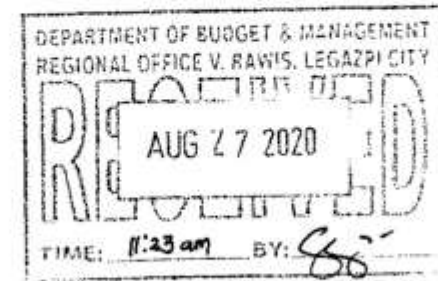


## INTERNAL MEMORANDUM

DATE: August 19, 2020  
FOR: **THE BOARD OF DIRECTORS**  
SUBJECT: 2021 Budget Proposal



We are submitting the attached 2021 Operating and Capital Budget together with Revenues and Receipts Projections for your consideration and approval.

  
**PAULINO S. CUNANAN**  
General Manager



**WATER SALES & OTHER REVENUES**  
Budget Year 2021

**MAJOR INPUT ASSUMPTIONS:**

Billed Service Connections, dec 2020	12,891	
Market Growth, Net Additional Conn. Per Month		
NSC	62	
Reconnected Accounts	117	
Disconnected Accounts	145	
Billed Service Connections		Growth
Residential	58	
Commercial-Full	1	
- A	3	
- B	0	
Government	0	
Public Faucet	0	
Sutherland	0	
Prov'l	0	
9ID	0	
Connection Billed over Total Service 9716/11682	83%	
Average Collection Efficiency	95%	
Allocation for On-time payments	50%	
Discount for On-time Payments	2%	
Discount for Senior Citizens	5%	
No. Of senior citizen accounts	170	
(150 x Php 738.50) 5%		
Penalties for Arrears	10%	
Bad Debts - Uncollectible Arrears & Penalties	2%	
Previous Years Arrears for Collection		
Ave. Consumption per connection per month, cu.m.		

ATI Fees:	Res'l	Comm'l	under process		
Registration Fee	250.00	850.00			
Notarial Fee	100.00	100.00			
Inspection Fee	100.00	100.00	100		
	450.00	1,050.00	100.00		
	56	4	26		
	25,200.00	4,200.00	2,600.00	<b>32,000.00</b>	
Boring					
Mun. Road		800.00	10	8,000.00	
Concrete Breaking		1,200.00	6	7,200.00	<b>15,200.00</b>
Reconnection Resl		350.00	40	14,000.00	
(meter) Comml		600.00	3	1,800.00	
Reconnection Resl		600.00	16	9,600.00	
(main) Comml		750.00	0	-	<b>25,400.00</b>
Installation		500.00	60	30,000.00	
Transfer		625.00	3	1,875.00	
Relocation		250.00	6	1,500.00	<b>33,375.00</b>
				<b>73,975.00</b>	
Production Assessment:					
No. of accounts		3			
Ave. m3 drawn		<b>5,123</b>			
Ave. tariff/m3		0.6		<b>9,221.40</b>	

	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>
<b>Residential</b>												
Average consumption	21.50	20.58	20.58	20.96	21.40	21.99	20.93	20.92	20.82	20.60	20.90	21.03
Ave. W Rate	26.04	25.95	25.93	25.82	25.90	25.93	25.83	25.92	25.87	25.79	25.88	25.89
<b>Commercial - Full</b>												
Average consumption	28.82	27.57	26.03	29.23	28.49	30.45	30.55	29.99	28.85	28.08	28.65	28.33
Ave. W Rate	58.95	58.03	57.86	57.45	57.77	57.14	59.41	58.41	57.61	57.88	57.52	57.83
<b>Government</b>												
Average consumption	74.04	85.84	134.36	88.26	73.41	78.35	87.00	86.76	85.00	110.05	97.10	100.92
Ave. W Rate	32.12	32.20	33.30	32.02	32.16	32.02	32.17	32.19	32.12	33.07	33.00	30.85
<b>Sutherland</b>												
Average consumption	1,542.75	1,636.25	1,453.65	1,271.60	1,118.15	1,112.65	1,421.75	1,591.15	1,827.10	1,941.50	1,991.55	2,013.55
Ave. W Rate	70.61	70.44	70.79	71.25	71.75	71.77	70.87	70.52	70.14	69.99	69.93	69.91
<b>Provincial</b>												
Average consumption	1,882.10	1,763.08	1,706.10	1,174.80	1,050.50	1,090.32	1,330.12	1,431.10	1,410.42	1,532.30	1,658.14	1,844.48
Ave. W Rate	36.02	36.18	36.45	37.64	38.10	37.93	37.19	36.95	37.00	36.75	36.52	36.24
<b>9th ID</b>												
Average consumption	7,058.70	5,342.70	4,842.75	5,331.70	5,198.60	5,326.20	4,954.40	5,096.30	4,817.45	4,458.85	4,733.30	5,282.75
Ave. W Rate	34.09	34.18	34.22	34.18	34.19	34.18	34.21	34.20	34.22	34.26	34.23	38.77

	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>TOTALS</u>
<b>Billed Service Conn.:</b>													
Residential	11,923	11,985	12,055	12,121	12,195	12,275	12,347	12,388	12,425	12,480	12,530	12,567	12,567
Commercial	763	767	771	775	779	783	787	791	795	799	803	807	807
Government	263	263	263	263	263	263	263	263	263	263	263	263	263
Sutherland Global	2	2	2	2	2	2	2	2	2	2	2	2	2
Prov'l Govt	5	5	5	5	5	5	5	5	5	5	5	5	5
9ID	2	2	2	2	2	2	2	2	2	2	2	2	2
<b>Total Billed SC</b>	<b>12958</b>	<b>13024</b>	<b>13098</b>	<b>13168</b>	<b>13246</b>	<b>13330</b>	<b>13406</b>	<b>13451</b>	<b>13492</b>	<b>13551</b>	<b>13605</b>	<b>13646</b>	<b>13,646</b>
<b>Equiv. Water Reqt.</b>													
Residential	256,359	246,634	248,075	254,012	260,931	269,875	258,436	259,165	258,632	257,060	261,827	264,284	3,095,290
Commercial - Full	21,989	21,144	20,067	22,650	22,196	23,840	24,039	23,721	22,937	22,433	23,009	22,859	270,884
Government	19,473	22,577	35,338	23,212	19,308	20,606	22,882	22,819	22,355	28,942	25,538	26,542	289,592
Sutherland	3,086	3,273	2,907	2,543	2,236	2,225	2,844	3,182	3,654	3,883	3,983	4,027	37,843
Prov'l	9,411	8,815	8,531	5,874	5,253	5,452	6,651	7,156	7,052	7,662	8,291	9,222	89,367
9ID	14,117	10,685	9,686	10,663	10,397	10,652	9,909	10,193	9,635	8,918	9,467	10,566	124,887
<b>Total Equiv. Water Req</b>	<b>324,435</b>	<b>313,128</b>	<b>324,603</b>	<b>318,954</b>	<b>320,321</b>	<b>332,650</b>	<b>324,761</b>	<b>326,235</b>	<b>324,266</b>	<b>328,898</b>	<b>332,114</b>	<b>337,500</b>	<b>3,907,864</b>

<b>METERED SALES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTALS</b>
Residential	6,675,466	6,399,462	6,433,021	6,557,806	6,757,684	6,997,594	6,676,246	6,717,546	6,691,651	6,630,032	6,776,323	6,843,027	80,155,858
Commercial	1,296,166	1,227,009	1,161,155	1,301,274	1,282,186	1,362,119	1,428,270	1,385,499	1,321,376	1,298,504	1,323,410	1,321,866	15,708,834
Government	625,570	726,938	1,176,647	743,315	621,011	659,815	736,189	734,455	718,129	956,991	842,666	818,724	9,360,451
Sutherland A	217,868	230,509	205,821	181,208	160,462	159,718	201,509	224,411	256,312	271,779	278,546	281,520	2,669,663
Prov'l	338,999	318,922	310,904	221,114	200,145	206,800	247,326	264,429	260,897	281,569	302,799	334,179	3,288,081
91D	481,258	365,256	331,460	364,513	355,515	364,141	339,007	348,600	329,749	305,508	324,061	409,649	4,318,717
<b>Total Metered Sales</b>	<b>9,635,327</b>	<b>9,268,097</b>	<b>9,619,008</b>	<b>9,369,230</b>	<b>9,377,003</b>	<b>9,750,187</b>	<b>9,628,547</b>	<b>9,674,941</b>	<b>9,578,115</b>	<b>9,744,382</b>	<b>9,847,804</b>	<b>10,008,964</b>	<b>115,501,605</b>
Collectible Rev-current	9,153,561	8,804,692	9,138,058	8,900,769	8,908,153	9,262,677	9,147,120	9,191,194	9,099,209	9,257,163	9,355,414	9,508,516	<b>109,726,524</b>
On-Time Pmt Value	4,576,780	4,402,346	4,569,029	4,450,384	4,454,077	4,631,339	4,573,560	4,595,597	4,549,605	4,628,581	4,677,707	4,754,258	<b>54,863,262</b>
Discount:													-
Regular - 2%	89,536	86,047	89,381	87,008	87,082	90,627	89,471	89,912	88,992	90,572	91,554	93,085	<b>1,073,265</b>
RA 9144 - 5%	4,874	5,280	5,465	5,502	5,539	5,613	5,760	5,797	5,834	5,834	5,834	5,834	<b>67,167</b>
MOA - CSSAC 10%	16,037	16,388	17,237	17,270	4,185	3,700	6,207	12,740	14,734	16,563	18,509	19,257	<b>162,830</b>
Total Discount	110,447	107,715	112,083	109,780	96,805	99,939	101,439	108,450	109,561	112,969	115,897	118,176	<b>1,303,261</b>
Tax (4%)	118,394	114,745	127,440	112,457	104,773	110,104	118,092	118,296	115,459	124,574	122,859	126,637	<b>1,413,830</b>
<b>NET OTP INFLOW</b>	<b>4,347,939</b>	<b>4,179,885</b>	<b>4,329,507</b>	<b>4,228,148</b>	<b>4,252,499</b>	<b>4,421,296</b>	<b>4,354,029</b>	<b>4,368,851</b>	<b>4,324,586</b>	<b>4,391,038</b>	<b>4,438,950</b>	<b>4,509,444</b>	<b>52,146,171</b>
Current Mo. Recble	5,058,547	4,865,751	5,049,979	4,918,846	4,922,927	5,118,848	5,054,987	5,079,344	5,028,510	5,115,800	5,170,097	5,254,706	<b>60,638,342</b>
Penalties	505,855	486,575	504,998	491,885	492,293	511,885	505,499	507,934	502,851	511,580	517,010	525,471	<b>6,063,834</b>
<b>Arrears (CY)</b>	<b>5,564,401</b>	<b>5,352,326</b>	<b>5,554,977</b>	<b>5,410,730</b>	<b>5,415,219</b>	<b>5,630,733</b>	<b>5,560,486</b>	<b>5,587,278</b>	<b>5,531,361</b>	<b>5,627,380</b>	<b>5,687,107</b>	<b>5,780,177</b>	<b>66,702,177</b>
Bad Debts Expense	111,288	107,047	111,100	108,215	108,304	112,615	111,210	111,746	110,627	112,548	113,742	115,604	<b>1,334,044</b>
<b>Total Arrears (CY)</b>	<b>5,453,113</b>	<b>5,245,279</b>	<b>5,443,878</b>	<b>5,302,516</b>	<b>5,306,915</b>	<b>5,518,118</b>	<b>5,449,276</b>	<b>5,475,533</b>	<b>5,420,734</b>	<b>5,514,833</b>	<b>5,573,365</b>	<b>5,664,573</b>	<b>65,368,133</b>
<b>Receipts:</b>													
Delayed Payments	2,726,557	2,622,640	2,721,939	2,651,258	2,653,457	2,759,059	2,724,638	2,737,766	2,710,367	2,757,416	2,786,682	2,832,287	<b>32,684,067</b>
Add Prev. Mos. Arrears		1,363,278	2,129,287	2,693,073	2,666,739	2,666,494	2,705,818	2,720,728	2,738,086	2,721,441	2,739,372	2,762,640	<b>27,906,955</b>
Prev. Yrs. Arrears	2,008,516	225,000	56,000	35,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	<b>2,404,516</b>
<b>ARREARS RECEIPTS</b>	<b>4,735,073</b>	<b>4,210,918</b>	<b>4,907,226</b>	<b>5,379,331</b>	<b>5,330,196</b>	<b>5,435,553</b>	<b>5,440,456</b>	<b>5,468,495</b>	<b>5,458,453</b>	<b>5,488,857</b>	<b>5,536,054</b>	<b>5,604,926</b>	<b>62,995,538</b>
<b>TOTAL RECEIPTS</b>	<b>9,083,011</b>	<b>8,390,803</b>	<b>9,236,732</b>	<b>9,607,478</b>	<b>9,582,695</b>	<b>9,856,849</b>	<b>9,794,485</b>	<b>9,837,346</b>	<b>9,783,039</b>	<b>9,879,896</b>	<b>9,975,004</b>	<b>10,114,371</b>	<b>115,141,709</b>
Monthly ATI Fees	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	<b>384,000</b>
Boring/Concrete Breakl	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	<b>182,400</b>
Disconn./Reconn Fees	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	<b>304,800</b>
Repair Charges	307,183	307,183	307,183	307,183	307,183	307,183	307,183	307,183	307,183	307,183	307,183	307,183	<b>3,686,196</b>
Service Conn. Transfer	33,375	33,375	33,375	33,375	33,375	33,375	33,375	33,375	33,375	33,375	33,375	33,375	<b>400,500</b>
<b>MISC. SRVC REV.</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>413,158</b>	<b>4,957,896</b>

**SUMMARY OF REVENUE TARGETS:**

Metered Sales	9,635,327	9,268,097	9,619,008	9,369,230	9,377,003	9,750,187	9,628,547	9,674,941	9,578,115	9,744,382	9,847,804	10,008,964	115,501,605
Addtl Rev from CAPEX Project:													
Existing service connection				1,644	30,995	30,450	47,476	53,338	46,865	76,200	53,771	52,037	392,775
Potential Connection						1,031	9,520	19,497	29,732	41,870	55,059	69,100	225,807
Production Assessment	9,221	9,221	9,221	9,221	9,221	9,221	9,221	9,221	9,221	9,221	9,221	9,221	110,657
Penalty Charges	505,855	486,575	504,998	491,885	492,293	511,885	505,499	507,934	502,851	511,580	517,010	525,471	6,063,834
Misc. Service Rev	413,158	413,158	413,158	413,158	413,158	413,158	413,158	413,158	413,158	413,158	413,158	413,158	4,957,896
Rent Income	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,080,000
<b>Total</b>	<b>10,653,561</b>	<b>10,267,051</b>	<b>10,636,386</b>	<b>10,375,138</b>	<b>10,412,670</b>	<b>10,805,932</b>	<b>10,703,422</b>	<b>10,768,089</b>	<b>10,669,941</b>	<b>10,886,410</b>	<b>10,986,023</b>	<b>11,167,951</b>	<b>128,332,574</b>



**PROJECTED INCOME STATEMENT**  
Budget Year 2021

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	
<b>INCOME</b>														
40202090	Waterworks Systems Fees	9,635,327	9,268,097	9,619,008	9,370,874	9,407,998	9,781,668	9,685,543	9,747,775	9,654,711	9,862,451	9,956,634	10,130,101	116,120,187
40202050	Rent/Lease Income	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,080,000
	Other Business Income:													-
40201130	Processing Fees	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
40201040	Clearance and Certification Fees													-
40201100	Inspection Fees	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	103,200
40201020	Registration Fees	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400	208,800
40201990	Other Service Income	390,379	390,379	390,379	390,379	390,379	390,379	390,379	390,379	390,379	390,379	390,379	390,379	4,684,553
40201140	Fines & Penalties - Business Income	505,855	486,575	504,998	491,885	492,293	511,885	505,499	507,934	502,851	511,580	517,010	525,471	6,063,834
	<b>TOTAL</b>	<b>10,653,561</b>	<b>10,267,051</b>	<b>10,636,386</b>	<b>10,375,138</b>	<b>10,412,670</b>	<b>10,805,932</b>	<b>10,703,422</b>	<b>10,768,089</b>	<b>10,669,941</b>	<b>10,886,410</b>	<b>10,966,023</b>	<b>11,167,951</b>	<b>128,332,574</b>
50505010	Other Discounts	110,447	107,715	112,083	109,780	96,805	99,939	101,439	108,450	109,561	112,969	115,897	118,176	1,303,261
	<b>TOTAL BUSINESS &amp; SERVICE INCOME</b>	<b>10,543,114</b>	<b>10,159,336</b>	<b>10,524,303</b>	<b>10,265,358</b>	<b>10,315,865</b>	<b>10,705,992</b>	<b>10,601,983</b>	<b>10,659,639</b>	<b>10,560,381</b>	<b>10,773,441</b>	<b>10,870,125</b>	<b>11,049,775</b>	<b>127,029,313</b>
<b>PERSONAL SERVICES</b>														
50101010	Salaries & Wages - Regular	1,453,784	1,453,784	1,453,784	1,453,784	1,453,784	1,453,784	1,570,795	1,570,795	1,570,795	1,570,795	1,570,795	1,570,795	18,147,474
50101020	Salaries & Wages - Casual	240,057	240,057	240,057	240,057	240,057	240,057	368,159	368,159	368,159	368,159	368,159	368,159	3,649,296
50102010	Personal Economic Relief Allowance	116,000	116,000	116,000	116,000	116,000	116,000	142,000	142,000	142,000	142,000	142,000	142,000	1,548,000
50102020	Representation Allowance	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	552,000
50102030	Transportation Allowance	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	552,000
50102040	Clothing/Uniform Allowance	348,000	-	-	-	-	-	-	-	-	-	-	-	348,000
50102050	Subsistence Allowance	69,600	69,600	69,600	69,600	69,600	69,600	85,200	85,200	85,200	85,200	85,200	85,200	928,800
50102080	Productivity Incentive Allowance	-	-	-	-	-	-	-	-	-	-	-	355,000	355,000
50102120	Longevity Pay	15,000	5,000	5,000	5,000	-	-	5,000	-	-	-	-	-	35,000
50102130	Overtime and Night Pay	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
50102140	Year End Bonus	-	-	-	-	1,693,841	-	-	-	-	-	1,938,954	-	3,632,795
50102150	Cash Gift	-	-	-	-	-	-	-	-	-	-	355,000	-	355,000
50103010	Retirement and Life Insurance Premiums	203,261	203,261	203,261	203,261	203,261	203,261	232,674	232,674	232,674	232,674	232,674	232,674	2,615,612
50103020	PAG IBIG Contribution	8,700	8,700	8,700	8,700	8,700	8,700	10,650	10,650	10,650	10,650	10,650	10,650	116,100
50103030	PHILHEALTH Contributions	28,217	28,217	28,217	28,217	28,217	28,217	32,506	32,506	32,506	32,506	32,506	32,506	364,337
50103040	Employees Compensation Insurance Premiums	5,800	5,800	5,800	5,800	5,800	5,800	7,100	7,100	7,100	7,100	7,100	7,100	77,400
50102990	Other Bonuses and Allowances	-	-	950,000	-	-	-	-	-	-	-	-	-	950,000
50104030	Terminal Leave Benefits	-	-	-	-	-	-	-	1,375,318	-	-	-	-	1,375,318
50104990	Other Personnel Benefits	500,000	500,000	-	-	-	-	-	-	-	-	-	-	1,000,000
	<b>TOTAL PERSONAL SERVICES</b>	<b>3,180,419</b>	<b>2,822,419</b>	<b>3,272,419</b>	<b>2,322,419</b>	<b>4,011,260</b>	<b>2,317,419</b>	<b>2,646,085</b>	<b>4,016,402</b>	<b>2,641,085</b>	<b>2,641,085</b>	<b>4,935,039</b>	<b>2,996,085</b>	<b>37,802,132</b>


	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>MOOE</b>													
50201010 Travelling Expenses - Local	70,000	70,000	70,000	70,000	70,000	200,000	75,000	75,000	75,000	75,000	75,000	75,000	1,000,000
50202010 Training Expenses	20,000	30,000	20,000	20,000	20,000	70,000	30,000	30,000	30,000	40,000	30,000	30,000	370,000
50203010 Office Supplies Expenses	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	750,000
50203020 Accountable Forms Expenses	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000
50203030 Non-Accountable Forms Expense	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000
50203090 Fuel, Oil and Lubricants Expenses	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	3,000,000
50203130 Chemicals and Filtering Supplies Expenses	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	1,620,000
50203210 Semi-Expandable Machinery and Equipment Expen	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000
50203220 Semi-Expandable Furnitures and Fixtures	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
50203990 Other Supplies and Materials Expenses	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	840,000
50204010 Water Expenses	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
50204020 Electricity Expenses	630,000	630,000	660,000	730,000	730,000	730,000	680,000	680,000	680,000	660,000	630,000	630,000	8,070,000
50205010 Postage and Courier Expenses	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
50205020 Telephone Expenses	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
50205030 Internet Subscription Expenses	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
50205040 Cable, Satellite, Telegraph and Radio Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
50206010 Awards/Rewards Expenses	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
50209010 Generation, Transmission and Distribution Exp.	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	1,596,000
50211010 Legal Services	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
50211020 Auditing Services	-	-	-	-	-	75,000	-	-	-	-	-	-	75,000
50212030 Security Services	277,913	277,913	277,913	277,913	277,913	277,913	277,913	277,913	277,913	277,913	277,913	277,913	3,334,956
50212990 Other General Services	781,231	781,231	781,231	781,231	1,284,224	781,231	574,129	574,129	574,129	574,129	1,191,517	757,074	9,435,485
50213030 R&M - Infrastructure Assets	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	3,180,000
50213040 R&M - Buildings and Other Structures	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
50213050 R&M - Machinery and Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
50213060 R&M - Transportation Equipment	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	720,000
50213070 R&M - Furniture and Fixtures	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
50215010 Taxes, Duties and Licenses	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,400,000
50215020 Fidelity Bond Premiums	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000
50215030 Insurance Expenses	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	1,020,000
50299010 Advertising, Promotional and Marketing Expenses	-	-	-	30,000	-	-	-	-	-	-	-	-	30,000
50299030 Representation Expenses	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
50299040 Transportation and Delivery Expenses	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
50299050 Rent/Lease Expenses	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
50299060 Membership Dues and Contributions to Organization	3,000	3,000	3,000	42,000	3,000	3,000	3,000	3,000	3,000	2,000	2,000	2,000	72,000
50299070 Subscription Expenses	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
50299120 Directors' and Committee Members' Fees	83,070	83,070	483,070	83,070	83,070	83,070	83,070	83,070	83,070	83,070	83,070	83,070	1,396,840
50501020 Depreciation - Land Improvements	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	12,468
50501030 Depreciation - Infrastructure Assets	908,000	908,000	908,000	908,000	908,000	908,000	908,000	908,000	908,000	908,000	908,000	908,000	10,896,000
50501040 Depreciation - Buildings and Other Structures	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,400,000
50501050 Depreciation - Machinery and Equipment	440,000	440,000	440,000	440,000	440,000	440,000	440,000	440,000	400,000	400,000	400,000	400,000	5,120,000
50501060 Depreciation - Transportation Equipment	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	2,100,000
50501070 Depreciation - Furnitures and Fixtures	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	216,000
50502010 Amortization - Intangible Assets	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000

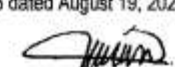
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
50299990 Other Maintenance & Operating Expenses	61,333	211,333	61,333	91,333	91,333	61,333	61,333	61,333	61,333	61,333	61,333	191,333	1,076,000
50503020 Impairment Loss - Loans and Receivables	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
<b>TOTAL MOOE</b>	<b>5,205,586</b>	<b>5,365,586</b>	<b>5,635,586</b>	<b>5,404,586</b>	<b>5,838,579</b>	<b>5,560,586</b>	<b>5,063,484</b>	<b>5,063,484</b>	<b>5,023,484</b>	<b>5,012,484</b>	<b>5,589,872</b>	<b>5,285,430</b>	<b>64,048,749</b>
50301020 Interest Expenses	267,287	258,085	224,730	239,260	222,416	220,263	203,882	200,960	191,219	175,546	171,449	156,259	2,531,357
50301990 Other Financial Charges	13,364	12,904	11,237	11,963	11,121	11,013	10,194	10,048	9,561	8,777	8,572	7,813	126,568
<b>TOTAL FINANCIAL EXPENSES</b>	<b>280,651.46</b>	<b>270,989</b>	<b>235,967</b>	<b>251,223</b>	<b>233,537</b>	<b>231,276</b>	<b>214,076</b>	<b>211,008</b>	<b>200,780</b>	<b>184,324</b>	<b>180,022</b>	<b>164,072</b>	<b>2,657,925</b>
<b>TOTAL EXPENSES</b>	<b>8,666,656</b>	<b>8,458,994</b>	<b>9,143,971</b>	<b>7,978,228</b>	<b>10,083,376</b>	<b>8,109,281</b>	<b>7,923,645</b>	<b>9,290,895</b>	<b>7,865,349</b>	<b>7,837,892</b>	<b>10,704,933</b>	<b>8,445,586</b>	<b>104,508,807</b>
Add: Other Income													
40202210 Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
40402020 Income from Grants and Donations in Kind	34,131	34,131	34,131	34,131	34,131	34,131	34,131	34,131	34,131	34,131	34,131	34,131	409,572
<b>Net Income Before Income Tax</b>	<b>1,910,589</b>	<b>1,734,473</b>	<b>1,414,462</b>	<b>2,321,261</b>	<b>266,620</b>	<b>2,630,842</b>	<b>2,712,468</b>	<b>1,402,875</b>	<b>2,729,163</b>	<b>2,969,680</b>	<b>199,324</b>	<b>2,638,320</b>	<b>22,930,078</b>

Recommending Approval:

  
**PAULINO S. CUNANAN**  
 General Manager


Certified & Approved through Board Resolution No. 23 dated August 19, 2020.

  
**ROSITO S. BASCUNA**  
 Vice Chairman

  
**MARIA HAZEL O. PALACIO**  
 Board Secretary

  
**HOPE B. MANGUBAT**  
 Member

  
**NICANOR S. CLASIO III**  
 Member

  
**ANTONIO V. ORTEGA**  
 Chairman





**PROJECTED CASH FLOW STATEMENT**  
Budget Year 2021

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>													
Cash Inflows													
Collection of Receivables:													
Current	4,347,939	4,179,885	4,329,507	4,228,148	4,252,489	4,421,296	4,354,029	4,368,851	4,324,586	4,391,038	4,438,960	4,509,444	52,146,171
Arrears	4,735,073	4,210,918	4,907,226	5,379,331	5,330,196	5,435,553	5,440,456	5,468,495	5,458,453	5,488,857	5,536,054	5,604,926	62,995,538
Rent Income	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	1,080,000
Collection of Business Income	422,379	422,379	422,379	422,379	422,379	422,379	422,379	422,379	422,379	422,379	422,379	422,379	5,068,553
Proceeds from Transfer of Funds													0
<b>Cash Receipts from Operation</b>	<b>9,595,391</b>	<b>8,903,183</b>	<b>9,749,112</b>	<b>10,119,856</b>	<b>10,095,074</b>	<b>10,369,228</b>	<b>10,306,865</b>	<b>10,349,725</b>	<b>10,295,418</b>	<b>10,392,275</b>	<b>10,487,384</b>	<b>10,626,750</b>	<b>121,290,262</b>
Cash Outflows													
Payment of Operating Expenses:													
Personal Services	2,188,463	1,830,463	2,280,463	1,330,463	3,019,304	1,435,463	1,690,273	3,060,541	1,685,223	1,685,223	3,979,177	2,040,223	26,225,233
Operating & Maintenance Expense	2,607,047	2,767,047	3,037,047	2,806,047	3,240,040	2,962,047	2,464,945	2,464,945	2,464,945	2,453,945	3,031,333	2,726,891	33,026,281
Payment of 2019 Payables and Deliverables													0
Payment of Various Inventories:													
Construction Materials Inventory			1,176,250.00	1,176,250.00		1,176,250.00	1,176,250.00		1,176,250.00	1,176,250.00	1,176,250.00	1,176,250.00	9,410,000
Chemicals		302,750.00			302,750.00			302,750.00				302,750.00	1,211,000
Office Supplies			325,000.00			325,000.00			325,000.00		325,000.00		1,300,000
Cleaning Supplies	17,638.00						17,639.50						35,278
Various Tools		70,300.00				70,300.00			70,300.00			70,300.00	281,200
Others	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	80,819.67	969,836
Semi-Expendable Materials	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	43,475.00	521,700
Payment of Prepaid Expenses:													
Insurance & Fidelity Bond Premiums	214,496	7,690	445,040	-	25,500	89,901	630,880	1,352	65,885	-	-	-	1,460,744
Remittance to GSIS/HDMF/Others	871,955	871,955	871,955	871,955	871,955	761,955	835,861	835,861	835,861	835,861	835,861	835,861	10,136,899
Remittance to BIR	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,440,000
Proceeds from transfer of funds	479,770	445,159	467,456	505,993	504,754	518,461	515,343	517,486	514,771	519,614	524,369	531,337	6,064,513
Reserves for Water Source Development Fund	454,151	419,540	461,837	480,374	479,135	492,842	489,724	491,867	489,152	493,995	498,750	505,719	5,757,085
Cash Advances of Officers & Employees													0
<b>Total Cash Outflows</b>	<b>7,077,815</b>	<b>6,969,200</b>	<b>9,329,343</b>	<b>7,415,377</b>	<b>8,887,733</b>	<b>8,076,516</b>	<b>8,065,161</b>	<b>7,919,098</b>	<b>7,871,682</b>	<b>7,409,183</b>	<b>10,615,036</b>	<b>8,433,626</b>	<b>97,859,789</b>
<b>Total Cash Provided/Used by Operating Activities</b>	<b>2,517,576</b>	<b>1,943,983</b>	<b>419,769</b>	<b>2,704,480</b>	<b>1,407,341</b>	<b>2,292,712</b>	<b>2,241,703</b>	<b>2,430,628</b>	<b>2,423,736</b>	<b>2,983,092</b>	<b>(127,652)</b>	<b>2,193,124</b>	<b>23,430,482</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>													
Cash Inflows													
Collection of Interest Income													0
Proceeds from transfer of funds	479,770	445,159	467,456	505,993	504,754	518,461	515,343	517,486	514,771	519,614	524,369	531,337	6,064,513
Reserves for Water Source Development Fund	454,151	419,540	461,837	480,374	479,135	492,842	489,724	491,867	489,152	493,995	498,750	505,719	5,757,085
<b>Total Cash Inflows</b>	<b>933,920</b>	<b>864,699</b>	<b>949,292</b>	<b>986,367</b>	<b>983,888</b>	<b>1,011,304</b>	<b>1,005,068</b>	<b>1,009,354</b>	<b>1,003,923</b>	<b>1,013,609</b>	<b>1,023,119</b>	<b>1,037,056</b>	<b>11,821,599</b>
Cash Outflows													

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
CAPEX	853,550	3,776,200	3,422,600	2,791,090	3,266,365	2,619,425	1,602,920	1,119,135	1,267,600	1,431,650	1,196,200	327,600	23,693,335
Reserve for Sinking Fund	423,693	423,693	423,693	423,693	423,693	423,693	423,693	423,693	423,693	423,693	423,693	423,693	5,084,316
<b>Total Cash Outflows</b>	<b>1,277,243</b>	<b>4,199,893</b>	<b>3,846,293</b>	<b>3,214,783</b>	<b>3,709,058</b>	<b>3,043,118</b>	<b>2,026,613</b>	<b>1,542,828</b>	<b>1,691,293</b>	<b>1,855,343</b>	<b>1,619,893</b>	<b>751,293</b>	<b>28,777,651</b>
Total Cash Provided/Used by Investing Activities	-343,323	-3,335,194	-2,897,001	-2,228,416	-2,725,170	-2,031,814	-1,021,545	-533,474	-687,370	-841,734	-596,774	285,783	-16,956,052
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>													
Cash Outflows													
Debt Service	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	1,468,000	17,616,000
<b>Total Cash Outflows</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(1,468,000)</b>	<b>(17,616,000)</b>
Total Cash Provided (Used) by Financing	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(1,468,000)	(17,616,000)
Total Cash Provided (Used) by Operating, Investing and Financing Activities	706,253	-2,859,211	-3,945,232	-991,936	-2,785,828	-1,207,102	-247,842	429,153	268,386	673,357	-2,192,426	1,010,887	-11,141,560
Estimated Cash Beginning, January 2021	13,274,459	13,980,712	11,121,501	7,176,269	6,184,333	3,398,505	2,191,403	1,943,661	2,372,714	2,641,080	3,314,438	1,122,012	13,274,459
<b>Net Cash Inflow for the year</b>	<b>13,980,712</b>	<b>11,121,501</b>	<b>7,176,269</b>	<b>6,184,333</b>	<b>3,398,505</b>	<b>2,191,403</b>	<b>1,943,561</b>	<b>2,372,714</b>	<b>2,641,080</b>	<b>3,314,438</b>	<b>1,122,012</b>	<b>2,132,899</b>	<b>2,132,899</b>


Recommending Approval


  
**PAULINO S. CUNAMAN**  
 General Manager


Certified & Approved through Board Resolution No. 23 dated August 19, 2020.

  
**ROSITA S. BASCUNA**  
 Vice Chairman

  
**HOPE S. BASCUNA**  
 Member

  
**ANTONIO I. ORTEGA**  
 Chairman

  
**MARIA HAZEL O. PALACIO**  
 Board Secretary

  
**NICANDRO S. CLASIO III**  
 Member