

NICOLE ALDERETE-FERRINI

My purpose is to support the members of the El Paso City Council as a results oriented City Manager to advance the priorities of El Paso residents by bringing **10 years of public administration at the executive level** with the City of El Paso in addition to **14 years of private sector business experience** as well as over **24 years of volunteerism and results driven community impact**; setting the example for municipal leadership and organizational excellence partnered with local, county, state and federal governments. Demonstrated ability in program coordination and workforce development at all levels, in addition to strong ability in service assessment, performance improvement and strategic planning for large public organizations. Intensive knowledge of regulation, policy and law at all levels. Demonstrated ability to assess existing challenges and implement corrective action. Highly skilled in city planning, community development, economic development, personnel management and public policy focused on delivering wellbeing, prosperity and quality of life.

MUNICIPAL EXPERIENCE

Managing Director, City of El Paso

January 2023–Present

In 2023, in support of a more robust organizational structure around issues such as **climate action, environmental justice and efficiency of the City's capital assets**, the Office of Climate and Sustainability was established, and I was named the City's first Climate and Sustainability Officer. The managing director role is responsible for oversight and direction of a diverse program portfolio including but not limited to climate action with projects ranging from **policy development and legislative advocacy to multi-million-dollar grant management and coordination across multiple federal agencies to capital project planning and investment**. The following duties are in addition to those of the Director of Community and Human Development and Chief Resilience Officer.

- Development and implementation of the first regional Climate Action Plan in coordination with 12 regional governmental bodies, multiple utility providers and more than a dozen community benefit organizations made possible by local bond funds in addition to federal grant dollars through the Infrastructure Reinvestment Act and American Rescue Plan Act.
- Act as regional lead for identification, development and implementation of Climate Action Mitigation and Adaptation strategies specific to the urban desert environment with emphasis on producing tangible results for all regional residents.
- Oversee development, coordination and administration of the City's Sustainability related initiatives and Climate Action programs/services across all city departments with the intention of promoting a healthy environment, an excellent quality of life, viable neighborhoods and continued economic vitality in a changing global environment.
- Lead governing bodies across west Texas, Southern New Mexico and Northern Mexico coordinating data collection, strategy and implementation of programs and projects resulting in improved health and economic outcomes for the entire Paso Del Norte region
- Oversee and lead development of policy and projects impacting energy use and affordability, water conservation and management, land conservation and restoration, waste management, air quality and emissions.
- Oversee implementation and compliance for federal, state and local funding sources ranging from \$1 million - \$500 million.
- Oversee implementation of municipal energy transformation strategy including renewable energy and efficiency for over 300 facilities citywide
- Oversee development and implementation of LEED for Cities program as a basis for benchmarking of project metrics
- Coordinate and collaborate with municipalities and other governing bodies across Texas and the nation with an emphasis on legislation, policy and strategic alignment
- Accountability for greenhouse gas emission and climate pollution reduction strategies that also address community vulnerability and resilience.

Director of Community + Human Development, City of El Paso / Chief Resilience Officer, City of El Paso

December 2014– Present

The Chief Resilience Officer was established an executive position resulting from a partnership with the Rockefeller Foundation, 100 Resilient Cities Program. As the first Latina in the world to hold this position in municipal government my core responsibility was to work across all city departments, community partners, business and El Paso residents to **assess local vulnerabilities, analyze community assets and develop strategies** aimed at enhancing El Paso's ability to survive, adapt and thrive in the face of a dynamic set of shocks and stresses unique to our binational metroplex. Following **2 years of engagement and documented communication with over 70,000 residents** the result was the City of El Paso Resilience Strategy. Published globally, the strategy was identified as exemplar of how to integrate and embed resilience in City Strategic Planning development and implementation.

In 2017, in addition to continuing my role as Chief Resilience Officer I was given the additional responsibility of becoming the Director of Community and Human Development. In that role I was tasked with reinventing the City's efforts to **address the needs of El Paso's most vulnerable populations** while prioritizing engagement for underrepresented populations and enhancing support and leadership for all 81 El Paso neighborhood associations. Strategic management and compliance for the City of El Paso's entire HUD entitlement portfolio, state housing funds and variety of other competitive federal and philanthropic grants are foundational responsibilities in this role. Key results and performance indicators were established in the areas of social impact, economic development, housing affordability, community engagement and access to public services for area residents. The following are key areas of responsibility and accomplishment:

Fiscal Responsibility + Budget Management

- Complete Resolution of federal department of enforcement report, Office of the Inspector General, regarding over 7 years of audit findings remaining from previous leadership, related to the federal entitlement (City was cleared of any punitive measures), maintaining a record of zero findings in the 8 years since.
- Complete restructure of City policies and procedures surrounding federal funding to maximize community impact and minimize fiscal risk to the City of El Paso.
- Elevated the City of El Paso from a high risk standing to an exemplar city of best practice regarding adherence to federal regulation and impactful management of federal funds
- Successful planning, contracting and implementation of \$77 million in federal funds through the Department of the Treasury, assistance provided to over 10,000 El Paso families in need through management of over 96 non-profit subrecipient legal agreements
- Successful execution and contracting of \$13 million in American Recovery Plan Act funding through the Department of the Treasury, assistance ongoing with over 3,000 El Pasoans served
- Planning and implementation of \$9 million in American Recovery Plan Act funding through the Department of Housing and Urban Development targeted at addressing housing affordability and homelessness post pandemic
- Management and oversight, planning and implementation of \$19 million in federal funds, leveraged with private sector dollars resulting in over a \$50 million dollar investment in affordable housing for El Paso residents.
- Management and oversight of between \$11-16 million in federal entitlement funds annually with assurance of compliance with federal regulatory structures; agility to manage varying congressional allocations while maintaining high level of service and impact for the El Paso community
- Management and oversight of \$1 million in Environmental Protection Agency funding paired with local community progress bond funding in support of regional climate action planning; required for pursuit of \$430 million in grant funding for regional climate action planning.
- Coordination of 12 regional public entities in pursuit of \$430 million in Environmental Protection Agency Funds
- Coordination of interstate municipal, community benefit organizations and utilities in pursuit of \$100 million in federal funds for investment in low income and disadvantage communities

Public Safety, Crisis Management + Emergency Response

- Appointed Community Vulnerabilities Officer as a member of the municipal COVID-19 Cross Functional Crisis Management Team
- Establish and lead the Paso Del Norte COVID-19 Vulnerable Population Support Task Force comprised of over 26 governmental, NGO, philanthropic and private sector partners in support of community needs resulting from the pandemic
- Established COVID-19 Emergency Homeless Shelter successfully operated for 370 consecutive days with zero cases of COVID-19 originating at the facility; over 3000 El Pasoans seeking shelter served and protected
- Strategic deployment and oversight of over \$77 million in COVID-19 relief funding as well as \$13 million in ARPA grants to over 100 distinct sub-recipient agencies supportive of community response and recovery activity over the course of 5 years.
- Creation and implementation of El Paso Helps initiative aimed at addressing the needs of El Paso's most vulnerable in the areas of housing, homelessness, food security and mental health access; key coordination with El Paso Police Department, local healthcare providers and the County of El Paso.
- Coordination of crisis response efforts with regional social service providers under pressure as a result of significant increases in international human migration.

Team Building + Institutional Leadership

- Lead efforts to advance organizational excellence across the municipal institution through annual strategic planning efforts
- Analysis of organizational structure, policy and processes including accountability for annual organizational assessments conducted by nationally recognized third-party examiners
- Develop and implement cross functional teams and work plans to ensure execution of strategic resilience program goals, including ongoing performance metrics and adaptive action strategies

- Management and oversight of key legislative advocacy at the state and federal level regarding housing, community vulnerability, utilities and environment in the areas of policy, regulation and funding
- Establish, manage and maintain the City's first Climate Fellowship, providing employment opportunity for El Paso youth in the areas of environment, equity, engagement and governance.
- Establish and support the City of El Paso Bridge Fellowship Transitioning Soldier Program providing employment opportunity for individuals seeking to remain in El Paso following military service.

Civic Empowerment + Community Engagement

- Create, develop and implement programming for the City of El Paso's first Center for Civic Empowerment centered around a mission to engage and empower a wide range of residents and institutional partners locally and internationally
- Establish and deploy a measurable Community Needs Assessment; 4 years of trending analytics will be used to determine social impact and inform adaptations to city strategy and policy.
- Establish and lead the City of El Paso's first Regional Renewable Energy Advisory Council in addition to stewarding their strategic plan
- Establish and lead a cross functional advisory board representative of underserved and underrepresented populations across the community including persons with disabilities, seniors and elderly residents, veterans, low-income residents, neighborhood advocates, LGBTQIA+ community, women and individuals identified within FHA protected classes; dubbed the Community Needs Advisory Committee
- Management, oversight and support of multiple boards and commissions including but not limited to the Open Space Advisory Board, Fair Housing Task Force, Accessibility Advisory Committee, Senior Corps Advisory Board, Neighborhood Coalition and the Veterans Affairs Advisory Committee
- Management and oversight of inaugural Love Your Block Program, sponsored by Bloomberg Philanthropies, aimed at revitalizing neighborhoods in distress by activating volunteers and community partnerships; 13 projects in the first year leveraging only \$10,000.
- Transformation of policy in addition to ongoing management and oversight of the Neighborhood Improvement Program, investing in El Paso neighborhoods through public bond funds
- Management and Oversight of the annual Neighborhood Leadership Academy, graduating approximately 60 residents per year; recognized as a national best practice by multiple institutions.

Communication + Strategic Messaging

- Represent the city nationally and internationally interacting with a wide range of officials, regulatory agencies, department directors and the public.
- Consistently advance the city mission, vision and strategy positioning El Paso to exchange programs, establish best practices and elevate the city profile globally.
- Respond to and formulate resolution for sensitive and complex inquiries and complaints including requests of the City Manager, Mayor, Council, federal agencies and department directors for information and interpretation.
- Plan and execute public relations, media and marketing activities including but not limited to authoring editorials, leading press conferences and representing the city in media interviews and round table sessions

Transformative Leadership

- Transform local implementation of federal entitlements by completely redeveloping policy and process aimed at leveraging resources to achieve community impact through strategic targeted outcomes
- Transform City policy through development and implementation of a competitive, qualitative process aligned with the City Strategic Plan and the City Resilience Strategy
- Author and implement the City of El Paso's first Financial Empowerment Blueprint
- Spearhead a strategic effort to reduce homelessness and break the cycle of poverty in the community
- Assure alignment of the municipal strategic plan with identified community vulnerabilities as well as with community wide philanthropic and NGO assets and capacity
- Collaborate with other departments and jurisdictions, business and civic groups, academic institutions, and other local, state and federal agencies for multi-jurisdictional projects. Identify opportunities for improvement and recommend improvement to strategies
- Establish the city's first Regional Housing Plan aimed at addressing the increasing gap in affordable housing

EDUCATION

As the first in my family to pursue higher education, I am a proud graduate of Texas Tech University; first from the College of Human Sciences in Lubbock, Texas and then ultimately as one of the first graduates of the College of Architecture here in El Paso.

Texas Tech University, Lubbock

Bachelor of Architecture

May 2009 – May 2012

Texas Tech University, Lubbock

Bachelor of Interior Design

September 1996 – December 2001

PROFESIONAL AFFILIATIONS

- International City Managers Association
- National Civic League Board of Directors 2019-2022
- One Fund Board of Directors (August 3rd Crisis Response)
- El Paso United COVID-19 Transition Task Force 2020 -2021
- USGBC Texas Board of Directors
- El Paso Executive Forum 2017-2021

HONORS + AWARDS

- National USGBC Community Changemaker Award
- Presidential Community Service Award
- CISCO Systems Sustainability Changemaker (Americas)
- CISCO Systems Hybrid Work Hero (Nominee)
- USGBC Texas Green Hero
- Nominee: El Paso Inc Woman of Impact
- Resilience Champion El Paso Non-Profit Recognition

CITY AMBASSADORIAL DUTIES

- Sister Cities Exchange
- Neighborhoods USA Host City
- Harvard University Chief Equity Officer Network
- Texas City Housing Group (JP Morgan Chase)
- Texas City Climate Action Group (USGBC Texas)
- 100 Resilient Cities Global, Rockefeller Foundation
- All America Cities, National Civic League
- Cities of Service, Bloomberg Philanthropies
- Arizona State University 10 Across City Network (1-10 Cities LA to Jacksonville)

LEADERSHIP EXPERIENCE (PROJECTS, PROGRAMS + INITIATIVES)

The initiatives, programs and projects listed below are representative of **work in which I have taken a leadership role**. Over the past 10 years in service of the community of El Paso, I have assumed responsibility to assure that these initiatives build excellence across the municipal organization, sustainability and resilience for city infrastructure and above all **prosperity and empowerment for the people of El Paso**.

Public Safety + Crisis Response

- COVID Vulnerable Population Task Force
- CARES Act Funding Plan
- Plan for Equitable + Inclusive Response and Recovery
- Operation Safe Harbor: COVID 19 Homelessness Initiative
- Community Vulnerability Strategy

Organizational Excellence

- 100 Resilient Cities Initiative
- Smart Cities Initiative
- City Strategic Planning Team
- Communities of Excellence
- All America City Award 2018 / 2019 / 2020 / 2021

Workforce Development

- Bridge Fellowship: Transitioning Soldier Program

Economic Development

- Economic Development Incentive Biannual Review
- Advancing Cities Accelerator
- Financial Empowerment Strategy
- Microenterprise Investment Program
- Chihuahuan Desert Climate Fellowship
- Borderplex 2020 Masterplan

Community Engagement

- Love Your Block Program
- Neighborhood Leadership Academy
- Annual Community Needs Assessment
- Community Needs Advisory Council
- Accessibility Advisory Council
- Open Space Advisory Board
- Veterans Affairs Advisory Committee
- Fair Housing Task Force
- Neighborhood Coalition
- Senior Volunteer Corps
- AmeriCorps VISTA Program
- Citywide Civic Design Labs
- Center for Civic Empowerment
- Decennial Census Complete Count Committee

Citywide Infrastructure Improvements

- Citywide Corridor Redevelopment
- Medical Center of the Americas Masterplan
- Eastside Regional Masterplan
- International Beltway Revitalization
- Downtown Revitalization
- Neighborhood Improvement Program
- Regional Renewable Energy Advisory Strategic Plan

Housing Affordability, Accessibility + Homelessness

- Low Income Housing Tax Credit Program
- Housing Needs Assessment
- Regional Housing Plan
- (Program, Policy + Funding)
- HUD Rental Assistance Development Program
- El Paso Helps, Access to Homeless Services
- Built for Zero (Homelessness) Initiative
- Texas Housing Group (6 City Collaborative)

ADDITIONAL PRIVATE SECTOR PROFESSIONAL EXPERIENCE

Uncommon LLC, Principal Designer / Owner / Founder

2007-2014

I independently established and operated Uncommon LLC as a **small woman owned business** in the field of architecture, design, sustainability and urban planning in addition to services related to strategic planning, market assessment, corporate communications and community engagement.

- Established the first company in El Paso to provide services and education surrounding climate action for businesses and the built environment when that industry practice was still in its infancy nationwide
- Directed project feasibility analysis for commercial and public development projects from a sustainable planning perspective including assessment of a variety of conditions including comparisons of proposed construction methodology to available skilled labor, initial investments to both short- and long-term return on investment, available technologies to project requirements and potential market, environmental or financial constraints
- Identified, assembled and directed project teams including architectural, engineering, construction and financial consultants for commercial building and master planning projects including development of long-term team accountability and success metrics
- Created concepts and implementation strategy for sustainable approach to interior design, industrial design, architectural concepts and urban planning strategy
- Targeted new potential projects by gathering data on local market development, monitoring upcoming public projects and conducting ongoing outreach to local development professionals
- Negotiated contracts and managed implementation strategy for multi-million dollar commercial and public building projects from initial design to construction completion to post occupancy activity
- Developed and delivered sustainable building and master planning educational programs intended for multiple audiences including business owners, project teams, contractors, sub-contractors, facility management teams and the community at large

PSRBB Commercial Group, Managing Principal / Marketing, Development + Sustainability Director

2009-2014

While simultaneously owning and operating a small woman owned business, I joined the architecture firm of PSRBB as a managing principal responsible for **management and oversight** of employees, contractors, consultants and subcontractors assigned to multi-million dollar public and private sector capital projects and master planning developments. Projects included **public libraries, recreation centers, park and trail design, multi-family housing developments and major public school district bond projects**.

- Principal in charge of strategic planning for the future of the firm regarding emerging markets, internal business practices, financial goals, cutting edge design and construction approach and long-term succession planning
- Leadership, management and oversight of employees including project assignments, scheduling, hiring as well as continuing education and professional development paths
- Directed conceptual project design, researching new technology for project implementation and coordinating multiple disciplines including mechanical, electrical, plumbing, civil and structural engineering components for all commercial building and master planning projects
- Directed project budgets, schedules and consulting fees for multi-million-dollar, multi-phase building projects including coordination with clients and contractors to produce project cost estimates, return on investment assessments, cost-benefit analyses and long-term implementation schedules
- Represent the firm in market-based networking, media promotion and community engagement
- Represent the firm and guide philanthropic investment in communities impacted by design projects