

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE NEW MEXICO ENVIRONMENT DEPARTMENT
AND
REGENTS OF NEW MEXICO STATE UNIVERSITY

This **MEMORANDUM OF UNDERSTANDING** ("MOU") is entered into by and between the **State of New Mexico, Environment Department**, hereinafter referred to as the "Department" or "NMED," and **Regents of New Mexico State University**, hereinafter referred to as "NMSU" (each individually, a "Party" and collectively, the "Parties"), and takes effect as of the date of the last signatory authority ("Effective Date").

WHEREAS NMED is an executive agency of the State of New Mexico created under the Department of Environment Act, NMSA 1978, Sections 9-7A-1 to -15, and is authorized by NMSA 1978, Sections 74-1-6(B) to enter into this MOU to establish and manage a public-private Consortium to advance produced water research and policy, and to support programs that protect the environment and human health; and

WHEREAS NMSU is a state institution of higher education established under Section 11 of Article XII of the Constitution of the State of New Mexico, and is authorized to implement the Produced Water Research Consortium, hereinafter referred to as the "Project" or "Consortium;" and

WHEREAS NMSU is also authorized to provide fellows to conduct outreach and education related to treatment and reuse of produced water from the oil and gas industry and activities of the Consortium; and

WHEREAS this MOU is exempt from the provisions of the Procurement Code in accordance with NMSA 1978, Section 13-1-98(A); and

WHEREAS the Parties desire to restate their prior contractual arrangements concerning the foretasted objective in a manner that accomplishes the Project in the most cost-effective and administratively efficient manner by designating NMSU on behalf of NMED to undertake and oversee Project activities in support of this MOU's purposes; and

WHEREAS the Parties desire findings from the Project to establish a record based on sound science that informs NMED of relevant factors to consider in fulfilling NMED's regulatory mission.

NOW, THEREFORE, the parties mutually agree as follows:

I. Purpose.

- A. Statutory Context. House Bill 546, which includes the Produced Water Act, passed the New Mexico State Legislature in 2019 and was signed into law by the governor, with an effective date of July 1, 2019. The bill amended portions of the Water Quality Act (NMSA 1978, Sections 74-6-1 to -17).
- B. Implementation. Pursuant to House Bill 546, the Water Quality Control Commission must adopt regulations to be administered by the Department for "the discharge, handling, transport, storage, recycling or treatment for the disposition of produced water, including disposition in road construction maintenance, roadway ice or dust control or other construction, or in the application of treated produced water to land, for activities unrelated to the exploration, drilling, production treatment or refinement of oil or gas." NMSA 1978, Section 74-6-4(P).
- C. Collaboration. To better understand the scientific and technical challenges and opportunities surrounding produced water, the Department seeks to continue collaboration with NMSU for oversight of the Consortium to fill scientific and technical gaps related to produced water treatment and reuse outside the oil and gas industry.

II. Roles and Responsibilities.

- A. Project Scope. The Parties must:
 - 1. ensure that the Project is conducted in compliance with all applicable laws and regulations; and
 - 2. complete the Project in accordance with **Attachments A-C**, in an appropriate manner including associating a third party in fulfilling a project objective.
- B. External Program Review. To further ensure compliance, NMSU must conduct an External Program Review of the Project:
 - 1. which is to be completed no later than December 2022, including processes and protocols and progress toward the original objective established in the 2019 MOU;
 - 2. whose specific purpose is to provide input to NMSU leadership on the current structure, operations, programs, and results produced by the Project and provide recommendations in moving forward;
 - 3. which is to be conducted:
 - a. by an independent review team, (*i.e.*, three individuals who have not been directly involved with Project activities), to ensure alignment of resources with programmatic mission and goals as established in the 2019 MOU and this MOU; and
 - b. as outlined in **Attachment C**, which provides additional information on the process and timeline; and
 - 4. whose recommendations the Parties intend to inform NMSU and NMED development of a Governance Guide:

- a. whose purpose is to operationalize consistent oversight and implementation of Project activities consistent with the roles and responsibilities outlined in this section; and
- b. which the Parties must finalize by January 13, 2022.

C. NMSU-Specific Duties. In addition, NMSU must:

1. maintain staff coverage, through permanent and/or interim appointments of an Operations Director to provide for clear and consistent governance of the Project, including budget, management planning and procedures, staffing, operations, recordkeeping, public transparency, performance tracking, and membership;
2. provide accountability to NMED, Project members and partners, and the general public, and be responsible for implementation of and any future updates to the Governance Guide referenced above, in coordination with NMED;
3. develop, deploy and amend, as needed, policies and procedures for proper governance and accountability of all Project activities, including but not limited to the following existing documents or their successors:
 - a. Document Management and Information Protection Plan;
 - b. Consortium Communication, Outreach, and Education Plan;
 - c. Guidance on Produced Water Sampling Procedure;
 - d. Guidance on Produced Water Treatment Research, Development, and Pilot-Scale Testing and Evaluation; and
 - e. an annual program plan;
4. implement and update, as needed, the Research Plan, first adopted in January 2022, and ensure all Project messaging and technical research investments are in line with the Research Plan and this MOU, including appendices;
5. coordinate with the Project Technical Director to ensure that:
 - a. all projects are fully compliant with requirements in the Guidance on Produced Water Treatment Research, Development, and Pilot-Scale Testing and Evaluation, and any related successor procedures and protocols adopted by Consortium leadership;
 - b. all required documents are on file and available for review by the Government Advisory Board (GAB) or NMED at any time; and
 - c. up-to-date project summaries for each project are available on the public website;
6. develop a standardized, required reporting format to be used by all projects to report results and progress;
7. at least 30 days prior to a proposed start date, provide notifications and project summaries to NMED, the New Mexico Oil Conservation Division

(NMOCD) and the GAB about proposed new projects or existing projects with revised timelines or methodologies, with an understanding that any exceptions to this requirement must be approved by NMED, NMOCD, and the GAB in writing;

8. support the GAB and Technical Steering Committee (TSC) in carrying out their assigned functions and duties, in accordance with adopted policies, procedures and charters;
9. ensure that all policies and procedures relating to GAB and TSC activities, document reviews, *etc.*, are implemented appropriately;
10. maintain a current and accessible website with relevant information for Consortium members and the general public, with an emphasis on transparency around the research and governance functions of the Consortium;
11. ensure that a project summary is maintained for each research project from start to finish;
12. manage the official records of the Consortium, including budget, membership files, GAB appointment letters, meeting notes, technical reports, requests for proposals processes, *etc.*, in accordance with the New Mexico Public Records Act and any other applicable laws and requirements; and
13. provide quarterly budget briefings to NMED and the GAB, including planned expenditures/encumbrances, actual expenditures, revenue, and any associated budget requests or other revenue-generating activities, with:
 - a. the first Quarterly Budget Briefing to occur no later than January 30, 2023; and
 - b. each later quarterly briefing occurring no later than thirty days after the end of each state fiscal year quarter thereafter under this MOU.

D. NMED-Specific Duties. NMED must:

1. actively participate in Project management coordination meetings and ensure communication is shared across NMED leadership, as appropriate;
2. support research activities, as needed and appropriate, without compromising NMED's role as a regulatory agency;
3. provide steady representation and leadership on the GAB through the Secretary's designee;
4. advise the Project on public outreach and engagement, website content, and membership management and recruitment efforts;
5. provide direction to the Consortium on gap analysis needs to inform legislation development; and
6. periodically audit project documentation.

III. Funding.

- A. Limitations. This MOU is not intended to affect a commitment or obligation of specific funds by the Parties and does not include the reimbursement of funds between the Parties. Cooperative activities under this MOU are subject to the availability of funds and personnel. If sufficient funds or authorizations are not granted, this MOU is terminated upon written notice from either Party, in accordance with Article VIII.
- B. Third-Party Fees. Subject to any applicable law and any reasonable NMED determination that an arrangement is contrary to NMED's regulatory mandate, NMSU may require any third party to pay a certain fee in exchange for certain Project participation rights.

IV. Term.

This MOU terminates on **November 30, 2024**, unless amended under Article VII or terminated under Article VIII.

V. Reporting Requirements. The Parties must:

- A. share data routinely regarding the Project, including reports, task completion progress, reasons for any delay of task implementation, and results of Project implementation;
- B. make that information available to members of the public upon request, as described in the New Mexico Inspection of Public Records Act, NMSA 1978, Sections 14-2-1 through -12;
- C. no later than November 30, 2022, identify to each other their respective lead points of contact for this MOU, whom by that date must have developed a mutually accepted process for:
 - 1. documenting project proposals; and
 - 2. ensuring that all projects fully comply with guidance documents for projects provided on the NMPWRC website; and
- D. establish specific requirements for providing information to NMED including methodology, form, and schedule to comply with **Attachment B**.

VI. Access to Records.

Each Party, through its authorized representative, is entitled to access to and has a right to examine all books, papers, or documents specifically related to this MOU upon request and will maintain confidentiality of those books, papers, or documents to the extent allowed pursuant to the Inspection of Public Records Act.

VII. Amendment.

This MOU is not to be altered, changed, or amended except by instrument in writing signed by each Party.

VIII. Termination.

Each Party has a right to terminate this MOU upon written notice delivered to the other Party no later than thirty (30) days before the proposed termination date. By that

termination, neither Party has a right to nullify any obligation already incurred for performance before that notice date. Upon termination, each obligation incurred under this MOU terminates.

IX. Applicable Law.

The laws of the State of New Mexico govern this MOU, without giving effect to its choice of law provisions. Venue is proper only in a New Mexico court of competent jurisdiction in accordance with NMSA 1978, Section 38-3-1(G). By signing this MOU, NMSU acknowledges and accepts the jurisdiction of the courts of the State of New Mexico over all lawsuits arising under or out of this MOU.

X. Liability.

Each Party is liable for its own actions incurred because of its negligence, acts or omissions in connection with this MOU. Any liability incurred by either Party in connection with this MOU is subject to the immunities and limitations of the New Mexico Tort Claims Act, NMSA 1978, Sections 41-4-1 to -30.

XI. Equal Opportunity Compliance.

- A. By NMSU. NMSU must abide by all state and federal laws and regulations pertaining to equal employment opportunity. In accordance with these laws and regulations, NMSU must assure that no person in the United States shall, on the grounds of race, color, national origin, sex, age, sexual preference or handicap, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity related to this MOU. If NMSU is found not to be following these requirements during the life of the MOU, NMSU must take appropriate steps to correct any applicable noncompliance.
- B. By Either Party. Any person, group, or organization that signs this MOU must comply with the following federal statutes: Title VI of the Civil Rights Act of 1964, Section 13 of the Federal Water Pollution Control Act Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and their implementing regulations at 40 C.F.R. Parts 5 and 7, where applicable.

XII. Participation in Similar Projects.

This MOU in no way restricts either Party from entering into any other binding commitment with any other public or private agency, organization or individual, or from participating in any similar project.

XIII. Authority.

Each Party represents that each individual signing on behalf of that Party has the authority to bind that Party, and that no further action, resolution, or approval is necessary to enter this MOU.

THE PARTIES HAVE SIGNED THIS MOU:

STATE OF NEW MEXICO, ENVIRONMENT DEPARTMENT

DocuSigned by:
By: James C. Kenney Date: 11/10/2022
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James C. Kenney, Cabinet Secretary

DocuSigned by:
By: Danielle L. Gilliam Date: 11/10/2022
B08C44EB00D548E...
Daniel Gilliam, Chief Financial Officer

Approved as to Form and Legal Sufficiency:

DocuSigned by:
By: Christopher Atencio Date: 11/10/2022
797A2E3DD152402...
Christopher Atencio
Deputy General Counsel

REGENTS OF NEW MEXICO STATE UNIVERSITY

By: Dan E. Arvizu Date: 11/18/2022
Dan E. Arvizu, Chancellor

Attachment A

NM Produced Water Research Consortium



BE BOLD. Shape the Future.

Scope: A Public and Private Partnership to Advance Produced Water Research

Background

Oil and natural gas production is a major contributor to New Mexico's economy, with upstream production principally occurring in the Permian Basin in the southeast and the San Juan Basin in the northwest. While technological advancements like directional drilling and hydraulic fracturing fostered additional production in the respective regions, a need exists to identify emerging conceptual frameworks for produced water management, recycling, reuse, and treatment for use outside the oil and gas industry by examining the nexus between (a) production, (b) consumption, (c) transboundary flows, (d) characterization, and (e) environmental and human health impacts of treated produced water uses. With the 2019 passage of the Produced Water Act, House Bill 546, New Mexico is poised to ensure a national leadership role in identifying emerging trans-disciplinary research to fill scientific and technological gaps to effectively aid the establishment of future regulatory and policy frameworks for produced water treatment and use outside of the oil and gas industry. This trans-disciplinary research is specifically needed to fill gaps in data availability in areas such as characterization of produced water from New Mexico oil and gas production activity, understanding removal efficiencies from certain types of treatment trains, analytic sampling methods for constituents in New Mexico produced water, understanding use of treated produced water for various purposes other than hydraulic fracturing, and ensuring surface and ground water are not adversely impacted from the use of treated produced water.

The New Mexico Environment Department (NMED) and Regents of the New Mexico State University (NMSU) entered into a Memorandum of Understanding (MOU) to establish and manage a public-private Consortium to advance produced water research and policy. Through the MOU and Scope of Work described below, NMED and NMSU will direct a collaborative research process to support NMED's implementation of House Bill 546.

Scope of Work

In coordination with NMED, NMSU, a land grant university, will create a trans-disciplinary, public-private Produced Water Research Consortium (PWRC) to advance scientific research and technology development necessary to guide statewide regulation of treated produced water **uses outside the oil and gas industry**. As a recognized leader in transdisciplinary water research, NMSU has extensive expertise in development and assessment of water technologies for multi-use application (e.g., energy-smart water infrastructure and produced water treatment technologies) with a vast and comprehensive infrastructure to assess embodied impacts on regional water supplies and agricultural applications. Specific NMSU expertise includes advanced methods to characterize water quality and environmental toxicity,

development and utilization of smart-sensors and monitoring systems, big-data analysis, and basin-wide system-dynamic assessment of water supply and demand across a variety of uses.

The PWRC will be comprised of recognized scientific/technology researchers and practitioners from academia, industry, state and federal agencies, nongovernmental organizations, national labs, and other stakeholders appointed by NMSU in consultation with NMED. **The Consortium will focus on developing a framework for emerging science and technologies, filling the knowledge gaps necessary for regulatory agencies to then establish science-based rules related to the management and treatment of produced water for uses not directly related to the oil and gas industry (note: The Consortium itself will not develop any proposed or final rules).**

NMSU will rely on proven and highly respected models for cooperative research to ensure all work of the Consortium meets the highest standards for scientific integrity. For example, NMSU will set guidelines and procedures for the Consortium that cover pre-registration of research projects, peer review, and transparency of funding sources. To support overall reliability and integrity of the research, once the Consortium is established, NMSU will create a technical advisory council as a subset of the PWRC to help identify research gaps, prioritize demonstration and research projects, and ensure that demonstration and research projects support the needs of regulatory agencies. NMED will have one or more representatives on both the Consortium and the technical advisory council.

The PWRC will rely on the June 2019 Ground Water Protection Council's (GWPC) *Produced Water Report: Regulations, Current Practices, and Research Needs* report as a reference for development and implementation, where applicable. Based in part on Module 3 of the 2019 GWPC Report, the PWRC and technical advisory council will identify New Mexico-relevant pilot demonstration and/or research projects associated with use of treated produced water outside the oil and gas industry (e.g., for water conservation, agriculture, manufacturing, etc.). Further, the PWRC will build capacity and support advanced produced water research aimed at enhancing the contribution of "fit-for-purpose" science and technology in three strategic program areas: (1) produced water characterization: physical, chemical, microbiological, and environmental toxicity analysis; (2) technology development, deployment, and commercialization; and (3) economics, policy, and regulations.

Benefits identified and developed among the Consortium will be accrued by the State of New Mexico, New Mexico counties/cities, oil and gas industry, other industrial sectors, agriculture producers, etc. Anticipated benefits to the State include development of a technology framework to guide development of regulations and policies that ensure sustainable management and protection of water resources, protect human health, and create opportunities for economic development (e.g., technology application, technology commercialization and new business creation). Further, the State will benefit from the addition of water to the hydrologic cycle in light of water scarcity issues aggravated by climate change. New Mexico's counties and cities will benefit as a result of increased water availability leading to greater water security. Industry benefits, economically and socially, are anticipated through improved operations, lower operating costs and creation of an industry culture that embraces collaborative and sustainable approaches for water resource management. Lastly, the Consortium will strengthen the development of public-private partnerships to build and grow sustainable economic opportunities for the State.

Anticipated Funding

The PWRC will be funded with donations from private entities (including the oil and natural gas industry, water industry, financial institutions, etc.), nongovernmental organizations, state/federal agencies, etc., to specifically develop research to fill scientific and technical gaps. Such funding will augment and enhance ongoing produced water research where applicable. Specific focus will be placed on demonstration and research projects that integrate trans-disciplinary approaches focused on produced water management and treatment, as described above, and create opportunities to foster development of an accompanying workforce prepared to integrate developed technologies within the oil and gas sector and/or related industries. More specifically, the proposed funding will support: (1) PWRC and technical advisory council management of the research portfolio, (2) faculty research, postdoctoral researchers, PhD students, and undergraduate students to conduct produced water research, integrate trans-disciplinary research for reuse alternatives, and develop low cost treatment technologies, (3) enhanced laboratory facilities to ensure research is reflective and inclusive of the diverse geology in the respective producing regions (e.g., mobile lab for field testing), (4) acquisition of analytical instrumentation (e.g., inductively coupled plasma optical emission spectrometry, ICP-OES) for advanced produced water characterization, and expansion/renovation of laboratory space to expand pilot-scale water experiments, (5) travel to present research findings and develop collaborations, (6) development and implementation of an annual produced water design challenge task for university teams from across the country, and (7) one or two university fellows to assist in integrating research approaches and findings into outreach and educational awareness focused on produced water management, treatment and/or reuse.

ATTACHMENT B

NM Produced Water Research Consortium



BE BOLD. Shape the Future.

Information Sharing Plan

This plan identifies the minimum information required by NMED on all projects dealing with the potential use of produced water or treated produced water outside the oil and gas industry or uses conducted on oil and gas sites that are not directly related to development, production, or reclamation activities for oil and gas.

The information is necessary to make initial determinations regarding jurisdictional responsibilities and requirements for proposed projects.

1. Initial information requirements for all projects
 - a. Name of Company
 - b. Address
 - c. Contact person and info
 - d. Type of Project (lab, bench scale, pilot, field, combination, other)
 - e. Affirmation: There is no discharge of produced water or treated produced water to the surface or groundwater.
 - f. Affirmation: The project will be conducted as a closed loop system.
 - g. Basin of origin of produced water to be used: San Juan or Permian Basin
 - h. Project: does technology testing take place inside or outside of the oil / gas field?
 - i. Project: is treated produced water to be used inside or outside of the oil /gas field?
 - j. Project: what is the proposed use of the treated produced water?
 - k. Funding source and amount of PWRC funding (self-funded, PWRC funded (amount), or combination

 - l. Company description /biography (experience, types of technology, primary work of company, website)
 - m. Executive Summary (one to two paragraphs describing the general purpose of the project and expected benefits of proposed technology process)
 - n. Project Goals (one to two paragraphs describing what the goals are for the project to accomplish-days operational, stability, quality & quantity of distillate, barrels of distillate produced, etc.)
 - o. Site location / identification (identify locations where all phases or parts of the project are to be conducted including address, Section, Township, Range, GPS coordinates, site description). Include an aerial map with basic design features on the map, including

- adjacent roads, north arrow, scale, equipment, fencing and other pertinent information.
- p. Provide written driving instructions on how to reach the site from Albuquerque.
 - q. Site Description: type of facility where all parts of the pilot are to be conducted—
BGNDRF, university laboratory, permitted recycling facility, well pad, other)
 - r. Land status: (identify ownership status for all project locations (private, federal, state, BLM, Tribal, USFS, other.)
 - s. Are any parts of the project conducted or sourced within the exterior boundaries of a Native American Reservation?
 - t. Provide list of all landowners adjacent to proposed project locations and provide confirmation that adjacent owners have been notified regarding the proposed project. Provide the source of the adjacent landowner data.
 - u. Proposed schedule (dates of proposed testing, duration of testing, etc.)
 - v. Technology Performance Objectives (treatment target goals: treated water recovery in bbls/day, daily operational target (hrs/day), treated produced water recovery target % of raw water feed, quality target, initial TDS and targeted TDS after treatment, source water data, basin, formation, and other pertinent data.)
 - w. Treatment system design and process: (brief description of the general technology to be used, how the process will flow, expected results, site diagram of project set-up)
 - x. Emergency response plan for spills or releases of produced water or treated produced water.
 - y. Disposal and decommissioning plan (where will produced water and treated produced water be disposed of, where will soils, plant materials, other equipment used in project be disposed of. How will equipment used in project be decontaminated)?
 - z. Certification that applicant will fully comply with all consortium requirements and guidance documents related to the following:
 - aa. Guidance on Produced Water Sampling Procedure.
 - bb. Guidance on Produced Water Treatment Research, Development, and Demonstration Testing and Evaluation.
2. Submittal schedule for proposed projects
- a. Initial Project Proposal Summary must be submitted to NMPWRC at least 90 days prior to proposed start date to allow for review by NMED, EMNRD/OCD, and Government Advisory Board.
 - b. Monthly status report to NMPWRC to report schedule or changes, status of project, and other pertinent information.
 - c. Final project summary and closeout report to NMPWRC within 30 days of project completion.

Note: Additional information may be required by regulatory agencies upon review of initial project submittals.

This attachment may be incorporated into the “Guidance On Produced Water Treatment Research, Development, and Pilot-Scale Demonstration Testing and Evaluation” document.

Attachment C

NM Produced Water Research Consortium



BE BOLD. Shape the Future.

External Review of the NM Produced Water Consortium

Objective and Purpose

NMSU will convene an External Review Committee to conduct an independent, in-depth review and assessment of the NM Produced Water Consortium. The Consortium has been in operation for three years and NMSU requests that review as a means of identifying opportunities to strengthen operational aspects of the Consortium that will position the organization to grow over the next five years. The specific purpose of the review is to provide input to NMSU on the current structure, operations, programs, and results produced by the Consortium and provide recommendations for moving forward. The Committee's review will assess the organizational structure, operations, results, and recommendations to be used by NMSU for renewal decision and future strategic planning. The Committee will provide an out brief to NMSU at the conclusion of the meeting and a summary report.

Information

The External Review will be conducted by an expert, independent team selected by NMSU. To be selected, an individual must have limited history of involvement with the Consortium and must not have been involved in decision making or direction of any Consortium activities from 2019-2022. NMSU and NMED will provide summary information to support review of progress made towards 2019 MOU, operational structure and management processes, and research protocols, for the Committee to review. To the extent possible, information will be provided to the team at least two weeks prior to the proposed review meeting date. NMSU and NMED will make themselves available for discussions with the Review Committee as needed. NMSU and NMED will provide a list of recommended contributors and stakeholders for the Committee to interview.

External Review Committee Members

- Jim Chavez, NMSU Senior Advisor to the Chancellor
- Kerry Howe, PhD (retired faculty member from UNM)
- Duncan McBranch, PhD (LANL)

*All Committee members will be asked to sign an NDA, subject to any exception that the Committee reasonably determines to be in the Consortium's best interest.

Structure and Schedule

NMSU and the Consortium Leadership will prepare background information and provide to the External Review Committee two weeks prior to the review meeting date, subject to any reasonable

scheduling alteration that NMED requests to the Committee. Committee will review material and a two day meeting (virtual or in person) will be convened to get briefings, meet with key contributors and stakeholders. The afternoon of the last day of the review the Committee will discuss the Committee's assessment and provide feedback to NMSU.

Specific areas of interest for review include, but are not limited to:

- information requests and interviews with NMED leadership and staff on history of Consortium operations, management, transparency and research;
- assessment of progress and results towards NMPWRC MOU objective for research that directly supports the regulatory rule making process;
- organizational structure and staffing;
- protocols for ensuring research was conducted and reviewed under a technical peer review process with final approval by Government Advisory Board and/or NMED prior to public release;
- protocols for engagement/non-engagement in technology committees by members that are delinquent in annual membership payments;
- protocols for Communications and Media release of information for public dissemination/presentation; and
- recommendations for increasing private sponsorship for future research.

Written information to be provided to NMSU by the Review Committee:

- recommendations for Operational structure (*i.e.*, will guide development of job description for proposed Operations Director) and protocol enhancements in accordance with provisions of the November 2022 Memorandum of Understanding between NMSU and NMED;
- recommendations for Staffing and Organizational structure (*i.e.*, NMSU permanent and part-time hires, and collaborative engagement with NMED through NMPWRC Fellows);
- recommendations for protocol adoption for Communication and Media release of information for public dissemination/presentation;
- recommendations for increasing external sponsorship; and
- recommendations for increasing Consortium membership and broadening engagement to include NGO community, tribal governments and private industry.

Timeline for External Review

November 7 through December 20, 2022