



Wes Moore GOVERNOR

Aruna Miller LT. GOVERNOR

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

BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE MEETING MINUTES

December 2, 2025

LOCATION: Headquarters/Video Call

TIME: 1:30 p.m.

COMMITTEE MEMBERS PRESENT:

James H. Johnson Jr., Ph.D., P.E. (Committee Chair)
Brendon Baatz (remote)
Odessa Phillip, P.E. (remote)
Shelley Heller (remote)
Charles Glass, Ph.D., P.E.

COMMITTEE MEMBERS ABSENT: None

OTHERS PRESENT:

Moalie Jose, P.E. (remote)	Pamela Fuller, Board Clerk
Andrew Kelson, Designee for Secretary	Felicia Gross, Human Resources
Flora, Dept. of Planning (remote)	Hament Patel, Finance
Sandy Hertz, Deputy Director	Kanishk Sharma, Administration
Priscilla Carroll, Esq.	Casey Powers, IT (remote)

CALL TO ORDER

Dr. Johnson called the meeting to order at 9:32 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

Dr. Johnson requested a discussion or motion to approve the minutes of the HR Committee meeting on June 12, 2025. There were no comments or corrections. The minutes were approved by consent.

RESOLUTION 25-12-1R

Mr. Patel presented Resolution 25-12-1R, an amendment to the Retiree Medical Reimbursement Plan. The plan was adopted in 1998 and amended in 2006, 2014, and 2019. The proposed resolution would increase the maximum reimbursement amount for new retirees, after January 1, 2026. The exact amount depends on years of service at the time of retirement. A consulting firm completed the calculations. There will be minimal impact on MES. The increased cost will initially be about \$5,000 per year. This proposed change is due to rising healthcare costs, and the fact that the plan has not been increased in over 5 years.

Mr. Coleman was unable to attend the meeting but emailed a question regarding the status of employees who retired prior to January 1, 2026. Mr. Patel explained that previous increases had historically only applied to new retirees, and the study completed by the actuary only contemplated the increases based on future retirees. This practice could change in the future, but the agency does not have the data now to estimate the impact.

Dr. Johnson and Ms. Phillip expressed a desire to investigate the impact of including prior employees in the rate increase. The Committee requested the agency investigate the impact of including existing retirees in the proposed rate increase and report back to the Committee by the June meeting. Ms. Phillip made a motion to keep the resolution in Committee until the requested data is completed. Ms. Heller seconded. The motion passed unanimously.

MES COMPENSATION MODEL

Dr. Johnson asked Dr. Glass to present an overview of the MES Compensation model to the committee. Compensation Administration Guidelines were prepared in September 2023, to summarize and explain the salary and compensation structure to the agency. Dr. Glass reviewed the philosophy and program goals. He also reviewed the process for salary increases and promotions, temporary pay, and the career ladders. A Benefits Guide was recently developed in 2025, to explain other compensation and benefits available to employees. He then reviewed the Performance-Based Compensation system.

HUMAN RESOURCE POLICIES

Dr. Gross reported that HR has been reviewing all policies to ensure they are aligned with Maryland and Federal Regulations, current practices, and best practices in the industry.

The policies presented for review and approval were:

- HR 1.02 Nepotism – The proposed changes are intended to clarify the definition of family members and personnel actions.
- HR 1.09 Probationary Period – The proposed change removes language regarding an automatic salary increase at the end of the probationary period. There are no automatic salary increases upon completion of the probationary period. All salary increases are completed through the process Dr. Glass described earlier.
- HR 1.12 Reinstatement – The proposed changes clarify the rate of annual leave that will be reinstated and remove the probationary period for reinstated employees.
- HR 1.18 Internal Applicants – The proposed change clarifies that satisfactory performance in a candidate's current role may be considered in determining qualifications for the current opening. Satisfactory performance is defined as a score of 3.0 or above on the annual performance appraisal. The "may" allows for flexibility.
- HR 1.22 Emergency Essential Duty – The proposed changes clarify the current practice that emergency essential employees are exempt from liberal leave, early release, and delayed opening options. The change also prohibits non-essential employees from reporting to a work location that is closed during a declared emergency. Managers are responsible for determining what positions are emergency essential.
- HR 3.02 Annual Leave – The proposed changes clarify the number of hours that may be earned and carried over into a new year. Hours in excess of the cap must be used by December 31 of each year. Provisions remain to request permission to carry over excess leave on a case-by-case basis.
- HR 3.07 Personal Leave – The proposed changes update the policy to conform to the regulations regarding the number of days of personal leave credited, based on hire date.
- HR 3.10 Jury Duty – The proposed changes clarify that supporting documentation should be sent to Human Resources.

- HR 3.13 Military Leave – The proposed changes require the employee to submit the request as soon as they become aware of the training dates, and clarify who receives the documentation.
- HR 5.03 Teleworking – The proposed changes clarify that not all employees are eligible for telework and remove the in-home inspections section. Inspections have not been done in the past, and management has no plans to start conducting them.

Ms. Phillip made a motion to approve all the suggested policy revisions for all ten policies, and recommended approval by the full Board at the December meeting. Mr. Baatz seconded the motion. The motion passed unanimously.

CLOSED SESSION

At 2:24 p.m., in accordance with MD. Code Ann., Gen. Prov. §3-305(b)(1), Dr. Johnson stated that the Committee intended to enter closed session to approve the minutes of a prior closed meeting session and to discuss the performance evaluation process of one or more employees of the Agency. Dr. Johnson asked if anyone objected to the Committee entering closed session; no objections were heard. He also stated that any member of the viewing public who objected could submit their objection via email to the Agency. Ms. Phillip made a motion that the Committee enter closed session for the reasons stated above. Ms. Heller seconded the motion; all members voted in favor of closing the meeting.

Dr. Johnson announced that the Committee meeting would immediately adjourn following the closed session. The public meeting ended at 2:25 p.m. The Board members were then transferred to a secure conference video line. Dr. Johnson, Ms. Carroll, and Ms. Fuller remained in the conference room. All other attendees left.

Dr. Johnson called the meeting of the closed session of the Board to order at 2:28 p.m. Present during the closed session of the Board were Board members Johnson, Phillip, Baatz, and Heller; Assistant Attorney General Carroll; and Ms. Fuller.

Dr. Johnson requested approval of the minutes of the closed session of the HR Committee from the meeting on June 12, 2025. The minutes were unanimously approved.

The Committee discussed Dr. Glass' performance evaluation process and format. Dr. Johnson requested that the board members review the evaluation template and provide him with any questions or revision requests by January 15, 2026. The

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evaluation form will then be distributed to the full board in February or March, for completion before the June 2026 HR Committee meeting.

ADJOURNMENT

The meeting adjourned at 2:40 p.m.

James Johnson

JAMES H. JOHNSON, JR.
HR COMMITTEE CHAIR


Minutes - December 2025 HR Committee - Final

Final Audit Report

2026-06-22

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