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2012 Year In Review Program Performance and Results



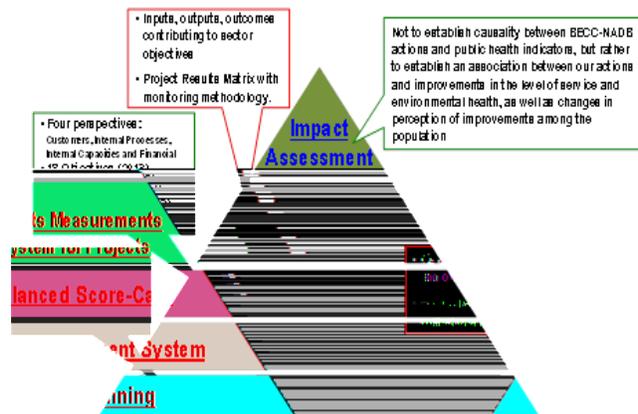
Year in Review: Program Performance and Results **2012**

Building upon the experience accrued by working along the United States-Mexico border region, in 2012, the Border Environment Cooperation Commission (BECC) continued its efforts to develop new opportunities 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 evolve out of strategic planning efforts and provide the foundation for long-term focus and participation of all staff in the development of goals and measurable performance.

BECC's management tools are:

- **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 the BECC has used the Balanced Scorecard model to translate annual goals into clear and measurable actions. The model considers the perspective of its customers, the 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. In 2008, 2009, 2010 and 2011 BECC successfully met 80%, 83%, 82% and 86% respectively of its annual objectives.

In 2012, the BECC continued operating through 4 institutional pillars and one Support General 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

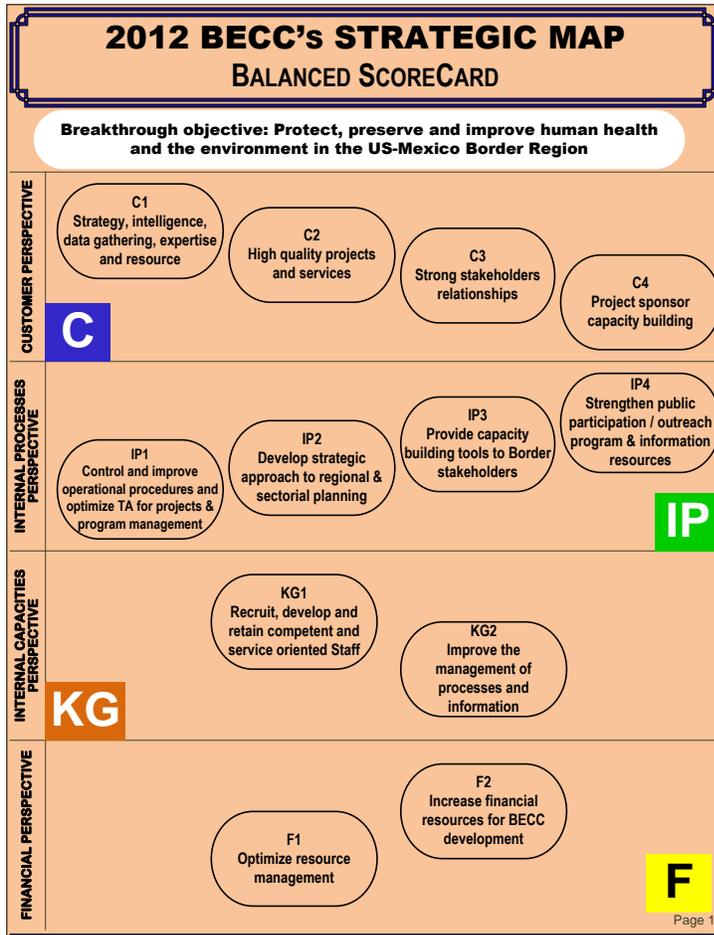
In 2012, BECC successfully met 86% of its BSC objectives and continued to advance its mission through significant accomplishments in each of its four institutional pillars.

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;
- Staff development through training, and



- Financial 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 2012 BSC Strategic Map reflecting the relationships among its 12 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 twelve (12) new or refined objectives along with sixty two (62) associated measurable targets** for 2012. To further support the potential success of these new expectations, the management designed a reporting program which features bi-monthly follow-up and measurement of progress at regular management meetings. 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.

Pillar Performance and Results

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

Pillar 1 - Project Certification; compliance with certification criteria and access to NADB financing.

PILLAR 1: Project Certification

Objective	Measurable Target	Actual
High-Quality Projects and Services	20 Projects to be certified	19 certified, including one in Matamoros that encompasses three projects.
Manage and improve operations and optimize processes & program management	15 Project Closeouts	2 completed 13 under development
High-Quality Projects and Services	Participate in 2 road show events with 18 meetings with potential sponsors; close 3 private sector sponsored projects; ≥ \$50 M private sector loans	4 road show events and 3 projects under development

Summary of 2012 Balanced Scorecard

Purpose: To support border communities to identify, develop, achieve BECC certification for the purpose of accessing NADB funding to implement environmental infrastructure projects, in order to improve human health, promote sustainable development, and contribute to enhancing the quality of life in the border region.

Projects

Throughout 2012, BECC staff managed a steady project workload. As of December 31, 2012, there were 52 projects in BECC's project development pipeline, with an estimated cost of approximately US \$472.4 million. Of these, 27 were in the United States and 25 in Mexico; 42 were related to water and wastewater, 1 to solid waste (SW), 3 to air quality (AQ), 5 to Energy (ENE), and 1 to wastewater (WW).

During 2012, the Board approved certification and financing for nineteen Project Proposals, one of which incorporated three projects for a total of twenty-one environmental infrastructure projects, representing an estimated infrastructure investment of more than US \$1.797 billion and benefitting 7,560,895 border residents. One of the key process improvements implemented during the year was the development of a single Project Proposal for Certification and Financing, replacing the previous practice of submitting separate documents for the already evolved single board action. The new proposal format closely follows the newly revised certification criteria, also approved by the board during 2012.



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Consequently, as of December 31, 2012, BECC had certified a total of 208 projects, 94 in the U.S. and 114 in Mexico, benefitting 17.4 million border residents and estimated to have a construction value of \$6.3 billion dollars. NADB financing has supported 171 BECC-certified projects with \$1.90 billion dollars in loans and grants of which 91% has been disbursed to project sponsors.

Results Measurement

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 2 distinct groups of projects – 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.

During 2012, BECC completed the COP report for San Luis Rio Colorado II and received approval from EPA Region 9. At year-end 2012, COP's were underway for 12 additional BEIF projects, which are expected to be concluded in 2013.

BEIF COP Pipeline 2012

ID	EPA	Project	Certification Date
509	6	El Porvenir, CHIH	* 3), 2), **1
298	6	Tornillo, TX	* 3), /), **,
443	6	Guadalupe, CHIH	* 1)-*), **1
442	6	Dr. Porfirio Parra, CHIH	* 1)-*), **1
446	6	Praxedis G. Guerrero, CHIH	* 3), 2), **1
354	6	Anapra, CHIH	*), 0), **0
450	6	Lordsburg, NM	* -), 1), **1
485	9	San Luis Rio Colorado II	* 1)-*), **1
505	9	Tijuana Coastal), 1), **2
506	9	Tijuana River Basin), 2), **2
217	9	Douglas *	* 0), *), **
292	9	Nogales, AZ *	* 0), ,), ***
206	9	Nogales, Son Phase 3 *	* 1)-*), **,
47	9	Nogales, Son Phase 1 *	*) 2) 330
503	9	Rosarito I **	*), 0), **0
586/592/593	9	Rosarito II **	1),), **3
488	9	Yuma **	,) *), **3

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In the case of non-BEIF projects, four closeout reports were targeted for 2012, as shown in the following table. The non-BEIF COP report for Tecate was submitted to the Board in December 2012.

Project	Certification Date
Tecate, B.C. - Water and Wastewater Improvements	<i>October 30, 2007</i>
Puerto Peñasco, SON – Paving	<i>June 21, 2006</i>
Matamoros-Valle Hermoso, TAMPS - Regional Solid Waste Landfill	<i>March 26, 2007</i>
Patagonia, AZ - Solid Waste Landfill	<i>October 11, 2007</i>

Pillar 2 – Technical Assistance through Grants or Technical Expertise; Provide technical services and/or financial assistance to support efforts for the development of high quality projects.

PILLAR 2: Technical Assistance

Objective	Measurable Target	Actual
High-Quality Projects and Services	80% Meet 2.5 year timeline for certification of BEIF projects as required by EPA.	65%
High-Quality Projects and Services	Conduct 8 Energy Audits in Water Utilities	8 under development
Develop Strategic Approach to: Regional and Sectorial Planning	100% Complete 2013-2014 prioritization process for BEIF-PDAP.	100%
Develop Strategic Approach to: Regional and Sectorial Planning	100% Complete project selection process for CAP	100%
High-Quality Projects	Maintain 85% Customer Satisfaction at established level	100%
High-Quality Projects	Meet timeline for 90% of B2012-B2020 and other initiatives/projects	85%
High-Quality Projects	Meet Man/Hour (Direct Cost) for B2012 and other initiatives/projects	100%
Develop Strategic Approach to: Regional and Sectorial Planning	Identify 3 projects from strategic planning in the private sector	100%

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) US-Mexico 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.

As of December 31, 2012, BECC had approved US \$41.9 million to support the development of projects in 163 communities. Of this amount, \$35.8 million are PDAP funds and \$6.11 from BECC's TA.

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) administered 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 2012 is \$1,077,735 dollars, benefiting 14 communities. Of the 19 studies supported with this technical assistance, the majority relate to facility planning, environmental assessments, and final design.

A total of US \$6.11 million in BECC funds has been invested in the technical development of 47 water and wastewater projects, 55 solid waste projects, and 23 projects in other sectors of activity projects.

BECC's TA Fund. 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 2012, BECC awarded 7 technical assistance grants totaling \$462,799 dollars 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.

Mexico	72	194	\$15.49 million	37%
United States	90	153	\$26.35 million	63%
Total	162	347	\$41.85 million	100 %

* A community may have several projects

A summary of technical assistance awards for both PDAP and BECC TA in 2012 is provided in **Attachment 2**.

Community Assistance Program (CAP)

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\$10.5 million in retained earnings is expected to be allocated to this program over a five year period.

After developing an application process and evaluation methodology, BECC/NADB formally announced the availability of program funds with applications for the inaugural cycle due in February 2012. In response to the invitation, 111 CAP applications were received for projects located in 9 of the ten Border States. Applications submitted by four U.S. communities and seven Mexican communities were selected to receive grants totaling an estimated US\$3.77 million to build or rehabilitate priority water and wastewater infrastructure projects that will directly benefit 178,000 residents on both sides of the U.S.-Mexico border. These 11 projects were selected through a prioritization process using criteria based on financial need, level of project readiness and the impact of anticipated environmental and health benefits.

Community Assistance Program (CAP) Results of the 2012 Project Selection Process		
Community	Project Description	Project Cost (US\$)
United States		
San Luis, AZ	Drinking water system interconnection to increase access to potable water service, and increase service reliability and reduce incidents of low pressure and/or service interruption.	\$631,176.00
Brawley, CA	Wastewater system improvements to eliminate exposure to untreated wastewater and reduce the risk of waterborne diseases.	\$526,000.00
Sunland Park, NM	Drinking water system improvements consisting of the replacement of water meters, which will improve water resource management.	\$750,000.00
Fabens, TX	Drinking water system improvements consisting of a new water tank to replace the existing tank and a new service	\$414,000.00

Mexico		
Ascension, CHIH	Drinking water infrastructure to provide reliable water service and reduce the risks of waterborne diseases.	\$200,000.00
Nuevo Casas Grandes, CHIH	Wastewater collection system improvements to eliminate exposure to untreated wastewater discharges.	\$500,000.00
Ricardo Flores Magón, CHIH	Drinking water infrastructure to expand and rehabilitate system and provide reliable service.	\$500,000.00
Castaños, COAH	Construction of a force main to convey treated wastewater.	\$227,384.00
Los Fierros (Santiago), NL	Storm water drainage to prevent unsanitary conditions, including flooding and surface ponding.	\$370,000.00
Bacanuchi (Arizpe), SON	Wastewater collection and treatment system improvements to eliminate exposure to untreated wastewater discharges.	\$310,000
Col. Jose Silva Sánchez Soto la Marina,	Drinking water infrastructure to provide reliable service and reduce the risk for waterborne diseases.	\$115,000

Energy and Water Audits

In 2011, BECC was tasked with developing an energy and water audits program for communities within the border area. In 2012, BECC's preliminary energy audit efforts were developed with BECC funds to examine the following areas:

- 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, 2012, BECC had begun work on energy audits for Sunland Park Wastewater Treatment Plant, Anthony Water and Sanitation and La Mesa Wastewater Treatment Plant, both located in Dona Ana County, NM. BECC also held meetings with Baja California's Office of Infrastructure and Urban Development (SIDUE) and water utilities officials to review the status of energy audits for Tijuana, Mexicali, Rosarito, Tecate and Ensenada. Additionally, efforts were initiated to develop a Request for Qualifications to identify consultants which could support these important activities with PDAP, BECC and EPA Border Program funds during 2013.

BECC Project Management and Strategic Planning Services

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 2012, this service consisted of activities primarily supporting two external programs through grants and collaborative agreements with EPA: Border 2012, and Landfill Methane Outreach Program (before Methane to Markets).

Border 2012 Program (B2012): The Border 2012: US-Mexico Environmental Program is focused on six objectives: (1) reducing water contamination, (2) reducing air pollution, (3) reducing land contamination, (4) improving environmental health, (5) emergency response, and (6) improving environmental performance along the U.S.-Mexico border. BECC's role in this important bi-national 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 2012, EPA had authorized approximately \$8.6 million in grant funding for 193 BECC-managed B2012 projects, distributed as follows:

2005-2012 Projects

Goal	AZ	BC	CHIH	COAH	NL	NM	TAMS	TX	CA	SON	TOTAL
1. Water	3	11	2	0	0	1	2	4	0	6	29
2. Air	0	16	5	4	0	3	1	2	2	10	43
3. Land	3	17	8	2	2	1	13	10	1	8	65
4. Environmental Health	3	4	5	0	1	1	1	7	5	2	29
5. Emergency response	2	2	0	1	0	0	0	2	2	5	14
6. Environmental Performance		6	2	0	0	1	0	0	1	1	13
TOTAL	13	56	22	7	3	7	17	25	11	32	193



In 2012, with the concurrence of EPA, BECC approved \$ 437,703 in technical assistance for 9 B2012 projects. Further information on the Border 2012 projects initiated in 2012 is contained in **Attachment 3**. Additionally, BECC provided logistical support at 35 B2012 meetings, including regular meetings held by Regional Work Groups, Air and Water Policy Forums and the National Coordinators Meeting.

Border 2020 (B2020): 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 with 14 million people. This program will be implemented through an action plan evaluated by the National Coordinators every two years. The goals of the Border 2020 Program are the following:

Goal 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 PM_{2.5}, ozone, and toxic air pollutants.

Goal 2-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.

Goal 3- Promote Materials Management, Waste Management and Clean 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.

Goal 4- Enhance Joint Preparedness for Environmental Response: 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.

Goal 5- Enhance Compliance Assurance and Environmental Stewardship: 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

Strategic Planning

BECC possesses a deep understanding of the dynamics of the border, the many environmental issues that remain unaddressed, the level of funding needed, and the essential role of quality information and effective planning strategies. Strategic planning has long been recognized by development agencies as a critical tool to effectively implement sustainable projects. BECC has undertaken several efforts aimed at assessing the conditions and needs of border communities, by region and by sector. BECC utilizes officially published data sources to document existing environmental infrastructure conditions in the water and wastewater sectors. In the case of municipal solid waste, urban road paving, air quality, urban transportation and mobility, and other energy-related indicators, BECC conducts surveys, research, and diagnostic assessments both internally and through the use of consulting services. These studies help to estimate the investments required to meet identified gaps in infrastructure. The result of this process is an assessment of environmental infrastructure needs that guides and supports the decision-making processes of local and state governments.

In 2012 the BECC published a series of studies aimed at clearly documenting the existing environmental needs and opportunities in border communities. The most notable of these publications are the **Energy Efficiency, Renewable Energy and Transportation: Project Opportunities in the U.S-Mexico Border Region; Collection and Analysis of Utility Performance Benchmarks for Mexico's Border Area; Manuals on Green Technologies for Sustainable Building Practices, and Satellite Diagnostics of Paving Needs Assessment**. These publications will serve as key tools for state and local governments to implement public policy focused on infrastructure sustainability; they are also expected to generate environmental infrastructure projects that will provide basic services, help reduce greenhouse gas emissions and trigger investments in sectors, such as sustainable housing development. These publications can be found in our website: www.cocof.org

Study: "Public Border Transportation for Seven Mexican Cities"

This study is an effort to provide insight into the needs of this sector in the Mexican Border. The cities selected for this study were Chihuahua City and Ciudad Juarez in Chihuahua; Hermosillo and Nogales in Sonora; and finally Tijuana, Mexicali and Ensenada in Baja California. BECC developed fifteen indicators for these cities, reviewed transportation plans, studies and actions in the region, and identified the main obstacles to developing public transportation projects.

Study: "Guide for Sustainable Rehabilitation of Schools" and "Guide for Sustainable Rehabilitation of Clinics and Hospitals in the Northern Border Region of Mexico"

These studies represent practical guides to promote public efforts to establish and advance the rehabilitation of schools and health centers, and the construction and installation of water reuse and energy efficiency devices. These two guides are intended to help reverse the perception that implementation of green technologies significantly increases the cost of construction and maintenance of projects that seek to be environmentally and financially sustainable.

Pillar 3 – Promote institutional relationships with Border stakeholders, including federal, state and local agencies, international organizations, academia, private sector and civil society.

PILLAR 3: Collaboration with other Stakeholders

Objective	Measurable Target	Actual
Strong Stakeholder Relationships	8 meetings(coordination calls)/project per year State/Congressional coordination meetings - every quarter	8
Strong Stakeholders Relationships	Maintain reliable and updated stakeholder database	100%
Strong Stakeholders Relationships	Outreach plan for federal, state officials, and academia/Boards	100%
Strengthen Public Participation / Outreach Program, and Information Resources	BECC-NADB recognition in media. 150 mentions per year	198
Empower communities to access project funding	Develop methodology and identify indicators to perform an "Impact Evaluation" of BECC/NADB programs	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. This 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. Adoption of revised certification criteria to facilitate development of public and private projects in a variety of environmental infrastructure sectors that address remaining needs along the border region.
2. Implementation of a Project impact assessment framework aimed at measuring community benefits and strengthening institutional capacity throughout the border region.
3. A first impact assessment effort was conducted for communities in the Valle de Juarez region and in Vinton, Texas, using indicators developed jointly with the Panamerican Health Organization and the Colegio de la Frontera Norte.
4. More than 35 presentations at conferences, 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.
5. Formalized a partnership with the German development bank KFW. BECC will manage technical assistance funds provided by KFW to support development and implementation of climate-relevant water and wastewater projects in Mexican communities.
6. Active collaboration in initiatives of the Good Neighbor Environmental Board (GNEB), mainly as resource for the Board's December 2012 report titled "The Environmental, Economic and Health Status of Water Resources in the U.S.-Mexico Border Region.
7. In 2012, 30 BECC Bulletins were produced and distributed to an email registry of more than 1200 subscribers. Additionally, 16 BECC Press Releases were issued. These dynamic information tools are focused on key BECC activities in communities throughout the boarded region.

PILLAR 4: Institutional Capacity Building

Objective	Measurable Target	Actual
Improve the Management of Processes and Information	Develop and design the BECC bulletin	100%
Develop Strategic Approach to: Regional and Sectorial Planning	Complete US needs assessments	80%
Strong Stakeholders Relationships	Make presentations at events related to border environmental matters	100%
Strengthen Public Participation / Outreach Program, and Information Resources	Publish annual report; publish BECC Bulletin; press releases; Inside BECC. Strengthen social communication tools--Youtube, Facebook;	90%

Project Sponsor and community Capacity Building	Conduct 5 events such as street paving, waste management, climate change and state climate action plans (PEAC) development, and renewable and efficient energy.	5
Develop Strategic Approach to: Regional and Sectorial Planning	Develop 2 region wide sectorial investment program studies: 1) Transportation; 2) Green building	2

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.*

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 operation of the project.

In 2012, 33 BECC bulletins were produced and distributed to a mailing list of over 1200 subscribers.

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 2012, BECC shared knowledge and expertise as an invited participant in more than 40 environmental infrastructure and border policy forums at a national, state and local level, including the Border Governors’ Conference; Border 2012 Forums; Good Neighbor Environmental Board meeting; 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 2012, BECC conducted 5 key training events with the participation of more than 400 attendees representing federal, state, and local governments, academia, and public interest groups. The most relevant of these training events were:

19th Border Energy Forum

Leading agencies and experts in the energy field converged in Hermosillo, Sonora on October 22-24, 2012 to participate in the Border Energy Forum, with the participation of about 300 attendees and featuring topics ranging from solar and wind energy to energy entrepreneurship and energy efficiency, as well as water systems. The Forum provided an opportunity to share ideas and experiences from diverse groups within the energy sector and increase connections within the energy field.

Climate Change Workshops – Phase I

In 2012, BECC launched the first phase of the State Climate Action Plans (SCAPs) for Chihuahua and Tamaulipas. Both states received assistance from the BECC to create their Interagency Climate Change Commissions, a requirement of the National Institute of Ecology and Mexico’s Climate Change Fund, which regulate such actions. Efforts undertaken by the government of Tamaulipas included the establishment of workgroups and a three-day workshop that began on June 22, 2012. The government of Chihuahua has already initiated the process to select the workgroups.

Other Workshops

In 2012, BECC developed four workshops. Three of them were held in Saltillo, Coahuila and were attended by 50% of the municipalities in the State of Coahuila (19). These workshops were held to address the issues of solid waste management, energy efficiency and renewable energy, guidelines for the rehabilitation of sustainable schools, and green building for public venues. In total, the workshops were attended by more than 120 participants.

Documents Published by the BECC during 2012

In other activity, BECC issued 33 BECC Bulletins, a brief publication focused on current environmental events occurring in the border region, to an e-mail registry of more than 1200 subscribers. **Attachment 4** provides the complete list of the 2012 BECC Bulletins.

General Support and Performance Improvement Program; it provides support across the four Pillars.

Objective	Measurable Target	Actual
Recruit, Develop and Retain Competent and Service-Oriented Staff	Increase competence level by implementing technical and administrative training for 90% of the employees.	70%
Recruit, Develop and Retain Competent and Service-Oriented Staff	Conduct employee's compensation study. Update job description and performance evaluation.	100%
Recruit, Develop and Retain Competent and Service-Oriented Staff	Maintain a positive and productive work atmosphere - Conduct an Opinion Survey. Qualification of at least 8.	100%
Manage and improve operations and optimize processes & program management	Achieve 80% targeted measures in BECC's Balanced Scorecard	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 2012, 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,

In 2012 a compensation study was conducted to evaluate BECC's policies and practices

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 complementary measure, a compensation study was developed and included payroll management, benefits, job descriptions, and staff evaluation procedures. This study was intended to ensure that compensation and benefit practices and policies are efficient, competitive, and consistent with the standards of similar institutions.

As part of the restructuring of the Administrative Department, the Systems area was consolidated and hardware and software management functions were merged to be coordinated by an area leader. This action provided for an enhanced development and management of the Information Systems area. Other actions implemented during 2012 included:

1. Implementing a new telephone system through a computer server.
2. Implementing an online file sharing cloud system.
3. Replacing BECC's data backup systems.
4. Developing man-hour and cost management reports for the EPA.
5. Implementing an internal customer service tool to control and measure tasks, as well as staff service requests.
6. Developing har24uas(ic)-4(es)-f2(p)r (ded)o3(ac)u3(ement)48(st)-, andg ica-3(tio)-3(ari)- tho bothniSyue

Attachment 1

2012 - BSC OBJECTIVES

BSC	Pillar	Strategic Objective	Initiative (Action)	Target/Measure	Relative Weight (%)	Completed
PILLAR 1						
6						
Q	1	G a c GG GG d GGc c GG GGa a	G G	/ G G 0L atG 050L atG 35- G' C	15%	80%
Q	1y2	G a c GG GG d GGc c GG GGa a	c c G 'H > Gc GG d GG	G G G OG C G' C c c Gc GG c c ca ca G GG G	5%	90%
Q	1	G a c GG GG d GGc c GG GGa a	CG JG F N caM	> GG ca G Gc G c G GG 5 G 5 GG' G	0%	0%
Q	1	G a c GG GG d GGc c GG GGa a	J G GG D G L G GG	J cbL L GG G G G G 'G GG 5 GG GG G G ca aa a G c	3%	0%
,	1y2	Bab'K c J G M c	J G G cc	, * , Q)QQ5, MQ5- H 5, ; K5 GJ	15%	100%
,	1	Bab'K c J G M c	C Gc ' G GG G GG	J c d c, G bG db 2 ca db GG c GG G 5 G - Gc G GG G GG 5 > / * G Gc G G	3%	50%
PILLAR 2						
14						
Q	1y2	G a c GG GG d GGc c GG GGa a	c c G 'H > Gc GG d GG	G G G OG C G' C c c Gc GG c c ca ca G GG G	5%	90%
,	1y2	Bab'K c J G M c	J G G cc	, * , Q)QQ5, MQ5- H 5, ; K5 GJ	15%	100%
Q	2	G a c GG GG d GGc c GG GGa a	A c ca a c c J ' J Ga b GGc d (J; GG G G Q)QQ A a c c 5J ' Gca c ca c cc d G b GG G cc Gc G GG GGc d	3%	27%
Q	2	G a c GG GG d GGc c GG GGa a	CG JG F N caM	G M ; cc G ca > GG a G ca 5 M) 5D I	5%	17%
,	2	Bab'K c J G M c	G , (/ c c G cc d G C GG c J; (2*	3%	63%
,	2	Bab'K c J G M c	Gcc c BG	GG b c G c bG 5 bc c bG G J> J 83*	3%	67%
,	2	Bab'K c J G M c	MG GG a	N >' Fc G cc G b	3%	100%
,	2	Bab'K c J G M c	G a ; c c Q Occc	a ; c ' ccc / ccc 5 , * , 5, OM c ' Gc G	4%	50%
,	2	Bab'K c J G M c	: c G cc Gc c GG ca	1/ G N GG c G GGc d G Gb a & G d & G cc d (G > G b G b G b a N G c G GG (5%	20%
Q,	2	> GGM ac ; GG b G4L adG M Gc J ca	G G , * - , * . G d cc d GG G C'J> ; J(**	6%	100%
Q,	2	> GGM ac ; GG b G4L adG M Gc J ca	G G GG d GG G ; J	**	6%	100%
Q,	2	> GGM ac ; GG b G4L adG M Gc J ca	> GG adG) G c	l c c c G G c d G G a c G G (J GG / GG) ccc c G c G c d (5%	100%
	2	Bab'K c J G M c	G c c G M c d cb	2/	6%	100%
	2	Bab'K c J G M c	G c c c G , * , * , * Gb ccc c GG (3* G Gc db GG c c	6%	75%
	2	Bab'K c J G M c	G G) BG >c G G , * , Gb ccc c GG	2*	8%	100%
Q,	2	> GGM ac ; GG b G4L adG M G J ca	> GG a c c c GG G ac G ca c b Gc G	-	10%	100%

PILLAR 3

7

-	3	M G a M b G L G b G	2 ca GG c G)GG G M) G a G GG c G ca '	M GG c G ca),) ' G G GG c b M 5>c c G c G OM G a G ca) J G G M ca G AG	6%	100%
-	3	M G a M b G L G b G	G c c c G b G	c G G G a b G c G G G ac G G G (C c a G G b G (OG ** G c G cb b a c a G (5%	100%
-	3	M G a M b G L G b G	I b G G & G cc & c) G	> GG c G G G & c (G c Q bca G G c G c G " Gb Ga G 5 G a G G G - 5 G ac G 5 G G G (; c) G & Q GG G Q c G & I F & AH & ; H' MG 5 H' NM; MO 5 O c cc ' c b a 5 J; BI 5 G ca G c c cc G c G c G c (15%	100%
Q	3	c G G G J G c M ac > c G	D G c M ac J c c c c	C G G G ac c c c GG G G c , * (; c c c G cc G c c D (; M GG c G G G c G G (** G G GG ca G GG c G G (10%	100%
Q.	3	M ab J c J c G G) I b J G a & C G G L G	'H > G a G c c	/ * G G & G G G G G c c GG G cb c(D G c c c c G H > **	5%	100%
Q.	3	'H > D G c I G G	C G G c c G GG c G G G G G c G G 'H > G c	C G G G 'H > G c G a 5 > GG ** G c c c a GG G G b & GGG c a 5 G c a c c 5, G c G G b 5 G G c c G G b 5 G G a G G b 5 c c G c G 'H > 5	15%	50%
.	3	GG G cc G GG ca	> GG b G G a c c c c G G G G C G G G)H > G G a	> GG b G G a c c c G G G G c G G c G G	15%	100%

PILLAR 4

13

-	4	M G a M b G L G b G	G G G G G G c G	J G G * G (G c c c G G G G GG' G G ** G (N c G GG ca)	5%	100%
Q.	4	> GGM ac; GG G b G 4L a G M G c J ca	G G OM	J c G G; T & ; & NR GG D , * , ' J c c GG G c	10%	80%
Q.	4	M ab J c J c G G) I b J G a & C G G L G	J cb GG 5 G cb c 5 G 5 C c (M ab G c G c G GG "SG & GG 5	; GG c G b G ; G c - * 5 G c G G b 5 G G G G b (; A c c G G ** c G (; c G G G c G J G c (I ' c c & J L & G c G 1/ (b G (>c c c b c & b G ab GG & c & c G & G b GG (10%	90%
EA,	4	C G G b G a G J G C G G	G c c G c c cc G GG G c G G	G G 1/ G P c F c (OG c G c (5%	50%
.	4	J G G F a H	J G c GG c a c G c	** G c c cc ca (; a G cb H > & E; GG G 5 G G 5 GG G G G G G 5H> ; 5> GG G G G G c G 5 c ca G G I c	30%	95%
.	4	J G MGG G G cc G cc c ca	> GG c G c b a M a G b G L a G	c G b G J ; b G b	10%	50%
.	4	J G MGG G G cc G cc c ca	> GG c G c b a M a G b G L a G	c G b G J ; N G	10%	50%
.	4	J G MGG G G cc G cc c ca	> GG c G c b a M a G b G L a G	M G G G cc G G G G G c c G b J ; M G G	12%	42%
.	4	J G MGG G G cc G cc c ca	G a & c b G ca & GG & b a J ; a (cc	/ & c a b G a G (See 2012 Consulting Budget for details)	15%	100%
Q.	4	> GGM ac; GG G b G 4L a G M G J ca	> GG a G c G c G G a c 4 N GG G 5, a c ca	, c (See 2012 Consulting Budget for details)	5%	100%
-	4	M G a M b G L G b G	> GG c G OM G c G I b G G a M &	I ca G b M I c c G G M (I ca G b c F a c c M b G G OM G c G NG 0* c c (10%	50%
EA,	4	C G G b G a G J G C G G	C G G G c c b Q G a	** G G ' Q c L G	3%	33%
EA,	4	C G G b G a G J G C G G	> GG a b b > G	' N G G G c b b c c c & b G G G G G c c b G c G G c ' J G c GG G b G c G c c ca a G G c G ca GG G G G	3%	100%

GENERAL SUPPORT

23

Q	S	;	bc	a	c	2*	1%	100%
		G a c GG GG d GGc c GG GCa a						
EA	S	L c&> GG L c G G M c 'l c M	C	G G	c G ca	J G c cca G GG G a &N b c Q oca F b G G 3* G b GG (> GG GG G ccac caGG a G	10%	70%
EA	S	L c&> GG L c G G M c 'l c M	C	G G	c G ca	CG cca G G a bcb c Gc J G & G A G a (G M ' G L GG ca N b Gac GG &MKF(a & H J; ; G ; >(L GG J c d > a &J JM J Gcc J c F a G c d	8%	75%
EA	S	L c&> GG L c G G M c 'l c M	>	GG G G	GG	OG GG d db G G G G c G Competency Matrix). Implement PRP via internet through Success Factors	8%	100%
EA	S	L c&> GG L c G G M c 'l c M	L	c	GG	G G G G b c A (OG G c &G d G &c & c & G G G G G Gc G	7%	100%
EA	S	L c&> GG L c G G M c 'l c M	L	c	GG	> GG c G J b J G (C ca cca GG G G a G J b(5%	100%
EA	S	L c&> GG L c G G M c 'l c M	L	c	GG	2* M d G cac G d	5%	50%
EA	S	L c&> GG L c G G M c 'l c M	C	G	c c d J G	** G b GG (Bc c c G c GG c c ca G	2%	100%
EA	S	L c&> GG L c G G M c 'l c M	C	G	GG c b .* G c	** c G (G c b G G db G, GG G b .	2%	100%
EA	S	L c&> GG L c G G M c 'l c M	G	c c	GG cc GG c G	G l G G M (K cc d G 2(G G	3%	100%
EA	S	L c&> GG L c G G M c 'l c M	G	c c	GG cc GG c G	'C G G M G G a G G G (2%	100%
EA,	S	CGG b G a G J G CG d	I	c	c G b > c ; cc c	' G b G G b c b d ' G G d G G G G ' G G J G G B G Q G G ; c NGG &G G a cca GG d > GG J; GG G ; cc c c G (OG N ; G	10%	50%
EA,	S	CGG b G a G J G CG d	M	c	GG	J G G c (J d c G N &N ; a & G (L ' a J; G GG	5%	40%
EA,	S	CGG b G a G J G CG d	C	GG	G c	-Introduce SLAs for the department and monitor compliance to the standards set by the department -Incorporate SLAs measurement to performance evaluations -Introduce the use of a ticketing system for the BECC.	3%	100%
EA,	S	CGG b G a G J G CG d	C	GG	K c G G	CG ** K c G GG b J; GG (G b J G (GG b ca GG &N ; G ca	3%	100%
EA,	S	CGG b G a G J G CG d	G	G G	c G b N ; G ca &GGG Gc c c d G GG cccc G G c c G d (** c G (3%	100%
	S	I Gc c L G O	a	G G	c G cc c	a d c G G b G b G GG G c G a	3%	100%
	S	I Gc c L G O	a	G G	c G cc c	** CG P bc a G G	2%	100%
	S	I Gc c L G O	a	G G	c G cc c	** c G G c c Gc G G M N G a	2%	100%
	S	I Gc c L G O	>	GG	c G ' cc	/* G c G c G G a G b GG)G GG G cc G (2%	100%
	S	I Gc c L G O	>	GG	G c d G	' G M ; c ' G b c & GG G G b & I M G a & G G d '> GG c G b c G G a G ca ' c G G & GG &Gc & Gb d G ' G c G G G c & GG G G b c G c (c c 'A c G G G c G & G c a c c & GG G G b c G G c d 'O c b GG Gb G G GG c c '> c G G J G a d b c G c c G b	8%	75%
EA,	s	CGG b G a G J G CG d	C	GG	c KGM	> GG G c c G c GG G G GG G b KGM(3%	100%
Q	S	c d G G J Gc M ac >c d	;	GG	c G c GGcc	2*	10%	50%

TOTAL

63

Attachment 2

2012 Technical Assistance Awards (by Community) Project Development Assistance Program (funded by EPA)			
Community-Sponsor	Grant Amount	Project Type	Description
Bisbee, AZ	\$10,773	Wastewater	Additional activities for final design
Douglas, AZ	\$78,020	Wastewater	Preliminary engineering reports, environmental information document, and a draft environmental assessment
Holtville, CA	\$49,644	Wastewater	Additional activities for final design
Niland, CA	\$74,608	Wastewater	Preliminary engineering report, environmental information document, and Initial Study for California Environmental Quality Act
Palo Verde, CA	\$50,750	Wastewater	Additional activities to prepare a biological survey and record of survey
Sunland Park, NM	\$27,425	Wastewater	Technical memorandum to review the technical alternatives for the Sunland Park Wastewater Treatment Plant and development of a pretreatment ordinance
Fabens, TX	\$85,980	Wastewater	Facility plan and environmental information document
Palm View, TX	\$600,960	Wastewater	Final design, environmental information document update, and value engineering study
Camargo, TAMPS	\$26,580	Wastewater	Environmental, technical and financial feasibility study to analyze decision-making factors
Camargo, TAMPS	\$41,048	Wastewater	Transboundary environmental information document update to evaluate the impact of the proposed project on the U.S.
Reynosa, TAMPS	\$31,947	Wastewater	Transboundary environmental information document update to evaluate the impact of the proposed project impact on the U.S.
TOTAL	\$1,077,735		

**BECC 2012 Technical Assistance Awards
(by Community)**

Community/ Sponsor	Grant Amount	Project Sector	Project Sector/Description
Bisbee, AZ	\$30,000	Wastewater	Sewer Lateral Evaluation Study to update and upgrade the City's sewer base map records.
El Paso County, TX (Montana Vista colonia)	\$22,859	Wastewater	Field-Nuisance Survey of the existing septic tanks, pit privies, cesspools, etc. in the Montana Vista Colonia to establish if conditions merit a determination of public health nuisance related to existing wastewater collection and treatment.
Baja California	\$99,940	Renewable Energy and Energy Efficiency	Development of Greenhouse Gas Reduction and Energy Management Plan for municipal water/wastewater utilities for the purpose of reducing O&M costs associated with energy use.
Tijuana, BC	\$50,000	Water Storage and Conservation	Water Quality Sampling, Aquifer Level Measurements and Contaminant Transport to determine potential aquifer storage and recovery.
Chihuahua, CHIH	\$50,000	Renewable Energy	Pilot Solar Energy Project for the Children's Hospital of Chihuahua to complement the funds needed for the development of the overall project.
Cd. Juarez, CHIH	\$200,000	Water/Wastewater/ Renewable Energy and Energy Efficiency/Reuse of reclaimed water	Master plan to determine investment needs over the next 20 years. Study includes diagnostic of existing system, energy efficiency, renewable energy, and water conservation opportunities as well as development of a capital improvement plan.
Total	\$452,799		

Attachment 3

Border 2012 Program Technical Assistance Approved During 2012		
B2012 Goal	Technical Assistance Description	Amount (US\$)
2	Diagnosis of Paving and Vehicular Load in Relation to Air Quality and Health Effects in Mexicali, BC	\$22,450
2	Mexican Border States Emission Inventories	\$60,000
3	Community Outreach and Habitat Enhancement of the Tijuana River Watershed	\$100,000
4	Development of an Environmental/Epidemiological Database on the Texas-Mexico Border	\$50,000
4	Children's Environmental Health Initiative in Laredo, TX	\$50,000
4	Reducing Children Environmental Health Risks (Lead, Asthma, and Pesticides) Along the US/Mexico Border in Imperial County, California	\$25,000
4	Reducing Children Environmental Health Risks (Lead, Asthma, and Pesticides) along the U.S./Mexico Border in Imperial County, California	\$25,000
4	Transitioning to Reduced-Risk Cotton Pest Management Practices, Mexicali Region	\$55,253
5	U.S./Mexico Sister Cities of Presidio, Texas and Ojinaga, Chihuahua Cross Border Contingency Plan Update	\$50,000
		Total \$437,703
State	Special Studies Description	Cost
Texas	Transporting and Processing Scrap Tires Originating in the City of Presidio, TX	\$11,100
Chihuahua	Collection of Scrap Tires in Cd. Juarez, CHIH	\$21,123
Coahuila	U.S./Mexico Sister Cities Update of Emergency Response and Preparedness Plans for Eagle Pass/Piedras Negras and Del Rio/Ciudad Acuña	\$92,000
		TOTAL \$124,123