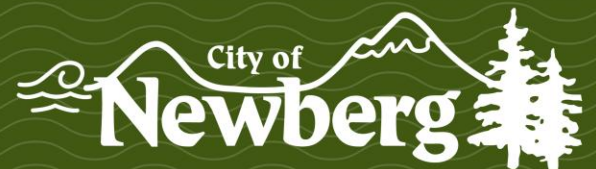


Project Management in the Library

How creating an operational plan can
help any complex project succeed



Will Worthey:

I have been Newberg's City Manager since October of 2021, but I am actually a Librarian and worked in that field for most of my life.

That's from the 1980s to 2021.

This means that I care deeply about data, process and the art of making things work.

I will be introducing one part of taking action (hopefully after you have observed and oriented yourself to a specific problem you need to solve).

Many people struggle with creating operational plan to guide events, events like creating public facing events, hosting a production strategy work group, designing strategic goals or other activities.

How many times have you attended such an event and found the organizer unprepared and apparently rudderless.

I am going to teach you a simple method and acronym that will assist you in structuring operations of any sort. If you follow the steps in this process, you will avoid missing things you should have thought of.

Yes, yet another management acronym but this one is worth remembering:

SMEAC

SMEAC is a model of operational thinking it will enable you to make a plan to make something happen without missing any elements of time, space or personnel.

We will look at this acronym letter by letter.

SMEAC: Situation

In the situation paragraph of the plan, you lay out the current situation you are facing including a description of the problems you are facing. The purpose of this section is to orient the reader to what is going on.

It lays out the issues that will be addressed in the subsequent sections.

SMEAC: Mission

In the mission paragraph of the plan, you describe what must occur no matter how and if there is a drop-dead date you define it here. This should only be a few sentences long and contain a concentrated thought.

Note this is NOT how the thing will get done that comes in the next section; just what must get done.

SMEAC: Execution

In the execution paragraph of the plan, you describe how under ideal conditions the Mission will be achieved. This is the core part of the plan, and it defines the timeline, steps, special relationships that pertain to doing the thing.

It may have data tables, Gantt charts, timelines, floor plans, or diagrams/infographics that guide the team to understand what they need to do.

SMEAC: Execution - continued

Sometimes the execution section will contain sections designed to become staff handouts, or it may contain web links to scheduling software platforms or other ways to convey information rapidly to teams operating in the field.

SMEAC: Administration

In the administration section you will find all of the logistics details that will power the plan.

When you are thinking about this section you will itemize everything that you need to make the plan happen. This may include lists of electronic and non-electronic equipment and where the gear will be found or stored in readiness. You may also list items that will only be needful in an emergency.

SMEAC: Command and control

In the command-and-control section you will find the items that will enable you to communicate and control the plan.

When you are thinking about this section you will itemize everything that you need to allow people to communicate or pass on information. This will include points of contact, email addresses cell numbers and how to access security credentials.

This will also lay out who is in charge of what part of the task!

By thinking about each element of the plan:

Situation, Mission, Execution, Administration,
Command and Control you will not miss any elements of the
plan and you will avoid your plan having gaping holes in it!

On the next sides we are going to show you an example of how
this was put into practice.

The late great Lou Reed sang it best, Operation Poppins really
was “our perfect day”...

Dillon Peck:

I'm the current Circulation Supervisor in Newberg, and I was part of the Command and Control team for our example: Project Poppins!

Through the SMEAC process, Poppins was an amazing success. We'll go through each of the SMEAC letters and show you how.

Operation Poppins: an example

SMEAC: Situation

Our Spanish language materials were crowded and hard to find. We decided that a larger, combined space for our Spanish language materials was necessary.

Several ranges of shelving and over 20k items needed to be moved!

Operation Poppins: an example

SMEAC: Mission

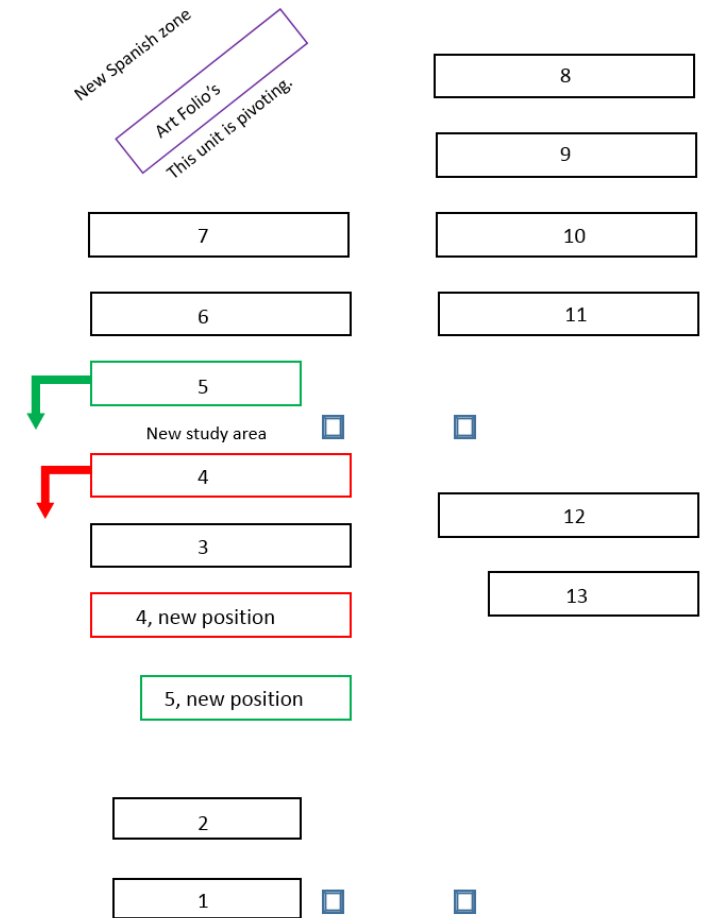
“Between Friday January 24 and Monday January 27 all of the adult nonfiction collection will be shifted to new positions. New spaces for students, the visually impaired and Spanish language materials will be created in the process. Success will be measured by completion and being ready to re-open effectively on Tuesday January 28.”

Operation Poppins: an example

SMEAC: Execution

Split into phases:

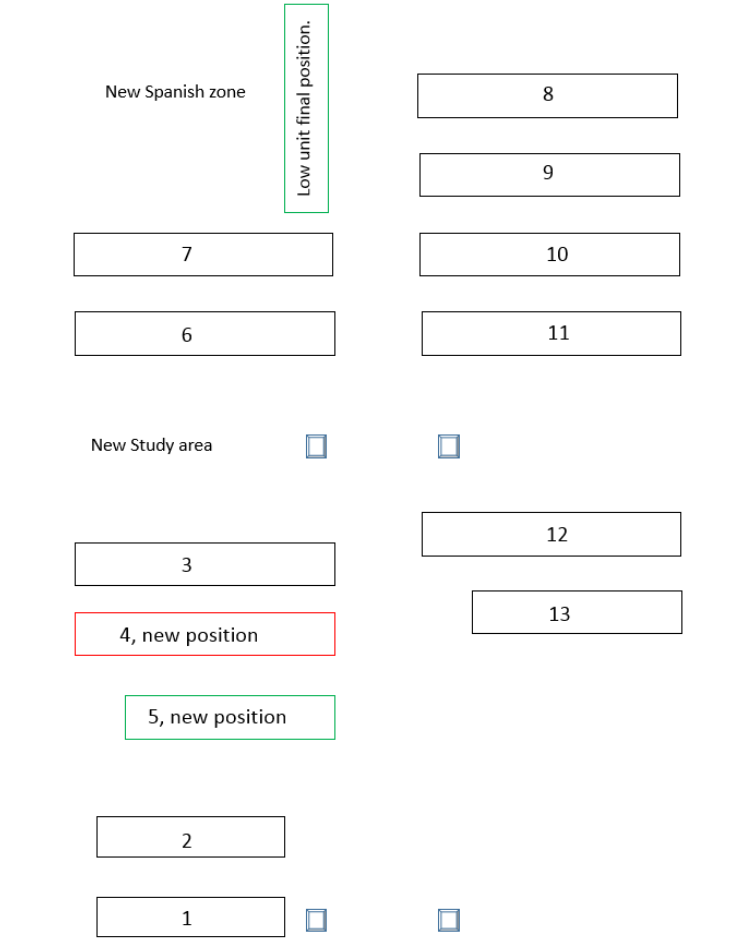
1. Messaging to public and stabilizing collection
2. Spanish collection boxed and labelled, clearing shelving units
3. Moving company moves all steel shelving to final positions



Operation Poppins: an example

SMEAC: Execution – continued

4. All materials moved to new locations using “Poppins” control board
5. Final arrangement of furniture and shelving in new Spanish materials section



Operation Poppins: an example

SMEAC: Administration

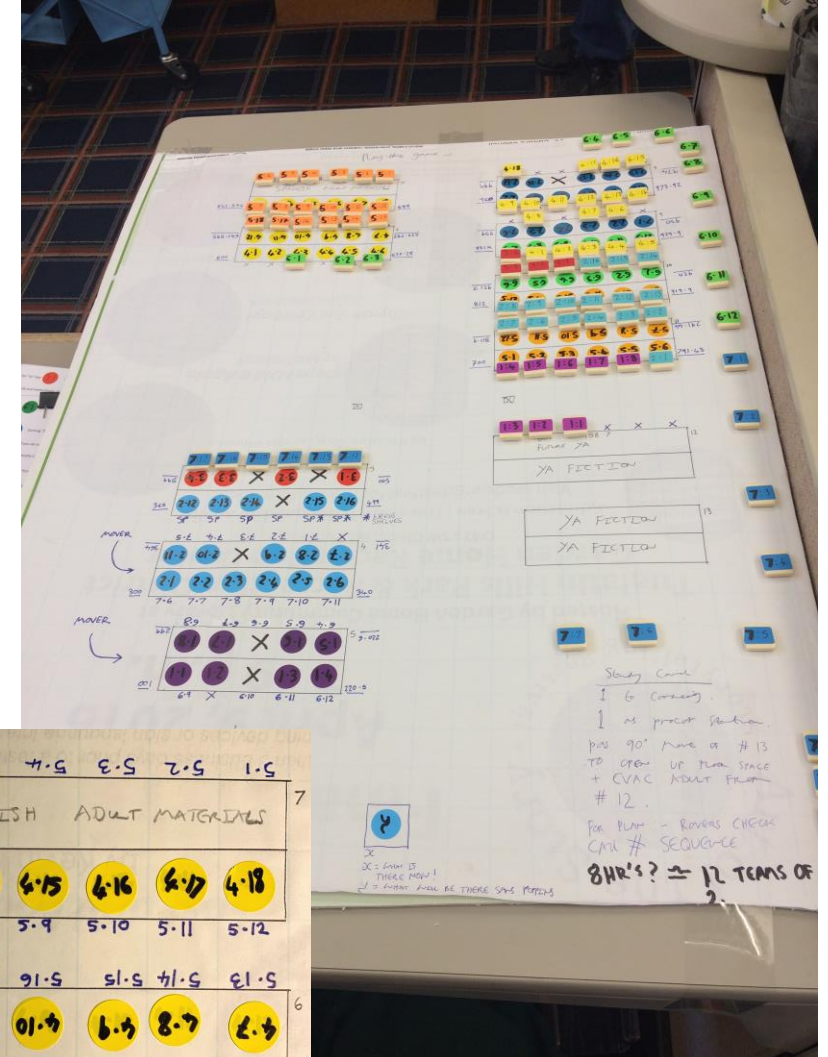
1. Assign each job to a person or team
2. Ensure each team has everything they need to succeed: training, resources, time

Phase 1A / Person	Role
Latino team leader (Karen)	Guides the packing effort.
Staff member Brenda	Assists / guides packing effort.
Volunteer Sandy Frick	Un-shelves and packs.
Volunteer Jim Frick	Un-shelves and packs.
Volunteer Geoff Godfrey	Un-shelves and packs.
Volunteer Janine Saxton	Un-shelves and packs.
Phase 1B	Role
Library Director – & unloader	Guides the clearing of range 4 and 5.
Janelle Olivarez -unloader	Assists with the task above.
Staff member Miles - mover	Assists with the task above.
Volunteer Knightly - loader	Assists with the task above.
Volunteer Zlab - loader	Assists with the task above.
Volunteer Erik Worthey	Assists with the task above.
Phase 3	Role
Library Director	Runs the control desk.
Dillon Peck	Assists with the task above.
Team 1 Vol Knightly & Korie	Carries out movement card tasks.
Team 2 Crystal Garcia and Suzanne Meenahan	Carries out movement card tasks.
Team 3 Vol Bryan (hubby) & Terri	Carries out movement card tasks.
Team 4 Vol Jacob & Ruth	Carries out movement card tasks.
Team 5 Vol S Frick, Vol J Frick & Jessica	Carries out movement card tasks.
Team 6 Vol Zlab & Amanda	Carries out movement card tasks.
Team 7 Vol Horton & Cynthia	Carries out movement card tasks.
Team 8 Vol Schrempp & Audrey R	Carries out movement card tasks.
Team 9 Vol Davis & Samantha	Carries out movement card tasks.
Team 10 Vol Angelo & Brenda	Carries out movement card tasks.
Team 11 Vol Julia Sutter & Jean	Carries out movement card tasks.
Team 12 Vol Schmidt & Kirsten	Carries out movement card tasks.
Team X Spare Vol J Olivarez Spare Vol Rea	Backup team - ditto
Team Y Spare Vol G Musser Spare Vol Bob	Backup team - ditto
Susan McKay, Trina	Rover checking on shelves / dusting
Phase 4	
Latino team leader (Karen)	Guides the shelving effort.
Library Director	Assists / guides shelving effort.
Staff member 1	Assists / guides shelving effort.
Volunteer Knightly & Saxton	Shelves.
Volunteers S and J Frick	Shelves.
Volunteer Rea	Assists with shelving construction

The control board in action!

Operation Poppins: an example SMEAC: Command and control

1. Will created a “control board”
2. Each mobile tile represented a bay’s books; assigned a unique number
3. Each slot represented a bay of shelving; given a number and labelled with final tile number



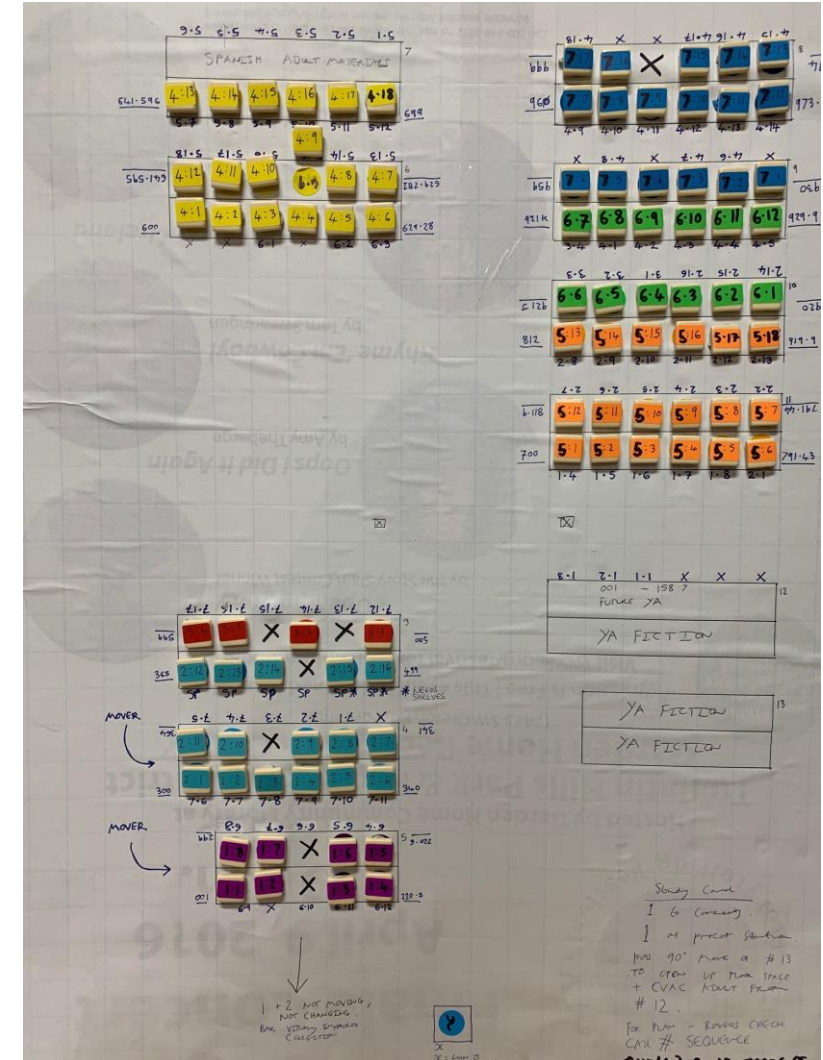
	9-5	8-5	7-5	6-5	5-5	4-5	3-5	2-5	1-5		
	SPANISH ADULT MATERIALS										7
	4-13	4-14	4-15	4-16	4-17	4-18					
	5-7	5-8	5-9	5-10	5-11	5-12					
	81-5	81-5	91-5	51-5	71-5	81-5					
	21-7	11-7	01-7	6-7	8-7	4-7				6	
	4-1	4-2	4-3	4-4	4-5	4-6					
	X	X	6-1	X	6-2	6-3					

Operation Poppins: an example

SMEAC: Command and control cont.

4. A card was given to teams for each bay of books with instructions
5. When the move was completed by a team, they would give C&C their card
6. Once the card returned, the tile was moved on the control board

Control board complete!



Operation Poppins: an example Results!

“Shockingly fast” “Extremely organized” “Way faster than we expected” “Couldn’t believe how fast it all got done!” “It was great to combine staff and volunteers 😊”

Poppins Process Demo: You are the books!

Look below your chair. If you see a piece of paper with a numeric code on it, you have been magically transformed into a bay of library books. Lucky you! You may switch chairs if you wish to simply observe, of course.

We need 5 volunteers who are ready to follow the instructions of the Command and Control team (Will and Dillon).

Operation Poppins 2.0 activate!

Thank you!

Speakers:

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