



REPUBLIC OF THE PHILIPPINES
CAGAYAN DE ORO CITY WATER DISTRICT

Corrales Avenue, Cagayan de Oro City

January 12, 2017

MR. ALEXANDER P. BULICATIN

Officer-In-Charge

Water District Development Division

Area 7 (Visayas-Mindanao Reg. 10-13)

Local Water Utilities Administration

Katipunan Avenue, Balara

Quezon City

Dear Sir:

Greetings!

We are pleased to submit to you **two (2)** printed copies of our major Final Outputs (MFOs) with performance indicators and accomplishments for CY 2016 reflected in **FORM A** and **FORM A-1**, per PBB Guidelines of the DBM.

Attached also is our priority *strategies and initiatives* for the year based on **COWD Balance Scorecard 2016**.

We hope you find this in order. Thank you.

Truly yours,

RACHEL M. BEJA

General Manager

"WATER IS LIFE... DON'T WASTE IT"

TEL. NOS. 72-62-48 • 72-83-59; 856-4509 • 856-4373; TEL./FAX 72-27-05



REPUBLIC OF THE PHILIPPINES
CAGAYAN DE ORO CITY WATER DISTRICT
Corrales Avenue, Cagayan de Oro City

January 12, 2017

MR. ANDRES F. IBARRA
Administrator
Local Water Utilities Administration
Katipunan Avenue, Balara
Quezon City

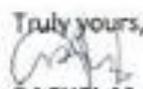
Sir:

Greetings!

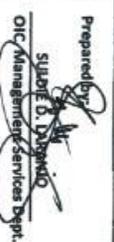
We are pleased to submit to you **two** (2) printed copies of our major Final Outputs (MFOs) with performance indicators and accomplishments for CY 2016 reflected in **FORM A** and **FORM A-1**, per PBB Guidelines of the DBM.

Attached also is our priority *strategies* and *initiatives* for the year based on **COWD Balance Scorecard 2016**.

We hope you find this in order. Thank you.

Truly yours,

RACHEL M. BEJA
General Manager

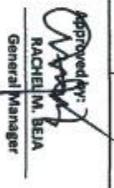
Major Final Outputs/Responsible Bureaus (1)	Performance Indicator 1 (2)	FY 2015 TARGET for Performance Indicator 1 (3)	ACCOMPLISHMENT for Performance Indicator 1 (4)	Performance Indicator 2 (5)	FY 2016 TARGET for Performance Indicator 2 (6)	ACCOMPLISHMENT for Performance Indicator 2 (7)	Performance Indicator 3 (8)	FY 2016 TARGET for Performance Indicator 3 (9)	ACCOMPLISHMENT for Performance Indicator 3 (10)	Remarks (11)
Delivery Unit 3 - FINANCE DEPARTMENT	(D)P1.1 Financial Viability & Sustainability	F1.(22) Implement COLLECTION & MONITORING of identified "BIG & DELINQUENT GOVERNMENT ACCOUNTS."	Collected about 90% (Php 4,240,877.19) from the December 2015 ARSRS & 52% (Php 3,111,025.46) from Current Billing.							
Delivery Unit 4 - COMMERCIAL DEPARTMENT	(D)P1.1 Financial Viability & Sustainability	F2.(23) WRITE-OFF & SETTLE INACTIVE ACCOUNTS with AGE AT LEAST 10 YEARS as of December 2014.	For Write-Off: Php 188,745.90 (2.2%) for 135 Inactive Accounts from Pnp 7,736,474.78 (8,000 accounts), 100% of target issued with Demand Letters.							
Delivery Unit 5 - COMMERCIAL DEPARTMENT	(D)P1.1 Financial Viability & Sustainability	F2.(24) SETTLE INACTIVE ACCOUNTS with AGE LESS THAN 10 YEARS as of December 2014 (w/ DEMAND LETTERS).	Settled Accounts: 61% (Php 10,511,631.51 for 1,958 inactive accounts) of Pnp 17,253,300.60 out-of amount (2,615 inactive accounts).							
Delivery Unit 1 - FINANCE DEPARTMENT	(D)P1.2(a)			Compliance to COA reporting requirements	1. Submission of Monthly Financial Reports 2. Submission of Report on Aging of Cash Advances	Submitted (January - June) Submitted & Posted in the Transparency Seal (January - November)				
Delivery Unit 2 - MANAGEMENT SERVICES DEPARTMENT	(D)P1.2(b)			Compliance to LWUA reporting requirements	1. Submission of Monthly Data Sheet	Submitted (January - June)				
Delivery Unit 3 - FINANCE DEPARTMENT	(D)P1.2(b)			Compliance to LWUA reporting requirements	2. Submission of Financial Reports	Submitted (January - June)				
Delivery Unit 4 - FINANCE DEPARTMENT	(D)P1.2(b)			Compliance to LWUA reporting requirements	3. Submission of Approved WID Budget w/ Annual Procurement Plan (APP).	Submitted (molded last March 22, 2016)				
Delivery Unit 5 - PRODUCTION DEPARTMENT	(D)P1.2(b)			Compliance to LWUA reporting requirements	4. Submission of Microbiological/ Physical/Chemical/ Chlorine Residual	Submitted				

Prepared by:

 Sulfie D. Dizon
 OIC, Management Services Dept.

January 12, 2017
 Date


 Jose Jiselo P. Abrogan
 OIC, Corporate Planning Division

January 12, 2017
 Date

Approved by:

 Rachel M. Beja
 General Manager

January 12, 2017
 Date

Major Final Output/Responsible Bureaus (1)	Performance Indicator 1 (2)	FY 2016 TARGET for Performance Indicator 1 (3)	FY 2016 ACCOMPLISHMENT for Performance Indicator 1 (4)	Performance Indicator 2 (5)	FY 2016 TARGET for Performance Indicator 2 (6)	FY 2016 ACCOMPLISHMENT for Performance Indicator 2 (7)	Performance Indicator 3 (8)	FY 2016 TARGET for Performance Indicator 3 (9)	FY 2016 ACCOMPLISHMENT for Performance Indicator 3 (10)	Remarks (11)
C. Support to Operations (STO)										
Delivery Unit 1 - ADMINISTRATIVE DEPARTMENT	(CPI.1 Staff Productivity Index	L1.(39) Implement SCREENING STANDARDS & PROCEDURE (per schedule & plan)	Implemented per plan.							
Delivery Unit 2 - ADMINISTRATIVE DEPARTMENT	(CPI.1 Staff Productivity Index	L1.(40) Implement CADETSHIP PROGRAM. (per schedule & plan)	Deferred							
Delivery Unit 1 - FINANCE DEPARTMENT				(CPI.2 Reasonableness/Affordability of Water Rates	CI.(3) Submit Proposal for a PAYMENT & DISCOUNT SCHEME on installation Fee.	Revised Proposal submitted last November 2016.				
Delivery Unit 2 - FINANCE DEPARTMENT				(CPI.2 Reasonableness/Affordability of Water Rates	CI.(4) Implement PROMPT PAYMENT SCHEME.	Deferred Implementation until remarkable reduction of NRW.				
Delivery Unit 1 - ALL SEVEN (7) DEPARTMENTS				(CPI.3 Customer Satisfaction						
Delivery Unit 2 - COMMERCIAL DEPARTMENT				(CPI.3 Customer Satisfaction	CI.(1) Implement CUSTOMER SERVICE STANDARDS (Excellent) rating - from Customer Satisfaction Survey conducted).				Generally about 70% to 80% of the standard customer service practices are rated VERY GOOD.	
Delivery Unit 3 - COMMERCIAL DEPARTMENT				(CPI.3 Customer Satisfaction	1.(33p) Implement Improved RESPONSE TIME: Transmittal of Filed Complainants. (Target: 1 cd).				Average response time: <= 1 calendar day	
Delivery Unit 4 - MAINT. & NRW MANAGEMENT DEPARTMENT				(CPI.3 Customer Satisfaction	1.(33q) Implement Improved RESPONSE TIME: Inspection due to complainants on High Consumption. (Target: 2 cd).				Average response time: 2.7 calendar days (as of November)	
D. General Administration and Support Services (GASS)										
Delivery Unit 1 - COMMERCIAL DEPARTMENT	(DPI.1 Financial Viability & Sustainability	FI.(20) Reduce DELINQUENT ACCOUNTS >= 8 months (conduct physical survey & other measures to effect disconnection).	161% Reduction of target Delinquent Accounts >= 7 months.							
Delivery Unit 2 - MAINT. & NRW MANAGEMENT DEPARTMENT & COMMERCIAL DEPARTMENT	(DPI.1 Financial Viability & Sustainability	FI.(21) Transfer connections from INSIDE to OUTSIDE property line.	Monthly average of 18 water meters transferred from inside to outside property line.							

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Major Final Outputs/Responsible Bureaus (1)	Performance Indicator 1 (2)	Target for Performance Indicator 1 (3)	FY 2016 ACCOMPLISHMENT for Performance Indicator 1 (4)	Performance Indicator 2 (5)	Target for Performance Indicator 2 (6)	FY 2016 ACCOMPLISHMENT for Performance Indicator 2 (7)	Performance Indicator 3 (8)	Target for Performance Indicator 3 (9)	FY 2016 ACCOMPLISHMENT for Performance Indicator 3 (10)	Remarks (11)
Delivery Unit 4 - ENGINEERING DEPARTMENT & MAINT. & NRW MANAGEMENT DEPARTMENT							(A)PI.3 Adequacy	C2.(13) Utilize PUERTO Reservoir in a FILL and DRAW Operation.	Procurement - Services for Stability Test as basis for evaluation.	
B. Water Distribution Service Management										
Delivery Unit 1 - MAINT. & NRW MANAGEMENT DEPARTMENT & ENGINEERING DEPARTMENT	(B)PI.1 NRW	F4.(28) Implement Replacement Program & Evaluation of AGED BIG WATER METERS (3/4" up).	Finalized technical specification. Procurement of 6 units electromagnetic flow meter.							
Delivery Unit 2 - MAINT. & NRW MANAGEMENT DEPARTMENT	(B)PI.1 NRW	F4.(29) DMA-NRW MONITORING Accomplishment (leak detection, night flow measurement, pressure & flow monitoring).	Quarterly monitoring of 21 District Metering Areas (DMA).							
Delivery Unit 3 - MAINT. & NRW MANAGEMENT DEPARTMENT	(B)PI.1 NRW	F4.(30) Implement REPLACEMENT PROGRAM of 1/2" Water Meters (5,000 units).	Replaced 2,662 units (as of October) of 1/2" water meters (53% of 5,000 target). No available meters from July-December.							
Delivery Unit 4 - MAINT. & NRW MANAGEMENT DEPARTMENT & COMMERCIAL DEPARTMENT	(B)PI.1 NRW	F4.(31) Conduct SURVEY & FIX-CUTTING of Service Connections.	Fixed-cut 120% (230 connections) of the 188 target cut-off connections.							
Delivery Unit 1 - PRODUCTION DEPARTMENT				(B)PI.2 Possibility	11.(31b) Implement improved RESPONSE TIME: Complaints on Water Quality (Bacteriological/Turbidity Test & Flashing). (Target: 1 cd).	Average response time: less than 1 calendar day (ave. 0.61 cd)				
Delivery Unit 1 - MAINT. & NRW MANAGEMENT DEPARTMENT							(B)PI.3 Adequacy/ Reliability of Service	11.(32a) Implement improved RESPONSE TIME: Repair of Mainline Leaks (without Leak Detection). (Target: 24 hrs).	Average response time: 5-4 hours	
Delivery Unit 2 - MAINT. & NRW MANAGEMENT DEPARTMENT							(B)PI.3 Adequacy/ Reliability of Service	11.(33a) Implement improved RESPONSE TIME: Repair of Mainline Leaks (with Leak Detection). (Target: 7 cd).	Average response time: 18 calendar days (as of September)	
Delivery Unit 3 - MAINT. & NRW MANAGEMENT DEPARTMENT							(B)PI.3 Adequacy/ Reliability of Service	11.(33a) Implement improved RESPONSE TIME: Repair of Service Connection Leaks. (Target: 2 cd).	Average response time: 1-8 calendar days	

FORM A-1

DETAILS OF DELIVERY UNIT/OFFICE PERFORMANCE INDICATORS AND TARGETS*

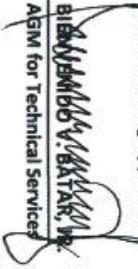
*Note: Same form to be used for submitting 2016 Accomplishments

LWD NAME : CAGAYAN DE ORO CITY WATER DISTRICT

Major Final Outputs/Responsible Bureaus (1)	Performance Indicator 1 (2)	FY 2016 TARGET for Performance Indicator 1 (3)	FY 2016 ACCOMPLISHMENT for Performance Indicator 1 (4)	Performance Indicator 2 (5)	FY 2016 TARGET for Performance Indicator 2 (6)	FY 2016 ACCOMPLISHMENT for Performance Indicator 2 (7)	Performance Indicator 3 (8)	FY 2016 TARGET for Performance Indicator 3 (9)	FY 2016 ACCOMPLISHMENT for Performance Indicator 3 (10)	Remarks (11)
A. Water Facility Service Management										
Delivery Unit 1 - ENGINEERING DEPARTMENT	(A)P1.1 Access to Potable Water	11.(33a) Implement Improved RESPONSE TIME: Request for Sub-out/ Pipeline Extension. (Target: 120 cd)	Average response time to install requested 50mm. Public MSO (19 units) was 137 calendar days & for 25mm Private MSO (87 units) was 46 calendar days.							
Delivery Unit 2 - ENGINEERING DEPARTMENT	(A)P1.1 Access to Potable Water	11.(33a) Implement Improved RESPONSE TIME: Installation of New Service Connections (Job Order to installation) (Target: 30 cd)	Average response time: 5.03 calendar days							
Delivery Unit 1 - PRODUCTION DEPARTMENT				(A)P1.2 Reliability of Service	C2.(11) Upgrade the BALULANG & BUGO Booster Pumping Station facilities (shift to modular type).	Modular type Booster Pump installed & operational since October 2016. 2 units for Balulang and 1 unit for Bugo. Facility evaluated but upgrading was deferred due to budget constraint.				
Delivery Unit 2 - PRODUCTION DEPARTMENT & ENGINEERING DEPARTMENT				(A)P1.2 Reliability of Service	C2.(12) Upgrade the MACASANDIG Booster Pumping Station facilities (shift to submersible type).					
Delivery Unit 3 - PRODUCTION DEPARTMENT				(A)P1.2 Reliability of Service	C2.(14) Implement SPARE PUMP & MOTOR POLICY.	Purchased 3 units spare Submersible Pump (40hp, 60hp & 75hp).				
Delivery Unit 1 - ENGINEERING DEPARTMENT							(A)P1.3 Adequacy	C2.(7) Construct ADDITIONAL PRODUCTION WELLS.	PW 30 (Macasandig) - For Commissioning PW 31 (Carmen-an) - On-going construction of Support Facilities & Procurement of Electro-Mechanical Facilities Lumbia - Drilling on-going	
Delivery Unit 2 - ENGINEERING DEPARTMENT							(A)P1.3 Adequacy	C2.(15) Implement WELL REHABILITATION & DEVELOPMENT.	Well Logging Camera - 100% Completed on 10 Production Wells Rehabilitation - For Implementation	
Delivery Unit 3 - ENGINEERING DEPARTMENT & PRODUCTION DEPARTMENT							(A)P1.3 Adequacy	C2.(16) Upgrade the operation of PW# 28 & 29 to FILL and DRAW utilizing the TABLON Reservoir.	Procurement - Services for Stability Test as basis for evaluation for upgrading.	

MFOs AND PERFORMANCE INDICATORS	FY 2015 ACTUAL ACCOMPLISHMENT	FY 2016 TARGET	RESPONSIBLE OFFICE/UNIT	FY 2016 ACTUAL ACCOMPLISHMENT	ACCOMPLISHMENT RATE	REMARKS
PI 2	(1)	(2)	(4)	(5)	(6)	(7)
<p>a. Compliance with COA reporting requirements in accordance with content and period of submission</p> <p>Submission of five financial reports i.e. Balance Sheet, statement of Income and Expenses, Statement of Cash Flows, Statement of Government Equity, Notes to Financial Statement, Report on Ageing of Cash Advance</p>	<p>100% COMPLETED</p> <p>Financial Reports 2015: 1. Balance Sheet 2. Statement of Income & Expenses 3. Statement of Cash Flows 4. Statement of Government Equity 5. Notes to Financial Statement</p> <p>Report on Ageing of Cash Advance</p>	<p>100% Compliance Submission to COA</p> <p>Financial Reports 2016: 1. Balance Sheet 2. Statement of Income & Expenses 3. Statement of Cash Flows 4. Statement of Government Equity 5. Notes to Financial Statement</p> <p>Report on Ageing of Cash Advance</p>	<p>Finance Dept. (Acctg. Division)</p>	<p>Submitted Monthly (January-June FS)</p>	<p>100%</p>	<p>- Posted also in Transparency Seal</p>
<p>b. Compliance with LWUA reporting requirements in accordance to consent and period of submission</p> <p>i.e. Monthly Data Sheet, Balance Sheet, Income Statement, Cash Flow Statement, Microbiological/Physical/Chemical/Chlorine residual report, Approved WD budget w/ Annual Procurement Plan, Annual report</p>	<p>100% COMPLETED</p> <p>Submitted to LWUA the required monthly/annual reports:</p> <p>-Monthly Data Sheet 2015 -Monthly Financial Reports 2015: -Balance Sheet -Income Statement -Cash Flow Statement -Microbiological/Physical/Chemical/Chlorine residual report -Approved WD budget w/ Annual Procurement Plan 2015 -Annual Report 2015</p>	<p>100% Compliance</p> <p>Monthly Data Sheet 2016 Monthly Financial Reports 2016: -Balance Sheet -Income Statement -Cash Flow Statement Microbiological/Physical/Chemical/Chlorine residual Approved WD budget w/ Annual Procurement Plan Annual Report 2016</p>	<p>Management Services Dept. Finance Dept. (Acctg. Division) Production Dept. (Quality Control & Assurance Section) Finance Dept. (Budget Division) & BAC Management Services Dept.</p>	<p>Submitted Monthly Report Submitted Monthly Micro. Result Submitted Monthly Submitted On Progress</p>	<p>100%</p>	<p>- January-June Financial Report - Monthly for Micro. Res. Chlorine - Mailed to DBM & LWUA last March 22, 2016 - Deadline: June 15, 2017</p>

Recommending Approval:


BISMILLAH V. BATAKIR, JR.
AGM for Technical Services

January 12, 2017
Date

Prepared by:


SUDOR D. LABRADOR
OIC, Management Services Dept.

January 12, 2017
Date

Approved by:


RACHEL M. BEJA
General Manager

January 12, 2017
Date

MFOs AND PERFORMANCE INDICATORS (1)		FY 2015 ACTUAL ACCOMPLISHMENT (2)	FY 2016 TARGET (3)	RESPONSIBLE OFFICE/UNIT (4)	FY 2016 ACTUAL ACCOMPLISHMENT (5)	ACCOMPLISHMENT RATE (6)	REMARKS (7)
C. Support to Operation (STO)							
2016 Budget:							
PI 1	Staff Productivity Index The Staff Productivity Index of one (1) position for every one hundred (100) service connection for Category D, and one hundred twenty (120) service connection for Categories A to C, shall be strictly observed in the determination of the total number of position in an LWD -In PI 3	1 : 209 (Active Service Connection/Employee)	<=1 : 120 (Category A)	Administrative Dept.	1:206	100%	72% very below maximum allowed
PI 2 Affordability	Reasonableness/Affordability of Water Rates to consumers with access connections. Water rate for the 1st cum. must not exceed 5% of the average income of LG.	3% (As of May 2014, minimum charge for 1/2" Residential Connection is Phip 218.40)	<= 5%	Finance Dept.	3% (Minimum charge for 1/2" Residential Connection is Phip 218.40)	100%	min charge is 2% below maximum allowed
PI 3	Customer Satisfaction Percentage of Customer Complaints acted upon against received complaints	88% (A total of 24,374 Customer Complaints acted upon from the 27,637 Complaints received in 2015)	>= 85%	Commercial Dept., Production Dept. & Maint. & NRW/Mngnt. Dept.	91% (A total of 24,529 Customer Complaints acted upon from the 27,011 Complaints received)	100%	6% above target
D. General Administration and Support Services (GASS)							
2016 Budget:							
PI 1	Financial Viability & Sustainability of LWD Operations (Collection Ratio, Operating Ratio, Current Ratio)	YTD Collection Ratio - 73.67% Operating Ratio - 59% Current Ratio - 5.54 : 1.00	YTD Collection Ratio >= 75% 50% <= Operating Ratio <= 80% Current Ratio >= 3.00 : 1.00	Commercial Dept. & Finance Dept. Finance Dept. Finance Dept.	YTD Collection Ratio - 84.74% As of June 2016: Operating Ratio - 50% Current Ratio - 7.28 : 1.00	110% 100% 100%	10% above target as of October 2016 within range 143% above min. reqd

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FORM A
PERFORMANCE TARGETS*

*Note: Some form to be used for submitting 2016 Accomplishments

LWD NAME: CAGAYAN DE ORO CITY WATER DISTRICT

MFOs AND PERFORMANCE INDICATORS (1)		FY 2015 ACTUAL ACCOMPLISHMENT (2)	FY 2016 TARGET (3)	RESPONSIBLE OFFICE/UNIT (4)	FY 2016 ACTUAL ACCOMPLISHMENT (5)	ACCOMPLISHMENT RATE (6)	REMARKS (7)
A. Water Facility Service Management							
2016 Budget							
PI 1 (Quantity) Access to Potable Water	Percentage (%) of barangay with access to potable water against the total number of barangays within the coverage of the LWD	76% (Served 72 barangays as of December 31, 2015 within the COWD service coverage)	>= 76%	Engineering Dept. Commercial Dept. Finance Dept. Production Dept. & Maint. & NRW Mngnt. Dept.	76% (Served 72 barangays as of December 31, 2016 within the COWD service coverage)	100%	- Service expansion is within the existing served barangays.
PI 2 (Quality) Reliability of Service	Percentage (%) of household connections receiving 24/7 supply of water	62% (HH with 24/7 water supply)	>= 74% Target Conn. = 91,740 Critical Areas = 23,627	Production Dept. & Engineering Dept. Maint. & NRW Mngnt. Dept. & Finance Dept.	74% Active Conn. - 91,671 Critical Areas - 24,013	100%	within target
PI 3 (Timeliness) Adequacy	Source Capacity of LWD to meet demands for 24/7 supply of water	total prod = 158,767 total demand = 88,347 surplus = 56%	Surplus >= 25%	Engineering Dept. & Maint. & NRW Mngnt. Dept. Production Dept.	total prod = 157,925 total demand = 95,244 surplus = 60%	100%	35% above target
B. Water Distribution Service Management							
2016 Budget:							
PI 1 (Quantity) NRW	Percentage of unbilled water to water production.	52.53%	<= 50%	Maint. & NRW Mngnt. Dept. & Commercial Dept.	50.40%	100%	-0.40% below target
PI 2 (Quality) Potability	PNSDW (Chlorine Residual requirements) from January 1 to December 31.	Average of 0.2 ppm at any point in the distribution system.	Average between 0.3 ppm to 1.5 ppm at all sampling points	Production Dept.	Average of 0.3 ppm at any point in the distribution system.	100%	within target
PI 3 (Timeliness) Adequacy/Reliability of Service	Average response time to restore service when there are interruption based on the Citizen's Charter of LWD proposed for approval by CSC.	Average of 3 calendar days to repair service connection.	<= 2 calendar days (cd) for service connection repair <= 24 hours for mainline leakage repair	Maint. & NRW Mngnt. Dept.	Average of 1.8 cd to repair service connection. Average of 5.4 hours to repair mainline leakage.	100%	within target



**CAGAYAN DE ORO CITY WATER DISTRICT
BALANCED SCORECARD 2016**

MISSION:	VISION:	CORE VALUES:	
We provide excellent water service to the community we serve.	To be an outstanding Water District in the country.	<ul style="list-style-type: none"> ● We demand ACCOUNTABILITY in all ● We are RESULT-DRIVEN. ● We work as a TEAM at all times. ● We have FAITH in THE ALMIGHTY. 	
2016 DEPARTMENT INITIATIVES	TARGET	MAJOR FINAL OUTPUT (MFO)	DELIVERY UNIT
P1. CUSTOMERS PERSPECTIVE			
STRATEGIC GOAL 1: PROVIDE EXCELLENT CUSTOMER SERVICE^{C1}	EXCELLENT		
MEASURE: <u>Customer Satisfaction Rating</u>			
C1.1. Implement CUSTOMER SERVICE STANDARDS (CSS).			ALL DEPT.
C1.1a. Customer SATISFACTION RATING.	Excellent	Customer Satisfaction Rating	ALL DEPARTMENTS
C1.1b. Conduct of POCKET MEETINGS.	100% Conducted	Scheduled Pocket Meeting (PM)	ALL DEPARTMENTS
C1.2. Implement HOUSEKEEPING SERVICES. (Note: Q2-Out-sourced JANITORIAL SERVICES @ ADMIN. BUILDING)	Excellent	Housekeeping Rating	ADMINISTRATIVE Dept.
C1.3. Implement the PAYMENT/ DISCOUNT SCHEME on INSTALLATION FEE.	Quarterly Ageing & Collection Report	Payment & Discount Scheme	FINANCE Dept.
C1.4. Implement PROMPT-PAYMENT SCHEME. (2015 Proposal)	Accomplishment Report	Prompt-Payment Scheme	FINANCE Dept.
C1.5. Develop a CONCEPT (such as Perspective, Floor Plan, Cost Estimate & others) for the construction of the following:			
C1.5a. NEW BUILDING at TIN-AO.	Plan & POW	Concept (to include Green Technology), Plan & POW	ENGINEERING Dept.
C1.5b. NEW BUILDING at NEW SITE.	Building Plan & Design	Concept (to include Green Technology) Plan & Cost Estimate	ENGINEERING Dept.
C1.6. Implement CUSTOMER SERVICE ENHANCEMENT. (Note: e.g. served refreshment to waiting customers)	Plan & Implementation	Enhanced Customer Service	FINANCE Dept.
STRATEGIC GOAL 2: DELIVER RELIABLE 24-HOUR WATER SUPPLY^{C2}			
MEASURE: <u>No. of hours of Water availability @ a level of pressure</u>			
•WEST SERVICE AREA	22 HOURS		
•EAST SERVICE AREA	20 HOURS		
-WATER SUPPLY IMPROVEMENT (WSI) PLAN-			TECHNICAL GROUP
C2.7. WSI: Construction of Additional PRODUCTION WELLS.	Construction of Additional Prodn. Wells	7,000 CMD Additional Supply	ENGINEERING Dept.
C2.8. WSI: IDENTIFY FOUR (4) NEW SITES for WELL DRILLING.	2 sites @ West & 2 sites @ East	Identified 4 LOTS	ENGINEERING Dept.
C2.9. WSI: Identify Additional WATER SOURCES.	Terms of Reference for FS	TOR	ENGINEERING Dept.
C2.10. WSI: Re-Design OPOL, GALAXY GUSA & KAUSWAGAN Water Distribution System.	(a) System Design & Recommendation (b) MSO Implementation (c) Pipeline Implementation	Accomplishment Report	(a) & (c) ENGINEERING Dept. (b) NRW MGMT. Dept.
C2.11. WSI: Upgrade the BALULANG & BUGO BOOSTER PUMPING STATION FACILITIES (shift to modular type).	Modular Type BP Facility for Balulang (2 units) & Bugo (1 unit)	Procurement of Modular Type BP Facility for Balulang	PRODUCTION Dept.

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2016 DEPARTMENT INITIATIVES	TARGET	MAJOR FINAL OUTPUT	DELIVERY UNIT
C2.12. WSI: Upgrade the MACASANDIG BOOSTER PUMPING STATION FACILITIES (200 Hp).	(a) Evaluation & Recommendation (b) Final Design (c) Procurement of Pump including Variable Frequency Drive & Implementation	Evaluation & Recommendation	(a) PRODUCTION Dept.
			(b) ENGINEERING Dept.
			(c) PRODUCTION Dept.
C2.13. WSI: Utilize PUERTO RESERVOIR in a FILL-AND-DRAW operation.	Evaluation Report	Construction of Valve Chamber @ Puerto Reservoir & Procurement of Valve	ENGINEERING Dept.
C2.14. WSI: Implement SPARE PUMP & MOTOR POLICY.	Procurement	Spare Inventory	PRODUCTION Dept.
C2.15. WSI: Implement WELL REHABILITATION & DEVELOPMENT PROGRAM.	Accomplishment Report	Camera of 10 Wells; Procurement of Well Camera & Rehab Program	ENGINEERING Dept.
C2.16. WSI: Upgrading of PW No. 28 & 29 (TABLON):			
C2.16a. WSI: Convert PW No. 28 & 29 (TABLON) from Vertical Type Pump-Set to SUBMERSIBLE TYPE.	(a) Evaluation & Final Design (b) Implementation	Proposal of Submersible Pump	(a) PRODUCTION Dept. & ENGINEERING Dept.
			(b) PRODUCTION Dept.
C2.16b. WSI: Change operation of PW No. 28 & 29 to FILL-AND-DRAW utilizing TABLON RESERVOIR.	Evaluation Report	Evaluation of Fill-and-Draw Operation @Tablon Reservoir	ENGINEERING Dept.
C2.17. WSI: Plan and Implement Installation of COMBINATION AIR RELEASE & VACUUM VALVES along DISTRIBUTION LINES.	Plan & Implementation	100% of PLAN	ENGINEERING Dept.
C2.18. WSI: Interconnect DISCHARGE LINES of MACASANDIG NEW BOOSTER STATION to OLD BOOSTER STATION.	Accomplishment Report	Program of Work (POW)	ENGINEERING Dept.
C2.19. WSI: Restore and/or Install ISOLATION VALVES.	Plan & Implementation	Restored and/or Installed Isolation Valves - 100% of PLAN	NRW MGMT. Dept.
P2. FINANCIAL PERSPECTIVE			
STRATEGIC GOAL 1 : INCREASE COLLECTION EFFICIENCY FROM ACTIVE ACCOUNTS ^{F1}			
MEASURE : Percentage of PROMPT-PAYING ACCOUNTS *(Number of Active Accounts 8 months to Total Number ACTIVE A/R)	85%		
F1.20. Reduce DELINQUENT ACCOUNT >=7 months (conduct physical survey & other measures)	100% for >= 8 months & 50% for =7 months	REDUCTION & Profile of accounts	COMMERCIAL Dept.
F1.21. Transfer CONNECTIONS INSIDE PROPERTY LINE TO OUTSIDE.	(a) List of Accounts (b) 100% of Plan (c) Monthly Implementation Report	Transfer from Inside to Outside Property (20 units/month)	(a) COMMERCIAL Dept.
			(b) NRW MGMT. Dept.
			(c) NRW MGMT. Dept.
F1.22. Establish and Implement Collection and Monitoring System for identified "BIG & DELINQUENT GOVERNMENT ACCOUNTS."	Quarterly Collection Report	Collection Report (100% Current Month + at least equivalent 25% current year arrears)	FINANCE Dept.
STRATEGIC GOAL 2 : REDUCE PERCENTAGE OF INACTIVE ACCOUNTS AGAINST TOTAL A/R ^{F2}			
MEASURE : Percentage OF INACTIVE ACCOUNTS *(AMOUNT INACTIVE to TOTAL AMOUNT of A/R)	50%		
F2.23. WRITE-OFF and SETTLE INACTIVE ACCOUNTS with AGE of AT LEAST 10 YEARS as of December 2014.	100%	Recommendation to WRITE-OFF Inactive Accounts	COMMERCIAL Dept.
F2.24. SETTLE Inactive Accounts with AGE of LESS THAN 10 YEARS as of December 2015 - DEMAND LETTERS.	100% of the first 6 months of 2015	DEMAND LETTERS for Inactive Accounts	COMMERCIAL Dept.
STRATEGIC GOAL 3: IMPROVED ASSET/ INVENTORY UTILIZATION ^{F3}			
MEASURE : Asset/ Inventory Utilization Rate			
F3.25. Implement INVENTORY PLAN for CRITICAL ITEMS on stock.	Implemented 100% of PLAN		

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2016 DEPARTMENT INITIATIVES	TARGET	MAJOR FINAL OUTPUT	DELIVERY UNIT
F3.25a. Implementation of INVENTORY PLAN & submission of Quarterly Monitoring Report. (Note: List of Established Critical Items to be submitted on the 1st week of October 2015)	100% of PLAN	Inventory Plan Implementation	FINANCE Dept.
F3.25b. Conduct PHYSICAL INVENTORY on December & July.	Implementation per schedule & plan	Physical Inventory Report	FINANCE Dept.
F3.26. Implement DISPOSAL PROGRAM on unused materials and supply. (Period: January-December 2015 INVENTORY)	List & Recommendation of Materials for Disposal	Request To Dispose submitted to COA	FINANCE Dept.
F3.27. Utilization PLAN of Existing COWD Lots.			
F3.27a. Utilization Plan for Lot at Ilaya, Carmen for Commercial & other purposes.	Plan	Evaluation & Recommendation	MANAGEMENT SERVICES Dept.
F3.27b. Utilization Plan for Bontula & Villa Ernesto Lots - to be taken out from the books of accounts.	Plan	Evaluation & Recommendation	FINANCE Dept.
F3.27c. Utilization Plan for lot located at P.N. Roa Relocation Site, PW #12, Scions, Terry Hills.	Plan	Evaluation & Recommendation	ENGINEERING Dept.
STRATEGIC GOAL 4: REDUCE NON-REVENUE WATER (NRW)⁴			
MEASURE: Percentage of NRW Reduction	50%		
F4.28. Program on REPLACEMENT of BIG WATER METERS.		AGED Big Meters Replacement Program & Evaluation	
F4.28a. Implement Program on REPLACEMENT of BIG WATER METERS (3/4 to 1-1/2"Ø) installed in Commercial connections. Target=25 units	100% of PLAN	Implemented Program	NRW MGMT. Dept.
F4.28b. Implement Program on REPLACEMENT of BIG WATER METERS (2"Ø & up) installed in Commercial connections.	100% of PLAN	Implemented Program	ENGINEERING Dept.
F4.29. Manage the DISTRICT METERING AREA (DMA).			
F4.29a. Reduce NRW% at MACABALAN DMA.	100% of PLAN	NRW Monitoring @Macabalan (Leak Detection, Night Flow Measurement, Pressure & Flow Monitoring, etc.)	NRW MGMT. Dept.
F4.29b. Manage the TWENTY-ONE (21) DMAs.	100% of PLAN	NRW Monitoring of 21 DMAs (Leak Detection, Night Flow Measurement, Pressure & Flow Monitoring, etc.)	NRW MGMT. Dept.
F4.30. Program on REPLACEMENT of 1/2"Ø WATER METERS.			
F4.30a. Implement program on REPLACEMENT of 1/2"Ø WATER METERS. Note: Data to be provided by CSDS on Sept. 20, 2015.	5,000 water meters	Small Meters Replaced (Quantity to be determined by Maint. Dept.)	NRW MGMT. Dept.
F4.30b. Evaluation of WATER METERS (1/2"Ø) used in the Fied. (Refer to JICA Model) Note: CSDS to provide random data of the 5,000 Concessionaires.	Evaluation Report	Evaluation & Report	NRW MGMT. Dept.
F4.31. Conduct SURVEY and implement applicable FIX-CUTTING of Service Connections (based on CY 2013-2015 Inactive Accounts). Note: Commercial Dept. will notify NRW regarding accounts to be fixed-cut every end of the month. Notification shall include the necessary sketch. (Outside Carmen, Poblacion & Lapasan).	100% of Not Reconnected Accounts after 3 months of Disconnection. (Period: <u>100%-2013 & 2014 Inactive Accounts; 100%-2015 Current Accounts</u>).	Report of Fixed-Cut Lines	NRW MGMT. Dept.
F4.32. Post Inspection of Disconnection, Reconnection & New Connection.	100% of 2016 Monthly Report	Documentation	ENGINEERING Dept. / COMMERCIAL Dept.
P3. INTERNAL PROCESSES PERSPECTIVE			
STRATEGIC GOAL 1: STRIVE FOR OPERATIONAL EXCELLENCE¹³			
MEASURE: Level of Quality of Customer Service.	VERY GOOD		
I1.33. Implement improved RESPONSE TIME (RT) on Job Orders:		Response Time Documented	

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2016 DEPARTMENT INITIATIVES	TARGET	MAJOR FINAL OUTPUT	DELIVERY UNIT
I1.33a. Request for STUB-OUT/PIPELINE EXTENSION. - <u>120 CD</u>	120 CD	Response Time Documentation	ENGINEERING Dept.
I1.33b. Complaints on WATER QUALITY (BACTERIOLOGICAL & TURBIDITY TEST, REQUEST & FLUSHING). - <u>1 CD</u>	1 CD	Response Time Documentation	PRODUCTION Dept.
I1.33c. Repair of MAINLINE LEAKAGES (Without LEAK DETECTION). - <u>24 HRS</u>	24 HOURS	Response Time Documentation	NRW MGMT. Dept.
I1.33d. Repair of MAINLINE/ SERVICE CONNECTION LEAKAGES (With LEAK DETECTION). - <u>7 CD</u>	7 CD	Response Time Documentation	NRW MGMT. Dept.
I1.33e. Repair of SERVICE CONNECTION LEAKAGES (Without LEAK DETECTION). - <u>2 CD</u>	2 CD	Response Time Documentation	NRW MGMT. Dept.
I1.33f. TRANSFER / ELEVATE METER (concessionaire's request). - <u>4 CD</u>	4 CD	Response Time Documentation	NRW MGMT. Dept.
I1.33g. TRANSFER / REHABILITATION of SERVICE CONNECTION / METER STUB-OUT. - <u>30 CD</u>	30 CD	Response Time Documentation	NRW MGMT. Dept.
I1.33h. Request for METER TEST (High Consumption). - <u>3 CD</u>	3 CD	Response Time Documentation	NRW MGMT. dept.
I1.33i. Downtime on PUMP REPAIR:			
I1.33i.1 Downtime for SUBMERSIBLE PUMP - <u>4 CD</u>	4 CD	Response Time Documentation	PRODUCTION Dept.
I1.33i.2 Downtime for VERTICAL TURBINE PUMP - <u>7 CD</u>	7 CD	Response Time Documentation	PRODUCTION Dept.
I1.33i.3 Downtime for NON-FLEXIBLE - <u>5 CD</u>	5 CD	Response Time Documentation	PRODUCTION Dept.
I1.33j. CHANGE METER. - <u>4 CD</u>	4 CD	Response Time Documentation	NRW MGMT. Dept.
I1.33k. NO WATER. - <u>4 CD</u>	4 CD	Response Time Documentation	NRW MGMT. Dept.
I1.33l. Request for DISCONNECTION. - <u>7 CD</u>	7 CD	Response Time Documentation	COMMERCIAL Dept.
I1.33m. Request for RECONNECTION. - <u>3 CD</u>	3 CD	Response Time Documentation	COMMERCIAL Dept.
I1.33n. Request for INSTALLATION OF NEW SERVICE CONNECTION (PAYMENT TO JOB ORDER). - <u>3 CD</u>	3 CD	Response Time Documentation	COMMERCIAL Dept.
I1.33o. Request for INSTALLATION OF NEW SERVICE CONNECTION (JOB ORDER TO INSTALLATION). - <u>10 CD</u>	10 CD	Response Time Documentation	ENGINEERING Dept.
I1.33p. TRANSMITTAL-filed complaints. - <u>1 CD</u>	1 CD	Response Time Documentation	COMMERCIAL Dept.
I1.33q. INSPECTION-High Consumption. - <u>2 CD</u>	2 CD	Response Time Documentation	COMMERCIAL Dept.
I1.33r. MARKET SURVEY. - <u>30 CD</u>	30 CD	Response Time Documentation	MANAGEMENT SERVICES Dept.
I1.33s. RANDOM AUDIT OF CHANGE METER.	10 per month/ 30 per quarter	Quarterly Report on the Random Audit	MANAGEMENT SERVICES Dept.
I1.34. Implement the WATER OCCUPATIONAL SAFETY & HEALTH PLAN. (Note: Admin. Dept. to submit within SEPTEMBER 2015 the Standards & Penalty on Violation)	(a) Procurement (b) Implementation (c) Monitoring & Auditing		(a) ALL DEPARTMENTS
			(b) ALL DEPARTMENTS
			(c) ADMINISTRATIVE Dept.
STRATEGIC GOAL 2 : ENSURE WATER SAFETY & CLIMATE CHANGE RESILIENCY ¹² MEASURE : Percentage compliance to PNSDW and Percentage of Surplus.	100% compliance + 60% surplus		
I2.35. Implement the WATER SAFETY PLAN. (@Macasandig, Calanan, Balulang and Bugo Well Fields):			TECHNICAL GROUP
I2.35a. WSP: SEALING of ALL OPENINGS in Production Wells.	100% of PLAN	SEALED Openings of Production Wells	PRODUCTION Dept.
I2.35b. WSP: MITIGATION PLAN for WELLS affected by CDO Flood Control Plan and/or Flooding hazards.	Mitigation Plan	PLAN	ENGINEERING Dept.

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2016 DEPARTMENT INITIATIVES	TARGET	MAJOR FINAL OUTPUT	DELIVERY UNIT
I2.35c. WSP: Conduct BACTERIOLOGICAL TEST on <u>ALL Production Wells</u> .	Bacteriological Test	Monthly Report	PRODUCTION Dept.
I2.35d. WSP: Maintain 0.3 PPM CHLORINE RESIDUAL @Macasandig Booster Pumping Station.	Maintaining Chlorine Residual @0.3 PPM	Monthly Report	PRODUCTION Dept.
I2.35e. WSP: Implement RECOMMENDATIONS from the PROFILING / STUDY ON RESIDENTIAL SEPTIC TANKS near Production Wells.	Evaluation Report per schedule	Evaluation Report (Septic Tank Info., dislodging practices, no. of households, no. of septic tanks, etc.)	ENGINEERING Dept.
I2.35f. WSP: Install CHLORINATING UNIT at Production Well No. 9 at Macasandig.	Implementation per schedule & plan	Inventory of Connections (Chlorine determination)	PRODUCTION Dept.
I2.35g. WSP: Upgrade existing CHLORINATING SYSTEM.	Chlorinating Facility	Installation of Chlorinating Units @Balulang & Bugo BPS	PRODUCTION Dept.
I2.35h. WSP: Secure ALL MANHOLES & VENTS of all STORAGE FACILITIES.	Implementation per schedule & plan	Accomplishment Report	PRODUCTION Dept.
I2.35i. WSP: Implement REHABILITATION PLAN on all STORAGE FACILITIES as to safety against calamity.	100% of Plan (POW for Camaman-an & Tablon Reservoir)	Evaluation Report (with remedial action)	ENGINEERING Dept.
I2.35j. WSP: Assessment of ALL STORAGE FACILITIES as to SECURITY CONCERNS (for installation of Perimeter Fence and/or assignment of Security Personnel/Guards).	Report of 100% of Facilities	Assessment Report & Recommendation	PRODUCTION Dept.
I2.35k. WSP: Regular INFORMATION DRIVE on INTRUSION OF CONTAMINANTS.	IEC per PLAN (for existing After-the-Meter installed Service Connection)	IEC Materials	MANAGEMENT SERVICES Dept.
I2.35l. WSP: Implement REHABILITATION of "AFTER-THE-METER" EXISTING SERVICE CONNECTIONS at TABAKO PUNTOD / LAPASAN with possible intrusion of contaminants.	100% of Plan	Report	NRW MGMT. Dept.
I2.36. Implement the CLIMATE CHANGE ADAPTATION PROGRAM. (Focus on monitoring of water level and danger of saltwater intrusion to PWs.)	100% Adaptation	Climate Change Adaptation Program (Proposal)	ENGINEERING Dept.
STRATEGIC GOAL 3 : CREATE VALUE ADDED PARTNERSHIPS⁴³			
MEASURE : Number of Assistance and/or Joint Projects and/or Capacity Building Activities	11		
I3.37. Establish and strengthen linkage with LOCAL ORGANIZATIONS / ACADEME. NOTE: Partnered 8 Barangays in 2015: Balulang, Macabalan, Gusa, Macasandig, Kauswagan, Carmen, Nazareth & Bonbon.	Implementation per schedule & plan	Partnership Program Implemented	MANAGEMENT SERVICES Dept.
P4. LEARNING & GROWTH PERSPECTIVE			
STRATEGIC GOAL 1 : ENSURE STRATEGIC COMPETENCIES¹¹			
MEASURE : Percentage of workforce with enhanced competencies (IMPLEMENTATION RATE of Institutionalized Human Resource Development Program)	Enhanced competencies @ 100% of Division Managers & up		
L1.38. Implement HUMAN RESOURCE DEVELOPMENT PROGRAM. (Note: Based on the standards set by CSC)		Implemented Personnel Development & Training Program	
L1.38a. Implement DEVELOPMENT & TRAINING (MANAGERIAL & LEADERSHIP SKILLS).	Implementation per schedule & plan	Implemented TRAINING Program	ADMINISTRATIVE Dept.
L1.38b. Implement TECHNICAL SKILLS TRAINING.	Implementation per schedule & plan	Implemented TRAINING Program	ADMINISTRATIVE Dept.
L1.38c. Implement DEPARTMENTAL TEAM-BUILDING EXERCISES. NOTE: 1.) ADMIN. Dept. shall set the criteria, schedule and facilitate the initiative before the end of 2015; 2.) All DEPT. shall submit proposal for desired team-building activity.	Implementation per schedule & plan	Conducted TEAM-BUILDING	ADMINISTRATIVE Dept.
L1.39. Establish and implement SCREENING STANDARDS & PROCEDURES.	Implementation per schedule & plan	SCREENING Standards for All New Hiring (for College Degree requirement only)	ADMINISTRATIVE Dept.
L1.40. Implement CADETSHIP PROGRAM.	Implementation per schedule & plan	CADETSHIP Program Implemented for Engineering Graduates	ADMINISTRATIVE Dept.

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2016 DEPARTMENT INITIATIVES	TARGET	MAJOR FINAL OUTPUT	DELIVERY UNIT
STRATEGIC GOAL 2 : LINK PERFORMANCE & INCENTIVES^{1,2}			
MEASURE : SPMS & PRAISE Implementation Rate			
L2.41. Implement STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS).	OPCR / IPCR	SPMS Implemented & PRAISE Internal Award Granted	ALL DEPARTMENTS
STRATEGIC GOAL 3: ACCESS APPROPRIATE TECHNOLOGY & INFORMATION³			
MEASURE : Access Rate to Technology & Information			
L3.42. Implement TELEMETRY - Five (5) Electromagnetic Flowmeters for PW Nos. 1,2,4,8 & 16	SCADA-3% (Flowmeters Installed & Operational @ PW 1, 2, 4, 8 & 16)	DATA LOGGERS Installed & Operational @ PW Nos. 2, 20, 21 & 22 Residual Chlorine Stn./Flowmeters	PRODUCTION Dept.
L3.43. Establish BUSINESS SOLUTION SYSTEM (BSS).			
L3.43a. BSS-WAREHOUSING & INVENTORY.	(A) PROCUREMENT, WAREHOUSING & INVENTORY-12%	Accomplishment Report on Warehousing and Inventory	Office of the Asst. General Manager (OAGM) - CSDS
L3.43b. BSS-BILLING & COLLECTION.	(B) BILLING & COLLECTION - 6%		OAGM-CSDS / COMMERCIAL Dept.
L3.43c. BSS-ACCOUNTING SYSTEM. ("Peachtree" or "Quickbook" Programs)	(C) ACCOUNTING - 6%		OAGM-CSDS / FINANCE Dept.
L3.44. Establish and Implement GEOGRAPHIC INFORMATION SYSTEM (GIS).	MAPPING (GIS) -9%	Pipeline Network Mapped & Verified on Field	NRW MGMT. Dept.
L3.45. Implement CONNECTIVITY from ADMIN BUILDING to MACASANDIG SUB-OFFICE.	100% Connectivity	100% Operational DRS or SAN	Office of the Asst. General Manager (OAGM) - CSDS
L3.46. Implement CIVIL SERVICE COMMISSION STANDARDS on PERSONNEL DATA (201 files).	6%	100% Complied	ADMINISTRATIVE Dept.
STRATEGIC GOAL 4 : CREATE A CULTURE OF TRUST & ACCOUNTABILITY^{4,5}			
MEASURE : Trust & Approval Index ^{4,5}	+50%	NO INITIATIVES (DEFERRED)	

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