



Board of Directors Meeting

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September 28, 2023

9:30 a.m.

Agenda

Board Members

Shelley Heller
Chair

Hon. Frederic N. Smalkin
Secretary

Brendon Baatz
Treasurer

Robert L. Witt, II
Chair, HR Committee

Moalie Jose
Chair, Audit Committee

James H. Johnson Jr.,
Ph.D., P.E.

Dereck E. Davis
State Treasurer

Charles C. Glass, Ph.D.,
P.E.
Executive Director

Call to Order	Shelley Heller
Inspire Awards	Tim Barr
Approval of Minutes – August 24, 2023	Shelley Heller
Executive Director’s Report	Charles Glass
New Business Report	Managing Directors
Financial Update	Hament Patel
Human Resources Report	Shannon Bettleyon
• Resolution 23-09-01 – Day After Thanksgiving Holiday	
Human Resources Committee	Robert Witt
• Compensation Administration Guidelines	
• Sexual Harassment Policy (HR 11.02) update	
BEST, BEST PLUS & Executive Incentive Program	Ellen Frketic
• FY23 BEST Performance	
Procurement	Hattie Crosby
Procurement Items (attached)	
• Item 1: Montgomery Co. MRF – Facility condition assessment, Barton & Loguidice, DPC.	
• Item 2: Cunningham Falls S.P. - Route 77 collection system rehabilitation	
• Item 3: Midshore III – Phase II reports	
• Item 4: Midshore I & II – temporary labor, Quality Staffing Services	
• Item 5: Dorsey Run AWWTP – centrifuge construction, Johnston Construction Co	
• Item 6: MEA – electricity sector modeling, Tabors Caramanis Rudkevich	
• Item 7: Prince George’s Co. Organics Composting Facility – stormwater retrofit	
• Item 8: Montgomery Co. – vehicles (3 Ford F-450), Apple Ford MES	
• Item 9: MES Fleet – vehicles, Apple Ford	

Group Updates

- WWW – Construction Inspection Services Randy Craig
- TES – Benthic Macroinvertebrate Sampling Tyler Pullen
- OPS – Montgomery County Bus Stop Collections Tim Ford
- EDR – Bird Banding at Masonville Cove Tim Carney

New/Old Business

Shelley Heller

Legal Report

Sean Coleman

Closed Session

Sean Coleman

Adjournment

Shelley Heller

BOARD OF DIRECTORS
MARYLAND ENVIRONMENTAL SERVICE
RESOLUTION
23-09-1R

A RESOLUTION

AUTHORIZING THE EXECUTIVE DIRECTOR OF THE MARYLAND ENVIRONMENTAL SERVICE (“SERVICE”) TO CLOSE CERTAIN OFFICES AND FACILITIES OF THE SERVICE ON FRIDAY, NOVEMBER 24, 2023, AND FURTHER AUTHORIZING CERTAIN PAYMENTS TO EMPLOYEES OF THE SERVICE.

R E C I T A L S

WHEREAS, pursuant to §3-103.1(b)(4) of the Natural Resources Article, Annotated Code of Maryland, the Service may determine the terms of employment of its employees, including compensation, benefits, holiday schedules, and leave policies; and

WHEREAS, the employees of the Service are dedicated, resourceful and hard-working; and

WHEREAS, by law, the offices of most State agencies will be closed on Friday, November 24, 2023.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE MARYLAND ENVIRONMENTAL SERVICE THAT:

- 1.** The Executive Director may close the offices and facilities of the Service on Friday, November 24, 2023, except for those offices and facilities which the Service is obligated by law or agreement to operate and have open for business on that day.
- 2.** All employees of the Service shall be granted paid leave on Friday, November 24, 2023, in the same manner as if that day were a Holiday under COMAR 14.27.02.15.A.

Resolution No. 23-09-1R
Authorization to Close MES Offices on 11/24/23
Page 2

ADOPTED, this 28th day of September 2023.

SEAL

MARYLAND ENVIRONMENTAL SERVICE

BY: _____
SHELLEY HELLER
CHAIR

BY: _____
HONORABLE FREDERIC N. SMALKIN
SECRETARY



Policy #: HR-11.02
Policy Category: *Personnel Policies*
Department Responsible: *Human Resources*
Effective Date(s): 11/18/2021
Board of Directors Approval: 11/18/2021
Last Edit: ~~10/20/2022~~ 10/1/2023

EQUAL EMPLOYMENT OPPORTUNITY SEXUAL HARASSMENT POLICY

I. SCOPE AND PURPOSE

To define the Service policy prohibiting Sexual Harassment in the Workplace.

II. POLICY STATEMENT

The Maryland Environmental Service (the “Service”) has zero-tolerance for all forms of discrimination. Sexual Harassment is a form of illegal sex discrimination, which is strictly prohibited by this Policy and applicable law. The Service is committed to full compliance with all Federal, State, and local laws, policies and guidelines that prohibit sexual harassment including but not limited to: Title VII of the Civil Rights Act of 1964, Title 20 State Government Article, Annotated Code of Maryland, and Executive Order 01.01.2007.16, Maryland Code of Fair Employment Practices.

The Service recognizes the impact sexual harassment has on the workplace and does not tolerate sexual harassment in the workplace. The Service will take prompt action to correct any unwanted or unwelcomed forms of sexual harassment.

III. DEFINITIONS

- A.** Sexual Harassment is defined as conduct which need not be severe or pervasive, that consists of unwelcome sexual advances, requests for sexual favors, or other conduct of a sexual nature when (1) submission to the conduct is made either explicitly or implicitly a term or condition of employment of an individual; (2) submission to or rejection of the conduct is used as a basis for employment decisions affecting the individual; or (3) based on the totality of the circumstances, the conduct unreasonably creates a working environment that a reasonable person would perceive to be abusive or hostile. Sexual harassment may be verbal (sexual innuendos, threats, jokes, sexual propositions, or suggestive comments, etc.); non-verbal (making suggestive or insulting noises, leering, whistling, or making obscene gestures, or displaying sexually explicit or offensive pictures or other illustrations, etc.); or physical (touching, pinching, brushing the body, assaulting, or any other contact of a sexual nature).
- B.** Sexual harassment can occur in a variety of circumstances, including but not limited to the following: I. The victim, as well as the accused, may be of any gender. The victim does not have to be of the opposite gender. The accused may be an employee’s direct supervisor, a supervisor in another division, a co-worker,

or a non-employee. The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.

C. Sex-based offensive behavior in the workplace is prohibited by law. Even if the behavior may be tolerated by some individuals outside of the workplace, it will not be tolerated within the workplace. The ignorance or intentions of the harasser are irrelevant.

D. There are two types of Sexual Harassment:

- **Quid Pro Quo** – (this for that) when submission to or rejection of the harassing behavior becomes a basis for an employment decision, i.e., promotion/demotion, salary increase or other term/condition of employment.
- **Hostile Work Environment** - when the alleged harasser creates an intimidating and/or offensive work environment including subjection to unwelcome advances, requests for sexual favors, verbal/non-verbal or physical harassment of a sexual nature. The “hostile environment” must be sufficiently severe or pervasive to alter the conditions of the victim’s employment or create a work environment that is reasonably perceived as hostile or abusive.

IV. POLICY

See Item II above.

V. PROCEDURES

A. Filing a Complaint

1. An employee who wishes to raise a complaint of sexual harassment or sex discrimination should first inform the offender that their behavior is unwelcomed. If the victim is uncomfortable confronting the harasser, the victim should discuss the complaint with their Supervisor, Manager, or the Service’s Equal Employment Opportunity Officer (“EEO Officer”). If an employee’s immediate supervisor is the alleged harasser, the employee should report the incident/conduct to the Service’s EEO Officer or other Service management representative.

2. The complaint must be filed within the following time limits:

a. An internal complaint must be filed in writing, with the EEO Officer within ~~30 days after the complainant first knew or reasonably should have known of the violation~~ two years after the alleged violation that is the basis for the complaint. External complaints of harassment may be filed with the Maryland Commission on Civil Rights (MCCR) within 2 years, or The Equal Employment Opportunity Commission (EEOC) within 300 days.

b. The written complaint must contain the following information:

- full name, address, and contact information of the complainant.
 - the full name, title, and department information of the person(s) against whom the complaint is made;
 - a clear concise statement of facts containing the alleged act(s) of harassment;
 - names of any/all witnesses, if applicable; and
 - signature of the complainant and date of the complaint.
- c. After a complaint is received, the complaint shall be investigated by the EEO Officer to determine whether a violation has occurred. The Service's Executive Director or designee shall issue a written decision within 30 calendar days of receipt of the complaint. The EEO Officer may request that the parties waive the 30-day requirement if additional time is needed to interview witnesses, obtain documentation, and complete the investigation. The Office of the Statewide Equal Opportunity Coordinator may be consulted to assist with the investigation, if necessary.

B. Confidentiality

1. All complaints shall be discussed and investigated in a confidential manner.
2. An employee who files a sexual harassment complaint or cooperates in the investigation of such complaints shall be protected against retaliation.

C. Reporting

1. Supervisors and Managers must report any act of sexual harassment to the Service's EEO Officer and take corrective action and remedy for the complainant. All employees, supervisors and managers shall cooperate fully by furnishing information and documentation relevant to the investigation of the complaint.
2. The complainant shall be informed of his/her right to pursue their allegations with the MCCR or the EEOC, whether satisfied or dissatisfied with the outcome of the investigation, and shall be informed that the Service will make every reasonable effort to handle the complaint in a manner that protects the confidentiality of all parties.

D. Findings and Conclusion

1. Upon conclusion of the investigation, if it is determined that sexual harassment occurred, the Executive Director or designee shall determine the appropriate corrective action and remedy for the complainant. If it is found that no sexual harassment occurred, the complainant and management shall be informed in writing.

2. If it is determined that sexual harassment occurred, the EEO Officer will follow-up with the Complainant and other individuals implicated in the investigation to ensure that no further incidents have occurred, and no retaliatory actions have been taken, and that appropriate corrective actions have been taken. Follow-up efforts should be documented by the Service.

VI. RELATED POLICY AND PROCEDURE LINKS

Links

VII. REVISION HISTORY

Version	Date of Change	Section	Description of Change
.001	11/18/21	Full Document	Initial adoption of new policy format
.002	10/20/22	III. Definitions	Updated definition to reflect SB450 (2022)
<u>.003</u>	<u>9/20/23</u>	<u>V Procedures</u>	<u>Time limit to file internal complaint (HB309, 2023)</u>

Approval after Solicitation
PROCUREMENTS, CONTRACTS, PURCHASE ORDERS,
AMENDMENTS, AND CHANGE ORDERS
FOR
BOARD OF DIRECTOR'S APPROVAL

September 28, 2023

Item: 1

Type: A/E Services over \$200,000

Group & Division: Environmental Operations

MES Contract Number: 1-24-4-33-3

Project Name: Montgomery County MRF Facility Condition Assessment

Title/Description: Conduct a comprehensive facility condition assessment and analysis of all major building systems of the existing materials recovery facility (MRF).

Procurement Method: A/E shortlist

Bids/Proposals: N/A

Awarded To: Barton & Loguidice, D.P.C

Amount: \$498,393.80

Term: NTP to June 30, 2024

Client/Fund Source: Montgomery County/IGA 2-16-4-69 Amendment 5

MBE Goal: 38.8%

Remarks: The Montgomery County Materials Recovery Facility, located in Derwood, MD, is owned by the County and operated by MES. The MRF processes two streams of recyclables: co-mingled materials, consisting of glass, 1-7 plastics, aluminum, ferrous, bi-metal cans, and aluminum foil, and fiber materials, which consist of mixed paper and old corrugated cardboard (OCC). MRF commenced operations in August 1991 and some equipment, including one of the balers is original. The current system is nearing the end of its useful life and long-term equipment maintenance and new technologies warrant a full re-design and replacement of the existing processing system. Based on findings and recommendations identified in pre-design evaluation efforts to

date, the County wishes to complete a condition assessment and analysis of the commingled facility prior to moving forward with modifications and upgrades to the MRF.

Under this Contract, the A/E shall provide all required labor, material, and equipment to conduct a detailed and thorough facility condition assessment (FCA) and analysis of all building systems and grounds of the MRF facility. This includes reviews of architectural, structural, mechanical, electrical, plumbing, and fire systems as well as general civil conditions. The FCA will identify systemic deficiencies, remaining useful life of all major building systems, capital replacement needs, and overall system compliance with original designs and regulatory codes. Findings from site inspections will be documented in a detailed report.

Existing MRF



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September 28, 2023

Item: 2

Type: Construction over \$200,000

Group & Division: Water/Wastewater Engineering

MES Procurement #: 1-24-3-13-5

Project Name: Cunningham Falls State Park Route 77 Collection System Rehabilitation

Title/Description: Construction services to replace the sewer line down Route 77 in Thurmont, MD connecting Cunningham Falls State Park to the Town of Thurmont wastewater treatment plant for treatment.

Procurement Method: Competitive Sealed Bid

Advertising Date: 9/12/23

Estimate: \$4,600,000

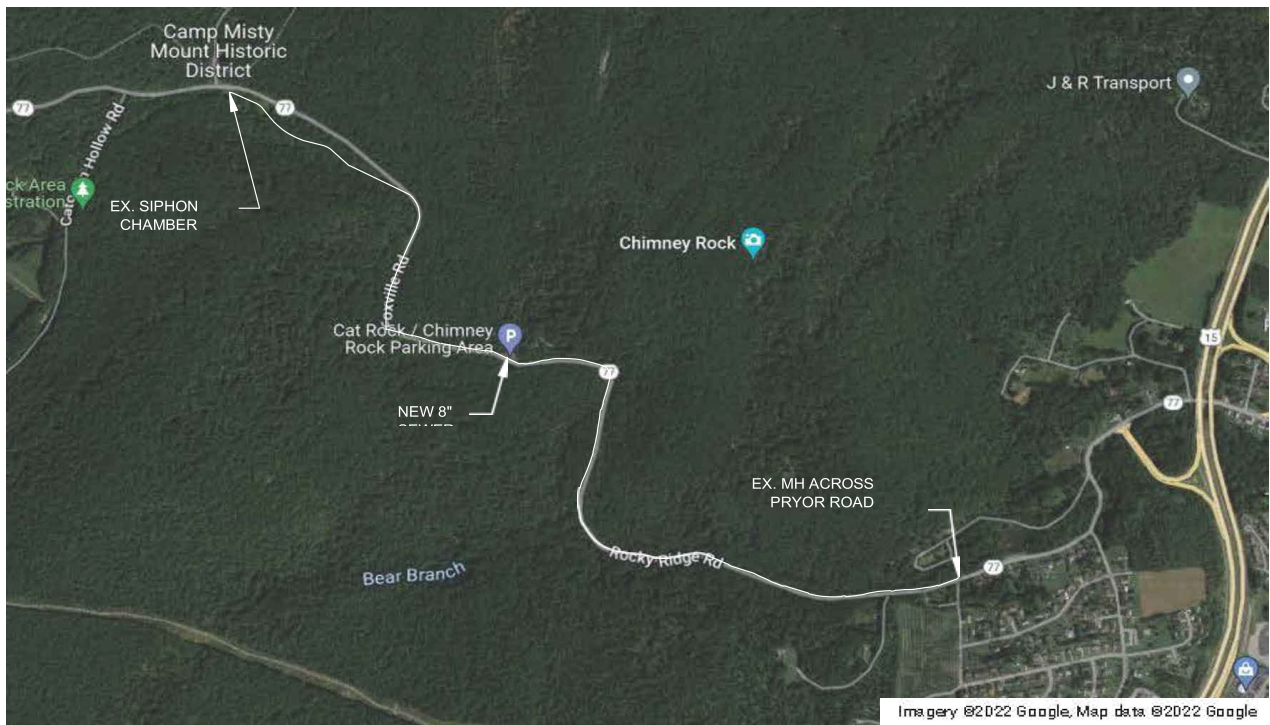
Client/Fund Source: Natural Resources Development Fund of FY 21 POS/Item 004 (PCA 12211 - \$154,755)
Natural Resources Development Fund of FY 22 POS/Item 004 (PCA 12233 - \$1,500,000)
Natural Resources Development Fund of FY 24 POS/Item 004 (PCA 12261 - \$2,945,245)

MBE Goal: 7%*

Remarks: The only method for replacing this sewer line is a combination of directional drilling, pipe bursting, and open cut excavation and replacement. This sewer line crosses underneath a protected trout stream twice, through areas of wild lands, in close proximity to historic rock walls that all make open cut excavation not possible. Maryland State Highway Administration (SHA) has delayed paving this section of Route 77 for 2 years, waiting for this sewer work to be completed. SHA is willing to shut the road down from 11/1/23 to 3/1/24 to allow construction crews to work freely

without traffic issues before they begin milling and repaving the road in Spring of 2024 when sewer construction is complete. If this work is not completed in this time frame, DNR will need to pay an additional cost of approximately \$2,000,000, which is for tearing up the new pavement and replacing it in accordance with SHA specifications.

* The only method for replacing this sewer line is a combination of directional drilling, pipe bursting, and open cut excavation with replacement. Over 65% of this contracted work is with specialty contractors of which there are 0 certified MBE contractors able to perform these services.



Pre-Solicitation Approval
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September 28, 2023

Item: 3

Type: A/E Services over \$200,000

Group & Division: Environmental Operations

MES Procurement #: TBD

Project Name: Midshore III Regional Landfill Refuse Disposal Permit Phase II Report

Title/Description: A/E services to prepare MDE's Refuse Disposal Permit Phase II – Geological and Hydrological Report for the future Midshore III Solid Waste Facility located in Centerville, MD.

Procurement Method: A/E shortlist

Advertising Date: NA

Estimate: \$475,000.00

Client/Fund Source: May 2009 Waste Disposal Agreements with the Midshore Counties (Caroline 09-08-80; Kent 09-08-81; Queen Anne's 09-08-82; Talbot 09-08-83)

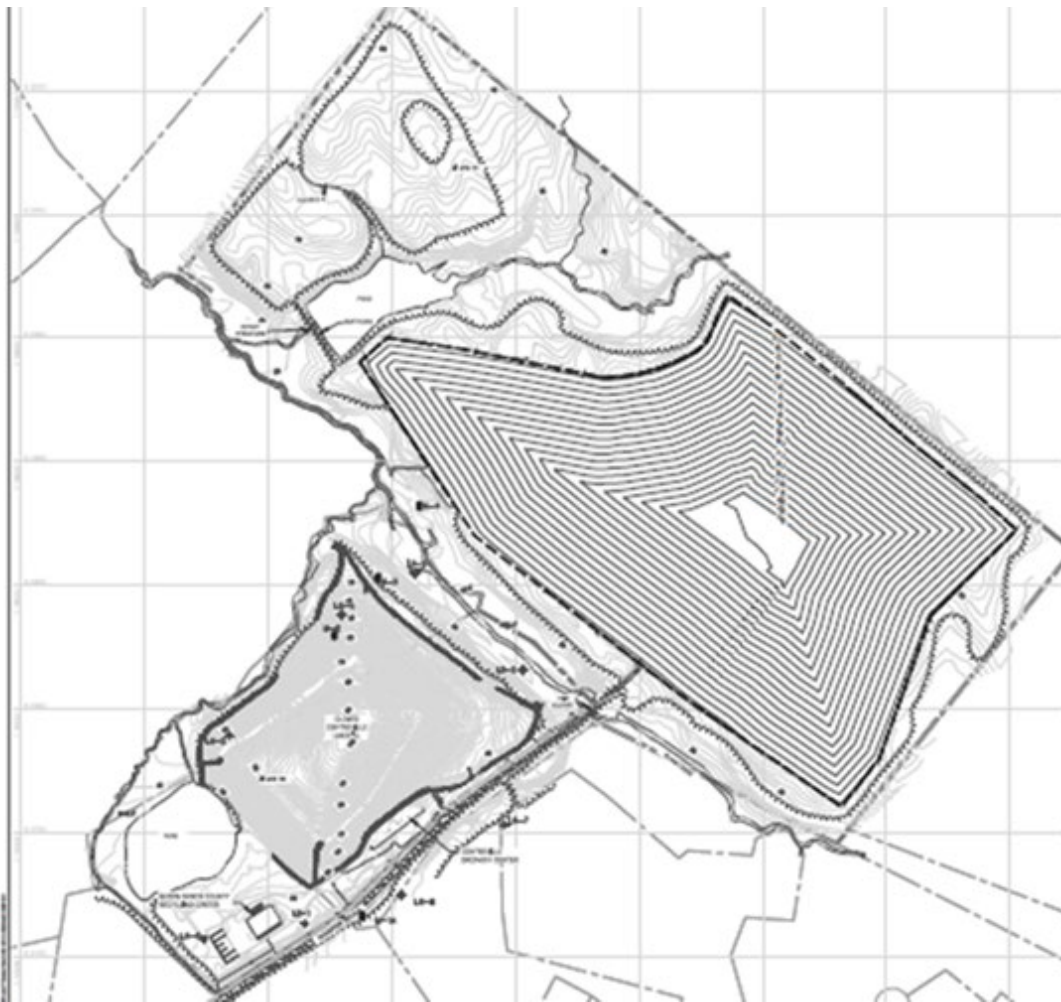
MBE Goal: 20%

Remarks: In preparation for solid waste management needs beyond the Midshore II Regional Solid Waste Facility, the Midshore Partnership Counties, consisting of Caroline, Kent, Queen Anne's and Talbot counties, has started planning for the future Midshore III landfill. The Maryland Department of the Environment (MDE) issues Refuse Disposal Permits for sanitary landfills and other waste disposal facilities under the authority of the Environment Article, §9-204 of the Annotated Code of Maryland, and regulations at COMAR 26.04.07. The MDE solid waste permitting process for landfills consist of 5 phases: Phase I - Preliminary Information, Phase II – Geological and Hydrological Report, Phase III – Engineering Report, Phase IV – Internal Review and

Preparation, and Phase V – Public Comment. To date, MES has completed Phase I. Under this contract, the A/E will prepare the Phase II Report.

The Phase II report is a site-specific environmental investigation of the property based on borings and wells installed across the site. The report must be prepared by a geologist or geotechnical engineer acceptable to MDE, and must describe the soils, geology, meteorology and hydrology of the proposed site. The report provides further definition of wetlands, floodplains, historical sites and other information needed for further design and monitoring plan development. This report is principally reviewed by MDE but is also distributed to other agencies including Maryland and US Geological Surveys, DNR, and the Army Corps of Engineers.

Attached is the proposed landfill site drawing from the MDE Phase I Permit application.



Change Order approval
PROCUREMENTS, CONTRACTS, PURCHASE ORDERS,
AMENDMENTS, AND CHANGE ORDERS
FOR
BOARD OF DIRECTOR'S APPROVAL

September 28, 2023

Item: 4

Type: Services over \$200,000

Group & Division: Environmental Operations Group

MES Contract Number: 1-22-4-09-5

Project Name: Midshore Contract Labor

Title/Description: Temporary labor services for Midshore I Transfer, Midshore II Landfill, and the Midshore Regional Recycling Program

Original Procurement Method: Competitive Sealed Bid

Contractor: Quality Staffing Services

Original Term: 1-year, with four (4) one-year renewal options

Modified Term: 2nd renewal; 10/10/2024

Original Amount: \$55,814.40

Modifications to Date: Renewal #1 (10/11/2022) \$57,488.83
CO#2 Increased temporary staffing level (5/5/2023) \$37,824.00

Amount of this Renewal #2: \$53,570.00

Revised Total Contract Amount: \$204,697.23

Client/Fund Source: **2574-1200:** May 2009 Waste Disposal Agreements with the Midshore Counties (Caroline 09-08-80; Kent 09-08-81; Queen Anne's 09-08-82; Talbot 09-08-83)
2575-1201: Talbot County IGA 11-08-12
3038-1200: Recycling IGAs with the Midshore Counties (Caroline 13-08-07; Kent 13-08-06; Queen Annes 13-08-04; Talbot 13-08-08).

MBE Participation: There is no MBE goal for this contract. The prime contractor self-performs all temporary staffing services.

Remarks:

Contract labor for intermittent staffing needs at the Midshore I Transfer Station, Midshore II Landfill, and Midshore Regional Recycling Program. The labor is primarily used to backfill absences at the Homeowner Drop-Off facilities and police litter at the Midshore II landfill. This is the second renewal of the contract.



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September 28, 2023

Item: 5

Type: Construction over \$200,000

Group & Division: Water and Wastewater

MES Contract Number: 1-24-2-01-5

Project Name: Dorsey Run WWTP , Centrifuge Installation

Title/Description: This contract is for the removal of the two existing belt filter press sludge dewatering units at Dorsey and installing two new centrifuges

Procurement Method: Competitive Sealed Bid

Bids/Proposals:

Johnston Construction Company	\$ 2,545,261.00
HRI Construction LLC dba M2 Construction	\$ 2,777,750.00
Clark Construction Group LLC	\$ 3,668,472.00
W. M. Schlosser Company	\$ 3,788,000.00

Awarded To: Johnston Construction Company

Amount: \$ 2,545,261.00

Term: 550 days from notice-to-proceed

Client/Fund Source: GCL Funds, PCA # 12250

MBE Goal: 16.2 %

Remarks: The existing belt filter press sludge dewatering equipment at the Dorsey Run WWTP is 36 years old, obsolete and prone to failure. It is becoming increasingly difficult to find repair parts when these units break down. The WWTP is not capable of storing liquid sludge for more than a couple of days; anything beyond this could upset the treatment process and result in a discharge permit violation.

This contract is for the installation of the new centrifuges and all appurtenances, which will provide more efficient and reliable dewatering of the sludge. The item is schedule to go before the Board of Public Works on October 4, 2023.



Example of new Centrifuges

Approval after Solicitation
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FOR
BOARD OF DIRECTOR'S APPROVAL

September 28, 2023

Item: 6

Type: A/E Services over \$200,000

Group & Division: Technical and Environmental Services

MES Contract Number: TBD

Project Name: Data Analytics and Electricity Modeling

Title/Description: Electricity Sector Modeling

Procurement Method: Client Directed Sole Source

Bids/Proposals: Tabors Caramanis Rudkevich

Awarded To: Tabors Caramanis Rudkevich

Amount: \$300,000

Term: June 30, 2024

Client/Fund Source: Maryland Energy Administration (MEA) Task #16, Data Analytics

MBE Goal: 0%

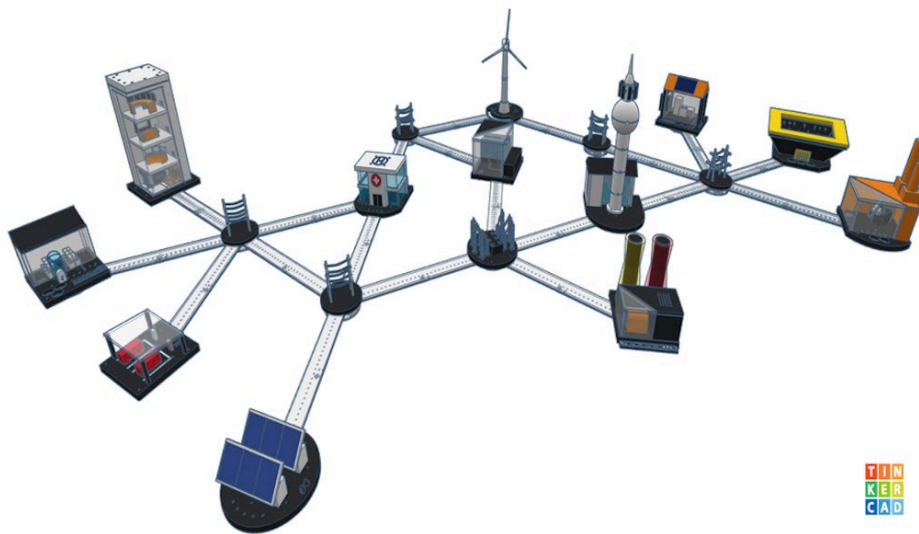
Remarks: MEA is running a small, internal working group to determine a policy menu of goal structures and to then utilize the chosen structure to achieve the 100% goal through capacity expansion/production cost modeling. Tabors Caramanis Rudkevich has the specialized subject matter expertise needed to present alternate scenarios and sensitivity analyses to complete the specifications required in the report.

Given the deadlines set, MEA has a critical need to fill the role quickly and to have the work and final product by December 7, 2023. With this expedited timeline, the assigned contractor must have demonstrated ability to accomplish the Scope of Work through documented previous engagements, a deep understanding

of electricity systems, and a multilayered understanding of long-term electric system modeling. Tabors Caramanis Rudkevich meets these requirements. There is no opportunity for MBE on this contract because all the work will be completed by the prime contractor who is the subject matter expert.



(Image taken from: <https://www.energypolicy.columbia.edu/initiatives/energy-systems-modeling/>)



(Image taken from: <https://hackaday.com/2021/06/26/emulating-a-power-grid/>)

Pre-Solicitation Approval
PROCUREMENTS, CONTRACTS, PURCHASE ORDERS,
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September 28, 2023

Item: 7

Type: A/E Services over \$200,000

Group & Division: Environmental Operations

MES Procurement #: TBD

Project Name: Prince George's County Organics Composting Facility
Sedimentation Basin Retrofit: Supplemental Design, Permitting,
and Bid Support Services

Title/Description: A/E services for retrofits to the existing sedimentation basin, its infrastructure, and the associated swale that collects on-site stormwater at the Prince George's Organics Composting Facility (PGC-OCF). The PGC-OCF is located at 6550 S.E. Crain Highway in Upper Marlboro, MD, and is owned by Prince George's County Department of Environment, Resource Recovery Division and is operated by MES.

Procurement Method: A/E shortlist

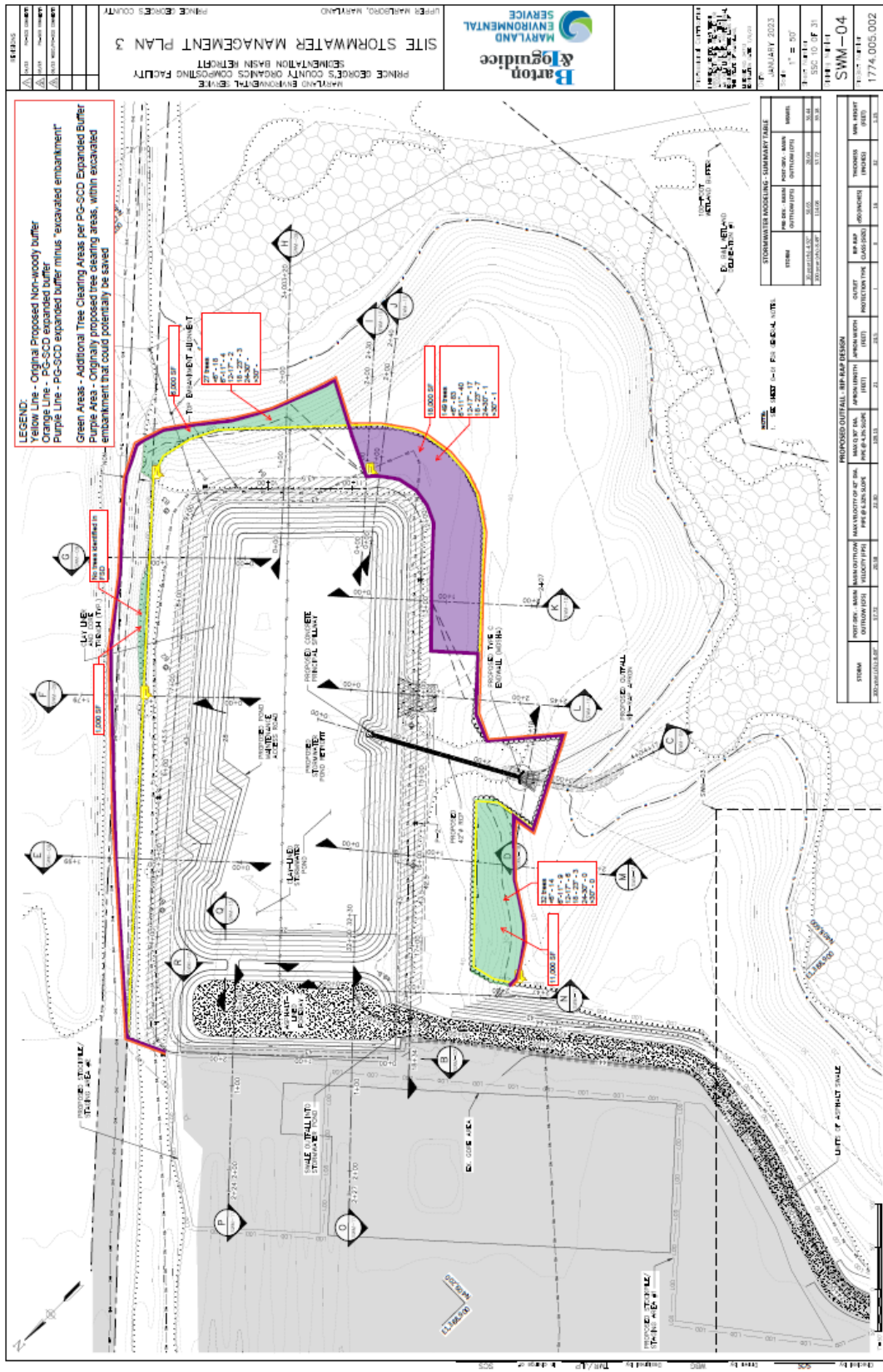
Advertising Date: NA

Estimate: \$250,000

Client/Fund Source: Prince George's County – Project No. 2548-1700

MBE Goal: 15%

Remarks: Site Plan of Work Area Attached.



Approval after Solicitation
PROCUREMENTS, CONTRACTS, PURCHASE ORDERS,
AMENDMENTS AND CHANGE ORDERS
FOR
BOARD OF DIRECTOR'S APPROVAL

September 28, 2023

Item: 8

Type: Vehicles over \$200,000

Group & Division: Finance

MES Contract Number: TBA

Project Name: Equipment Fund- Fleet vehicles

Title/Description: (3) FORD F-450 STAKE BODY

Procurement Method: Cooperative Contract (Baltimore County contract # B-4504)

Bids/Proposals: NA

Awarded To: Apple Ford

Amount: \$228,811.62

Term: Within FY24

Client/Fund Source: Montgomery County / Equipment Fund

MBE Goal: 0%

Remarks: Montgomery County requested replacement vehicles, to be financed by the Equipment Fund to Montgomery County over "TBD" months.



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September 28, 2023

Item: 9

Type: Vehicles over \$200,000

Group & Division: Finance

MES Contract Number: TBA

Project Name: Equipment Fund- Fleet vehicles

Title/Description: 1. (10) Ford F-150, or an equivalent model
2. (2) Mitsubishi Outlander Sport

Procurement Method: Cooperative Contract (1. Baltimore County contract # 0004504;
2. Howard County Contract #4400004544)

Bids/Proposals: NA

Awarded To: APPLE FORD

Amount: \$525,000

Term: Within FY24

Client/Fund Source: Equipment Fund

MBE Goal: 0%

Remarks: Replacing high mileage vehicles in the fleet.



REMIK IMAGES

Compensation Administration Guidelines

MARYLAND ENVIRONMENTAL SERVICE

259 Najoles Road
Millersville, MD 21108

Phone: (410) 729-8200
Web: www.menv.com

SEPTEMBER 2023



Compensation Administration Guidelines



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Introduction & Compensation Philosophy

The Maryland Environmental Service (MES) is an agency of the State of Maryland that provides operational and technical services to protect and enhance the environment for the benefit of the people of Maryland. MES is a not-for-profit entity, providing cost-effective services primarily to State and county governmental clients. MES relies on fees for service to compensate employees and seeks to balance providing cost-effective solutions and services to our clients while attracting, retaining, and motivating talented employees committed to providing excellent service. In most cases having a talented workforce leads to cost savings that far exceed the expense to attract and retain that workforce. Our motto is, "Environmental Solutions for a Better Tomorrow." Maintaining a talented workforce is critical to achieving our mission.



MES recognizes the importance, contribution, and performance of its employees in pursuing, achieving, and supporting MES' activities, programs, and services. MES is committed to implementing compensation policies and programs which provide equitable classification of positions, competitive pay, and performance-based pay increases. MES is also committed to rewarding employees for their performance, skills, knowledge, and abilities through competitive pay, performance-based salary increases, a performance-based bonus program, tuition reimbursement, and opportunities for career-enhancing trainings and certifications.

It is our intention to develop our employees through learned skills, trainings, and certifications that will enhance our ability to retain employees and, enable MES staff to perform at a high level and enhance and protect the environment through innovative solutions to the region's most complex environmental challenges. MES recognizes that some employees may leave MES for challenges elsewhere, but they will be well-trained professionals capable of continuing services at a high level, hopefully still serving in the State of Maryland.

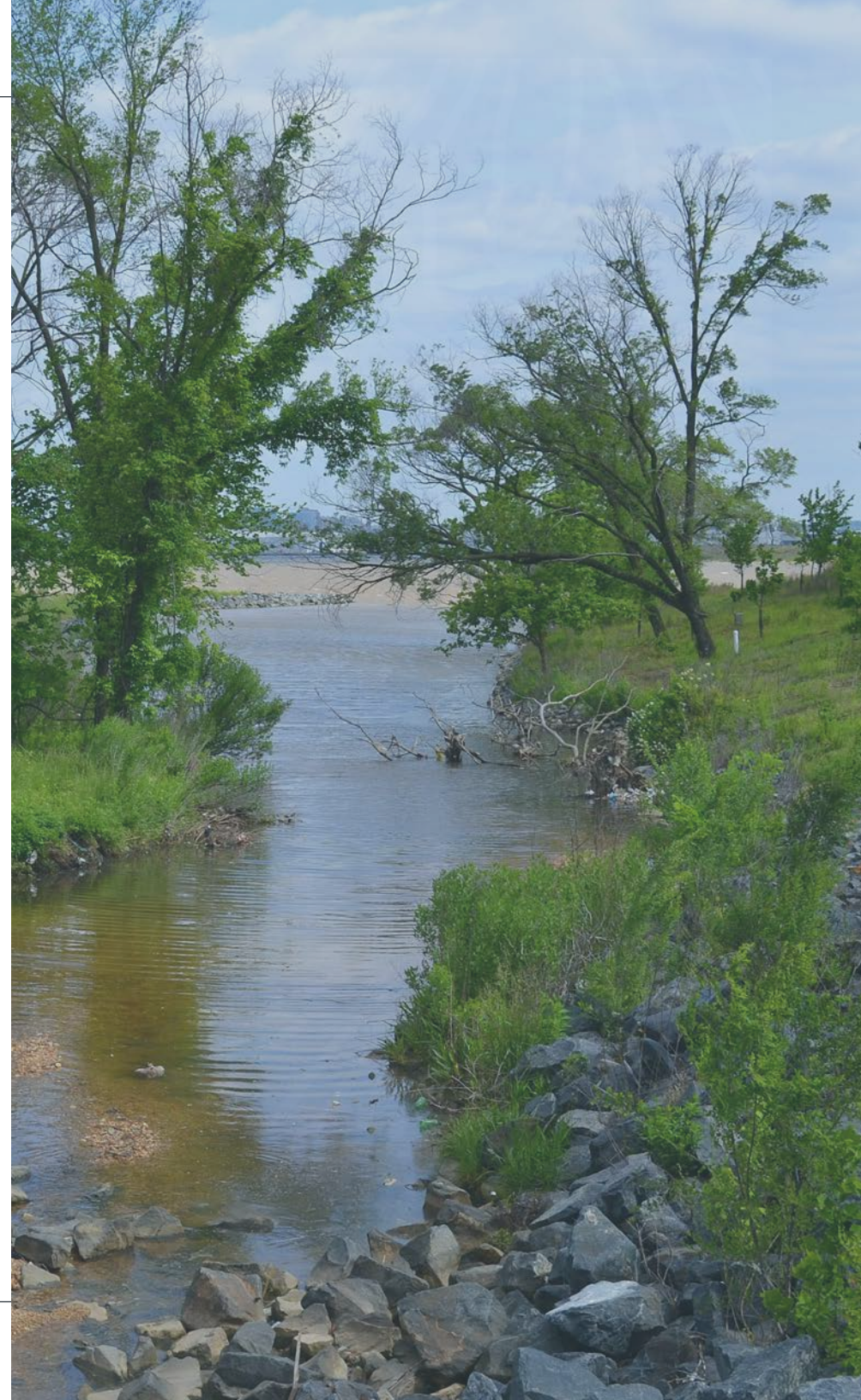
MES strives to deliver exceptional service to our clients and partners; however, we recognize that excellence is only achievable when we allow our people to be the best versions of themselves. That is why we invest in our employees, so our workplace can thrive.

Maintaining a talented workforce **is critical to achieving our mission**



Compensation Program Goals

This guideline lays out the components, processes, and detailed information about MES' salary and compensation administration programs. It is the responsibility and intention of the Executive Director and Board of Directors to administer compensation equitably, consistently, and fairly within MES, and to make modifications to these policies as necessary and appropriate. MES will compensate competitively, transparently, equitably, and in alignment with our mission, strategic goals, statute, and regulations.



MES desires to be competitive in its identified market in providing compensation and benefits to its employees.

The goals of MES' compensation plan are to:

1. Provide compensation at a level sufficient to recruit, develop, and retain qualified, talented, and motivated employees who provide quality services and outstanding customer service to best meet the needs of clients and citizens of the State of Maryland.
2. Establish compensation at levels which maintain internal equity among positions and individual employee salaries.
3. Demonstrate management's respect and appreciation for the efforts of all employees by providing performance-based compensation which consistently and equitably rewards positive performance, and contribution to MES' mission and experience.
4. Provide all employees with equitable compensation regardless of race, gender, age, or other protected classes.

To achieve these goals MES will:

1. Be competitive (with market rates of pay) while maintaining fiscal responsibility.
2. Evaluate and adjust pay ranges when warranted by changing economic and competitive factors as determined by biannual classification and compensation surveys.
3. Balance compensation, agency financial resources and customer needs.
4. Comply with applicable laws.

MES acknowledges that pay is not the only factor in recruitment and retention. MES will endeavor to provide employees with other benefits including savings, health and retirement benefits, health and wellness opportunities, tuition reimbursement, and appropriate trainings, certifications, and career development and advancement opportunities.

MES management will administer the compensation program and philosophy which will include components listed below and described in these administrative guidelines. Detailed information about classification and compensation policies, salary increases, promotions, and other important policies are provided in the sections that follow.



Compensation Program Components



Salary Administration

MES' administration of salary compensation is intended to ensure consistency within the agency practices while being competitive, fair and equitable, and balancing the agency's financial resources and client needs.

Salaries are established keeping in mind the compensation administrative guideline goals and philosophy, and are monitored and maintained in accordance with available financial resources, employee performance, equity, and market conditions. Salaries are based on structured and set position descriptions with established salary grades.

Salary Setting Considerations

Internal Review: To ensure understanding of MES' jobs, organizational structure, compensation and benefits plans, interviews and focus groups may be conducted with staff from some or all groups and levels of the organization. In addition, job descriptions will be carefully reviewed for accuracy to the work that is performed by the staff in those classifications. The information obtained will be reviewed to help develop the final compensation system, in combination with guidance and expertise from management and data gathered in market research during an external compensation study. At the same time, MES must balance the retention of talented staff to complete complicated environmental projects.

MES strives to deliver exceptional service **to our clients and partners**





Salary Setting Considerations (cont.)

External Compensation Study: This review includes a comprehensive analysis of the salaries of similar positions in MES' identified labor markets. The review may also include a comparison and analysis of fringe benefits of similar positions. The salaries of positions at MES will be compared to those gathered from the market research. This information will be reviewed by the Chief of Human Resources (HR) in consultation with Executive management to develop the biannual survey of the compensation system.

Other Considerations: MES is a public agency, providing services to many other public agencies and the private sector. In determining appropriate compensation for its employees, MES must also consider the affordability of its salary program to the clients for whom the agency provides its services.

Review of Salary Ranges

To ensure the continued soundness of the compensation plan, the Chief of HR will conduct an annual review of the classification structure and the internal relationships of positions to determine proper classification. The Board of Directors will be responsible for approving any recommendations for changes to the salary structure of the Agency. The salary card will be updated annually to reflect the maximum percentage approved by the board for performance-based compensation and other salary increases approved by the board. The Chief of HR may also recommend targeted salary adjustments to specific positions or salary ranges, in consideration of market conditions and internal equity. All salary card adjustments must be approved by the Executive Director.



Position Descriptions

Positions at MES are assigned job classifications that provide a general job description with position summary, job functions, responsibilities, education and experience, knowledge, skills, and abilities, and assigned salary grade. These job classifications are available on the MES intranet site. The job descriptions are flexible and are not intended to encapsulate every facet of the job or work.

All position descriptions will be reviewed annually by the supervisor and employee, preferably in conjunction with the annual performance review, to ensure they accurately reflect the duties, responsibilities, and requirements of the position. Supervisors will approve the position description for accuracy and immediately provide Human Resources proposed updates or changes as needed. A proposed modification to a position description shall not be effective until the Executive Director's approval.



Career Ladders

Many position classifications are grouped in series of increasing levels of experience, education, and job responsibilities. In keeping with the philosophy of the compensation administration guidelines, MES has developed structured career ladders to establish enhanced career paths based on education, training, certifications, and career growth opportunities. These career ladders are developed by the operating groups and reviewed and approved by the Chief of HR, Deputy Director, and Executive Director. The career ladders are then presented to the Board of Directors for approval prior to implementation. Approved career ladders are included in the Appendix and are intended to aid in attracting and retaining employees, strengthening agency teams, and minimizing agency vacancies.

Creation of New Classifications

Sometimes, MES may recognize the need for a new classification to be created to fill a need from growth in services, staffing needs, additional obligations, or other needs. The Chief of HR, in consultation with the appropriate Managing Director, will recommend any required new classifications. The immediate supervisor or Division Chief of the new position will develop a draft position description and the Chief of HR will be responsible for reviewing the classification. An appropriate salary range for the new classification will be determined by the Chief of HR in consultation with the supervisor of the new classification and in accordance with the compensation philosophy of the agency.

The Deputy Director and the Managing Director of Finance will review operational group positions. Overhead positions are approved by the Executive Director after presentation by the Deputy Director with a review by the Managing Director of Finance. The Executive Director will be responsible for approving the classification description.

We motivate & retain employees **committed to providing excellent service**





Filling Vacancies

Before the agency advertises a vacant position, the Chief of HR, in consultation with the Managing Director, will review the job classification for accuracy of the position description, duties, and responsibilities. The Chief of HR will also review and approve the position's advertised salary range.

When a vacancy occurs, MES employees may apply for the position if they meet the minimum qualifications for the position. If a current MES employee successfully interviews and is offered the position, and the position is in a higher grade level than the employee's current position, then the employee's new salary shall be set in the same manner as described below in Salary Increases.

Salary Grades and Structure

The compensation structure developed by MES establishes and maintains the overall structure of positions in an equitable and flexible manner. Positions are classified into salary grades based on the duties, responsibilities, and requirements of the position. The Managing Directors, in consultation with the Chief of HR, are responsible for determining the relative relationship of all of MES' positions, utilizing a consistent and equitable method. This process focuses on the level of responsibility and the educational and work experience required for the positions themselves and not on the individuals occupying them.

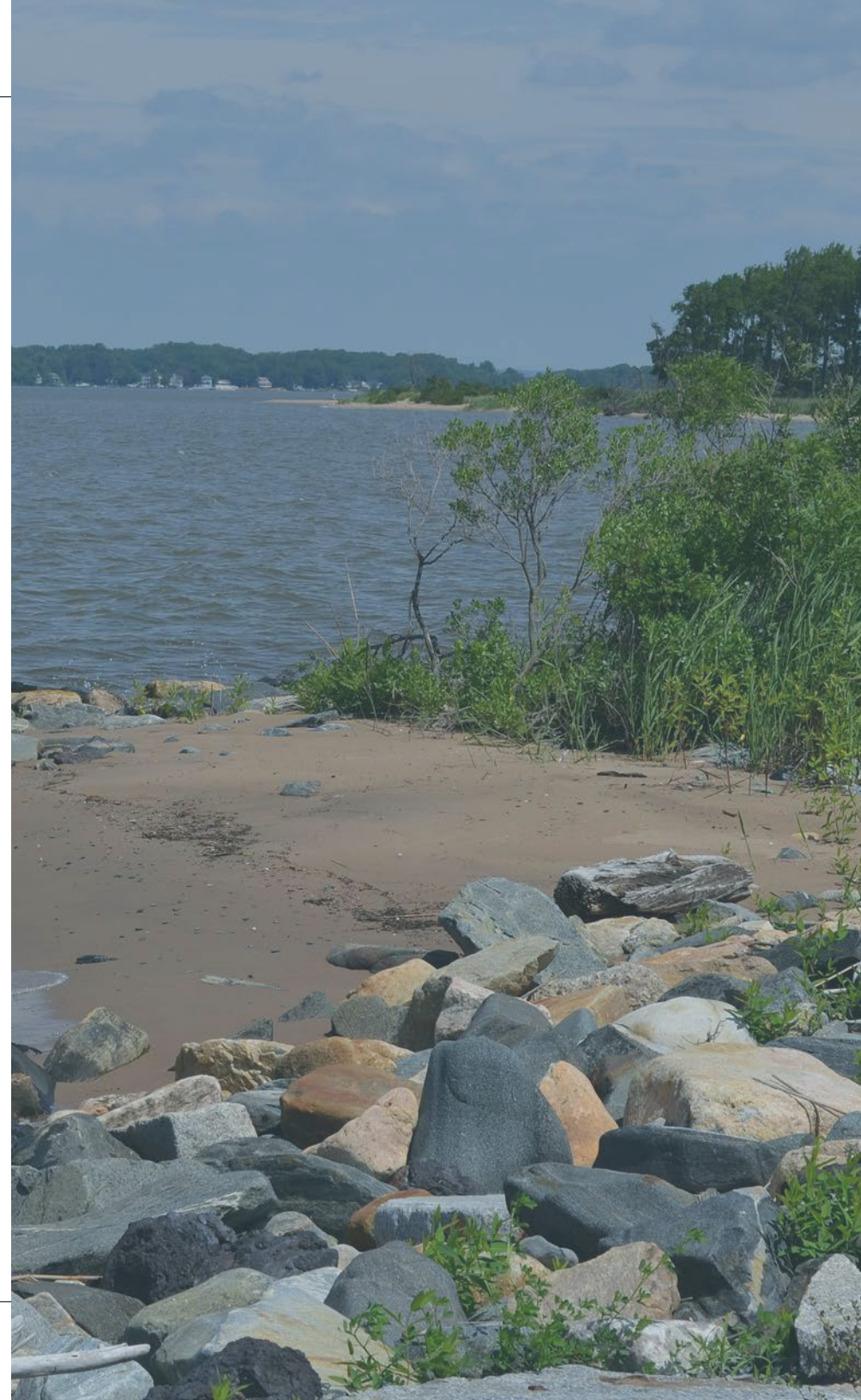
The salary card which lists the salary range for each grade is maintained on the MES intranet. To ensure the continued soundness of the compensation plan, the Chief of HR will work with an outside compensation survey consultant to perform a biannual review of the salary card and structure. The Board of Directors will be responsible for approving any recommendations for changes to the salary structure of the Agency. Salary ranges may also be updated to recognize market competitiveness by an appropriate cost of living adjustment or other market adjustment linked to the consumer price index or other accepted inflation indicator.



Employee Salary Increases

Individual employee salary increases are limited to the following situations: performance-based compensation (PBC) in July, salary adjustments based on increased job duties, equity, or position reclassification in January, cost of living adjustments, promotion through competitive selection, or changes which result from a classification and compensation study.

When an employee is awarded a promotion to a higher grade, the salary increase will be awarded in an amount of at least 5% of the employee's current salary. Except for the unusual circumstances detailed below, salary increases shall not exceed 10% of the employee's current salary unless the grade change will not increase the employee's salary to an amount equal to the minimum of the new grade. In that situation, the salary increase will be an amount equal to the minimum salary range of the new grade.



A promotional salary increase will be recommended by the group's Managing Director and determined by the Chief of HR. There may be instances where a higher promotional salary increase may be recommended for approval by the Executive Director based on any of the following unusual circumstances:

- The grade levels and Fair Labor Standards Act of the new (promoted) position are not adequate in relationship to the position.
- The desired placement of the employee's current salary within the newly assigned salary range (see guidelines for "Establishing Pay Rates for New Hires & Internal Solutions" below).
- The current market rate of the new position.
- Situational position equity with respect to the salary relationship between supervisors and employees in a management chain as well as other staff in the classification.
- Availability of financial resources and/or recommendations from clients who will be supporting a position and have requested specific salaries to coincide with their needs.

Any increase, promotional or otherwise, is not guaranteed and is contingent on available funds and approvals. All salary increases must be within the current approved salary range for the position's grade.

If an employee accepts a position at a lower salary grade, the employee may be required to take a voluntary demotion, will not receive an increase to their base pay, and may be required to receive a reduction in base salary if their current salary does not fall within the salary range for the new position or if the position will have fewer responsibilities.

We invest in our employees, **so our workplace can thrive**



Performance Based Compensation

Performance Based Compensation (PBC) is an adjustment to the employee's base salary based on their performance. Performance information is taken from the annual performance review provided by the employee's supervisor. PBC may not be available each year and is subject to funding availability, employee performance, and approval by the Board of Directors.



Annual Salary Recommendations

Once per year pending funding availability, and market conditions, supervisors may recommend salary adjustments to an employee's base salary based on increased job duties, equity, and/or job reclassification based on meeting career ladder milestones including education, experience, skills, trainings, and certifications. The recommendations will be limited to a small percentage of employees and require approval of the group Managing Director, Deputy Director, and Executive Director. Increases shall follow the maximum salary increase requirements and criteria as stated above regarding promotions.

In consideration of salary increase recommendations, the following should be noted:

- The increase in job duties and responsibilities should be significant, in effect for an extended period, and permanent.
- Increase of salary due to equity should be the result of significant salary discrepancies in similar classifications with similar job responsibilities, education and/or experience.
- Meeting career ladder milestones is not an automatic increase. Other contributing factors are considered such as budget, other recent adjustments, and employee performance.



Cost of living Salary Adjustments

MES cost of living salary adjustments (COLA) typically follow but are not required to follow or be limited to State-approved COLAs. COLAs are an adjustment to the employee's base salary. Additionally, MES COLAs are reviewed and approved by the Board of Directors.

Compensation and Classification Study

To ensure that MES salaries and additional compensations are competitive with market groups, MES will employ an independent external expert firm to conduct a classification and compensation study on a biannual basis. Studies will include a comprehensive analysis of the salaries of similar positions in MES' identified labor market. The review may also include a comparison and analysis of fringe benefits of similar positions. The salaries of positions in MES will be compared to those gathered from the market research and this information will be reviewed by the Chief of HR in consultation with Executive management to develop the final compensation system.

The compensation and classification study shall include an evaluation of additional compensation above employees' salaries such as those described under Other MES Compensations and Benefits.



Establishing Pay Rates for New Employees

Pay rates for newly hired employees within an approved grade level will be recommended by a group's Managing Director and determined by the Chief of HR in accordance with the following guidelines:

- A position's recruiting salary will typically extend from the range minimum to the mid-point of the salary range.
- The selected candidate's salary offer will be within the range posted for the position and will reflect the individual's experience and qualifications.

In cases where circumstances warrant, the Chief of HR, after consultation and approval from the Executive Director, may grant approval to hire a selected candidate above the mid-point salary range. These circumstances include critical needs, geographical location, market fluctuations, and candidates possessing highly desirable qualifications and/or experience. More latitude will be given to billable positions that are deemed critical to a client's needs.

We allow our people,
**to be the best versions
of themselves**



Temporary Pay for Acting Capacity

Eligibility

In accordance with MES policy #HR 10.15, an employee may be designated to perform temporary duties in a classification for which the rate of pay is higher than that of the employee's classification for any of the following reasons:

- The absence of an incumbent for more than 10 continuous workdays for grades 1-4 and 20 continuous workdays for grades 5 and above.
- A vacancy.
- Unusual circumstances which necessitate assignment of duties at a higher level than that of the employee's classification.



Assignment Process

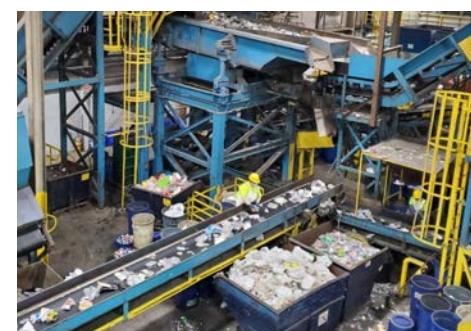
Once an employee meets the conditions for eligibility for temporary acting pay and upon consultation with the appropriate Managing Director, a supervisor shall complete a "Request to Designate an Employee in Acting Capacity" Form and forward it to the Managing Director for review and approval. The Managing Director shall submit the form to Human Resources which will then be forwarded to the Executive Director for authorization.

Upon authorization from the Executive Director, Human Resources will forward the approved form to payroll and a copy to the originating group. The group shall immediately notify the employee of the employee's acting capacity. Acting capacity pay will be reviewed by the appropriate Managing Director and Human Resources every 90 days. The appointment of acting capacity will not guarantee the employee a promotion or preferred treatment. At the end of the acting capacity assignment, the Managing Director will notify the Human Resources Division and Payroll to ensure that an overpayment does not occur.

Temporary Compensation

The amount of the acting capacity pay shall be the amount which the employee would be paid if the employee had been permanently promoted to the higher classification unless otherwise provided by law or MES policies. Payment for acting in a higher classification shall be made as follows:

- Between grades 1 and 4, additional compensation shall be paid for the period in excess of 10 continuous workdays.
- For grades 5 and above, additional compensation shall be paid for the period in excess of 20 continuous workdays.
- An employee will be compensated at the employee's normal rate of pay for the days worked in an acting capacity prior to meeting continuous days requirement.



Equal Employment Opportunity & **Diversity, Equity, & Inclusion**

MES has an established policy to foster a diverse, inclusive work environment where all employees are valued and respected. MES is committed to demonstrating equity and inclusion in our personnel actions including hiring, training, compensating, mentoring, coaching, promoting, disciplining, sustaining, and retaining a well-qualified, fully-engaged diverse team.



As an agency of the State of Maryland, MES administers and enforces State and federal equal employment opportunity laws and policies and promotes a work environment free of any unlawful discrimination, harassment, and retaliation; and assists in the building of a well-diversified workforce for employees and applicants.

MES implements an interview process that includes diverse panels of interviewers to strengthen the overall MES organization performance and recruit and develop diverse talent at all levels of MES, improving the overall hiring process to encourage a more diverse workplace. Additionally, all salary decisions shall be fair, equitable, and not based on race, gender, age, sexual orientation, religion, or nationality.

We reward employees,
**for their performance,
skills, & knowledge**



Other MES Employee Compensation & Benefits

MES supports other forms of compensation for the benefit of employees and in keeping with MES' goal to provide compensation at a level sufficient to recruit, develop, and retain qualified, talented, and motivated employees to provide outstanding customer service.



BEST Program

Subject to available funds and Board approval, MES will use the BEST (Building Excellence and Success Together) program to compensate employees annually. BEST and BEST Plus incentive pay are based on available funds and organizational and individual performance and therefore, the amount of these increases will vary from year to year, depending on the factors approved by the Board of Directors for the BEST Program. BEST and Best Plus incentive pay do not increase an employee's base pay.

Tuition Assistance

MES supports employees who wish to continue their education to secure increased responsibility and growth within their professional careers. In keeping with this philosophy, MES has established a tuition assistance program under MES Policy # HR 8.01 for expenses incurred through accredited institutions of learning.

The Managing Director of each group in consultation with the Human Resources Division will approve an employee's program of study for accreditation purposes. Since this is a voluntary program, employees must take the initiative to apply for and participate in this assistance program. Qualification and participation are subject to evaluation by MES. The tuition assistance program is intended to enhance employee knowledge and skills relative to their current position or to prepare the employee for career advancement within MES.

Participation in the program will not guarantee promotion or preferred treatment for assignments. The Chief of HR will be responsible for the administration of the tuition assistance program and will ensure that the program operates within the stated policy.





MES retirement, **Health, & Financial Benefits**

MES supports employees with competitive health and financial retirement benefits to compensate employees above a base salary. These benefits include:

- Health Insurance with choice of medical plan and prescription, dental, vision, and life and disability insurance options, along with flexible spending accounts.
- 401K retirement savings program with generous agency match.
- Paid vacation, personal, and sick leave.
- At least ten paid holidays per year.
- Retired long-term employee medical cost reimbursement.

Board-Approved Career Ladders

Electrician Career Ladder

Electrician Trainee

Grade: 2

Education: High school or equivalent

Experience: None

Substitution for Experience: N/A

Training/Certification for Advancement: Entry level

Electrician Apprentice (Junior Electrician)

Grade: 3

Education: High school or equivalent

Experience: 18 months applicable

Substitution for Experience: N/A

Training/Certification for Advancement: 2 technical classes or certifications or enrollment in apprenticeship program

Electrician (Electrician I)

Grade: 4

Education: High school or equivalent

Experience: 3 years applicable

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: 2 technical classes or certifications and MES Management or Supervisory Training recommended

Senior Electrician (Electrician II)

Grade: 5

Education: High school or equivalent

Experience: 5 years applicable

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Enrollment in a program to obtain Journey person certification; MES Management or Supervisory training recommended

Lead Electrician (Electrician III)

Grade: 6

Education: High school or equivalent

Experience: 7 years applicable experience and 2 years supervisory experience (directly or indirectly)

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Journeyman certification

Senior Lead Electrician (Electrician IV)

Grade: 8

Education: High school or equivalent

Experience: 9 years applicable experience and 4 years supervisory experience (directly or indirectly)

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Master Electrician license

Master Electrician (Electrician V)

Grade: 10

Education: High school or equivalent

Experience: 12 years applicable experience and 5 years supervisory experience (directly or indirectly)

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: N/A

Engineering Career Ladder

Assistant Engineer

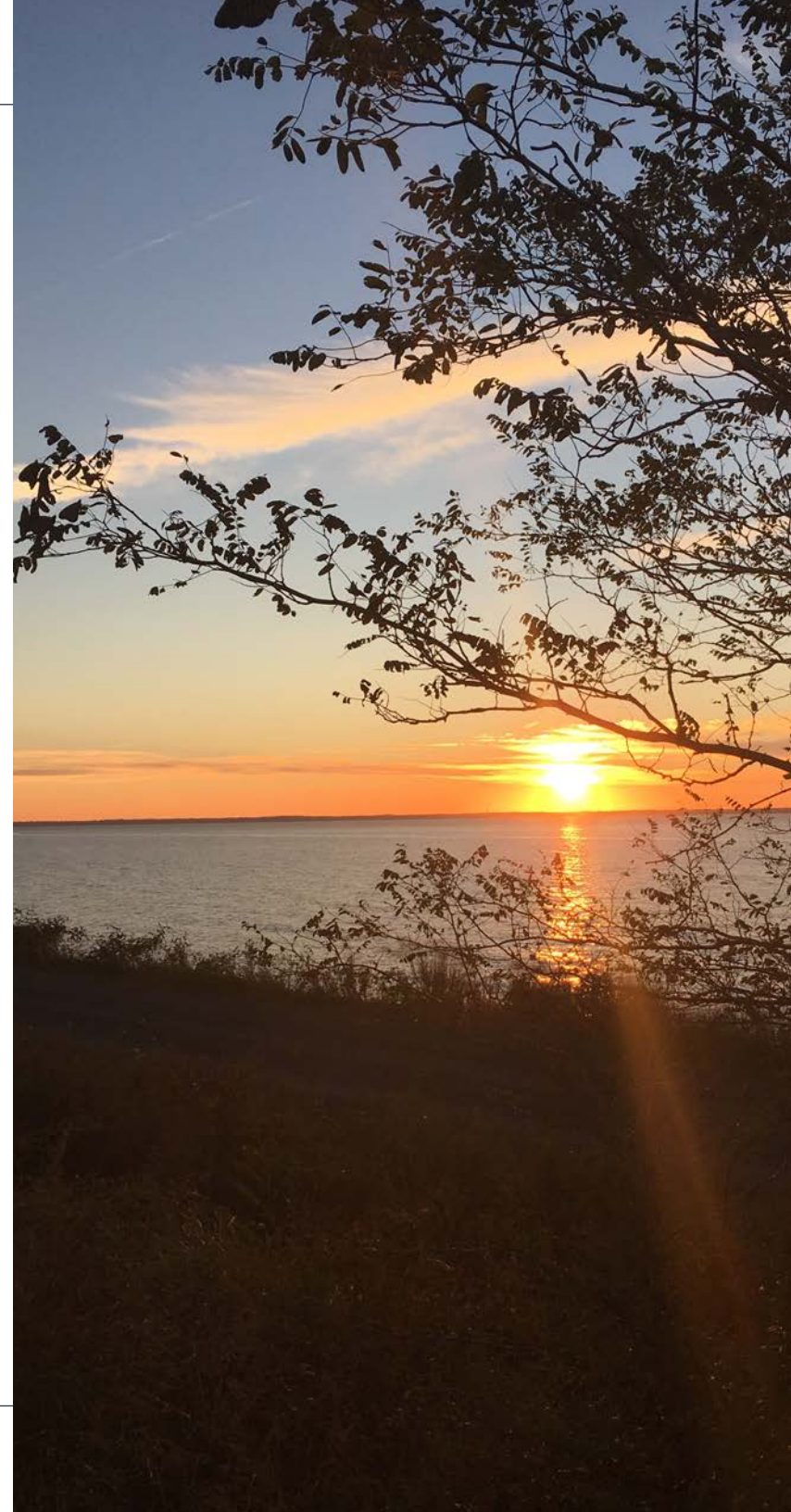
Grade: 6

Years of Experience: 0

Professional Development Hours for Advancement: 16

Additional Requirements: N/A

Increase: N/A



Associate Engineer

Grade: 7
Years of Experience: 2
Professional Development Hours for Advancement: 32
Additional Requirements: N/A
Increase: Up to 10%

Associate Engineer II

Grade: 8
Years of Experience: 4
Professional Development Hours for Advancement: 48
Additional Requirements: N/A
Increase: Up to 10%

Project Engineer

Grade: 9
Years of Experience: 6
Professional Development Hours for Advancement: 64
Additional Requirements: 2 years of project lead/engineering oversight
Increase: Up to 10%

Project Engineer II

Grade: 10
Years of Experience: 8
Professional Development Hours for Advancement: 80
Additional Requirements: 1 year supervising staff;
3 years project lead/engineering oversight
Increase: Up to 10%

Senior Engineer

Grade: 12
Years of Experience: 10
Professional Development Hours for Advancement: 96
Additional Requirements: 4 years managing staff
Increase: Up to 10%

Section Chief, Engineering

Grade: 12
Years of Experience: 10
Professional Development Hours for Advancement: 96
Additional Requirements: 5 years managing engineering projects and supervising staff
Increase: Up to 10%

Environmental Specialist Career Ladder

ES Trainee

Grade: 3
Minimum Qualifications: Bachelor's degree and valid driver's license
Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 1
Salary Increase: N/A
Required Experience: None

Environmental Specialist

Grade: 4
Minimum Qualifications: Bachelor's degree (advanced degree may substitute for experience) and valid driver's license
Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 3
Salary Increase: Up to 10%
Required Experience: 1 year

Senior Environmental Specialist

Grade: 5
Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and valid driver's license
Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 5; May include MES Supervisor Training Class or equivalent
Salary Increase: Up to 10%
Required Experience: 3 years, including 1 managing projects and staff leadership

Senior Environmental Specialist II

Grade: 6

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 7; May include MES Supervisor Training Class or equivalent

Salary Increase: Up to 10%

Required Experience: 4 years, including 1 managing projects and staff leadership

Lead Environmental Specialist

Grade: 7

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 9; May include MES Manager Training Classes or MES Supervisor Training if not taken previously

Salary Increase: Up to 10%

Required Experience: 5 years, including 2 managing projects; may require 2 years supervising staff

Senior Lead Environmental Specialist (Technical)

Grade: 8

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and a valid driver's license. A master's degree is preferred.

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 11; MES Supervisor and Management Training Classes should already be completed

Salary Increase: Up to 10%

Required Experience: 6 years, including 3 managing projects; may require 3 years supervising staff

Assistant Section Chief – Environmental

Grade: 9

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and a valid driver's license. A master's degree is preferred.

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 13; MES Supervisor and Management Training Classes should already be completed

Salary Increase: Up to 10%

Required Experience: 6 years, including 4 managing projects and supervising staff





Section Chief – Environmental

Grade: 10

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and a valid driver's license. A master's degree is preferred.

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 15; MES Supervisor and Management Training Classes should already be completed

Salary Increase: Up to 10%

Required Experience: 8 years, including 5 managing projects and supervising staff

Equipment Operator Career Ladder

Equipment Operator Trainee

Grade: 2

Education: High School or Equivalent

Milestone Skills/Achievements: Limited experience with heavy construction equipment is acceptable. Experience with light equipment such as farm tractors, warehouse forklifts, skid-steers, etc. is preferred.

Training/Certification for Advancement: Heavy Equipment Operator Training.

Equipment Operator

Grade: 3

Education: High School or Equivalent

Milestone Skills/Achievements: Must demonstrate proficiency with at least one type of heavy equipment. Must demonstrate working knowledge of the essential maintenance checks on multiple types of equipment including accessing compartments, hydraulic fluid levels, engine oil, coolant, grease points, etc.

Training/Certification for Advancement: Maintain a Heavy Equipment Operator Training Certification and specialized equipment certifications that are applicable to the position at hand.

Senior Equipment Operator

Grade: 4

Education: High School or Equivalent

Milestone Skills/Achievements: Same Skills as Equipment Operator with proficiency with at least 2 types of heavy equipment if applicable. Must demonstrate the ability to work independently to execute job tasks.

Training/Certification for Advancement: Maintain a Heavy Equipment Operator Training Certification and any other applicable specialized equipment certifications.

Field Operations Supervisor

Grade: 5

Education: High School or Equivalent

Milestone Skills/Achievements: Experience with all facility equipment including site specific, specialized machinery. The ability to read and execute plans and interpret construction specifications. demonstrate sound leadership and communication skills.

Training/Certification for Advancement: Attend MES Supervisory Training within 6 months or the earliest available training if training is not offered within 6 months. Complete OSHA 10-hour General Industry Training Class.

Lead Equipment Operator

Grade: 6

Education: High School or Equivalent

Milestone Skills/Achievements: Same Skills as Senior Equipment Operator with proficiency with at least 2 types of heavy equipment. Must demonstrate the ability to work independently to execute job tasks and direct, train, and mentor subordinate equipment operators.

Training/Certification for Advancement: Maintain a Heavy Equipment Operator Training Certification and any other specialized equipment certifications.

Operations Manager

Grade: 7

Education: High School or Equivalent

Milestone Skills/Achievements: Demonstrate effective management, leadership, and communication. Proficiency with MES procurement policy. Experience with promoting subordinate staff and effective/judicious progressive disciplinary actions when necessary.

Training/Certification for Advancement: Attend MES supervisory training within 6 months or earliest available training if training is not offered within 6 months. Complete basic course on Excel, other Microsoft programs, and Workday. Obtain and maintain industry specific training or certifications related to assigned facility. Performs reports accounting for hours, materials, equipment use and other site requirements.

Senior Operations Manager

Grade: 8

Education: High School or Equivalent

Milestone Skills/Achievements: Same as Operations Manager. With more experience.

Training/Certification for Advancement: Attend MES Supervisory training within 6 months or earliest available training if training is not offered within 6 months. Complete intermediate course on Excel, other Microsoft programs, and Workday. Obtain and maintain industry specific training or certifications related to assigned facility. May develop and perform operating training programs. Complete OSHA 30-hour General Industry Training.

Lead Operations Manager

Grade: 9

Education: High School or Equivalent

Milestone Skills/Achievements: Same as Senior Operations Manager with increase in the number of overall staff or increase in facility size, complexity, or production.

Training/Certification for Advancement: Attend MES Supervisory Training within 6 months or earliest available training if training is not offered within 6 months. Complete intermediate course on Excel, other Microsoft programs, and Workday. Obtain and maintain industry specific training or certification related to assigned facility. Demonstrate understanding of budget processes, tracking, and work planning.

Senior Manager, Operations (Senior Lead Operations Manager)

Grade: 10

Education: High School or Equivalent

Milestone Skills/Achievements: Same as Lead Operations Manager plus successfully managing multiple projects/sites. Takes active role in budget development with project managers.

Training/Certification for Advancement: Demonstrate prior training or attend MES manager training within 6 months or earliest available training if training is not offered within 6 months Complete intermediate course on Excel, other Microsoft programs, and Workday. Obtain and maintain training and certifications related to assigned facility.



Mechanic Career Ladder

Mechanic Trainee

Grade: 2

Education: High school or equivalent

Experience: None

Substitution for Experience: None

Training/Certification for Advancement: Entry level

Mechanic

Grade: 4

Education: High school or equivalent

Experience: 3 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 approved training or licensing courses, or certifications

Senior Mechanic

Grade: 5

Education: High school or equivalent

Experience: 5 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses, or certifications

Lead Mechanic

Grade: 6

Education: High school or equivalent

Experience: 7 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses, or certifications. Certifications are preferred.

Maintenance Supervisor

Grade: 6

Education: High school or equivalent

Experience: 7 years installation, repair, and maintenance of equipment including 3 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and supervisory, management or other type of staff or project management course

Senior Lead Mechanic

Grade: 7

Education: High school or equivalent

Experience: 8 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses, or certifications. Certifications are preferred.

Senior Maintenance Supervisor

Grade: 7

Education: High school or equivalent

Experience: 8 years with operation and maintenance groups at power generating facilities including 5 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering may be substituted for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and 1 additional supervisory, management, or other type of staff or project management course

Lead Maintenance Supervisor

Grade: 8

Education: High school or equivalent

Experience: 10 years installation, repair, and maintenance of equipment plus 7 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering may be substituted for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and 1 additional supervisory, management, or other type of staff or project management course

Manager, Mechanical Projects

Grade: 8

Education: High school or equivalent

Experience: 11 years installation, repair, and maintenance of equipment plus 7 years of supervisory or management experience

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: N/A

Senior Lead Maintenance Supervisor

Grade: 9

Education: High school or equivalent

Experience: 12 years installation, repair, and maintenance of equipment plus 9 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and 1 additional supervisory, management, or other type of staff or project management course

Operator in Training Career Ladder

Operator in Training

Grade: N/A

Requirements: Complete 1s CSUS course within six months

Licenses: None

Experience: N/A

Increase: N/A

Operator in Training I

Grade: N/A

Requirements: • 2 CSUS courses completed

• Perform facility walkthrough • Attend full day of W/WW based training

Licenses: None

Experience: 1 year

Increase: 5%

Operator in Training II

Grade: N/A

Requirements: • 3 CSUS courses completed

• Perform facility walkthrough • Attend full day of W/WW based training

Licenses: Pass certification exam for facility assigned

Experience: 2 years

Increase: 5%

Water/Wastewater Operator Career Ladder

Operator

Grade: 3

Requirements: High school diploma or GED; 4 CSUS courses completed

Licenses: Valid driver's license; must hold 2 Operator Certifications or have passed 2 certification exams for facilities assigned

Experience: 3 years operator experience

Increase: 5%

Senior Operator

Grade: 4

Requirements: • High school diploma or GED

• 4 CSUS courses completed • Complete "Manage for Success" CSUS course

• Complete MES Supervisor Management Training Class (or equivalent) within 12 months

Licenses: • Valid driver's license • Hold 3 Operator Certifications or have passed 3 certification exams (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6) • May be required to hold superintendent certification

Experience: 4 years operator experience

Increase: 5%

Lead Operator

Grade: 5

Requirements: • High school diploma or GED • 5 CSUS courses completed, and Complete "Manage for Success" CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical Course

Licenses: • Valid driver's license • Hold 4 Operator Certifications or have passed 4 certification exams (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6) • May be required to hold superintendent certification

Experience: 5 years operator experience

Increase: 5%

Senior Lead Operator

Grade: 6

Requirements: • High school diploma or GED • 6 CSUS courses completed, and Complete "Manage for Success" CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical and Electrical Courses

Licenses: • Valid driver's license • Hold 4 Operator Certifications (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6) • Superintendent Certification – Water & Wastewater

Experience: 6 years operator experience

Increase: 5%

Environmental Systems Supervisor

Grade: 7

Requirements: • High school diploma or GED • 6 CSUS courses completed, and Complete “Manage for Success” CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical and Electrical

Licenses: • Valid Driver’s License • Hold 4 Permanent Operator Certifications (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6)

Experience: 5 years operations experience and 1 year as Lead/Sr. Lead Operator.

Increase: Percent increase will be determined based on experience and candidate’s qualifications

Environmental Systems Assistant Regional Supervisor

Grade: 9

Requirements: • High school diploma or GED • 6 CSUS courses completed, and Complete “Manage for Success” CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical and Electrical

Licenses: • Valid Driver’s License • Hold 4 Permanent Operator Certifications (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6)

Experience: 2 years as an Environmental Systems Supervisor with MES or 7 years experience in operations with at least 2 years supervision of employees.

Increase: Percent increase will be determined based on experience and candidate’s qualifications

Environmental Systems Regional Supervisor

Grade: 10

Requirements: • High school diploma or GED • 6 CSUS courses completed, and Complete “Manage for Success” CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical and Electrical

Licenses: • Valid Driver’s License • Hold 4 Permanent Operator Certifications (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6)

Experience: 1 year as an Environmental Systems Assistant Regional Supervisor with MES or 8 years experience in operations with at least 3 years supervision of employees.

Increase: Percent increase will be determined based on experience and candidate’s qualifications



Compensation **Administration Guidelines**



MARYLAND ENVIRONMENTAL SERVICE

SEPTEMBER 2023