This manual is designed to inform Operators of Oil and Gas Leases on University Lands of required standard operating procedures. In addition to applicable state and federal regulations, all Rules and Regulations of the Board of Regents of the University of Texas, the Board for Lease of University Lands (or successor), and the Texas Railroad Commission, must be followed. Activities not in accordance with such rules and regulations will be addressed as deemed appropriate by University Lands.

Our objective in providing this manual is to establish procedures that will enhance, protect, and preserve University Lands, as well as permit the production of oil and gas in an efficient manner. We are dedicated to working with lessees holding Oil and Gas Leases on University land and the Operators’ cooperation is expected and appreciated.

To coordinate activities on University Lands, please contact the University Lands designated Field Representative listed at the end of this manual or:

Richard Brantley  
Senior Vice President, Operations  
University Lands  
P. O. Box 553  
Midland, Texas 79702  
(432) 684-4404

Information in this manual is accurate as of the date of publication. For current information, latest updates, and changes in the law, consult www.utlands.utsystem.edu or contact the associate director- surface interests at the address shown above.

Revised December 1, 2023
About University Lands

University Lands, under the direction of the Office of Business Affairs, of The University of Texas System is responsible for managing the Permanent University Fund (PUF) Lands and the Trust Minerals.

History of the PUF Lands

The PUF Lands had its beginning in an address by President Mirabeau B. Lamar to the Third Congress of the Republic of Texas on December 20, 1838. President Lamar strongly urged the Texas Congress to quickly establish the foundation for a vast system of education. On January 26, 1839, fifty leagues (approximately 220,000 acres) of land were set aside from the public domain by the Republic of Texas for the establishment and endowment of a university.

The State of Texas Constitution of 1876 called for the creation of the University of Texas and appropriated one million acres of land for the establishment of a permanent university fund. An additional one million acres were added to the PUF Lands in 1883. These lands constitute the bulk of what is commonly referred to as the PUF Lands. Now totaling approximately 2.1 million acres, most of this land is located in the West Texas counties of Andrews, Crane, Crockett, Culberson, Dawson, Ector, El Paso, Gaines, Hudspeth, Irion, Loving, Martin, Pecos, Reagan, Schleicher, Terrell, Upton, Ward, and Winkler.
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I. Responsible Party

Except where specifically noted, the oil and gas operator (operator) is primarily responsible to ensure that all requirements in this manual are met and all guidelines are followed. The term “operator” as used in this manual includes all working-interest owners in the lease(s). University Lands strongly encourages all operators to designate a primary point of contact for University Lands business; communication is best documented through email notifications.

Operators conducting business on PUF Lands are responsible for all activities and conduct of their employees, agents, and guests, as well as the employees and agents of drilling contractors, service companies, and all others providing services or materials to their lease(s). Damage to PUF Lands’ property by an operator or its agents must be reported immediately to the University Lands designated field representative by email. Repairs or damages due will be determined based on the most recent University Lands Rate and Damage Schedule. Penalties may be assessed for failure to report damage or for other non-compliance issues. University Lands encourages the operator to read and become familiar with all conditions set forth in this manual of required operating procedures, the most recent University Lands Rate and Damage Schedule, the Rules of the Board for Lease of University Lands (or successor), and the Operator’s Oil and Gas Lease(s).

The PUF Lands is frequently subject to multiple uses and all operators must accommodate all other legal uses by other parties and not interfere in any way beyond the reasonable and necessary conduct of their operations on their lease(s).

The operator may be liable for livestock deaths, especially deaths resulting from failure to comply with the operating procedures outlined in this manual. Livestock have the right-of-way on lease roads. Livestock killed or injured as a result of oilfield activity are the responsibility of the operator and must be immediately reported to the designated field representative via email.

All production equipment and related material on an oil and gas lease (except equipment and materials specifically covered by an easement or surface lease) becomes the liability and responsibility of the oil and gas lessee when the lease is signed or assigned, regardless of the date of origin of the production equipment and related material. If surplus or abandoned equipment or other material was present on the premises prior to leasing, the current oil and gas lessee is liable for that material. This includes, but is not limited to, abandoned cement bases and foundations, pump jacks, separators, tanks, surplus pipe, tubing, sucker rods, flow lines, gathering lines, transformers, power lines and poles, meters and meter housings, drums, sills, thread protectors, stuffing boxes and swab rubbers, used/old V-Belts, miscellaneous refuse and trash, etc.

II. Paperwork, Fees, and Charges for Damages

All paperwork, permit fees, location fees, etc. must be provided to University Lands as required by the lease, applicable law, the Rules of the Board for Lease of University Lands (or successor), or regulations under the authority of the foregoing. Penalties may be assessed for non-compliance. Additionally, all costs of compliance with the requirements outlined in this manual will be at the operator’s expense, whether carried out by the operator, by University Lands, or by third parties at the request of University Lands (see contact information on p. 14).
III. Rights-Of-Way

Any pipeline, flow line, electric line, or other surface appurtenance that is not entirely on the oil and gas lease it serves, or which serves more than one oil and gas lease, requires an easement or surface lease, regardless of Lease ownership. Each oil and gas lease grants certain rights to the limited use of the surface; however, these rights do not extend beyond the boundaries of each individual lease, other than ingress and egress to and from the property.

Surface leases are specific as to what they may be used for and are not general in scope. Any addition to the permitted use is prohibited without amendment of the lease. Easements and surface leases are not freely assignable. Written approval to assign is a prerequisite, as is the payment of an administrative fee. For all easements, surface leases, and other rights-of-way issues, please contact the University Lands office at (432) 684-4404. Please refer to our website http://www.utlands.utsystem.edu/forms_procs.aspx to download and electronically submit applications for commercial leases, easements (pipeline, power line, fiber optic, road), and Salt Water Disposal (SWD) contracts. **NOTE that there are new requirements for GIS data formats located at the bottom of easement applications. Applications will NOT be processed unless the required information is received.**

IV. Location and Drilling Procedures

a. The University Lands designated field representative must be notified via email prior to staking wells, loading caliche, constructing or repairing roads, building locations, or performing any other dirt work.

b. The University Lands designated field representative must be notified via email at least three (3) days before mobilizing a drilling rig on PUF Lands.

c. All vehicles, equipment, machinery, etc., must be kept ON LOCATION during drilling and completion operations. Charges for damages outside of the location will be determined by the University Lands designated field representative.

d. The well pad must be limited to a size not to exceed dimensions provided in the most recent University Lands Rate and Damage Schedule, unless written permission to deviate from these dimensions is obtained beforehand from the University Lands designated field representative. Lessee shall not drill a well or install any facilities within three hundred (300) feet of any residence or barn without the written consent of Lessor.

e. The location of proposed roads and drilling pits must be approved via email by the University Lands designated field representative prior to construction. Drilling pits constructed on sloping land must be located on the uphill side of the pad, unless an exception is granted via email by the University Lands designated field representative.

f. No trash or other debris will be permitted to collect on the lease, except in containers specifically designed to temporarily hold trash and debris prior to disposal. No trash or other debris will be discarded on lease roads or allowed to scatter over
the pastureland.

g. Cellars must be immediately enclosed with University Lands approved fencing to prevent access by livestock or adequately covered per the University Lands designated field representative’s requirements.

h. During drilling and completion operations, adequate livestock fencing must be constructed on three (3) sides of the reserve pits. After the rig is removed from the location, fencing must be constructed on the fourth side of the pits. In areas where only cattle are grazed, the fencing material must be a minimum of four (4)-strand barbed wire. In areas that graze sheep and goats, the fencing material must be net wire. The fence shall remain in place until pit reclamation begins. Fencing specifications are subject to change at the discretion of the designated Field Representative.

i. Drilling rigs must be removed from the location no later than ten (10) days after drilling operations are complete. At University Lands’ discretion, a watchman may be required on location when the rig is not in operation. The operator must provide the University Lands designated field representative with the watchman’s name and contact information via email. The designated field representative must be notified via email when the drilling rig will be removed from the location.

j. During wet weather, drilling rigs and other heavy equipment must not be moved on or off PUF Lands without the prior written consent of the University Lands designated field representative. Roads damaged by drilling or any other lease activity must be repaired immediately or as soon as weather conditions permit. All lease roads must be properly maintained by the operator at all times. No off-road travel is permitted for any reason related to oilfield activity, unless written permission is given by the University Lands designated field representative. All vehicles must remain on existing roads at all times. Driving onto pastureland to avoid mud-holes, pot-holes, speed bumps or for any other reason is expressly prohibited and will result in a minimum penalty of $3,000 per occurrence.

k. Drilling and work-over pit closure must be accomplished by the “deep burial” method. Pit construction must be discussed with the University Lands designated field representative prior to construction. Pits must be lined with a minimum 12 mil plastic liner or equivalent. When operations are complete, pits must be drained and/or dried. The liner must be cut at or below the mud line and removed from the premises, not buried in the pit. All trash and refuse must be removed from the pits. The remaining cuttings and the liner below the mud line must be deep buried. All pits must be backfilled, contoured to grade with a minimum thickness of four (4) feet of clean soil, and the surface ripped. Pit re-seeding is required by University Lands and procedures can be found at http://www.utlands.utsystem.edu/for ms/pdfs/SeedMixturesByCounties20080912.pdf. Pits must be inspected by the University Lands designated Field Representative before final closure.
V. Caliche and Other Materials

University Lands designated field representative must be notified via email before entering any caliche pit. No pits are to be opened without written permission from designated field representative. All caliche must be paid for unless it is being reclaimed from an old location or road. Pit walls must be sloped and continuously maintained at a 3:1 grade by anyone utilizing or removing material from this source. It is the responsibility of the oil and gas operator to ensure compliance of its contractors.

VI. Water

No water may be used from any source on PUF Lands without written permission from University Lands designated field representative and must comply with the University Lands Ground Water Management Plan. Advance payment for water use is required. The operator must notify the University Lands designated field representative prior to drilling any water well or using any water from PUF Lands, except when obtained from a commercial facility. All water wells must be properly identified as described in the Groundwater Management Plan.

VII. Frac Pits

a. All frac pits that serve two (2) or more leases require a five (5) year surface contract. If the contract is not renewed at the end of the primary term then the pit must be filled with soil material and reseeded according to University Lands procedures:

b. Only water less than 3,000 ppm total dissolved solids (TDS) may be stored in the frac pits. No flow back or produced water may be stored in a frac pit.

VIII. Completed Well Sites

a. Pump jack guards must be erected around the perimeter of pumping units or other well head equipment. The guards must be maintained and kept intact at all times. University Lands approved fencing must be constructed around gas wells, flowing oil wells, or wells containing submersible pumps upon request by University Lands.

b. After well completion activities are finalized, all buildings, pipe, tubing, sucker rods, thread protectors, poly line, connections, fixtures, and surplus equipment of every type not necessary for the immediate operation of the lease must be removed from the premises. Surplus equipment, flow lines, and other material not actively being used to produce the lease cannot be stored on PUF Lands’ leases and must be removed immediately. All electric utility structures including, but not limited to, transformers, power lines, and utility poles, which are not in use, must be removed from the lease, unless covered by an easement. Any equipment that is not anticipated for use within the next thirty (30) days will be considered stored on the site in violation of this paragraph and may be subject to penalty.

c. Power line routing must be approved via email by the designated field
representative prior to installation. Unless prior approval has been given, all power lines must follow roads and/or run parallel to section lines. Distribution of all power to equipment on location must be buried and not laid on the surface. Buried power lines are not permitted except on the well pad.

d. Well sites must be kept free of weeds and trash or debris of any kind.

IX. Production Facilities

a. Four (4)-strand barbed wire fencing (or net wire in areas adjacent to sheep or goat grazing) must be installed and maintained around the perimeter of the battery.

b. Corner posts and gate posts must be cemented into the ground at a three (3)-foot depth or greater (see section XX EQUIPMENT AND BEST PRACTICES).

c. Gates must be kept closed at all times.

d. University Lands approved firewalls must be designed, constructed, and maintained to contain a minimum of 110% of the largest tank in the storage facility.

e. Loading areas must include above-ground containment equipment to prevent spillage to the ground surface and must be kept pumped out. All tanks, drums, etc. must have secondary containment.

f. Below grade containment must be double wall non-metallic construction.

g. Battery sites must be kept free of vegetation, trash, and debris of any kind.

h. A detailed diagram or drawing of the production facility and a list of all associated wells must be provided to University Lands no later than thirty (30) days after construction is completed. Please submit the above via email at ogregulatory@utsystem.edu. An updated diagram or drawing must be provided upon major modifications to the production facility.

i. Surplus equipment, dead flow lines, poly line, connections, fixtures, and other material not actively being used to produce the lease cannot be stored at the battery and must be removed immediately. All electrical equipment including, but not limited to, transformers, power lines, and utility poles that are not in service (unless covered by an easement) must be removed from the lease. Any equipment that is not anticipated for use within the next thirty (30) days will be considered stored on the site in violation of this paragraph and may be subject to penalty.

j. Easements and/or surface leases are required for flow lines, power lines, tank batteries, frac pits, water transfer lines, or any other appurtenances that serve more than one oil and gas lease.

X. Salt Water Disposal

a. Except where permitted by the oil and gas lease, no salt water disposal is allowed on PUF Lands without a Saltwater Disposal Agreement. Such agreements must be negotiated with University Lands.

b. Any salt water or other unauthorized fluid discharge on PUF Lands must be
immediately reported to the University Lands designated field representative via email. Please refer to the Soil Remediation Guide for clean-up requirements: [http://www.utlands.utsystem.edu/forms/pdfs/Soil_Remediation_Guidance.pdf](http://www.utlands.utsystem.edu/forms/pdfs/Soil_Remediation_Guidance.pdf). Damages resulting from salt water or other fluid discharge will be assessed per the most recent University Lands Rate and Damage Schedule.

c. All unused flow and water lines, thread protectors, excess connections, fittings, trash, and debris must be removed from the lease immediately after lines are installed or repaired.

XII. Pipelines and Gas Gathering Lines

a. The pipeline company (gas or oil purchaser/transporter) must notify the University Lands designated field representative via email within three (3) days of a scheduled pipeline installation, repair, or replacement. The line must be identified by:
   - Operator Name
   - Operator Phone Number
   - Block
   - Section
   - Line Identification Number
   - University Lands’ Easement Number

b. In the event of an emergency repair or replacement, the University Lands designated field representative must be notified by the pipeline company via email concurrently with the DIG TESS or One Call notification process.

d. Most major gas pipelines are covered by University Lands easements issued to pipeline companies and these pipelines are their responsibility. However, it is common for smaller diameter gas lines to be installed by a pipeline company for the benefit of an oil and gas operator, i.e. to carry produced gas from a production battery located on an oil and gas lease to a main gas gathering line. If a University Lands easement has not
been issued for a gas gathering line to either the gas gathering company or the oil and gas operator, removal of the line and related equipment is primarily the responsibility of the oil and gas operator. Gas gathering lines and related equipment not being used must be removed from the premises.

e. The owner of the gas gathering lines and related equipment must know the location of these lines and related equipment, including meter housings, risers, gas lines, gas gathering lines, etc. Except in emergency situations, ADVANCE notification via email must be given to the University Lands designated field representative of leaks, repairs, replacements, or removal of gas gathering lines, meter housing, risers, etc. Damages may be due per the most recent University Lands Rate and Damage Schedule.

c. All abandoned production equipment, flow lines, power poles, transformers, power lines, fencing, gas meter runs, and all other material related to the lease must be removed from the lease.

d. Lease restoration must be approved by the University Lands designated field representative via email.

e. In accordance with Texas Education Code Section 66.83(d), “personal property, including casing, equipment, and fixtures remaining on lands covered by the lease more than one (1) year after the expiration or other termination of the lease shall be considered to be abandoned.” University Lands may take title to abandoned personal property in any manner and keep or use the proceeds for any purpose allowed by law. The operator will be liable to University Lands for the positive difference between the cost of disposing of abandoned personal property and the proceeds, if any, from the disposition. However, this provision is at the discretion of University Lands, and it should not be understood to relieve operator from any responsibility under this manual or otherwise.

XIII. Plugging and Abandonment Procedures

a. Rules and Regulations as stated in the Board for Lease Rules (or successor) and under Natural Resources Code, Section 89.002(a)(12), an “inactive well’ means an unplugged well that has had no reported production, disposal, injection, or other permitted activity for a period of greater than twelve (12) months: “ the rules and regulations for inactive wells must be followed.

b. Prior to abandonment of a well or tank battery, the University Lands designated field representative must be notified via email. After abandonment of a well or tank battery, caliche must be removed down to the natural grade. Additionally, the restored ground surface must be ripped. Re-seeding is required by University Lands; the procedures can be found at: http://www.utlands.utsystem.edu/forms/pdfs/SeedMixturesByCounties20080912.pdf.

c. All abandoned production equipment, flow lines, power poles, transformers, power lines, fencing, gas meter runs, and all other material related to the lease must be removed from the lease.

d. Lease restoration must be approved by the University Lands designated field representative via email.

e. In accordance with Texas Education Code Section 66.83(d), “personal property, including casing, equipment, and fixtures remaining on lands covered by the lease more than one (1) year after the expiration or other termination of the lease shall be considered to be abandoned.” University Lands may take title to abandoned personal property in any manner and keep or use the proceeds for any purpose allowed by law. The operator will be liable to University Lands for the positive difference between the cost of disposing of abandoned personal property and the proceeds, if any, from the disposition. However, this provision is at the discretion of University Lands, and it should not be understood to relieve operator from any responsibility under this manual or otherwise.
NOTE: Royalties are due on any lost oil or gas.

a. All facilities are to be identified in accordance with the requirements of Statewide Rule 3, 16 Texas Administrative Code §3.3 promulgated by the Texas Railroad Commission.

b. Email notification to the University Lands designated field representative is required prior to constructing or repairing roads.

c. Water lines, flow lines, gathering lines, separators, tank batteries, and other storage equipment must be kept free from leaks. If failures occur, spills must be immediately reported by email to the University Lands designated field representative. Approved action must be taken to remedy the situation. Royalties are due on any lost oil or gas. Surface and/or environmental damages resulting from leaks or spills may be due. Remediation is required per Statewide Rule 91, 16 T.A.C §3.91 and at any time upon request by University Lands.

d. Surplus equipment, tanks, pipe, tubing, sucker rods, flow lines, and all other material not used to produce the lease may not be stored on PUF Lands and must be removed immediately. If storage of surplus equipment is required by the operator, a surface lease must be obtained from University Lands. Any equipment that is not anticipated for use within the next thirty (30) days will be considered stored on the site and may be assessed penalties for non-compliance.

 XV. Roads, Cattle Guards, Gates, and Locks

a. Operator may only use lease roads constructed for purposes of oil and gas exploration and production. Use of ranch roads, pipeline rights-of-way, etc. is prohibited for oilfield operations.

b. Construction of new roads or alteration of existing roads requires prior written approval from the University Lands designated field representative.

c. Existing and new lease roads must be maintained by the oil and gas operator(s) at all times. Immediate attention is to be given to mud holes or washouts of roads to preclude the widening or alteration of roads by driving around the damaged area. Mud holes and washouts are to be filled with suitable material. Failure to properly maintain roads will result in additional charges for damages per the most recent University Lands Rate and Damage Schedule. Driving into pastureland to avoid mud holes, washouts, or speed bumps is expressly prohibited and will result in a minimum penalty of $3,000 per occurrence.

d. Only University Lands approved cattle guards may be installed, and they must be maintained and kept clean at all times. Cattle guards are solely the responsibility of the operator. Cattle guards are not the responsibility of University Lands or the University Lands grazing lessee. Cattle guards are allowed by University Lands as a convenience to the operator; therefore, the operator is responsible for all maintenance of cattle guards that provide access to an oil and gas lease.

e. Cattle guards adjacent to public roads are of particular concern to University Lands. There is an inherent danger of livestock accessing public roads through improperly maintained or non-functional
cattle guards. For this reason, it is important for operators to evaluate the need for each cattle guard; those that are not absolutely necessary should be removed. In some situations, it may be appropriate to close some currently active roads and build new ones to consolidate access through fewer cattle guards.

f. At the request of University Lands, the operator(s) must install an approved gate with a locking wheel at any designated cattle guard. The wheel must provide a space for a University Lands lock and a space for the University Lands grazing lessee’s lock. A locked gate controls unauthorized access, prevents loss of livestock, and provides safer conditions for the traveling public. All locks must be clearly labeled by the owners to identify those having access to the lease.

g. Regarding roads, cattle guards, and gates utilized in common by multiple users, operators will be jointly and severally liable for all maintenance, repairs, and damages.

h. All activities regarding removal and gating of cattle guards should be coordinated with the University Lands designated field representative. Should operators wish further clarification please contact the Senior Vice President of Operations, Richard Brantley, at (432) 684-4404.

XVI. Vehicles

The maximum speed limit on PUF Lands lease roads is thirty (30) mph unless otherwise posted. The operator is liable for any damage resulting from excessive speed or unsafe operation.

XVII. Fire Prevention

a. Keep grass and all combustible materials clear from all pumping units and tank batteries.

b. Electric lines running from a power source to the pumping unit must be buried with a minimum twelve (12) inches of ground cover.

c. The operator is responsible for all fire damages attributable to their operations and is accountable for any subsequent damage payments for loss of grazing land and/or fencing.

XVIII. Alcoholic Beverages, Hunting and Fishing

a. No person may possess or consume alcoholic beverages or any controlled substances while on PUF Lands.

b. Hunting and fishing are not allowed by the oil and gas lease on PUF Lands.

c. Firearms or other weapons are not allowed on the oil and gas lease.

XIX. Compliance Enforcement Options

Options available to University Lands to assure operator and pipeline company compliance with the conditions set forth in this University Lands operations manual include, but are not limited to:
a. Payments or penalties assessed as per the University Lands Rate and Damage Schedule.

b. As stated in Article 3.38 of the Board for Lease (or successor) Rules, assessment of a penalty in the greater amount of $750.00 or $25.00 a day will be charged for unresolved violations, if such violations are not corrected within a thirty (30) day period.

c. Referral to the Attorney General under Texas Education Code, Section 66.46(i): The construction, maintenance, ownership, or possession of a facility or structure on PUF Lands without a proper easement or lease is a violation of the code and may result in enforcement action and penalties ($50/day minimum up to $1,000/day maximum) per violation.

d. Referral to the appropriate County Attorney under Texas Health and Safety Code, Section 365.012. This section makes illegal the disposal of litter or solid waste at a place not designated for such disposal, and imposes penalties ranging from a misdemeanor up to a state jail felony for violations.

e. Lease forfeiture by action of the Board for Lease of University Lands (or successor) or easement termination by action of the University of Texas Board of Regents.

f. Unauthorized use of the surface of the premises constitutes a trespass and causes injury to the land. If University Lands is forced to remediate this problem, the responsible party may be assessed penalties and will be held liable for all expenses reasonably incurred.

XX. Equipment and Best Practices

For illustrations of university approved installations, please refer to the following website: http://www.utlands.utsystem.edu/surface/best_practices.aspx

XXI. Miscellaneous

a. If any person is observed on PUF Lands without an apparent business purpose, please notify the University Lands designated field representative immediately.

b. Damage to any PUF Lands by an operator or its agents must be immediately reported to the designated field representative. Repairs or damages due will be determined by the designated field representative per the most recent University Lands Rate and Damage Schedule.
XXII. University Lands Contacts

The following list provides contact information for appropriate University Lands' personnel, including telephone numbers and areas for which they are responsible.

Field Representatives

Ryan Kennedy
Cellular: 325-812-3623  
*Crockett, Irion, Reagan, Schleicher, & Terrell Counties*
Email: rkennedy@utsystem.edu

Nick Alejandro
Cellular: 830-889-4335  
*Andrews, Dawson, Gaines, & Martin Counties*
Email: nalejandro@utsystem.edu

Matthew Yates
Cellular: 682-351-2912  
*Crockett, Reagan, & Upton Counties*
Email: rkennedy@utsystem.edu

Michael Taylor
Cellular: 432-940-4945  
*Loving, Ward, Winkler, Culberson, Hudspeth, & El Paso Counties*
Email: mitaylor@utsystem.edu

Greg Lundgren
Cellular: 432-813-9527  
*Crane, Ector, & Pecos*
Email: glundgren@utsystem.edu

Commercial Leases, Easements & Produced Water Disposal

Dave Williamson
Midland Office: 432-686-4780  
Email: dwilliamson@utsystem.edu

Sustainability & Water Well Management

Steven Brite
Cellular: 214-531-2974  
Email: sbrite@utsystem.edu

Surface Lease Inspections and Remediation

Danny Gonzales
Cellular: 432-235-3857  
Email: dgonzales@utsystem.edu

Director - Surface Operations

Jeff White
Cellular: 432-556-2564  
Email: jeff.white@utsystem.edu

Manager - Surface Operations

Nick Alejandro
Cellular: 830-889-4335  
Email: nalejandro@utsystem.edu