



Wes Moore GOVERNOR

Aruna Miller LT. GOVERNOR

Charles Glass, Ph.D., P.E. EXECUTIVE DIRECTOR

BOARD OF DIRECTORS MEETING MINUTES

December 18, 2025

LOCATION: Headquarters/Video Call

TIME: 9:30 a.m.

DIRECTORS PRESENT: Shelley Heller, Chair
Sean L. Coleman, Esq., Secretary
Brendon Baatz, Treasurer (remote)
James H. Johnson Jr., Ph.D., P.E.
Moalie Jose, P.E.
Odessa Phillip, P.E.
Rebecca Flora, AICP, Secretary, Dept. of Planning (remote)
Delegate Dylan Behler (remote)
Charles Glass, Ph.D., P.E.

DIRECTORS ABSENT: None

OTHERS PRESENT:

Sandy Hertz, Deputy Director
Priscilla Carroll, Esq.
Pamela Fuller, Board Clerk
Felicia Gross, Human Resources
Winsome Condra, Procurement
Aimee Warner, Env. Dredging &
Restoration (EDR)
Tim Ford, Environmental Operations (EO)
Matt Lapinsky, Water/Wastewater (WWW)
(remote)

Hament Patel, Finance
Melissa Slatnick, Technical &
Environmental Services (TES)
Kanishk Sharma, Administration
Casey Powers, IT (remote)
Ezgi Kurdoglu Heim, (W/WW)
Jason Browne, (OPS)
Bruce Eisenstein, Esq.

CALL TO ORDER

Ms. Heller called the meeting to order at 9:37 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.

MINUTES

Ms. Heller requested a discussion or motion to approve the minutes of the Board meeting on November 20, 2025. There were no comments or corrections. Dr. Johnson made a motion to approve the minutes Mr. Coleman seconded. The minutes were unanimously approved.

INSPIRE AWARDS

Ms. Warner presented the Inspire award to Laura Baker, Emily Sperling, Beth Ross, Julia Moya, and Rachel Stuber for their service in support of the Maryland Port Administration (MPA). Their extraordinary customer service allowed MPA to be awarded the American Association of Port Authorities Lighthouse Award for Excellence in Community/Education Outreach for the Terrapin Education Research Partnership (TERP) program.

Ms. Slatnick presented the Inspire award to Jay Janney, Phil James, and Jessica Cox of the laboratory services team for their extraordinary efforts in implementing new testing and reporting procedures for new lead and copper sampling. Their efforts led to no exceedances in 2025, reduced costs for additional samples, and limited the need for public notice issuances.

Mr. Ford presented the Inspire award to Robert Strand for his extraordinary customer services at the Brown Station Road Landfill in Prince George's County. Mr. Strand stepped in and worked a weekend during his pre-scheduled vacation to assist when the project manager had to attend to a family issue. He kept the project on schedule and on budget.

EXECUTIVE DIRECTOR'S REPORT

Dr. Glass reported his expenses for the last month. There were no expenses for November. Dr. Glass and Deputy Hertz attended the Maryland Association of Counties (MACo) winter conference in December in Cambridge, Maryland. Dr. Glass also reported on several engagements with governmental and private entities over the last month. Deputy Hertz likewise reported on some of her engagements over the last month.

Dr. Glass also reviewed his list of long-term projects. Exit interviews have been implemented. A project management program is being planned. Board site visits are being scheduled for the spring.

The agency celebrated America Recycles Day with a winter coat and accessories drive, as well as electronics recycling. The agency is also collecting toys for Toys for Tots and has achieved 112% of its goal for the Maryland Charities Campaign (MCC).

Dr. Glass and Ms. Heller welcomed Delegate Behler to the Board.

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 November 2025. The first five months indicate total labor sales to be better than FY25 actual and FY26 budgeted. The FY26 budget was prepared based on a 4% growth over FY25. Billable labor has been good, and expenses so far have been lower than budgeted. Labor growth is consistent across all four operating groups. Overhead expenses have been lower than budgeted so far but will increase in January with the new health insurance rates. The full financial report was not available prior to the meeting, due to the early meeting date. It will be sent to the Board members after the meeting.

DARLINGTON WATER SYSTEM – PFAS TREATMENT

Ms. Kurdoglu Heim discussed the Darlington Water System. The Service District was established in 1998 and consists of 96 active customers, and a total of 122 possible water connections. The new Water Treatment Plant was built in 2004. In 2024, the Environmental Protection Agency (EPA) announced new Per- and Polyfluoroalkyl Substances (PFAS) regulatory standards, that were also adopted by the Maryland Department of the Environment (MDE). PFAS, also known as "forever chemicals," are found in hundreds of everyday items, and have been detected in the water supply for the Town of Darlington above the limits set by EPA. There are various removal and destruction technologies emerging that have been approved by MDE. MES will focus on removal at this time and is currently conducting a pilot removal system that utilizes coal-based filters. Preliminary PFAS testing has been positive. Future capital projects will address destruction. The project currently qualified for a 50/50 funding split between two federal programs, the Infrastructure Investment and Jobs Act (IIJA) General Loan (which will need to be repaid) and the IIJA PFAS/Emerging Contaminates (EC) Fund (with 100% forgiveness after 10 years).

DARLINGTON SERVICE DISTRICT – 10TH BIENNIAL UPDATE

Mr. Patel then presented the draft Tenth Biennial update to the Darlington Service District Five-Year Plan. MES owns and operates system. The deadline to make PFAS improvements is 2031. The system rates will need to be increased to properly treat the water and make process improvements for the removal of PFAS. Half of the costs will be covered by a forgivable loan. For the last 20 years, MES has based prior price increases on the Consumer Price Index (CPI). Future rate increases will need to be implemented, including an increase on the price per gallon charged to individual users. The proposal is being presented to the Board today for comments and opinions.

The proposed rate increases are summarized below:

Year	2027	2028	2029	2030	2031
Fixed fee for Depreciation and Capital Improvement Fund	\$120.61	\$126.64	\$132.98	\$139.63	\$146.61
Cost (per 1000 Gallons)	\$10.90	\$18.24	\$25.61	\$26.89	\$28.24
Average User Charge Amount	\$104.35	\$174.67	\$245.26	\$257.52	\$270.40
Sinking Fund	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Bay Restoration Fee	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
PFAS Debt Retirement	\$42.74	\$42.74	\$42.74	\$42.74	\$42.74
Quarterly Total	\$307.71	\$384.06	\$460.97	\$479.88	\$499.74
Monthly Total	\$102.57	\$128.02	\$153.66	\$159.96	\$166.58
Annual Increase from Previous Year	37.55%	25.45%	25.64%	6.30%	6.62%

A number of questions from Board members were addressed. The proposed changes will be communicated to residents by notice in their quarterly bills, published in local newspapers, and a community hearing will be held. Ms. Phillip inquired why the increases were being front-loaded. The initial increases are what is necessary for the system to be self-sufficient, remove the current PFAS, and create a capital fund for future improvements. The proposed rate increases are planned for July 1, 2026, and will run by fiscal year, not calendar year. The proposal is being presented to the Board today for comments and opinions. Several Board members asked if it was possible to spread the rate increases out over longer periods, to reduce the impact.

Dr. Glass and Mr. Lapinsky reported that many communities and schools in that area have had PFAS issues. The source has not been identified. Removal of the PFAS is a requirement, and someone needs to pay for it. This is the first proposed increase in the cost per gallon. Mr. Patel indicated the agency would continue to explore other funding options, as well as look for ways to spread the cost out with more gradual increases to soften the impact. He welcomed any further suggestions or comments from the Board. An update will be provided to the Board when it is ready.

HUMAN RESOURCES REPORT

Dr. Gross presented the Human Resources (HR) report. The agency ended November with a vacancy rate of 3.3%. As of December 10, 2025, when the report was prepared, the vacancy rate was 3.06%. The summer internship program will launch next week. The Co-Op Developing Young Professionals program is ongoing. There were four recruitment events in December. The Supervisor and Manager Training Program will begin in January.

HUMAN RESOURCES COMMITTEE

Dr. Johnson reported that the Human Resources (HR) Committee met earlier this month. They reviewed and approved changes to 10HR policies. Those policies were:

- HR 1.02 Nepotism
- HR 1.09 Probationary Period

- HR 1.12 Reinstatement
- HR 1.18 Internal Applicants
- HR 1.22 Emergency Essential Duty
- HR 3.02 Annual Leave
- HR 3.07 Personal Leave
- HR 3.10 Jury Duty
- HR 3.13 Military Leave
- HR 5.03 Teleworking

Changes to HR 3.02 Annual Leave policy are being removed from the batch, pending further revisions. Ms. Phillip made a motion to approve the remaining nine policies as presented, Mr. Baatz seconded. The motion passed unanimously.

PROCUREMENT ITEMS

Ms. Condra presented Item 1. The procurement is for leachate hauling at the Midshore II Regional Landfill. JCI Environmental will provide the services at a cost of \$248,809.32. There is a 0% MBE goal. Mr. Coleman made the motion to approve the item; Ms. Phillip seconded. The motion passed unanimously with the exception of Ms. Heller who abstained from the discussion, consideration, and vote.

Item 2 was withdrawn prior to the meeting.

Ms. Condra presented Item 3. The procurement is a pre-solicitation approval for up to \$10,000,000 for public outreach and stakeholder engagement in support of the Maryland Port Administrations' (MPA) Dredged Material Management Program. There is a 29% MBE goal. Dr. Johnson made the motion to approve the item; Ms. Phillip seconded. The motion passed unanimously.

Ms. Condra presented Item 4. The procurement is for line cleaning, inspection, and repair at the Dundalk Marine Terminal and Hawkins Point Landfill. Mobile Dredging and Video Pipe, Inc. will provide the services at a cost of \$2,023,650. There is a 7% MBE goal. Ms. Phillip made the motion to approve the item; Mr. Coleman seconded. The motion passed unanimously.

Ms. Condra presented Item 5. The procurement is to purchase a Gimpel top mechanism trip and throttle valve for the ECI Co-Generation facility. Siemens Energy, Inc. will provide the equipment at a cost of \$202,650. There is a 0% MBE goal. Ms. Jose made the motion to approve the item; Mr. Baatz seconded. The motion passed unanimously.

Ms. Condra presented Item 6. The procurement is for street sweeping services at the Brown Station Road Sanitary Landfill and associated facilities. Atlantic Sweeping & Cleaning, Inc. will provide the services at a cost of \$218,060. There is a 5% MBE goal. Ms. Coleman made the motion to approve the item; Ms. Phillip 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 introduced Bruce Eisenstein the new Assistant Attorney General. He has over 20 years of experience in many areas which are beneficial to MES, including business administration, and planning.

GROUP UPDATES

Due to the length of the meeting so far, Group updates will be rescheduled for next month.

OLD/NEW BUSINESS

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

CLOSED SESSION

At 11:45 a.m., in accordance with MD. Code Ann., Gen. Prov. §3-305(b) (3) and (8), Ms. Heller stated that the Board intended to enter closed session to approve the minutes of a prior closed-meeting session, to consider the acquisition of real property for a public purpose and matters directly related thereto; and to consult with staff, consultants, or other individuals about pending or potential litigation. Ms. Heller asked if anyone objected to the Board entering the closed session; no objections were heard. She also stated that any member of the viewing public who objected could submit their objection via email to the agency. Mr. Coleman then made a motion that the Board enter closed session for the reasons stated above. Ms. Jose seconded the motion; all members voted in favor of closing the meeting.

The public meeting closed at 11:45 a.m. Staff not required for the closed session left the meeting room and Zoom session.

Ms. Heller called the meeting of the closed session of the Board to order at 11:50 a.m. Present during the closed session were Board members Dr. Glass, Ms. Heller, Mr. Baatz, Mr. Coleman, Ms. Jose, Dr. Johnson, Ms. Phillip, and Ms. Flora. They were joined by Ms. Carroll, Mr. Eisenstein, Ms. Hertz, Mr. Patel, Ms. Condra, Ms. Warner, Ms. Slatnick, Ms. Fuller, and Mr. Eric Hartlaub, Esq. and Mr. William Buzinski who joined the meeting for the closed session.

Ms. Heller requested approval of the minutes of the closed session from the June 26, 2025, meeting. There were no corrections or comments noted. The minutes were unanimously approved.

Mr. Patel presented a request for authorization to procure or lease real property for use as a maintenance facility. Several proposals were discussed and considered. Ms. Flora suggested an ad hoc committee be established to review the requirements and proposals. Ms. Flora left the meeting at 12:17 p.m. Volunteers for the committee included Mr. Coleman (Chair), Ms. Jose, and Dr. Johnson. Ms. Phillip made a motion to establish the Real Estate Review Committee for

this purpose. Mr. Coleman seconded the motion; it passed unanimously. The Committee will assist management in collecting any necessary information and bring the final request back to the Board for approval.

Ms. Carroll, Dr. Glass, Ms. Slatnick and Mr. Patel left the meeting at 12:25 p.m.

Mr. Hartlaub briefed the Board on a recently filed bid protest and potential litigation. Due to the time sensitive nature of the work involved, the Board was comfortable with bringing the procurement item for the project to the Board for approval in January while the bid protest is pending.

ADJOURNMENT

The next meeting of the Board is Thursday, January 20, 2025, at 9:30 a.m.

The meeting adjourned at 1:00 p.m.



SEAN L. COLEMAN, ESQ.
SECRETARY



SHELLEY HELLER
CHAIR