



# STAFF REPORT

**Report To:** Board of Supervisors

**Meeting Date:** December 6, 2018

**Staff Contact:** Valerie Cauhape, Business Development Manager

**Agenda Title:** Presentation Only: Presentation and update regarding FY19 activities of the Special Library Services Program for Economic Development at Adams Hub for innovation.

**Staff Summary:** Valerie Cauhape, Business Development Manager of the Special Library Services Program for Economic Development, will provide a presentation and update of FY19 activities.

**Agenda Action:** Other/Presentation

**Time Requested:** 15 mins

## **Proposed Motion**

No action - presentation only.

## **Board's Strategic Goal**

Economic Development

## **Previous Action**

Board of Supervisors 5/3/2018: Approved and accepted a \$1,128,570 grant given by the Hop and Mae Adams Foundation and Carson Incubator 1, LLC, to the Carson City Library for the purpose of a Special Library Services Program for Economic Development, as defined in the Donation Agreement, in Carson City.

Library Board of Trustees 5/3/2018: Approved a Donation Agreement between the Hop and Mae Adams Foundation, Carson Incubator 1, LLC and the Carson City Library Board of Trustees, for the purpose of a Special Library Services Program for Economic Development in Carson City.

## **Background/Issues & Analysis**

N/A

## **Applicable Statute, Code, Policy, Rule or Regulation**

N/A

## **Financial Information**

Is there a fiscal impact?  Yes  No

If yes, account name/number:

Is it currently budgeted?  Yes  No

Explanation of Fiscal Impact:

## **Alternatives**

N/A

**Board Action Taken:**

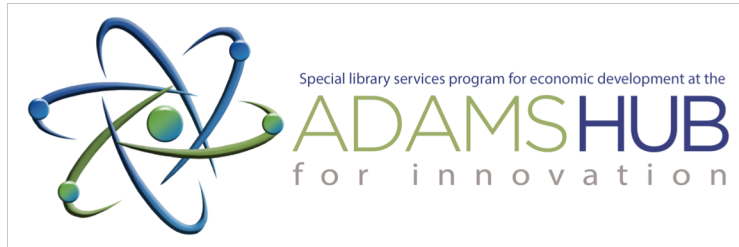
Motion: \_\_\_\_\_

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_

Aye/Nay

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)



## Objective and Key Performance Indicator (KPI) Update

November 2018



**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.

## Objectives by Projected Due Date

Due Date	Objective	Percent Complete	Comments
August 31, 2018	Goal 1, Objective 1: Establish an advisory board for SLSPED at Adams Hub for Innovation.	-	Tabled
August 31, 2018	Goal 3, Objective 4: Develop an internship program to provide education and skill development for students at High School and College levels.	<b>100%</b>	November Topic: Social Media for Business
September 30, 2018	Goal 1, Objective 4: Implement business retention survey for Carson City, Dayton, Carson Valley, Minden/Gardnerville businesses.	<b>65%</b>	Pivot – working with Flash Vote (SLSPED Member)

## Objectives by Projected Due Date

Due Date	Objective	Percent Complete	Comments
September 30, 2018	Goal 3, Objective 3: Transition existing business education programs hosted at the library to SLSPED at Adams Hub for innovation	<b>100%</b>	All applicable programming moved
September 30, 2018	Goal 3, Objective 5: Fill two internship positions to be hosted by SLSPED.	<b>60%</b>	One position filled. Additional recruitment paused until revenue increases.
October 31, 2018	Goal 2, Objective 4: Plan incubator program that suits the ecosystem and SLSPED resources.	<b>100%</b>	Initial plan completed

## Objectives by Projected Due Date

Due Date	Objective	Percent Complete	Comments
October 31, 2018	Goal 3, Objective 1: Train Creative Learning Team staff on NewE curriculum.	<b>25%</b>	Training discussions opened with NewE contractor
October 31, 2018	Goal 3, Objective 6: Develop a professional education and networking program, with select offerings available to community members at large.	<b>95%</b>	Piloting initial offerings and gathering feedback for long-term plans
December 31, 2018	Goal 1, Objective 2: Engage advisory board, SLSPED staff and key stakeholders in a strategic planning process.	<b>10%</b>	Library contracted strategic planning consultant; will not include formal advisory board

## Objectives by Projected Due Date

Due Date	Objective	Percent Complete	Comments
December 31, 2018	Goal 2, Objective 1: Achieve 90% occupancy of Executive Startup spaces.	<b>45%</b>	4 of 9 designated Executive Startup spaces filled
December 31, 2018	Goal 2, Objective 2: Increase total coworking memberships by 400%.	<b>0%</b>	Coworking marketing plan in progress; leveraging legislative session; re-evaluating pricing

## Objectives by Projected Due Date

Due Date	Objective	Percent Complete	Comments
December 31, 2018	Goal 2, Objective 3: Evaluate rental income generated by the Studio @ Adams Hub for projected cost recovery.	<b>75%</b>	July through November Studio rental revenue data collected
December 31, 2018	Goal 3, Objective 2: Have at least 1 complete session (program) of NewE scheduled at Carson High School.	<b>100%</b>	NewE program started Sept. 12, 2018 through the school year
March 31, 2019	Goal 1, Objective 3: Complete and publish an organization strategic plan for SLSPED through May 2021.	<b>0%</b>	Not yet started; will be completed in conjunction with Library strategic plan

## Key Performance Indicators (KPI) Snapshots – Status Indicators



**NOT YET  
STARTED  
or  
TABLED**



**REVALUATION  
NECESSARY**



**AT RISK**



**ON TRACK**



**COMPLETE**

## KPI Snapshots – August 2018 Due Date



**Goal 1, KPI 1:** Advisory Board Formed

**Status:** TABLED

- Proving to be unnecessary; holds potential to create undue inefficiency



**Goal 3, KPI 4:** Percent completion of Internship Program Plan

**Status:** 100% COMPLETE

- Internship plan complete; included as supporting documentation

## KPI Snapshots – September 2018 Due Date



**Goal 1, KPI 4:** Survey Response Rate; target - at least 30%

**Status:** AT RISK/4 months behind schedule

- Now working with Flash Vote to complete and disseminate survey; projected responses collected by January 31, 2019



**Goal 3, KPI 3:** Number of workshops, presentations or Lunch-n-Learns hosted at the Adams Hub per month; target – at least 2 per month

**Status:** 150% COMPLETE

- 2 in October; 2 planned for November (as of 10.16.18)



**Goal 3, KPI 5:** Number of intern positions filled; target – 2 positions

**Status:** ON HOLD

- One position filled; exploring other options, but not anticipating adding to team at this time.

## KPI Snapshots – October 2018 Due Date



**Goal 2, KPI 4:** Incubator program plan completed; target -1 plan  
**Status: COMPLETE**



**Goal 3, KPI 1:** Number of Creative Learning Team staff trained in NewE curriculum; target 100%

**Status: AT RISK**

- Behind schedule due to staffing shortages



**Goal 3, KPI 6:** Number of networking and client-only events per month; target – at least 2 per month

**Status: AT RISK**

- Planning to reduce programming through November/December holidays
- Adjusting to 1 event per month January through February 2019

## KPI Snapshots – December 2018 Due Date



**Goal 1, KPI 2:** Strategic planning process completion  
**Status: NOT YET STARTED**



**Goal 2, KPI 1:** Number of Executive Startup spaces occupied; target – 8 of 9, 2 flex office spaces for additional ES space or in-kind service providers

**Status: ON TRACK**

- 4 of 9 Executive Startup offices occupied (-2 from October 2018; a 2-office company outgrew the facility and moved into their own)
- 2 of 2 In-kind service provider spaces occupied



## KPI Snapshots – December 2018 Due Date



**Goal 2, KPI 2:** Number of monthly coworking memberships;  
target - 8

**Status: AT RISK**

- Leveraging legislative session for membership improvement
- Re-evaluating pricing



**Goal 2, KPI 3:** Total monthly Studio rental income; exploratory/no target

**Status: ON TRACK**

- Minimal interest in paid use of the Studio
- Marketing plan and other income generation options to be explored

## KPI Snapshots – December 2018 Due Date



**Goal 3, KPI 3:** Number of complete NewE programs scheduled; target at  
least 1

**Status: COMPLETE**

- Year-long program scheduled; began September 12, 2018

## KPI Snapshots – March 2019 Due Date



**Goal 1, KPI 3:** Final strategic plan published

**Status:** ON TRACK

- Carson City Library contracted strategic planning consultant
- SLSPED strategic plan to be completed alongside library plan by SLSPED staff for consistency



**ADAMS HUB**  
for innovation

A Special Library Services Program of Economic Development (SLSPED)

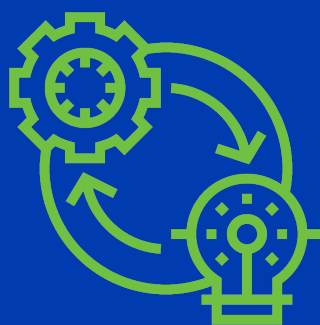
By



**Carson City Library**

Your Knowledge & Discovery Place

# Interim Strategic Plan



**Summer 2018 – Winter 2019**

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## 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 30<sup>th</sup>, 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 31<sup>st</sup>, 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 30<sup>th</sup>, 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 31<sup>st</sup>, 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 30<sup>th</sup>, 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 31<sup>st</sup>, 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:  $\geq 1$ )



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



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:  $\geq 2$ )

## 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