Onis "Trey" Glenn, III, PE, MBA

Summary:

Currently serving as a consulting engineer, an accomplished environmental professional bringing twenty-two plus years of progressive and successful leadership experiences obtained in increasingly complex environmental, water resources and regulatory fields. A motivational leader bringing the vision, initiative, innovation and interpersonal skills to make a meaningful impact. Well versed in today's changing economy and regulations with a proven record for leveraging internal and external operations to advance organizational success. Experience as the Director of the Alabama Department of Environmental Management (ADEM) complimented by experience in small family owned private business and a fortune 500 company as well as direction of a small governmental organization has uniquely equipped Mr. Glenn to provide valuable assistance and successful leadership for any type of organization regardless of role.

Mr. Glenn is currently serving as a technical consulting engineer, providing services to clients in the areas of, environmental policies and regulations, environmental permitting and compliance, water resources, negotiations, business development, executive leadership, renewable energy, landfills, transportation, infrastructure, litigation strategy construction management, and program management.

Areas of Knowledge:

Executive Leadership
- Directing an Environmental Regulatory Agency
- Casting a Vision
- Motivating People
- Creating Alignment in a Board
- Fostering Organizational Change
- Coaching Executives
- Managing Time Effectively
- Strategic Planning

Financial Management
- Successful Fiscal Turnarounds
- Cost Reduction/Controls
- Operating/Capital Budgets
- Forecasting/Budgeting
- Revenue Enhancement
- Contract/Grant Management
- Bonding/Lending

Personnel and Human Resource Management
- Team Building
- Defining Roles
- Leveraging Diversity
- Setting Goals
- Aligning People and Organizations
- Speaking/Education/Training
- Managing Performance

External Affairs
- Governmental Relations
- Media Relations
- External Relations
- Multimedia Presentations

Environment & Water Resources
- Environmental Permitting
- Environmental Compliance & Enforcement
- Sustainability/Green Initiatives
- Environmental Policy/Procedures
- Environmental Laws/Regulations
- Drought Management
- Flood Management
- Reservoir Operations
- Brownfield Redevelopment
- Solid Waste / Landfills
- Recycling/Reuse
- Emergency Response
- Coastal/Wetlands
- Superfund/CERCLA
- Field Sampling/Analysis
- RCRA/Voluntary Cleanup

Operations Management
- Realizing a Board's Vision
- Improving Quality
- Centering Operations on Customers
- Construction Management
- Goal Setting
- Goal Execution
- Creating and Maximizing Value
- Project Management

Litigation Support
- Expert Testimony
- Litigation Management
- Negotiations/Dispute Resolution

Education:

Birmingham, Alabama
Master of Business Administration – June, 1999

Auburn, Alabama
Bachelor of Civil Engineering (Summa Cum Laude) - June, 1994

Registration:

Alabama State Board of Licensure for Professional Engineers
Professional Engineer (License: 23104) – 1999

Professional Appointments & Affiliations:

1 American Society of Civil Engineers
2 American Water Resources Association
3 Business Council of Alabama – Environment and Energy Committee
4 Environmental Council of States
5 Alabama Solid Waste Task Force
6 Tennessee Tombigbee Waterway Development Authority (past board member)

Career Highlights

Consulting Engineer & Business Owner — 12/09 to Present

Blue Ridge Consulting, Inc. - Birmingham, Alabama

Serving as a consultant providing services to clients in the areas of litigation strategy, environmental policies and regulations, water resources, negotiations, business development, executive leadership, renewable energy, landfills, program management, and environmental permitting and compliance. Services also include hydrologic modeling including extensive experience performing hydrologic analyses, including hydrology, hydraulics, and reservoir operations, on complex river systems in the Southeastern United States. Current services also include assisting clients in the areas of development, application, interpretation, and enforcement of environmental and water resources policies, rules, and laws, including regulatory permitting and compliance. Clients include law firms, associations, industries, private landowners and other regulated entities.

Assignments have included representing the Business Council of Alabama's Environment and Energy Committee as well as providing counsel and testimony regarding proposed federal and state rules including waters of the U.S. and opposition to EPA's Clean Power Plan. Assignments also included spearheading the successful effort to push back on state and federal government overreach in the area of water regulations. This included the development and passage of legislation in the State of Alabama legislature.

Since 2013, Mr. Glenn has been serving as a consultant to ***STRADA Professional Services****. STRADA is a leading infrastructure engineering and program management consultancy firm. Created in 2004, STRADA is a minority-owned business enterprise founded and headquartered in Birmingham, Alabama. Providing comprehensive client development and project execution to a variety of industrial and government clients in areas such as solid waste, environmental regulatory compliance, construction and program management, organizational development and transportation. Assignments have included leading a successful effort to push back on the Environmental Protection Agency (EPA) and its attempt to implement a novel interpretation of its rules to apply atmospheric deposition to a CERCLA superfund effort. This included defending parties that were identified as potential responsible parties in a desired superfund action, basing the defense on the lack of EPA's use of sound science. Assignments have provided real, hands-on experience in the area of field sampling and analysis, including the development and implementation of a sampling and analysis plan, quality assurance project plan and health and safety plan.*

Mr. Glenn's consulting has also included a one year assignment with ***A.G. Gaston Construction Company, Inc****, as a contract Vice President, to assist in the rebuilding and oversee change management of the company. Served as Chief Operating Officer with responsibility for day-to-day operations of the company's consulting and engineering divisions including client service, operations management and scope-fee definition and negotiation. Provided project level management and support with specific focus on engineering design and environmental and water resources consulting. Led business reorganization and the development of the business plan including implementing quality controls and standard operating procedures. Some key accomplishments with A.G. Gaston are as follows: Designed and implemented a full restructuring of the company's operations in order to meet the goals and objectives set by the Board of Directors; Completed a business plan, integrating the company's three different functional divisions; Assisted in the preparation of and submittal of the company's 8(a) application to the Small Business Administration; Prepared and presented business proposals and other marketing material; Implemented structured management procedures to better accomplish the company's operations, business development and administrative functions; Managed the program management personnel and resources to accomplish large scale construction projects such as a $60 million stadium and $100 million school construction; Managed the personnel and resources to accomplish surveying and engineering design projects such as the civil site design for a university campus and street improvement design for an area associated with a TIGER grant highway project; and Directly managed the consulting division of the company including the operation of a wastewater treatment facility and environmental permitting and compliance services to both public and private clients.*

Director

2/05 to 12/09

Alabama Department of Environmental Management - Montgomery, Alabama

Revenues of +200 million (+60 million operating budget); 6 locations

Served as the ***Chief Executive*** *with direct accountability to the Board for all organization functions. Employing +600, the Alabama Department of Environmental Management (ADEM) is responsible for assuring a safe, healthful and productive environment to all Alabama citizens. This mission is accomplished through the implementation of environmental regulatory programs complimented with compliance assistance, outreach programs and the disbursement of grants, loans and insurance payments. ADEM is an authorized agency, meaning it is the responsibility of ADEM to implement the Environmental Protection Agency's (EPA's) rules and regulations in lieu of EPA. This required in constant interface and liaison with EPA to ensure that the EPA regulations were being met in Alabama and to influence EPA on the State of Alabama's perspective on unfunded mandates and federal overreach.*

Accomplishments:

Implemented the board's strategic plan, which required significant behavioral changes within the organization to reduce bureaucracy and increase accountability.

Instituted a performance management system including appropriate reporting to the board and stakeholders.

Planned and executed an organizational realignment along functional responsibilities resulting in greater focus and productivity among staff.

Envisioned, designed and implemented an organization-wide quality management system that guides all staff in the effective utilization of resources while meeting the expectations of the customers. Each program can now clearly identify customers, inputs, products, quality standards and auditable methods to ensure needs and expectations are met.

Responded to resource constraints and customer expectation challenges by implementing operational efficiencies and technological innovations.

Designed and implemented an organizational execution strategy to ensure there is an effective methodology to execute any achievable goal using a visual management/accountability system.

Implemented a budgeting and cost accounting system that allows programs and functional teams to

manage operations while keeping in line with budget requirements.

Developed a dedicated Environmental Justice program to provide leadership and support to the entire organization by ensuring no disparate impacts are experienced by any group in the state.

Devised a strategy and increased focus on relations with legislative branch of government resulting in the passage of a significant revenue enhancement law that had failed numerous times under previous leadership.

Increased the focus on proactive outreach, media relations and other forms of external relations resulting in a public perception turnaround for an organization that was plagued with critics.

Developed detailed understanding with the organization's executive team regarding the roles and expectations of the team to ensure philosophical alignment among the top management team.

Personally implemented and coached executive team on focus and time management strategies.

Successfully fought EPA on an expanded use of its Opacity rules as well as overreach in the areas of fish tissue, mercury and coal mine permitting.

Division Director

6/01 to 1/05

Alabama Office of Water Resources - Montgomery, Alabama

Served as the Division Director with responsibilities for leading day-to-day operations of a +20 person office. The Office of Water Resources plans, coordinates, develops and manages Alabama's water resources, both ground and surface, in a manner that is in the best interest of the State of Alabama. This includes recommending policies and legislation, conducting technical studies, implementing and participating in management and conservation programs and projects, and actively representing Alabama's intra and interstate water resources interests with other states and the federal government.

Accomplishments:

Developed and implemented a strategic plan for the agency.

Successfully worked with the Governor's office, Legislature and federal agencies on the development and tracking of state and federal budgets for the agency.

Developed, proposed and administered various rules and regulations regarding agency operations, including presentations to the Alabama Water Resources Commission, conducting public hearings and working with the state legislative offices.

Worked closely with the Legislature on writing and analyzing draft legislation and educating stakeholders and legislators on State legislation.

Maintained relationships with members of the media. Accomplishments included responding to media inquiries, presenting complicated issues to state and national media, and framing highly technical issues for public dissemination in an understandable context.

Led the team, working with the Governor and Executive Branch staff, to manage the interstate water dispute between Alabama, Georgia, Florida and the federal Government.

Worked with legal counsel and the state's Attorney General, to manage complex water litigation including various levels of courts up to federal district and circuit court. Accomplishments have also included testifying in U.S. District Court.

Facilitated conversations and activities among state agencies, on issues regarding water resources management and policy.

Identified, applied for and allocated new federal funds to better serve the State of Alabama and its

programs to include all stages of the acquisition, management, spending and reporting of federal funds. This included working closely with federal agencies.

Served as Secretary of the Alabama Water Resources Commission with responsibilities to prepare for Commission meetings, report on office activities and manage Commission-related activities.

Resolved disputes and negotiated with various governmental and private parties over water and natural resources issues.

Worked closely with the Alabama Congressional delegation on issues that impact the water resources of the State of Alabama.

Developed, promoted and managed the education and outreach functions in the agency to enhance public participation in all aspects of water resources management and planning.

Developed the first comprehensive statewide drought management plan for Alabama.

Interpreted, provided input and worked with various state and federal agencies regarding federal regulations and laws.

Hydrologic Engineer

6/94 to 6/01

Alabama Power Company - Birmingham, Alabama

Employed as a Hydrologic Engineer with the company's Reservoir Management and Environmental Affairs group. Reservoir Management works to provide low cost hydroelectric generation, ensure compliance with applicable regulations, and maintain exceptional customer relations.

Accomplishments:

Developed and administered programs and policies applicable to water resources projects.

Negotiated with private and public entities in the areas of water resources. Such negotiations included water withdrawals, headwater benefits and NPDES permit applications.

Made public presentations on water resources issues to numerous public interest groups.

Conducted water quality modeling including thermal discharge modeling.

Conducted water resources studies on topics including plant upgrades, proposed reservoirs, water quality studies, relicensing, water withdrawals, and an interstate water dispute.

Supported the maintenance and development of the Hydroelectric Optimization Management System.

Supported state and local entities in the area of water resources issues.

Selected to the *Pipeline* program, an executive development and leadership program giving participants broad training in one of the nations largest industries.

Research Assistant and Lab Personnel

1992 to 1994

Auburn University - Auburn, Alabama

Employed as a research assistant in the Civil Engineering department assisting graduate students with structural engineering research.

Assistant Manager

1988 to 1992

Glenn's Cleaners - Wetumpka, Alabama

Employed as the assistant manager of a small family-owned dry cleaners with responsibilities of all day-to-day operations of the plant as well as customer satisfaction, accounting, inventory and human resources.