

BOARD OF DIRECTORS MEETING MINUTES

September 25, 2025

LOCATION: Headquarters/Video Call

TIME: 9:30 a.m.

DIRECTORS PRESENT: Shelley Heller, Chair (remote)
Sean L. Coleman, Esq., Secretary
Brendon Baatz, Treasurer (remote)
James H. Johnson Jr., Ph.D., P.E.
Moalie Jose, P.E. (remote)
Odessa Phillip, P.E. (remote)
Andrew Kelson, Designee for Secretary, Dept. of Planning (remote)
Charles Glass, Ph.D., P.E.

DIRECTORS ABSENT:

OTHERS PRESENT:

Sandy Hertz, Deputy Director

Priscilla N. Carroll, Esq.

Pamela Fuller, Board Clerk

Winsome Condra, Procurement

Marni Dolinar, Env. Dredging &
Restoration (EDR)

Tim Ford, Environmental Operations (EO)

Felicia Gross, Ph.D., Human Resources

Matt Lapinsky, Water/Wastewater

Hament Patel, Finance

Melissa Slatnick, Technical &
Environmental Services (TES)

Kanishk Sharma, Administration

Casey Powers, IT (video)

Jeff Tosi (Government Affairs)

Kenna Oseroff (EDR)

CALL TO ORDER

Ms. Heller called the meeting to order at 9:34 a.m. Some Board members and staff were present at Maryland Environmental Service (MES) Headquarters, and other Board members participated via Zoom video call. The meeting was streamed live to the public on YouTube.

INSPIRE

Mr. Ford presented an Inspire Award to Joel Lohr, Luis Merino-Baires, John Stockard, Jaime Escobar, Andy Guillen, Sandy Gomez, Marlon Dortch, and Edison Carrillo from the Montgomery County Recycling program for their work cleaning, assembling, and delivering approximately 2,100 recycling carts to over 700 homes in Silver Creek within one week.

Mr. Sharma presented an Inspire Award to Pamela McGee for her work as the agency's Equal Employment Opportunity officer and Diversity, Equity, and Inclusion Officer, as well as the many other tasks she has taken on in the Administration group.

MINUTES

Ms. Heller requested a discussion or motion to approve the minutes of the Board meeting on August 21, 2025. There were no comments or corrections. The minutes were approved by consent.

EXECUTIVE DIRECTOR'S REPORT

Dr. Glass reported his expenses for the last month. There was one expense for lodging to attend the Maryland Association of Counties convention in Ocean City.

Dr. Glass also reported on several engagements with governmental and private entities over the last month. Deputy Director Hertz also reported on some of her engagements over the last month.

The new Operator-in-Training recruitment video was played. The video is on the MES YouTube page and linked to the MES website. It will be used at various conferences and recruitment events.

The MES WaveBot was launched on the MES intranet site. This AI tool is accessible to employees to answer questions and provide frequently requested information.

Dr. Glass also discussed the Pathways to Growth newsletter assembled by Mary Chiarella in Communications. The monthly newsletter focuses on health, wealth, and knowledge topics for employees.

MES received Top Workplace Cultural Excellence awards in 2024 for: Employee Well-Being, Professional Development, and Compensation and Benefits.

Dr. Glass reviewed his list of systems in place to track and promote continuous improvement. Those systems include BEST, Strategic Plan, employee engagement surveys, Managing for Results, Board meetings, employee suggestion box, audits, and long-term projects. He then reviewed his list of long-term projects.

A new Board member was appointed last week. Delegate Dylan Behler was appointed by the Speaker of the House to serve on the Board in the newly created delegate position.

Dr. Glass then presented Marni Dolinar, Managing Director of Environmental Dredging & Restoration, with the Governor's Citation of Excellence upon her retirement after more than 35 years with MES.

2025 EMPLOYEE ENGAGEMENT SURVEY TASKS

Mr. Tosi reviewed the task list generated from the 2025 Employee Engagement survey. There was a 39% increase in responses from the 2024 survey. The 30 new tasks have been divided into 12 categories. The task categories are:

- Compensation
- Career & Profession Growth
- Communication and Policy Updates
- Safety
- Procurement and Workday Improvements
- Recognition
- Education and Training
- Equity and Inclusion
- Operations and Innovations
- Wellness & Work-Life Balance
- Human Resources – Recruitment & Retention
- Executive Leadership & Administration

FY 28-32 STRATEGIC PLAN

Mr. Tosi reviewed the FY28-FY32 Strategic Plan development process. There will be five phases to the process:

1. Planning & Development (Q2 of FY26)
2. SWOT (Q3-Q4 of FY26)
3. Implementation and Development (Q1 of FY27)
4. Strategy Validation & Refinement (Q2 of FY27)
5. Presentation and Approval of Board of Directors (Q3-Q4 of FY27)

Mr. Coleman inquired if the Board would have a role or updates before the presentation. Mr. Tosi indicated the Board would be updated at each stage of development.

FY25 BEST GOALS – FINAL REPORT

Ms. Hertz reviewed the Building Excellence and Success Together (BEST) final goal performance for FY25. All tasks within each goal were met with two exceptions. Three of the five goals within Goal 6 Administrative Enhancement were met. The other two goals were extremely close.

“MES will increase revenue through billable labor sales with the goal of a 4% year-over-year increase.” This goal was not met. As of June, the rate was 3.9%. It should be noted that FY24 had record growth. Some cuts to budgets and programs did have an impact on this goal.

“MES will meet or exceed the state's Small Business Reserve (SBR) goal.” This goal was not met due to several factors. When MES drafted the BEST goals, the state SBR goal was 15%. During the 2024 Legislative session, the state goal was increased to 20%, in the middle of the BEST year. The state also changed how the goal was to be measured. Previously, the goal was measured as payments to SBR firms. Computed with this formula, MES achieved 20.75%.

Now it is computed based on dollars awarded. Computed with that formula, MES achieved 14.73%. Procurement strategies have already been implemented to improve compliance for the new year.

NEW BUSINESS REPORT

Ms. Heller presented the New Business Report and asked if there were any questions.

FINANCIAL REPORT

Mr. Patel summarized the agency's preliminary financial performance as of August 2025. The first two months indicate total labor sales to be better than FY25 actual and FY26 budgeted. Billable labor was 4.49% higher than last year. Overhead expenses are lower. The Budget vs. Actual figures look good. Some overhead positions have been generating revenue, and the lower vacancy rate has helped. The increase in billable labor is coming from new projects and expanded scopes in some existing projects.

RESOLUTION 25-09-1R

Mr. Patel introduced Resolution 25-09-1R. This resolution proposes to close MES offices and make American Indian Heritage Day (the day after Thanksgiving) a holiday. MES has been designating this day as a holiday annually by Resolution for 19 years. The State designated the day as a permanent official holiday several years ago. This resolution would close the service on November 28, 2025, and make the day after Thanksgiving a permanent holiday in subsequent years. Ms. Heller asked for a motion to approve Resolution 25-09-1R. Mr. Baatz made a motion to approve the resolution; Mr. Coleman seconded. The motion passed unanimously.

HUMAN RESOURCES REPORT

Dr. Gross presented the Human Resources (HR) report. The agency closed August with a vacancy rate of 4.55%. As of September 17, 2025, when the report was prepared, the vacancy rate is 4.66%. As of September 24, the rate was 3.73%. Thirteen new employees are scheduled to begin next week. Fall recruitment events are currently underway.

PROCUREMENT ITEMS

Ms. Condra presented Item 1. The procurement is contract renewal #2 with Gahagan & Bryant Associates, Inc. (GBA) for \$2,000,000. It is for two additional years of engineering and environmental services in support of the MPA Dredged Material Management Program (DMMP). There is a 29% MBE goal, and the contractor is currently achieving 41.4%. Dr. Johnson made the motion to approve the item; Ms. Phillip seconded. The motion passed unanimously.

Ms. Condra presented Item 2. The procurement is contract renewal #4 with Colossal Contractors, Inc. for \$3,501,352. It is for the fourth of four additional years of temporary labor

services for the Montgomery County Recycling Center. The increased cost includes the cost-of-living adjustment in the contract and the County's Living Wage laws. There is a 30% MBE goal, and the contractor is currently achieving 41.95%. Mr. Coleman made the motion to approve the item; Mr. Baatz seconded. The motion passed unanimously.

Ms. Condra presented Item 3. The procurement is Change Order #11 with Stearns, Conrad & Schmidt, Consulting Engineers, Inc. (SCS Engineers) for \$159,360. It is for additional construction quality assurance services at the Brown Station Road Landfill. There is a 20% MBE goal, and the contractor is currently achieving 19.8%. Ms. Phillip made the motion to approve the item; Mr. Coleman seconded. The motion passed unanimously.

The Board notifications for contracts, purchase orders, amendments, and change orders between \$25,000 and \$200,000 were reviewed.

LEGAL REPORT

Ms. Carroll reported that the vacant Assistant Attorney General position has been advertised, and interviews should begin soon.

Last month, Ms. Carroll presented updates to the Board Bylaws. These changes were in response to the 2025 legislative session, which made several changes to the membership of the MES Board. These changes updated the Bylaws to be consistent with the statute. The bylaws indicate changes can only be made after 21 days' notice to the Board. Comments from the meeting were incorporated into the document. No further comments were received after the meeting. Mr. Coleman made a motion to approve the updated Board Bylaws, and Dr. Johnson seconded. The motion passed unanimously.

Ms. Carroll also presented the draft Public Participation Procedures last month. Bylaw §5.04 allows the Board to allow public comments at the discretion of the Board Chair. Comments received were incorporated into the guidelines. Ms. Phillip made a motion to approve the Public Participation procedures, and Mr. Coleman seconded. The motion passed unanimously.

Ms. Carroll summarized the Regulatory Review and Evaluation Act which requires State agencies to periodically review their regulations. Agency staff have been reviewing MES' three chapters and have prepared the evaluation report, which is due October 1, 2025. The report contains several proposed updates that will need to be promulgated after the comment period on the evaluation report. All proposed changes to the regulations will require Board review and approval.

GROUP UPDATES

Mr. Lapinsky discussed the Chesapeake Tri-Association Conference, which was held last month. Many Water and Wastewater team members attended workshops, classes, and competitions. The Operations team competed in the "Top Ops" quiz competition. Motley Poo competed in the Operations challenge. Ms. Heather Fritz won the Best in Presentation award.

And Deep Creek WWTP won the Class B Biosolids competition. Mr. Joe Wright was awarded the William D. Hatfield award for outstanding performance and professionalism in the Operation of a Wastewater Treatment Facility.

Ms. Slatnick discussed St. Mary's County stormwater management inspection program. The inspection program began in 1997. MES developed a database to manage grading permits (GPs). Current services include entering new GPs into the database, conducting field inspections, and providing field reports.

Mr. Ford discussed the Midshore Regional Recycling Program (MRRP). The MRRP is a cooperative agreement between MES, Caroline, Kent, Queen Anne's, and Talbot Counties. It is separate from the Midshore Solid Waste agreements. The program consists of residential recycling drop-off collection sites, household hazardous waste collection, electronic recycling, and education and outreach.

Ms. Oseroff discussed the Maryland Port Administration's Reuse and Beneficial Use of Dredged Material program. Innovative Reuse of dredged material is used in upland applications. Beneficial Use is used in wetland restoration. Most material coming out of the Baltimore Harbor channels is Category 2. With treatment, it can be upgraded to Category 1.

OLD/NEW BUSINESS

Ms. Heller asked if there was any old or new business to discuss.

ADJOURNMENT

The next meeting of the Board is Thursday, October 30, 2025, at 9:30 a.m. There is an Audit Committee meeting on Thursday, October 23, 2025, at 9:30 a.m.

The meeting adjourned at 11:49 a.m.

Sean L. Coleman

Sean L. Coleman (Nov 3, 2025 14:21:26 EST)

SEAN L. COLEMAN, ESQ.
SECRETARY

Shelley L. Heller

Shelley L. Heller (Nov 3, 2025 15:33:30 EST)

SHELLEY HELLER
CHAIR