



Design Sprint Summary Report
El Paso Chamber Board
December 1st, 2022

How Might We...

For this exercise, the attendees wrote down “How Might We...” statements as they listened to El Paso Chamber CEO and President – Andrea – discuss potential opportunities and barriers for the El Paso Chamber’s mission to build a long-term strategic plan. The group then voted on the most important “How Might We...” statements, which were used in a later mapping activity. Below are all the “How Might We...” statements generated during this activity.

Top Voted Statements

How Might We...

1. Show our members value?
2. Utilize the Borderplex as an asset? EPT/Juar/NM/LC
3. Be a resource that brings value to the community?
4. Play a significant role in attracting hometown talent to come back and flourish here?
5. Be the voice of influence for our community?

Strategic Planning

How Might We...

1. Leverage our capabilities?
2. Duplicate the efforts of Las Vegas?
3. Reignite excitement for new members to join?
4. Make more money?
5. Create a Chamber that is a powerful and effective leader?
6. Set high goals?
7. Be the leader in accomplishing BIG transformational goals for a better El Paso?
8. Envision an elevated vision for our region?
9. Set high goals?
10. Envision an elevated vision for our region?
11. Get a group vision that is well-articulated?
12. Reset our mindset to go for big things?
13. Be the leader in accomplishing BIG transformational goals for a better El Paso?
14. Determine the right direction?
15. Invest now for future growth?
16. Rebuild the Chamber to surpass \$1 million?
17. Grow infrastructure to support growth?
18. Position the Chamber to be involved with BIGGER initiatives?

Chamber Membership

How Might We...

1. Grow chamber membership?
2. Encourage and increase membership?
3. Grow our membership?

4. Grow and engage membership?

Partnerships

How Might We...

1. Get medium and small businesses involved?
2. Partner with orgs and local government to accomplish big goals for our city?
3. Get investors to back these big ideas so the burden isn't on El Paso homeowners?
4. Get forward-thinking leaders?

Business Enterprise Leader

How Might We...

1. Bring business in that ease the tax burden on homeowners?
2. Enhance the way we acquire and act as the voice of business in El Paso?
3. Advocate for innovation and welcome disruption of creative entrepreneurship that incorporates STEM?
4. Help businesses grow?
5. Get the business community behind our plan?
6. Bring investors/advocate to El Paso?
7. Make a difference in business community?
8. Be the organization for business?
9. Advocate for our small businesses?

Community Expansion

How Might We...

1. Think more regionally?
2. What does bigger look like? (arena, economic development, etc)
3. Become an international city?
4. Realize our community is the center of North America?
5. Lead the business community?
6. Bring larger groups to El Paso (i.e. employers, visitors, etc)?
7. Expansion of downtown - what is the vision? It's going East Downtown.

Community Awareness

How Might We...

1. Educate El Paso about the Chamber?
2. Improve image?
3. Become a well-known organization in El Paso?
4. Lead community in the right direction?
5. Position the Chamber to be seen in the community as a leader for growth?

Community Engagement

How Might We...

1. Grow. Expand. Keep people. Recruit people.
2. Grow economy in EP?
3. Help El Paso become a top 10 city – size, quality of jobs, pay, etc?
4. Grow the property in our city?
5. How do we combat vagrancy and homelessness as our city grows?

Long Term Goals

Next, each attendee was asked to write one “long-term goal” for the Chamber. They were given the prompt “In 10 years...” and asked to finish the question. Then the team voted on the long-term goal they felt best encompassed the direction they would like to head. Each goal statement is listed below.

In 10 years, the El Paso Chamber will...

1. Have figured at how to foster cooperation between Borderplex, Hispanic Chamber, city, and county.
2. Retention and recruitment programs for workforce and economic development
3. Have reshaped the new vision for the region, attracted 100 new businesses, have a budget of 100 million, and be recognized as the #1 Chamber in the US.
4. Have been the driving force to make El Paso a top 10 city.
5. Have helped grow the manufacturing business to put El Paso on the map to becoming an international city.
6. Have the new visionary and influential board members that accelerate the city’s growth.
7. Have molded El Paso into a better version of what Austin has become.
8. Have \$4 million in revenue per year.
9. Have developed the most successful businesses in the nation by being the primary source for meeting and developing stakeholders through the use of Borderplex partnership and homegrown talent.
10. Have a sustainable and profitable infrastructure in place that will have changed the narrative of who we are as a Border City.
11. Have capital to help new small businesses launch.
12. Have developed its influence over the community to be the voice on all business matters.
13. Have set up an infrastructure that helps homegrown talent return and get them businesses up and running all while providing engaging tools/programming to help foster continued growth
14. Collaborated with Mexico industries to make the El Paso region the shining example of binational cooperation.
15. Have partnered with the Borderplex, the Army, and membership to become a unified voice for El Paso business.
16. Built a strong foundation for sustained generational growth and economic stability for the region.
17. Have helped establish El Paso as the premier border community.
18. Lead El Paso to be the 15th largest city in the US.

And the winning long-term goal:

In 10 years, the El Paso Chamber will be a regional powerhouse with over 5,000 members, a voice capable of garnering national media attention with programs capable of driving economic development prosperity in the community.

Can We...

Once a long-term goal was chosen, the group then spent time identifying potential problems/barriers/challenges with achieving the goal. These problems were then turned into “Can We...” statements, and the winning questions were used to help evaluate the potential solutions generated during the next activity. Below are the “Can We...” statements the attendees wrote.

Can We...

- Expand our mission to include new business recruitment to El Paso?
- Recruit new fresh talent to diversify our labor pool?
- Shed the inferiority complex?
- Become an advocate for commercial businesses and championing cost increase from city/county or utilize when our membership includes those interests?
- Attract and retain the talent to do this?
- Promote membership outside of El Paso?
- Eliminate the fear of the border so that companies will want to come here?
- Make membership so enticing that it gets businesses to join?
- Make El Paso the most attractive city to potential talent?
- Build an image of prosperity that people want to join?
- Adapt and keep up with technology advancements and infrastructure requirements?
- Demonstrate outcomes that will entice people to come and stay?
- Attract and retain the talent on the Chamber team to accomplish our goals?
- Bring in more or develop major regional events?
- Build an image of prosperity that people want to join?
- Support those behind us?
- Stay the course?
- Recruit the right talent?
- Overcome small town mentality?
- Learn from others?
- Offer affordable value to attract all size businesses?
- Surpass negative narratives shown in national media to show a positive image?
- Drawn out the naysayers who think growth costs them money through taxes?
- Raise the funds we need to accomplish this?
- Develop strong relationships with the right partners?
- Add 750 members per year above our retention?
- Break through the “noise” to get this done and ask folks to become a unified front?
- Believe in ourselves enough to believe in a Big Vision?
- Retain 95% of membership each year?
- Attract companies with high paying jobs so there will be 3,000 great members available?
- Collaborate with Progress 321, P21, Hispanic Chamber, Borderplex, city, and county economic development?
- Offer and helping hand?

- Help businesses gain opportunities to grow so that the community grows and the Chamber grows?
- Get our community aligned around and a powerful vision that we pursue together?
- Form relationships with national media outlets to establish our voice – starting locally and moving up?
- Market the Chamber to attract more members?
- Align and leverage across public, private, education sectors to ensure we strengthen our economic development investments and growth?
- Craft policy and white papers capable of changing the business climate locally and nationally?
- Develop programs that help businesses to get up and running?
- Improve the national media portrayal of El Paso?
- Have a clearly defined vision and voice in our community in comparison to all the other options (distinguish ourselves)?
- Provide high value to existing members so they don't leave?
- Add more resources/benefits to our membership?
- Be a primary and sustainable capital to award small business scholarships?
- Be the primary resource for business development?
- Develop the right plan so we have both business and community support to be successful?
- Create programs/provide useful tools to engage members?
- Develop more outdoor spaces so young people view quality of life here as better?
- Grow and still keep the essence of who we are as a community?
- Create programs aimed at addressing economic development gaps in the community?
- Be a voice for equitable pay wages?
- Get enough investment dollars to fundamentally change the socio-economic of our region?
- Help El Paso realize its potential?
- Build infrastructure to drive economic development (prosperity) in the community?
- Get key leadership in El Paso to drive economic development?
- Get in front of high school entrepreneurs before college so they stay here?
- Address childcare issues as a barrier for women in the workplace?
- Influence the minimum wage so that young talent doesn't leave for more money?
- Retain/renew membership base of the Chamber?

And the top three “Can We...” statements were:

1. Can we develop a program that connects education, workforce, and fundraising?
2. Can we collaborate with other organizations trying to grow El Paso?
3. Can we net an additional 750 members per year over 10 years?

Concept Sketching

Keeping in mind the Long-Term Goal and the top three “Can We” statements, participants were asked to sketch out a plan for how the El Paso Chamber could potentially achieve this long-term goal and address these questions. Participants then went around and placed dots by any section of a sketch they felt was important, leading to a “heat map” of interesting ideas to explore further. Below are pictures of this activity.



Action Steps Brainstorm

Next, participants were asked to use the heat map on the sketches to generate a list of potential action steps / activities the Chamber should be involved in over the next several years. Participants placed their ideas around the room and grouped them into categories. Then everyone voted on their top action steps to identify which ones should be developed into an action plan. All the ideas generated are listed below.

Funding/staffing for Chamber resources

- Hire grant writer to be in in funds that fund programs
- Search out more grant opportunities
- Hire international business expert to navigate cross-border businesses of all sizes
- Raise \$2 million in grants and gifts for programs
- Receive \$1 million in grants for business development
- Hire 2 more members employees
- Hire grant writer to assist with funding for small businesses, new ones, etc
- Assign staff member to Austin during legislative session
- Apply for federal economic development grants

PR/Marketing Efforts

- Toot our own horn when we have a WIN!
- Promote local business with the baseball and soccer teams
- Partner with TV to promote member businesses
- Develop sponsored email campaigns by industry with research and news
- Present strong media presence
- Advocate publicly for current, relevant issues that affect local business
- Develop robust PR/marketing plan for Chamber
- Develop PR campaign to establish Chamber as loud voice for El Paso
- Develop PR campaign to attract new businesses to El Paso
- Create business-minded brand for EPC
- Develop comms and outreach strategies emphasis on national presence
- Target to local entrepreneurs where they are – podcasts, YouTube, etc
- 2x yearly update to council on all our achievements
- Advertise for El Paso in Arizona, New Mexico, Texas
- Highlight at least one member success story monthly

Programming/Partnerships

- Partner with Destination El Paso to fix the “Nothing to do in El Paso” perception
- Build a program to celebrate and highlight Small Business Saturday every month
- Develop a program so small, medium, big businesses know what benefits the Chamber offers and helps them utilize those services
- Sign MOU with UTEP

- Partner with universities, community colleges, and ISDS to address workforce needs and skills development training
- Partner with other organizations to help small businesses
- Develop a mentor program for our members and their key employers
- Develop a program to push out bid and contract opportunities
- Program to push out and support our members through media outlets
- Create a "How to do business in US/Mexico" Program Guide

Building

- Own our own Chamber office building
- Purchase a standalone building
- House Chamber at an accessible place where SME owners will feel free to walk in
- Buy a building
- Partner or co-locate in an office in Cd. Jaz., Chih. City, Mexico City, Austin, New Mexico, D.C.

Resource Development

- Demonstrate valuable collaboration with Hispanic Chamber and Borderplex alliance
- Create chapter workbook to streamline and remove barriers to enter business
- Create a business resource center by end of 2023
- Become a resource that companies can use to count on as a resource to promote quality of life to recruit target to El Paso
- Help business navigate binational business conditions

Partner with Borderplex

- Sign new MOU with Borderplex by end of 2023
- Execute a multi-year MOU with Borderplex
- Collaborate with government and Borderplex
- Forums of organization that we can partner with for particular goals

Chamber Image and Influence

- Be the positive voice in El Paso business voice
- Create more value for current members
- Be a consistent repetitive, proud voice for El Paso and business
- Be consistent with our message
- Create more value for current members
- Serve as a voice and advocate for business community
- Be trusted as the advocate for business in El Paso
- Establish clear vision of how to create better visibility for Chamber
- Create 3 clear goals and promote the heck out of them

Member Retention/Retention

- Make membership aware of opportunities
- No more than 5% member loss

- 10% growth in membership
- Increase in Fort Bliss membership 5%
- Net 2500 new members
- Grow membership by 70 new businesses in 2027
- Double membership (1,500)
- Triple membership every two years
- Keep member turn over less than 3% per year
- Create a tiered membership program
- Grow to 2,500+ new members across our region
- Develop a program to help members get certified hub, minority, women-owned
- 2,500 new members
- Grow members by 2,000 by end of 2027
- Strong member base and retention program (500/year)
- Establish scholarship component to tiered program
- Promote/member focus one a week
- Creative scholarship fund for El Paso students
- Mentorship program
- Gain 50 new members a month

Additional (ungrouped) ideas

- Active advocates for economic development to drive change and develop through data-driven solutions
- Have 10% revenue targets in “other than membership” categories

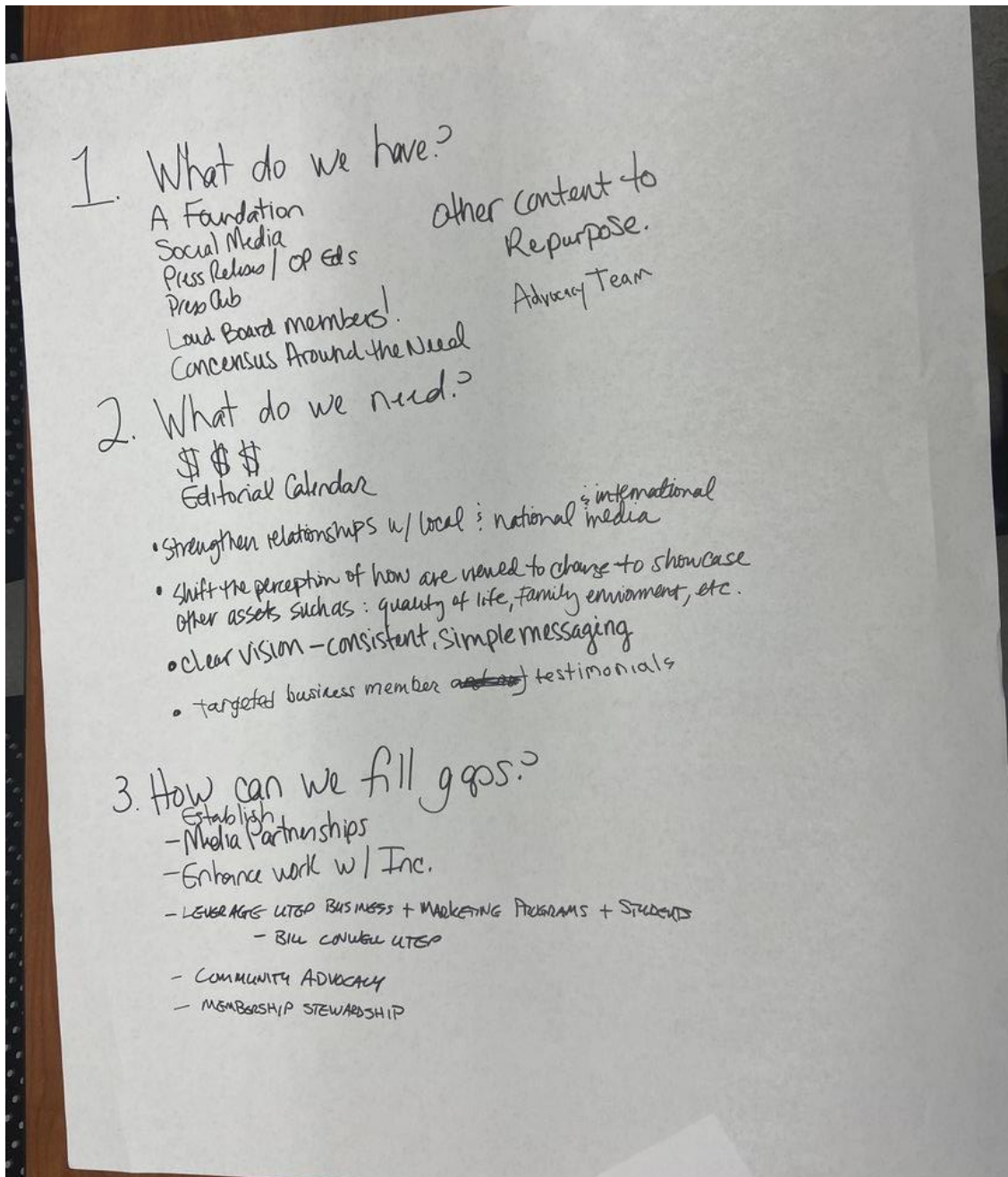
And the top four ideas were:

1. Launch aggressive PR campaign about El Paso’s business-friendliness and lifestyle at specific targeted markets
2. Buy a visible property downtown that supports Chamber’s growth goals
3. Add 20% annually to membership over next 5 year
4. Building a program for opening business on either side of the border

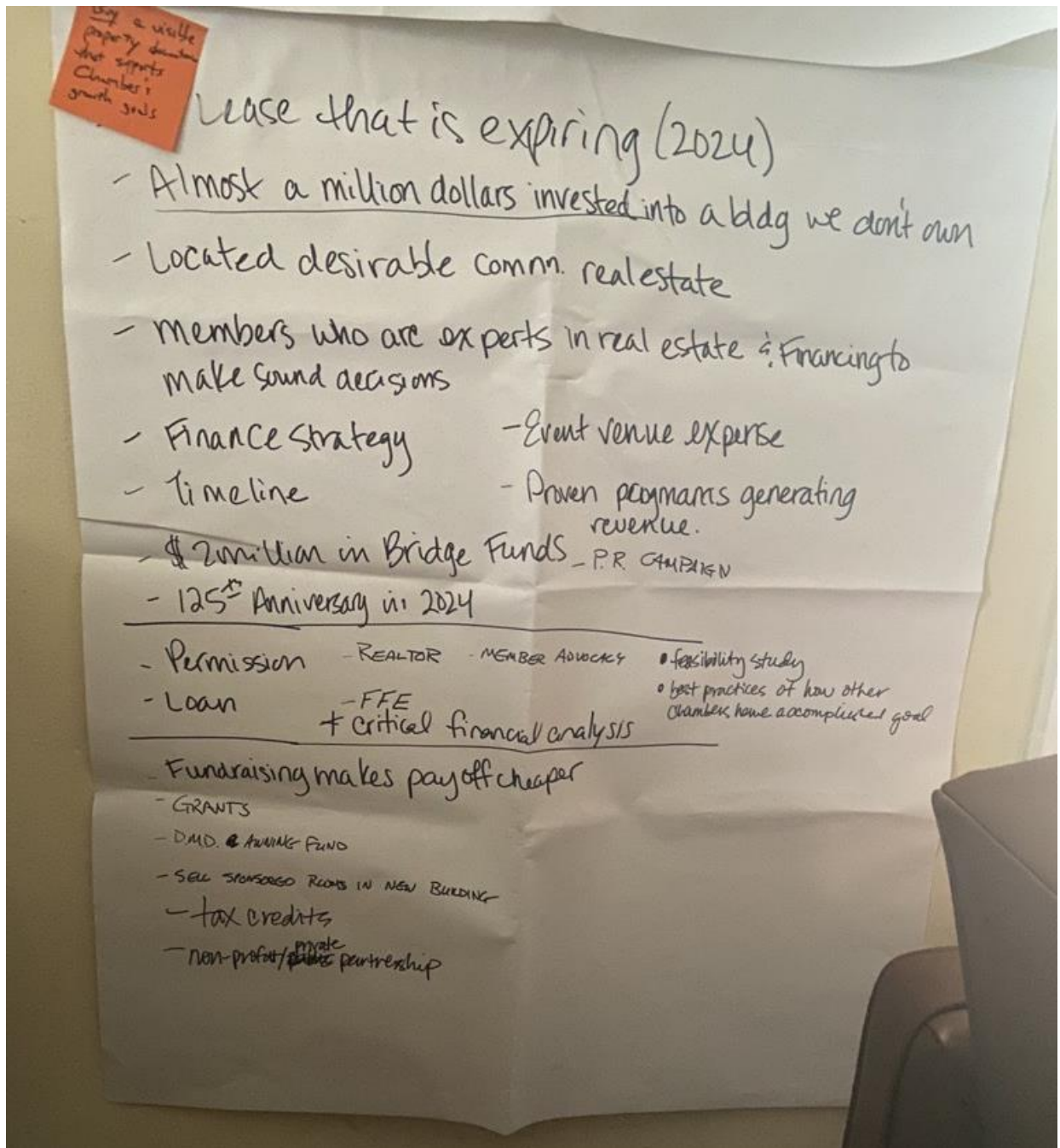
Action Plan Mapping

Placed into small groups, the participants were asked to start mapping out an action plan for the top voted ideas. Each group was asked to consider three questions: 1) What does the Chamber already have in place for this idea? 2) What does the Chamber need to pursue this idea? and 3) How can the Chamber fill in the gaps? Below are the pictures of the action plans generated during this activity.

1. Launch aggressive PR campaign about El Paso's business-friendliness and lifestyle at specific targeted markets.



2. Buy a visible property downtown that supports Chamber's growth goals



3. Add 20% annually to membership over next 5 year

① - DEDICATED SALES STAFF *****
- TIERED MEMBERSHIP LEVELS
- PROGRAMS
- NEW ENERGY TO GET BIGGER
- DIVERSE BOARD
- A FOUNDATION

How do we know the size of the business & industry?
Zoominfo

② - HEAVY P.R PROGRAM TARGETED
- RESOURCES TO FUND
- WHAT INDUSTRIES ARE WE MISSING
- Benchmark OTHER CHAMBERS
- PROSPECT FOR NEW MEMBERS
- Retention plan
- Member-to-member introductions, opportunity to connect

- An answer to "What Does The Chamber Do"
- Larger sales team to ~~focus~~^{SPLIT} the ~~area~~ EL PASO (E, W, NE, etc)
- Provide value by - providing
- mentorship
- programs
- coaching
* The Right members

③ - COLLABORATIONS + PARTNERSHIPS
- TOUCH POINTS w/ MEMBERS
- STEWARDSHIP PROGRAM
- Hold events in different parts of the county (Huerfano, Soco)

- Leverage board to reach out to diverse businesses
- Develop elevator speech
- Apply for grants to serve specific demographics (Veterans, Women, etc)

4. Building a program for opening business on either side of the border.

Building a program for opening business on either side of the border.

- ★ • 2% of existing member that already do business both sides
- Currently initiated reestablishing relationship with Canacinttra in Juarez/Chi
- Momentum and more attention on trade opportunities (advanced manufactures)
- experts in the industry or members
- Truly shared interests and ready stakeholders on both sides

- ★ • expand our relationship further than Juarez/Chi
- physical presence in Juarez/Chi/ Mex City
- more data/research
- innovative ideas/knowledge to expand beyond 101 Level
- partner more regional to increase buying power
 - while improving biz climate regionally
- USING HIGHER EDUCATION RESOURCES
- Connected staff members on both sides of border
- we need the expertise

★ White Papers

- TRANSPORTATION - ADVOCATING AT FEDERAL LEVEL FOR PEOPLE + CARGO
- CREATE ANOTHER D.C.L.
- establish partnership w/ P21 + Tech Hub

1. Launch aggressive PR campaign about El Paso's business-friendliness and lifestyle at specific targeted markets.

- Andrea/staff should meet with News Director/Assignments Manager for all TV stations and editor-in-chiefs of print/digital media
- Begin conversation with Secret Wherrett at El Paso Inc. about accruing (?) Chamber members
- Meet the El Paso staffer for Dallas Morning News, Statesman, Texas tribune, Marfa Public Radio, etc
- Get estimates on costs for advertising in cities where El Paso flies directly
- Develop elevator speech for media coming from the Chamber on business stories
- Identify possible partners who want to sponsor this campaign (ex: get milk from dairy producers)

2. Buy a visible property downtown that supports Chamber's growth goals

- Structural assessment
- Finance strategy
- Development strategy
- Look into Foundation rent contract.

3. Add 20% annually to membership over next 5 year

- Market the Chamber better (Marketing Plan)
- Touchpoints with members (timeline)
- Reach out to surrounding areas
- Industry focused recruitment plan
- Military/Veteran growth (business growth)
- Develop and target small businesses
- Grow sales team
- Membership network rates
- Grant person to develop programs

4. Building a program for opening business on either side of the border.

- Establish a Binational Commerce Program
- Partner with Mexican Consulate to establish physical presence in Juarez/Chi/Mexico City
- Awareness campaign on how global we are
- Leading resource to establishing business by educating small businesses on doing business beyond El Paso
- Embed EPC in binational current issues, more than advocating, also to mediate.