



Program Performance and Results



Border Environment Cooperation Commission
Blvd. Tomás Fernández # 8069, Fracc. Los Parques
Cd. Juárez, Chih. CP. 32470
Tel. (011-52) 656 688-4600
Fax: (011-52) 656 625-6999
U.S. Phone. 1-877 277-1703
U.S. Mailing Address: P.O. Box 221648 El Paso, Tx. 79913



Year in Review: Program Performance and Results 2011

Building upon the experience accrued by working along the United States-Mexico border region, in 2011, 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, and 2010 BECC successfully met 80%, 83%, and 82% respectively of its annual objectives which were structured under seven programs.

In early 2011, based on the experiences of the last 3 years in the 7 programs, BECC Consolidated its programs into 4 Pillars and a General Support Program:

- Pillar 1: Project Certification
- Pillar 2: Technical Assistance through Grants or Expertise
- Pillar 3: Partnerships with Stakeholders

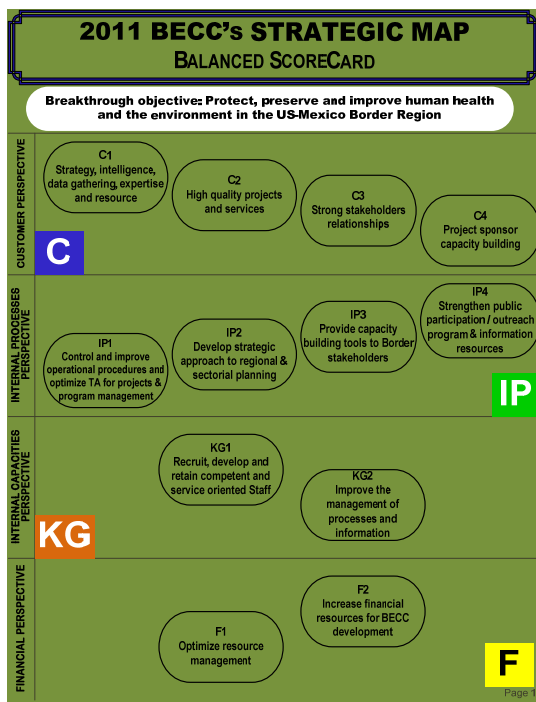
- Pillar 4: Institutional Capacity through Information and Training
- Program: General Support and Performance Improvement

In 2011, 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 programs or pillars accomplishments and a specific review of its BSC objectives are provided.

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, 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 and BECC employees are able 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 2011 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. For 2011, BECC’s **consolidated twelve (12) new or refined objectives along with forty seven (47) associated measurable targets contained in Attachment 1**. 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

2011 Balanced Scorecard Review

Objective	Measurable Target	Actual
1. High-Quality Projects and Services	10 Projects to be certified	14
2. High-Quality Projects and Services	Maintain 10 expanded-sector projects in the pipeline with accepted application; certify three per year.	6 certify
3. Manage and improve operations and optimize processes & program management	12 Closeout projects	3

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 2011, BECC staff managed a significantly steady project workload at any one period. As of December 31, 2011, there were 56 projects in BECC’s project development pipeline, with an estimated cost of approximately US \$1.197 billion. Of these, 24 were in the United States and 32 in Mexico; 39 were related to water and wastewater, 3 to solid waste (SW), and 9 to air quality (AQ).

During 2011, fourteen environmental infrastructure projects successfully advanced through the BECC certification process and received NADB financing approval, representing an estimated infrastructure investment of more than US \$373.38 million and benefitting 2,568,277 border residents. The projects certified in 2011 are listed below. Additional project information can be found in BECC’s 2011 Annual Report or accessed through the BECC’s website (www.cocef.org).

Project Name	Population benefitted	Cost (MD)
Construction of the La Morita WWTP in Tijuana BC	124,691	\$6.70
Construction of the Tecolote-La Gloria WWTP in Tijuana, BC	187,036	\$9.64
Wastewater Treatment Plant Project for the City of Hermosillo, Sonora.	785,082	\$86.15
Air Quality Improvements through Street Paving in Hermosillo, Sonora	154,400	\$68.25
Air Quality Improvements through Street Paving in Agua Prieta, Sonora	32,800	\$29.64
Tijuana, BC - Wastewater Collection Expansion to unserved areas – ALCATRACES	3,020	\$1.11
Playas de Rosarito, BC -Wastewater Collection Expansion to Un-served areas – PLAN LIBERTADOR AND AMPLIACION PLAN LIBERTADOR	14,436	\$3.75
Water Improvements Project in Anthony, New Mexico	8,388	\$8.82
Sun peak Solar Park in Niland CA	174,528	*
*Wastewater Collection Improvements Project in Rio Grande City, Texas	111	\$0.45
FRV Tucson 20 MW Solar Photovoltaic Park Project, Tucson, Arizona	980,263	*
Drinking Water Expansion and Improvements in Praxedis G Guerrero, Chihuahua	3,641	\$1.83
Basic Environmental Infrastructure Project for Valle de las Palmas in Tijuana, Baja California	40,000	\$110.63
Comprehensive Paving Project in Mexicali, B.C.	59,881	\$46.41

*Pending release

Consequently, as of December 31, 2011, BECC had certified a total of 189 projects, 86 in the U.S. and 103 in Mexico, benefitting 14.8 million border residents and estimated to have a construction value of \$4.29 billion dollars. NADB financing has supported 152 BECC-certified projects with \$1.33 billion dollars in loans and grants of which 93% has been disbursed to project sponsors.

Results Measurement

To maintain the results measurement system, since July 2008 BECC and NADB have included a results matrix with each certified project. By the end of December 2011, 54 projects have been presented to the Board of Directors accompanied by results matrices. We anticipate that the development of project results will be reviewed as part of the project close-out process (COP) directed by BECC in coordination with NADB, the project sponsor, and other stakeholders.

The purpose of the 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.

In 2011, BECC established a team specifically focused on preparing BEIF project COP reports. The team is managed under the Projects Directorate, offering the direct opportunity to coordinate with the Project Managers responsible for facilitating projects currently under development with PDAP funds and directly implement the feed-back loop for improving project development practices based on COP lessons. In addition, BECC has contracted two consultants to support close-out tasks. Non-BEIF COP is intended to be developed by staff working on the project development and certification of Non-BEIF projects with support by the BEIF COP team.

During 2011, 23 projects were in the pipeline for the BEIF COP, all of which are anticipated to be complete in the second quarter of 2012. In the case, of Non-BEIF close-out, initial activities to determine resource requirements and process obstacles were conducted. Three to five Non-BEIF COP reports are anticipated to be completed in 2012.

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 (TA)

2011 Balanced Scorecard Review

Objective	Measurable Target	Actual
1. Develop Strategic Approach to: Regional and Sectoral Planning	100% completed 2011-2012 prioritization process as per program.	100%
2. Manage and improve operations and optimize processes & program management	Complete and implement the BEIF and non-BEIF procedures; and develop and maintain a joint pipeline.	65%
3. High-Quality Projects	90% compliance with developed timeline for B2012 and other initiatives projects.	100%
4. High-Quality Projects	Maintain 85% of customer satisfaction.	100%
5. High-Quality Projects and Services	75% of BECC's TA projects result as an input (application to another agency, implementation, or certification by BECC).	50%
6. Develop Strategic Approach to: Regional and Sectoral Planning	Identify 3 projects from strategic planning.	2
7. Develop Strategic Approach to: Regional and Sectoral Planning	Develop 5 case studies for expanded sectors.	4

Purpose: *The purpose of Technical Assistance is to provide technical services 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.

As of December 31, 2011, BECC had approved US \$40.47 million to support the development of projects in 162 communities. Of this amount, \$34.82 million are PDAP funds and \$5.65 from BECC's TA.

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 to support the development of eligible projects for certification.

A total of US \$5.65 million in BECC funds has been invested in the technical development of 44 water and wastewater projects, 55 solid waste projects, and 20 new sector projects.

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) 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 2011 is \$867,730.83 dollars, benefiting 14 communities. Of the 18 studies supported with this technical assistance, the majority relate to facility planning, environmental assessments, and final design.

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 2011, BECC awarded 7 technical assistance grants totaling \$268,492 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.

Country	Communities*	Projects	Amount (US\$ Millions)	Percent
Mexico	72	188	\$15.14 million	37%
United States	90	146	\$25.33 million	63%
Total	162	334	\$40.47 million	100%

* A community may have several projects.

A summary of technical assistance awards for both PDAP and BECC TA in 2011 is provided in **Attachment 2**.

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 2011, 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 2011, EPA had authorized approximately \$8.2 million in grant funding for 167 BECC-managed B2012 projects, distributed as follows:

2005-2011 Projects

GOAL	Goal Description	BC	CA	AZ	SON	CHIH	NM	COAH	NL	TX	TAMS	TOTAL
1	Water	9	0	2	6	0	3	0	0	2	2	24
2	Air	14	3	2	8	3	1	1	0	1	2	35
3	Land	16	1	3	8	4	1	1	2	9	10	55
4	Environmental Health	2	3	5	3	3	2	0	1	5	1	25
5	Emergency response	2	2	2	5	0	0	0	0	2	2	15
6	Environmental Performance	6	1	1	1	1	1	0	0	2	0	13
	TOTAL	49	10	15	31	11	7	2	3	20	19	167

In 2011, with the concurrence of EPA, BECC approved \$ 1.14 million in technical assistance for 25 B2012 projects. Further information on the Border 2012 projects initiated in 2011 is contained in **Attachment 3**. Additionally, BECC's Logistics area provided logistical support at 22 B2012 meetings, including regular meetings held by Regional Work Groups, Air and Water Policy Forums and the National Coordinators Meeting.

Climate Change Initiative – State Climate Change Action Plans (PEAC)

With Border 2012 funds from EPA the first phase of the State Climate Change Action Plans (PEAC, acronym in Spanish) for the states of Baja California, Sonora and Coahuila was completed. This stakeholder based process was concluded resulting in the identification of a total of 134 mitigation public policies options of which 32% coincided in each of the states. These public policy options include energy efficiency programs in water and wastewater utilities, public lighting and buildings, incentives for renewable energy, modernization of public transportation, suburban trains, vehicle verification programs, traffic light upgrade, and methane capture from landfills and dairies. Stakeholder participants included 147 representatives from local and state officials, academia, and nongovernment organizations.

Global Methane Outreach Program, formerly Methane to Markets (M2M): At the request of EPA and SEMARNAT, since 2007 BECC has offered its project management support and technical expertise to these environmental agencies' Methane-to-Markets initiative (M2M). During 2010, BECC, in collaboration with the International City/County Management Association (ICMA), launched the study "Methane Recovery in Municipal Landfills – Outreach and Experience Sharing Project in Mexico." BECC obtained \$170,000 in EPA grant funding for this study, with the purpose of sharing the experience gained by ICMA and BECC in this sector with border communities in an attempt to identify opportunities to address multiple environmental issues while developing an alternative energy source. This study was completed in November 2011. The project's main products are: an Inventory of existing landfills and operating conditions in Mexico's main cities, and a "toolbox" Guide for Landfills best practices operations, as well as a series of presentations of the Guide to Municipalities during a training seminar on landfill gas energy for municipalities.

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 2011 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.cocef.org

Energy Efficiency, Renewable Energy and Transportation: Project Opportunities in the US.-Mexico Border Region

The purpose of this white paper was to systematically document the needs and priorities of the 10 US and Mexico Border states. Research was completed on the Green House Gas (GHG) inventories and forecasts as well as the climate action plans completed to date. This included a comparison of the information and an identification of opportunities based on the public policies and the sources of GHG's. Additionally, numerous surveys combined with interviews were completed for several state environmental, energy, and transportation offices within each of the states. This resulted in the identification of TA assistance needs primarily in energy audits and

assessments, feasibility and market analysis, and capacity building. Clearly demonstrating the need for planning dollars to develop projects. It is expected that Technical Assistance would build expertise in local communities, allow for access of funds from federal and state agencies, and result in more projects being implemented. The study also identified priority projects which included several renewable energy, public lighting, public transportation, green building, and waste to energy projects.

Analysis of Utility Performance Benchmarks for Mexico's Border Area.

With funds from the World Bank, a series of indicators to determine how effective the operations and administration of 13 water and wastewater utilities in Mexico were developed. The purpose was to identify opportunities for improvements in the administration and operations of these utilities through a benchmarking process. In total 96 indicators were measured, 48 related to financial indicators, 11 to technical indicators, 18 with consumption, production, coverage and water losses, and 19 with various concepts including quality of service, transparency, and educational and social programs. An index of the indicators resulted in an overall efficiency for the utilities which varied between 35% and 82% during 2008 and 2009 with an average of 52%, the study identified opportunities for improvement in water conservation, maintenance programs, energy efficiency, and public relations.

Study: Guide to Sustainable Rehabilitation of Public Schools

As a result of a strong institutional relationship between BECC and the Sonora Urban Development Secretariat, in 2011 BECC developed a strategy to improve the program of rehabilitating public schools in the border region with a sustainable development perspective. Taking advantage of this effort, BECC reinforced its Border Sustainable Housing Development Strategy. By updating construction costs related to green building strategies. The study analyzed a typical school building and incorporated sustainability elements, such as shade structures, water and energy saving equipment, wall and window insulation, and planting trees in recreation areas. A total of 40 sustainability indicators were analyzed and their cost was determined. Included in the study are recommendations on sustainable practices for schools and a self-evaluation guide for parents and teachers.

Study: Paving Projections in the Mexican Border Region 2010-2020

Per an EPA request, BECC developed a study on the paving needs in Mexican border for the next 10 years. The 100 km area south of the U.S.-Mexico border has approximately 7.99 million inhabitants, according to the Mexican Population Census of 2010. In this region are located the 14 Mexican Border Sisters Cities recognized by the Border 2012 Program. These cities have 5.49 million inhabitants or approximately 70% of the population in that area. BECC has developed scenarios and trends of paving needs, metric tons of reduced PM₁₀, and preliminary investment totals for 2010-2020, based on the accumulated experience of certifying paving projects in Baja California, Sonora and Tamaulipas, and on information generated from 16 satellite based diagnostic studies in 12 cities in Sonora and 4 cities in Tamaulipas.

Projection of Paving in the Mexican Border Region with USA 2010-2020

Border Sisters Cities on the Mexican side		Projected paving needs (sq. meters) to reach 100% coverage by 2020	Estimated PM10 emissions from unpaved roads, metric tons per year.	Estimated cost to pave unpaved roads, \$USD million
1	Tijuana, BC.	52,269,306	248,485	\$ 1,998.29
2	Mexicali, BC.	14,623,858	69,522	\$ 559.08
3	San Luis Río Colorado, Son.	15,994,251	76,034	\$ 611.47
4	Nogales, Son.	2,133,349	10,134	\$ 81.56
5	Naco, Son.	94,805	426	\$ 3.62
6	Agua Prieta, Son.	5,897,713	28,031	\$ 225.47
7	Palomas, Chih.	637,272	2,997	\$ 24.36
8	Cd. Juárez, Chih.	26,793,547	127,363	\$ 1,024.34
9	Ojinaga, Chih.	2,951,100	14,028	\$ 112.82
10	Ciudad Acuña, Coah.	6,122,585	224,879	\$ 234.07
11	Piedras Negras, Coah.	9,564,151	45,482	\$ 365.64
12	Nuevo Laredo, Tam.	6,363,640	30,280	\$ 243.29
13	Reynosa, Tam.	9,192,487	43,690	\$ 351.44
14	Matamoros, Tam.	6,962,153	33,123	\$ 266.17
		159,600,217	954,476	\$ 6,101.63

* BECC used the prices average by M² for pavement with asphalt and concrete that the BECCs studies had identified. The experience of BECC in the border Mexican cities, shows that usually the local governments pave their streets in a proportion of: 70% of streets with asphalt and 30% with concrete. This proportion was used for the calculations of the investment needs.

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

Pillar 3: Partnership with Stakeholders

2011 Balanced Scorecard Review

Objective	Measurable Target	Actual
1. Strong Stakeholders Relationships	1. Develop and implement centralized process for registration of new contacts by all staff (100% implemented); protocol for Flash and Quarterly Status report 100% completion of process diagram.	100%
2. Effective Execution of Board Policy and Strategic Direction	2. 100% of Joint Strategic Plan	100%
3. Strengthen Public Participation / Outreach Program, and Information Resources	3. 150 mentions BECC-NADB recognition in media per year, plus one press release per certified project published by media.	163
4. Empower communities to access project funding	4. At least 2 non-B2012 projects financed by other sources.	61
5. Strong Stakeholders Relationships	5. One meeting with State Officials for all ten Border States. One meeting with Executive and Legislative Stakeholders of US and Mexico. Total 60 visits.	70

Purpose: *Strengthening of collaboration efforts that will support the BECC mandate. This activity is achieved through participation in forums, state and local initiatives, project/program coordination, consistent information exchange, and strategy 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.

By the end of 2011, 100% of the archived documents related to certified projects had been transferred to electronic media

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:

- Formalized a working relationship with IBWC/CILA that seeks to facilitate review by that agency of project aspects that fall under its jurisdiction.
- Work with the German KFW Bankengruppe Development Bank, to evaluate a potential credit line for NADB to support water and wastewater projects in Mexican communities.

BECC would potentially play a role in the project development, climate screening process, and close out for projects.

- Continued coordination with Mexico’s National Ecology Institute and the 5 Mexican states of Baja California, Sonora, Chihuahua, Coahuila, and Tamaulipas to support the development of State Climate Action Plans for the six Mexican Border States. From these efforts, BECC expects to identify priority climate change adaptation and mitigation projects that could be developed with BECC/NADB assistance.
- Provided significant support and feedback to the Good Neighbor Environmental Board (GNEB) regarding preparation of their 14th annual report, titled “The Potential Environmental and Economic Benefits of Renewable Energy Development in the U.S.-Mexico Border Region”.

Pillar 4 – Institutional Capacity Building through Information and Training; Strengthen institutional capacity by generating information and providing training.

Pillar 4: Institutional Capacity Building

2011 Balanced Scorecard Review

Objective	Measurable Target	Actual
1. Strong Stakeholders Relationships	1. Presentations at 40 events to border environmental matters per year	40%
2. Project Sponsor and communities Capacities Building	2. Develop and implement Climate Change Strategy for six Mexican border states beginning with training	100%
3. Project Sponsor and communities Capacities Building	3. Conduct 6 events such as street paving, climate change, storm water, water conservation, and transportation	5
4. Improve the Management of Processes and Information	4. Twelve Flash/bulletin documents completed - One per month	33

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 communities easy access to all the information related to a project that is being considered for development at their community as well as an opportunity to voice their opinions or any concerns they may have about the operation of such project in their area.

In 2011, BECC completed the First Phase of the Baja California, Sonora y Coahuila PEAC’s

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 2011, BECC shared knowledge and expertise as 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; 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 2011, 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:

Workshops for State Climate Action Plans (PEACs)

During 2011, Modules 2 and 3 of the State Climate Action Planning workshop for the 6 Mexican Border States were completed. The workshops were a centerpiece to complete the First Phase of the Baja California, Sonora and Coahuila PEACs and to initiate at the same time the First Phase for Chihuahua and Tamaulipas during 2012. Approximately 300 people attended each workshop.

Water/Wastewater Infrastructure Training

As an example of strategic alliances BECC, the Instituto Mexicano de Tecnología del Agua (IMTA) and the Comisión Estatal de Agua de Sonora (CEAS) in a close coordination, developed water and wastewater training for municipios of Cananea, Naco, Nacozari de Garcia, Magdalena de Kino, and Agua Prieta in the state of Sonora. Approximately 20 attendees were present. These attendees included management and operate.

Solid Waste Workshops

BECC developed solid waste training workshops in Sonora and Tamaulipas. The Sonora training was in coordination with the Comisión Estatal de Desarrollo Sustentable de Sonora (CEDES) for approximately 11 municipalities and several state agencies. Approximately 40 attendees for Sonora were present. The workshop in Tamaulipas was coordinated with the Secretaría de Desarrollo Urbano y Medio Ambiente de Tamaulipas (SEDUMA) and the Texas Commission on Environmental Quality (TCEQ). It was held was held in Reynosa and McAllen for 12 municipalities. It included a visit to the solid waste landfill in Donna TX. Approximately 40 attendees for Tamaulipas were present.

In 2011, BECC published 33 BECC bulletins to an e-mail registry of more than 750 subscribers

Documents Published by the BECC during 2011

BECC published 14 publications, under a variety of topics, of which several have ISBN registration. Below is a list of these documents. These publications can be found in our website: www.cocef.org

Documents Published by the BECC in 2011			
No.	Document	Date	ISBN*
1	San Luis Rio Colorado, Son. Paving Needs Assessment by Satellite Images.	February, 2011	978-607-8021-29-1
2	Nogales, Sonora. Paving Needs Assessment by Satellite Images.	July, 2011	978-607-8021-31-4
3	Madalena, Sonora. Paving Needs Assessment by Satellite Images.	July, 2011	In process
4	Caborca, Sonora. Paving Needs Assessment by Satellite Images.	July, 2011	In process
5	Santa Ana, Sonora. Paving Needs Assessment by Satellite Images.	July, 2011	In process
6	Nacozari de García, Sonora. Paving Needs Assessment by Satellite Images.	July, 2011	In process
7	Imuris, Sonora. Paving Needs Assessment by Satellite Images.	July, 2011	In process
8	Guide for sustainable rehabilitation of public schools in the border region of northern Mexico.	August, 2011	In process
9	Energy Efficiency, Renewable Energy and Transportation: Project Opportunities in the U.S.-Mexico Border(English and Spanish versions).	November, 2011	In process
10	Collection and Analysis of Utility Performance Benchmarks for Mexico's Border Area.	February, 2011	In process
*ISBN International Standard Book Number.			

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 750 subscribers. **Attachment 4** provides the complete list of the 2011 BECC Bulletins.

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

General Support and Performance Improvement

2011 Balanced Scorecard Review		
Objective	Measurable Target	Actual
1. Manage and improve operations and optimize processes & program management	1. Achieve 80% of targeted measures in BECC's Balanced Scorecard.	100%
2. Recruit, Develop and Retain Competent and Service-Oriented Staff	2. Work Atmosphere Survey - Qualification of at least 8.	7.4
3. Improve the Management of Processes and Information	3. Reports - 100% implemented; 100% main administrative procedures updated. Develop of the 4 pillars report. Develop and Analysis of the man hours per area, grant, etc.	67%
4. Improve the Management of Processes and Information	4. Develop new objectives and implement improved control tools on the QMS.	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.

The standardization process of the consultant selection was developed in 2011

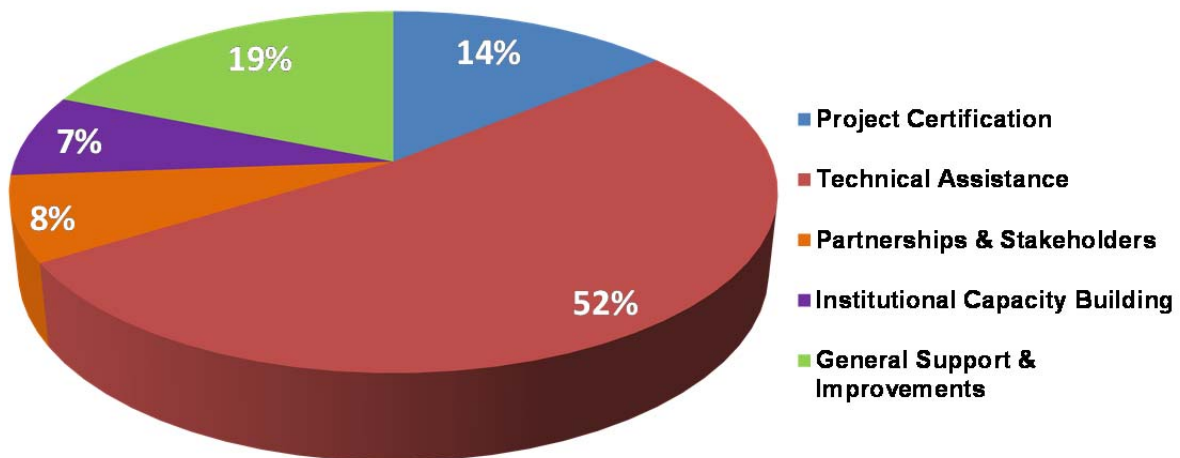
Throughout 2011, aside from its daily activities associated with finance, human resources, building management, contracting, and general administration, BECC continued its implementation of the comprehensive modular administrative system called Dynamics, which included the implementation of an administrative system that integrates accounting, financial reporting, accounts payable, purchases, requisitions, cash management, fixed assets, project management, project contract, and payroll. In addition, the development and analysis of per project man hours to determine the cost per project was also implemented.

A consultant evaluation system was developed to assist the technical assistance area in defining criteria evaluation and a developing a centralized data base to provide statistical data on the performance of consultants. Other actions include:

- Update of the Quality Management Plan (QMP), which is the key first level document of the Quality Management System (QMS). This document, in its version 6.0 was approved by the EPA's Region 6 quality system.
- Development of a Remote Work Location and Flex Day modules system
- Implementation of new procedures for database backups, these procedures were updated in the QMS
- Implementation of Border 2012 information sheet in Project Server
- Development of websites for the second and third PEAC workshops
- Development of a Board of Director's pipeline report and Congressional District status report
- Continued development of the Dynamics system

Resource Allocation by Pillar and Program

The 4 Pillars Report for 2011 shows that resource allocation continued its focus on project certification and technical assistance programs, with 66% of the resources going to these areas (Pillar 1 and 2). This approach, as well as the development and use of standardized documents, allows the BECC to manage as many as 100 projects at any point in time during the year. Eight (8%) of the resources were devoted to Partnerships and Stakeholders (Pillar 3), 7% to Institutional Capacity Building (Pillar 4), and 19% General Support and Improvement.



The second annual organizational climate survey was conducted with employees during November and December of 2011. The questionnaire included 61 questions on 9 different areas. The overall rate of satisfaction was of 74%. The Senior Staff developed an action plan to address the areas where the results showed the best opportunities for improvement. Some of the actions include the development and implementation of a Career Path per area, the implementation of a training plan per employee, the establishment of monthly supervisor meetings, the dissemination and ownership among staff of the principles behind the 4 Pillars, and the coordination of a staff retreat.

BECC's continued its support for community cause under the Social Responsibility Committee. In 2011 it changed focus and decided to increase its support to other social groups Ciudad Juarez. Employees voluntarily contribute funds to address social needs such as support for a nursing home.

Attachment 1:

2011 BSC

BSC	Strategic Objective	Initiative (Action)	Target/Measure	Relative Weight %	Completed
PILLAR 1					
IP1	Manage and improve operations and optimize processes & program management	Closeout	12	10%	30%
C2	High-Quality Projects and Services	Projects to be certified	10	15%	100%
	High-Quality Projects and Services	Increase expanded-sectors projects.	Maintain 10 projects in the pipeline with accepted application; certify three per year.	15%	100%
IP1	Manage and improve operations and optimize processes & program management	Prepare and develop Joint Results Measurements report	100%	40%	0%
PILLAR 2					
	Manage and improve operations and optimize processes & program management	Green building guidelines enhancement and application.	EPA's approval and implementation of BEIF GB. Draft a GB guide for other sectors (paving, POE, Green housing)	5%	20%
C2	High-Quality Projects and Services	Meet 2.5 years timeline for certification of BEIF projects as required by EPA	80%	3%	93%
	High-Quality Projects and Services	Meet Man/Hour matrix per project type	Meet Man/Hour budget for 80% of projects	3%	93%
	High-Quality Projects and Services	Sound project management	95% of projects updated on a monthly basis (as per OMS objectives)	5%	80%
	High-Quality Projects and Services	Assist communities to identify and secure project funding	75% of BECC's TA projects result as an input (application to another agency, implementation, or certification by BECC).	5%	50%
IP1	Manage and improve operations and optimize processes & program management	Effectively implement BECC-NADB joint operations procedures	Complete and implement the BEIF procedures; complete and implement the non-BEIF procedures; and develop and maintain a joint pipeline.	10%	65%
IP2	Develop Strategic Approach to: Regional and Sectoral Planning	Complete 2011-2012 prioritization process as per program.	100%	10%	100%
C1	High-Quality Projects	Maintain Customer Satisfaction at established level	85%	6%	100%
	High-Quality Projects	Meet timeline for B2012 and other initiatives projects.	90% compliance with developed timeline	6%	100%
	High-Quality Projects	Meet Man/Hour (Direct Cost) for B2012 and other initiatives projects	80%	8%	100%
	Develop Strategic Approach to: Regional and Sectoral Planning	Identify projects from strategic planning	3	5%	60%
	Develop Strategic Approach to: Regional and Sectoral Planning	Develop feasibility case studies for expanded sectors	5 case studies (See 2011 Consulting Budget for details)	10%	50%
PILLAR 3					
F2	Increase Financial Resources for BECC Development	Explore and develop opportunities for new financial sources (agencies or programs)	At least one opportunity developed	5%	0%
C3	Strong Stakeholders Relationships	Maintain updated stakeholder database and keep active communication with them	Develop and implement centralized process for registration of new contacts by all staff (100% implemented); protocol for <i>Flash</i> and Quarterly Status report 100% completion of process diagram.	5%	100%
	IP1	Effective Execution of Board Policy and Strategic Direction	Joint Strategic Plan	100% complete	15%
IP2	Effective Processes with the Board	Maintain stakeholder satisfaction index with focus on Board of Directors	Revised Board survey 100%. 80% Satisfaction	10%	50%
	Effective Execution of Board Policy and Strategic Direction		Legal	30%	100%
IP4	Effective BECC-NADB Joint Operations	Improve institutional coordination on operational issues and develop and BECC-NADB joint procedures	Develop and implement joint BECC-NADB communications strategy. Development at 100% of initiatives agreed upon (brochure, press releases, mission statement, status reports, web page, year-end results report, quarterly outreach plans, etc.)	15%	33%
IP4	Strengthen Public Participation / Outreach Program, and Information Resources	BECC-NADB recognition in media	150 mentions per year, plus one press release per certified project published by media.	5%	100%
C2	Empower communities to access project funding	Seek and obtain additional funding sources for non-B2012 selected projects	At least 2 projects financed by other sources (Like Conacyt)	15%	67%
C3	Strong Stakeholders Relationships	Develop and implement US and Mexico Outreach program (State, Federal)	One meeting with State Officials for all ten Border States. One meeting with Executive and Legislative Stakeholders of US and Mexico. Total 60 visits.	40%	100%
IP1	Effective Execution of Board Policy and Strategic Direction	Adopt and implement required policies	80%	50%	100%

PILLAR 4					
	Improve the Management of Processes and Information	Improve and Maintain the Web page & INTRABECC updated	100% Completed	3%	3%
	Improve the Management of Processes and Information	Develop and design the Flash Document	12 documents completed - One per month	3%	83%
	Improve the Management of Processes and Information	Complete US needs assessments	4 US States	15%	60%
	Strong Stakeholders Relationships	Make presentations at events related to border environmental matters	Presentations at 40 events per year	5%	100%
IP4	Strengthen Public Participation / Outreach Program, and Information Resources	Publish annual report; publish flash news; press releases	Annual report delivered to the Board by April 30; at least two flash news per month; one press release per month. Guidelines for press releases at 100%.	10%	100%
KG2	Improve the Management of Processes and Information	Digitalize archived documents	60% certified projects and studies in Virtual Library	5%	100%
C4	Project Sponsor and communities Capacities Building	Develop and implement Climate Change Strategy for the Border Region	Six Mexican border states	10%	100%
	Project Sponsor and communities Capacities Building	Develop benchmarking and environmental marketing program	One in 2011	10%	20%
	Project Sponsor and communities Capacities Building	Conduct events such as street paving, climate change, stormwater, water conservation and transportation	6 events (<i>See 2011 Consulting Budget for details</i>)	12%	83%
IP2	Develop Strategic Approach to: Regional and Sectoral Planning	Develop region wide sectoral investment program studies	4 studies (<i>See 2011 Consulting Budget for details</i>)	15%	80%
GENERAL SUPPORT					
IP1	Manage and improve operations and optimize processes & program management	Achieve targeted measures in BECC's Balanced Scorecard	80%	3%	100%
KG1	Recruit, Develop and Retain Competent and Service-Oriented Staff	Increase technical competence level by implementing technical training	Provide training on project Management, Technical Writing and Leadership to 90% of the employees	10%	10%
	Recruit, Develop and Retain Competent and Service-Oriented Staff	Develop competent employees	Update employee evaluation with the focus on competencies(<i>to reflect Competency Matrix</i>)	5%	100%
	Recruit, Develop and Retain Competent and Service-Oriented Staff	Retain employees	Conduct a employee's compensation study that includes evaluation of salaries, job descriptions, titles and benefits. 100% Project area evaluation/Carrer Path. 100% implemented Work Home an Flex Day modules in Intrabecc.	15%	100%
KG2	Recruit, Develop and Retain Competent and Service-Oriented Staff	Maintain a positive and productive work atmosphere	Qualification of at least 8. 100% implemented Work Home an Flex Day modules in Intrabecc.	5%	100%
	Improve the Management of Processes and Information	Obtain benefits of the Dynamics Administrative System.	Reports - 100% implemented; 100% main administrative procedures updated. Develop of the 4 pillars report. Develop and Analysis of the man hours per area, grant, etc.	15%	67%
	Improve the Management of Processes and Information		Administrative audit to Dynamics users.	5%	100%
	Improve the Management of Processes and Information	Standardize processes	Processes to be standardized. Priority on TArequest, contracts, consultant selection	13%	23%
F1	Optimize Resource Use	Budget control and increase of administrative costs efficiency	Budget execution reviews every two months for the purpose for effective resources management	8%	75%
	Optimize Resource Use	Develop and implement a travel-efficiency program.	75% of airplane tickets need to be reduced-fare purchased and an overall average of three projects/purposes per visit need to be addressed. Developed travel module reports for accounting.	8%	100%
	Optimize Resource Use	Develop a full communication(software & Hardware) system plan	100% completed Communication Plan and implemented at least 60%.	8%	63%
KG2	Improve the Management of Processes and Information	Improve BECC's internal QMS	Develop new objectives and implement improved control tools on the QMS.	3%	100%

Attachment 2:

BECC 2011 Technical Assistance Awards (by Community) Project Development Assistance Program (funded by EPA)				
Community-Sponsor	TA Amount	Project Type	Description	Amount per Activity
Benson, AZ	\$24,160.50	Drinking Water Infrastructure	Environmental Information Document	\$24,160.50
Bisbee, AZ	\$12,899.50	Wastewater Infrastructure	Cleaning Services	\$4,940.00
			Additional Services for Final Design	\$7,959.50
Willcox, AZ	\$85,438.00	Wastewater Infrastructure	Preliminary Engineering Report, Environmental Information Document and Draft Environmental Assessment	\$85,438.00
Holtville, CA	\$190,900.00	Wastewater Infrastructure	Final Design WW Gravity Main (Outfall) and Two Residential WW Pipelines Replacement	\$190,900.00
Palo Verde, CA	\$53,800.00	Wastewater Infrastructure	Supplemental Preliminary Geotechnical Investigation and Report	\$24,200.00
			Second Supplemental Preliminary Geotechnical Investigation and Report	\$29,600.00
Loma Blanca, Chih.	\$13,517.00	Wastewater Infrastructure	Environmental Impact Study (drinking water)	\$13,517.00
Naco, Son.	\$70,000.00	Wastewater Infrastructure	Feasibility Study for treated wastewater disposal alternatives	\$70,000.00
Matamoros, Tam.	\$21,779.94	Wastewater Infrastructure	Development of additional maps for pumping stations	\$3,433.00
			Final Design Activities of the Southwest Wastewater Collection Infrastructure Expansion	\$18,346.94
Miguel Aleman, Tam.	\$1,325.89	Wastewater Infrastructure	Additional funds for the Final Design	\$1,325.89
City of Primera, TX	\$100,570.00	Wastewater Infrastructure	Facility Plan and EID	\$100,570.00
El Paso, TX	\$27,090.00	Drinking Water Infrastructure	Technical Memorandum and EID	\$27,090.00
Progreso, TX	\$101,500.00	Drinking Water Infrastructure	Pilot Study to Determine Design Parameters for Full-Scale Reverse Osmosis System	\$101,500.00
Rio Hondo, TX	\$91,750.00	Wastewater Infrastructure	Facility Plan and EID	\$91,750.00
Vinton, TX	\$73,000.00	Wastewater Infrastructure	Additional Funds for the Facility Plan and EID Updates	\$73,000.00
Total	\$867,730.83			

**BECC 2011 Technical Assistance Awards
(by Community)
BECC Technical Assistance Program**

Community-Sponsor	TA Amount	Project Type	Description
Mexicali, BC	\$28,360.00	Air Quality	Establish a methodology for the review and interpretation of air quality information obtained from monitoring stations
Tijuana, BC	\$50,000.00	Wastewater Infrastructure	Treated Wastewater Infiltration
Cd. Juárez, Chih.	\$33,656.00	Wastewater Infrastructure	Environmental Information Document
Chihuahua, Chih.	\$34,488.00	Other	Climate Change Action Plan
Cananea, Son.	\$37,500.00	Water and Wastewater Infrastructure	Capacity Building for five Sonora Municipalities
Cd. Victoria, Tam.	\$34,488.00	Other	Climate Change Action Plan
Uvalde, TX	\$50,000.00	Solid Waste Management	Final Design
Total	\$268,492.00		

Attachment 3:

BORDER 2012 PROGRAM Technical Assistance Approved During 2011		
B-2012 Goal	TA Description	Amount (US\$)
1	Partnership with selected ISD lesson plans for Water Monitoring Curricula in Laredo, TX	\$ 10,000.00
2	Air Pollution Related Health Costs in Mexicali and Tijuana.	\$ 80,000.00
2	Educational and Research Center Program, Nuevo Laredo, Tamps.	\$ 7,000.00
2	Photovoltaic System for ITN Electronics Laboratory Lighting, Nogales, Son.	\$ 6,453.00
2	Rio Rico Landfill Gas to Energy Project Phase 2, Nogales, AZ	\$ 119,969.00
2	The Coahuila Climate Action Planning Project (CCAPP)	\$ 120,000.00
3	"Composting Center in Tijuana".	\$ 74,000.00
3	Cañón Limpio: Strengthening community capacity for improved solid waste management, in Tijuana	\$ 53,401.92
3	Clean up Tire Program in Nuevo Laredo, Tamps.	\$ 50,000.00
3	Cleaning of the Scraptire Collection Center in Ejido Guadalupe in Matamoros, Tamps.	\$ 30,000.00
3	Community Project for the Responsible Management of Organic and Solid Waste in Tecate, B.C.	\$ 25,125.00
3	Electronic Wastes-Life Cycle Analysis and Management proposal for Border Cities in Coahuila, Nuevo Leon y Tamaulipas	\$ 50,000.00
3	Electronic Waste Disposal Program in Nuevo Laredo, Tamps.	\$ 30,000.00
3	Existing and Future Market Assessment for recycled rubber from scrap tires, Cd. Acuña, Coah.	\$ 40,000.00
3	Hazardous Waste Collection Program, Reynosa, Tamps.	\$ 20,000.00
3	Hazardous Waste Temporary program in Nuevo Laredo, Tamps.	\$ 20,000.00
3	Hazardous waste temporary storage centers in Matamoros, Tamps.	\$ 25,000.00
3	Colonias Household Hazardous Waste Collection Project, Laredo, TX	\$ 45,000.00
3	Implementation of a Clean Up and Recycling Site in "Las Anacuas" area, Reynosa, Tamps.	\$ 30,000.00
3	Recolección de llantas de desecho de la vía pública en Ciudad Juárez, Chih.	\$ 30,000.00
3	Tire Feasibility Analysis Community of Ojinaga, Chih.	\$ 8,870.00
4	Theatrical Training/Education for Migrant Workers and Their Families on the Hazards of Pesticides, Alamo, TX	\$ 500.00
5	Strengthen San Diego/Tijuana, Imperial County/Mexicali Sister Cities and California and Baja California emergency preparedness programs	\$ 80,000.00
5	U.S. Mexico Sister Cities Updating Emergency Response and Preparedness Plans for: Eagle Pass/Piedras Negras and Del Rio/Ciudad Acuña	\$ 92,000.00
6	"Sustainable Business Practices—The Key to Your Competitive Future", in Mexicali	\$ 89,940.00
Total B2012		\$1,137,258.92

Attachment 4

BECC Bulletin 2011

- 1 General Manager highlights BECC's work at COP 15
- 2 Chihuahua Mayor interested in the BECC/NADB Funding Scheme
- 3 New BECC and NADB Top Officials meet with Chihuahua Governor
- 4 BECC/NADB Board of Director meets in Tijuana
- 5 Press Conference held by BECC to introduce New Deputy General Manager
- 6 Urban Transportation Projects kick off in Chihuahua
- 7 Binational Border Sanitation and Water Quality Summit held in San Antonio
- 8 CONAGUA's Director General recognizes BECC's work along the border
- 9 Substantial agreements reached at the 23rd Border Legislative Conference
- 10 The importance of the BECC in the Border 2012 Program is recognized
- 11 BECC supports border planning to address climate change impacts
- 12 The Air Quality Issue: A Priority in the Binational Relationship
The BECC and the INE hold Meeting to Coordinate Support the Development of State Climate Action Plans in the
- 13 Northern Border States
- 14 BECC and CCS hosted the Third Module of the State Climate Action Plan Workshop
- 15 Solid Waste Workshop conducted in Hermosillo, Sonora
- 16 Anthony, New Mexico combats contaminated drinking water
- 17 BECC meets with Chihuahua State Congress members
NADB issues \$1.9 million (USD) grant to the Commission of Public Services (CESPT) for wastewater collection
- 18 projects in Tijuana and Playas de Rosarito, Baja California
- 19 BECC Plays Active Role at Regional Workshop on Solid Waste Landfill Management
- 20 The Use of Wind Energy promoted throughout the World as an Option
- 21 Significant Environmental Infrastructure Work Done by BECC in Nogales
- 22 BECC presents lessons learned at Wind Energy Forum
- 23 BECC and IMTA organized Training Workshop for Water Utilities on Sonora Border
- 24 BECC Looks for Coherence in Binational Environmental Projects
- 25 Rio Grande City Wastewater Collection Improvements Project "Small Project, Huge Success "
- 26 29th Annual Border Governors Conference held in Ensenada, BC
- 27 General Manager presents BECC-NADB Status Report to the Governor of Tamaulipas
Environmental Education without Borders Receives U.S.S. – Mexico Cross Border Innovation and Cooperation
- 28 Award
El Paso Museum of Art and the Institute of Fine Arts (INBA) of Ciudad Juarez, Receive U.S. – Mexico Cross Border
- 29 Innovation and Cooperation Award
- 30 Solar Project pilot energizes Chihuahua Children's Hospital
- 31 BECC present at Environment and Sustainability Day in Juarez Competitiva
- 32 Key Stakeholders from the U.S. – Mexico and Canada learn about BECC's Work and Accomplishments
- 33 BECC/NADB Board of Directors announces financing approval of four projects