BOARD OF DIRECTORS
MEETING MINUTES

August 20, 2026

LOCATION: **Headquarters/Video Call**

TIME: **9:30 a.m.**

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

DIRECTORS ABSENT: None

OTHERS PRESENT:
Sandy Hertz, Deputy Director
Priscilla Carroll, Esq., Office of the Attorney General (OAG)
Pamela Fuller, Board Clerk
Jessica Riesett, Technical & Environmental Services (TES)
Tim Ford, Environmental Operations (EO)
Qieon Graham, Procurement
Jen Wijetunga, Water/Wastewater (W/WW)
Kenna Oseroff, Env. Dredging & Restoration (EDR)
Hament Patel, Finance
Kanishk Sharma, Administration
Casey Powers, IT (remote)
Tim Barnes, Procurement
Dr. Alvin Onyilofor, Media Share Solutions
Dr. Scott Catey, Media Share Solutions

CALL TO ORDER

Ms. Heller called the meeting to order at 9:33 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 AWARDS

An Inspire Award was presented to David Hanley, Sean Jones, Aidan Kirby, Pam Piña, William Kessel, Tim Barnes, Arely Burns, and Shannon Jenkins in recognition of their exceptional teamwork and rapid response to an accelerated MDOT schedule for archaeological fieldwork at the Harriet Tubman/Ben Ross Homesite. Through coordinated efforts across Contracts, Procurement, Archaeology, and GIS, the team quickly completed the necessary procurement actions, secured a new subcontractor, organized field logistics and research planning, and successfully mobilized for two productive weeks of archaeological surveys critical to advancing the next phase of the project.

MINUTES

Ms. Heller requested a discussion or motion to approve the minutes of the Board meeting on July 23, 2026. The minutes were approved by consent.

EXECUTIVE DIRECTOR'S REPORT

Dr. Glass reported his and the Deputy's expenses for the last month. There were no expenses for this period, though expenses for the Maryland Association of Counties (MACo) conference and Chesapeake Tri-Association Conference (Tri-Con) are expected over the next two months.

Dr. Glass highlighted several engagements with government and private entities, many of which occurred at MACo. Dr. Glass reviewed completed items and new additions to his list of Long-term Projects. The Office of Legislative Audits has kicked off its regularly scheduled audit of the agency. They will spend about four to five months reviewing the agency.

Dr. Glass congratulated Winsome Condra, who has been appointed the Managing Director for Technical & Environmental Services (TES).

BOARD ASSESSMENT

Dr. Onyilofor of Media Share Solutions presented the kickoff of the MES Board of Directors Assessment, which is required under the MES Reform Act of 2021, and must be completed by December 31, 2026. The presentation outlined the assessment's purpose, scope, methodology, and schedule, including review of governance structure, Board effectiveness, strategic oversight, financial reporting and controls, policy monitoring, and Board leadership. Dr. Onyilofor reported that the documentary review phase is complete, with 661 documents reviewed, and that the assessment is moving into interviews, Board meeting observations, and a confidential Board self-assessment survey. The Board was advised of its responsibilities following completion of the assessment, including reviewing the final report, considering recommendations, submitting the assessment to the Governor and General Assembly, and publishing the assessment on the MES website. Board members were encouraged to participate in interviews and assessment activities as the project progresses toward issuance of a draft report in November 2026 and a final report in December 2026.

Questions were addressed regarding the procurement process and contract award. The Board would like copies of the solicitation and several documents referenced in the proposal.

DEI UPDATE

In accordance with MES' Diversity, Equity, and Inclusion (DEI) policy and plan, Mr. Sharma presented an update highlighting agency-wide efforts to advance employee engagement, supplier diversity, and inclusive recruitment practices. The presentation noted that Headquarters and operating groups hosted cultural awareness and commemorative events throughout the year, supported minority-owned and local businesses through event-related purchasing, and participated in 79 DEI-focused recruitment and outreach events. He also highlighted the use of diverse interview panels and standardized diversity-focused interview questions to support inclusive hiring practices. The Board was advised that these initiatives are intended to strengthen workforce development, broaden recruitment outreach, increase employee engagement, and further integrate DEI principles into agency operations and organizational culture.

Questions regarding the current DEI officer position and role were addressed. The position is currently vacant, with Mr. Sharma acting in that role. It was stressed that the DEI officer should be a separate, independent position.

BEST GOALS

Ms. Hertz presented the updated proposed goals for FY2027. The goals were drafted to conform with the agency's three pillars of Safety, Level of Service, and Education and Training, with the addition of categories for Environmental Stewardship and Employee Engagement & Culture. The Goals were formulated to be SMART Goals (Specific, Measurable, Achievable, Relevant, Time-bound), focused on operational improvements and ideas generated from the employee surveys. At the suggestion of the Board at the July meeting, two additional subgoals were added to Goal 2. Those goals include a 4% billable labor increase and maintaining a 4% or lower vacancy rate for the year. A subgoal within Goal 3 for cybersecurity and AI training was split into two goals.

Mr. Coleman made a motion to approve the revised FY27 BEST goals as presented; Mr. Baatz seconded the motion. The motion passed unanimously.

NEW BUSINESS REPORT

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

FINANCIAL REPORT

Mr. Patel presented the FY26 actual verses FY27 budget. FY26 final figures are currently being audited by SB & Company. The FY27 budget is based on a 4% increase in billable labor. The overhead variance is budgeted based on the assumption of no vacancies. An additional $355,000 was added to the OPEB accounts.

HUMAN RESOURCES REPORT

Dr. Gross reviewed the 2026 fiscal year-end statistics. The average overall vacancy rate for the year was 3.59%, and 3.77% for MES employees only. The average time to fill vacancies was 81.4 days. The attrition rate was 5%. Of the 125 recruitment events attended, 62% were diversity events. The vacancy rate for July was 4.01% and was 4.6% as of August 19, 2026.

PROCUREMENT REPORT

Mr. Graham presented Item 1. The procurement is for a landfill gas extraction well and condensate drilling and installation at the Harford County Waste Disposal Center. Blue Flame Crew LLC will provide the services at a cost of $284,450. There is a 4.5% MBE goal. Dr. Johnson made the motion to approve the item; Mr. Baatz seconded. The motion passed unanimously.

Mr. Graham presented Item 2. The procurement is a pre-solicitation approval for $8,000,000 for as-requested stormwater maintenance, remediation, and rehabilitation services for various government entities at the local, county, and state levels. Two contracts will be awarded. There is a 17% MBE goal. Mr. Coleman made the motion to approve the item; Ms. Phillip seconded. The motion passed unanimously.

Mr. Graham presented Item 3. The procurement is for a Caterpillar D6XE Dozer for the Midshore II Regional Landfill. Carter Machinery Company, Inc. will provide the equipment at a cost of $709,881. There is a 0% MBE goal. Mr. Coleman made the motion to approve the item; Mr. Baatz seconded. The motion passed unanimously, with the exception of Ms. Heller, who abstained from the discussion and vote.

Mr. Graham presented Item 4. The procurement is a change order with J.D. Lawn Services for $100,332. It is for landscaping and groundskeeping services provided to Harford County Landfill properties managed by MES. There is a 10% MBE goal. Ms. Phillip made the motion to approve the item; Dr. Johnson seconded. Questions regarding the MBE percentage were addressed. Mr. Barnes and Mr. Ford explained the process by which the initial percentage was determined. The limited number of available, registered firms in the area played a large role. The motion passed unanimously.

Mr. Graham presented Item 5. The procurement is for a four-season waste characterization study at the Brown Station Road Sanitary Landfill. MSW Consultants, Inc. will provide the services at a cost of $200,000. There is a 10% MBE goal. The MBE paperwork has not been fully vetted yet. Mr. Coleman made the motion to approve the item, contingent upon successful completion of the MBE documents; Mr. Baatz seconded. The MBE percentage was questioned. Mr. Ford explained that this contract was an assisted contract, piggybacked off of a Northeast Waste Disposal Authority contract for municipal waste consultants. The motion passed unanimously.

Mr. Graham presented Item 6. The procurement is for the steam turbine generator No. 2 overhaul at the Eastern Correctional Institution Cogeneration Facility. Siemens Energy, Inc. will provide the services at a cost of $1,576,505.71. There is a 0% MBE goal. Siemens is the only vendor that can work on these turbines. The funds will come from the ECI Turbine Project Contingency Fund. Mr. Baatz made the motion to approve the item; Mr. Coleman seconded. The motion passed unanimously.

Mr. Graham presented Item 7. The procurement is a pre-solicitation approval for $1,000,000 for urban tree planting, monitoring, maintenance, and community outreach services for the Maryland Port Administration Climate Pollution Reduction Grant project. There is a 10% MBE goal. Dr. Johnson 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 will present the legal report in closed session.

OLD/NEW BUSINESS

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

CLOSED SESSION

At 11:15 a.m., in accordance with MD Code Ann., Gen. Prov. §3-305(b) (3), (7), (8) and (1), Ms. Heller stated that the Board intended to enter closed session to approve the minutes of a prior closed session, to consider the acquisition of real property for a public purpose and matters directly related thereto, to consult with counsel to obtain legal advice, to consult with staff, consultants, or other individuals about pending or potential litigation, and to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom the public body has jurisdiction; any other personnel matter that affects one or more specific individuals. Ms. Heller asked if anyone objected to the Board entering the closed session; no objections were noted. 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 for the Board to enter closed session for the reasons stated above; Ms. Phillip seconded the motion. All members voted in favor of closing the meeting.

The public meeting closed at 11:15 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 11:23 a.m. Present during the closed session were Board members Dr. Glass, Ms. Heller, Mr. Coleman, Mr. Baatz, Ms. Jose, Dr. Johnson, Ms. Phillip, and Ms. Flora. They were joined by Deputy Hertz, Ms. Carroll, Mr. Hartlaub, Mr. Lavin, Mr. Patel, and Ms. Fuller. Mr. Alton Curry and Mr. Matthew Curran from MacKenzie Commercial Real Estate Services, LLC joined for a portion of the meeting.

Ms. Heller requested approval of the minutes of the closed session from the July 23, 2026, meeting. There were no corrections or comments noted. The minutes were unanimously approved.

Mr. Curry and Mr. Curran presented an overview of a proposed property for the MES maintenance building. Questions were addressed.

Ms. Flora left the meeting at 11:30 a.m. Mr. Curry, Mr. Curran, and Mr. Patel left the meeting at 11:37 a.m.

Ms. Carroll and Dr. Glass discussed a matter of potential litigation. No actions were taken.

Mr. Coleman addressed an anonymous complaint that several Board members and the Attorney General’s office received via mail. It was advised that the matter has been investigated and dealt with. No Board actions were taken.

ADJOURNMENT

The next meeting of the Board is Thursday, September 24, 2026, at 9:30 a.m.

The meeting adjourned at 12:16 p.m.

Sean L. Coleman
Sean L. Coleman (Sep 24, 2026 15:36:40 EDT)

SEAN L. COLEMAN, ESQ., SECRETARY

Shelley L. Heller
Shelley L. Heller (Sep 24, 2026 15:13:16 EDT)

SHELLEY L. HELLER, CHAIR

BOARD OF DIRECTORS MEETING MINUTES

Final Audit Report 2026-09-24

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