

Year in Review

Program Performance and Results
Border Environment Cooperation Commission

2009



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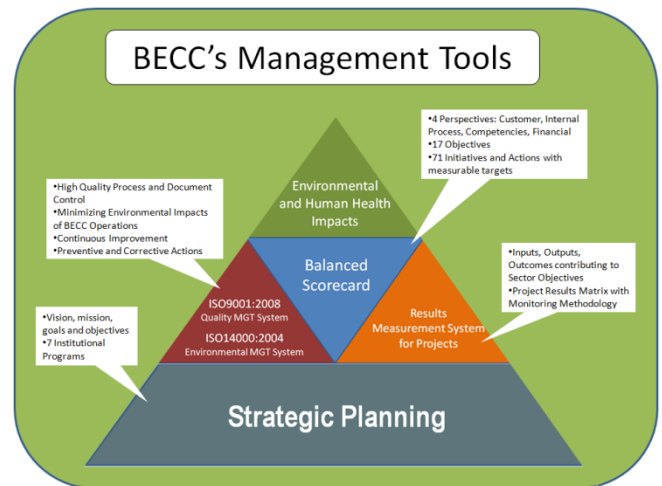
Year in Review: Program Performance and Results 2009



Looking forward from 15-years of experience working in the US-Mexico border region, in 2009, the Border Environment Cooperation Commission (BECC) continued its quest to develop new opportunities for efficiency and high quality as well as to expand the types of value-added services to be provided to border region stakeholders. These enhancements were made possible through the consistent use of a number of management tools, with strategic planning efforts as the base for long-term focus. BECC's strategic planning is aligned with the institution's Mission and Vision and it includes three overarching objectives. These objectives were used to develop annual goals for the organization and its staff. In addition, the Balanced Scorecard proved an excellent tool for the systematic development, follow-up and results evaluation of annual goals.

BECC's management tools are built upon the foundation of its strategic planning efforts and provide the framework for the participation and involvement of all staff in the development of goals and the basis to monitor performance and include:

- Balanced Scorecard (BSC) - a method of translating strategy into specific action plans and utilized to measure **program** performance.
- ISO9001:2008 Quality Management System (QMS) – assuring **process** compliance to a high quality standard, monitored through periodic internal audits conducted throughout the year and formal re-certification audits required every three years.
- ISO14001:2004 Environmental Management System (EMS) – assuring all organizational activities will be implemented without negative impacts on the environment or through actions to offset those impacts.
- 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.



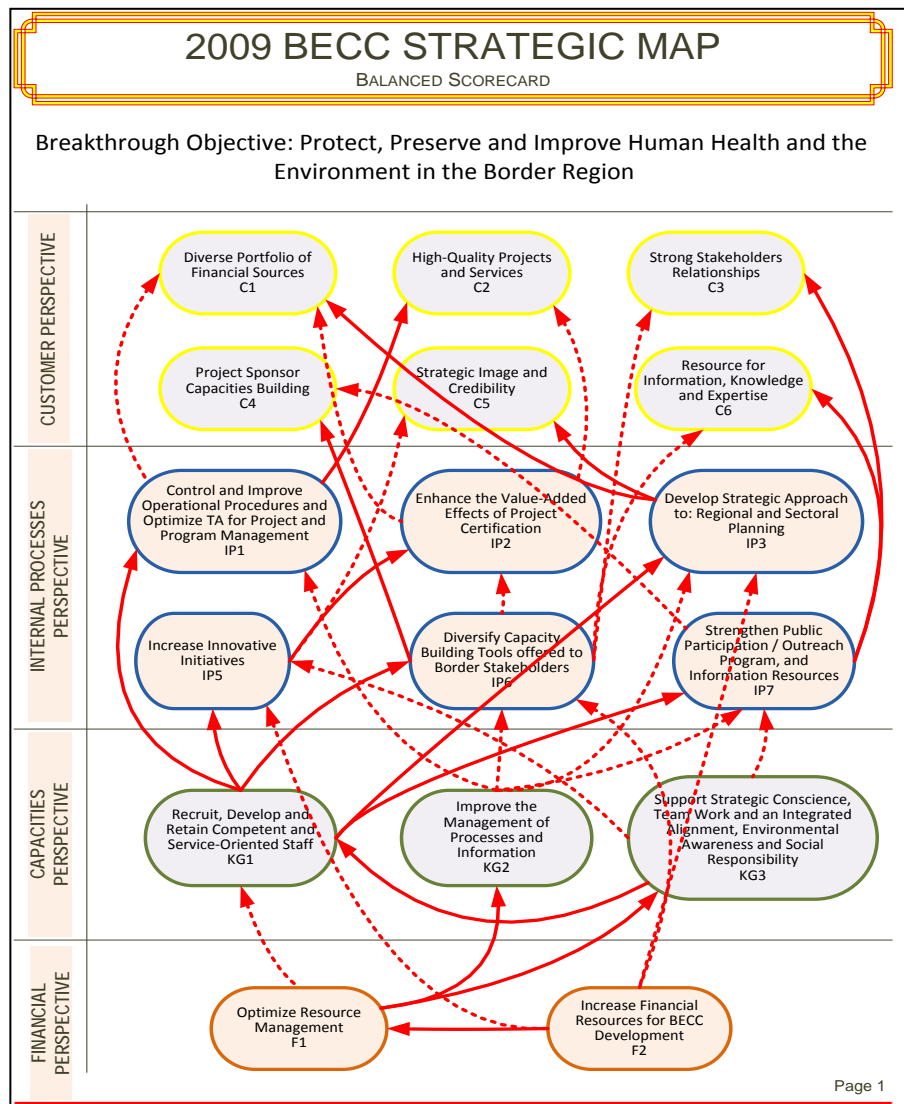
The purpose of this report is to present the achievements of BECC's seven institutional programs. After first reviewing BECC's application and use of the BSC to guide and evaluate its activities under each, a summary of program accomplishments and a specific review of its BSC objectives are provided.

BECC's Balanced Scorecard

Since 2006, BECC has instituted the Balanced Scorecard (BSC) management tool as a method for translating its annual strategic objectives into clear and measurable actions. Using the BSC model, BECC's planning efforts have been developed to consider the perspective of its **customers**—expectations of its Board, NADB, and other border stakeholders - as well as to assure sufficient institutional infrastructure through:

- efficient and effective **internal processes**,
- continuous assessment and expansion of the **knowledge and competencies** of its human resources, and
- optimization of **financial management** practices.

BECC has realized several 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 institution as a whole. BECC has utilized the performance measures resulting from this practice to inform its stakeholders of achievements and improvement opportunities. BECC's 2009 BSC Strategic Map reflecting the relationships among its 17 objectives is presented below.



Because the BSC is intended to be adaptable to unique and evolving working environments, BECC annually conducts a series of internal work sessions to review and evaluate the effectiveness of its BSC and identify improvements for the next year. For 2009, BECC's senior staff **defined seventeen new or refined objectives along with seventy-one associated measurable targets.** To further support the potential success of these new expectations, management designed a reporting program which features monthly follow-up and measurement of progress at regular senior staff meetings. With management's commitment to utilizing 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.

Program Performance and Results

In 2009, BECC successfully met 83% of its BSC objectives and continued to advance its mission through significant accomplishments in each of its seven institutional programs:

- 1. Technical Assistance and Project Certification Program**
- 2. Environmental Project Management Program**
- 3. Strategic Planning Program**
- 4. Knowledge Management Program**
- 5. Public Participation and Capacity Building Program**
- 6. Performance Improvement Program**
- 7. General Support Program**

Each program is designed to support and be integrated with the institution's strategic planning efforts. The performance of each program including notable accomplishments, along with a brief recap of those activities measured for its BSC objectives, are highlighted below.

Program 1: Technical Assistance and Project Certification

2009 Balanced Scorecard Review

Objective	Measureable Target	Actual
High Quality Projects/Services	18 core-sector, 5 new-sector certify-ready projects	15 / 4
Diverse Portfolio of Financial Sources	14 projects receiving non-PDAP TA	10
Control/Improve Operational Procedures	Complete certification process on time for SW and Paving projects – 75%	70%
Control/Improve Operational Procedures	Complete cert. process for 75% of 07-08 BEIF prioritization in 2 yrs. or less	73%
High Quality Projects/Services	Achieve 85% customer satisfaction	97%
Diverse portfolio of financial sources	10 projects from planning effort ready to be funded by other institutions	10

The purpose of the Technical Assistance and Project Certification Program is to offer technical services and/or financial assistance to help project sponsors effectively implement high-quality project development efforts and achieve certification for their environmental infrastructure projects.

Throughout 2009, BECC staff managed a significantly steady load of projects at any one period. As of December 31, 2009, there were 100 projects in BECC's project development pipeline with an estimated investment cost of approximately \$5.94 billion dollars. Of these, 33 were in the U.S. and 67 in Mexico; 68 were related to water and wastewater, 9 to solid waste, 10 to air quality and 13 to energy efficiency.

During 2009, fifteen environmental infrastructure projects successfully advanced through the BECC certification process and received NADB financing approval, representing an estimated infrastructure investment of more than \$457.94 million and benefiting 5,346,919 border

residents. A list of projects certified in 2009 is provided below. Additional project information can be found in BECC's 2009 Annual Report or accessed through BECC's website.

Certified Projects 2009

Project Name	Benefited Population	Project Cost
<i>Nuevo Laredo, Tamps. - Municipal Roadway system</i>	120,000	\$ 44.91
<i>Col. Esperanza, Chih. - Drinking Water Distribution Expansion to unserved area - COLONIA ESPERANZA</i>	1,546	\$ 0.33
<i>Rosarito, BC - WWTP Expansion (Rosarito I)</i>	21,802	\$ 4.53
<i>Rosarito, BC - Wastewater Collection Expansion to Un-served area- LOMAS DE ROSARITO</i>	2,014	\$.71
<i>Rosarito, BC - Wastewater Collection Expansion to unserved area - INDEPENDENCIA</i>	4,528	\$.60
<i>Rosarito, BC - Wastewater Collection Expansion to Unserved area - AZTLAN</i>	6,806	\$ 1.42
<i>Tijuana, BC - Expansion of the water and wastewater systems project in Tijuana and Playas de Rosarito, B.C.</i>	700,000	\$ 30.40
<i>Tijuana, BC - Air Quality Project in Tijuana, Baja California</i>	1,540,072	\$ 125.45
<i>El Paso, Tx. - Stormwater Project</i>	742,062	\$ 67.50
<i>Yuma County - Construction of a Wastewater Collection System.</i>	6,149	\$ 22.00
<i>Juárez, Chih. - South Wastewater Treatment Plant Expansion</i>	360,000	\$ 35.66
<i>Juárez, Chih. - South-South Wastewater Treatment Plant and conveyance system</i>	180,000	\$ 39.32
<i>Clint, Tx. - Wastewater Collection Improvements</i>	1,099	\$ 11.56
<i>San Diego County, Ca. - Frontera FIRST Clean Energy Program for Households.</i>	1,336,865	\$ 70.64
<i>Nogales, Son. - Improvements to the Solid Waste System.</i>	213,976	\$ 2.91

In 2009, BECC certified a residential-based renewable energy project in San Diego County, California. Its unique funding scheme is supported by special state legislation known as Property Assessed Clean Energy or PACE legislation.

Consequently, as of December 31, 2009, BECC had certified a comprehensive total of 167 projects, 81 in the US and 86 in Mexico, benefitting 12.6 million border residents and estimated to have a construction value of \$3.64 billion dollars. NADB financing has supported 132 BECC-certified projects with \$1.08 billion in loans and grants. At year-end 2009, an additional 15 projects had received funding approval and were pending funding agreements.

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

BECC manages two technical assistance grant funds – the **Project Development Assistance Program (PDAP)** and a special **BECC Technical Assistance (TA) Fund**. PDAP is funded through resources provided by the U.S. Environmental Protection Agency's (EPA) US-Mexico Border Program. The latter TA program was created by BECC through savings gained from the efficient use of its operating budget to support the development of water and wastewater projects that will not receive PDAP funding, as well as all other BECC-NADB eligible project

types. These resources enable border communities to undertake initial project development activities, facilitating the detailed technical work necessary to formulate high-quality projects. Funds are available to support project tasks such as the development of environmental assessments, technical feasibility studies, preliminary and final design, and institutional capacity building.

As of December 31, 2009, BECC had approved \$37.62 million to support the development of projects in 153 communities. Of this amount, \$32.37 million are from PDAP and \$5.25 million from BECC.

PDAP is available for public water and wastewater infrastructure projects identified through a program-specific prioritization process. BECC, in close coordination with EPA and NADB, conducts the application, evaluation and ranking process for 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.

A total of \$5.25 million in BECC funds has been invested in the technical development of 43 water and wastewater projects, 59 solid waste projects, and 16 new sector projects

BECC's **TA Fund** has been designed to support the development of water and wastewater projects that will not 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 2009,

BECC awarded 10 technical assistance grants totaling \$396,361 from this fund to support the development of water, wastewater, solid waste projects as well as new sector projects in the border region.

The projects, communities and total funding provided through PDAP and with BECC's own resources are summarized in the table below.

Country	Communities*	Projects	Amount (US\$)	Percent
Mexico	67	174	\$14.41 million	38%
United States	86	135	\$23.21 million	62%
Total	153	309	\$37.62 million	100%

* A community may have several projects.

A summary of technical assistance awards for 2009 is provided in Attachment 1.

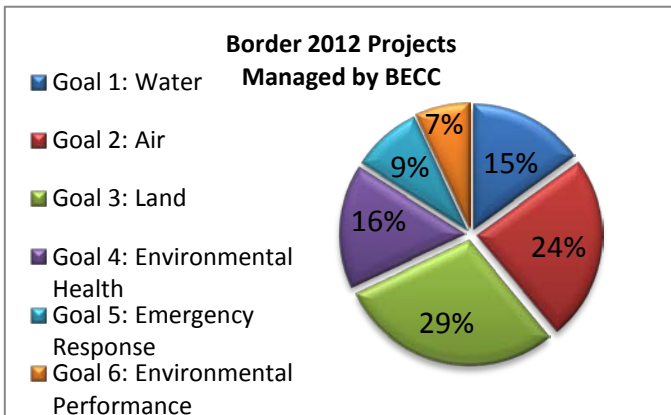
Program 2: Environmental Project Management

2008 Balanced Scorecard Review

Objective	Measureable Target	Actual
Diverse Portfolio of Financial Sources	1-to-1 \$ leveraged for B2012 and other studies	100%
Control/improve operational procedures	Projects comply with contracted time – 90%	100%

The purpose of the Environmental Project Management Program is to utilize BECC's leadership, credibility with stakeholders, and institutional capacities to advance efforts, other than infrastructure projects, to improve the human health and environment along the US-Mexico border. The effectiveness of border environmental initiatives is benefited by integrating BECC's approach and experience in project and program management.

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 2009, the program consisted of activities primarily supporting two external programs: Border 2012 and Methane to Markets.



Border 2012 (B2012): The Border 2012: US-Mexico Environmental Program is focused on reducing water contamination, reducing air pollution, reducing land contamination, improving environmental health, reducing exposure to chemicals, and 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 two to three years. To support EPA and Mexico's Ministry for the Environment and Natural Resources (SEMARNAT) in their efforts to achieve results, BECC provides its services to facilitate

stakeholder meetings as well as to identify, contract, and manage projects. By year-end, EPA had authorized approximately \$6.3 million in grant funding for 123 BECC-managed B2012 projects, distributed among the B2012 program goals as follows: **Goal 1 Water - 18; Goal 2 Air - 29; Goal 3 Land - 36; Goal 4 Environmental Health - 20; Goal 5 Emergency Response - 11; and Goal 6 Environmental Performance - 9.**

Working with EPA and SEMARNAT, BECC's Logistics area coordinated the Air Policy forum. The event took place August 31 and September 1 in the city of Monterrey, Nuevo Leon. The agenda included speakers on important environmental topics such as Climate change on the border, Waxman-Markey climate initiative and other pending U.S. climate bills, Methane to Markets program in Mexico and others.

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). Through the identification of potential methane capture projects in Mexican Border States, BECC led the completion of pre-feasibility studies for capturing methane at landfills in Nogales, Sonora and Saltillo, Coahuila. The projects have been included in the agendas of the state governments and are expected to become a reality in the near future.

During 2009, BECC obtained a \$170,000 dollars grant from EPA for the program "Methane Recovery in Municipal Landfills - Outreach and Experience Sharing Project in Mexico". The purpose of this program is to share our experience in this sector with communities along the border in an attempt to identify opportunities for addressing multiple environmental issues while potentially developing new energy sources. A set of guidelines to implement the M2M program along the border has been developed by the BECC. In a related effort, the BECC will host a two-day workshop in Mexico City in 2010 to continue the activities that have been initiated in the M2M area. EPA and SEMARNAT will

make presentations on this important topic which is scheduled to be held during the first half of next year.

BECC evaluates its potential role in the management of environmental projects for external programs on a case-by-case basis, based on the appropriateness of the project scope in relationship to its Charter, mission and strategic goals.

Program 3: Strategic Planning

2008 Balanced Scorecard Review

Objective	Measureable Target	Actual
Develop strategic approach to regional and sectoral planning	Complete statewide investment diagnostics for all 10 states	7
Develop strategic approach to regional and sectoral planning	Evaluate 20 municipalities in water and SW for Clean Basin initiative	20
Resource for information, knowledge and expertise	Compile GHG inventories for 6 Mexican States	6
Control/Improve operational procedures	Complete 6 project closeouts	3

The purpose of the Strategic Planning Program is to identify needs, develop/prioritize solutions, and optimize resources to achieve local, state and regional environmental and human health goals.

This program includes environmental infrastructure planning by region and by sector. These important strategic planning tools can be utilized to identify program and resource gaps, justify funding level needs for new or existing programs, and target the institution's participation and strategy development in any specific project area.

Building on BECC's significant experience in identifying and prioritizing needs, regional strategic planning on a state-by-state basis is conducted under this program to facilitate the development of regional solutions and optimize limited resources. As a first step in this process, BECC utilizes official data sources to gather information related to the existing conditions of environmental infrastructure: drinking water, wastewater collection and treatment, solid waste disposal, paved roadways, and other air quality and energy related indicators. After analyzing these conditions, BECC is able to determine coverage ratios - generally defined as households with access to environmental infrastructure versus total households - and calculate projected investment requirements to meet the infrastructure gaps. The result of this process is an environmental infrastructure needs assessment that will support the regional planning process.

By year-end 2009, BECC had environmental infrastructure assessments for all six states of Mexico and completed the first report for a US border state – New Mexico. Assessments for the states of Arizona, California and Texas are anticipated to be finished by year-end 2010. In addition, under the Rio Grande/Rio Bravo Clean Basin initiative, based on the results of the environmental assessment conducted, BECC has developed a proposed sectoral plan for 21 communities along the Rio Conchos/Bravo main stream in the state of Chihuahua for the water and solid waste sectors.

During 2009, BECC also coordinated a program to determine Greenhouse Gas emission inventories for all six Mexican states as well as future projections. As a supplemental phase in the strategic planning process, BECC is conducting outreach activities within each State to review, validate and further advance the development of environmental infrastructure plans to

reduce greenhouse gas emissions and effects of climate change. This effort was closely influenced by BECC's active role in the Border Governor's Conference work tables related to Environment and Energy assisting in coordination, strategy development, funding identification, all in accordance with the proven bi-national process for planning and project development founded by the institutions.

BECC's post-certification activities continued in 2009 with the implementation of the close-out process for BEIF projects. This process has been fully completed for three projects and progress continues on the close-out tasks for seven additional projects expected to be complete in early 2010.

Finally, this program covers efforts related to management of the results measurement system for projects. The system framework developed by BECC-NADB proposes a systematic approach for establishing, monitoring and documenting the achievement of results related to the investments in environmental infrastructure projects. As a result of this work, a results matrix format was developed. All BECC and NADB appropriate staff received the necessary training on its implementation and use. The matrix is now being completed for each project as it is prepared for certification and financing approval by the board.

Program 4: Knowledge Management

2008 Balanced Scorecard Review

Objective	Measureable Target	Actual
Strengthen Public Participation/Outreach Program and Information Resources	Develop new web page.	100%
Improve management of processes and information	100% updated stakeholder database	75%
Resource for Information, Knowledge and Expertise	Complete energy source study in Mexico and provide support to energy-related events	100%
	Digitalize 100% certified projects archives	40%

The purpose of the Knowledge Management Program is to generate, enhance and share BECC information regarding projects, environmental news, and special studies, creating an opportunity to support the advancement of other stakeholder projects and programs aimed at benefiting residents of the border region. This effort includes digitalization, classification and uploading of BECC information such as project studies in global databases, virtual libraries and BECC's own electronic communications tools.

Information availability and accessibility are critical to facilitate the achievement of environmental and human health objectives in the border region. In addition to border communities and government stakeholders, there are a variety of other formal and informal mechanisms which require information about the current conditions in the region in order to address target issues. Information exchange is critical to prevent the duplication of efforts and foster the opportunity to build upon the work of others.

On a broader level, this Program includes the generation of institutional reports such as the Annual Report, the Joint BECC-NADB Status Report, the Border Environmental Flash series and other status or performance reports which may be requested by the Board or other border stakeholders. Periodically, BECC also

In 2009, BECC issued 38 Border Environmental Flash reports to its email registry, which includes more than 1,000 subscribers.

publishes special reports or white papers on specific border issues or programs.

During 2009, BECC developed two major documents: The Energy Infrastructure Assessment study for Mexican Border States. This publication identifies energy-related infrastructure available in each of the Mexican states as well as opportunities for improvement. Also, it lists opportunities for promoting the use of renewable energy alternatives as well as the adoption of energy efficiency measures. The Sustainable Residential Development Design Manual establishes the evaluation criteria for environmentally and socially sustainable urban development plans.

To support access and transparency of BECC operations and products, BECC also launched a new website in 2009. The purpose of the new design and structure is to improve access to the information about the Commission and the work that it has performed to benefit the quality of life of border residents. Also, its modern look reflects consistency with other corporate image documents. Its contents were also improved, to include fact sheets on all projects that BECC has certified during its fifteen years of operations.



Under the strategic objective to improve the management of processes and information, the BECC has been working to complete and maintain an updated database of stakeholders. By the end of 2009, a 75% progress had been achieved. This useful tool will be completed during 2010. Another important effort started during 2009 is related to the digitalization of all archived documents for certified projects. The digitalized documents will add to the efforts to make all information related to the projects certified by BECC's more readily available.

By the end of 2009, 40% of the archived documents related to certified projects had been transferred to electronic media. This digitalization effort should be completed during 2010.

Program 5: Public Participation and Capacity Building

2009 Balanced Scorecard Review

Objective	Measureable Target	Actual
Project Sponsor Capacity Building	Provide 3 external training workshops	3
	Implement operator training program in 1 region (Valle de Juarez)	100%
Strong Stakeholder Relationships	Establish partnerships with 5 US and 3 MEX NGO's	7
	Establish new relationships with 2 academic stakeholders	4
Diversify capacity building tools offered to border stakeholders	Assess Sustainability Index for 40 communities along Rio Conchos/Rio Bravo	100%
Strategic Image and Credibility	Achieve 80% on Credibility Index (Non sponsors)	99%
Strengthen public participation / outreach and information resources	Provide presentations at ≥10 events	≥20
	Increase frequency of BECC in environmental/border articles	20%
	Achieve media coverage at ≥80% BECC events	100%

The purpose of the Public Participation and Capacity Building Program is to provide a foundation for sustainable development along the border through efforts aimed at inspiring community-based support for a project, providing transparency in each border initiative and strengthening the institutional capacity of border communities and utility providers.

In 2009, BECC assisted project sponsors in working with 13 new community steering committees and conducting 14 public meetings for projects.

One process that highlights BECC's transparency and the involvement of the border residents in project-related decisions is Public Participation. 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.

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 2009, our institution organized or coordinated with other institutions to conduct four external workshops: Street Paving held in Nuevo Laredo, Air Quality in Monterrey and Climate Change also in Monterrey. In cooperation with IMTA, BECC also co-organized an operator training for water utilities from Valle de Juarez. Held in November at BECC's on-site meeting facilities, the workshop consisted of two three-day sessions on water and wastewater system operations.

BECC is aware of the need to share information and experiences with other institutions that may have a positive impact on its efforts to achieve its mission. Through planned efforts under the Strong Stakeholder Relationships strategic objective, our staff initiated cooperation agreements with several stakeholders, focused on environmentally focused NGO's and academia. For example, BECC is pleased to share a partnership with the World Wildlife Fund (WWF) that began in late 2009 for the program entitled "*Clean Basin Program: Biodiversity and Environmental Monitoring in the Conchos River Basin.*" The project's final text is currently under review for future publication.

Our partnership agreements with educational institutions are focused on specific studies, most of which are for work on B2012 projects. One such example is our agreement to work with the University of Juarez and the Pan-American Health Organization (PAHO) primarily on the assessment of the environmental health conditions and the establishment of indicators for communities in the “Valle de Juarez”.

For BECC, it is important to develop and maintain a reputation as a responsive source of reliable information for our stakeholders. For that reason, under the Image and Credibility strategic objective, BECC maintains documented information on responses to requests for information from non-project sponsor stakeholders, primarily, its Board of Directors. The measures maintained focus on response time and quality of the information provided to the individual or agency requesting that information. BECC’s objective is to achieve at least 80% Customer Satisfaction. During 2009, BECC achieved a 100% on-time response record.

During 2009, BECC’s staff shared knowledge and expertise as participant at more than 30 forums and events, such as:

- XXVII Border Governors Conference in Monterrey, Nuevo León
- XVI US-Mexico Border Energy Forum in Houston, Texas
- Binational Forum on Climate Change in Hermosillo, Sonora
- Binational Water Conservation and System Efficiency Conference Sponsored by NADB/BECC, El Paso, TX
- National Coordinators Meeting, US-Mexico: Border 2012 in San Diego, CA.

Program 6: Performance Improvement

2008 Balanced Scorecard Review

Objective	Measureable Target	Actual
Control/Improve Operational Procedures	80% compliance to man-hour budget	87%
	100% PDAP documents automated	70%
Improve the Management of Processes and Information	Achieve ISO 14000 Certification	Done
	Achieve ISO certification – B2012	Done
	Develop new information management system	Done

The purpose of the Performance Improvement Program is to identify, develop, and implement institutional improvements to optimize BECC’s human and financial resources, thus enhancing its capacity to achieve high-quality products and services.

BECC works diligently to meet the expectations of its stakeholders, as well as to achieve the high standards created internally by its management. Through tools such as its International Standards Organization (ISO) Certification, the Balanced Scorecard and performance-based budgeting, BECC has created an institutional culture which values continuous performance improvement and advancement toward meeting its strategic objectives. Program 6 works like an incubator of improvement initiatives that once developed will be moved into a one of the other six programs.

As one of the most effective efforts to enhance productivity for its operations, BECC completed the implementation of a new project management information system. The MSPS (Microsoft Project Server) is a robust information system that provides great flexibility and detail not only

for the scheduling and organization of tasks and integration of necessary resources but it will also generate the required information for a more precise project costing once it is connected with the appropriate administrative system. BECC's goal is to implement the administrative system – Dynamics - during 2010. The MSPS was developed and implemented as part of the continuous improvement philosophy and will provide BECC's staff from the technical areas a more reliable information tool than our previous system. The immediate benefit achieved by BECC through the use of this system is a more accurate accounting of the hours devoted to each project thereby resulting in a better comparison of projected versus actual hours.

The purpose of the document standardization is to work more efficiently and reduce the margin of human error through the use of electronic templates where the information can be entered one time and managed throughout the rest of the project certification process. During 2009, some of the documents previously standardized were being improved on by internal work teams. For 2010, the primary focus of the document standardization task will be technical assistance-related documents where four processes have been identified (Scope of Work, TA Requests, TA Agreements and Contracts).

In 2009, BECC integrated two B2012 processes into our Quality Management System. The B2012 project management and logistics processes were audited during 2009, thereby ensuring consistency in practices as well as quality requirements.

BECC's staff effort to prepare to become an ISO 14001 organization culminated October 5 and 6 of 2009 when an external audit was conducted by an accredited Registrar. BECC's Environmental Management System met the necessary requirements and was certified effective November 11, 2009. This certification is good through November 10, 2012 and once this period expires, our system will again be considered for recertification. The system will undergo two internal audits and one external audit per year. This effort reflects BECC's sincere commitment to integrating environmental solutions throughout the border region – including its own operations.

ISO 14001 Certification 11/11/2009 – 11/10/2012
Environmental Objectives

1. Reduce energy use by 5% KW-h
2. Reduce work commute miles driven by employees by 10%
3. Offset 100% of BECC business travel carbon footprint.
4. Offset 100% of BECC daily office operation carbon footprint.
5. Reduce BECC domestic waste by 50% and paper use by 40%.
6. Conduct 6 environmental awareness events in our community

Program 7: General Support

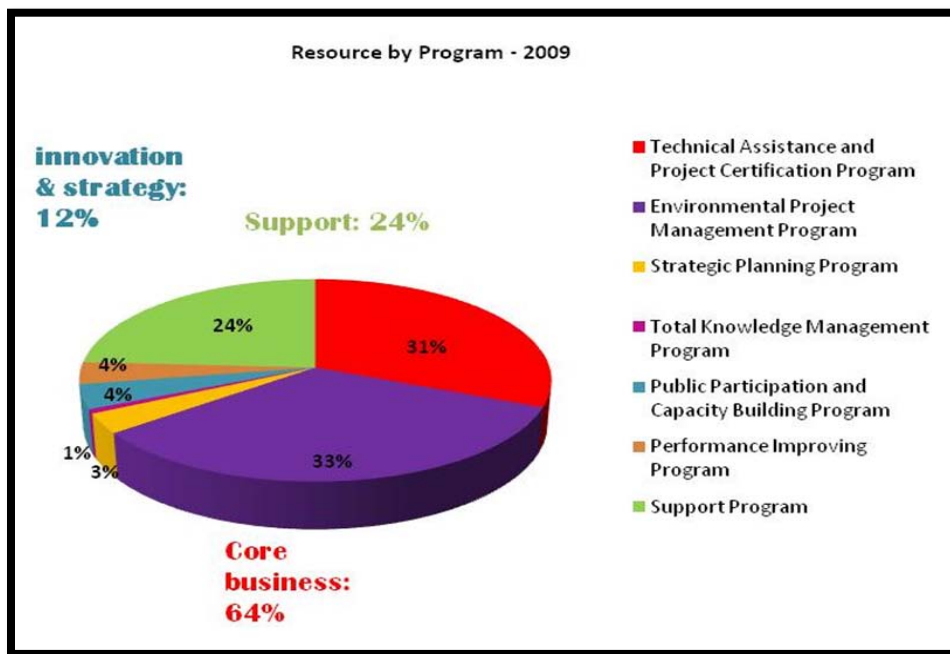
2008 Balanced Scorecard Review

Objective	Measureable Target	Actual
Increase innovative initiatives	Develop and conduct an Innovation Fair	Done
Recruit/Develop/Retain Competent and Service-oriented staff	100% staff assessed with Personnel Competency Index	100%
	10% improvement on Working Atmosphere Survey	8.5%
Improve the Management of Processes and Information	Update administrative systems to include organization-wide MIS compatibility	82%
Increase Financial Resources	Gain ≥2 new financial sources	3
Optimize Resource Management	Develop and implement travel efficiency program	100%
Strategic Image and Credibility	100% timely/accurate compliance of Board request	100%

The purpose of the General Support Program is to provide responsive and high quality services important to the daily operations of BECC.

During 2009, the resource allocation continued its focus on the project certification and technical assistance programs with 64% of the resources going to these areas (Programs 1 and 2). This approach as well as the development and use of standardized documents allowed the BECC to manage as many as 100 projects at any point in time during the year. 12% of the resources were devoted to innovation and strategy (Programs 3-6), and only 24% to administrative tasks and support (Program 7).

BECC's Quality Policy
 BECC will meet or exceed stakeholder expectations with respect to quality, timeliness, cost effectiveness and service through continuous improvement.



The second annual organizational climate survey was conducted with employees during the months of February and March of 2009. The questionnaire included 63 questions on 9 different areas. The results showed an improvement of 8.5% as compared to the results obtained the year before. The Organizational Climate Committee (METRA) developed an action plan to address the areas where the results showed the best opportunities for improvement. Although the results fell just short from BECC's objectives, they provided useful input by staff members to design and implement improvement actions.

During December of 2009, BECC's Quality Management System completed its first five years of ISO 9001 certification. Significant accomplishments during the year include the integration of new processes into our QMS, review of our Quality Objectives, two Management Review meetings and only one minor Non-Conformance during the year. The Non-Conformance was resolved using the appropriate procedures. As part of this effort, the Work Instructions or process flow diagrams are reviewed and updated using a team approach with the participation of the users as the driver for the implementation of necessary changes.

The Brown bag lunch program successfully continued during 2009. Under this program, each staff member prepares and delivers a presentation to the rest of the staff on topics that can go from technical to administration or professional issues, internal processes or any topic that may represent an improvement in competencies or an increase in the efficiency of internal processes. This program is an excellent opportunity for staff to polish presentation skills and techniques, as well as sharing information of interest with fellow staff members in addition to fostering a teamwork atmosphere. The presentations are evaluated by the attendees and the top-rated presentations are recognized. For 2009, 31 presentations were made and the presentations receiving recognition included the topics of: "Use of Remote Sensing techniques for estimate paved areas" "What is Sustainable Development?"; and "Energy saving opportunities at BECC".

During 2009, BECC's training program was a dynamic part of the activities that management and staff utilized to adapt to new challenges and to fill needs for additional competencies as Expanded Sectors projects increased in number. BECC's staff averaged 121 man/hours of training per employee during the year.

Cross-directorate committees that were organized to address specific topics continued to work at BECC. In addition to the discussion and execution of work plans, these teams foster inter-department integration as staff members from all areas participate in these groups. The work of these teams has a positive impact not only within our institution but also in our community. Our Social Responsibility Committee (CORES) implemented bathroom reconstruction efforts valued at more than \$26,000 at 8 Juarez elementary schools supported by employee financial contributions and an EPA grant during 2009. These results more than double those achieved for the prior year. The Environmental Awareness Committee held six different events at a local high school. The purpose is to have future generations think in terms of environmental protection when conducting their daily activities. A local University became interested in this program and now plans are underway to develop this program at the college level.

BECC's Social Responsibility Committee implemented a \$26,000 bathroom reconstruction effort at 8 Juarez elementary schools supported by employee financial contributions and a grant from EPA.

Attachment 1:

BECC 2009 Technical Assistance Awards (by Community)

Project Development Assistance Program (funded by EPA)		
Benson	Arizona	\$36,496
Yuma	Arizona	\$458,177
Rosarito	Baja California	\$42,151
Tijuana (Alcatrazes)	Baja California	\$20,695
Holtville	California	\$164,177
Praxedis G.Gro.	Chihuahua	\$2,388
Palomas	Chihuahua	\$31,841
San Agustin	Chihuahua	\$31,841
Agua Prieta	Sonora	\$140,962
Naco	Sonora	\$53,911
Nogales	Sonora	\$92,031
Camargo	Tamaulipas	\$9,112
Matamoros	Tamaulipas	\$319,894
Miguel Aleman	Tamaulipas	\$33,679
Nva. Cd. Guerrero	Tamaulipas	\$55,813
Reynosa	Tamaulipas	\$75,060
Lower Valley	Texas	\$32,550
Total PDAP		\$1,600,778

BECC 2009 Technical Assistance Awards (by Community)

BECC Technical Assistance Program		
Baja California (State)	Baja California	\$58,000
Sonora (State)	Sonora	\$10,000
Chihuahua (State)	Chihuahua	\$58,000
Chihuahua	Chihuahua	\$37,374
Guadalupe, D.B.	Chihuahua	\$3,696
Coahuila (State)	Coahuila	\$58,000
Piedras Negras	Coahuila	\$5,291
Nuevo Leon (State)	Nuevo Leon	\$58,000
Tamaulipas (State)	Tamaulipas	\$58,000
Willcox	Texas	\$50,000
Total BECC Special TA		\$396,361