



Board of Directors Meeting

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August 20, 2026

9:30 a.m.

BOARD MEMBERS:

Shelley L. Heller, *Chair*

Sean L. Coleman, Esq., *Secretary*

Brendon Baatz, *Treasurer*

Moalie Jose, P.E., *Chair, Audit Committee*

James H. Johnson Jr., Ph.D., P.E., *Chair, HR Committee*

Odessa L. Phillip, P.E., *Member*

Rebecca L. Flora, AICP, *Secretary, Dept. of Planning*

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

Delegate Dylan A. Behler, *Member*

Agenda

Call to Order	Shelley Heller
Inspire Award	
Approval of Minutes – July 23, 2026	Shelley Heller
Executive Director's Report	Charles Glass
Board Assessment Kick-off	Media Share Solutions
Diversity, Equity, Inclusion Plan – Board update	Kanishk Sharma
BEST 27 Goals	Sandy Hertz
New Business Report	Managing Directors
Financial Report	Hament Patel
Human Resources Report	Felicia Gross

Procurement Items

Qieon Graham

- Item 1: Harford County Disposal Center Gas Extraction Wells – Blue Flame Crew LLC
- Item 2: Stormwater Maintenance and Remediation Services – City of Gaithersburg & State Highway Administration
- Item 3: Midshore II Landfill – Caterpillar D6XE Dozer, Carter Machinery Co., Inc.
- Item 4: Harford County Landfills – Ground Cover Maintenance, J.D. Lawn Services
- Item 5: Brown Station Road Landfill – Four-Season Waste Study, MSW Consultants, Inc.
- Item 6: ECI Co-Generation Facility – Steam Turbine Overhaul, Siemens Energy, Inc.
- Item 7: Maryland Port Administration - Urban Tree Planting

Procurement Notifications

Legal Report

Priscilla Carroll

Old/New Business

Shelley Heller

Closed Session

- Broker Presentation: Real Estate Transaction
- Litigation Update

Adjournment

Shelley Heller

Proposed FY27 BEST Goal - Revised 8/7

Goal 1: Safety

- Ensure 100% of required MES employees have documented, employee-certified lock out training records and that all new hires complete training within two weeks of their start date, with compliance validated quarterly.
- Develop and deploy a PPE assessment by October 1st, 2026, to establish required inventory levels by site and job function. By January 31, 2027, Safety will review results with each operating group and implement necessary adjustments to PPE orders to ensure full compliance and adequate protection for all employees.
- Each group will host a quarterly safety stand-down meeting to address seasonal and project-based concerns or safety practices.

Goal 2: Level of Service

- Each operating group will create and host one business development seminar for project managers and client-facing employees, focusing on building client relationships, expanding projects, and responding to proposals by the end of FY27.
- MES will participate in at least four charitable drives or volunteer-based events during FY27.
- Each group will participate in creating a tracking system to measure turnaround time of proposal requests and necessary steps within the process, in efforts to improve communications and response rates with clients.
- MES will increase revenue through billable labor sales, with the goal of a 4% year-over-year increase.
- MES will maintain a 4% average quarterly vacancy rate through the end of FY27.

Goal 3: Education & Training

- MES will develop and approve organizational AI guidelines and produce an AI security training module by the end of FY27, following the guidance and mandates of Maryland DoIT.
- Achieve a 100% completion rate for mandatory annual cybersecurity training for all MES employees assigned an MES email address.
- Each group will host at least one position-specific townhall to discuss career advancement opportunities.
- Ensure that 100% of new or updated MES policies are communicated within two weeks of Board of Directors approval.

Goal 4: Environmental Stewardship

- Ensure that 90% of MES-owned facilities have recycling plans and guidelines posted in common areas and breakrooms, available in both English and Spanish, by end of FY27.
- Create 5 pollinator gardens at MES-owned or MES operated sites in FY27.
- Each operating group will select one Environmental Acknowledgement or Awareness Day to promote to MES employees and host an educational event, using virtual platforms to reach as many staff as possible.

Goal 5: Employee Engagement & Culture

- Increase employee participation in MES-hosted DEI activities and events by 10% in FY27.
- Ensure that each MES operating group hosts at least one DEI event during FY27.
- MES Executive leadership will visit 75% of regularly staffed operating sites over the course of FY27.

Approval after Solicitation

**PROCUREMENTS, CONTRACTS, PURCHASE ORDERS,
AMENDMENTS, AND CHANGE ORDERS
FOR
BOARD OF DIRECTORS' APPROVAL**

August 20, 2026

Item: 1

Type: Construction over \$200,000

Group & Division: Environmental Operations – Solid Waste Management

MES Contract Number: 1-26-4-63-5

Project Name: Harford Waste Disposal Center Gas Extraction Well and Condensate Drilling and Installation

Title/Description: The contractor will drill and install 12 traditional extraction wells, four caisson-style extraction wells, and six condensate drains at the Harford Waste Disposal Center to comply with state landfill gas regulations.

Procurement Method: Competitive Sealed Bid

Bids/Proposals: Blue Flame Crew LLC - \$284,450 (sole bidder)

Awarded To: Blue Flame Crew LLC

Amount: \$284,450

Term: 100 calendar days from NTP

Client/Fund Source: Harford County

MBE Goal: 4.5%

Blue Flame Crew, LLC stated they could not meet the 5% requirement but stated they could achieve 4.5%. A partial waiver was approved by the MES MBE Manager.

Remarks: To maintain compliance with COMAR 26.11.42.09, the Harford Waste Disposal Center is required to install and commission an expansion on the existing landfill gas extraction and destruction system. The system must be operational by March 2027.

Pre-Solicitation Approval

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August 20, 2026

Item:	2
Type:	Services over \$200,000
Group & Division:	Technical and Environmental Services
MES Procurement #:	TBD
Project Name:	Stormwater Maintenance, Rehabilitation, and Remediation
Title/Description:	Providing assistance with emergency and non-emergency related stormwater maintenance, remediation, and rehabilitation for various government entities at the local, county, and state levels.
Procurement Method:	Request for Proposals
Advertising Date:	TBD
Estimate:	\$8,000,000 (total, \$4,000,000 each contract) \$2,000,000 (base years 1 and 2, each contract) \$1,000,000 (option year 1, each contract) \$1,000,000 (option year 2, each contract)
Client/Fund Source:	Various, anticipated to include SHA District 3 (2-24-3-37), City of Gaithersburg (1-24-3-52-5), SHA Drainage (2-23-3-30), MDTA (2-23-3-51)
MBE Goal:	17%
Remarks:	MES will award up to two contracts for as-requested stormwater services. The total amount detailed above is inclusive of the award of two contracts. These contracts will allow MES to provide as-requested support to current and future clients for all stormwater remediation efforts at both a state and local government level.

Approval after Solicitation

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August 20, 2026

Item: 3

Type: Equipment Purchase over \$200,000

Group & Division: Environmental Operations

MES Contract Number: PO# TBD

Project Name: Midshore Regional Solid Waste Partnership

Title/Description: Caterpillar D6XE Dozer

Procurement Method: Cooperative Purchasing Contract
Sourcewell Contract # 011723-CAT
MES Sourcewell ID No. 5305

Bids/Proposals: Carter Machinery Company, Inc. - \$709,881

Awarded To: Carter Machinery Company, Inc.

Amount: \$709,881

Term: February 2027

Client/Fund Source: Midshore Enterprise Fund/ Waste Disposal Service
Agreements with the Midshore Counties

MBE Goal: 0%

Remarks: This machine is needed to provide long-term continuity of operation for the Midshore II landfill and will serve as an in-kind replacement for the aging CAT D6 Dozer on the landfill working face. The new D6 XE (Hybrid Dozer) will also provide an estimated 35% reduced fuel usage compared to a standard dozer (D6).

*An MBE search was performed for this purchase as well as for previous purchases of heavy equipment. In all searches, no MBEs were found.

Change Order Approval

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Item: 4

Type: Services over \$200,000

Group & Division: Environmental Operations – Solid Waste Management

MES Contract Number: 1-26-4-01-5

Project Name: Harford County Landfills – Ground Cover Maintenance

Title/Description: Landscaping and groundskeeping services for Harford County properties managed by MES.

Original Procurement Method: Competitive Sealed Bid

Contractor: J.D. Lawn Services

Original Term: One Year

Modified Term: One-Year Extension (Additional one-year extension option for FY28; Total Term = 3 years)

Original Amount: \$100,332

Modifications to Date: None

Amount of this Renewal #1: \$100,332 (August 2026 – August 2027)

Revised Total Contract Amount: \$200,664 (August 2025 – August 2027)

Client/Fund Source: Harford County

MBE Participation: Goal = 10%, Participation to date = 7.7%" (Total paid \$84,873; MBE \$6,530)

Remarks: JD Lawn provides landscaping services for all Harford County properties managed and maintained by MES. The original term was one year with two, one-year extension options. Barring unforeseen circumstances, MES intends to approve both one-year extension options.

Approval after Solicitation

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Item:	5
Type:	Services over \$200,000
Group & Division:	Environmental Operations
MES Contract Number:	1-27-4-12-6
Project Name:	FY27 Brown Station Road Sanitary Landfill Waste Composition Study
Title/Description:	Four-season waste study at the Brown Station Road Sanitary Landfill
Procurement Method:	Assisted contract
Bids/Proposals:	MSW Consultants, Inc.
Awarded To:	MSW Consultants, Inc.
Amount:	\$200,000
Term:	9/1/2026 - 9/30/2027
Client/Fund Source:	Prince George's County/Contract Management Services (IGA 2-21-4-53)
MBE Goal:	10%
Remarks:	The contractor will perform a four-season waste characterization study of residential and commercial waste disposed of at the Brown Station Road Sanitary Landfill (BSRSL) in Prince George's County. The primary objective of the study is to provide information about the types and quantities of materials present in the waste stream across four seasons. The study will be used by the county to inform long-term waste management strategies and to evaluate the efficiency and overall effectiveness of current waste management systems.

Approval after Solicitation

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Item: 6

Type: Services over \$200,000

Group & Division: Environmental Operations

MES Contract Number: TBD

Project Name: Eastern Correctional Institution (ECI) Cogeneration Facility

Title/Description: Steam Turbine Generator No. 2 Overhaul

Procurement Method: Sole Source Contract

Bids/Proposals: Siemens Energy, Inc. - \$1,576,505.71

Awarded To: Siemens Energy, Inc.

Amount: \$1,576,505.71

Term: June 2028

Client/Fund Source: ECI Turbine Contingency Fund

MBE Goal: 0%

Remarks: Siemens Energy, Inc. (formerly Dresser Rand Company), is the OEM of the turbines on the two 1.942 MW steam turbine generators (STG) at Eastern Correctional Institution (ECI). The recommended overhaul frequency for these units is every 5 years. STG #1 was overhauled between 2024 and 2025; however, STG #2 is due for a major overhaul.

The funding source for the project is the *ECI Turbine Project Contingency Fund*, which has a balance of \$4,230,433. Funds from this source may not be expended until the project is approved by the MES Board of Directors and the Secretary of the Department of Budget and Management.

The projected start for the overhaul of STG #2 is October 2026.

Pre-Solicitation Approval

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Item: 7

Type: Services over \$200,000

Group & Division: Environmental Dredging and Restoration

MES Procurement #: 1-26-5-27-8

Project Name: Urban Tree Planting for Maryland Port Administration (MPA)
- Climate Pollution Reduction Grant

Title/Description: MES intends to award up to five contracts to procure, plant, and provide maintenance/watering services for establishing an estimated 800 trees within the Baltimore metro area. Activities will consist of project planning, permit acquisition (if required), procurement of tree stock, site preparation, tree planting, reporting, two years of tree monitoring and maintenance, and volunteer education, community outreach and engagement.

Procurement Method: Request for Proposals

Advertising Date: 6/12/2026

Estimate: \$1,000,000

Client/Fund Source: Maryland Port Administration, Environment, Safety and Sustainability MOU, MES Contract No. 2-26-5-24

MBE Goal: 10%

Remarks: Funding for this project is provided under the Climate Pollution Reduction Grant project partnership with MPA. The grant was awarded to expand urban tree canopy in Baltimore City neighborhoods (Baltimore metro area) within five miles of the Port of Baltimore-related properties.