

# EDWIN REVELL

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## PROFILE

Proven leader of successful and innovative regulatory and non-regulatory programs affecting the social, built, physical, and natural environments.

Prudent team coalition builder with a well-documented track-record in securing over \$25 million in federal, state, foundation-based grants, and technical assistance.

Effective organizer and coordinator of diverse and complex local, state, and federal programs and resources to support disaster- and non-disaster-related community-based efforts.

Notable visionary with directional insight and perceptive influence delivering productive outcomes in rapidly changing environments or under high pressure circumstances.

Empowering and inspiring developer of people to accomplish organizational sustainability, social change, personal betterment, and professional growth.

Compassionate and perceptive problem solver who creates positive and sustainable solutions strategically using both anecdotal and data driven methods.

Accomplished community leader who creates and negotiates beneficial outcomes and leveraged positive results for affected parties and communities.

Perceptive servant leader with situational and emotional awareness, technical competence, and political savviness to develop sustainable relationships and to produce positive outcomes.

## PROFESSIONAL EXPERIENCE

**Director of Planning Engineering & Permits  
City of Birmingham, AL**

**July 2018 to Oct 2021**

Provided direct oversight of the Division of Planning, Urban Design and Watershed Management, the Division of Permitting and Inspection Services, and the Departmental Services Performance Management and Departmental Systems Support teams which collectively include several community service-based Sections that are responsible for administering regulatory and non-regulatory program services affecting the planning, design, development, management, and sustainability of the physical, built, and natural environments.

Directly supervised deputy directors and senior level program managers that are responsible for managing One Stop Permitting, Regulatory, Development and Inspection Services, Zoning Administration & Code Enforcement, Comprehensive and Community-Based Planning, Neighborhood/Commercial Revitalization,

GIS/Mapping Services, Historic Preservation, Performance Management and Continuous Improvement Services, Stormwater Management, Floodplain Management and Hazard Mitigation/Disaster Recovery Services.

Responsible for the management of a \$13 million departmental annual operating budget, a \$1.75 million Stormwater Program annual operating budget and a \$3 million demolition services budget.

**Accomplishments:**

- Established departmental services performance management team and a departmental systems support team to continuously assess, measure, monitor, and evaluate the delivery of departmental services; to develop, update, and analyze existing departmental policies, practices, processes, and procedures; and to assist departmental leadership in making adaptive management and data-driven decisions regarding departmental structures, systems, strategies, and practices intended to increase overall departmental performance.
- Established baseline services data, developed action plans, and implemented performance based reporting for key departmental services including Built Environment or Capital Projects Development Services, One Stop Permitting/Inspections Services and Code Enforcement Services.
- Successfully managed City of Birmingham’s Capital Projects Program funding completing in excess of \$30 million in street improvements, drainage improvements, park improvements, and other public facility related projects.
- Established a departmental client-first system as a part of the Capital Projects Program where periodic meetings were held with all client departments to identify their capital needs and priorities as well as to provide project status and project funding updates.
- Successfully served as City lead in the development of a data-driven, community-based, neighborhood-level community health assessment tool, known as Shape Bham, that is being used to rate and track neighborhood quality of life indicators as well as to develop more effective neighborhood revitalization strategies that better address health equity and health outcomes.
- Served as the primary author of City of Birmingham’s Strategic Plan called *The Woodfin Way*, October 2018 and served as one of a few lead presenters of the May 2019 Strategic Plan update.
- Served as the Mayor’s Office designated team coordination leader of several key mayoral level practice or policy efforts including Operation Step Up and Coordinated Code Enforcement.
- Successfully led the development of several strategic action plans to facilitate neighborhood revitalization efforts including 5 Year Smart Street Resurfacing Plan, Citywide Demolition Action Plan, and 5 Year Citywide Sidewalk Action Plan.
- Successfully established several One Stop Permitting Service enhancements including performance reporting, customer feedback survey assessments, pay-where-you-permit services, online permitting services that allow customers to apply and pay for permits without having to physically visit Permitting Services.

- Successfully oversaw the completion of 9 community framework plans and 7 community rezoning plans which have created density to support downtown, commercial revitalization district, and economic growth; downzoned no less than 1300 acres of heavy industrial property to more environmentally friendly uses; and preserved single family residential character while bolstering infill housing opportunities and other neighborhood revitalization efforts.
- Led the development and implementation of a data-driven, metrics-based, Demolition Action Plan that successfully reduced the demolition backlog from 1077 structures to 162 structures and halved the demolition wait time from 42 to 22 months for condemned structures.
- Successfully instituted several staff engagement and staff recognition opportunities including establishing an annual PEP employee feedback survey; implementing a PEP employee of the month award program; publishing a monthly PEP employee newsletter highlighting employee accomplishments; performing 25 plus new staff on-boarding interviews, 20 plus existing staff exit interviews and 30 plus employee mentoring sessions; and establishing monthly PEP supervisor meetings and training sessions.
- Successfully accomplished several PEP staff support efforts including granting 30 plus staff promotions; providing \$200,000 plus in PEP Office Renovations work including new flooring and whole space painting improvements; purchasing and providing 25 plus web cameras, 15 plus laptops and 35 plus Ipads to staff; purchasing \$50,000 plus for staff office furniture and purchasing and providing 31 new trucks valued at \$850,000 to support inspection teams.
- Successfully engaged in excess of \$10 million in contracted services with 13 minority based contractors, planners, title companies and professional services companies to support PEP's demolition program efforts, framework planning efforts, equity and pandemic response efforts, and Census 2020 efforts.

**Deputy Director of Planning Engineering & Permits  
City of Birmingham, AL**

**February 2013 to July 2018**

Provided direct oversight of the Division of Planning, Urban Design and Watershed Management which includes 4 Major Sections responsible for administering 7 Regulatory Programs and 5 Non-regulatory Programs affecting the planning, design, and management of the physical, built, and natural environments. Directly supervised senior level program managers that are directly responsible for managing Zoning Administration & Code Enforcement, Comprehensive and Community-Based Planning, Neighborhood/Commercial Revitalization, Historic Preservation, Stormwater Management, Floodplain Management, and Hazard Mitigation/Disaster Recovery Services.

**Accomplishments:**

- Established a near real-time Fiscal Year Operating Budget monitoring system to more accurately track spent and unspent salary expenses of 150 budgeted positions in order to identify mid Fiscal Year opportunities to fund staff promotions or to provide critical staff support resources without having to request additional operating funds during the Fiscal Year.
- Successfully organized citizen-led, staff supported neighborhood revitalization teams to collaboratively and creatively implement community based recommendations associated with adopted community framework plans, rezoning plans, and urban renewal plans.

- Successfully organized local and regional transit and transportation related partners including the Birmingham Jefferson County Transit Authority, Birmingham Jefferson County Port Authority, Traffic Engineering Department, Department of Planning Engineering and Permits, Regional Planning Commission of Greater Birmingham and consultant teams to more holistically and strategically address transportation systems and infrastructure planning, transit-oriented development, complete streets, Bus Rapid Transit implementation and any associated economic development opportunities.
- Instituted monthly voluntary teams meetings called "What We Working On Sessions" to allow for better information sharing and knowledge transfer interactions amongst staff as well as to address intra/inter departmental cross cutting issues such as disaster related mitigation grants, environmental/public health, community resiliency, blight mitigation, and population gain/loss using a collaborative-based problem solving approach.
- Successfully established and implemented a proactive health in all planning initiative by aligning City Comprehensive Plan with Jefferson County Department of Health Community Health Improvement Plan, appointing public health professionals to decision making planning boards and commissions, and by developing a health status/health equity index to assist in setting built environment related capital projects investment priorities.
- Creatively developed smart programs, performance indexes, best-highest property reuse analyses, community-level action strategies as well as led diverse strategy teams to address persistent community based issues/initiatives such as Census 2020 readiness, post disaster recovery, natural resources protection, abandoned schools, gentrification, sustainability, complete streets, health equity, and redevelopment of blighted or condemnable properties.
- Creatively leveraged state and federal agencies' water resources related programs and funding opportunities with City Watershed Planning efforts to develop both preventive and corrective action plans and policies to accomplish better community resiliency, floodplain program flood risk reduction objectives, and stormwater management program water quality and natural resource protection objectives while advancing and implementing SMART Growth principles, Low Impact Development (LID) practices, integrated recreational/public spaces, enhanced sustainability practices, and equitable redevelopment.
- Successfully led and organized numerous disaster and non-disaster related, multi-disciplinary teams including both governmental and non-governmental partners in preparing and submitting and securing millions in federal, state, private foundation-based grant funding and technical assistance to address disaster recovery, community resiliency, sustainability, flood mitigation, greenhouse gas reduction, climate change, stormwater protection, healthy food access, brownfield assessments, and public health related challenges or opportunities.
- Successfully organized intra/inter departmental coordination efforts with the departments of Planning, Engineering & Permits, Community Development, Office of Economic Development to address community planning and development concerns associated with blight mitigation, delivery of development and permitting services, improved grocery store recruitment, enhanced code enforcement coordination, capital projects development, brownfield assessments, in-fill housing, and historic preservation opportunities.

Oversaw both regulatory stormwater and floodplain management programs including an annual operating stormwater management program budget of \$0.8 million. Developed and fully integrated then newly formed stormwater management program with established nationally recognized floodplain management program. Transitioned stormwater program from significant consultant based support to significant classified service staff support. Creatively added disaster recovery services to operational mission.

**Accomplishments:**

- Successfully led with consultant support the formation of what is known today as the City of Birmingham Stormwater Management Program. Established a stormwater management plan, program organizational structure, administrative and operating procedures, and staffing/staffing support resource requirements within the constraints of an \$0.8 million operating budget, county personnel board rules, and federal/state stormwater permit requirements.
- Directed staff with consultant support in the development of a comprehensive set of stormwater management program standard operating procedures and program practices, controls, and policies related to municipal operations, non-municipal operations, land development, public outreach, and water quality monitoring to address established stormwater pollution reduction goals.
- Collaboratively developed along with the Jefferson County Personnel Board a five year comprehensive strategy to successfully transition the newly formed Stormwater Program from consultant based support to classified service staff support. Established and implemented a comprehensive staff training program and secured all necessary equipment and materials to ensure that all program requirements were met without exceeding the existing program operating budget.
- Successfully led the city audit response team through a comprehensive Environmental Protection Agency audit of the City of Birmingham's Stormwater Management Program. Led, as the Responsible Program Official, a team of technical and legal consultants as well as leaders from several City Departments in all pre-audit, during audit and post audit responses and activities.
- Successfully integrated key elements of the floodplain and stormwater programs. Creatively and strategically used floodplain property buyout areas as best management practices to address stormwater management program requirements pertaining to Total Maximum Daily Loads Implementation, Pesticides, Herbicides, Fertilizer application management and Development/Significant Redevelopment.
- Successfully served as Local Disaster Recovery Manager during April 2011 Disaster coordinating all local recovery efforts with state, federal, and nongovernmental partners. Oversaw all Public Assistance Program Categories work efforts (i.e. Emergency and Permanent) involving multiple city departments. Oversaw all mitigation efforts including grant preparation for flood mitigation and extreme wind related grants and those associated with Public Assistance.

Oversaw floodplain management regulatory and non-regulatory programs. Successfully secured and administered tens of millions in federal buyout grants to support City Floodplain Property Acquisition Program. Managed City's participation in Community Rating System (CRS) Program advancing city's floodplain program to a Class 6 CRS rating providing millions in flood insurance discounts to flood policyholders over my leadership tenure.

Led several local community flood disaster recovery efforts including March 2000 flood event, May 2003 flood event, and Hurricane Ivan (Sept 2004). Collaboratively worked with city departments to ensure that all disaster related expenses were properly tracked to ensure maximum reimbursements from key federal disaster assistance partners and programs.

**Accomplishments:**

- Led a professionally diverse team of consultants and city staff in the implementation of a comprehensive Floodplain Property Acquisition Program which resulted in the acquisition of 1200 flood prone properties, relocation of 900 households, the restoration of over 1000 acres of natural or open use spaces, and \$50 million in flood loss avoidance through implemented buyout projects and enhanced community resiliency.
- Successfully led city staff team efforts to apply for and receive in excess of \$25 million in highly competitive disaster and non-disaster related Federal Emergency Management Agency Hazard Mitigation Grant Assistance to support the implementation of numerous hazard mitigation planning and flood mitigation projects.
- Launched an innovative relocation program incentive in partnership with the Community Development Department to increase homeownership and quality of living status for over 250 displaced tenants and new homeowners who participated in the floodplain property acquisition program.
- Served as four-time National Evaluator for Federal Emergency Management Agency Pre-Disaster Mitigation Grant Program and was responsible for reviewing and rating numerous multi-million dollar hazard mitigation grant proposals submitted from local and/or tribal applicants all across the United States.
- Successfully managed the City of Birmingham's participation in the National Flood Insurance Program, including ordinance administration to protect over 6000 insurable floodplain structures and Community Rating System Program participation providing millions in flood insurance savings for nearly 1000 flood policyholders.
- Successfully developed and launched a low-cost floodplain map correction program that to date has resulted in flood risk reduction for over 500 flood prone properties, millions in flood insurance cost savings to floodplain property owners, and the development of new or in-fill housing in the areas that were completely removed from the floodplain.

- Presented several transformative flood mitigation related case-studies at several national Association of State Floodplain Managers conferences which led to improved and updated Federal Emergency Management Agency benefit cost models and updated property acquisition and project loss avoidance guidance that is now a part the FEMA Core Curriculum.
- Served as a subject matter expert to the National Emergency Training Center on courses pertaining to hazard mitigation and disaster recovery to better equip, train, and resource-support local, state, and federal partners pre and post disasters.
- Notably developed and completed first-ever Hazard Mitigation Grant Program Expanded Mitigation Strategies Planning Pilot grant in the State of Alabama. Developed prioritized, fully-scoped, grant submission ready flood buyout projects using projects identified in the effective FEMA approved local multi-jurisdictional all hazard mitigation plan. This pilot project was used along with others to assist in the development of what is known today as the FEMA Advanced Assistance Grant.
- Aptly managed and coordinated local disaster mitigation and recovery efforts for several Presidentially-Declared flood and extreme wind related disasters

## **EDUCATION**

### **Masters of Science in Civil Engineering**

University of Alabama at Birmingham, December 1994

### **Bachelor of Science in Civil Engineering**, with Honors in Interdisciplinary Studies

University of Alabama at Birmingham, August 1993

## **PROFESSIONAL & CIVIC ACHIEVEMENTS**

2020 & 2021 City of Birmingham Academy of Civic Engagement (ACE) Presenter  
 2021 NLC/National Association of County and City Health Officials Conference Presenter  
 2021 Mayor's Institute of City Design Just City Fellow  
 2021 Alabama Planning Association Award for Shape Bham  
 2020 Cahaba River Society Vision Award Recipient  
 2019 NLC Cities of Opportunity Healthy People Thriving Community Cohort Member  
 2018 Neighborhoods USA Conference Presenter  
 2017 Gulf States Health Policy Center (HPC) Community Research Fellows Graduate  
 2017 Birmingham Southern College Intern Program Sponsor  
 2016 Gulf States HPC Community Engagement Institute Poster Presenter  
 2015 Environmental Protection Agency Urban Waters Voices Video Presenter  
 2015 Alabama Association of State Floodplain Managers Conference Presenter  
 2014 Association State Floodplain Managers Conference Presenter  
 2011 National Evaluator for FEMA Hazard Mitigation Assistance Grant Program  
 2011 American Society of Civil Engineers Alabama Section Winter Meeting Presenter  
 2010 National Evaluator for FEMA Pre-Disaster Mitigation Grant Program  
 2010 FEMA Unified Hazard Mitigation Assistance Five Video Presenter  
 2008 National Evaluator for FEMA Pre-Disaster Mitigation Grant Program  
 2008 Association of State Floodplain Managers Conference Presenter

2007 Association of State Floodplain Managers Conference Presenter  
2007 Association of Floodplain Managers of Alabama/Mississippi Conference Presenter  
2007 National Evaluator for FEMA Pre-Disaster Mitigation Grant Program  
2006 Association of State Floodplain Managers Conference Presenter  
2001-Present Certified Floodplain Manager, Association of State Floodplain Managers

## **PROFESSIONAL & CIVIC AFFILIATIONS**

Southeast Sustainability Director's Network Board Member (Present)  
Community Food Bank of Center Alabama Board Member (Present)  
Regional Planning Commission Greater Birmingham Exec. Board Member (2020-Present)  
Birmingham Construction Industry Authority Executive Board Member (Present)  
Thriving Earth Exchange Program Participant (2019-Present)  
LEED for Cities and Communities Member (2018-Present)  
Southeast Sustainability Director's Network Member (2017-Present)  
ICLEI-Local Governments for Sustainability-USA Member (2017-Present)  
Jefferson County Health Action Partnership Leadership Team Member (Sept 2016-Present)  
Gulf States Health Policy Center Coalition Member (Nov 2014-2020)  
Heavenly Places Resource Center Board President (Nov 2012-Present)  
Alabama Association Floodplain Managers Founding Member/District Director (2007-2009)  
Association of State Floodplain Managers Member (2001-Present)  
Black Warrior-Cahaba Rivers Land Trust Executive Board Member (2003-2007)  
Village Creek Society Advisory Board Member (1998-Present)