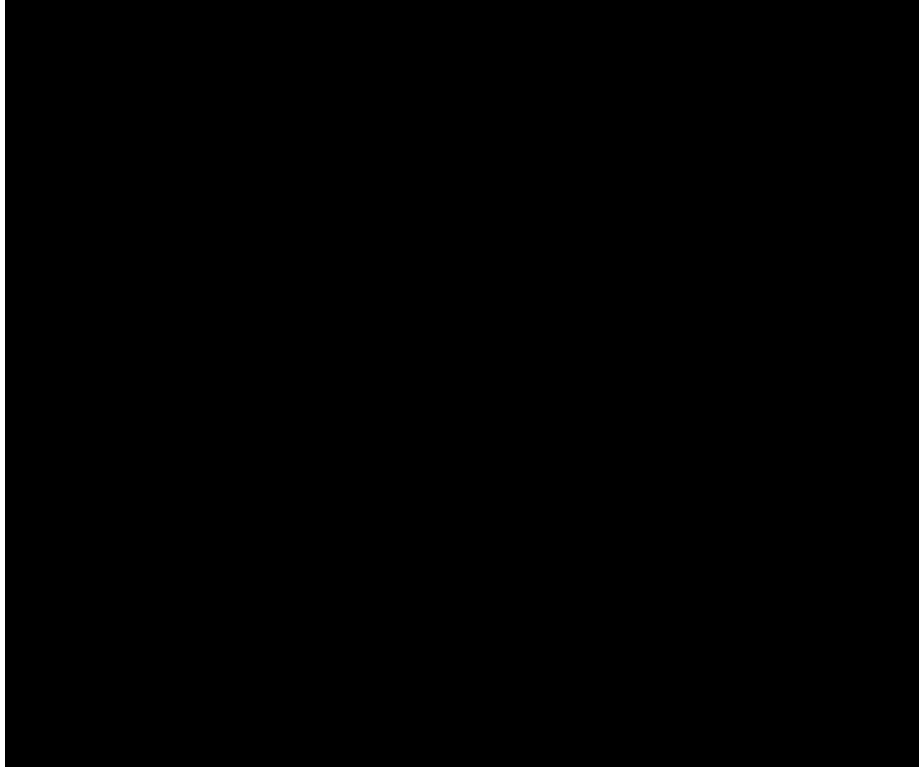


Border Environment Cooperation Commission



2014 Year in Review

Program Performance and Results Report

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Border Environment Cooperation Commission

Integrating Environmental Solutions for U.S. – Mexico Border

In 2014 the Border Environment Cooperation Commission (BECC) and its sister organization, the North American Development Bank (NADB), commemorated their 20th anniversary. The border region has benefited substantially from this innovative, bilateral BECC-NADB environmental development model which has evolved over the past two decades.

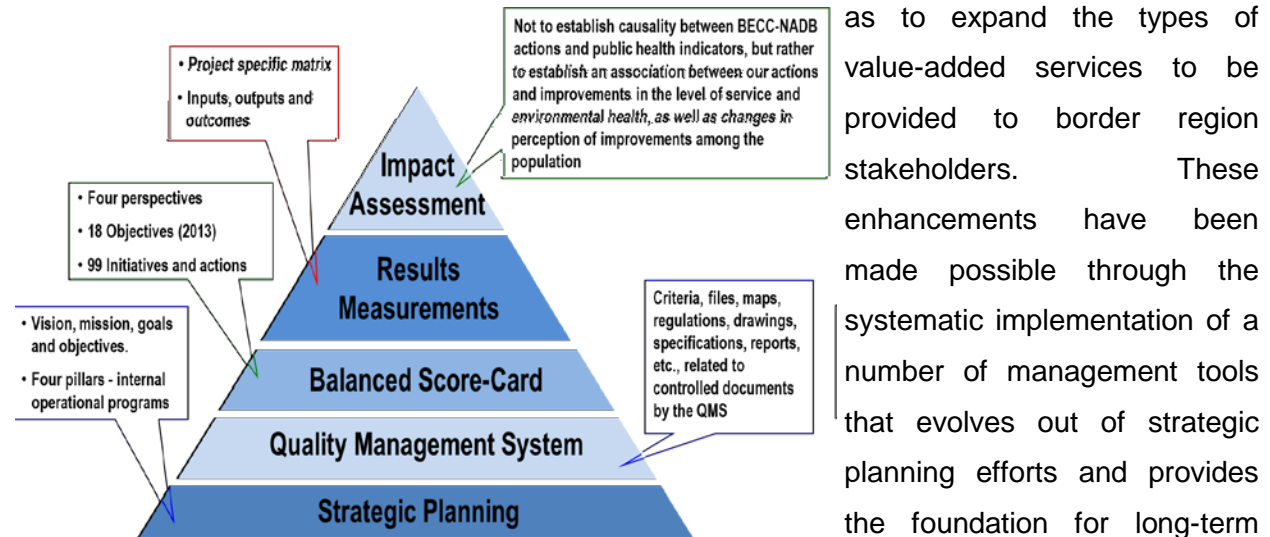
The past year was not only very successful in terms of BECC's work in project development, technical assistance and institutional capacity building, but it was a defining year for the continued success of the organization. The BECC/NADB Board of Directors approved a resolution recommending the merger of NADB and BECC into a single institution, as a measure for enhancing the impact of their programs and service to border communities. The proposed integration would preserve the current mission, purposes and functions established by the Charter of both organizations, including their environmental mandate and geographic jurisdiction. As the integration moves forward, BECC anticipated that its core programs reflected throughout this report will be strengthened, thus resulting in improved service to border communities.

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BECC Management Tools

In 2014 BECC continued to improve its processes to achieve efficiency and high quality, as well



as to expand the types of value-added services to be provided to border region stakeholders. These enhancements have been made possible through the systematic implementation of a number of management tools that evolves out of strategic planning efforts and provides the foundation for long-term

focus and participation of all staff in the development of goals and measurable performance. The main tools are following:

- **Balanced Scorecard (BSC)** – a method of translating strategy into specific action plans with annual goals and objectives that are utilized to measure program performance.
- **Quality Management System (QMS)** – assuring process compliance to a high quality standard, monitored through periodic internal audits conducted throughout the year.
- **Results Measurement System** – a framework developed specifically to document the results of projects certified by BECC and financed by NADB, focused on achieving project outcomes which contribute to positive environmental and human health impacts.

The purpose of this report is to present the achievements of BECC’s institutional programs. Since 2008 BECC has followed the BSC model to translate annual goals into clear and measurable actions. The model considers the perspective of its customers, BECC’s institutional capacity through efficient and effective internal processes, an assessment and expansion of the knowledge and competencies of its human resources, and the optimization of financial resources. Since 2008 through 2013, BECC met 80% to 91% of its annual objectives.

In 2014, BECC continued operating through four Institutional Pillars and General Support Program:

- Pillar 1: Project Certification
- Pillar 2: Technical Assistance through Grants or Expertise
- Pillar 3: Partnerships with Stakeholders
- Pillar 4: Institutional Capacity through Information and Training
- Program: General Support and Performance Improvement

In 2014, BECC successfully met 90.5% of its BSC objectives and continued to advance its mission through significant accomplishments in each of its four Institutional Pillars.

A summary of the Program or Pillar accomplishments and a specific review of its BSC objectives are provided in **Attachment 1**.

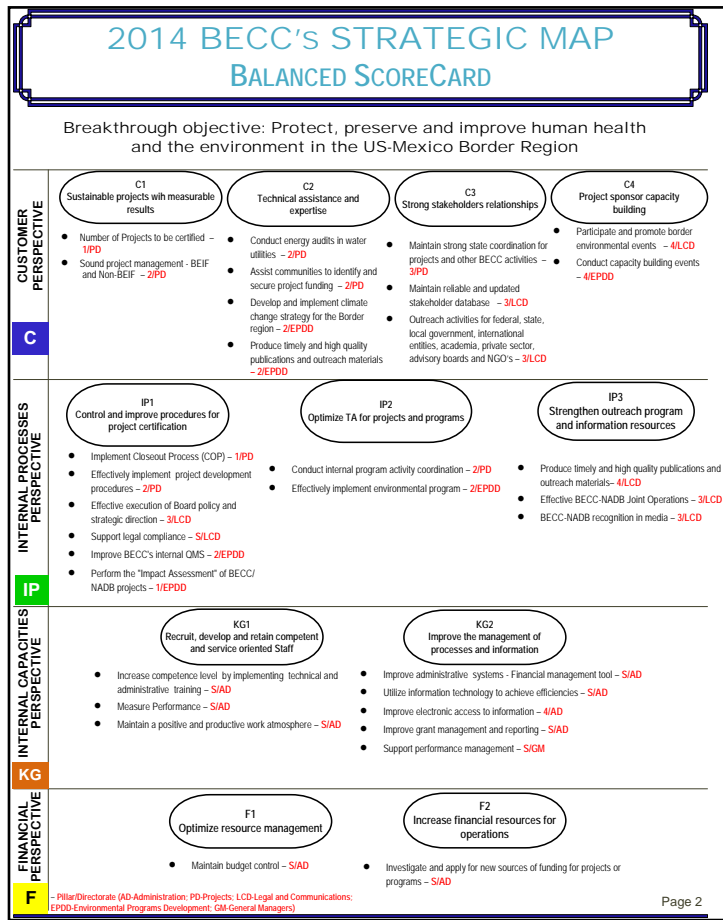
BECC's Balanced Scorecard

Using the BSC model, BECC's planning efforts have been developed to consider the perspective and expectations of its **customers** –Board of Directors, NADB, and other border stakeholders– as well as to assure sufficient institutional capacity to meet these expectations through continuous improvement of its:

- Managerial procedures, programs and products;
- Staff development through training as well as technical systems infrastructure, and
- Financial resources and management practices

BECC has realized a number of important benefits from this planning technique. For example, the strategic map provides a comprehensive picture of business operations and interrelationships. The BSC has also been a practical tool for communicating goals and strategies at all levels of the organization helping BECC staff to see and understand how their work is related to the success of the organization as a whole. BECC has utilized the performance measures resulting from this practice to inform its stakeholders of achievements and opportunities for improvement. BECC's 2014 BSC Strategic Map reflecting the relationships among its 11 objectives is shown.

Because the BSC is intended to be adaptable to unique and evolving work environments, BECC



annually conducts a series of internal work sessions to review and evaluate the effectiveness of its BSC, identify improvements, and develop annual goals and objectives. Attachment 1 shows BECC's consolidated 11 new or refined objectives along with 110 associated measurable targets for 2014. To further support the success of these new expectations, management designed a reporting program which features bi-monthly follow-up and progress reporting with Directors and area supervisors. With the management's commitment to utilize this tool to its greatest potential, BECC's BSC has proven to provide an effective means for evaluating and documenting the performance of the

institution.

Performance and Results by Pillar

The performance of each pillar, including notable accomplishments, along with a brief recap of those activities measured for its BSC objectives, are highlighted below.

Strategic Objective	Initiatives / Targets	% Achieved
Sustainable projects with measurable results	- 18 completed - 12 BEIF and 6 non-BEIF (22.5) - Report on aggregated project results as identified by COP (2.5)	18 Closeout Project completed - 100%
Sustainable projects with measurable results	23 certification projects	16 certified projects plus 4 under Board Review - 87%
Control and improve procedures and improve operational procedures for project certification	- Complete and deliver the final report of the Valle de Juarez pilot test - Complete and deliver the final report of the Vinton, TX, Prospective HIA - Identify and implement one IA study (in coordination with NADB). - Update of basic services coverage in Mexican Border municipalities (W, WW collection and WW treatment). - Baja California water and WW infrastructure IA	79% Completed

PILLAR 1: Project Certification

Purpose: *To support border communities in identifying, developing and achieving BECC certification of environmental infrastructure projects that will access NADB funding, in order to improve human health, promote sustainable development, and contribute to enhancing the quality of life in the border region.*

Projects

Throughout 2014, BECC staff managed a significantly steady project workload. As of December 31, 2014, there were 41 formally accepted projects in BECC’s project development pipeline, with an estimated cost of approximately US \$149 million. Of these, 17 were in the United States and 24 in Mexico; 35 were related to Water and Wastewater (WWW), and 6 to Energy (ENE). In addition to this formal pipeline, BECC works closely with NADB and potential project sponsors to evaluate projects that are expected to enter the formal pipeline once certain development milestones have been achieved. At any time during the year, Project staff may be working on twice as many project candidates as listed in its formal project pipeline.

During 2014, 16 environmental infrastructure projects successfully completed the BECC certification process and received NADB financing approval, representing an estimated infrastructure investment of more than US \$1.3 billion and benefitting 2,265,906 million border

residents. The projects certified in 2014 are listed below. Additional project information can be found in BECC’s 2014 Annual Report or accessed through the BECC’s website (www.becc.org).

2014 Certified Projects

Project Number	Project Name	Certification Date	Cost (MD)	Anticipated Outcome	Benefited Population
797	“Ventika ” Wind Energy Projects in General Bravo, Nuevo Leon	Feb-19-2014	Reserved	Generation of approximately 512.7GWh of electricity during the first year of operation, and An expected displacement of approximately 303,518 metric tons/year of carbon dioxide,1 metric ton/year of sulfur dioxide, and 751 metric tons/year of nitrogen oxides.	5,527
798	“Ventika II” Wind Energy Projects in General Bravo, Nuevo Leon	Feb-19-2014	Reserved	Generation of approximately 521.0 GWh of electricity during the first year of operation, and An expected displacement of approximately 308,431 metric tons/year of carbon dioxide, 1 metric ton/year of sulfur dioxide, and 763 metric tons/year of nitrogen oxides.	5,527
770	Wastewater Treatment Plant Improvements in Holtville, California	Feb-24-2014	\$11.01	Improved wastewater treatment capacity (0.85 MGD) to address inadequately treated wastewater discharges currently released to an impaired water body, and Improved wastewater treatment service for 100% of the system’s 1,279 existing residential connections, and Improved wastewater effluent quality (ammonia and biochemical oxygen demand) below or equal to permit limits, and A wastewater treatment facility in full compliance with all applicable laws, rules and regulations.	6,594
803	SunPeak Solar Park 2 in Niland, California	Mar-13-2014	Reserved	The outcomes resulting from the installation of 20 MWAC of new renewable energy generation capacity are: Approximately 47,000 MWh1 during the first year of operation, and b) The expected displacement of more than 12,748 metric tons/year of carbon dioxide and 19 metric tons/year of nitrogen oxides.	1,006
736	Agua Sud Wastewater Collection and Treatment (East) Palmview, Texas	May-8-2014	\$44.26	Provide access to wastewater collection and wastewater treatment services for 1,752 new sewer connections; Provide wastewater treatment capacity of 2.55 million gallons per day (MGD) Initially eliminate untreated or inadequately treated wastewater discharges of approximately 0.90 MGD.	8,183
790	Expansion of the Wastewater Collection System in Avenidas “B” in San Luis Rio Colorado, Sonora	May-8-2014	\$6.90	Provide first-time access to and/or improve wastewater collection and treatment services for up to 4,369 residential connections. Eliminate untreated wastewater of up to 1.07 million gallons per day (MGD).	16,122
806	Wastewater System Rehabilitation Project in Piedras Negras, Coahuila (CAP)	May-8-2014	\$0.24	Eliminate an estimated 2.3 million gallons per day (mgd) or 100 liters per second (lps) of untreated wastewater overflows. Contribute to the safe and sanitary operation of the wastewater collection system.	65,000
814	Border-Wide Public Transportation Improvement Program in Mexico	Jun-24-2014	\$11.40	The Project is expected to generate environmental and human health benefits related to the displacement of an estimated 192 metric tons/year of carbon dioxide (CO2), 30 metric tons/year of nitrogen oxides (NOx) and 1.2 metric tons/year of hydrocarbons (HC).	1,250,000
815	Tres Mesas Wind Energy Project in Llera de Canales, Tamaulipas	Jun-25-2014	Reserved	Generation of approximately 510 GWh of electricity during the first year of operation, and An expected displacement of approximately 200,599 metric tons/year of carbon dioxide, 1 metric ton/year of sulfur dioxide, and 700 metric tons/year of nitrogen oxides.	255,424

2014 YEAR IN REVIEW PROGRAM PERFORMANCE AND RESULT REPORT

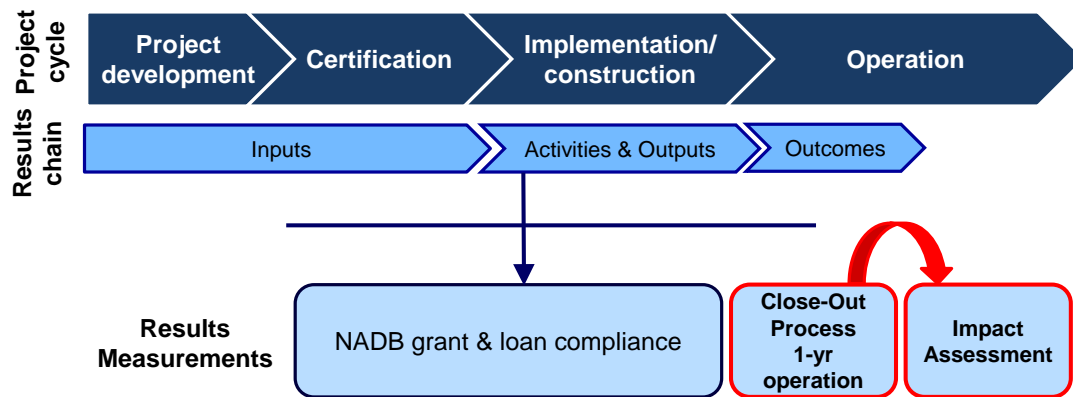
794	Arsenic Treatment and Wastewater Collection Project in Tornillo, Texas	Aug-28-2014	\$3.25	Provide improved drinking water quality; Full compliance with regulatory standards -- arsenic concentrations will be reduced to < 10 µg/L. Provide access to wastewater collection and treatment services for 19 new sewer connections. Eliminate untreated or inadequately treated wastewater discharges of approximately 6,000 GPD.	3,500
792	Cotton Valley Wastewater Collection Project in El Paso County, Texas	Dec-3-2014	\$1.29	Provide access to wastewater collection service for 78 new sewer connections; and Eliminate untreated or inadequately treated wastewater discharges of approximately 30,000 gallons per day (gpd).	288
821	Infrastructure Program for the State of Nuevo Leon: Air Quality Improvements through Street Paving for the Monterrey Metropolitan Area in the State of Nuevo Leon	Dec-3-2014	\$62.60	The Project is expected to generate environmental and human health benefits related to the paving of existing dirt roads, thereby reducing the harmful emission of PM10 by, at least, an estimated 1,700 metric tons/year.	112,000
826	Infrastructure Program for the State of Nuevo Leon: Modernization and Improvements to Don Martin Irrigation District 004 in Anahuac, Nuevo Leon	Dec-3-2014	\$49.80	The expected environmental and human health benefit expected from the implementation of the Project is to increase water use efficiency in the DMID to an estimated 60%.	14,480
760	Rehabilitation of the Wastewater Collection System in Colonias Loma Linda and Esperanza in Mexicali, Baja California	Dec-3-2014	\$0.59	The Project is expected to generate environmental and human health benefits related to improved wastewater collection services for up to 637 residential wastewater connections.	2,230
772	Rehabilitation of Wastewater Collection Main Lines and Residential Wastewater Connections in Tijuana, Baja California	Dec-3-2014	\$7	Improve wastewater collection and conveyance infrastructure for up to 141,342 existing residential wastewater connections. Increase use of wastewater collection service for up to 525 new residential wastewater connections. Eliminate 3.95 liters per second (lps) or 0.09 million gallons a day (MGD) of untreated or inadequately treated wastewater discharges to open drains.	524,908
822	Expansion of Water and Wastewater Services to Unserved Areas of the Piedra Angular Colonia in Tecate, Baja California (CAP)	Dec-3-2014	\$0.44	Provide first-time wastewater collection service through 174 residential sewer connections. Eliminate an estimated 34,000 gallons a day of untreated or inadequately treated wastewater discharges. Increase access and use of safe and reliable drinking water services to 51 households.	644
TOTAL			\$1,312.06		2,265,906

Consequently, as of December 31, 2014, BECC had certified a total of 243 projects, 112 in the U.S. and 131 in Mexico, benefitting 15.5 million border residents and estimated to have a construction value of \$8.330 billion dollars. NADB financing has supported 204 BECC-certified projects with \$2.40 billion dollars in loans and grants of which 93% has been disbursed to project sponsors.

Results Measurement

BECC/NADB Framework for Results Measurement

- Reflects experience/best practices identified in the results measurement systems of Multilateral Development Banks(MDBs), World Bank (WB) and others
- Emphasizes simplicity, cost-effectiveness, and usability of the system
- Recognizes the expectations for continuous system evolution



Project Closeout

The purpose of the Closeout Process (COP) is to evaluate if a project achieved the outputs and outcomes anticipated at time of project certification, along with providing an assessment of project performance throughout all phases of the project cycle - project development/certification, construction and operation – and, based on the findings, identifying lessons to be considered for improving the success of the program and future project investments. The COP is developed for two distinct groups of projects – Border Environment Infrastructure Fund (BEIF) and Non-BEIF – each with a unique scope of review. The COP for BEIF projects has been under development since 2007 and is expected to be applied to the entire universe of BEIF projects. The content of the Non-BEIF COP was presented to the Board by BECC and NADB at the February 2011 Board Meeting and will be applied to only those Non-BEIF projects certified after 2006.

In the second quarter of 2014, BECC and NADB close-out teams developed a coordinated list of proposed activities for BEIF and Non-BEIF close-outs to be completed during the year. Based on this list, the Project COP gained momentum during the second quarter of 2014 for both BEIF and Non-BEIF projects.

For BEIF projects, BECC conducted site visits to complete the operational phase reports for Region 6 and Region 9. At December 31, 2014, 11 BEIF projects were completed for both regions. Region 6; In Texas, Tornillo, Fabens and Rio Grande, in Chihuahua, Anapra, Porfirio Parra and El Porvenir, in New Mexico, Lordsburg. Region 9; In Sonora, Los Alisos and San Luis Rio Colorado, in Baja California, Rosarito I and Rosarito II, as it is exhibited in the following

tables.

Closeout BEIF – Region 6

Project	Certification Date	Project Objective	Benefitted Population
298-Tornillo, Texas	September 25, 2002	Eliminate exposure to untreated wastewater in unserved areas through the construction of the wastewater collection system and a wastewater treatment plant, contributing to the reduction of water pollution and the risk of water-borne.	3,176
229-Fabens, Texas	March 20, 2002	Improve water quality by installing treatment units to remove iron and manganese, to increase capacity by upgrading the existing wastewater collection and treatment system contributing to the reduction of groundwater pollution and the risk of waterborne diseases.	7,066
354-Anapra, Chihuahua	October 26, 2006	Eliminate exposure to untreated wastewater in unserved areas through the construction of the WWCS, construction of a new WWTP, and the construction of a water reuse system; contribution to the reduction of groundwater pollution and the risk of water-borne diseases.	16,684
509-El Porvernir, Chihuahua	September 28, 2007	Eliminate exposure to untreated wastewater in unserved areas through the rehabilitation and expansion of the WWCS, and the construction of a new WWTP; contributing to the reduction of groundwater pollution and the risk of water-borne diseases.	2,580
450- Lordsburg, New Mexico	March 27, 2007	Improve water quality through the implementation of an activated alumina treatment system, which contributes to the reduction of the risk of waterborne diseases associated with high levels of fluoride.	3,379
442- Porfirio Parra, Chihuahua	July 30, 2007	Eliminate exposure to untreated wastewater by expanding the wastewater collection and treatment systems to un-served areas, contributing to the reduction of groundwater pollution and the risk of water-borne diseases.	1,692
680- Rio Grande, Texas	May 17, 2011	Eliminate exposure to untreated or inadequately treated wastewater discharges in the Water Street Subdivision through the construction of a wastewater collection system, which will contribute to the reduction of water pollution and the risk of water-borne diseases.	111

Closeout BEIF - Region 9

Project	Certification Date	Project Objective	Benefitted Population
601-Los Alisos, Conveyance System and WWTP, Nogales, Sonora	October 1, 2010	Eliminate exposure to untreated WW by expanding the WW conveyance and treatment to un-served areas, contributing to the reduction of groundwater pollution and the risk of water-borne diseases.	70,000
586/592/593-Rosarito II, WWC System, Playas de Rosarito, Baja California	July 21, 2009	Eliminate exposure to untreated wastewater by expanding WWC and treatment to unserved areas, contributing to the reduction of groundwater pollution and the risk of water-borne diseases.	5,766
585-Rosarito III, Rosarito I expansion, Playas de Rosarito, Baja California	July 21, 2009	The purpose of the Project was to eliminate exposure to untreated wastewater discharges by expanding the Rosarito I WWTP capacity, and reduce groundwater pollution and the risk of waterborne diseases.	21,802
485-SLRC PIMAS III, WWC System, San Luis Rio Colorado, Sonora	April 14, 2010	Eliminate exposure to untreated wastewater and avoid aquifer contamination by providing the wastewater collection service to first time users, contributing to the reduction in risk of waterborne diseases and pollution.	39,656

At the same time, seven Non-BEIF projects were submitted to the Board during the 2014; Ascension, Chih., Niland, CA., Los Herrera, Dr. Gonzalez in N.L., Peñasco, Son., San Juan, TX., and Hidalgo County.

Closeout Non-BEIF Projects

Project	Certification Date	Project Objective	Benefitted Population
Comprehensive Solid Waste Management Project for Ascension, Chihuahua	January 17, 2008.	Improve solid waste management by the construction of a landfill, two dumpsite closures and the acquisition of collection equipment. It contributes to the reduction of risks for diseases associated with improper solid waste handling and pollution.	12,429 Residents.
Sun Peak Solar Park in Niland, California	June 06, 2011.	Increase installed capacity of renewable energy resources for power generation, through the construction and operation of a solar photovoltaic, reducing the demand on traditional fossil fuel-based energy production which helps to avoid greenhouse gas emissions and other pollutants from power generation by fossil fuels.	23,514 residents

Construction of a Sanitary Landfill in the Municipality of Los Herreras and Dr. Gonzalez, Nuevo Leon	December 16, 2008	Achieve a proper regional waste management through construction of regional sanitary landfills, contributing to the reduction of inadequate solid disposal, soil and groundwater contamination and the risk of vector-related disease and other harmful effects.	4,982 residents
Air Quality and Street Paving Project in Puerto Peñasco, Sonora	June 21, 2011	The objective of the project is to reduce harmful emissions – PM10 – by increasing street paving coverage as well as improving roadway and traffic infrastructure, contributing to the improvement of air quality and a reduced risk of respiratory diseases for its residents	5,600 residents 5,950 residents
Water Conservation Project, Hidalgo County Irrigation District No. 2, San Juan, Texas	October 30, 2015	The objective of the project is to increase water management efficiencies by replacing 2 miles of a water conveyance mortar-jointed concrete pipeline in order to avoid water losses in the Hidalgo County Irrigation District (HCID) No. 2, San Juan Texas.	1,155 residents
Solid Waste Collection Equipment Project in Tijuana, Baja California	June 21, 2006	The objective of the project is to improve solid waste management by the acquisition of new equipment. The Project contributes to the reduction of the risk for diseases caused by pollution due to illegal dumping of domestic waste in the streets and in areas such as creeks and other open areas in Tijuana, Baja California.	1,490,128 residents

Impact Assessment

Health Impact Assessment (HIA) is a systematic process that uses an array of data sources and analytic methods and considers input from stakeholders to determine the potential effects of a proposed policy, plan, program, or project on the health of a population and the distribution of those effects within the population (National Research Council, 2011). In addition, HIA provides recommendations on monitoring and managing those effects.

Based on the instructions of the Board of Directors, BECC and NADB, with the support of external consultants, developed and presented to the Board a proposed framework for conducting impact assessment efforts, and the support of EPA Border 2012 funds and funding from the Pan American Health Organization (PAHO).

In 2014 BECC completed a retrospective analysis to assess the impact of wastewater infrastructure in the Valle de Juarez, Chihuahua region. This effort was partially funded by PAHO and by EPA through the Border 2012 Program. The results of the assessment were presented at the December 2014 Board Meeting and are available on the BECC web page. The impact assessment effort conducted for the Valle de Juarez allowed BECC to establish a solid

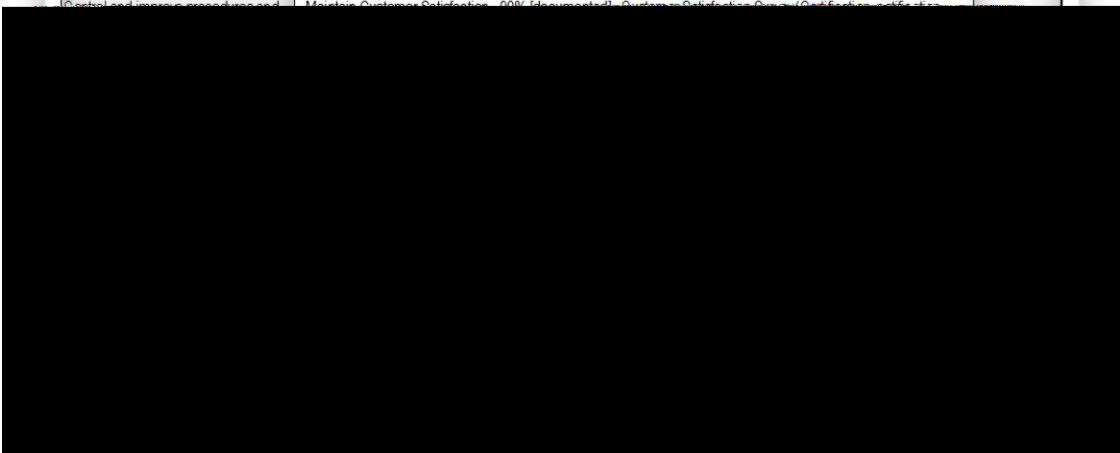
methodology and indicators that will be used to measure the impact of future projects. A summary of the results are below.

Valle de Juarez Results

WWTP	Certification	Description	Initial Environmental Conditions	Impacts
Práxedes G. Guerrero (Pop. 2,128)	Sep. 2007 ID 446	Wastewater collection/treatment (WWTP 15 L/s)	<ul style="list-style-type: none"> 30% of the population without WW collection Survey: 11% with latrines & 19% cesspools 100% without WW treatment Untreated discharges (0.18 MGD [8 L/s]) 2 discharge points of untreated WW adjacent to community All residents were subject to overflows of raw sewage in existing manholes during rainy season 	<ul style="list-style-type: none"> 94.7% of the community is connected Survey: 0% latrines & 3% cesspools 0.20 MGD [9 L/s] treated WW (estimated flow) Eliminated discharge points of untreated WW Exposure to raw sewage during rainy season eradicated
El Porvenir (Pop. 1,253)	Sep. 2007 ID 509	Wastewater collection/treatment (WWTP 15 L/s)	<ul style="list-style-type: none"> 85% of the population without WW collection Survey: 22% latrines & 54% cesspools Untreated discharges (0.23 MGD [10 L/s]) 100% without WW treatment 1 discharge point of untreated WW to agricultural drain 	<ul style="list-style-type: none"> 97% of the community is connected Survey: 13% latrines & 39% cesspools 0.19 MGD [8 L/s] treated WW (estimated flow) Eliminated discharge point of untreated WW
Guadalupe (Pop. 3,022)	Jul. 2007 ID 443	Wastewater collection/treatment (WWTP 18 L/s)	<ul style="list-style-type: none"> 51% of the population without WW collection Survey: 26% latrines & 13% cesspools 100% without WW treatment Untreated discharges (0.08 MGD [4 L/s]) 4 discharge points within the community 30 homes exposed to raw sewage in adjacent agricultural drain 	<ul style="list-style-type: none"> 88% of the community is connected Survey: 8% latrines & 13% cesspools 0.14 MGD [6 L/s] treated WW (estimated flow) Eliminated discharge points of untreated WW Eliminated the risk of human exposure for 30 homes adjacent to agricultural drains
Dr. Porfirio Parra (Pop. 956)	Jul. 2007 ID 442	Wastewater collection/treatment (WWTP 12 L/s)	<ul style="list-style-type: none"> 12% of the population without WW collection Survey: 5% latrines & 14% cesspools 100% without WW treatment Untreated discharges (0.08 MGD [4 L/s]) 9 discharge points adjacent to the community 80 households exposed to raw sewage in adjacent agricultural drain 	<ul style="list-style-type: none"> 94.7% of the community is connected Survey: 0% latrines & 4% cesspools 0.06 MGD [3 L/s] treated WW (estimated flow) Eliminated discharge points of untreated WW Eliminated the risk of human exposure for 80 households adjacent to agricultural drains

PILLAR 2: Technical Assistance

Strategic Objective	Initiatives / Targets	% Achieved
Technical Assistance and Expertise	<ul style="list-style-type: none"> - Complete Energy Audits - water utilities for Baja California (US AID), Tamaulipas, 2 new audits and 7 BEIF projects. - Identify 4 resulting recommendations for implementation. - Support World Bank Characterization Study. 	100%
Technical Assistance and Expertise	<ul style="list-style-type: none"> - Implement 8 (non-energy audit) BECC Technical Assistance grants, of which 4 will be co-funded by NADB. - Maintain data on construction resources leveraged by TA for all implemented projects. - Implement project selection for BEIF/PDAP. - Implement project selection for CAP. 	75%
Control and improve energy production	Maintain Customer Satisfaction - 90% (Documented) Customer Satisfaction Score (Customer satisfaction)	



Purpose: Provide technical assistance through grants or technical expertise that will promote the development of high quality environmental infrastructure projects and initiatives which could access NADB funding, Border 2012 or other special grants.

EPA and BECC Technical Assistance to efficiently and effectively advance the development of a project, many project sponsors require the support of BECC's technical services or technical assistance (grant funds) programs. **Technical services** are provided by a specialized, multi-disciplinary project development team that has the experience to assist a project sponsor with a wide range of needs. These services are provided by BECC staff at no cost to the project. However, the direct participation of the project sponsors in each task creates an ideal forum to strengthen their own institutional capacity. In performing any service, BECC staff strives to provide a model for best management practices that can be routinely implemented by the project sponsor in all infrastructure projects.

BECC manages two technical assistance grant funds – the **Project Development Assistance Program (PDAP)** and a special **BECC Technical Assistance (TA) Fund**. PDAP is funded through resources provided by the U.S. Environmental Protection Agency's (EPA) Border Program. The latter TA program was created by BECC through savings gained from the efficient use of its operating budget, and also serves to support the development of eligible projects for certification. These resources enable border communities to undertake initial project development activities, facilitating the detailed technical work necessary to formulate high-quality projects. Funds are available to support project tasks such as the development of environmental assessments, technical feasibility studies, preliminary and final design, and institutional capacity building.

PDAP Funds These funds are available for public water and wastewater infrastructure projects identified through a program-specific prioritization process. BECC, in close coordination with EPA and NADB, conducts a public and transparent process to handle the application, evaluation and ranking of projects applying for technical assistance through PDAP and construction funding through the Border Environment Infrastructure Fund (BEIF) managed by NADB. The objective of this process is to prioritize projects based on the severity of the human health and/or environmental conditions to be addressed by the new or improved water and wastewater infrastructure proposed by the project.

The total amount of technical assistance awarded in 2014 is \$1.69 million, benefiting 14 communities. Of the 19 studies supported with this technical assistance, the majority relate to facility planning, environmental assessments, and final design.

BECC’s TA Funds This fund has been designed to support the development of water and wastewater projects ineligible to receive PDAP funding, as well as all other BECC-NADB eligible project types. Because these funds are derived from its operations budget, BECC has committed to incorporating cost-saving practices in all of its budget areas in an effort to increase the resources available for this special fund. In 2014, BECC awarded eight technical assistance grants totaling \$358,406 to support the planning and development of water, wastewater, solid waste, and new sector projects in the border region.

The projects, communities and total funding provided through PDAP and BECC TA are summarized in the table below.

Country	Communities*	Projects	Amount (US\$)	Percentage
Mexico	73	204	\$ 16,505,114	36%
United States	93	163	\$ 29,623,115	64%
Total	166	367	\$ 46,128,229	100%

* A community may have several projects

A summary of technical assistance awards for both PDAP and BECC TA in 2014 is provided in **Attachment 2**.

Community Assistance Program (CAP) – Project Selection and Development

In February 2011, the BECC/NADB Board of Directors approved the creation of the CAP program to provide grant financing from the Bank’s retained earnings for the implementation of critical environmental infrastructure projects for sponsors with limited capacity to incur debt. CAP grants are available for public projects in all sectors eligible for NADB financing, with priority given to drinking water, wastewater and solid waste infrastructure. A total of US\$11.5 million in retained earnings has been allocated to this program, including the unused funds rolled over from the Solid Waste Environmental Program (SWEP) and the Water Conservation Investment fund (WCIF).

To December 2014, a total of US\$2.50 million has been contracted to support the implementation of six projects. Of that amount, US\$0.67 million has been disbursed for project implementation, representing 27% of the funds contracted for projects. An additional US\$0.45 million has been approved for a wastewater project, for which the grant agreement is in development.

Energy and Water Audits

In 2011, BECC initiated the development of an energy and water audits program for communities within the border area. Since 2012, preliminary energy audits were developed with a combination of PDAP, BECC, and other funds including USAID to conduct the following:

- Review and propose energy efficiency measures on final designs of water and wastewater infrastructure.
- Conduct energy audits that will identify cost-effective energy efficiency opportunities in water and wastewater facilities.
- Conduct water audits and identify cost-effective water conservation measures
- Develop performance specification or other design documents needed to bid and implement the identified measures.
- Review qualified equipment contractors.
- Evaluate project implementation results.

In addition, the audits will provide recommended conservation measures such as installation of efficient pumps, cycled operation of UV disinfection, automatic controls for lighting and aeration systems, energy management software and the financial impacts of implementing these measures.

As of December 31, 2014, BECC has completed the energy audits and is working with the communities in Baja California, Tamaulipas, Arizona and New Mexico developing implementation strategies for the recommendations identified.

Border 2012-2020

With the experience gained and relationships established while developing projects along the US-Mexico border, BECC is able to offer a unique project management service for environmental projects promoted by a variety of external programs in the border region. In 2013, EPA's Border 2012 (B2012), a 10-year program, is closing a significant participation process that, emphasized a regional bottom-up approach, incorporating local decision-making, priority setting, and project implementation as the basis for addressing environmental issues in the border region.

The Border 2012: US-Mexico Environmental Program was focused on six objectives:

- (Goal 1) reducing water contamination,
- (Goal 2) reducing air pollution,
- (Goal 3) reducing land contamination,
- (Goal 4) improving environmental health,
- (Goal 5) emergency response, and
- (Goal 6) improving environmental performance along the U.S.-Mexico border.

BECC's role in this important binational effort has continued to increase over the past three years. To support EPA and Mexico's Ministry of the Environment and Natural Resources (SEMARNAT) in their efforts to achieve results, BECC provides services to facilitate stakeholder meetings as well as to identify, contract, and manage projects. By year-end 2014, EPA had authorized approximately is \$9.7 million in grant funding for 207 BECC-managed B2012 projects, distributed as follows:

Border 2012											
Status	AZ	BC	CA	CHIH	COAH	NL	NM	SON	TAMPS	TX	Total
Canceled	0	4	1	1	1	0	1	4	10	1	23
Completed	16	54	13	15	4	2	7	29	17	26	183
In Progress	0	0	0	1	0	0	0	0	0	0	1
Total	16	58	14	17	5	2	8	33	27	27	207

Building on the success of the Border 2012 Program, in September 2012 a new binational program was launched, which defines five long-term strategic goals aimed at addressing the serious environmental challenges that affect a multicultural region. This program will be implemented through an action plan evaluated by National Coordinators every two years. The goals of the Border 2020 Program are the following:

Goal	Name	Concept
1	Reduce Air Pollution	Air pollution presents a substantial environmental risk in some border communities that are frequently exposed to elevated concentrations of particulate matter PM10 and PM2.5, ozone, and toxic air pollutants.
	Improve Access to Clean and Safe Water	Protecting and restoring watersheds and water quality in these rivers and providing adequate drinking water and basic sanitation services requires collaborative bi-national, multi-jurisdictional planning efforts.
	Materials Management, Waste Management and Hazardous Waste Sites	Waste management programs and services have not kept pace with border communities' needs and the current waste management structure is not adequate to meet these increasing needs.
	Joint Preparedness for Environmental Emergencies	The 1985 Annex II of the La Paz Agreement establishes cooperative measures for preparing and responding to oil and hazardous substance incidents along the U.S.-Mexico inland border
	Compliance Assurance and Environmental Enforcement	Rapid industrial growth along the border from maquiladoras, their suppliers, and other industries presents environmental impact concerns that provide an opportunity to promote greener business practices within this industry

In 2014, BECC managed \$ 1,447,329 in technical assistance for 29 B2020 projects. Further information on the Border 2020 projects is contained in **Attachment 4**.

Joint Technical Assistance Program (JTAP)

In December 2014, the BECC/NADB Board of Directors approved a Joint Technical Assistance Program, as part of the ongoing process to align and merge their respective technical assistance programs. Both institutions have successfully implemented TA programs aimed at developing high quality environmental infrastructure projects and promoting capacity building for project sponsors and other stakeholders. Eligibility requirements for both programs, such as sectors addressed and geographic jurisdiction, are already aligned.

Objective Program

1. Establish strategic objectives/topics for technical assistance for the upcoming three-year period.

2. Optimize resources and increase partnerships with others.
3. Results measurement applied to the new program; to be reviewed at one and three years.

Technical Assistance

For the first time was developed in 2014 a joint work plan, that identified co-funding for 18 project development, four sector studies and 15 institutional capacity building workshops with a total cost of \$1,56 million. The technical assistance will fall under the following three categories:

Project development studies directly linked to a specific project and intended to help the project achieve certification within a year or should help develop a specific project within three years after completion of the study.

Sector studies aimed at identifying environmental infrastructure needs, promoting sound public policy or generating knowledge about a new sector or technology for example, through pilot projects .

Institutional capacity building through training seminars.

PILLAR 3: Collaboration with Other Stakeholders

Strategic Objective	Initiatives / Targets	% Achieved
Strong Stakeholder Relationships	<ul style="list-style-type: none"> - 8 meetings (coordination calls)/project per year. - State Coordination meetings - 2/year. - Key partner meetings (CONAGUA, EPA, IBWC/CILA, NADB, USG/GOM) 3/year. - Establish consistent NADB Funding Committee participation. 	90%
Strong Stakeholders Relationships	<ul style="list-style-type: none"> - Provide training on Communications Policy and Procedures for the Project, Environmental, and Technical Assistance areas - 2/year. - Contact database management - 2 updates/year (June - November). - Develop process and updated formats for monthly reminder of communications procedures and requirements. 	100%
Strong Stakeholders Relationships	<ul style="list-style-type: none"> - Develop general outreach plans and stakeholder list for BECC key outreach. Manage records of results/agreements and follow up on action items. Submit plan by January 30. - Congressional outreach. Conduct 1 visit/year to U.S. district offices and key Mex. congressional commissions. - State outreach - Conduct 1 meeting with each state. Participate in border forums (BGC, BLC). - Develop strategy for International partners, Academia, NGO, Private Sector. 	98%
Control and improve procedures for project	<ul style="list-style-type: none"> - Strong Board Relationship. Maintain 100% timely response to requests and commitments, as well as procedures for meetings and project approvals - 100% 	100%
Strengthen Outreach Program and Information Resources	<ul style="list-style-type: none"> - Develop media relationships: <ul style="list-style-type: none"> - Breakfast for reporters, 2013 accomplishments and 2014 plans. - Meeting with 2 major border news media outlets (1 U.S./1 Mexico) and 2 key national outlets - 1 U.S. and 1 Mexico. - Mentions in Press: 165 per year, 	100%

Purpose: Promote institutional relationships with Border stakeholders, including federal, state, and local agencies, international organizations, academia, private sector and civil society for the purpose of strengthening collaboration efforts that will support the BECC mandate. These

relationships will be achieved through participation in forums, state, and local initiatives, project/program coordination, consistent information exchange, and strategic development.

Information availability and accessibility are critical for border communities, government agencies, and other stakeholders to prioritize and coordinate actions intended to address environmental and human health issues that still exist in the border region. Cognizant of the role that information plays in defining strategies and implementing actions, BECC has developed specialized studies, diagnostic assessments, and various publications intended to serve as tools to identify and implement environmental infrastructure projects in a variety of sectors.

On a broader level, this Pillar includes the generation of institutional reports such as the Annual Report, Quarterly Reports, the Joint BECC-NADB Status Report, the BECC Bulletin series and other status or performance reports which may be requested by the Board or other stakeholders.

Other relevant actions carried out during the year to strengthen our relationships with border stakeholders included:

1. **KfW.** Under the framework of the line of credit from the German Development Bank KfW to NADB, BECC participates as the Executing Agency for accompanying measures related to technical assistance for program implementation. BECC contracted the German firm GITEC Consult GmbH to provide assistance with tasks such as program marketing, project selection, development of a climate screening tool for projects, reporting to KfW and project results measurement.
2. BECC continues its collaboration with **U.S. Agency for International Development's (USAID) Global Development Alliance** to advance a municipal water and wastewater utility greenhouse gas reduction and energy management program in Baja California. Under this effort, several energy audits for Baja California utilities were completed in 2014, and BECC, USAID and Baja California's water commission are funding technical development of four specific projects in Tijuana, Mexicali and Ensenada.
- 3.

awareness and education campaign; training and certifying informal e-waste pickers and recyclers; creating a new e-waste system; and knowledge management and dissemination.

4. **August 21, 2014, Children's Hospital in Tijuana, Baja California** BECC jointly provided the Government of Baja California with US \$240,000 in grant funding through their technical assistance programs for the installation of 528 solar panels in the hospital parking facility. These solar panels are expected to generate around 277,500 kWh of electricity annually. The solar plant will cover 80% of the medical center's electricity needs, which represents an annual savings of about \$400,000 pesos over the life of the project, estimated at 25 years.
5. In 2014 BECC issued **15 press releases** and **achieved 220 mentions in press**. It is a notable increase in media coverage of BECC and NADB activities throughout the border region; including media outlet presence at all BECC organized events.

PILLAR 4: Institutional Capacity Building

Purpose: The information generated through strategic studies are intended to identify needs, project opportunities, and improve the effectiveness of infrastructure program investments that could be supported by BECC and NADB. Capacity building is related to technical training needed to enhance sustainability of projects and address emerging issues.

Strategic Objective	Initiatives / Targets	% Achieved
improve the Management of Processes and Information	- Complete implementation of virtual library by February 28 2014	80%
Strengthen Outreach Program and Information Resources	- Annual report delivered to the Board by May 20 and distributed by July 31 - BECC Bulletin: 31 per year. - Press Releases: 1/month and minimum of 80% of compliance with communication policy - Improve process for managing outreach material. Update communications procedures. - Management of Virtual Library and quarterly Website updates at 100%.	87%
Project sponsor capacity building	- REMI training workshop (in PEAC 2nd. Phase: BC and Coahuila) - Vehicle emissions verification workshop: B2012, Ciudad Juarez, Chih. - Energy efficiency training for truck drivers in Mexicali, B.C. - Energy efficiency workshops in WWW utilities [4] - 2 US and 2 MX - SW workshops for Landfill Operators training and SW of Special Handling disposal (Nuevo Leon (4), Tamaulipas (2), Coahuila (1), Sonora (1)) - Scrap tires disposal workshop: El Paso, TX - B2012- Scrap tires disposal workshop: El Paso, TX - B2012. - Green urban infrastructure: Workshop, green wall pilot project, BECC solar panels. - 2014 Mexican Environmental State Agencies Conference - XXI Border Energy Forum, in Monterrey, N.L. - Coordination with NADB capacity building area (UMI) in at least 3 events	86.5%

One process that highlights BECC's transparency and the involvement of border residents in project-related decisions is the Public Participation component incorporated in each project. The process is intended to give the public easy access to all the information related to a project that is being considered for development in their community as well as an opportunity to voice their opinions or any concerns they may have about the proposed project.

The strategic objective of Project Sponsor Capacity Building was set to guide BECC's efforts to share knowledge with stakeholders, especially project sponsors and utility providers. During 2014, BECC shared knowledge and expertise as an invited participant in 52 environmental infrastructure and border policy forums at a national, state and local level, including the Climate Change Action Plans; Border 2012 Forum; US-Mexico Border Energy Forum; Energy Management Workshop for local governments; and others.

Additionally, updates on border conditions and performance results were provided to important border stakeholders such as congressional and other elected officials. In 2014, BECC conducted 12 key training events with the participation of more than 335 attendees representing federal, state, and local governments, academia, and public interest groups. The most relevant of these training events were:

Border Energy Forum (October 15-17, 2014) BECC and NADB have partnered the Texas General Land Office to host this annual event designed to exchange ideas on energy trends and opportunities on the border. The 2014 forum was held in Monterrey, Nuevo Leon and had more than 300 participants including key speakers such as the U.S. Ambassador to Mexico and Mexico's Ministry of Energy Undersecretary of Planning and Energy Transition.

Border Green Infrastructure Forum: Resilience and Competitiveness for Cities of the U.S.-Mexico Border (September 18-19) BECC and NADB, jointly hosted the BGIF in Ciudad Juarez. The event, which was held as part of the events to commemorate the 20th anniversary of the creation of the BECC and NADB, convened about 200 professionals involved in the areas of sustainability, environment, and urban development. Experts hailed from Juarez, Oakland, Tucson, New York, Mexicali, Tecate, Tijuana, Ensenada, Ascension, Chihuahua, Delicias, Ojinaga, Acuña, Saltillo, Mexico City, Washington, D.C., El Paso, Anáhuac, Monterrey, Las

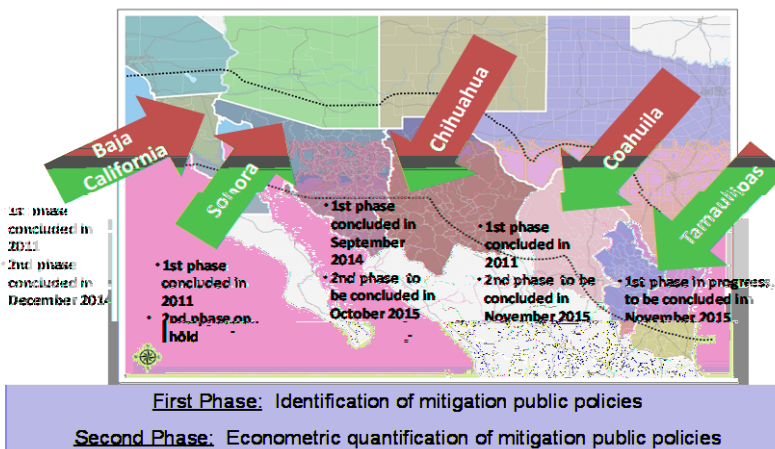
Cruces, Hermosillo, Nogales, San Luis Río Colorado, Ciudad Victoria, Matamoros, Nuevo Laredo, and Reynosa. Representatives from most of the border Municipal Planning Institutes were in attendance at the meeting.

Energy Efficiency in Water and Wastewater Utilities Workshop

Three workshops were the result of the coordination established between BECC, NADB, CONAGUA and EPA in states of the Tamaulipas, Coahuila, Chihuahua and Texas. The workshops held on May 28-29, 2014 in Saltillo, Coahuila, on June 26-27, 2014 in Chihuahua, Chihuahua, on September 24-25, 2014 in Brownsville, Texas. These were attended by an average of 234 participants. The purpose of the workshop was to enable water utilities to improve energy efficiency in the use of their electromechanical equipment. This workshop contributed to enhance the utilities' institutional capacity, which will be reflected in power savings and improved operations.

Climate Change

The issue of climate change is complex and relatively new in local government policies. Back in 2009 BECC began the introduction of the subject in the six Mexican Border States and since



then the analysis of the problem on the border has been maturing and taking steps in the construction of instruments for the best decision making in this regard. BECC's initiative in climate change has created a synergy along the border region with other funding institutions. In December 2014, the investment

was more than 1.3 million dollars.

In 2014, the first phase of the Chihuahua State Climate Action Plan (PEAC) was completed. Also, the first phase of Tamaulipas PEAC was initiated in coordination with the State Government.

As a follow up of the first phases of the SCAP, in 2014 with additional funds supplied by USAID and ClimateWorks, the second phase of the Baja California SCAP was developed and completed, consisting in the econometric quantification of the economic, social and environmental impacts of the highest priority Green House Gases (GHG) mitigation policies. It is the first time this methodological approach is used in Mexico, providing an innovative perspective in the design of environmental policies related to climate change. After Baja California second phase results, BECC is conducting the second phase of the Chihuahua SCAP, on the basis of the experience gained with the Baja California project.

Vehicle Emissions Workshop

The workshop on Motor Vehicle Emissions Testing (MVET) Program Enforcement was held on November 13-14 in Tijuana, B.C., and was attended by more than 20 officials from Mexico's northern border area. The purpose of the workshop was to promote the implementation of motor vehicle emissions testing in all border states, and encourage legal and environmental compliance of all vehicles imported into the country permanently. This workshop was hosted jointly by Mexico's Secretariat of the Environment and Natural Resources (SEMARNAT), Baja California's Secretariat of Environmental Protection (SPA), EPA, and BECC.

Solid Waste Workshop

In 2014 BECC held a solid waste training workshop in Ciudad Victoria, Tamaulipas on June 19, 2014 with the participation of 43 municipal clean agencies and 61 attendees that covered an 88% of the region. The purpose of this workshop was to lead the integration of Solid Waste Management Municipal Programs.

Driving Efficiently for Truckers Training

Twenty border truckers and truck driving instructors have completed a "Fuel-Efficient Driving" course at the CECATI 84 campus in Mexicali. The three-day long training event, which ended on May 29, was jointly sponsored by Mexico's Secretariat of the Environment and Natural Resources (SEMARNAT), EPA, the Baja California Secretariat of Environmental Protection

(SPABC), and BECC, and is part of the Clean Transportation Program promoted since 2010 by SEMARNAT and the Secretariat of Communication and Transportation (SCT).

Strengthen Outreach Programs and Information Resources

More than **52 presentations** were given various at conferences throughout the year, further strengthening our partnerships with stakeholders. Each presentation demonstrated to various audiences the importance of environmental infrastructure needs and the strides BECC and NADB have and continue to make to assist communities in achieving a better quality of life.

In 2014, **37 BECC Bulletins** were produced and distributed to an email registry of more than 1200 subscribers. Additionally, 15 BECC Press Releases were issued. These dynamic information tools are focused on key BECC activities in communities throughout the border region.

General Support and Performance Improvement Program

Strategic Objective	Initiatives / Targets	% Achieved
Recruit, Develop and Retain Competent and Service-Oriented Staff	-Develop institutional training plan and promotion among staff by February 28, 2014 - Develop HR process manual	92%
Recruit, Develop and Retain Competent and Service-Oriented Staff	- Develop and implement a plan to strengthen communication and employee input. Submit plan by January 30, 2014 - Develop and Implement an employee services plan (events, financial advisor, continuing education, health, etc.). Submit the plan by January 30, 2014	92%
Improve the Management of Processes and Information	- Automate accounting processes (salaries and benefits reconciliation and grants billing) - Obtain benefits of Crystal Reports tool with three report formats - Develop and maintain project budgets in Dynamic System - Implement digital formats for T A Requests, T A Agreements, and Contracts	100%
Improve the Management of Processes and Information	- Implement hybrid shared storage including domain integrated cloud services and NAS storage - Implement broadband balancing for internet connection redundancy and service continuity - Diagnostic of system infrastructure to determine other uses and gaps	92%
Improve the Management of Processes and Information	- Develop high quality funding program reports (PDAP, Border 2020, NADB, KFW, BID) through quality control and internal coordination, on time and with no comments - Implement internal coordination bi-monthly meetings with Projects and Development Program areas - Implement T A Manual and conduct training for Project and EPD	100%
Optimize Resource Use	- Participate in investigating at least two (2) funding sources and apply for 1 source. Submit strategy plan by February 14, 2014, including a workshop with Sr. Staff - Evaluate existing system for adaptation to new funding sources	100%

Purpose: The purpose of this program is to facilitate the work conducted under all pillars. It includes the support provided by the administrative area and other support areas for activities such as: information resources with a compatible and standardized system; a results-based

budget; education and training focused on BECC's programs or pillars, and administrative savings in general. It also includes other support and services such as accounting and budgetary control, procurement services, human resources, building management, coordination, and general administration.

Based on a functional structure supported by four operating pillars, the institution implemented a General Support and Performance Improvement Program that operates across the four areas. Throughout 2014, aside from its daily activities associated with finance, human resources, building management, contracting, and general administration, BECC implemented a three-year training program that includes leadership training for supervisors, project management, and writing skills, among other topics. The purpose of this training is to continue to enhance the skills and performance of BECC staff members, in order to increase the organization's success level. As a measure to improve the management of processes and information, the Technical Assistance area implemented digital formats for TA Request, TA Agreements, and Contracts. The Accounting area automated processes to grants billing and salaries and benefits reconciliation reports and the Systems area implemented hybrid shared storage including cloud services and NAS storage.

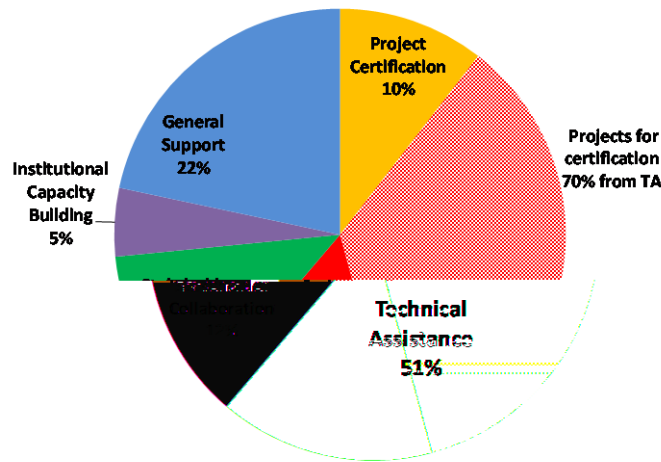
Other actions implemented during 2014 included:

1. Implement TA Manual and conduct training
2. Implement virtual receptionist
3. Installation of new fiber optic link between the BECC buildings
4. Technical support to the *Green Infrastructure Forum* (webinar transmission, registration, event surveys, press conference, postproduction work for You Tube publication, etc.)
5. CAP Project Server Workflow

Resource Allocation by Pillar and Program

The 4 Pillars Report for 2014 shows that resource allocation continued its focus on project certification and technical assistance programs, with 61% of the resources going to these areas (Pillar 1 and 2). This approach, as well as the development and use of standardized documents, allows BECC to manage as many as 100 projects at any point in time during the year while.

12% of the resources were devoted to Partnerships and Stakeholders (Pillar 3), 5% to Institutional Capacity Building (Pillar 4), and 22% General Support and Improvement.



2014 Team-Based Projects

The objective of this annual competition is to introduce a significant project development by a team and showcase it to the entire BECC team. Overall the team project has to foster a spirit of teamwork, help develop leadership skills and relate to the objectives of each area.

Energy Efficiency Training Workshops for Border Water Operators

Many small water utilities often face challenging conditions and imposing limitations. From maintaining outdated and undersized systems to having to provide up to date staff training, water utility operators are dealing with an increasing demand on their resources. To help meet these needs, the Energy Efficiency Workshops were developed to offer technical and financial training such as finding the optimal use of energy resources, detecting and fixing energy leaks that impact systems and conducting rate analysis. The workshops were provided to members of water utilities in Coahuila, Chihuahua and in Brownsville, Texas.

Team members: Carlos Acevedo, Irma Flores, Tomas Balarezo, Juan Manual Jimenez and Laureano Alvarez.

Certification of Border Public Transportation Program

For the first time, BECC presented a public transportation project for certification and financing, creating a precedent that offers opportunities and increases the variety of projects in the BECC portfolio.

The project involved the development of a support program for the purchase of low-emission vehicles for public transport within 300 kilometers of the border in Mexico. The project will improve the public transport vehicle fleet through a program of funding for businesses dedicated to public transport services and help reduce greenhouse gases (GHG) and other pollutants. The project was presented 2(c(es8 0 -1.717qn21(and)(nt)-

Attachment 1 t

2014 - BSC OBJECTIVES PROPOSAL

BSC	Pillar	Strategic Objective	Initiative (Action)	Initiatives / Targets	Relative Weight (%)	Completed	% Achieved
C1	1	Sustainable projects with measurable results	Measure Results: Closeout Process (COP)	- 18 completed - 12 BEIF and 6 non-BEIF (22.5) - Report on aggregated project results as identified by COP (2.5)	25%	22.5%	90%
C1	1	Sustainable projects with measurable results	Projects to be certified	23 (same as 2013 project certification target)	25%	21.7%	87%
IP2	1	Optimize TA for projects and Programs	Conduct Internal Program Activity Coordination	- Conduct Internal State Activity Meetings (infrastructure projects, B2020, strategic initiatives, outreach program) - 2/year.	5%	2.5%	50%
C3	1	Strong Stakeholder Relationships	Maintain strong state coordination for projects and other BECC activities	- Support tasks for other areas: US Congressional field visits: Quality Management System: implementation of communication policy: support Border 2020 reporting: TA coordination meetings: Energy workshops: Impact Assessments - Support pre-integration phase of BECC/NADB	5%	5.0%	100%
IP1	1	Control and improve procedures and improve operational procedures for project certification	Perform the Impact Assessment of selected infrastructure projects	- Complete and deliver the final report of the Valle de Juarez pilot test - Complete and deliver the final report of the Vinton, TX, Prospective HIA - Identify and implement one IA study (in coordination with NADB). - Update of basic services coverage in Mexican Border municipalities (W, WW collection and WW treatment). - Baja California water and WW infrastructure IA	15%	12%	79%
IP1	2	Control and improve operational procedures for project certification	Effectively implement project development procedures	- Procedures Manual Training (CAP training: mini follow-up training on BEIF, Non BEIF) (2)	5%	4.5%	90%
C1	2	Control and improve operational procedures for project certification	SAME and merge	- Minimize schedule modifications (no more than 1/quarter): (1) - 100% delayed task justification - monthly review with PM: (1) - Principle Causes analysis (internal/external) and deviation time: (1) - Non-BEIF - Management of status/reporting - regular meetings with NADB and RFI update (2) - 100% complete: Project Summary and document upload (2) - Quarterly report submittal to TA within 25 days of quarter-end (1.5) - Implement reporting requirements for KFW (1)	10%	8.3%	83%
C2	2	Technical Assistance and Expertise	Implement Resource (Water/Energy) Management Program	- Complete Energy Audits - water utilities for Baja California (US AID), Tamaulipas (5), 2 new audits and 7 BEIF projects (5) - Identify 4 resulting recommendations for implementation (3) - Support WorldBank Characterization Study (2)	10%	10.0%	100%
C3	2	Technical Assistance and Expertise	Assist communities to identify and secure project funding	- Implement 8 (non-energy audit) BECC Technical Assistance grants, of which 4 will be co-funded by NADB. (6) - Maintain data on construction resources leveraged by TA for all implemented projects (1) - Implement project selection for BEIF/PDAP (1) - Implement project selection for CAP (2)	10%	7.5%	75%
IP1	2	Control and improve procedures and improve operational procedures for project certification	Improve BECC's internal QMS	- Review, update, develop additional procedures and apply methodology - Implement process improvements: Application / Request management (update procedure, tracking tool for informal requests) - Maintain Customer Satisfaction - 90% [documented] - Customer Satisfaction Survey (Certification, notification, etc.) - Continued and efficient performance of the Technical Committee - Executive: Project certification and COP, Project Development: SOWs and deliverables.	30%	28%	92%
IP2	2	Optimize TA for projects and Programs	Effectively implement environmental program	- At least one complete audit cycle in all BECC controlled processes - Meet timeline for B2020 and other projects (within grant duration) - 90% compliance with developed timeline. - Develop and test the Results Measurement Procedure in a B2020 project and produce an aggregate report - Project Summary and document upload - B2020 and strategic initiatives projects: 100% - Timely release and deliver of grant related reports: 100% - SW Regional Landfills Strategy: Follow up - Urban and electronic SW recycling project			

BSC	Pillar	Strategic Objective	Initiative (Action)	Initiatives / Targets



2014 YEAR IN REVIEW PROGRAM PERFORMANCE AND RESULT REPORT

BSC	Pillar	Strategic Objective	Initiative (Action)	Initiatives / Targets	Relative Weight (%)	Completed	% Achieved
General Support							
KG1	S	Recruit, Develop and Retain Competent and Service-Oriented Staff	Increase competence level by implementing technical and administrative training (All other areas for succession plan and training plan)	- Develop and implement a Talent Management Program (Entry, Retention, Development and Performance). - Submit the plan by February 28, 2014 - Develop institutional training plan and promotion among staff by February 28, 2014 - Implement Succession Plan - Develop HR process manual	14%	13%	92%
KG1	S	Recruit, Develop and Retain Competent and Service-Oriented Staff	Measure Performance (applies to all supervisors)	Complete performance evaluation by February 28, 2014.	3%	3%	100%
KG1	S	Recruit, Develop and Retain Competent and Service-Oriented Staff	Maintain a positive and productive work atmosphere	- Develop and implement a plan to strengthen communication and employee input. Submit plan by January 30, 2014 - Develop and Implement an employee services plan (events, financial advisor, continuing education, health, etc.). Submit the plan by January 30, 2014	5%	5%	100%
KG2	S	Improve the Management of Processes and Information	Improve Administrative Systems - Financial and HR Management Tool	- Automate accounting processes (salaries and benefits reconciliation and grants billing) - Obtain benefits of Crystal Reports tool with three report formats - Develop and maintain project budgets in Dynamic System - Implement digital formats for TA Requests, TA Agreements, and Contracts	19%	16%	84%
KG2	S	Improve the Management of Processes and Information	Utilize Information Technology to achieve efficiencies	- Implement ASA device for firewall service and new VPN service - Maintain IT Responsiveness and Innovation (service, software, and hardware)	13%	12%	92%
KG2	S	Improve the Management of Processes and Information	Improve Electronic Access to Information (Communications, B2020 and Projects for virtual library)	- Implement hybrid shared storage including domain integrated cloud services and NAS storage - Implement broadband balancing for internet connection redundancy and service continuity - Diagnostic of system infrastructure to determine other uses and gaps	12%	12%	100%
KG2	S	Improve the Management of Processes and Information	Improve grant management and reporting (projects and B2020)	- Develop high quality funding program reports (PDAP, Border 2020, NADB, KIW, BID) through quality control and internal coordination, on time and with no comments - Implement internal coordination bi-monthly meetings with Projects and Development Program areas - Implement TAM Manual and conduct training for Project and EPD	13%	13%	100%
F1	S	Optimize Resource Use	Maintain budget control	- Routine budget review (quarterly)	3%	3%	100%
F1	S	Optimize Resource Use	Maintain budget control	- Identify opportunities for efficiencies in operational costs (5% of BECC operational budget)	3%	3%	100%
F2	S	Optimize Resource Use	Investigate and apply for new sources of funding for projects or programs (Sr. staff, Program Managers for projects and B2020)	- Participate in investigating at least two (2) funding sources and apply for 1 source. Submit strategy plan by February 14, 2014, including a workshop with Sr. Staff - Evaluate existing system for adaptation to new funding sources	7%	5%	71%
	S			- Support tasks for other areas: Improve data management and reporting: TA implementation; implementation of communication policy	5%	5%	100%
IP1	S	Control and Improve procedures and improve operational procedures for project certification	Support legal compliance	- Provide policy, process and legal advice related to BECC business; - Support inter-institutional collaboration initiatives;	25%	25%	100%
KG2	S	Improve the Management of Processes and Information	Support Performance Management	- Achieve targeted measures for BECC BSC - 85% - Regular Senior Staff and Supervisor meetings - Conduct full Staff Meetings - 2/year - Regular coordination meetings with NADB	100%	91%	91%
TOTAL					100%	91%	

Attachment 2

BECC 2014 Technical Assistance Awards (by Community) Project Development Assistance Program (funded by EPA)			
Community / Sponsor	Grant Amount	Project Type	Project Description
Niland, CA	\$73,760	Wastewater	Additional Activities to the Preliminary Engineering Report
Douglas, AZ	\$215,427	Wastewater	Energy and Water Audits
Douglas, AZ	\$421,136	Wastewater	Final Design
Douglas, AZ	\$10,884	Wastewater	Additional Activities to the Preliminary Engineering Report
Willcox, AZ	\$16,080	Wastewater	Preliminary Engineering Report Amendment
Anthony, NM	\$138,299	Potable Water	Final Design
Mesilla, NM	\$12,328	Potable Water	Design Update
Sunland Park, NM	\$8,440	Wastewater	Additional Activities to the Final Design
Brownsville, TX	\$125,283	Wastewater	Residential Data Collection, Plans, Specifications, and Construction Costs
Edinburg, TX	\$60,114	Wastewater	Geotechnical Study
Edinburg, TX	\$74,280	Wastewater	Final Design, Residential Data Collection, and Construction Process Recommendation
Marathon, TX	\$107,094	Potable Water / Wastewater	Preliminary Engineering Report and Environmental Information Document
Presidio, TX	\$90,040	Potable Water	Facility Plan and Environmental Information Document
Presidio, TX	\$65,498	Potable Water	Water Audit
Tornillo, TX	\$45,660	Potable Water	Water Audit
Tornillo, TX	\$69,694	Potable Water	Final Design Revisions and Environmental Information Document Update
Camargo, Tamps	\$74,961	Wastewater	Update Final Design
G. Diaz Ordaz, Tamps	\$41,037	Wastewater	Environmental Information Document and Wasteload Evaluation
Nueva Ciudad Guerrero, Tamps	\$39,704	Wastewater	Environmental Information Document and Wasteload Evaluation
TOTAL	\$1,689,719		

Attachment 3

BECC 2014 Technical Assistance Awards			
Community / Sponsor	Grant Amount	Project Type	Project Description
Bisbee, AZ	\$50,000	Wastewater	Preliminary Engineering Report
Brownsville, TX	\$45,470	Clean Energy	Energy Audit
Weslaco, TX	\$50,000	Potable Water	Facility Plan
Tijuana, BC	\$20,000	Clean Energy	Additional Activities to the Final Design and Sustainable Development
Tijuana, BC	\$46,153	Clean Energy	Energy Audit
Tijuana, BC	\$42,866	Wastewater	Alternative Analysis
State of Coahuila	\$84,000	Other	Phase Two of the Climate Action Plan – Logistical Support and Professional Services
Jose Silva Sanchez, Tamps	\$19,917	Potable Water	Update Final Design
TOTAL	\$358,406		

Attachment 4

B2020 Program			
Project Id	Technical Assistance Description	Goal	Amount (US \$)
20235	Training on Handling of Wastewater Containing Metals and Cyanide	Goal 2	\$ 57,810.00
20236	Tools to Help Arizona Border Communities Reclaim Resources	Goal 3	\$ 63,621.25
20237	Vehicle Idling Emissions Study at Calxico East and Calxico West Ports of Entry	Goal 1	\$ 98,800.00
20238	Priotitizing Emissions Mitigation Strategies al Mariposa Point of Entry in Nogales, Arizona	Goal 1	\$ 67,314.00
20239	Training in Handling Hazardous Waste in Nogales, Sonora	Goal 3	\$ 16,508.80
20240	Communities United in Prevention of Environmental Pollution	Goal 1	\$ 50,072.00
20241	Characterization of Drayage Activities and Emissions in Laredo-Nuevo Laredo Airshed	Goal 1	\$ 89,750.00
20242	Restoration of Upper Tijuana River Corridor	Goal 2	\$ 98,505.00
20243	Keeping Pharr Beautiful...Starts at Home	Goal 3	\$ 19,830.86
20244	Criteria Air Pollutant Emissions Inventory for Nogales, Sonora.	Goal 1	\$ 53,610.00
20245	Conservation Arroyo Las Vacas in Acuña, Coahuila	Goal 2	\$ 44,200.00
20246	Waste Generation Diagnostic in the Noresat Border Region	Goal 3	\$ 21,798.80
20247	Biosolids Recycling in Agriculture in the Valle de Juarez	Goal 3	\$ 44,850.00
20248	Urban Keyhole Gardens using Rain Water Harvesting Techniques	Goal 2	\$ 6,220.00
20249	Improving the Monitoring of PM10 in Ojinaga	Goal 1	\$ 14,327.00
20251	Planning Model for an Environmental and Health Texas/Mexico Border Information Exchange Program	Goal 2	\$ 39,875.00
20252	Promotora-Led Environmental Health Education for Children, Eagle Pass, Texas	Goal 4	\$ 69,083.50
20253	Management of Fat, Oil and Grease in Nuevo Laredo	Goal 3	\$ 32,533.00
20255	Alamo's Recycling Solid Waste Systems Improvements Through a Holistic Approach	Goal 3	\$ 54,836.16
20256	Tire Amnesty Collection Events in El Paso, Texas	Goal 3	\$ 14,400.00
20257	Scrap Tire Collection Program, City of Pharr, Texas	Goal 3	\$ 12,711.76
20258	Determining the Ideal Bioswale Porous Material for South Texas Stormwater Management	Goal 2	\$ 26,022.00
20260	Sustaining the Environment at the New Mexico-Chihuahua Border	Goal 1	\$ 100,000.00
20261	Play: El Moscas y Los Pesticidas	Goal 3	\$ 20,000.00
20262	Ysleta del Sur Pueblo Community Collection Center	Goal 3	\$ 66,470.00
20264	Border Environmental Health Data Compilation and Evaluation Report	Goal 5	\$ 49,180.35
20265	Solid Waste Collection, Educational Campaigns and Mitigation in Mexicali, Baja California	Goal 3	\$ 65,000.00
20267	Waste Pickers Training and E-waste Collection Project in Mexicali Baja California	Goal 3	\$ 95,000.00
20269	Imperial Valley Child Asthma Program	Goal 4	\$ 55,000.00
29	Total		\$ 1,447,329.48

Attachment 5
2014 BECC Bulletin

<i>Date</i>	<i>Topic</i>
January 24	U.S. Mexico inaugurate Binational "Border Gateway to Nature" Park
February 5	Efforts initiated to advance Tamaulipas projects toward certification
February 24	Energy in Motion: Investment Opportunities in Baja California
April 1	BECC and NADB begin the development of a Water System Infrastructure Project in Matamoros
April 7	Water System Improvements for Anthony, New Mexico bring quality service to residents
April 17	Motor Vehicle Pollutant Emissions Training kicks off in Mexicali
May 16	EPA delegation visits BECC-certified projects, meets at BECC Headquarters
June 3	BECC/NADB Board of Directors celebrates 20th Anniversary with three events in Mexico City
June 13	BECC/NADB Seminar and Public Meeting Session I: Environment and the Border
June 16	Session II of the Seminar and Public Meeting of the NADB/BECC Board of Directors focuses on Infrastructure and the Vision for the Future of the two institutions
June 18	Rockefeller Foundation interested in sharing programs and grants with BECC
June 20	BECC/NADB Recognized at their 20th Anniversary Celebration in Mexico City
June 24	Public Meeting held for the North Alamo Regional Sanitary Sewer Collection System – Phase I and Wastewater Treatment Plant Project
June 26	Public Meeting for the Brownsville Wastewater Collection System Improvements – FM511-502 Colonias Project
June 30	Ciudad Juárez achieves "White Flag" coverage status in wastewater treatment
July 3	BECC, NADB host first-ever Desalination Seminar in Los Cabos
July 11	Rockefeller Foundation interested in sharing programs and grants with BECC
July 14	Border truckers complete professional development course
July 16	Energy Management Workshop for Water Utilities held in Chihuahua City
July 23	BECC makes available Energy Audit Reports for Tamaulipas Water and Wastewater Utilities
July 25	Children's Hospital in Tijuana, Baja California launches solar system in parking facility
August 28	U.S. Federal Officials visit the BECC
September 9	Border 2020 Work Plan and Progress Report presented at meeting in Anthony, New Mexico
October 3	BECC, NADB successfully host Border Green Infrastructure Forum
October 9	First Public Meeting held for new water and wastewater project for six underserved colonias in Nogales
October 14	Green Infrastructure and Stormwater Management
October 22	U.S. EPA announces funding to reduce water pollution, recycle e-waste, improve environmental health along U.S. – Mexico border
October 31	Border Management Workshop

November 5	Mexico must tap the full potential that will be created by the Energy Reform
November 6	Border Energy Forum XXI holds its Closing Event
November 7	Public Meetings held for the certification of wastewater collection and treatment projects in Mexicali and Tijuana
November 11	Border Green Infrastructure Panel Discussion: Air Quality and its Link to Green Infrastructure
November 14	Border Green Infrastructure and Economic Development
November 25	BECC holds parallel meeting during the ANEAS Annual Convention
December 10	First workshop to promote Motor Vehicle Emissions Testing Program enforcement
December 17	NADB-BECC Board of Directors moves forward with institutional integration; approves US\$82.3 million in financing for six new infrastructure projects along the U.S.-Mexico border
December 18	Infrastructure, Environment, and the U.S.-Mexico Relationship Seminar
December 19	BECC-NABD Board of Directors reception features US Secretary of Treasury
December 22	Meeting of the Arizona/Sonora Regional Workgroup of the U.S.-Mexico Environmental Program: Border 2020
TOTAL: 37	

VISION

BECC will be a strategic, visionary and innovative organization capable of leading the efforts of border communities to accomplish their environmental and public health goals. Our leadership arises from technical excellence, team work and effective programs and projects management.

MISSION

BECC works to preserve, protect and enhance human health and the environment of the US Mexico border region, by strengthening cooperation among interested parties and supporting sustainable projects through a transparent binational process in close coordination with NADB, federal, state and local agencies, the private sector, and civil society.