



## Getting Things Done

We all have stuff to do, whether that means a job, a task, or something that just has to get done. When that something involves multiple steps, multiple people, or both, it can probably be classified as a project. In simplest terms, a project is a temporary endeavor that creates or produces a unique product, service, or result and has a definite beginning and end. Doesn't that sound like just about everything we do in Scouting? Planning a campout, holding a fundraiser, or completing an Eagle Scout service project or Venturing Summit Award service project—these are all tasks that require project management skills.

This program feature will introduce your unit to the stages of team-based project planning. It will also give you some tips for completing a project without letting things spin out of control. You will learn that projects are almost living, breathing creatures that need to be fed and nurtured lest they wither away. The secret to success, of course, is to plan your work and then to work your plan. The more time you spend in preparation, the easier the project will be.

### Objectives

This month's activities should:

- Identify the five stages of team-based project planning.
- Help Scouts prepare an effective project overview.
- Highlight the importance of selecting an appropriate approach or method.
- Show Scouts how to avoid the activity trap.
- Enable Scouts to develop a work breakdown structure.
- Enable Scouts to implement and track a project plan.

### RELATED ADVANCEMENT AND AWARDS

- Service requirements for Scouts BSA advancement
- Merit badges that require projects, including Backpacking, Bird Study, Camping, Emergency Preparedness, Fish and Wildlife Management, Mammal Study, Soil and Water Conservation, and Woodwork
- Eagle Scout service project requirement
- Pathfinder: Leadership requirement
- Summit: Service requirement
- William T. Hornaday Award project requirements



## Leadership Planning

As a leadership team, you may want to discuss the following items during your planning meetings when choosing project planning as your program feature.

1. What project should we do as our main event?
2. Who do we know with experience in this area?
3. What planning resources do we have available to us?
4. How do we explain to our unit that the process is just as important as the project?
5. Do we have a source for raingutter regatta materials?
6. To meet our needs, what should we change in the sample meeting plans?

### PARENTS CAN HELP WITH THE PROJECT PLANNING PROGRAM FEATURE BY:

1. Providing expertise on your chosen project
2. Providing transportation to the project location
3. Providing resources and funding for the project
4. Assisting with carrying out the project
5. Following the lead of youth leaders
6. Being watchful for safety concerns
7. Maintaining current Youth Protection certification, which is required of all adults providing transportation for or participating in outings

## PROJECT PLANNING INFORMATION

### What Is Project Management?

Project management is an approach to ensure that all required project work undertaken to create a product, service, or result is planned and completed to meet the time, cost, and quality specifications.

This includes:

- Determining strategies to ensure everyone's expectations are met and all the needed people and other resources—such as supplies, equipment, and facilities—are identified, planned for, and acquired
- Defining high-quality project standards
- Identifying potential risks and then determining effective ways to manage those risks
- Procuring products and services according to the organization's procedures
- Communicating the project's progress to the people and organizations involved on a regular basis





## Five Stages of Team-Based Project Planning

Most of what we do in Scouting can be considered team-based projects of a small to moderate size. A five-stage approach has been shown to be particularly effective for such projects. These stages are:

1. **Prepare a project overview** that summarizes the specific goals and objectives of the project.
2. **Develop a work breakdown structure** that identifies the tasks to be completed and the order in which they should be done. (This leads to the writing of a detailed project plan.)
3. **Assign responsibilities** for specific activities or tasks to each project team member.
4. **Put the plan into action** and track its progress.
5. **Prepare a closeout report** that compares the original goals and objectives to the final outcome.

### Project Manager

A *project manager* is the person responsible for ensuring a project achieves its goals and objectives. This position is normally assigned by someone within the organization. That someone could be the CEO, the project sponsor, or a group of peers. Depending on the project, the project team itself may choose its project manager.

On a Scouting project, the project manager might be the senior patrol leader, the crew president, or the person organizing the project to meet the requirements for the Eagle Scout Award or the Venturing Summit Award.

### Stakeholder

*Project stakeholders* are the people (or organizations) who are involved or have an interest, either positive or negative, in the project and project outcome. Project stakeholders may include customers, clients, suppliers, vendors, and those who actively contribute.

On a Scouting project, stakeholders could include the organization that is the recipient of a service project, as well as all those involved in carrying out the project.

### Project Sponsor

A *project sponsor* is the person who provides financial and other needed resources for the project; he or she is also responsible for providing the management oversight. The project sponsor is available to support the project manager and is responsible for signing off on the project's outcome. This individual is a stakeholder and can be internal or external to the organization.

On a Scouting project, the sponsor might be the unit committee chair, the head of the chartered organization, or the head of the organization benefiting from the project.

### Team Member

*Project team members* are the people who work on the project and contribute to its success. The project manager and project sponsor define the team member roles and responsibilities. A team member may be employed by the organization responsible for the project or could be a third-party expert, vendor, supplier, contractor, or volunteer.

On a Scouting project, team members are the Scouts, Venturers, and adult volunteers who will work on the project.

### SMART Goals

A good goal can be measured by the following criteria:

**S**—Specific: Is it specific in targeting an objective?

**M**—Measurable: What are the measurable indicators of progress or success?

**A**—Attainable: Is it attainable by someone on the team?

**R**—Relevant: Does the goal support the unit's project and overall vision? Is it an appropriate goal within the current context of the unit?

**T**—Time-based: When will the project be completed?



## BEWARE OF THE ACTIVITY TRAP

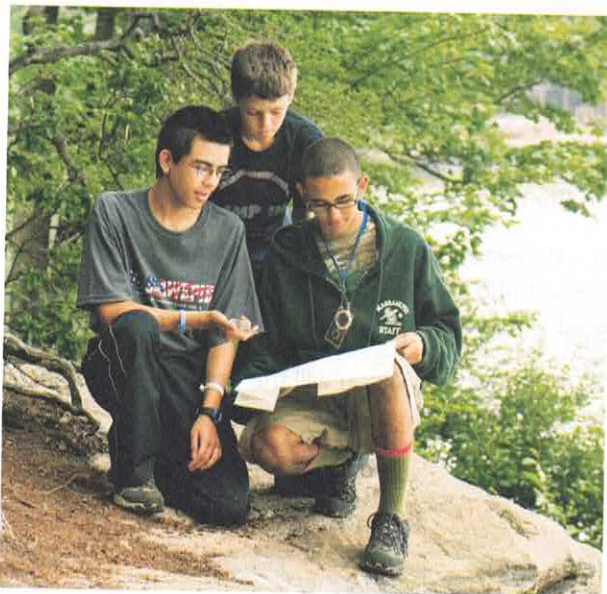
One of the common mistakes a group makes is falling into the “activity trap.” This occurs when the team jumps into action and assumes that it can figure out what it needs to do after the first task. Doing so often wastes time and resources, to say nothing of the frustration and disappointment team members feel.

### Project Closeout

When the project is complete, there are still two important things to do. One is to recognize your team members. Remember, celebration is an important part of a high-performance team. The second is to make a postmortem report. This evaluation should be written, and it should include an analysis of several questions:

- Were the goals and objectives met?
- Was the project completed on time?
- How might we make things run better next time?

This written report will enable you or your successor to reflect on what happened and to consider ways to avoid in the future some of the pitfalls you may have encountered.



## RECYCLE REGATTA

This month’s meetings revolve largely around a recycle regatta held at the end of the month. What’s a recycle regatta? It’s much like the raingutter regatta—the sailing equivalent of the pinewood derby—except the boats are made from recycled materials instead of kits.

You can acquire building materials from recycling bins and supplement them with additional supplies, including leftover foam insulation, duct tape, glue, and whatever else you can dream up. You then race the boats down 10-foot sections of rain gutters (with end caps in place) filled with water.

### Sample Materials

**Hulls:** juice boxes, slabs of foam insulation, 8-ounce water bottles, 20-ounce soda bottles, juice pouches, ice pop sticks (to create a raft design)

**Masts:** straws, skewers, small dowels, pencils

**Sails:** construction paper, index cards, cut-up cereal boxes, small chip bags, juice pouches

Avoid newsprint and other materials that can get waterlogged, as well as thick pieces of foam, which stick to the gutters and make a mess when broken.

**Note:** [www.scoutshop.org](http://www.scoutshop.org) sells a Raingutter Regatta® Inflatable Raceway, No. 612687, that provides an easy alternative to fabricating a raingutter race course.





## PROJECT PLANNING GAMES

### Pasta Jelly Bean Tower

**Equipment:** Dry spaghetti noodles and jelly beans for each team

**How to play:** Each team's task is to build a tower using pasta noodles and jelly beans. In fact, the only direction the teams are given is: "Build a tower out of jelly beans and pasta." Each team is given 10 minutes to complete the project as far as they can. They are then asked the following questions:

1. What was the main goal of your design?
2. Was it a SMART goal?
3. Did you plan what you were going to do, or did you just start building?
4. Would it have helped to have had more specific directions regarding height, structure, or design?

**Scoring:** Discuss the process by which the towers were built. Have the groups vote on which tower was best.

**Notes:** After the game, remind the youth that the process is what is important. The point of the game was to practice the steps in project planning, not to build the coolest tower.

### Ice Accident

**Equipment:** For each team, a 10-foot rope, a stove or broom handle, and a blanket

**How to play:** Casually arrange the equipment in a corner of the room so it's ready for use, but don't draw attention to it. Have each team place a Scout "victim" in a prone position at the opposite end of the room. Announce that these victims have broken through the ice and that it is up to each team to rescue its victim and to render first aid.

**Scoring:** As the game progresses, note the following: 1) whether the ropes and staves were noticed and used, 2) whether (simulated) rescue breathing or CPR was given, 3) whether the victim was treated for shock, and 4) whether medical help was summoned. The group with the best performance and time wins.

**Notes:** Have a discussion about how much planning went into the rescue. Determine where planning skills could have been used.

### Overtake

**Equipment:** Two basketballs

**How to play:** Form a circle and count off. You must have an even number in the group. All even-numbered members in the circle form one team, and all odd-numbered members form the other team. Hand a basketball to a member of the odd-numbered team.

Give the other ball to the even-numbered Scout on the exact opposite side of the circle. On signal, Scouts must pass, not throw, the ball clockwise to members of their team (every other Scout). Both balls will be traveling in the same direction. The object of the game is for one team to pass its ball faster than the other team and eventually overtake the other team's ball.

**Scoring:** The team that can overtake the other team wins.

**Notes:** If time allows, play multiple rounds and have the groups discuss between rounds how they can improve their performance.

### Recycle Regatta

**Equipment:** Capped rain gutters, boats made from recycled materials, hoses, buckets, and water source

**How to play:** Using the five steps of project planning, build regatta boats using recycled materials. The boats are then moved by blowing on the sails through straws. For those using the challenging option, include propelled boats. The course can be simple filled rain gutters, or everyone can use the course that the advanced group designed.

**Scoring:** The winner should be determined by using an elimination system. But also judge which groups and individuals best used the planning process.

**Notes:** This module uses a variation on a raingutter regatta to practice planning skills. Remember that the real goal is learning the process. The actual race is mostly for fun.



# E.D.G.E. Ideas

*Explain* how it is done—Tell them.

*Demonstrate* the steps—Show them.

*Guide* learners as they practice—Watch them do it.

*Enable* them to succeed on their own—Have them practice/teach it.

## EXPLAIN

- Explain the five stages of project planning.
- Introduce SMART goals.
- Define the roles of stakeholders, team members, project sponsors, and project manager.
- Discuss assumptions and risks.
- Describe the importance of documentation and the closeout report.
- Introduce the Scout Planning Worksheet.

## DEMONSTRATE

- Show how to create a project overview.
- Give examples of good SMART goals.
- Demonstrate how objectives are broken down into tasks.
- Give examples of how to adjust the plan as needed.
- As an example, give a closeout report on a recent unit project.

## GUIDE

- Guide Scouts in the development of a project plan.
- Help Scouts assign responsibility for given tasks.
- Walk Scouts through the process of filling out a fundraising application.
- Spend time during a leadership meeting having Scouts complete a closeout report on a recent outing.

## ENABLE

- Give Scouts full responsibility for planning small to medium projects.
- Provide support to youth leaders as they run meetings and outings.
- Help the group brainstorm ideas for large-scale main events.
- Celebrate Scouts' success as they accomplish goals.

## MAIN EVENT SUMMARIES

### ● ESSENTIAL

#### Day Activity

Project management skills course—Complete a daylong project management course, such as the Project Management Institute's Project Management Skills for Life.

### ■ CHALLENGING

#### Multiday Activity

Big service project—Plan and carry out a multiday service project. In scope, it should resemble an Eagle Scout service project, Hornaday Award service project, or Venturing Summit Award service project, although it doesn't have to be used to fulfill the service requirement for an individual Scout or Venturer.

### ◆ ADVANCED

#### Multiday Activity

Something awesome!—Plan a project that is nothing short of spectacular. We can't really write what to do at this level because every advanced project is different. Use your planning skills to put together a really big project that involves a lot of people and creates a truly memorable experience.



# PROJECT PLANNING

## Meeting Plan: Project Overview — Goals and Objectives



Week 1 Date \_\_\_\_\_

ACTIVITY	DESCRIPTION	RUN BY	TIME*
<b>Preopening</b> 15 minutes before meeting	Have Scouts meet individually with adult leaders to review their advancement status and set a SMART goal related to advancement.		6:45 p.m.
<b>Opening Ceremony</b> 10 minutes	Flag presentation Oath and Law Uniform inspection		7 p.m.
<b>Group Instruction</b> 5 minutes	<ul style="list-style-type: none"> <li>Introduce the five steps of program planning.</li> <li>Introduce the Scout Planning Worksheet.</li> <li>Explain the project overview and how it summarizes the goals and objectives of the project. Define SMART goals. Identify how projects involve stakeholders, team members, project sponsors, and a project manager. Explain how objectives are steps to accomplish the goal.</li> </ul>		7:10 p.m.
<b>Skills Instruction</b> 40 minutes	<p><b>NOTE:</b> This module uses a variation on a raingutter regatta to practice planning skills. Remember that the real goal is learning the process. The actual race is mostly for fun.</p> <ul style="list-style-type: none"> <li>Discuss the upcoming regatta race.</li> <li>Plan individual boat designs made from recycled materials using the standard sailboat design.</li> <li>Brainstorm designs, develop a project overview, and write SMART goals for a recycle regatta.</li> </ul>		7:15 p.m.
	<ul style="list-style-type: none"> <li>In addition to making a sailboat from recycled material, brainstorm additional propulsion assists such as prop or jet power.</li> <li>Brainstorm designs, develop a project overview, and write SMART goals for a recycle regatta with extra propulsion.</li> </ul>		
	<ul style="list-style-type: none"> <li>Expand the possibilities by brainstorming and planning an expanded race course that might involve multiple rain gutters, pumps, and waterfalls.</li> <li>Brainstorm designs, develop a project overview, and write SMART goals for a recycle regatta with an enhanced course.</li> </ul>		
<b>Breakout Groups</b> 15 minutes	Discuss the upcoming main event and review the project overview.		7:55 p.m.
<b>Game</b> 15 minutes	Play Pasta Jelly Bean Tower (described earlier).		8:10 p.m.
<b>Closing</b> 5 minutes	Announcements Leader's minute Closing		8:25 p.m.
<b>Total 90 minutes of meeting</b>			
<b>After the Meeting</b> 15 minutes	Leadership team reviews plans for the next meeting and for the main event.		

\*All times are suggested.



# PROJECT PLANNING

## Meeting Plan: Safety, Work Breakdown, Structure, and Responsibilities



Week 2 Date \_\_\_\_\_

ACTIVITY	DESCRIPTION	RUN BY	TIME*
<b>Preopening</b> 15 minutes before meeting	Have an experienced leader discuss the process of planning an Eagle Scout service project, Hornaday Award service project, or Venturing Summit Award service project, including required follow-up steps.		6:45 p.m.
<b>Opening Ceremony</b> 10 minutes	Flag presentation Oath and Law		7 p.m.
<b>Group Instruction</b> 5 minutes	<ul style="list-style-type: none"> <li>• Explain what “measure of success” means.</li> <li>• Discuss assumptions and risk.</li> <li>• Brainstorm safety concerns for the upcoming project.</li> <li>• Explain how objectives are broken down into accomplishable tasks.</li> <li>• Introduce the Unit Money-Earning Application, the Eagle Scout Service Project Fundraising Application, and/or the Venturing Summit Award Service Project Fundraising Application.</li> </ul>		7:10 p.m.
<b>Skills Instruction</b> 45 minutes	<ul style="list-style-type: none"> <li>• Review the purpose, plan, goals, and objectives of recycled-boat design.</li> <li>• Determine the safety issues.</li> <li>• Determine the materials needed for the boats.</li> <li>• Assign responsibilities for procurement of materials and for construction.</li> <li>• For practice, fill out a fundraising application.</li> </ul>		7:15 p.m.
	<ul style="list-style-type: none"> <li>• Review the purpose, plan, goals, and objectives of recycled-boat design with additional propulsion.</li> <li>• Determine the safety issues.</li> <li>• Determine the materials needed for the boats.</li> <li>• Assign responsibilities for procurement of materials and for construction.</li> <li>• For practice, fill out a fundraising application.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Review the purpose, plan, goals, and objectives of recycled-boat design with an enhanced course.</li> <li>• Determine the safety issues.</li> <li>• Determine the materials needed for the boats and enhanced course.</li> <li>• Assign responsibilities for procurement of materials and for construction.</li> <li>• For practice, fill out a fundraising application.</li> </ul>		
<b>Breakout Groups</b> 15 minutes	Review the breakdown structure for the upcoming main event.		8 p.m.
<b>Game</b> 10 minutes	Play Ice Accident (described earlier).		8:15 p.m.
<b>Closing</b> 5 minutes	Announcements Leader’s minute Closing		8:25 p.m.
<b>Total 90 minutes of meeting</b>			
<b>After the Meeting</b> 15 minutes	Leadership team reviews plans for the next meeting and for the main event.		

\*All times are suggested.






# PROJECT PLANNING

## Meeting Plan: The Activity Trap and Putting the Plan into Action



Week 3 Date \_\_\_\_\_

ACTIVITY	DESCRIPTION	RUN BY	TIME*
<b>Preopening</b> 15 minutes before meeting	Invite someone who is knowledgeable about the William T. Hornaday Awards to introduce the awards and discuss the process of planning Hornaday projects.		6:45 p.m.
<b>Opening Ceremony</b> 10 minutes	Flag presentation Oath and Law Uniform inspection		7 p.m.
<b>Group Instruction</b> 10 minutes	<ul style="list-style-type: none"> <li>Explain the activity trap and how a project might go beyond its scope.</li> <li>Discuss how to track progress and make adjustments to the plan as necessary.</li> </ul>		7:10 p.m.
<b>Skills Instruction</b> 40 minutes	 Using the previously prepared project plan and the procured materials, begin assembly of the recycled regatta boats.		7:20 p.m.
	 Using the previously prepared project plan and the procured materials, begin assembly of the recycled regatta boats with assisted propulsion.		
	 Using the previously prepared project plan and the procured materials, begin assembly of the recycled regatta boats and the enhanced raingutter course.		
<b>Breakout Groups</b> 15 minutes	<ul style="list-style-type: none"> <li>Review progress and make changes to the plan as necessary.</li> <li>Do advancement work as needed.</li> </ul>		8 p.m.
<b>Game</b> 10 minutes	Play Overtake (described earlier).		8:15 p.m.
<b>Closing</b> 5 minutes	Announcements Leader's minute Closing		8:25 p.m.
<b>Total 90 minutes of meeting</b>			
<b>After the Meeting</b> 15 minutes	Leadership team reviews plans for the next meeting and for the main event.		

\*All times are suggested.






# PROJECT PLANNING

## Meeting Plan: Implementation and the Closeout Report



Week 4 Date \_\_\_\_\_

ACTIVITY	DESCRIPTION	RUN BY	TIME*
<b>Preopening</b> 15 minutes before meeting	Set up for the recycle regatta. Work with members who missed the first meeting on SMART goals related to advancement.		6:45 p.m.
<b>Opening Ceremony</b> 10 minutes	Flag presentation Oath and Law		7 p.m.
<b>Group Instruction</b> 5 minutes	Explain the purpose and importance of a closeout report, which should cover what went well, what didn't go well, and what can be done differently in the future.		7:10 p.m.
<b>Skills Instruction</b> 15 minutes	 Finalize and prepare boats for competition.		7:15 p.m.
	 Finalize and prepare boats for competition.		
	 Finalize and prepare boats and course for competition.		
<b>Game</b> 45 minutes	Hold the recycle regatta (described earlier).		7:30 p.m.
<b>Breakout Groups</b> 10 minutes	<ul style="list-style-type: none"> <li>Complete a closeout report on the group's participation in the recycle regatta.</li> <li>Finalize plans for the main event.</li> </ul>		8:15 p.m.
<b>Closing</b> 5 minutes	Announcements Leader's minute Closing		8:25 p.m.
<b>Total 90 minutes of meeting</b>			
<b>After the Meeting</b> 15 minutes	Leadership team reviews plans for the next meeting and for the main event.		

\*All times are suggested.



# PROJECT PLANNING

## Main Event: Project Management Skills Course



Date \_\_\_\_\_

### Logistics

Location: \_\_\_\_\_

Departure time: \_\_\_\_\_

Return time: \_\_\_\_\_

Duration of activity: 6 hours

Budget: Completed \_\_\_\_\_ Approved \_\_\_\_\_

Camping: Duty roster \_\_\_\_\_ Menu \_\_\_\_\_

Transportation: Group \_\_\_\_\_ Self \_\_\_\_\_



### Essential (Tier I)

Complete a daylong project management course, such as the Project Management Institute's Project Management Skills for Life.

### Equipment List

- An appropriate location to hold the course
- Projector and screen
- Tables and chairs
- Paper and pens for notes
- Course syllabus
- Food and snacks

### Activity

- Have instructors prepare ahead of time.
- Set up the room for comfortable learning.
- Deliver the syllabus.
- Provide food and snacks.
- Clean up.

### Safety

- While this activity in itself may not pose any safety concerns, it is important to always be aware of the possible risks in all activities.
- Two-deep adult leadership is required for all activities.

### Notes

While this course specifically meets the needs of the Venturing Pathfinder Award's leadership requirement of completing project management training, older troop and crew members will also find it useful. When choosing this main event, determine if it best meets the needs of the entire group. It may be appropriate for younger Scouts to do a different activity this month, such as an advancement campout, while older Scouts complete the project management course.



# PROJECT PLANNING

## Main Event: Big Service Project



Date \_\_\_\_\_

### Logistics

Location: \_\_\_\_\_

Departure time: \_\_\_\_\_

Return time: \_\_\_\_\_

Duration of activity: Multiple days

Budget: Completed \_\_\_\_\_ Approved \_\_\_\_\_

Camping: Duty roster \_\_\_\_\_ Menu \_\_\_\_\_

Transportation: Group \_\_\_\_\_ Self \_\_\_\_\_

### Challenging (Tier II)

Plan and carry out a multiday service project. In scope, it should resemble an Eagle Scout service project, Hornaday Award service project, or Venturing Summit Award service project, although it doesn't have to be used to fulfill the service requirement for an individual Scout or Venturer.

### Equipment List

Every service project will be different but common items might include:

- Tools
- Proper clothing
- Gloves, safety glasses, and possibly hard hats
- Food for lunch, snacks, or overnight
- Camping gear, if project takes multiple days

### Activity

- Assign a project manager.
- Prepare a project overview.
- Get appropriate approvals.
- Develop a work breakdown structure.
- Assign responsibilities.
- Put the plan into action.
- Track progress.
- Prepare a closeout report.
- Celebrate!

### Safety

- The exact safety requirements will depend on the project. Always consider proper clothing, safety gear, and the appropriate age for some tasks. Refer to Service Project Planning Guidelines, No. 680-027, and Age Guidelines for Tool Use and Work at Elevations or Excavations, No. 680-028, for specific rules regarding service project safety.
- Two-deep adult leadership is required for all activities.

### Notes

This main event could be an Eagle Scout service project, Hornaday Award service project, or Summit Award service project. While the whole group will assist with the project, it is important to keep in mind that the project manager is the youth who is fulfilling the service project requirement. In that case, demonstration of leadership is the key.



# PROJECT PLANNING

## Main Event: Something Awesome!



Date \_\_\_\_\_

### Logistics

Location: \_\_\_\_\_

Departure time: \_\_\_\_\_

Return time: \_\_\_\_\_

Duration of activity: Multiple days

Budget: Completed \_\_\_\_\_ Approved \_\_\_\_\_

Camping: Duty roster \_\_\_\_\_ Menu \_\_\_\_\_

Transportation: Group \_\_\_\_\_ Self \_\_\_\_\_



### Advanced (Tier III)

Plan a project that is nothing short of spectacular. We can't really write what to do at this level because every advanced project is different. Use your planning skills to put together a really big project that involves a lot of people and creates a truly memorable experience.

### Equipment List

- Tools
- Equipment that keeps you safe
- Food
- Things that can make the project fun
- What you will need will depend on what you want to do

### Activity

- Come up with an incredible idea.
- Some awesome ideas to consider might include:
  - Build a house for Habitat for Humanity.
  - Put on a regional sporting or arts event.
  - Plan an international superactivity.
  - Create an independent short film.
  - Develop and run the program for a Cub Scout camp.
  - Do whatever you are passionate about.
- Don't limit yourself to these ideas; an awesome project is one that simply amazes.

### Safety

- Keep in mind that when a project gets bigger, so do the safety concerns. The best prevention available is to learn needed skills. Take time to get the proper training and experience. It will make the project that much more fun.
- Two-deep adult leadership is required for all activities.

### Notes

The information on this page is meant to be vague. A single planning sheet is far too limiting for a truly awesome project. Use the skills you have learned in this module and your entire experience in Scouting to create something truly incredible.



## RESOURCES AND REFERENCES

### Books

*Backpacking, Bird Study, Camping, Emergency Preparedness, Fish and Wildlife Management, Mammal Study, Soil and Water Conservation, and Woodwork merit badge pamphlets*

*Eagle Scout Service Project Workbook*

*Hornaday Award Conservation Project Workbook*

*Scouts BSA Handbook for Boys*

*Scouts BSA Handbook for Girls*

*Venturing Summit Award Service Project Workbook*

Portny, Stanley E. *Project Management for Dummies. For Dummies*, 2013.

Richards, Adam. *Project Management: A Beginner's Guide to Effectively Manage Any Project Like the Pros Do*. Amazon Digital Services, 2014.

Stark, Ed. *Project Management for Beginners: Proven Project Management Methods to Complete Projects With Time and Money to Spare*. CreateSpace, 2014.

### Websites

#### All About Project Management (Free Management Library)

Website: <https://managementhelp.org/projectmanagement/>

#### Hornaday Award Project Workbook

Website: [https://filestore.scouting.org/filestore/pdf/hornaday\\_award\\_conservation\\_project\\_workbook.pdf](https://filestore.scouting.org/filestore/pdf/hornaday_award_conservation_project_workbook.pdf)

#### Project Management Institute Educational Foundation

Website: <https://pmief.org/>

#### ProjectManagement.com

Website: [www.projectmanagement.com/](http://www.projectmanagement.com/)

#### Scout Planning Worksheet

Website: <https://filestore.scouting.org/filestore/boyscouts/pdf/512-505-2016-Scout-Planning-Worksheet.pdf>

### Related Program Features

All of them; every module can be considered a monthly project

### Photo and Illustration Credits

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