%	0%	0%
Population Served by Household Connections	67,385	84,109	88,809	93,199	97,787	102,581
Population Served by Public Faucets	0	0	0	0	0	0
Total Population Served	67,385	84,109	88,809	93,199	97,787	102,581
% of Total Population	62%	74%	75%	76%	76%	77%
% Willing-to-Connect to WD Water System	84%	100%	100%	100%	100%	100%
Registered Active Water Service Connections						
Metered Connections	14,574	17,950	18,921	19,832	20,783	21,777
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	100%	100%	100%	100%	100%	100%
No. of New Metered Connections per Year		3,376	972	911	951	993
Individual Household Connections						
Metered HH Connections	13,477	16,822	17,762	18,640	19,557	20,516
Non-metered HH Connections	0	0	0	0	0	0
% Metered HH Connections	100%	100%	100%	100%	100%	100%
No. of New Metered HH Connections per Year		3,345	940	878	918	959
Public Faucets						
Metered PFs	0	0	0	0	0	0
Non-metered PFs	0	0	0	0	0	0
% Metered PFs	0%	0%	0%	0%	0%	0%
Average HHs per PF	0	0	0	0	0	0
Commercial Connections						
Metered Connections	1,013	1,043	1,075	1,107	1,140	1,174
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	100%	100%	100%	100%	100%	100%
No. of New Metered Commercial Connections per Year		30	31	32	33	34
Institutional Connections						
Metered Connections	84	84	85	85	86	86
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	100%	100%	100%	100%	100%	100%
No. of New Metered Institutional Connections per Year		0	0	0	0	0
Industrial Connections						
Metered Connections	0	0	0	0	0	0
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	0%	0%	0%	0%	0%	0%
No. of New Metered Industrial Connections per Year		0	0	0	0	0

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Water Demand Analysis and Sales Forecast

CARMONA WATER DISTRICT

	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
Households	13,477	16,822	17,762	18,640	19,557	20,516
Septage Collection Coverage HH (%)	62%	74%	75%	76%	76%	77%
Commercial	1,013	1,043	1,075	1,107	1,140	1,174
Institutional	84	84	85	85	86	86
Industrial	0	0	0	0	0	0
Non-Customers	5,761	5,876	5,892	6,010	6,130	6,253
Total Water Sales Volume (m³/year)	3,678,649	4,462,426	4,695,012	4,913,666	5,141,924	5,380,208
Metered Water Sales	3,678,649					
Non-metered Water Sales	0					
Individual Household Consumption	3,129,420	3,898,870	4,116,737	4,320,241	4,532,906	4,755,141
Metered HH Water Sales	3,129,420					
Non-metered HH Water Sales	0					
Public Faucets Consumption	0	0	0	0	0	0
Metered PF Water Sales	0					
Non-metered PF Water Sales	0					
Commercial Consumption	462,292	476,047	490,328	505,038	520,189	535,795
Metered Water Sales	462,292					
Non-metered Water Sales	0					
Institutional Consumption	86,937	87,510	87,947	88,387	88,829	89,273
Metered Water Sales	86,937					
Non-metered Water Sales	0					
Industrial Consumption	0	0	0	0	0	0
Metered Water Sales	0					
Non-metered Water Sales	0					
Per Capita Demand (lpcd)						
Individual Household	127	127	127	127	127	127
Public Faucet	0	0	0	0	0	0
Per Connection Demand (m³/day)						
Individual Household	0.64	0.64	0.64	0.64	0.64	0.64
Public Faucet	0.00	0.00	0.00	0.00	0.00	0.00
Commercial	1.25	1.25	1.25	1.25	1.25	1.25
Institutional	2.84	2.84	2.84	2.84	2.84	2.84
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Retail Water Demand (m³/day)	10,078	12,226	12,863	13,462	14,087	14,740
Bulk Water Sales (m ³ /day)	0	0	0	0	0	0
Total Water Demand (Ave. m³/day)	10,078	12,226	12,863	13,462	14,087	14,740
Produced Water (m ³ /day)	12,701	15,282	16,079	16,828	17,609	18,425
Purchased Water (m ³ /day)	0	0	0	0	0	0
Total Water to System (m³/day)	12,701	15,282	16,079	16,828	17,609	18,425
Allowance for % NRW	21%	20%	20%	20%	20%	20%

Projected Population Increase (%)	4.21%
Projected Commercial Connection Increase (%)	3.00%
Projected Institutional Connection Increase (%)	0.50%
Projected Industrial Connection Increase (%)	0.00%
No. of Persons per Household	5.00

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Capital Expenditures Program (PhP '000)

CARMONA WATER DISTRICT

Item	Qty.	Unit Cost	Total Cost Year 1-5	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
Capital Renewal									
Admin Building Expansion		31,000,000.00	31,000,000	0	31,000,000	0	0	0	0
Interconnection of new pipelines		7,500,000.00	7,500,000	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Purchase of leak detection equipment, subscription of Water CAD system, Automation of Pumping Stations' monitoring and procurement of AVR		9,500,000.00	9,500,000	0	1,500,000	1,500,000	2,000,000	2,000,000	2,500,000
Total Capital Renewal Expenditures			48,000,000	0	34,000,000	3,000,000	3,500,000	3,500,000	4,000,000
Capital Repair and Replacement									
Replacement of uncalibrated water meters		10,000,000.00	10,000,000	0	1,840,000	2,005,000	2,175,000	2,480,000	1,500,000
Periodic Preventive Maintenance of Generator Sets		715,000.00	715,000	0	325,000			390,000	
Purchase of additional equipment and tools for maintenance and operators		525,000.00	525,000	0		250,000		275,000	
Creation of District Metered Areas (DMAs) and installation of flowmeters in existing fire hydrants		200,000.00	200,000	0		100,000		100,000	
Total Capital Repair and Replacement Reserve			11,440,000	0	2,165,000	2,355,000	2,175,000	3,245,000	1,500,000
New Capital Investments									
Septage Treatment Plant and Facility		53,000,000.00	53,000,000	0	33,000,000	20,000,000			
Pumping Stations, Filtration System		26,500,000.00	26,500,000	0	7,000,000	7,500,000	3,000,000		9,000,000
Water Testing Laboratory		2,000,000.00	2,000,000	0	2,000,000				
Motor Vehicles		2,920,000.00	2,920,000	0	840,000	1,000,000	940,000		140,000
Various Office Equipments, F&F and Machineries		350,000.00	350,000	0			275,000		75,000
Various IT Equipments and Software		1,163,000.00	1,163,000	0	213,000	300,000	350,000	150,000	150,000
Total New Capital Investments			85,933,000	0	43,053,000	28,800,000	4,565,000	150,000	9,365,000
Contribution to New Capital Investment Reserve	100%		85,933,000		43,053,000	28,800,000	4,565,000	150,000	9,365,000
New Capital Investment Loans	0%		0		0	0	0	0	0
Total Capital Investments from Free Cash Flow			145,373,000	0	79,218,000	34,155,000	10,240,000	6,895,000	14,865,000
Capital Investments from Grants									
None			0	0	0	0	0	0	0
			0						
Total Capital Investments from Grants			0	0	0	0	0	0	0

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Operation and Maintenance Budget Forecast (PhP)

CARMONA WATER DISTRICT

Norms	2020	2021	2022	2023	2024	2025
Based on % of Basic Salary:						
Overtime	5.05%	5.00%	5.00%	5.00%	5.00%	5.00%
13th Month Pay	9.51%	11.00%	11.00%	11.00%	11.00%	11.00%
Bonuses	21.28%	15.00%	15.00%	15.00%	15.00%	15.00%
Other Compensation	37.96%	30.00%	30.00%	30.00%	30.00%	30.00%
GSIS	11.27%	12.00%	12.00%	12.00%	12.00%	12.00%
PhilHealth Contributions	1.33%	1.75%	2.00%	2.25%	2.50%	2.50%
Pag-Ibig Contributions	0.46%	0.50%	0.50%	0.50%	0.50%	0.50%
Employee Compensation	0.46%	0.50%	0.50%	0.50%	0.50%	0.50%
Training	1.20%	3.00%	3.00%	3.00%	3.00%	3.00%
PhP/year/connection:						
Public Relations	22.28	20.00	20.00	20.00	20.00	20.00
PhP/m³:						
Chemicals	0.33	0.30	0.30	0.30	0.30	0.30
Electricity	3.68	3.25	3.25	3.25	3.25	3.25
Purchased Water	0.00	0.00	0.00	0.00	0.00	0.00
Increasing/Decreasing Rates:						
Compensation of Board of Directors		1.00%	1.00%	1.00%	1.00%	1.00%
Other Board Compensation		0.00%	0.00%	0.00%	0.00%	0.00%
Maintenance		1.00%	1.00%	1.00%	1.00%	1.00%
Materials		0.00%	0.00%	0.00%	0.00%	0.00%
Security Services		1.00%	1.00%	1.00%	1.00%	1.00%
Other Contracted Services		1.00%	1.00%	1.00%	1.00%	1.00%
Transport (fuel, oil, vehicle insurance)		1.00%	1.00%	1.00%	1.00%	1.00%
Office and Administrative		1.00%	1.00%	1.00%	1.00%	1.00%
Taxes (premiums and other fees)		100.00%	0.00%	0.00%	0.00%	0.00%
Other Expenditures		1.00%	1.00%	1.00%	1.00%	1.00%

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Debt Service (PhP)

CARMONA WATER DISTRICT

Description	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
DEBT SERVICE						
Existing Loans						
Interest Payments	0	0	0	0	0	0
Principal Repayments	0	0	0	0	0	0
Total Payments Loan #1	0	0	0	0	0	0
New Capital Investments Loans						
Interest Payments	0	0	0	0	0	0
Principal Repayments	0	0	0	0	0	0
Total Payments Loan #2	0	0	0	0	0	0
Other Loans						
Interest Payments	0	0	0	0	0	0
Principal Repayments	0	0	0	0	0	0
Total Payments Loan #3	0	0	0	0	0	0
TOTAL LOANS						
Total Interest Payments	0	0	0	0	0	0
Total Principal Repayments	0	0	0	0	0	0
Total Loan Payments	0	0	0	0	0	0

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Revenue Needs (PHP)

CARMONA WATER DISTRICT

Description	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
Operation and Maintenance Costs						
Personal Services	2,769,744	4,429,283	5,129,682	5,576,925	6,140,457	6,577,067
Maintenance and Other Operating Expenses	27,064,483	30,954,782	32,063,523	33,109,790	34,200,063	35,336,258
Sub-Total	63,499,937	76,529,431	84,054,956	88,875,280	94,778,377	100,160,864
Debt Service						
Interest Payments from Revenues	0	0	0	0	0	0
Principal Repayment from Revenues	0	0	0	0	0	0
Debt Repayment Reserve	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0
Capital Expenditures						
Capital Renewal Expenditures	0	34,000,000	3,000,000	3,500,000	3,500,000	4,000,000
Capital Repair and Replacement Reserve	0	2,165,000	2,355,000	2,175,000	3,245,000	1,500,000
New Capital Investment Reserve	0	43,053,000	28,800,000	4,565,000	150,000	9,365,000
Sub-Total	0	79,218,000	34,155,000	10,240,000	6,895,000	14,865,000
Subsidies						
Subsidies from Central/Local Government	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0
Total Revenue Needs	63,499,937	155,747,431	118,209,956	99,115,280	101,673,377	115,025,864
Collection Efficiency (% per Year)	96%	95%	95%	95%	95%	95%
Adjusted Total Revenue Needs with the Collection Efficiency	66,145,767	163,944,664	124,431,533	104,331,874	107,024,608	121,079,856
Debt Service Reserve						
(O&M Contingency+Debt Repayment Reserve+Capital Expenditures)	0	79,318,000	34,255,000	10,340,000	6,995,000	14,965,000
Total Debt Service Reserve (as % on Adjusted Total Revenue Needs)	0.00%	58.11%	23.90%	6.90%	4.47%	9.15%

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Pricing Strategy

CARMONA WATER DISTRICT

Description	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
Water Connections						
Individual Households	13,477	16,822	17,762	18,640	19,557	20,516
Public Faucets	0	0	0	0	0	0
Commercial	1,013	1,043	1,075	1,107	1,140	1,174
Institutional	84	84	85	85	86	86
Industrial	0	0	0	0	0	0
Sewer Connections						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Septage Management						
Households	13,477	16,822	17,762	18,640	19,557	20,516
Commercial	1,013	1,043	1,075	1,107	1,140	1,174
Institutional	84	84	85	85	86	86
Industrial	0	0	0	0	0	0
Non-Customers	5,761	5,876	5,892	6,010	6,130	6,253
Water Sales (m³/day)						
Retail	10,078	12,226	12,863	13,462	14,087	14,740
Bulk	0	0	0	0	0	0
Unit Consumption						
Per Capita Water Demand (lpcd)						
Individual Households	127	127	127	127	127	127
Public Faucets	0	0	0	0	0	0
Per Connection Water Demand (m³/day)						
Individual Households	0.64	0.64	0.64	0.64	0.64	0.64
Public Faucets	0.00	0.00	0.00	0.00	0.00	0.00
Commercial	1.25	1.25	1.25	1.25	1.25	1.25
Institutional	2.84	2.84	2.84	2.84	2.84	2.84
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Price Strategy (Php)						
Water Service						
Volume for Minimum Charge (m ³ /connection/month)	10	10	10	10	10	10
Monthly Minimum Charge per Service Connection						
Individual Households	238.60	238.60	238.60	238.60	238.60	238.60
Commercial	477.20	477.20	477.20	477.20	477.20	477.20
Institutional	238.60	238.60	238.60	238.60	238.60	238.60
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Commodity Charges (/m³)						
Individual Households	31.78	31.78	31.78	31.78	31.78	31.78
Commercial	55.70	55.70	55.70	55.70	55.70	55.70
Institutional	36.55	36.55	36.55	36.55	36.55	36.55
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Monthly Flat Rate per Public Faucet	0.00	0.00	0.00	0.00	0.00	0.00
Bulk Water Tariff (/m³)	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Service (% of Water Bill)	0%	0%	0%	0%	0%	0%
Septage Management						
Customers (/m ³ of Water Consumed)	0.00	0.00	0.00	0.00	0.00	0.00
Non-Customers (flat rate)	0.00	0.00	0.00	0.00	0.00	0.00

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Pricing Strategy

CARMONA WATER DISTRICT

Description	Base Year 2020	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025
Revenues (PhP)						
Water Service						
Individual Households	86,650,174	107,918,662	113,949,107	119,581,992	125,468,441	131,619,777
Public Faucets	0	0	0	0	0	0
Commercial	24,780,793	25,516,650	26,282,150	27,070,614	27,882,733	28,719,215
Institutional	3,049,919	3,069,927	3,085,277	3,100,703	3,116,207	3,131,788
Industrial	0	0	0	0	0	0
Bulk		0	0	0	0	0
Minimum Charge						
Individual Households	38,587,346	48,164,145	50,855,535	53,369,494	55,996,619	58,741,963
Commercial	5,800,843	5,974,868	6,154,115	6,338,738	6,528,900	6,724,767
Institutional	240,509	241,711	242,920	244,135	245,355	246,582
Industrial	0	0	0	0	0	0
Commodity Charges						
Individual Households	48,062,827	59,754,517	63,093,572	66,212,498	69,471,822	72,877,814
Commercial	18,979,950	19,541,782	20,128,035	20,731,876	21,353,833	21,994,448
Institutional	2,809,410	2,828,216	2,842,357	2,856,569	2,870,852	2,885,206
Industrial	0	0	0	0	0	0
Sewerage						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Septage Management						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Non-Customers	0	0	0	0	0	0
Total Revenues by Type of Service						
Water	114,480,886	136,505,239	143,316,533	149,753,309	156,467,380	163,470,779
Sewerage	0	0	0	0	0	0
Septage Management	0	0	0	0	0	0
Others	0	0	0	0	0	0
Total Revenues (from Price Strategy)	114,480,886	136,505,239	143,316,533	149,753,309	156,467,380	163,470,779
Adjusted Total Revenue Needs with the Collection Rate	66,145,767	163,944,664	124,431,533	104,331,874	107,024,608	121,079,856
Annual Cash Flow Surplus	48,335,119	-27,439,424	18,885,001	45,421,435	49,442,772	42,390,923
Accumulative Cash Flow Surplus	135,469,620	108,030,196	126,915,197	172,336,632	221,779,404	264,170,327

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ENGINEERING DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS, PROJECTS AND	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION				
				2021	2022	2023	2024	2025
Need to implement a Septage Treatment Program for Carmona	To comply with the Supreme Court Mandamus	Construction of Septage Treatment Plant	Continuous compliance with the Supreme Court Mandamus	50,000,000.00				
Meter Inaccuracies due to uncalibrated water meters	To ensure the use of calibrated water meters	Replacement of uncalibrated water meters	For effective and fair meter reading and avoid erroneous water meter consumption	1,840,000	2,005,000	2,175,000	2,480,000	1,500,000
Needs improvement on water supply due to increase in demand	To provide continuous water supply during increase in water demand	Construction of Additional Pumping Stations (Bancal and Lantic and Maduya area)	For sufficient water supply demand even with continuous increase in demand	7,000,000	7,500,000			9,000,000
Shut down of Pumping Station due to irregular maintenance of Generator Sets	To ensure continuous service during power interruption/outages	Periodic Preventive Maintenance of Generator Sets	Efficient and continuous water service even with power interruption	325,000.00			390,000	
Lack of Septage facility to comply with the legal requirements on	To ensure compliance on "Clean Water Act" by providing Septage Facility	Construction of Septage Management Facility (Office and Fence)	To ensure reduction of water pollution	3,000,000				
Costly and deferred water laboratory tests (Bacteriological Test and Physical-Chemical Tests)	To establish water testing facility / laboratory in Carmona Water District	Establishment of water testing facility/laboratory	Lower operating expense in water laboratory tests, immediate results and additional	2,000,000				
Insufficient maintenance vehicle due to continuous increase in manpower	To ensure immediate response on maintenance activities by increasing the number of vehicles	Purchase of additional multicab as service vehicle	Immediate response maintenance activities such as repair of leakages, new meter	700,000		800,000		
Insufficient equipment and tools due to increase in manpower	To ensure immediate response on activities by increasing the number of tools and equipment	Purchase of additional equipment and tools for maintenance and operators	Immediate response on maintenance and operations concerns		250,000		275,000	
Lack of upgraded equipment and system for improvement of water services and	To provide better services by using upgraded/ highly technical equipment such as leak detection	Purchase of leak detection equipment, subscription of Water CAD system, Automation of	Improve water services by lessening the leakages and provide increase of water pressure in	1,500,000	1,500,000	2,000,000	2,000,000	2,500,000
Lack of Filtration System	To provide potable water with lesser minerals that were pumped out in each well	Procurement of Filtration System in Pumping Station	Improve water quality			3,000,000		
Needs replacement of old pipelines and expansion of water connections	To provide additional water service connection and replacement of old pipeline	Interconnection of new pipelines	Cater additional concessionaires	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Needs reduction of Non-Revenue Water (NRW)	To continually improved the water supply through programs and activities that will aim to reduce	Creation of District Metered Areas (DMAs) and installation of flowmeters in existing	Thorough monitoring and lowering of NRW		100,000		100,000	

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

COMMERCIAL DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS,	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION				
				2021	2022	2023	2024	2025
Cluttered and limited space at the Customer Service Area to accommodate customers.	To provide adequate office space for better accommodation and conducive environment for interacting with customers	Renovation of the Customer Service Area.	A more responsive customer service and comfortable customers.	Part of CWD building expansion project				
Fully depreciated motor vehicle.	To provide a new motor vehicles for meter readers/ bill servers.	Buy new motor vehicle	More effective and efficient way of meter reading, bill and letter serving.	140,000.00		140,000.00		140,000.00
Trouble printing and fully depreciated printer.	To replace old and defective printer.	Buy new printers.	Easy and efficient printing of official receipts and various documents.	33,000.00	70,000.00	70,000.00	70,000.00	70,000.00
Fully depreciated computers.	To replace outdated and defective computer.	Buy new computer.	Fast and reliable use of computers. Boost efficiency and productivity among staffs.	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00
Miscounting of money (paper denomination), money counting by hand is tedious and time consuming task	<ul style="list-style-type: none"> To save time in counting money To ensure accuracy in counting money To minimize risk of spreading virus. 	Buy money counter	Effective and efficient way of money counting	10,000.00				
Defective Read and Bill device	To replace defective Read and Bill device	buy new read and bill device	More effective and efficient way of meter reading			75,000.00		75,000.00

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ADMIN & FINANCE DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS,	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION				
				2021	2022	2023	2026	2025
Lack of serviceable motor vehicles	To have an efficient and effective performance of delivery of CWD Services	Purchase of Motor Vehicles	One (1) unit of Motor Vehicle		1,000,000.00			
Computer units: Fully depreciated; System requirements do not meet the latest/newest version; Outdated operating system.	To increase productivity of Admin/Finance personnel	Procurement of two (2) units of computer including printers and other hardwares	Two (2) units of computer including other hardwares such as UPS, printers, etc.	150,000.00				
Fully depreciated and unserviceable appliances, furnitures and fixtures	To provide comfortable working environment	Purchase of various appliances, furnitures and fixtures including but not limited to doors, office tables and chairs, personal ref., microwave oven, etc.	Various appliances, furnitures and fixtures			200,000.00		
Limited workspace for CWD Employees and Concessionaires	To provide adequate and conducive place for CWD Employees and Concessionaires	Renovation of CWD Admin Building	A better and comfortable workplace for CWD Employees and Concessionaires	31,000,000.00				
Outdated / lack of Human Resource Information System	To have a reliable system that will help improve the human resources processes	Improvement of Human Resource Information System such as payroll system, database of employees, etc.	Human Resource Information System	100,000.00		200,000.00		



CARMONA WATER DISTRICT

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*Ang Tubig ay Buhay,
Gamitin nang Buong Husay!*



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