

Border Environment Cooperation Commission



2015

Program Performance and Results Report

Los Santos Solar I Project – Chihuahua, Mex.
Certified on April 1, 2015

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Border Environment Cooperation Commission

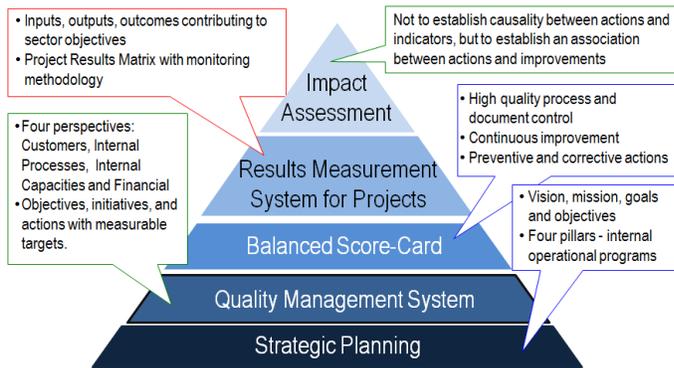
2015 was a year of transition and expansion for the North American Development Bank (NADB) and The Border Environment Cooperation Commission (BECC), as the two institutions began working toward full integration into a single entity, as well as addressing new types of environmental projects. Ongoing collaboration efforts with other public and private organizations also graduated synergies in support of additional initiatives to improve the well-being of border residents.

From an institutional standpoint, NADB and BECC worked proactively on various initiatives to integrate their operations and internal processes in preparation for their consolidation into a single entity once the governments of the United States and Mexico complete their respective domestic authorization processes. These ongoing efforts include aligning information and accounting systems, harmonizing policies and taking preliminary steps to begin integrating staff in various departments, which will ensure a seamless transition and allow the merged institution to remain focused on its mission of preserving, protecting and enhancing the environment of the border region and advancing the well-being of its communities.

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BECC Management Tools

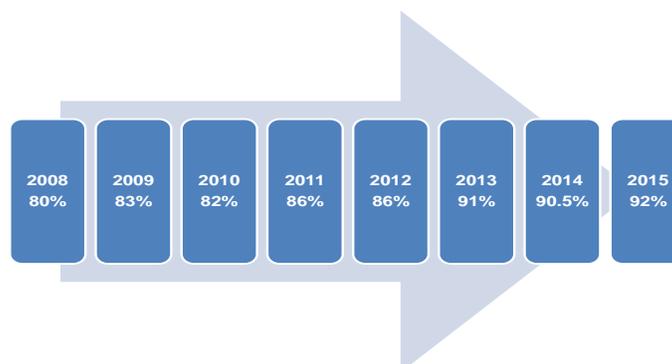


In 2015 BECC continued to improve its processes to achieve efficiency and high quality, as well as to expand the types of value-added services to be provided to border region stakeholders. These enhancements have been made possible through the systematic implementation of a number of

management tools that 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. 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 2015, BECC met 80% to 92% of its annual objectives.



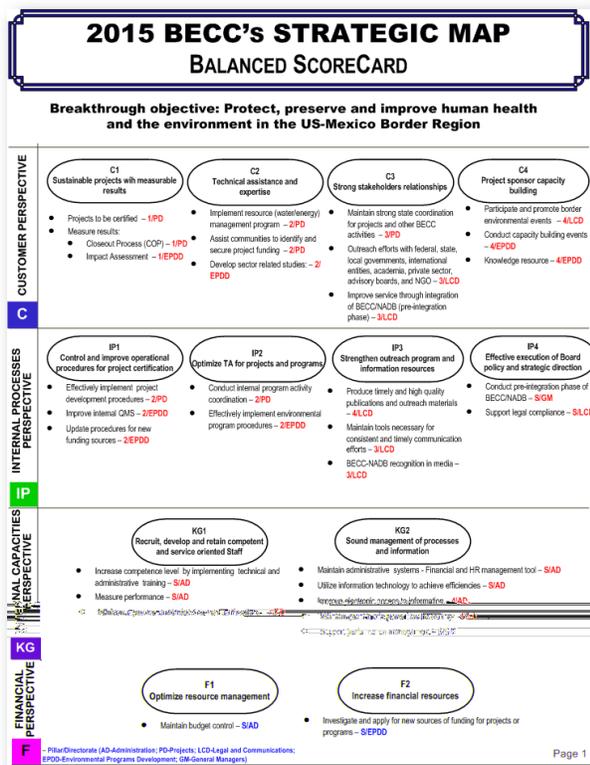
In 2015, BECC continued operating through four Institutional Pillars and General Support Program:

- 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 2015, BECC successfully met 92% 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. 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 2015 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 12 new or refined objectives along with 118 associated measurable targets** for 2015. To further support the success of these new expectations, these targets cascade down to the employee level and management designed a reporting program which features quarterly progress reporting with 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 including at the employee level.

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.

PILLAR 1: Project Certification

Strategic Objective	Initiatives / Targets	Achived %
Sustainable projects with measurable results	- 18 completed reports - 12 BEIF and 6 non-BEIF - Fact sheets published for all completed COP reports - Impact Assessment Support (BC) - Report on aggregated project results as identified by COP	Closeout Project completed 96%
	- 20 certified projects	14 certified projects plus 2 under Board Review 80%
	- Baja California WW infrastructure Impact Assessment	96% completed

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 2015, BECC staff managed a significantly steady project workload. As of December 31, 2015, there were 41 project applications in BECC’s project development pipeline, with an estimated cost of approximately US \$95.74 million. Of these, 16 were in the United States and 25 in Mexico; 30 were related to Water and Wastewater (WWW), 7 to Solid Waste (SW) and 4 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.

State	Total	Environmental Sector				
		AQ	ENE	SW	W/WWW	
					BEIF	Non-BEIF
California	4	0	2	0	1	1
Arizona	4	0	0	0	2	2
New Mexico	1	0	0	0	1	0
Texas	7	0	0	0	4	3
USA	16	0	2	0	8	6
Baja California	2	0	0	0	1	1
Sonora	3	0	1	1	1	0
Chihuahua	3	0	1	0	1	1
Coahuila	5	0	0	4	0	1
Nuevo Leon	3	0	0	1	0	2
Tamaulipas	9	0	0	1	7	1
Mexico	25	0	2	7	10	6
TOTAL	41	0	4	7	18	12

During 2015, 16 environmental infrastructure projects were fully evaluated by BECC and NADB and submitted for BECC certification and NADB financing. By year end, 14 projects successfully completed the certification and financing approval process, representing an estimated infrastructure investment of more than US \$880 million and benefitting just over 1,045,400 border residents. The projects certified in 2015 are listed below. Additional project information can be found in BECC’s 2015 Annual Report or accessed through the BECC’s website (www.becc.org).

2015 Certified Projects

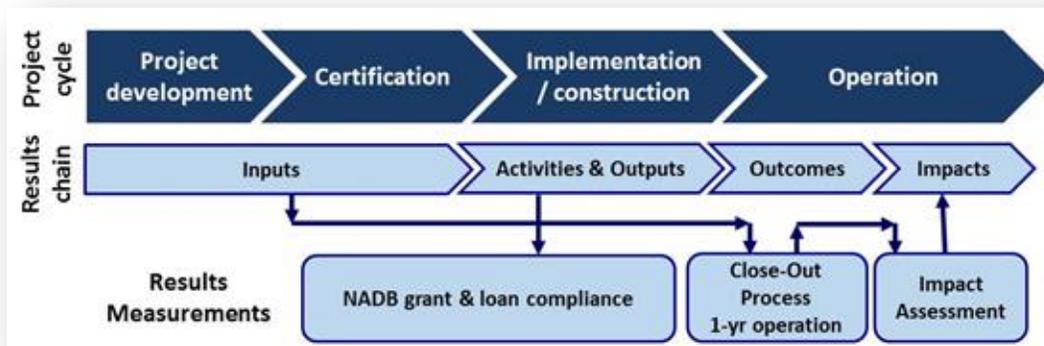
Project Number	Project Name	Certification Date	Cost(MD)	Anticipated Outcome	Benefied Population
824	La Mesa Wind Energy Project In Guémez, Tamaulipas	5-Feb-2015	Reserved	Increase installed capacity of renewable energy resources (49.5 MW), which will reduce the demand on traditional fossil-fuel-based energy production (181 GWh) and contribute to the displacement of approximately 71,165 metric tons/year of carbon dioxide, 0.4 metric ton/year of sulfur dioxide, and 248 metric tons/year of nitrogen oxides.	91,128
825	Victoria Wind Energy Project In Guémez, Tamaulipas	5-Feb-2015	Reserved	Increase installed capacity of renewable energy resources (49.5 MW), which will reduce the demand on traditional fossil-fuel-based energy production (184 GWh) and contribute to the displacement of approximately 72,345 metric tons/year of carbon dioxide, 0.4 metric ton/year of sulfur dioxide, and 252 metric tons/year of nitrogen oxides.	92,638
827	Los Santos Solar I Project in Ahumada, Chihuahua	1-Apr-2015	Reserved	Increase installed capacity of renewable energy resources (20 MW), which will reduce the demand on traditional fossil-fuel-based energy production (61 GWh) and contribute to the displacement of approximately 25,065 metric tons/year of carbon dioxide, 0.1 metric ton/year of sulfur dioxide, and 88 metric tons/year of nitrogen oxides.	5,838
738	Camino Real Regional Utility Authority Wastewater Treatment Project Sunland Park, New Mexico	23-Apr-2015	\$11.70	Improve access to sustainable wastewater treatment services by replacing the existing overloaded and failed North WWTP, reducing the risks of untreated or inadequately wastewater discharges, and improving the quality of effluent discharges to receiving water bodies.	6,438
757	Wastewater Treatment Plant Improvements in Willcox, AZ	14-May-2015	\$11.33	Eliminate inadequately treated wastewater discharges, which cause an immediate and significant threat to the environment and a potential for human contact.	3,900
828	South WWTP Cogeneration and Improvements Project in Ciudad Juarez, Chihuahua	14-May-2015	\$4.10	Increase the installed capacity for power generation based on renewable energy resources, reducing the demand on traditional fossil fuel based energy production and improve sewage sludge and bio-solids management, reducing waste generation volumes for transportation and final disposal.	N/A
830	Basic Urban Infrastructure Project in Playas de Rosarito, Baja California	14-May-2015	\$5.10	Improve air quality and promote efficient urban mobility by increasing and increasing street paving coverage and roadway infrastructure in the city; improve water distribution and wastewater collection services; and improve the energy efficiency of the public lighting system.	90,688
834	Water Main Replacement on Crawford Street in Nogales, Arizona	14-May-2015	\$0.65	Increase potable water service reliability and reduce incidents of service interruption and/or low pressure.	1,178
819	Wastewater Treatment Infrastructure Project in Delicias, Chihuahua	13-Aug-2015	\$17.20	Provide access to sustainable wastewater treatment services by constructing wastewater conveyance and treatment infrastructure, eliminating untreated discharges of more than 7 million gallons per day as well as to construct a 763 kW cogeneration facility which will help to reduce demand on electricity generated from fossil fuel sources.	130,962
835	Particle Emissions Control System for a Steel Mill in Monclova, Coahuila	13-Aug-2015	Reserved	Reduce harmful particulate emissions released to the atmosphere as a result of one of the steel production processes, improving the air quality in the facilities and surrounding areas.	216,206
831	EDPR Wind Energy Project in General Cepeda, Coahuila	5-Nov-2015	Reserved	Increase installed capacity of renewable energy resources (199.5 MW), which will reduce the demand on traditional fossil-fuel-based energy production (763 GWh) and contribute to the displacement of approximately 381,424 metric tons/year of carbon dioxide equivalent.	384,147
832	Rehabilitation of the Wastewater System in the Downtown Area of Sabinas, Coahuila.	6-Nov-2015	\$0.73	Eliminate untreated wastewater discharges by rehabilitating deteriorated wastewater infrastructure in the downtown area, directly impacting 462 wastewater connections.	3,027
793	Mesilla Water System Improvements Project, Mesilla, New Mexico	23-Nov-2015	\$0.76	Increase access to potable water service (12 homes), improve service reliability and eliminate stagnate conditions that negatively impact water quality.	1,450
812	Wastewater Collection System Project, Residential Connections in FM 511-802 Colonia in Brownsville, Texas.	24-Nov-2015	\$29.74	Provide access to first-time wastewater services in unserved areas (685 homes) and eliminate exposure to untreated or inadequately treated wastewater discharges (210,000 gallons per day).	2,630

Consequently, as of December 31, 2015, BECC had certified a total of 257 projects, 117 in the U.S. and 140 in Mexico, benefitting 15.6 million border residents and estimated to have a construction value of \$9.181 billion dollars. NADB financing has supported 215 BECC-certified projects with \$2.59 billion dollars in loans and grants.

Results Measurement

BECC/NADB Framework for Results Measurement

- Reflects experience/best practices MDB
- Emphasizes simplicity and cost-effectiveness
- Recognizes continuous system evolution
- Outcomes based on access to infrastructure
- Impacts based on use of infrastructure



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 and report format. The COP for BEIF projects has been under development since 2007 and is expected to be applied to the entire universe of BEIF projects. For Non-BEIF projects, a COP will be applied to only those 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 year-end December 31, 2015, close-out reports were available for 13 additional BEIF projects and 6 additional non-BEIF projects, totaling 38 BEIF and 14 non-BEIF close-out reports currently complete. The following tables provide a brief summary of those projects with close-out reports completed in 2015.

Closeout BEIF – Region 6

Project	Certification Date	Project Objective	Benefitted Population
1 – Juarez, Chihuahua	September 1997	Eliminate exposure to untreated wastewater by the rehabilitation and expansion of the wastewater collection system, and the construction of two wastewater treatment plants (North and South) to un-served areas. The project provided first-time wastewater treatment services and elimination of an estimated 60 MGD of untreated wastewater into shared transboundary surface water.	1,217,818
112 – El Paso, Texas	June 2005	Decrease demands on groundwater resources, improve water supplies, and provide water to currently under-served (colonial) areas of El Paso County. Without the implementation of this project the groundwater resource in the El Paso area was expected to be diminished much faster and the cost of potable water to increase drastically.	700,000
162 – Laredo, Texas	September 2000	Provide first-time water and wastewater services to currently unserved areas outside the city limits of Laredo, Texas. The improvements included the installation of water lines, a booster station, storage tanks, sewer lines, lift stations, treatment infrastructure and provided hook-ups to the water and sewer connections.	3,725
362 – Pharr, Texas	March 2007	Eliminate exposure to untreated or inadequately treated wastewater discharges through improvements to the wastewater collection system infrastructure. The project eliminated 100% of the overflows experienced in the wastewater collection and conveyance system.	72,858
579 – El Millon, Tres Jacales and Jesus Carranza, Chihuahua	July 2005	Eliminate exposure to untreated wastewater produced by El Millón, Tres Jacales and Jesus Carranza by the introduction of sanitary services in these communities, contributing to the reduction of water pollution and the risk of water-borne diseases.	1,723

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580 – Colonia Esperanza, Chihuahua	July 2009	Provide reliable water services to 100% of the community, through the rehabilitation and expansion of the water distribution system, including the construction of new domestic hookups.	1,581
584 – Barreales and Juarez y Reforma, Chihuahua	June 2005	Eliminate exposure to untreated wastewater produced by the two communities by expanding the sanitary services in both communities, contributing to the reduction of water pollution and the risk of water-borne diseases. The project eliminated 130,000 gallons per day of untreated discharges.	2,398
677- Anthony, New Mexico	May 2011	Improve water quality through a Reverse Osmosis arsenic removal treatment system and the construction and rehabilitation of wells, which contributes to the reduction of the risk of water borne diseases associated with high levels of arsenic. Post-project arsenic levels are well below the required 10 parts per billion as required by primary water quality standards.	8,388
680 – Rio Grande City, Texas	May 2009	Provide first time wastewater collection service to 27 homes in the Water Street subdivision that relied on failing septic tanks. Collected wastewater is conveyed to an existing wastewater treatment plant.	111

Closeout BEIF - Region 9

Project	Certification Date	Project Objective	Benefitted Population
589 – Playas de Rosarito, Baja California (Alcatrazes)	May 2011	Eliminate exposure to untreated wastewater by expanding the wastewater collection and treatment services to unserved areas. The project resulted in 300 new home connections and the reduction of 50,000 gallons per day of untreated discharges.	1,084
643 – Playas de Rosarito, Baja California (Plan Libertador)	May 2011	Eliminate exposure to untreated wastewater by expanding the wastewater collection and treatment services to unserved areas. The project resulted in 1,056 new home connections and the reduction of 180,000 gallons per day of untreated discharges.	3,822
759 – Sierra Vista, Arizona	April 2013	Eliminate exposure to untreated wastewater by expanding the wastewater collection services to unserved areas, including 139 residential connections.	338

Closeout Non-BEIF Projects

Project	Certification Date	Project Objective	Benefitted Population
160 – Solid Waste Management in San Luis Rio Colorado, Sonora	October 2001	Improve solid waste disposal through the closure of the illegal dumpsite and the construction of a new landfill and several improvements, including equipment purchases, for comprehensive solid waste management in San Luis Rio Colorado Sonora.	180,000
467 – Solid Waste Management in Matamoros and Valle Hermoso, Tamaulipas	March 2007	Increase proper solid waste disposal through the improvement of the infrastructure in the new regional landfill to comply with the existing norms. The close-out process found that some of the facilities had been vandalized and were no longer in service; however, the transboundary impact caused by smoke from landfill fires was eliminated through the project.	489,193
513 – Solid Waste Transfer Station, Starr County, Texas	July 2012	Provide adequate solid waste disposal services to the residents of Starr County by constructing a Transfer Station to facilitate transportation of solid waste to the regional landfill and thus minimize the potential for illegal dumping and associated environmental and health risks.	60,968
531 – Basic Urban Infrastructure in Playas de Rosarito, Baja California	October 2007	Improve access to adequate road infrastructure, thus reducing harmful emissions. The project resulted in a reduction in PM10 emission of more than 560 tons/year.	25,654
735 - 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 and related emissions. The project exceeded its anticipated generation target in the first year with a target of 51.36 GWh and actual generation of 54.39 GWh.	23,514
779 – Drinking Water Transmission Line (CAP), San Luis, Arizona	March 2013	Achieve proper drinking water service reliability for the city of San Luis, AZ, through the interconnection of two existing main systems by a new PVC water main, in order to avoid incidents of low pressure and/or service interruption, contributing to the reduction of the risks associated with waterborne diseases.	30,607

Impact Assessment

Impact Assessment (IA) 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 program or project on the well-being of a population; also, IA 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.

In 2015 BECC completed the field work for a retrospective analysis to assess the impact of wastewater infrastructure in 4 communities of the state of Baja California: Tijuana, Playas de Rosarito, Tecate, and Mexicali. All the wastewater projects were certified between 1997 and 2012 and their construction completed between 2002 and 2014. The objective of the study was to assess the impact of basic sanitation infrastructure projects in the elimination of exposure to untreated wastewater. The methodology followed include the results measurements framework used for objective assessment of the impact, baseline information gathered retrospectively from official sources and data obtained from projects' close-out reports. A report will be available in 2016. A summary of the results are below.

INDICATOR	Source of Information	TIJUANA	PLAYAS DE ROSARITO	TECATE	MEXICALI
Increase (%) in households hooked to the wastewater collection system	INEGI (2000 - 2010)	From 84.7% to 96.1%	From 68.4% to 85.4%	From 76.3% to 89.8%	From 89.6% to 95.6%
Increase (%) in households hooked to the wastewater collection system	Questionnaire - survey based	to 89.9%	to 81.0%	to 93.1%	to 98.2%
Reduction (%) in the number of active latrines	survey based	90.0%	81.5%	61.2%	20%
Increase (%) in utility satisfaction	survey based	91%	74%	92.5%	87%
Improvement of quality of life (%)	survey based	82%	75%	77.9%	40%
Reduction (%) in gastro-intestinal diseases	ISSESALU, BC- Official state information for the entire city	49.7%	95%	50%	10%

PILLAR 2: Technical Assistance

Strategic Objective	Initiatives / Targets	Achieved %
Technical Assistance and Expertise	<ul style="list-style-type: none"> - Complete Efficiency Audits: water audits in NM 1 (TA); US utility 1 (in-house) - Initiate TA for priority audit recommendations: BC (3); TAMPs (6); COAH (Piedras Negras); NM (Anthony); SON (SLRC); AZ (Douglas and Willcox) - Conduct Program Evaluation - Document implemented recommendations completed through BECC/NADB, directly by sponsor, or within comprehensive project implementation. 	100%
	<ul style="list-style-type: none"> - Implement 12 (non-energy audit) Technical Assistance tasks. <ul style="list-style-type: none"> ◆ Complete 6: MPs for Matamoros and Reynosa: El Morillo: RGRWA: Jose Silva Sanchez; TJ site analysis ◆ Initiate and complete 5: Ph1 FD for Juarez WTP; Rio Bravo reuse; 3 CAP TA ◆ Initiate (contracted): MPs for Piedras Negras: EPWU; Cd. Victoria; 3 CAP - Implement project selection for BEIF/PDAP - Implement project selection for CAP 	100%
Control and improve operational procedures for project certification	<ul style="list-style-type: none"> - Update BECC/NADB Standard Operating Procedures (CAP, BEIF, Non BEIF, TA): <ul style="list-style-type: none"> ◆ Review/input procedure modifications led by QMS (consider lessons learned) ◆ Joint BECC/NADB Training - Technical Committee <ul style="list-style-type: none"> ◆ Update quarterly Upcoming Deliverables matrix and request Technical Committee participation in document reviews ◆ Peer cross training (technical committee; project meetings; value engineering, etc) - 1/year per person - Process Audit Compliance - 75% - 100% delayed task justification - monthly review with PrM; - Implement climate screening tool - PROAMU - and identify elements of applicability to other programs 	100%
Optimize TA for projects and programs	<ul style="list-style-type: none"> - Meet timeline for B2020 and other projects (within grant duration) - 90% compliance with developed timeline. - Develop and test results measurement procedure in B2020 project and produce aggregate report - 100% complete: Project Summary and document upload - Timely release and deliver of grant related reports -100% - Quarterly review of JTAP with NADB 	93%
Technical Assistance and Expertise	<ul style="list-style-type: none"> - Complete the first phase of Tamaulipas PEAC - Complete the second phase (quantification) of Coahuila PEAC - Complete the second phase (quantification) of Chihuahua PEAC - Climate change - Ports of entry (SCT) - Indo services coverage in Mexico (see memo in file: 2015 Year in Review and 2015 Results) - Green urban infrastructure (white paper) 	88%

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 2015 is \$1.01 million, benefiting 7 communities. Of the 7 studies supported with this technical assistance, the majority relate to facility planning, environmental assessments, and final design. A list of PDAP funded projects is included in **Attachment 2**.

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 2015, BECC awarded twenty two technical assistance grants totaling \$754,222 to support the planning and development of water, wastewater, solid waste, and new sector projects in the border region. A list of BECC funded projects is included in **Attachment 3**.

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 2015 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 2015, a total of US\$3.69 million has been contracted to support the implementation of nine projects. Of that amount, US\$1.94 million has been disbursed for project implementation, representing 52% of the funds contracted for projects. An additional US\$1.75 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 2020

Building on the success of the Border 2012 Program, in September 2012 a new binational program was launched Border 2020, aimed at addressing the serious environmental challenges that affect a multicultural region. This program is being implemented through an action plan evaluated by National Coordinators every two years.

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 2015, EPA's Border 2020 (B2020), an 8-year program, is starting a significant participation process that, emphasizes 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 2020: US-Mexico Environmental Program is focused on five objectives:

Goal 1: Reduce Air Pollution

Goal 2: Improve Access to Clean and Safe Water

Goal 3: Promote Materials Management, Waste Management, and Clean Sites

Goal 4: Enhance Joint Preparedness for Environmental Response

Goal 5: Enhance Compliance Assurance and Environmental Stewardship

And six fundamental strategies:

1. Working to Improve Children's Health
2. Building Capacity towards Climate Change Resiliency
3. Protecting Disadvantaged and Underserved Communities
4. Promoting Environmental Awareness
5. Promoting Environmental Health
6. Strengthening Tribal, State, Federal, and International Communications and Partnerships.

A list of projects selected in 2015 under the Request for proposals is located in Attachment 4

BECC's role in this important binational effort has continued to increase over the past 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 2015, EPA had authorized approximately is \$2.6 million in grant funding for 59 BECC-managed B2020 projects.

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 2015 a joint work plan, that identified co-funding 17 project development studies, three sector studies and 17 institutional capacity building workshops, with a total cost of \$1,95 million. The technical assistance falls 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	Achived %
Strong Stakeholder Relationships	- 8 meetings (coordination calls)/project per year - State Coordination meetings - 2/year - Key partner meetings (CONAGUA, EPA, IBWC/CILA) - 3/year and USG/GOM - 1/yr	100%
	- Develop general outreach plans and stakeholder list for BECC key outreach related to: institutional work; BECC/NADB integration. Submit plan by February 15	94%
	- Aiding the governments with information and reporting;	100%
Strengthen Outreach Program and Information Resources	- Update Communications Policy and Procedures and provide training to Projects, Environmental, and Technical Assistance	90%
	- Develop media relationships: - Breakfast for reporters, 2014 accomplishments and 2015 plans (Integration) - Meetings with 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	96%

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 affect the border region. Cognizant of the role that information plays in defining strategies and implementing effective 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 developing and maintaining communication tools that allow BECC to inform its stakeholders of its work in a timely and thorough manner, and to measure the public perception of BECC’s work, including through media coverage. Additionally, special reports are delivered to BECC’s Board of Directors and other stakeholders.

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

- 1. KfW.** Under the framework of the US\$50 million line of credit from the German development bank, KfW, to NADB for water and wastewater projects in Mexico, BECC received funding from KfW for accompanying measures, including program marketing, climate screening of projects and results measurement. The German firm GITEC Consult GmbH was contracted to assist BECC in carrying out these tasks. GITEC also provided support in reviewing the institutional capacities of the water utilities in Matamoros, Ciudad Juarez, and Hermosillo and in developing training modules on project climate screening, as well as reviewed additional projects that could be eligible for financing with the remaining funds from the KfW line of credit. Additionally, in December, GITEC initiated water audits under the Coahuila energy efficiency network, which includes 14 water utilities, conducting field visits and collecting data from each participant.
- 2.** BECC and NADB are working with Baja California utilities, the Baja California state water commission and the **U.S. Agency for International Development's (USAID)** to advance projects based on recommendations resulting from previously conducted energy audits. BECC, NADB and USAID are supporting technical development tasks needed to advance three projects: replacement of the old pumps in the Colorado River aqueduct in Tijuana; solar power and facility improvements at the Las Arenitas wastewater treatment plant in Mexicali; and improvements to the El Naranjo Wastewater Treatment Plant in Ensenada. Based on the experience in Baja California, BECC has initiated energy efficiency efforts with utilities in Tamaulipas, Coahuila and several U.S. border communities. USAID provided funding from its Mexico Low Emissions Development Program (MLED) to match BECC funding for development of the econometric quantification of GHG mitigation public policy options of the State Climate Action Plan (SCAP) for Baja California and Coahuila. USAID has also agreed to support the identification of specific projects related to climate change mitigation based on the Coahuila SCAP.
- 3.** BECC continues working with the **Inter-American Development Bank's** Multilateral Investment Fund to develop a sustainable e-waste management and recycling system in Mexicali, Baja California. The three-year project consists of four components: an environmental awareness and education campaign; training and certifying informal e-

waste pickers and recyclers; creating a new e-waste system; and knowledge management and dissemination. The Massachusetts Institute of Technology (MIT), EPA, NADB, the Baja California Ministry of Environmental Protection, the Municipality of Mexicali, Fundación Hélice and the Universidad Autónoma de Baja California (UABC) are collaborating with this initiative.

4. BECC executed a cooperation agreement with the **Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH, México** (GIZ), a non-profit corporation funded by the German government to provide technical assistance to states and municipalities



for activities related to sustainable development and environmental awareness. The objective is to assist the participating utilities in setting up an energy efficiency education network and implementing several measures to reduce the energy costs associated with the operation of their facilities. On November

5, 2015, the Coahuila Energy Efficiency Learning Network kicked off its first meeting in Saltillo, Coahuila, with officials, coordinators, and operators from 14 state agencies in attendance. The purpose of this initial meeting was to establish agreements, share experiences and reduce the outreach costs associated with promoting energy efficiency in water utilities throughout the state.

5. In 2015 BECC issued **10 press releases** and **achieved 173 mentions in press**. As the result of its ongoing institutional integration, BECC produced a total of 7 joint press releases with NADB. Finally, BECC worked closely with media outlets to ensure coverage of BECC-organized events and to support analysis and coverage of environmental issues on the border, such as water and wastewater services.

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	Actual 10/15
20%	<p>Improve the Management of Processes and Information</p> <ul style="list-style-type: none"> - Define the internal process to deliver files for cataloging to Janium by February 27 2015 (virtual library) - Create the project server workflows for the loan and BEIF programs - Update the IT infrastructure diagnostic document to 2015 - Integrate the Cloud Service API to the project tracking platform in Project Server for the new workflows 	
	<p>Project Sponsor Capacity Building</p> <ul style="list-style-type: none"> - Develop the strategy for participating in events (preliminary version by February 15) Minimum 50 events during the year - Promote BECC events. Green Infrastructure and Border Energy, others - Management of Virtual Library at 100% - Quarterly Website updates 	100%
10%	<p>Strengthen Outreach Program and Information</p> <ul style="list-style-type: none"> - Annual report: Submitted to Board on May 20. Distributed by August 1 - BECC Bulletin: 30 per year - Press Releases: 1/month and minimum of 80% of compliance with communication policy 	90%
	<p>Project sponsor capacity building</p> <ul style="list-style-type: none"> - REMI training workshop (in PEAC 2nd. Phase Coahuila) - Energy efficiency / water audits workshops in WWW utilities - 2 MX - SW workshops for Landfill Operators training and SW of Special Handling disposal: NL, Son. - Border Green Infrastructure Forum - Tucson, AZ - Green Infrastructure Workshop (Coahuila) - XXII Border Energy Forum; San Diego, CA - Urban and electronic SW recycling project in B.C. (BID-MIF / BECC / EPA / NADB) - Coordination of PROAMU operation (GiTec - IMTA - KfW) - Coordination with NADB capacity building area (UMI) in at least 3 events. - Disemmination of sector related studies (webinars, announcements, etc.) 	67%

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 2015, BECC shared knowledge and expertise as an invited participant in 51 environmental infrastructure and border policy forums at a national, state and local level, including the Climate Change Action Plans; Border Energy Forum, Border Green Infrastructure Forum, Coahuila follow-up, ANEAS, Tijuana Innovadora, Border 2020, Red de Agua de Coahuila, training on energy for Baja California and Sonora water utilities, green infrastructure training Saltillo, Coahuila, San Luis Rio Colorado Green Infrastructure Demonstration Workshop, Juarez, Chihuahua Green Infrastructure seminar. Updates on border conditions and performance results were provided to important border stakeholders such as congressional and other elected officials. In 2015, BECC conducted 8 key training events with the participation of 650 attendees

representing federal, state, and local governments, academia, and public interest groups. The most relevant training events were:

Border Energy Forum (October 14-16, 2015) BECC and NADB have again partnered the Texas General Land Office to host this annual event designed to exchange ideas on energy trends and opportunities on the border. The 2015 forum was held in San Diego, CA and had 245 participants including key speakers such as the Texas Land Commissioner, George P. Bush, and the former President of Mexico, Vicente Fox.

Border Green Infrastructure Forum (BGIF): Resilience and Competitiveness for Cities of the U.S.-Mexico Border (November 9-10, 2015) BECC and NADB, jointly hosted the BGIF in



Tucson, AZ. The event convened 200 on-site participants and 113 via webinar. Professionals involved in the areas of sustainability, environment, and urban development from most of the border Municipal Planning Institutes were in attendance at the meeting.

In addition to the Green Infrastructure Forum, the BECC and the NADB, through their Joint Technical

Assistance Program, carried out a series of capacity building events in regards to the Green Infrastructure (GI) initiative:

- GI Training Workshop and Demonstrative Project: San Luis Rio Colorado, Sonora – Sep. 2015 / 45 Participants
- GI in Tourism Economic Development Seminar: Ciudad Juarez, Chihuahua – Sep-Nov, 2015 / 95 Participants
- GI Training Workshop and Demonstrative Project: Saltillo and Ramos Arizpe, Coahuila – Nov.2015 / 73 Participants
- GI Public Parks Personnel Training Workshop: Saltillo, Coahuila – Dec. 2015 / 40 Participants

Energy Efficiency in Water and Wastewater Utilities Workshop

One workshop was the result of the coordination established between BECC, NADB, and CONAGUA, in coordination with CESPT in the state of Baja California. The workshop was held on Nov 4 and 5, 2015 in Tijuana, Baja California, and attended by 33 participants. The purpose of the workshop was to enable water utilities to improve energy efficiency in the use of their

electromechanical equipment. It contributed to enhance the utilities' institutional capacity, which will be reflected in power savings and improved operations.

Energy Efficiency Network in the State of Coahuila

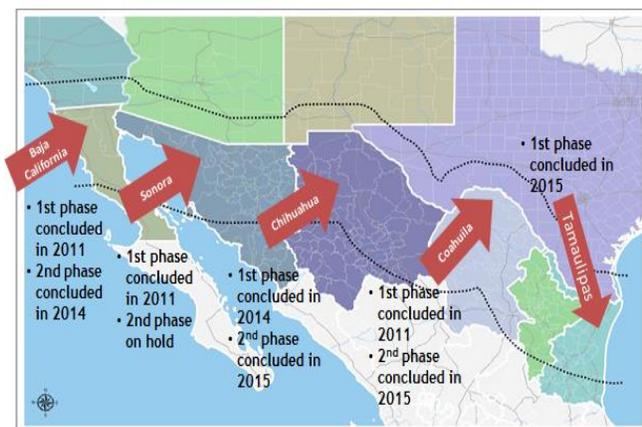
A workshop was conducted in Saltillo, Coah., on November 5, 2015, to set the basis of the network operation and the benchmarking of the state's water and wastewater utilities regarding their energy efficiency. The workshop was sponsored by BECC and Gitec, in coordination with IMTA and under the funding provided by the KfW. This event was attended by 50 participants.

Climate Change

The issue of climate change is complex and relatively new in local government. In 2009, BECC introduced the subject to the Mexican border state governments. The acceptance has been positive and productive for the northern Mexican border, and this initiative allowed to build local capacities which otherwise would have not been accomplished. Among the lines of action were relevant to the states include the development of GHG Inventories for the six border states, of which four did not have any experience in the subject; and four states were advised and guided to develop their respective Interagency Climate Change Commissions, a requirement of the federal National Institute of Ecology and Climate Change.

BECC's initiative in climate change has created a synergy along the border region with other funding institutions, and as of December 2015, the technical assistance provided by BECC is approximately \$1.5 million dollars.

In 2015, the econometric quantification of Green House Gas (GHG) mitigation public policy options of the State Climate Action Plans (SCAP) for the states of Coahuila and Chihuahua was



completed, as was the identification and prioritization of GHG mitigation public policy options for the state of Tamaulipas, in close coordination with the state government. The methodological approach followed by BECC provides an innovative perspective in the design of environmental policies related to climate change. After the Baja California experience, guided mainly

by the Center for Climate Strategies (CCS, of Washington, DC) as consultant, BECC adapted a

license-free econometric model developed in-house by El Colef (Tijuana, BC) to the social and economic conditions of the Mexican border states. Through this initiative , the econometric quantification of climate change related public policy options was completed in less time and less expense .

Strengthen Outreach Programs and Information Resources

More than **51 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 2015, **25 BECC Bulletins** were produced and distributed to an email registry of more than subscribers. Additionally, 10 BECC Press Releases were issued. These dynamic information tools are focused on key BECC activities in communities throughout the border region. A list of BECC Bulletins is located in Attachment 5.

General Support and Performance Improvement Program

Strategic Objective	Initiatives / Targets	Achived %
Recruit, Develop and Retain Competent and Service-Oriented Staff	-Develop institutional training plan and promotion among staff by February 27, 2015 -100% institutional training plan -75% of technical training plan	90%
Improve the Management of Processes and Information	- Automate accounting processes (VAT report, corporate credit card management, EPA quarterly expenses report) - Develop Crystal Reports formats as needed - Develop and maintain project budgets in Dynamic System - Develop a plan to update the information system	100%
IT coordination, on	- Develop a plan to implement a DMZ environment to increase network security. - Maintain IT Responsiveness and Innovation (service, software, and hardware). - Implement digital formats for I/A Requests, I/A agreement and Contracts - Move the electronic receptions of RFPs from share file to box - Develop high quality funding program reports (I/A's, Border 2020, NAD's, KIW, IBI) through time and with no substantive comments - Implement internal coordination meetings with Projects and Environmental Programs. - Update I/A Manual (I/A's process, I/A procurement process and new I/A request)	100%
US Congressional field visits, Quality Management coordination meetings, Energy workshops, Impact Assessments	- US Congressional field visits, Quality Management coordination meetings, Energy workshops, Impact Assessments - Support pre-integration phase of BECC/NADB	100%
Strong Board Relationship. Maintain 100% timely response to requests and commitments, project approvals	- Strong Board Relationship. Maintain 100% timely response to requests and commitments, project approvals - Provide policy and legal support for BECC/NADB integration	95%
Increase financial resources	- Consolidate and improve financial reporting services	67%
Effective Execution of Board Policy and Strategic Direction	- Staff integration workshops - Provide recommendations for board line of action, responsible for the implementation of the board's strategic direction - Technical Assistance, Program Processes, Human Resources, Contract Management, Financial Management, etc.	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.*

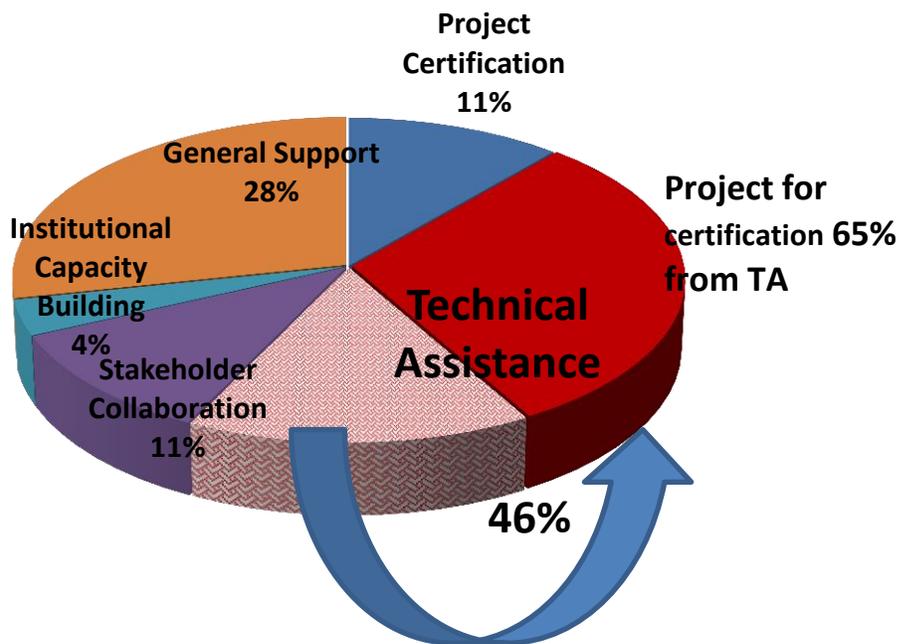
Based on a functional structure supported by four operating pillars, the institution implemented a General Support and Performance Improvement Program that operates across the four areas. Throughout 2015, aside from its daily activities associated with finance, human resources, building management, contracting, and general administration, BECC implemented a training program that includes topics such as Adjusting to Change, Leading Change with Authority and Managing Workplace Conflict among other topics. The purpose of this training is to support the transition of the merger between BECC/NADB, and 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, in the Technical Assistance area two staff members pursued a certificate in grants management of government-wide requirements, agency regulations, and grants management best practices. The Accounting area automated processes to VAT (value added tax) reimbursement report, corporate credit card management, EPA grants reports, and the Systems area automated the workflow for tracking of CAP projects in Project Server includes automatic notifications for completion of the project lifecycle, automatic generation of internal and external communications, as well as automatic storage of documents in the Box cloud platform.

Other actions implemented during 2015 included:

1. Simplification of US lines in Phone System
2. VPN Link between BECC and NADB Offices
3. Integration of the BECC / NADB Phone Systems
4. Integration of the BECC /NADB Network Domain
5. PDAP R9 Tracking Tool Report
6. Support to Green Infrastructure Seminar
7. The consultant data base was updated to incorporate a wider variety of technical studies and consultants

Resource Allocation by Pillar and Program

The 4 Pillars Report for 2015 shows that resource allocation continued its focus on project certification and technical assistance programs, with 46% 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. 11% of the resources were devoted to Partnerships and Stakeholders (Pillar 3), 4% to Institutional Capacity Building (Pillar 4), and 28% General Support and Improvement. For 2015, there was an increase in the General Support section in relation to the integration process which had been around 5%. In FY2015 both institution, BECC and NADB, worked proactively on various initiatives to integrate their operational and internal processes in preparation for their merging. It increased the number of hours invested in the integration task including in General Support.



Attachment 1

2015 BSC OBJECTIVES PROPOSAL						
BSC	Strategic Objective	Initiative (Action)	Initiatives / Targets	Relative Weight (%)	Completed	Achived %
PILLAR 1						
C1	Sustainable projects with measurable results	Measure Results: Closeout Process (COP)	- 18 completed reports - 12 BEIF and 6 non-BEIF - Fact sheets published for all completed COP reports - Impact Assessment Support (BC) - Report on aggregated project results as identified by COP	25%	24%	96%
		Projects to be certified	- 20 certified projects	25%	20%	80%
		Measure results: impact assessment	- Baja California WW infrastructure Impact Assessment	15%	14%	93%
PILLAR 2						
C2	Technical Assistance and Expertise	Implement Resource (Water/Energy) Management Program	- Complete Efficiency Audits: water audits in NM 1 (TA); US utility 1 (in-house) - Initiate TA for priority audit recommendations: BC (3); TAMPS (6); COAH (Piedras Negras); NM (Anthony); SON (SLRC); AZ (Douglas and Willcox) - Conduct Program Evaluation Document implemented recommendations completed through BECCNADB, directly by sponsor, or within comprehensive project implementation	10%	10%	100%
		Assist communities to identify and secure project funding	- Implement 12 (non-energy audit) Technical Assistance tasks • Complete 6: MPs for Matamoros and Reynosa: El Morillo; RGRWA; Jose Silva Sanchez T J site analysis • Initiate and complete 5: Ph1 FD for Juarez WTP; Rio Bravo reuse; 3 CAP TA • Initiate (contracted); MPs for Piedras Negras: EPWU, Cd. Victoria; 3 CAP - Implement project selection for BEIF PDAP - Implement project selection for CAP	10%	10%	100%
IP1	Control and improve operational procedures for project certification	Effectively implement project development procedures	- Update BECCNADB Standard Operating Procedures (CAP, BEIF, Non BEIF, TA) • Review input procedure modifications led by QMS (consider lessons learned)	15%	15%	100%
IP2	Optimize TA for projects and Programs	Conduct Internal Program Activity Coordination	- Quarterly reports submitted to TA area within 25 days of quarter-end - Conduct Internal Program Activity Meeting - 1 year. - Utilize InsideBECC for institutional pipeline update - 2/yr (April/Sept)	5%	4%	80%
IP1	Control and improve procedures and improve operational procedures for project certification	Improve internal QMS	- Update BECCNADB Standardized Operation Procedures (CAP, BEIF, Non BEIF, TA) - Maintain customer satisfaction (documented) - Customer Satisfaction Survey, BEIF projects, TA, and B2020 - Technical Committee - Executive level: Project certification and COP; Project development: SOWs and deliverables - One complete audit cycle in all BECC controlled processes. Refreshing training in QA. - Develop a principal cause analysis - Design a tool for interdirectorate coordination meetings - Update procedures for new funding sources	20%	16%	80%
IP2	Optimize TA for projects and programs	Effectively implement environmental program procedures	- Meet timeline for B2020 and other projects (within grant duration) - 90% compliance with developed timeline. - Develop and test results measurement procedure in B2020 project and produce aggregate report - 100% complete: Project Summary and document upload - Timely release and deliver of grant related reports - 100% - Quarterly review of JT AP with NADB	15%	14%	93%
C2	Technical Assistance and Expertise	Develop and implement climate change strategy for the Border Region	- Complete the first phase of Tamaulipas PEAC - Complete the second phase (quantification) of Coahuila PEAC - Complete the second phase (quantification) of Chihuahua PEAC	25%	22%	88%
		Develop sector related studies	- Climate change - Ports of entry (SCT) - Update services coverage in Mexican Border municipalities (W, WW collection and WW treatment) - Green urban infrastructure (white paper)			
PILLAR 3						
C3	Strong Stakeholder Relationships	Maintain strong state coordination for projects and other BECC activities	- 8 meetings (coordination calls) / project per year - State Coordination meetings - 2/year - Key partner meetings (CONAGUA, EPA, BWCICILA) - 3/year and USG/GOM - 1/yr	5%	5%	100%
		Outreach efforts with federal, state, local governments, international entities, academia, private sector, advisory boards and NGO's	- Develop general outreach plans and stakeholder list for BECC key outreach related to: institutional work; BECCNADB integration. Submit plan by February 15 - Manage records of results/agreements and follow up on action items - Congressional outreach. Conduct 1 visit/year to U.S. district offices, focusing on new members; key Mex. congressional leaders, teams of elected members - State outreach - Conduct 1 meeting with each state. Participate in border forums (BGC, BLC), Texas Land Office. Inform new governors in Texas and Arizona - Other entities. Support outreach related to entities such as: GNEB, KIW, IDB and other key initiatives	15%	14%	94%
		Improve service through integration of BECCNADB (Pre-integration phase)	- Aiding the governments with information and reporting; - Develop and implement an external communication plan to stakeholders regarding integration	10%	10%	100%
IP3	Strengthen Outreach Program and Information Resources	Maintain tools necessary for consistent and timely communication efforts	- Update Communications Policy and Procedures and provide training to Projects, Environmental, and Technical Assistance areas - Contact database management - 2 updates/year (June - November). - Manage monthly reminder of communications procedures and requirements.	5%	5%	90%
		BECC-NADB recognition in media	- Develop media relationships: - Breakfast for reporters, 2014 accomplishments and 2015 plans (Integration)	5%	5%	96%

2015 YEAR IN REVIEW PROGRAM PERFORMANCE AND RESULT REPORT

PILLAR 4						
KG2	Improve the Management of Processes and Information	Improve Electronic Access to Information (projects and B2020)	<ul style="list-style-type: none"> - Define the internal process to deliver files for cataloging to Janium by February 27 2015 (virtual library) - Create the project server workflows for the loan and BEIF programs - Update the IT infrastructure diagnostic document to 2015 	16%	12%	75%
C4	Project Sponsor Capacity Building	Participate and promote border environmental events	<ul style="list-style-type: none"> - Develop the strategy for participating in events (preliminary version by February 15) Minimum 50 events during year. - Promote BECC events. Green Infrastructure and Border Energy, others 	5%	5%	100%
		Knowledge resource	<ul style="list-style-type: none"> - Management of Virtual Library at 100% - Quarterly Website updates - Update and distribute fact sheets 	10%	9%	93%
IP3	Strengthen Outreach Program and Information	Produce timely and high quality publications and outreach materials	<ul style="list-style-type: none"> - Annual report: Submitted to Board on May 20. Distributed by August 1 - BECC Bulletin: 30 per year - Press Releases: 1 month and minimum of 80% of compliance with communication policy 	15%	14%	90%
C4	Project sponsor capacity building	Conduct capacity building events	<ul style="list-style-type: none"> - REMI training workshop (in PEAC 2nd. Phase Coahuila) - Energy efficiency / water audits workshops in WWW utilities - 2 MX - SW workshops for Landfill Operators training and SW of Special Handling disposal: NL, Son. - Border Green Infrastructure Forum - Tucson, AZ - Green Infrastructure Workshop (Coahuila) - XXII Border Energy Forum; San Diego, CA - Urban and electronic SW recycling project in B.C. (BID-MIF / BECC / EPA / NADB) - Coordination of PROAMU operation (GIT ec - IMTA - KIW) - Coordination with NADB capacity building area (UMI) in at least 3 events. - Dissemination of sector related studies (webinars, announcements, etc.) 	12%	8%	67%
		Knowledge resource				
GENERAL SUPPORT						
KG1	Recruit, Develop and Retain Competent and Service-Oriented Staff	Increase competence level by implementing technical and administrative training (All other)	<ul style="list-style-type: none"> - Develop institutional training plan and promotion among staff by February 27, 2015 - 100% institutional training plan 	10%	9%	90%
		Measure Performance (applies to all supervisors)	<ul style="list-style-type: none"> - Complete performance evaluation by February 27, 2015 	3%	3%	100%
		Maintain a positive and productive work atmosphere	<ul style="list-style-type: none"> - Employee survey. - Develop and implement an employee services plan (events, financial advisor, continuing education, health, etc.). Submit the plan by January 30, 2015. 	5%	5%	100%
KG2	Improve the Management of Processes and Information	Maintain Administrative Systems - Financial and HR Management Tool	<ul style="list-style-type: none"> - Automate accounting processes (VAT report, corporate credit card management, EPA quarterly expenses report) - Develop Crystal Reports formats as needed 	17%	17%	100%
		Utilize Information Technology to achieve efficiencies	<ul style="list-style-type: none"> - Develop a plan to implement a DMZ environment to increase network security. - Maintain IT Responsiveness and Innovation (service, software, and hardware). 	18%	18%	100%
		Maintain grant management and reporting (projects and B2020)	<ul style="list-style-type: none"> - Develop high quality funding program reports (PDAP, Border 2020, NADB, KIW, BID) through quality control and internal coordination, on time and with no substantive comments - Implement internal coordination meetings with Projects and Environmental Programs Development areas (four per year) - Update T.A Manual (JTAP process, EPA procurement process and new TA request) 	13%	13%	100%
FI	Optimize Resource Use	Maintain budget control	<ul style="list-style-type: none"> - Routine budget review (quarterly) - Fixed assets inventory - Development and submission of monthly expenses report to each area for budget monitoring 	8%	8%	100%
F2		Investigate and apply for new sources of funding for projects or programs (Sr. staff, Program Managers for projects and B2020)	<ul style="list-style-type: none"> - Evaluate existing system for adaptation to new funding sources 	5%	5%	100%
KG2		Support tasks for other areas	<ul style="list-style-type: none"> - Support tasks for other areas: Improve data management and reporting; TA implementation; implementation of communication policy; investigating other resources. 	5%	5%	100%
			<ul style="list-style-type: none"> - US Congressional field visits; Quality Management System; implementation of communication policy; support Border 2020 reporting; TA coordination meetings; Energy workshops; Impact Assessments 	5%	5%	100%
			<ul style="list-style-type: none"> - Support pre-integration phase of BECC/NADB 	15%	14%	95%
			<ul style="list-style-type: none"> - Support tasks for other areas: project document review; public comment period management 	5%	5%	100%
			<ul style="list-style-type: none"> - Support pre-integration phase of BECC/NADB (JTAP, program processes, QA) - Support tasks for other areas 	10%	10%	100%
IP4	Effective execution of Board policy and strategic direction	Conduct pre-integration phase of BECC/NADB	<ul style="list-style-type: none"> - Develop and implement internal communications plan - Provide policy and legal support for BECC/NADB integration 	15%	14%	95%
F2	Increase financial resources	Investigate and apply for new sources of funding for programs / projects	<ul style="list-style-type: none"> - Consolidate and implement strategy for new funding sources 	3%	2%	67%
KG2	Sound management of processes and information	Support Performance Management	<ul style="list-style-type: none"> - Achieve targeted measures for BECC Balanced ScoreCard - 88% - Regular Senior Staff and Supervisor meetings - Conduct full Staff Meetings - 2/year - Regular coordination meetings 	50%	50%	100%
		Effective Execution of Board Policy and Strategic Direction	Conduct Pre-Integration Phase of BECC/NADB	<ul style="list-style-type: none"> - Staff integration workshop - Facilitate two-member team for each line of action, responsible for compiling information and facilitating and implementing integration tasks (Technical Assistance, Program Processes, Human Resources, Communication & Public Affairs, and Administration & Budget) - Develop schedule with milestones for each line of action - Develop and implement internal and external communication plans 	50%	50%

Attachment 2

EPA 2015 Technical Assistance Awards			
Community / Sponsor	Grant Amount	Project Type	Project Description
Presidio, TX	\$29,890		
Marathon, TX	\$19,994		
Fabens, TX	\$418,575		
Douglas, AZ	\$259,030		
Niland, CA	\$139,200		
Nva. Ciudad Guerrero, Tamps	\$69,693		
G. Díaz Ordaz, Tamps	\$79,933		
TOTAL	\$1,016,315		

Attachment 3

BECC 2015 Technical Assistance Awards			
Community / Sponsor	Grant Amount	Project Type	Project Description
Border Wide	\$40,000		
Border Wide	\$46,691		
Border Wide	\$10,000		
Border Wide	\$50,000		
State of Baja California	\$4,249		
Tijuana, Rosarito, Tecate and Mexicali, BC	\$11,000		
Mexicali, BC	\$15,000		
Tijuana, BC	\$31,292		
San Luis Rio Colorado, Son	\$10,000		
State of Chihuahua	\$77,881		
Matamoros, Tamps	\$72,146		
State of Coahuila	\$29,000		
State of Coahuila	\$8,058		
State of Coahuila	\$7,750		
Piedras Negras, Coah	\$14,869		
Piedras Negras, Coah	\$49,504		
Frontera Chica, Tamps	\$50,000		
Nuevo Laredo, Tamps	\$16,024		
Reynosa, Tamps	\$11,757		
Reynosa, Tamps	\$71,053		
Matamoros, Tamps	\$5,863		
Río Bravo, Tamps	\$6,708		
Ciudad Victoria, Tamps	\$19,409		
El Paso, TX	\$43,416		
El Paso, TX	\$24,365		
Doña Ana, NM	\$34,935		
Anthony, NM	\$25,000		
Whetstone, AZ	\$50,000		
TOTAL	\$835,970		

Attachment 4

EPA 2015 Technical Assistance Awards			
(by Community)			
Border 2020			
Community	Grant Amount	Goal	Project Description
El Centro, CA			
El Centro, CA			
Imperial, CA			
Nogales, AZ			
Nogales, AZ			
Pima County, AZ			
El Paso, TX			
McAllen, TX			

Mexicali, BC			
Tijuana, BC			
Tijuana, BC			
Nogales, Son			
Nogales, Son			
Nogales, Son			
TOTAL	\$713,799		

Attachment 5 BECC BULLETINS

Date	Topic
March 10	<i>Forum Promotes Zero Waste Practices and Bi-national Cooperation to Eliminate Transboundary Trash</i>
March 24	<i>BECC Addresses Green Infrastructure Issues Along the Border</i>
April 1	<i>BECC Introduces SCAP for Chihuahua</i>
May 6	<i>BECC presents Fugitive Dust Control Alternatives Seminar</i>
June 4	<i>Two days of Intense Activity for BECC&NADB Board of Directors in California and Baja California</i>
July 2	<i>Second Border Green Infrastructure Forum</i>
July 10	<i>Mexicali Launches Comprehensive E-waste Management Project</i>
July 24	<i>EPA Region 6 issues new Request for Proposals under the Border 2020 Program</i>
July 29	<i>EPA Region 6 RFP Workshops continue (Two Workshops held in Reynosa and Nuevo Laredo, Tamaulipas)</i>
July 31	<i>Mitigation Policies for Second Phase of Coahuila SCAP Assessed and Approved</i>
August 18	<i>First Public Meeting held for the Comprehensive Wastewater Collection and Treatment Project for Nueva Ciudad Guerrero, Tamaulipas</i>
August 28	<i>Public Meeting held for the Wastewater Collection System Improvement Project for FM 511-802 Colonia in Brownsville</i>
September 4	<i>First U.S.-Mexico Cross-border Wind Farm Inaugurated in Tecate, Baja California</i>
September 14	<i>First Public Meeting held for the Comprehensive Wastewater Collection and Treatment Project for Diaz Ordaz, Tamaulipas</i>
October 7	<i>Green Infrastructure Demonstration Project Implemented in San Luis Rio Colorado</i>
October 13	<i>U.S.-Mexico Border 2020 Program holds First National Coordinators Meeting in El Paso</i>
October 16	<i>BECC facilitates two Discussion Panels at the First National Coordinators Meeting under the U.S.-Mexico Border 2020 Program</i>
October 23	<i>Tamaulipas SCAP Moves Forward with the Completion of the Third Round of Technical Work Group Regional Meetings</i>
October 30	<i>Cross-border Cooperation on Energy and Renewable Resources promoted at Binational Energy Forum</i>
November 17	<i>BECC joins in the National Convention of Border Regions and Maquiladora Industries</i>
November 23	<i>Coahuila Launches Energy Efficiency Learning Network</i>
November 25	<i>Energy Efficiency Training Provided to Water Utilities</i>
December 1	<i>Green Infrastructure and Storm water Management as Triggers of Economic and Tourism Development</i>
December 14	<i>BECC and NADB take part in ANEAS' 39th Annual Convention and Expo</i>
December 18	<i>Green Infrastructure Demonstration Workshop held in Ramos Arizpe, Coahuila</i>
TOTAL: 25	

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.