



ADAMS HUB
for innovation

A Special Library Services Program of Economic Development (SLSPED)

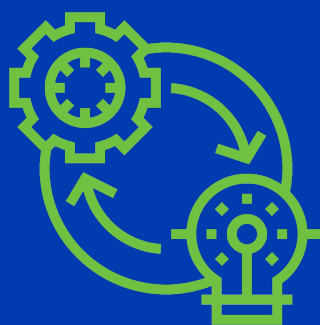
By



Carson City Library

Your Knowledge & Discovery Place

Interim Strategic Plan



Summer 2018 – Winter 2019

Table of Contents

Background	3
Purpose	3
Methods	3
Reporting of Progress.....	4
Next Steps	4
Mission.....	5
Vision	5
Values.....	5
Overarching Goals	6
Goal 1: Engage appropriate stakeholders to develop a vision and final strategic plan to carry the Adams Hub for innovation through May 2021.	7
Goal 2: Create a dynamic environment for entrepreneurs and startups to work, learn, and grow their business.....	9
Goal 3: Support the expansion of the skilled and educated workforce in Carson City through partnerships and program development.....	11
Appendix A: Acronyms and Abbreviations	14

Background

Hop and May Adams were long-time residents and successful business owners in Carson City, Nevada. After their passing, the Hop and May Adams Foundation (HMAF) was formed to manage fiscal assets in a charitable way to better the economic vitality of Carson City. In 2013, HMAF developed a business plan to launch a business incubator and coworking space located in the heart of town, which opened in 2014 as the Adams Hub for innovation (hereafter referred to as the “Hub”).

In May of 2018, the HMAF provided a generous donation to Carson City to fund a Special Library Services Program for Economic Development (Program). As part of this donation, the Carson City Library is leasing the building known as the Adams Hub at no cost for three years, so the Program may be carried out at the Adams Hub. As a result, the HMAF discontinued its operation of the Adams Hub. During the preliminary stages of development of this project it became clear that identifying a strategic direction for the Program is critical to its success.

Purpose

The purpose of this provisional plan is to provide a bridge between the initial business plan developed by the Hop and Mae Adams Foundation before the Adams Hub launch in 2013, and the final strategic plan that will be built alongside the updated Carson City Library’s planning process in 2019.

Methods

Because of the temporary nature of this plan and the lack of planning infrastructure currently, the collaborative brainstorming and planning processes that are normally a part of the development of a strategic plan were not utilized. Instead, the implementation of those processes to revise and re-develop the plan have been included in the activities and objectives of the plan itself.

To form the plan, the following activities took place:

1. Informal qualitative interviews conducted by the Business Development Manager (BDM) with past and current Hub clients, mentors, service providers, and representatives from partner organizations. Interview questions included:
 - What had previously worked well?
 - What had not worked well?
 - What would you like to see continued?
 - What would you like to see added?

Themes identified from these interviews included:

- The need for consistent communication between Hub management and members/mentors
 - Concern over the Hub becoming a quiet, non-collaborative environment
 - Desire for expanded programming and networking opportunities
 - Expressed need for an enlarged skilled workforce pool in Carson City from which startups can hire new staff.
2. The original business plan (c. 2013) was reviewed, with elements identified to be included in the provisional strategic plan, with those most pertinent to be moved into the final strategic plan.
 3. An informal strategic planning meeting took place, with the Business Development Manager and the Library Director in attendance. The reason why more staff members or stakeholders were not included in this meeting was because of (1) time constraints and (2) the need to outline some sort of proposed process that would set the direction of the SLSPED towards a more robust planning process that would also align with that of the Carson City Library.
 4. The results of the abbreviated process were compiled into this plan.

Reporting of Progress

Reports of progress towards achieving the goals and objectives of this plan will be reported monthly to the Carson City Library Board of Trustees (BOT) at their public meetings. Reports will also be made to the Carson City Mayor and the Carson City Board of Supervisors (BOS) as requested.

The development of reports will be the responsibility of the BDM, as overseen by the Library Director. If the BDM is unavailable, reports will be developed and submitted by the Library Director or their designee.

Next Steps

As stated above, this plan has been developed to fill a temporary need. Upon completion of a final strategic plan, developed in conjunction with that of the Carson City Library in late 2018 or early 2019, this plan will be considered null and void.



Mission

To help local and regional entrepreneurs work, learn, and grow.



Vision

The Adams Hub for innovation fosters an entrepreneurial spirit within the community as members of all ages embark on their quest to develop innovative and marketable business solutions. This is done through coaching, mentorship, education, and networking.



Values

Innovation: We value a spirit of innovation and ensure that it guides our programs and processes to meet the needs of the innovators within our ecosystem

Learning: We support learning across the community, and believe that a knowledgeable community is one that is economically sound.

Growth: We create an environment that not only fosters the growth of businesses, but also that of members' professional skills.

Diversity: We value having a diverse membership, comprised of varied businesses, owned or managed by people of different professional backgrounds. The SLSPED is a safe place for persons of all racial, ethnic, sexual orientations, and religious backgrounds.

Collaboration: We promote a collaborative environment where members share skills and ideas with one another for mutual benefit. The SLSPED collaborates with other organizations to share resources and promote a healthy business ecosystem.

Accountability: The SLSPED ensures accountability to the community, the City of Carson, and to elected officials through the submission and presentation of regular reports of program progress and fiscal expenditures.

Overarching Goals

The below set of goals is meant to align the direction of the work completed by Carson City Library staff to the Adams Hub's Mission, Vision, and Values discussed above.



Goal 1: Engage appropriate stakeholders to develop a vision and final strategic plan to carry the Adams Hub for innovation through May 2021.



Goal 2: Create a dynamic environment for entrepreneurs and startups to work, learn, and grow their business.



Goal 3: Support the expansion of the skilled and educated workforce in Carson City through partnerships and program development.



Goal 1: Engage appropriate stakeholders to develop a vision and final strategic plan to carry the Adams Hub for innovation through May 2021.



Objective 1: By August 31st, 2018, establish an advisory board for SLSPED at Adams Hub for Innovation.

Lead staff members: Business Development Manager, Library Director to assist

Activities may include, but are not limited to:

- Define number of members and desired background
- Receive permission from Carson City Library Board of Trustees to develop advisory board
- Recruit board members
- Hold initial advisory board meeting



Objective 2: By December 31st, 2018, engage advisory board, SLSPED staff and key stakeholders in a strategic planning process.

Lead staff members: Business Development Manager, Library Director to assist

Activities may include, but are not limited to:

- Engage advisory board to develop preferred strategic planning process
- Identify key stakeholders outside of advisory board who should be involved in the strategic planning process
- Coordinate and implement planning meetings with stakeholders and advisory board members



Objective 3: By March 31st, 2019, complete and publish an organization strategic plan for SLSPED through May 2021.

Lead staff members: Business Development Manager, Library Director to assist

Activities may include, but are not limited to:

- Use information gathered from strategic planning meetings to develop a draft of the new plan
- Draft will be reviewed as in accordance to processes decided upon in Objective 2
- Final draft will be reviewed and accepted by the Library Board of Trustees



Objective 4: By September 30th, 2018, implement business retention survey for Carson City, Dayton, Carson Valley, Minden/Gardnerville businesses.

Lead staff members: Library Director, Business Development Manager to assist

Activities may include, but are not limited to:

- Develop list of agencies to survey who are located in Carson City, Carson Valley, and Dayton.
- Develop appropriate or vetted survey questions
- Disseminate survey to selected participants
- Collect and analyze data gathered from respondents



KPI 1: Advisory Board Formed
(target: by 8/31/18)



KPI 2: Strategic Planning Process Completion
(target: 100% complete)



KPI 3: Final Strategic Plan Published
(target: 100% complete)



KPI 4: Survey response rate
(target: $\geq 30\%$)



Goal 2: Create a dynamic environment for entrepreneurs and startups to work, learn, and grow their business.



Objective 1: By December 31st, 2018, achieve 90% occupancy of Executive Startup spaces.

Lead staff members: Business development manager

Activities may include, but are not limited to:

- Recruiting new clients through networking and advertising, as appropriate
- Coordinating new client agreements
- Ensuring that client arrangements and services available meet expectations and needs



Objective 2: By December 31st, 2018, increase total coworking memberships by 400%.

Lead staff members: Business Development Manager

Activities may include, but are not limited to:

- Recruiting new clients through networking and advertising, as appropriate
- Coordinating new client agreements
- Ensuring that client arrangements and services available meet expectations and needs



Objective 3: By December 31st, 2018, evaluate rental income generated by the Studio @ Adams Hub for projected cost recovery.

Lead staff members: Business Development Manager

Activities may include, but are not limited to:

- Gather the Studio @ Adams Hub rental data for July 1, 2018 – November 1, 2018, to include monthly income, average monthly income, number and type of renting organizations, and other information as necessary.
- Use rental data to project income for calendar year 2019
- Contrast projected income against income needed to meet SLSPED fiscal goals



Objective 4: By October 31st, 2018, plan incubator program that suits the ecosystem and SLSPED resources.

Lead staff members: Business Development Manager, Library Director to assist

Activities may include, but are not limited to:

- Further research recent recommendations and best practices regarding incubator programs in rural locations
- Further research the successes of other libraries' business development and entrepreneurship programs
- Engage the advisory board and other stakeholders to plan the incubator program



KPI 1: # of Executive Startup spaces occupied (target: 9 of 10)



KPI 2: # of monthly coworking memberships (target: 8)



KPI 3: Total monthly Studio rental income (exploratory/no target)



KPI 4: Incubator program plan completed (target: 1 plan)



Goal 3: Support the expansion of the skilled and educated workforce in Carson City through partnerships and program development.



Objective 1: By October 31st, 2018, train Creative Learning Team staff on NewE curriculum.

Lead staff members: Business Development Manager, Library Director, NewE Coordinator, and Creative Learning Program Manager

Activities may include, but are not limited to:

- Creation of training plan
- Coordination and scheduling of training
- Training implementation



Objective 2: By December 31st, 2018, have at least 1 complete session (program) of NewE scheduled at Carson High School.

Lead staff members: NewE Coordinator, Business Development Manager to assist

Activities may include, but are not limited to:

- Coordination and scheduling of program sessions (likely spring semester 2019)



Objective 3: By September 30th, 2018, transition existing business education programs hosted at the library to SLSPED at Adams Hub for innovation.

Lead staff members: Business Development Manager and Library Director

Activities may include, but are not limited to:

- Training plan developed for business education program
- Recruitment of additional content specialists/trainers as needed
- Trainings scheduled for Fall/Winter 2018



Objective 4: By August 31st, 2018, develop an internship program to provide education and skill development for students at High School and College levels.

Lead staff members: Business Development Manager

Activities may include, but are not limited to:

- Coordinate with staff and resources from Carson City School District, Western Nevada College, and University of Nevada, Reno to identify internship program requirements, competencies, and current partnership opportunities
- Develop SLSPED internship program plan
- Develop SLSPED Intern Handbook/Guide



Objective 5: By September 30th, 2018, fill two internship positions to be hosted by SLSPED.

Lead staff members: Business Development Manager

Activities may include, but are not limited to:

- Implement hiring process
- Plan and implement at least one internship orientation event or meeting



Objective 6: By October 31st, 2018, develop a professional education and networking program, with select offerings available to community members at large.

Lead staff members: Business Development Manager, Library Director, Advisory Group

Activities may include, but are not limited to:

- Client experience enrichment program plan developed
- Recruitment of additional content specialists and trainers as needed
- Events and workshops scheduled for Fall/Winter 2018



KPI 1: % of total CLT staff trained
(target: 100%)



KPI 2: # of complete NewE programs scheduled
(target: ≥ 1)



KPI 3: # workshops, presentations or lunch n' learns hosted @ Adams Hub per month.
(target: ≥ 2)



KPI 4: % completion of internship program plan
(target: 100%)



KPI 5: # of intern positions filled
(target: 2)



KPI 6: # of networking and client-only events per month
(target: ≥ 2)

Appendix A: Acronyms and Abbreviations

CCL: Carson City Library

CLE: Creative Learning Team

HMAF: Hop and Mae Adams Foundation; provides funding and the building in which the SLSPED at Adams Hub is housed.

Hub: Refers to the Adams Hub for innovation

KPI: Key Performance Indicator; means by which we measure success of activities towards completing objectives and goals.

NewE: “New Entrepreneurs”; educational program for high school students that promotes entrepreneurial skills. Implemented by a contracted service provider in Carson High School.

SLSPED: Special Library Services Program of Economic Development; the program being implemented by the Carson City Library as the management of operations and programming at the Adams Hub for innovation