

Living Our Dreams

State of the City Report

Presented by City Mayor Jesse M. Robredo

February 24, 2004

Naga City, Philippines

Over 50 years ago, on December 15, 1948, the late Hon. Leon S. Aureus, first mayor of chartered city of Naga, during his inaugural address, said he wished ‘to make Naga not only free and prosperous, but a city that shall command the respect of other cities, contributing to the building up of our nation ... loved by its people and blessed with joys and the endearment of happy homes.’”

Further, he urged to “improve the physical quality of the masses by stressing medical attention to expectant mothers, correct methods of pre-natal and infant care, clean amusement and wholesome sport and recreation for both young and old, and other measures to conserve the health of the population.”

He also called to “streamline government machinery and effect simplicity, economy and efficiency in the (city) operation to insure maximum attention to the welfare of the people and their needs.”

Seventeen years ago, Naga had:

- A centro which has not grown in size since Naga became a city;
- Inadequate infrastructure facilities and basic services;
- Limited opportunities for entrepreneurship and business growth;
- Poor access to quality public education;
- Unresponsive bureaucracy;
- Squalid conditions in urban poor areas;
- Third-class city; financially unstable public coffers;
- Lack of pride in the Nagueño.

Now, Naga City has grown in various aspects.

Finances. From 2002 to 2003, Local Revenues have increased from P 121 M to P 135 M, shying away from its dependency on IRA by 21 percent (please refer to Table I below). With its belt-tightening measures, the city government was also successful in cutting expenses by P 2 M between 2002 and 2003.

Table I

Comparative Statement of Operation, 2002 and 2003

Sources of Fund	2002	2003	Difference	%
Local Revenues	121,536,937.80	135,345,883.40	13,808,945.56	11.36
IRA	164,673,383.00	177,872,645.00	13,199,262.00	8.02
Total Current income Coll.	286,210,320.60	323,218,528.38	37,008,207.78	
Borrowings	0	15,000,000.00	15,000,000.00	
TOTAL	286,210,320.60	338,218,528.38	52,008,207.78	
Total Sources of Funds	304,976,156.76	373,814,407.66	68,838,250.90	22.57

Uses of Funds	2002	2003	Difference	%
Total Expenditure	260,443,669.40	320,637,330	60,193,660.60	23.11
20% Dev't. Fund	19,078,760.55	32,822,487.38	13,743,726.83	72.04
Sub-Total Current Exp.	279,522,430.02	353,459,817.44	73,937,387.42	26.45
Add: Contng. Funds	1,093,647.00	0	-1,093,647.00	-100
Total Uses	280,616,077.02	353,459,817.44	72,843,740.42	25.96
Results of Operation	24,360,079.74	20,354,590.22	-4,005,489.52	-16.44

The city government has also successfully generated income coming from non-traditional sources such as senators, congressmen, national agencies and other corporations, bringing to the fore a total of P 104.03 M worth of financial assistance (Table II below).

Table II

National Sources: 2001 - 2003

SOURCE	AMOUNT
Senators	P 15.50 M
Congressmen	P 10.0 M
National Agencies	P 17.50 M
Rep. Sulpicio S. Roco	P 60.11 M
Corporate	P 0.92 M
TOTAL	P 104.03 M

The city government has also received grants and aids totaling P 91.28 M coming from international and national funding agencies such as the World Bank, PHILSSA, AusAid, Philippine-Australian Government Foundation (PAGF), United Nations Development Programme (UNDP), International Water Resource Alliance (IWRA), Ford Foundation and The Urban Governance Initiative (TUGI) (Table III below). These were utilized in various priority projects such as the site development for Urban Poor resettlement sites, construction of the AusAid Social Development Center (SDC), women entrepreneurship projects, water source management, reinventing the school board and upscaling I-governance.

Table III

Foreign Sources: 2001 – 2003

SOURCE	AMOUNT	USE
World Bank	P 44.00 M	Urban Poor: Site development
PHILSSA	14.50 M	Urban Poor: Area Upgrading, Capacity Building
AusAid	12.70 M	SDC/Social Services
PAGF	8.00 M	Capacity Building
UNDP	1.90 M	Women Entrepreneurship
IWRA	1.90 M	Water Resource Management
Ford Foundation	6.78 M	Reinventing School Board
TUGI	1.50 M	Upscaling I-governance
TOTAL	91.28 M	

Investments. Number of new enterprises increased by 31.73 percent, coupled with the 172.34 percent increase in the issuance of new building permits. (Please refer to Table IV below.) A total of P 784 M worth of investments was generated in 2002, increasing by 22.45 percent in 2003 (P 960 M).

Table IV

Investments, 2002 and 2003

INDICATOR	2002	2003	Difference
Number of new enterprises	769	1,013	31.73 %
Number of New Building Permits (Commercial, Industrial and Institutional)	47	128	172.34%
Number of Subdivision Development Permits	1	1	0.00%
Total Investments	784,499,418.43	960,651,373.00	22.45%
Jobs generated	3,137	3,840	22%

There were P 796,144,104.10 worth of investments by households in residential buildings (903 applications) versus P 529,131,443.96 worth of investments in 2002 (546 applications).

The number of business establishments also rose from 2,397 in 1988 to 5,432 in 2003 (Table V below):

Table V

Business Establishments, 1988 and 2003

TYPE OF BUSINESS	1988	2003
A. General Merchandise	2,357	5,312
B. Banks	18	40
C. Financial Institutions	22	80
TOTAL	2,397	5,432

Several investments also propped up in the following growth areas in the city:

- Central Business District – redevelopment of the Bichara complex, Plaza Quezon, Almeda property (Almeda Highway), and investments at Metrobank Center.
- Roxas-Panganiban Growth Triangle/CBD II – CBD II Central Mall, Plaza Medica (St. Louise Center), Central Bus Terminal, College of Medicine (Universidad de Sta. Isabel) and the Metro Naga Coliseum.
- South Riverfront Growth Area – Bicol Mineral Development Corporation (Beneficiation Plant) and the LCC Central Mall
- Naga City Agro-Industrial Zone – TLC Beatrice Foods and Purefoods Feedmill
- Concepcion Growth Corridor – Almeda Development projects, Jamaica Garden Resort Subdivision and Pacific Mall
- East Highland Eco-Tourism Zone – Caceres Heights Subdivision, Ateneo de Naga University and Parkview Village

Table VI below itemizes the expansion of commercial areas in the city:

Table VI

Commercial Area Expansion, 1987 and 2003

Area	1987	2003
CBD I	30 has.	30 has.
CBD II		265 has.
Concepcion Growth Corridor		241 has.
TOTAL	30 has.	536 has.

On Employment and Livelihood, the Metro Naga PESO has managed to place 3,857 workers for local employment and 2,336 for overseas employment. Livelihood program beneficiaries also increased, from 304 in 1988 to 610 in 2003. Training program beneficiaries also increased from 96 in 1988 to 596 in 2003 (Table VII below).

Table VII

Employment and Livelihood

AREAS OF CONCERN	1988	2003
WAGE EMPLOYMENT*		
A. Local Employment	24	3,857
B. Overseas Employment		2,336
SELF EMPLOYMENT**	304	610
EMPLOYABILITY ENHANCEMENT***	96	596
TOTAL	424	7,399

*Private Establishments only excluding construction workers

**Livelihood Program beneficiaries

***Training Program beneficiaries

The Metro Naga PESO was also able to generate 3, 857 new jobs compared to 1,919 in 2002. The Metro PESO also released a total of P 4,356,500 to livelihood beneficiaries in 2003 compared to P 2,523,022 in 2002.

Housing. In its “Kaantabay sa Kauswagan (Partners in Development)” Program, the city government was able to provide indigent families 435 houses under the Core Shelter Program and 24 houses under the Gawad Kalinga project in coordination with the Couples for Christ. Table VIII below summarizes the program impact of the Kaantabay sa Kauswagan.

Table VIII

Urban Poor Socialized Housing

Areas of Concern	1987	2003
A. Area (Hectares)	2.7	109.9895
B. No. of Properties	1	51
C. No. of Beneficiaries	50	7,686

On Health and Nutrition, there were 58,345 patients served by the Naga City Hospital in 2003 as compared to 55,509 patients served in 2002. The Naga City Hospital has been equipped fully to function not as a primary hospital but as like that of a secondary hospital. As an accredited Sentrong Sigla Center of the Department of Health, the services of the City Health Office has been upgraded to cater to more constituents needing preventive care. Table IX below presents the nutritional status of pre-school children in Naga City:

Table IX
Nutritional Status of Pre-school Children
2002 and 2003

Nutritional Status	2002	%	2003	%	Difference (b/w 2002 & 2003)	%
Normal	12,687	74.1	15,328	91.8	2,641	20.82
Mild/Moderate	3,833	22.3	1,012	6.0	-2,821	-73.60
Severe	16	0.09	14	0.08	-2	-12.5
Overweight	589	3.4	342	2.0	-247	-41.94

As of 2003, there is virtual elimination of severely malnourished children since 1994. This is less than 0.8 percent occurrence rate over the past 9 years. 91.8 percent of children in Naga enjoy normal nutritional status, one of the highest levels in the country.

Table X
Health Ratios, WHO Standard vs. Naga City

Indicator	WHO Standard	Naga City	
		1987	2003
Doctor-to-Population Ratio	1:20,000	1:3,487	1:1,131
Dentist-to-Population Ratio	1:20,000	1:40,869	1:482
Nurses-to-Population Ratio	1:20,000	1:824	1:510

Midwives-to-Population Ratio	1:3,000	1:1,494	1:1,809
Hospital Beds-to-Population Ratio	1:500	1:200	1:195

Table X above presents that Naga City's health ratios are way-above the World Health Organization's ideal standard on Doctor-to-Population Ratio, Dentist-to-Population Ratio, Nurses-to-Population Ratio, Midwives-to-Population ratio and Hospital Beds-to-Population Ratio.

In the 2002 Regional Nutrition Evaluation conducted by the Department of Agriculture and the Regional Development Council, Camarines Sur ranked last compared to Catanduanes, Albay, Camarines Norte and Masbate whereas Naga City, being a consistent winner of the CROWN Award, garnered the top place edging out Sorsogon, Legaspi, Iriga, Tabaco, Masbate and Ligao (Table XI below):

Table XI

Results: Regional Nutrition Evaluation 2002

LGU	Final Score	Rank
Sorsogon	91.36	Monitoring Only
Catanduanes	91.31	1
Albay	86.30	2
Cam. Norte	84.71	3
Masbate	77.42	4
Cam. Sur	75.04	5
Naga City	102.67	Hall of Famer
Sorsogon City	90.14	1
Legaspi City	86.21	2
Iriga City	83.38	3
Tabaco City	67.67	4
Masbate City	53.32	5
Ligao City	45.08	6

SANGGAWADAN. A locally-initiated innovation from AusAid's Street Urban Working Children Program (SUWCP), the project involves the provision of rice allocation and school supplies for every attendance to school. For 2003, a total of 3,190 beneficiaries received assistance in the form of rice allocation and school supplies.

PUBLIC SAFETY AND ORDER. In its intensifying campaign against drugs, the Naga City Police conducted 42 drug busts, in the process arresting 74 drug personalities, a total

of 576.79 grams of shabu confiscated worth P 1.038 M. 25 grams of Marijuana was also seized, and 49 cases were filed in court in 2003. On Anti-Illegal Gambling, the NCPS conducted 22 operations, in the process arresting 74 persons, detaining 46 and 28 charged in court.

To augment the lack of manpower, the city government provided 3 patrol cars, 10 additional bikes for patrol cops and 50 police auxiliaries to augment traffic unit.

On Education, new public schools were established just recently, the Morada Ramos Elementary School in Sitio Caromatig, Carolina and Grand View Heights Elementary School in Pacol, Naga City. New high schools --- one in Tinago and one in Pacol were constructed in 2002 --- bringing to the fore a total of 9 public high schools (from only one in 1987) and 26 public elementary schools (from only 19 in 1987). Table XII below summarizes the number of public schools in Naga City:

Table XII

Comparative Number of Schools, 1987 and 2003

Level	1987	2003
Public Elementary schools	19	25 + 1 (SPED)
Public Secondary Schools	1 (CSNHS)	9
Pre-Schools	24	65

Naga City also has the highest participation rate in Bicol. According to the Ateneo de Naga University's Arnulfo Reganit, Ed. D. in his State of Education in Bicol Region, Naga has 98.13 percent participation rate for elementary and 106.66 percent for secondary (see Table XIII below).

Table XIII

Participation Rate in Bicol, 2001

Division	Elementary	Secondary
Albay	90.21%	69.26%
Camarines Norte	91.63%	60.74%
CAMARINES SUR	90.51%	55.92%
Catanduanes	93.60%	65.72%
Masbate	95.68%	54.04%
Sorsogon	97.66%	71.30%
Iriga City	97.73%	98.03%
Legaspi City	97.53%	72.81%
NAGA CITY	98.13%	106.66%

The following are accomplishments for 2003 in the field of Education:

- Bridged the 30,000 shortfall on DepEd's allocation of books for public elementary and high school students attaining 1:1 textbook-student ratio in core subjects: English, Science and Math
- Publication of standardized lesson plans for teachers and workbooks for students
- Engagement of additional 44 teachers aimed at reducing class size while increasing participation rate at the high school level
- Opened 2 new high schools
- Funded annual testing localized pre-testing and post-testing to determine level of learning improvement among students
- Launched "Surog-Adal" wherein more depressed elementary schools are adopted by local civic and professional groups (Rotary, Lions Club, PICE, Filipino-Chinese Chamber of Commerce) to uplift their basic physical educational requirements
- Established the Project Computer Learning and Instructional Center for Kids (CLICK) that seek to install computer equipment in all elementary schools. The UNC has agreed for the free maintenance of 210 computers in public schools, deploying its engineering students and faculty to handle the task.

Bicol Science Centrum. The Bicol Science and Technology Centrum (BSTC), the only one of its kind in Bicol and one of the best in the country has accommodated a total of 49,324 visitors in 2003 compared to 35,944 visitors in 2002. To meet the demands of its increasing number of visitors, the BSTC has undergone renovations, aside from acquiring new interactive science equipment.

Public Library. Readership of the Public Libraray has increased from 24,943 in 2002 to 39,783 in 2003. With the completion of the new Naga City Libra ray and Museum at the City Hall Compound, preparations are underway in the eventual transfer of books and internet facilities from its old location.

Environment. On its Clean Air Thrust, the City Environment and Natural Resources Office continues to implement the following activities:

- Regular Air Quality Monitoring
- Apprehension of 879 vehicles out of 1,234 vehicles tested
- Arrested air quality deterioration maintaining "FAIR" air quality standard since 2001
- Only city in Bicol accepted as member of Clean Air Initiative for Asian Cities and International Council for Local Environment Initiatives (ICLEI)
- DENR's pilot city in Bicol for Airshed Project

On Clean water, the city has:

- Significantly improved water quality since 1999
- Acquired waste water treatment system at the Naga City Abattoir
- Closure of leachate-producing open dump site
- Acquisition of know-how in waste water management through IWRA and USAID assistance

On Solid Waste Management:

- Inaugural operation of the Naga City Materials Recovery Facility
- Effective partnership with community and NGO's
- DENR has chosen Naga City as Regional Pilot LGU in its Citywide Ecological Solid waste Management Program

Table XIV below summarizes improvements in Ecological Management in the City:

Table XIV

Comparative Data on Ecological Waste Management, 1988 and 2003

Indicators	1988	2003
Garbage Trucks	2	11
Barangays Covered	8	27
Volume Collected	6 tons/day	60 tons/day
Frequency	2-3/week	Daily at CBD 3 – 4/week (Subd.)
Garbage collectors	6	49
No. of sweepers	5	25

Naga City has also been adjudged by DENR – V as 2003 Cleanest and Greenest LGU in Bicol, outranking all other cities:

Table XV

2003 Cleanest and Greenest LGU in Bicol

City	Rank
Naga City	1st
Iriga City	2 nd
Legaspi City	3 rd
Sorsogon City	4 th
Masbate City	5 th

Infrastructure. Naga City has the extensive road network in Bicol, with a total of 177.345 kilometers. (please refer to Table XVI below)

Table XVI

Road Surface, 1988 and 2003

TYPE	1988	%	2003	%
Concrete	36.714	23.55	151.6018	85.48
Asphalt	61.935	39.73	4.324	2.44
Gravel	53.882	34.57	4.2092	2.37
Unsurfaced	03.348	02.15	14.71	8.29
Concrete with Asphalt Overlay	0	0	2.5	1.41
TOTAL	155.879	100.00	177.345	100.00

Concrete roads have increased significantly from only 36.714 kilometers in 1988 to 151.6018 kilometers in 2003.

New Road Openings. With the construction of new road openings, not only will traffic be decongested at the Central Business District, but commuters will not have to pass thru centro to be able to go to Legaspi or Manila. These new road openings are:

- Quebroac-Sta. Cruz Road
- Canaman-Calauag Road
- Abella-Bagumbayan-Queborac Road
- Molave-Liboton Road
- Mabolo-Sabang Bridge
- Tabuco-Sabang Bridge
- Almeda-DMCI Hi-way
- Balatas-San Felipe Road
- Carangcang, Magarao-Naga Road
- Sta. Lucia, Magarao-Naga Road
- Carolina-San Isidro Road
- Cararayan-Pacol Road
- Palestina-San Isidro Road
- Carangcang-Sitio Langon, Cararayan Road

Circumferential Roads:

- East Highland Circumferential Road System
- Upper Circumferential Loop
- Lower Circumferential Loop
- Urban Circumferential Loop
- Urban Access Roads (Cararayan – Balatas Road)
- Naga North Access Road (San Isidro-Cararayan Road)
- Naga South Access Road (Almeda hi-way)

Inter-City Roads:

- Canaman-Calauag Road
- Carangcang-Magarao-Naga Road
- Palestina-San Isidro Road
- Sta. Lucia, Magarao – Naga Road

Waterworks. From only 19 barangays covered in 1988, now the whole of Naga City is fully connected to the Metro Naga Water District---increasing service connection from 7,033 in 1988 to 14,557 in 2003 (see Table XVII below).

Table XVII

Waterworks, 1988 and 2003

Indicators	1988	2003
Barangays served	19	27
No. of HH Served	7,033	14,557
Sources:		
Spring	0	2
Pumping Stations	5	12

Infra Projects. From 2001 to 2003, the city government has implemented a total of P 210 M –worth of infrastructure projects ranging from urban poor land development projects to education, health, environment and urban renewal. (Table XVIII below)

Table XVIII

Infra Projects, 2001 – 2003

Category	Amount
Urban Poor	P 47,810,182.65
Health Services	41,212,142.46
Education	32,585,896.04
Economic Enterprises	23,603,617.70
Access	22,528,238.22

Flood Control	16,151,818.38
Urban Renewal	15,643,007.75
Environemnt	10,160,000.64
Public facilities	762,754.879
TOTAL	P 210,487,656.00

Of the total projects, Urban Poor Land Development comprised 23 percent of the total, followed by Health Services (20 percent) and Education (15 percent).

Capacity for Excellence. Not only did we make the best better, or bring out growth with equity. More importantly, we have proven that nothing is impossible if we have the determination, competence and the strong will to carry out our mandate as servants of our people.

Our best practices, confirmed by various prestigious national and international research groups and organizations, are meant to take lives of their own, like dreams transforming into realities. The institutionalization of these practices puts into real terms our serious effort to build a community where everyone is a satisfied stakeholder.

Within the bureaucracy, we always believe that proper delivery of frontline services will result in the solution of other problems major in themselves, thus enabling us to establish a more productive, more efficient, and more responsive government.

While we already chalked up more than 50 regional, national and international awards, we added 21 more since I came back in 2001:

- 2001 Most Child-Friendly City, Region V
- 2002 Most Child Friendly City, National, 2nd runner-up
- 2002 and 2003 Cleanest and Greenest City, Region V
- 2002 Most Outstanding Police Station, Region V
- 2002 and 2003 Most Business-Friendly City in the Country
- 2002 Model for Good Practices in Government Procurement, World Bank
- 2002 Saringaya award, Region V
- 2002 UNDP Cybercity Award for Asia-Pacific
- Gawad Kapaligiran 2002
- 2002 Galing Pook Awards
- 2002 Best City Peace and Order Council, National
- 2002 BSHF-World Habitat Awards Finalist
- 2002 Dr. Jose Rizal Award for Excellence
- 2002 and 2003 Anti-Jueteng Crusade Recognition
- 2003 Hall of Fame, National Nutrition Awards
- 2003 Hall of Fame, National Population and Development Award
- Galing Pook Awards for Continuing Excellence (ACE)
- 2003 People Power Movement Award for 20 best practices in the country
- 2004 UN Habitat Gender-Responsive LGU Award

We have hosted not once but twice: the Palarong Pambansa and the Philippine National Skills Competition

For 2 consecutive years Naga City has been adjudged:

- “Most Business Friendly in the Philippines” in 2002 and 2003 by the Philippine Chamber of Commerce and Industry, a feat unmatched by any other city in the Philippines.
- “Cleanest and Greenest City in Bicol”

For three times now, Naga has hosted the prestigious South Luzon Area Business Conference.

Naga has been Hall of Famer:

- Excellent Nutrition and health programs
- Eradicated to near zero cases of severely malnourished children

Naga is recipient of Galing Pook Awards for Continuing Excellence (ACE):

- Kaantabay sa Kauswagan
- Metro Naga Development Program
- Emergency Rescue Naga
- Naga Early education Development Program
- Naga Computerization Program
- Naga City People Empowerment Program
- Productivity Improvement Program

Naga City is:

- consistent CROWN Awardee (1994, 1995, 1996 and 1997) – conferred by the National Nutrition Council in Malacanang Palace, Manila
- Rafael M. Salas Awardee – for exemplary efforts and contributions in the implementation of the Philippine Population Management Program

For the first time in 50 years, we have published a definitive book on Naga’s history and heritage. The book, “Naga: the Birth and Rebirth of a City” traces our colorful past as a riverine community up to the time that it became a chartered city in 1948.

For the first time, too, we have documented in book form Naga’s initiatives and innovations in local governance. The book, “making Local Governance Work: The Naga City Model” is a humble attempt to show the way of creative governance and genuine people empowerment.

We never dreamed of hosting the first International Rondalla Festival and the First Quarterly Meeting in Naga City of the executive board of the Paris-based International Music Council of the United Nations Educational Scientific and Cultural Organization (UNESCO).

We never dreamed of hosting an international sports competition --- Naga stands a good chance to be chosen as one of the satellite venues for the 2005 Southeast Asian Games.

We never dreamed of being honored as a model local government unit by prestigious international organizations that include, among others: UNDP, World Bank, Japan Bank for International Cooperation (JBIC), Asian Development Bank (ADB), International Council for Environmental Initiatives (ICLEI) and Integrated Water Resource Alliance.

Future Directions. We shall intensify investments in the field of agriculture and tourism, focusing on the diversification of the economy and giving priority to industries that use Naga as a base; and add value to the agricultural and mineral resources of the region:

- TLC Beatrice and Bicol Mineral (kaolin plant)
- Continuing development of upper barangays/tourism zones
- New upscale commercial development – SM, LANDCO/Pacific Mall, CBD II Central Mall (Baguio Central Mall)
- Health care facilities and retirement village
- ICT outsourcing niches – call centers (Asia-Pacific Partners) and Digital animation (Ateneo de Naga University)

International Destination. We shall at least have one international event every year --- making Naga as an international destination for culture development, tourism, conferences and sports competitions. Our track record in holding big events such as the first international rondalla festival and the proposed hosting as satellite venue of the 2005 SEA Games will boost our objective in this regard.

Urban Poor. The Gawad Kalinga, will be a special housing project for the project shall be expanded. We shall start construction of the city's row-housing project with the money for the project already allocated by the National Housing Authority (NHA). We shall provide housing assistance and assist poor homeowners to complete construction of their homes through a grant and loan component to be provided by the city government.

Low-cost housing components of new subdivisions and housing developers shall be situated in city-owned lands to provide prospective homeowners lower lot cost and ensure that basic facilities are amply provided.

Our urban poor land and housing programs shall move towards the upland barangays, particularly Carolina, Panicuason, and San Isidro and provide access roads and basic infrastructure facilities thereat.

Health and Nutrition. With over 4,645 Philhealth cards already distributed to indigent residents for free medical coverage, we shall continue to expand its coverage to entitle more residents for medical benefits.

With the near completion of the Almeda highway, a new P 600-million worth modern hospital will soon rise in the area to accommodate the increasing number of patients and provide them with the most modern medical facilities comparable with those found in Metro Manila.

Because of our transparent procurement of medicines that redound to lowest cost, we are best positioned to purchase more medicines for a greater number of poor patients.

Public Safety and Order. With the purchase of additional three (30 patrol cars for the Naga PNP, we shall continue to upgrade police equipment and facilities to enhance mobility and police presence.

We shall build a new central police headquarters within a more expansive area, either at CBD II, or along the Almeda highway.

The best antidote against crime is still the active involvement of ordinary citizens, down to the household level. The noble aims of Bantay-Kataid (Bangkat) shall further be strengthened to make neighborhoods crime-free or make crime prevention realizable and crime solution easier and speedier.

Education. With our “reinventing the School Board Project” which has won approval from DepEd and the Ford Foundation for its bold innovations and initiatives, we expect that the achievement level of our public school students will further rise in the next five years, such that even the average public school student will be at par with his private school counterpart.

Already, we have found out that the brightest students from public schools are comparable with the brightest in private schools. The Naga City Science High School and the Camarines Sur National High School science-oriented classes are at par with the leading private schools in the city.

Because we have built more schools, Naga City has the highest participation rate of students throughout Bicol. The ultimate goal is to see that all school-age children are enrolled in schools that is why we are bringing our schools near the homes of students.

With enough schools and making them accessible to the most indigent student or remote neighborhood, the next step is to sustain the quality of education that we provide them. Accessibility and quality of education should move in parallel lines.

We shall offer care-giver course at the city-sponsored Camarines Sur Community College so that poor students who can't afford higher tuition fees in private schools will have equal chance to prepare for employment abroad.

Infrastructure. We shall meet future challenges in terms of service delivery and burgeoning business environment. We shall build more access roads, and focus our resources towards the enhancement of CBD I with a complementary view of expanding towards CBD II.

Traffic Management. We shall commence construction of fly-overs in traffic-prone areas and other choke points wherever feasible. We will endeavor the opening up of the Mabulo-Sabang Bridge within this year. We shall accomplish opening to traffic of more intracity and intercity access roads. We shall continue to devise measures that will decongest CBD I and thus further boost and optimize business opportunities in the area.

Parks and Plazas. We shall now have a brand-new Plaza Quezon – a place for rest and recreation among promenades and a center for various cultural, social and educational presentations.

I-Governance. Our task at hand is to make information Communication Technology (ICT) accessible not only to middle-income and high-income residents. Through wireless connection, we shall see the full activation of cyberbarangays and cyberschools in upper barangays of the city. Recently, we have established the I-Link Training Center to speed up access to information technology to a larger number of residents and students.

CONCLUSION

With all the ingredients found in the Naga City Model, there is no reason that we can't live all our dreams into reality. With all our stakeholders as implementers and beneficiaries at the same time, Naga City will always triumph in the realization of its mission and vision towards a prosperous, equitable and livable city.

With each victory, our goal is to raise the bar of excellence higher with each passing day.