



INTERNATIONAL
BOUNDARY AND WATER
COMMISSION
UNITED STATES AND
MEXICO
UNITED STATES SECTION
NOGALES INTERNATIONAL
WASTEWATER TREATMENT
PLANT

U.S. International Boundary and Water Commission

Strategic Plan
FY 2026-2030

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LETTER FROM THE COMMISSIONER



I am proud to present the Strategic Plan of the International Boundary and Water Commission (IBWC), United States Section, for Fiscal Years 2026-2030.

Our mission is to protect Americans from exposure to Mexican sewage, ensure fair allocations of water from the Colorado and Rio Grande Rivers, efficiently and effectively maintain and operate critical flood infrastructure, and reduce border hazards. These core

responsibilities guide every aspect of our strategic planning and execution. The plan reflects the voices of our stakeholders – internal and external – who participated in surveys, interviews, and working groups. I appreciate their insights and thank everyone who took the time to help us.

We are entering a pivotal period in our agency's history. The work ahead will require innovation, collaboration, and a commitment to public service. I am confident that, together, we will build a stronger, more responsive IBWC.

Thank you for your continued dedication and partnership.

W.C. McIntosh, P.E.
Commissioner



AGENCY OVERVIEW

The International Boundary and Water Commission (IBWC) is a binational agency established in 1889 to implement boundary and water treaties between the United States and Mexico. It is composed of two sections—one representing each country. Each section operates independently and is led by an Engineer Commissioner appointed by his or her President. The U.S. Section (USIBWC) receives foreign policy guidance from the U.S. Department of State, while the Mexican Section is administratively linked to Mexico's Secretariat of Foreign Relations.

The U.S. and Mexican Sections maintain their respective headquarters in the adjoining cities of El Paso, Texas and Ciudad Juárez, Chihuahua. Each Section is responsible for maintaining its own staff and has field offices situated along the border to operate and maintain infrastructure. Pursuant to the 1944 Water Treaty, decisions of the Commission are recorded in the form of Minutes that, following approval by the U.S. and Mexican governments, enter into force as binding international agreements, which serve to implement treaty provisions. In the United States, Minutes require coordination with the Department of State (DOS) prior to adoption and are then reported to Congress.

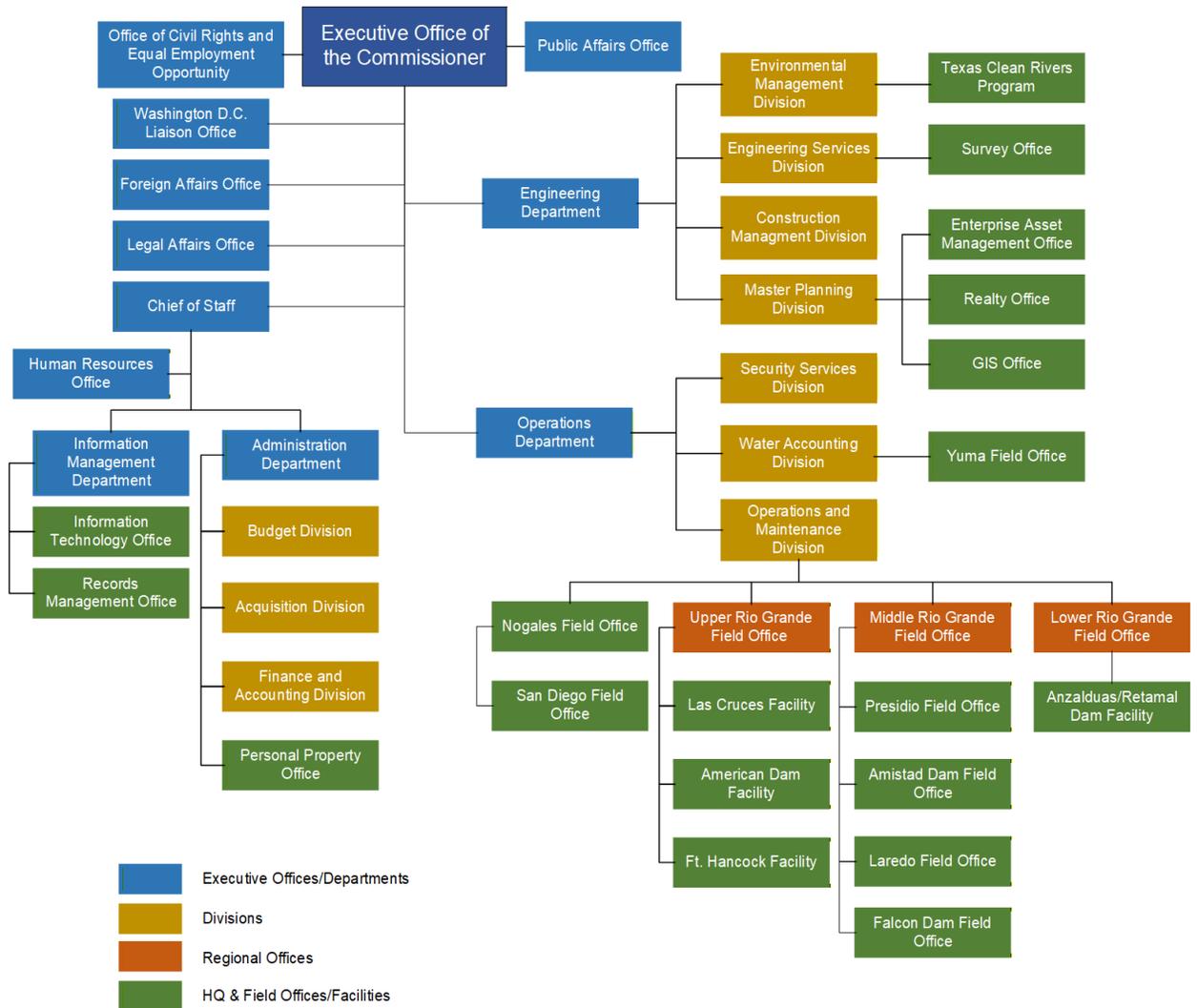
As an international agency, the Commission is responsible for diplomatically addressing boundary preservation, accounting for the national ownership of transboundary surface waters, providing border sanitation, addressing water quality issues, and providing flood protection for millions of residents along the 1,954-mile U.S.-Mexico border. These responsibilities are carried out through joint construction, operation, and maintenance of key infrastructure: four flood control systems (Tijuana River, Upper Rio Grande, Presidio Valley, and Lower Rio Grande) with about 500 miles of U.S. levees; five diversion dams (Morelos, International, American, Anzalduas, and Retamal); two international storage dams with hydroelectric power plants (Amistad and Falcon); three international wastewater treatment plants (South Bay in San Diego, California; Nogales in Rio Rico, Arizona; and Nuevo Laredo in Nuevo Laredo, Tamaulipas); and almost 800 monuments and markers, including 15 concrete jurisdictional markers and 64 buoys to define lake boundaries.

Challenges and Opportunities

The U.S. Section is focused on preventing Mexican sewage from crossing the southern border, holding Mexico accountable for prompt payments, and ensuring Mexico complies with its obligations to release international waters owed to downstream U.S. users. These issues directly impact water quality, public health, and the integrity of binational agreements.

The current administration's priority is the protection and safety of American citizens. USIBWC collaborates with the Department of War and the Department of Homeland Security to secure the southern border. Safety and security are paramount and the USIBWC supports the official declaration of National Defense Areas to deter illegal migration and other dangerous activities.

ORGANIZATIONAL STRUCTURE



MISSION

Our mission is to protect Americans from exposure to Mexican sewage, ensure fair allocations of water from the Colorado and Rio Grande Rivers, efficiently and effectively maintain and operate critical flood infrastructure, and reduce border flood hazards.



CONSULTATION WITH EXTERNAL STAKEHOLDERS

To ensure the 2026–2030 Strategic Plan reflects the priorities and perspectives of both external stakeholders and the internal USIBWC team, the agency conducted a comprehensive outreach effort. External engagement included distributing a survey to over 200 stakeholders across all USIBWC regions—from Texas to California—with a Spanish-language version provided specifically for staff of the Mexican Section of the Commission. In addition, several interviews were conducted with representatives from federal, state, and local entities, including U.S. Customs and Border Protection, the Bureau of Reclamation (Reclamation), state environmental agencies, local water districts, and Citizens Forum board members. Stakeholder groups were identified in collaboration with field office managers and verified by the Public Affairs Office to ensure broad and relevant representation. Feedback from Congress was incorporated through coordination with the USIBWC Budget Division and the DOS Bureau for Budget and Planning, who engaged with the House and Senate Appropriations Committees to understand and align with congressional funding priorities.



Strategic Goal 1

SANITATION AND WATER QUALITY

STRENGTHEN U.S. DOMINANCE IN ENVIRONMENTAL AND PUBLIC HEALTH PROTECTIONS BY ADDRESSING TRANSBOUNDARY POLLUTION AND LEADING THE CHARGE IN MODERNIZING SANITATION INFRASTRUCTURE.

Strategic Objectives

- 1.1 Water Quality
- 1.2 Wastewater Treatment
- 1.3 Border Pollution

Contributing Programs

- Clean Rivers Program
- Construction Management Division
- Environmental Management Division
- Engineering Department
 - Engineering Services Division
 - International Outfall Interceptor
- Master Planning Division
- Middle Rio Grande Field Offices
 - Operations and Maintenance Division
 - Nogales Field Office
 - Nogales International Wastewater Treatment Plant
 - San Diego Field Office
 - South Bay International Wastewater Treatment Plant
 - Yuma Field Office

SANITATION AND WATER QUALITY

Mexican sewage flows remain a critical operational and environmental challenge for the USIBWC. Persistent cross-border conveyance of contaminants, debris, and untreated sewage—particularly in populated zones such as Nogales, AZ; Calexico, CA (New River); and the San Diego–Tijuana corridor—poses significant risks to public health and ecological integrity. The USIBWC is committed to securing a long-term



solution to eliminate these flows, recognizing that success requires comprehensive binational collaboration to mitigate health and economic impacts on Americans. An ambitious undertaking to rehabilitate and expand capacity of the South Bay International Wastewater Treatment Plant (SBIWTP) marks a crucial step forward.

On July 24, 2025, U.S. Environmental Protection Agency (EPA) Administrator Lee Zeldin and Mexico’s Secretariat of Environment and Natural Resources Secretary Alicia Bárcena signed a landmark Memorandum of Understanding (MOU) in Mexico City. This agreement outlines a joint commitment to resolving the Tijuana River sewage crisis. The MOU emphasizes coordinated infrastructure investments, cross-border monitoring, and emergency response protocols.

Minute 333, signed in December 2025, details specific actions to address binational concerns related to San Diego-Tijuana border sanitation, pursuant to the provisions of Article 3 of the 1944 Water Treaty, which include the creation of a Binational Work Group to undertake a series of technical studies and evaluations, the construction of a sediment basin in Matadero Canyon in Mexico, the construction of Tijuana's new “Tecolote-La Gloria” wastewater treatment plant, the development of a schedule for clearing and removing sediment and solid waste from the Tijuana River channel, and coordination with a binational operations and maintenance work group to develop strategies to ensure proper maintenance of the region's sanitation infrastructure.

Complementing these efforts, the Clean Rivers Program continues water quality monitoring in the Rio Grande basin in Texas, building on the Commission’s work initiated under the 1977 Joint Report. Together, these initiatives reflect the Commission’s overarching goal: to safeguard public health through sustained, cooperative action across the United States-Mexico border.

SANITATION AND WATER QUALITY

Objective 1.1 Water Quality

Identify a comprehensive, long-term resolution of water quality issues to protect American communities.

Implementation Strategies:

- Develop a standardized binational water management plan, methodology, and data sharing process.
- Establish a data-driven, binational water quality monitoring plan to standardize water sample collection, testing, and analysis.
- Conduct water quality monitoring throughout the binational waterbodies and treatment plants.
- Work with stakeholders and agencies in Mexico, State, Tribal, Federal, and local governments to develop data sharing strategies and solutions and work collectively to secure resources.
- Leverage industry standard software to improve workflows, save time and provide more accurate data-sharing.

Objective 1.2 Wastewater Treatment

Enhance oversight and compliance of wastewater systems to safeguard public health and uphold treaty obligations.

Implementation Strategies:

- Continue construction for SBIWTP and Nogales International Wastewater Treatment Plant (NIWTP) upgrades.
- Execute U.S. obligations under the July 2025 MOU by advancing infrastructure upgrades at SBIWTP, enhancing cross-border water quality monitoring, and implementing emergency response protocols---while actively coordinating with Mexico to ensure it fulfils its corresponding commitments, including Minute 333.
- Develop robust maintenance mitigation plan to address and prevent deterioration of Wastewater Treatment Plant (WWTP) infrastructure.
- Implement and execute 20-year capital planning solution to protect USIBWC infrastructure.
- Ensure Minute compliance for operations of USIBWC wastewater treatment plants and projects.
- Leverage key agency partnerships to investigate alternative funding sources.

SANITATION AND WATER QUALITY

Objective 1.3 Border Pollution

Prevent and mitigate transboundary pollution to ensure American communities have unwavering access to clean water, air, and land.

Implementation Strategies:

- Increase USIBWC presence and oversight of external partnerships to complete WWTP infrastructure projects.
- Oversee Minute 328 projects through to completion, ensuring delivery of a set of binational wastewater infrastructure improvements under the 1944 Water Treaty to reduce cross-border sewage flows, upgrade treatment plants, and protect water quality.
- Develop new Minutes to address transboundary sewage flows in critical and remote areas.



Strategic Goal 2

WATER CONVEYANCE

*PROVIDE EFFICIENT DELIVERY
AND PROTECTION OF AMERICA'S
WATER RESOURCES BY
UPHOLDING TREATY
OBLIGATIONS AND PRIORITIZING
DOMESTIC INTERESTS
ENSURING FAIR ALLOCATIONS
TO AMERICANS.*

Strategic Objectives

- 2.1 Flood Control
- 2.2 Water Accounting
- 2.3 Power Plant and Dam Safety
- 2.4 Bridges

Contributing Programs

- Construction Management Division
- Engineering Services Division
- Lower Rio Grande Field Office
- Middle Rio Grande Field Office
- Operations and Maintenance Division
- Power Generation
- Sediment Removal
- Safety of Dams Program
- Upper Rio Grande Field Office
- Water Accounting Division
- Western Area Power Administration

WATER CONVEYANCE

The USIBWC manages shared resources along the U.S.-Mexico border, balancing treaty obligations with U.S. interests while prioritizing public safety. Core responsibilities include flood control, water accounting, dam and power plant safety, and oversight of international bridges. Effective water delivery and protection are essential to regional stability and the safety of American communities. Accurate measurement and accounting of Rio



Grande and Colorado River waters ensure compliance with the 1906 Convention and 1944 Water Treaty. This work relies on operating and maintaining gaging stations and telemetry systems for precise data collection and water distribution. Aging infrastructure and growing demand on shared water resources present ongoing challenges.

Flood control is central to protecting American lives and property. The Commission operates extensive conveyance systems, manages sediment, and develops shared flood prediction models. Maintenance activities—such as grading, repairs, resurfacing, mowing, and targeted sediment removal—preserve and improve the capacity and structural integrity of levees, bridges, floodplains, and channels. Sediment removal is prioritized in critical areas, including upstream and downstream of Morelos Dam in the Colorado River and throughout the Lower and Upper Rio Grande.

Dam and power plant safety remains paramount. This involves critical engineering projects like addressing Amistad Dam sinkholes, mitigating the impact of invasive species, conducting regular safety inspections and emergency preparedness exercises, and compliance with regulatory requirements.

Together, these efforts strengthen the resilience of shared water infrastructure and uphold the U.S. Section's mission to safeguard American lives, property, and critical resources along the U.S.-Mexico border.

WATER CONVEYANCE

Objective 2.1 Flood Control

Operate and maintain flood control systems to protect American lives and property along the international boundary.

Implementation Strategies:

- Maintain levees and associated flood protection infrastructure.
- Develop a sediment management program that includes funding sources, defined projects, and sediment removal/disposal locations.
- Develop binational hydraulic models along the Rio Grande, Colorado, and Tijuana Rivers.
- Update Operations and Maintenance (O&M) Manuals, Emergency Operations Manuals, River Management Plans, and other reference materials for the Rio Grande, Tijuana River, and Lower Rio Grande Flood Control Projects.
- Provide targeted training in emergency response and best practices in flood control.
- Review proponent projects along the floodplains of the Rio Grande, Colorado River and Tijuana River, and along the land boundary to ensure there are no adverse impacts to life and property.

Objective 2.2 Water Accounting

Ensure prompt and accurate measurement, delivery, and accounting of Rio Grande and Colorado River waters to protect America's interests and assert its leadership in water resource management.

Implementation Strategies:

- Expand resilience, capability, and accuracy of the agency's hydro-equipment.
- Determine availability of U.S. water resources and assure compliance with the U.S.-Mexico Water Treaties.
- Improve access to hydrologic data for stakeholders, partners, and the public.
- Advance the agency's hydrographic program to ensure the availability of timely and accurate hydrographic data and water accounting records.
- Continue development of hydrologic models with our binational partners in support of water management in the Colorado River and Rio Grande basins.
- Review projects and advance activities in support of water conservation projects according to Minute 323 and subsequent relevant minutes.

WATER CONVEYANCE

Objective 2.3 Power Plant and Dam Safety

Operate and maintain USIBWC dams and hydroelectric power plants with utmost efficiency and safety to serve U.S. stakeholders, asserting America's energy independence.

Implementation Strategies:

- Implement permanent solutions for structural issues, such as completing composite cutoff wall for Amistad Dam sinkholes and addressing maintenance to strengthen flood control operations and power plant infrastructure.
- Mitigate invasive species' impact through more frequent maintenance, training on invasive species, and coordination with downstream stakeholders.
- Update Emergency Action Plans and implement emergency planning exercises across all dam locations to ensure coordinated emergency response efforts.
- Strengthen regulatory adherence and operational efficiency to ensure Electric Reliability Council of Texas (ERCOT) compliance.
- Increase facility inspections to better monitor equipment status and ensure optimal performance and safety.
- Update inundation maps and bathymetric surveys/elevation maps.

Objective 2.4 Bridges

Ensure the structural safety, regulatory compliance, and operational functionality of all USIBWC-owned bridges

Implementation Strategies:

- Conduct regular and thorough inspections of all bridges in the Commission National Bridge Inspection Program.
- Identify USIBWC bridge inventory through asset management.
- Develop and implement timely maintenance and repairs schedule to address any identified deficiencies.
- Ensure international boundary delineation markers are in place on international bridges, as required by Minutes 302 and 315.
- Produce the design and planning of rehabilitation/construction for the Fort Hancock-El Porvenir International Bridge by end of Fiscal Year 2030 (U.S.Side).

Strategic Goal 3

BOUNDARY MANAGEMENT

*PRESERVE AND DEMARCAT
THE INTERNATIONAL BOUNDARY
WHILE PROMOTING AND
PROTECTING AMERICAN
INTERESTS ALONG THE
SOUTHERN BORDER.*

Strategic Objectives

- 3.1 Boundary Demarcation and River Mapping
- 3.2 Property Management

Contributing Programs

- Engineering Services Division
- Geographic Information Systems Office
- Master Planning Division
- Survey Office
- Realty Office

BOUNDARY MANAGEMENT

The Commission’s mission is rooted in maintaining a clear and undisputed U.S.–Mexico international boundary—a responsibility central to the agency since its inception. This includes surveying, mapping, delineating, demarcating, restoring and maintaining the physical border in accordance with boundary treaties and resolving demarcation issues through binational cooperation.

The USIBWC is focused on protecting boundary integrity and supporting U.S. military efforts to designate the border area as a National Defense Area (NDA). This designation will strengthen the safety and security of U.S. citizens. The Commission also conducts surveying and mapping to reflect natural changes, such as river course shifts, and maintains almost 800 monuments, concrete jurisdictional markers, and buoys that physically define land and reservoir boundaries.

To further strengthen boundary management, the USIBWC develops accurate realty and ownership data and advances digital mapping, which is used by the U.S. military and by U.S. Customs and Border Protection. These efforts are supported by the Geographic Information Systems (GIS) Office, Realty Office, and Survey Office, which provides critical datasets to ensure precise, reliable boundary information for operational and security needs. Collectively, these initiatives uphold the integrity of the international boundary and reinforce efforts to secure the southern border.



BOUNDARY MANAGEMENT

Objective 3.1 Boundary Demarcation and River Mapping

Protect American land interests by maintaining accurate river and land boundary records, monuments, and mapping systems.

Implementation Strategies:

- Identify, capture, and maintain all USIBWC engineering, environmental and conservation locations and data in a geographic information system.
- Utilize unmanned aerial systems (drones) to capture data and create imagery and spatial derivatives.
- Update field operation plans to establish schedules for installing, inspecting, rehabilitating, and maintaining monuments, land markers, plaques, and buoys, including buoys in Amistad Reservoir and Falcon Reservoir, according to Commission Minutes.
- Design, plan, and conduct International Boundary surveys and prepare maps at least once every 10 years per treaty.
- Prepare reports for monument inspections, markers, plaques, buoys, and sediment removal.
- Propose a solution to address surveying, delineating, and demarcating the Colorado River International Boundary.
- Conduct cross-section bathymetric surveys and LiDAR mapping as needed, prioritizing urban areas.
- Develop SOPs to support the use of mobile GIS viewer for documenting encroachments
- Identify, report, and resolve international encroachments with Mexico.

Objective 3.2 Property Management

Modernize real property oversight to ensure secure, accessible, and complete infrastructure and land asset records.

Implementation Strategies:

- Design, deploy, and maintain an enterprise geographic information system.
- Develop a plan to identify, inspect, and maintain administrative land holdings.
- Migrate real property documentation from paper to electronic format.
- Identify, report, and resolve all USIBWC domestic encroachments and trespassing activities.

Strategic Goal 4

ADVANCING AMERICA FIRST POLICY

***ADVANCE AND ASSERT
AMERICA'S FOREIGN POLICY TO
ENSURE PROSPERITY AND
UNCOMPROMISED NATIONAL
SECURITY ALONG THE U.S.-
MEXICO BORDER.***

Strategic Objectives

- 4.1 Accountability
- 4.2 Executive Order Compliance
- 4.3 Cross-Agency Partnerships

Contributing Programs

Administration Department
Engineering Department
Foreign Affairs Office
Legal Affairs Office
Operations Division
Public Affairs Office
Washington D.C. Liaison Office

ADVANCING AMERICA FIRST POLICY

The USIBWC mission extends beyond the physical demarcation of lines and the flow of rivers. Advancing the America First Policy asserts the nation's interests to ensure enduring prosperity and uncompromised security along the U.S.-Mexico border. The mission is grounded in accountability—preventing waste, fraud, and abuse to build trust in the federal government. All Executive Orders and federal regulations are upheld, ensuring every action aligns with the President's priorities and the highest standards of governance.

Legal oversight is integral to this commitment. Operational decisions and treaty enforcement measures are guided by rigorous legal review to ensure compliance with federal mandates and international agreements. This alignment strengthens governance and reinforces confidence in the integrity of all actions.

Cross-agency partnerships form the strategic backbone of this goal. Coordinated engagement with federal and state entities enhances compliance with U.S.-Mexico boundary and water treaties, safeguards human health and security, and ensures that national objectives are met through a whole-of-government approach.

This is not a passive stance. It involves proactively advocating for America First principles in all treaty-related matters. It means exploring new mechanisms for treaty enforcement, ensuring that commitments are honored, and that U.S. interests are firmly upheld. When necessary, it entails a more assertive communication strategy, ensuring clarity and impact regarding the position. Through these measures, the USIBWC safeguards America's sovereignty, strengthens border security, and advances national prosperity.



ADVANCING AMERICA FIRST POLICY

Objective 5.1 Accountability

Establish trust in the federal government by ensuring mandates are properly followed to prevent waste, fraud, and abuse.

Implementation Strategies:

- Ensure full cooperation and access to required documentation for audits conducted by Office of Inspector General (OIG) to improve oversight capabilities.
- Conduct quarterly training sessions for staff on identifying and reporting waste, fraud, and abuse, fostering a knowledgeable and vigilant workforce.
- Collaborate with the Office of Special Counsel to distribute quarterly communications that encourage whistleblowing and ensure a safe atmosphere for reporting unethical activities.
- Provide real-time updates on federal fund expenditures, enhancing transparency through public communication.
- Review and expand the internal controls process, by implementing a comprehensive risk assessment, to include assessment of work units and questionnaires to address deficiencies and improve accountability.
- Develop strategies to mitigate the impact of Mexican debt on the agency's operations and financial health.

Objective 5.2 Executive Order Compliance

Comply with all Executive Orders and federal regulations.

Implementation Strategies:

- Promptly prepare and submit necessary documents in response to executive orders, ensuring division/department alignment with legal notifications.
- Revise and update federal regulations or procedures, including National Environmental Policy Act (NEPA), to ensure current compliance standards are met.
- Designate staff members to assist the legal team in managing executive order compliance effectively.

ADVANCING AMERICA FIRST POLICY

Objective 5.3 Cross-Agency Partnerships

Leverage partnerships to safeguard American interests to protect human health and security and ensure compliance with U.S.-Mexico boundary and water treaties.

Implementation Strategies:

- Establish a consistent communication cadence with key federal stakeholders, including the Department of State Office of Mexican Affairs, to ensure alignment on the U.S. Section's application of U.S.-Mexico boundary and water treaties.
- Adopt a whole-of-government approach to advance USIBWC priorities, involving key partners such as U.S. Environmental Protection Agency (EPA), U.S. Department of Agriculture (USDA), DOS, Reclamation, other state agencies, and state governments with increased frequency.
- Prepare correspondence to the Mexican Section advocating the America First Policy regarding the U.S.-Mexico boundary and water treaties.



FREQUENTLY USED ACRONYMS

Acronym	Definition	Acronym	Definition
ACQ	Acquisitions Division	O&M	Operations and Maintenance
AD	Administration Department	OD	Operations Department
ADFO	Amistad Dam Field Office	OIG	Office of Inspector General
AI	Artificial Intelligence	OMD	Operations and Maintenance Division
BOR	Bureau of Reclamation (sometimes replaced by "Reclamation")	OSHA	Occupational Safety and Health Administration
BUD	Budget Division	PAO	Public Affairs Office
COND	Construction Management Division	PPO	Personal Property Office
CRP	Clean Rivers Program	RMO	Records Management Office
DOS	Department of State (also referred to as "State")	RO	Realty Office
EAM	Enterprise Asset Management	SBIWTP	South Bay International Wastewater Treatment Plant
EAMS	Enterprise Asset Management Software	SDFO	San Diego Field Office
EEO	Equal Employment Opportunity	SO	Survey Office
EMD	Environmental Management Division	SOD	Safety of Dams
ENG	Engineering Department	SOH	Safety Office
EO	Executive Order	SOP	Standard Operating Procedures
EPA	Environmental Protection Agency	SSD	Security Services Division
ERCOT	Electric Reliability Council of Texas	U.S.	United States
ESD	Engineering Services Division	URGFO	Upper Rio Grande Field Office
FAO	Foreign Affairs Office	USDA	United States Department of Agriculture
FAD	Finance and Accounting Division	USIBWC	United States Section, International Boundary and Water Commission
FDFO	Falcon Dam Field Office	USTR	United States Trade Representative
FHF	Fort Hancock Facility	VPP	Voluntary Protection Programs (OSHA)
GIS	Geographic Information Systems	WAD	Water Accounting Division
GISO	Geographic Information Systems Office	WLO	Washington, D.C. Liaison Office
HQ	Headquarters	WWTP	Wastewater Treatment Plant
HRO	Human Resources Office	YFO	Yuma Field Office
IMD	Information Management Division		
IOI	International Outfall Interceptor		
IT	Information Technology		
LAO	Legal Affairs Office		
LRGFO	Lower Rio Grande Field Office		
MOU	Memorandum of Understanding		
MPD	Master Planning Division		
MRGFO	Middle Rio Grande Field Office		
NDA	National Defense Area		
NEPA	National Environmental Policy Act		
NFO	Nogales Field Office		
NIWTP	Nogales International Wastewater Treatment Plant		
NTP	Notice to Proceed		

