

# Des Plaines Valley Council

## Boy Scouts of America

### *Eagle Mentor*

#### *Eagle Rank Information/Project Plan Approval Guidelines*

### **The Seven Eagle Requirements (April 2002)**

1. Be active for six months after Life rank.
2. Live by the Scout Oath and Law.
3. Earn 21 merit badges.
4. Hold a position of responsibility.
5. Complete an Eagle Service Project.
6. Take part in a Scoutmaster conference.
7. Successfully complete the Eagle Board of Review.

### **12 Steps From Life to Eagle**

1. Complete Requirements as specified.
2. Complete Service Project - Use workbook.
3. Do 1 & 2 before 18th birthday.
4. Fill out Eagle Scout Application Form.
5. Application is verified by Council.
  - References are checked
6. Eagle Project Workbook is reviewed by Council.
7. Council authorizes Eagle Board of Review.
8. Eagle Board of Review convenes to review application, references, and service project report.
9. Eagle candidate is reviewed by Board; Board signs-off if the candidate is approved.
10. Application and advancement report are taken to Council immediately for processing.
11. Scout Executive certifies application.
12. Application is sent to National which verifies and authorizes award (2-3 weeks).

### **Eagle Service Project**

***While a Life Scout, plan, develop, and give leadership to others in a service project helpful to any religious institution, school, or your community.***

### **Eagle Project Requirements**

- 1) Significant effort.
- 2) Measurable goals or defined objective.
- 3) Thoughtfully planned and developed.
- 4) Opportunity for you to give leadership to others.
- 5) Performed for a qualified beneficiary.

## **1. Your project must be a significant effort.**

- Routine labor, a job or service normally rendered, should not be considered for your Eagle service project.
- There is no minimum or maximum number of volunteers, or hours of work, needed to carry out your Eagle service project.

### **Is the project appropriate?**

- Not too large or too small.
- Leaves something tangible behind; not a maintenance project.
- Enables you to demonstrate leadership.
- Reflects well on Scouting and you.

### **You must do your own project.**

- A candidate may not use his participation in the service project of another Eagle candidate to satisfy the Eagle service project requirement.
- You may not copy or otherwise share your responsibilities for planning, developing or providing leadership to others.

## **2. Have Measurable Goals.**

- You should measurably set forth the goal or define the objective of your Eagle service project.
- Think: how many, how long (time or length), how wide, how high, how much, how often, etc.
- Measurement helps show the significance of the effort.
- Your goals will be used by the board of review to evaluate your project.

## **3. Plan, Develop, Carry Out**

- You are expected to "...plan, develop and give leadership to others..."
- Describe the present condition.
- Determine what kinds and quantities of materials and/or supplies are needed.
- Their estimated costs and how they will be acquired.
- Keep accurate inventory records and a log of work activities.
- Manage the resources and, purposefully direct the project to its completion.

## **4. Opportunity to Show Leadership**

- The board of review will expect your Eagle service project to be helpful and of real value to the beneficiary for whom it is undertaken.
- It must have been sufficient to have demonstrated your leadership skills.

### **Who can help?**

- Other scouts, family, friends and classmates of any age or type may volunteer; they do not have to be Scouts.
- You should recruit, train, organize and schedule the personnel needed.

## **5. A qualified beneficiary**

- Service to others is an important philosophy of the Eagle service project. Therefore, your Eagle service project must be done outside of the sphere of Scouting.
- Projects may not be done for your troop, district, or Council.
- You may do a project for your troop sponsor if it meets the other requirements.

- Your Eagle service project may not be performed for a business, or be of a commercial nature, or be a fund-raiser.
- Fund raising is permitted only for the purpose of acquiring the materials and supplies needed to carry out your project.
- Your Eagle service project may be performed for the benefit of any religious institution, any school or your community.
- A community organization is defined as any government agency, or a not-for-profit charitable, educational or religious organization.

### What your Beneficiary wants

- Your Eagle service project must conform to the wishes of those for whom it is undertaken
- The detailed plan for your Eagle service project must be approved by and a signature obtained from a proper official of the beneficiary, before it is submitted to your Scoutmaster, troop committee or the Council Advancement Committee representative (Eagle Mentor).

### Project Examples:

#### **"Develop a ten mile Historical Trail to benefit the Historical Society of Springfield"**

- This example is a **worthy project** because it is a significant effort, with a measurable goal and a defined objective, that requires thoughtful planning & development, provides an Eagle candidate with an adequate opportunity to provide leadership to others, and is undertaken for a qualified beneficiary.

#### **"Develop a new hiking trail at BSA Camp Seminole"**

- This example is **not an acceptable project** because it does not set forth a measurable goal, and is to be performed for an unqualified beneficiary.
- ☞ How could you change this project to make it acceptable?

#### **"Install 1,000 Dune Grass plants and rehabilitate the beaches of Oceanside State Park from the effects of shoreline erosion"**

This example is a **worthy project** because it is a significant effort, with a measurable goal and a defined objective, that requires thoughtful planning & development, provides an Eagle candidate with an adequate opportunity to provide leadership to others, and is undertaken for a qualified beneficiary.

#### **"Clean up and remove trash at Memorial Park"**

- This example is **not an acceptable project** because it involves routine labor, does not involve a significant effort, requires little meaningful planning or development, and can be performed by an Eagle candidate without any real need to give leadership to others.
- ☞ How could you change this project to make it acceptable?

### Eagle Project: Understand the purpose...

- Leadership: it is about your ability to work with and organize *others* to complete a successful project.
- Service: the project should make a material contribution to a community-based, non-profit organization.
- Skills development: the project will test your skills in:
  - Planning
  - Communications
  - Project management
  - Managing and dealing with lots of different people and organizations
  - Initiative: putting your Scouting skills to work on a project that you are responsible for from concept to completion

## **Before you start...**

- **Keep a detailed log of:**
  - What you did / who you talked to.
  - When you did it.
  - How long it took.
  - Who helped you.
  - How many hours they worked.
  - What materials you used.
  - Any safety concerns.
- *You will need this information later!*

## **Eagle Project: Pick a project**

### ***This step is the biggest stumbling block for Life Scouts***

- What makes for a good Eagle project?
- Should be a project that you are enthusiastic about.
- Must benefit a non-profit group other than Scouting.
- Leaves something tangible behind which you are proud of.
- Requires planning and leadership of others to complete.
- Does not have to be an original concept.
- Project scope:
  - Should require:
    - Your planning and organization
    - Effort of Scout and helpers
    - You should not do most of the work yourself
  - Large enough to demonstrate leadership of others.
  - Not so large that it is overwhelming.
- Limitations:
  - Not routine labor or maintenance.
  - Not BSA property or activities.
  - Not a business, commercial nature, or fundraiser.
  - Joint projects (2 or more Scouts) are not allowed.
- Places to look for a project:
  - City recreation departments
  - Schools
  - Religious organizations
  - Non-profit organizations

### **Start by talking with:**

- Your favorite teachers.
- Volunteer coordinators at non-profits.
- Your minister or church youth program leader.
- Any non-profit organizations that you or your parents are involved with.
- Other Scouts who have completed their projects.
- World wide web search using “Eagle Project” will lead to many other ideas.

- Once you have a project idea, review it with a troop Eagle advisor to ensure it is likely to fulfill the requirements.
- This would also be a good time to contact the Council Program Secretary to request an Eagle Mentor who will assist you with your project planning, and will approve the plan.

### **Eagle Project: Get organized**

- Your Eagle Project materials will be reviewed many times, so keep them organized and presentable.
- Use a three-ring binder to hold your paperwork.
- Forms and photos may be inserted in plastic sheet protectors.
- Your Eagle Application can go in the front pocket.
- A quality presentation speaks well of you and your project.

### **Use the Workbook ...**

- You must use the *BSA Eagle Scout Service Project Workbook* to document your project. ***All Approval Signatures must be made in this book.*** You may use a computer “soft-copy” of the book to document your project. Punch the book and insert in your Eagle project binder.

*Eagle Scout Service Project Workbook No. 18-927D*                      2003 Printing

Electronic versions may be found at: <http://www.scouting.org/boyscouts/eagleproject/dload.html>

### **What about adult supervision and safety?**

- An Eagle service project is not necessarily an official unit activity, but proper planning includes preparing for appropriate adult participation and safety concerns.
- **Permission slips and Local Tour Permits should be obtained as necessary for travel by Scouts away from the normal meeting place.** Keep copies for your workbook.

### **Eagle Project: Plan the project**

#### **Planning is the most important part of any successful Eagle project, and it takes time...**

- The Workbook provides the format for planning the project.
- Once you have the “OK” from a troop Eagle advisor, prepare an initial write-up using a soft (computer) copy of the Workbook.
- Complete the “Project Description” and “Project Details” sections thoroughly.
- Take “before” photos of your planned project, including narrative.
- Include a sketch or drawing of your project:
  - What will it look like?
  - Include measurements.
  - Conceptual and technical.

## **Project Details, Workbook pp.7-9**

### **A completed project plan will address the following:**

- Describe present condition.
- “Before” photos are a good idea.
- How you will do the project.
- What materials will be used.
- Your project helpers.
- Project time schedule.
- Describe safety hazards and how you will deal with them.
- It’s OK to insert pages if your plan won’t fit in the space provided in the book- or use a computer “soft-copy”.
- How much will the project cost? How will it be paid for?
  - What will materials and tools cost for the project? Make an itemized list with unit costs.
  - If the sponsoring agency will not pay for all materials, how will you raise the money? (*Parents should not be the principal source*)
- Create your project plan:
  - List of tasks and number of hours estimated for each through completion.
  - Prepare table with estimated hours.
  - Drawings and designs to show what you intend to do.
- How will you ensure that the project is carried out safely?

**See next *Guidelines* page for more information on level of detail to be expected...**

### **Workbook Signature Page, p.9**

- ***Be Prepared:*** it often takes a few meetings and **4 to 8 weeks** before you have all the approvals to begin
- ***Before you can start the Eagle project the following must sign:***
  - Scoutmaster/Advisor/Coach
  - Beneficiary
  - Unit Committee member
  - Council Advancement Committee representative (Eagle Mentor)
- ***After the project is complete: only...***
  - You sign
  - Scoutmaster/Advisor & Beneficiary sign
- ***You cannot start performing the project until you have all these approvals completed.***

**Signatures should be in original hard-copy workbook.**

## Eagle Scout Leadership Service Project

### “Project Details” Guidance

*(excerpted from the DVC Life to Eagle packet)*

“Plan your work by describing the **present condition**, the **method**, **materials** to be used, project **helpers**, and a **time schedule** for carrying out the project. Describe any **safety hazards** you might face, and explain how you will ensure the safety of those carrying out the project.”

What follows is a description of the areas that need to be covered in the Scout’s written detail plan for his project. While it is not necessary to follow the topical breakdown as listed below, the substance of what is described is necessary for the project to be approved by the Council Advancement Committee.

#### **Present Condition:**

Clearly describe the present condition of the project site. This should include all relevant physical characteristics, as well as personnel related to the project site or concept. Also use this section to establish the need that the project seeks to deal with. Any research done by the Scout related to the project may be listed here as well. “Before” photographs are a great idea.

#### **Method:**

Clearly describe how the project will be accomplished. This should include all relevant tasks, leadership roles or skills to be used, and processes and decisions that need to be completed in order for the project to be a success. This can include construction details and plans, use of tools, transportation, organization of personnel, instruction that will be needed, and use of resources (physical and people). Ask yourself “who, what, where, when, why, and how” for each of these points, and document each point appropriately.

#### **Materials:**

List all materials expected to be used in the preparation for and execution of the project. Describe the item, estimated quantity, source (donated, purchased, borrowed, etc.), and estimated price (if applicable). *See Table 1, page 12.*

#### **Helpers:**

List the number of people expected to help on the day(s) of the project, their roles, and relevant expertise. *See Table 3, page 14.*

#### **Time Schedule:**

List by day and time (if relevant) the preparation activities, and a more detailed schedule (with times) for the day(s) of the project execution. Also list any follow-up tasks in the schedule

#### **Safety:**

List any anticipated safety hazards, and how preparation will be made to prevent them. List what first aid supplies or emergency/rescue facilities will be available if an accident happens. Who will use power tools? Will you need to use hazardous chemicals? Will you need to provide eye protection or dust masks? Will you be using the buddy system? How about adult supervision? Don’t forget to secure Local Tour Permits for work to be done away from your normal meeting place, and permission slips for any youth helpers.

- **The project plan should convince the Eagle Mentor that the service project will be successful for everyone involved.**

Eagle Mentors use the *Mentor's Eagle Leadership Project Plan Approval Worksheet* to evaluate the Scout's Project Plan. Comments made on this form should be repeated on the *Scout's Eagle Leadership Project Plan Approval Worksheet* and given to the Scout for his own use. In this way, both Scout and Mentor are on the same page as to what is expected of the Scout. **For a project plan to be suitable for approval, all applicable boxes must be checked on the forms.**

Spreadsheets intended to assist the Scout in meeting the Project Plan Materials and Project Plan Helpers requirements appear on *Guidelines* pages 12-14. These Excel spreadsheet files are furnished to each Mentor for distribution to the Scout for his use, if he wishes. The Scout merely changes the information to suit his situation. Scouts not wishing to use these spreadsheets should nonetheless try to follow their form. **Scouts typically omit this information in proper form from their Project Plan and Final Reports, but it is required.**

Although not involved in the Project Plan process, the *Project Materials* and *Helpers Variance Reports* are **required** for the final Project Report. These spreadsheets are shown as Tables 2 and 4, and are also distributed to Mentors. If you have not received these files, contact the Council Advancement Chairman.

Encourage the Eagle candidate to organize and prepare his reports to the best of his ability. Have him punch everything for a three ring Eagle Project binder. Include photographs and letters, etc. in plastic sheet protectors. Place the original Workbook in the front of the binder. The Eagle Application can go in the front pocket.

Working to the best of one's ability is always a good idea. If we do not expect a quality job, we have no reason to be disappointed when we do not get one. Encourage the Scout to do his best.

## Glossary

**Concept Approval:** Informal verbal or emailed approval of the project idea only. A "green light" that tells the Scout that his concept is a valid one, and that it is OK to go ahead with preparation of the formal Project Plan.

**Project Plan Approval:** The written approval of the formal Project Plan that has been prepared by the Scout in accordance with BSA National Requirements. The following four signatures must be obtained before work on the project may commence: Beneficiary, Scoutmaster or Advisor, Unit Committee Member, and the Eagle Mentor.

**Final Project Approval:** The written approval of the final Project Report. The signatures of the Scout, the Beneficiary and the Scoutmaster or Advisor certify that the project and report are complete. The Eagle Mentor is not normally involved with this phase of the process.

**Eagle Mentor:** Trained member of the Council Advancement Committee Eagle Process Subcommittee who assists Eagle candidates with Project Plan preparation and approval, and supports the Scout as he carries his project forward.

**Eagle Coach:** Troop Assistant Scoutmaster or other adult leader who assists troop Eagle candidates with the Life to Eagle process.

## Advancement Committee Representative notes:

- PLEASE contact your assigned Eagle candidate as soon as possible!
- Scouts from some units may be seeking a verbal approval of the project concept only before starting on the project plan. Please try to expedite this informal approval.
- Make sure that the Scout is keeping a written log of his time and activities on the project.
- The first meeting also a good time to encourage the Scout to request his advancement report from the Council Registrar. This will help to avoid eleventh hour panic straightening out merit badge records, board of review dates, etc.
- Eagle mentors will guide candidates through the Project Plan Approval process. A good way to start is to look at what the Scout has done towards his Project Plan, even if it is incomplete. Give the boy an idea of what he needs to do; then work with him to keep his draft on the right track.
- Be proactive. Sometimes boys run into roadblocks and are afraid to ask for help. If you haven't heard from your candidate in a while, give him a call.
- After plan approval, be prepared to support the Scout as the project proceeds:
  - Is the boy staying on task?
  - Is the project proceeding according to plan?
  - Is the boy keeping in touch with the beneficiary and his troop advisor?
  - Is he pushing any hard deadlines?
  - Is the boy getting sufficient troop support?
- Check up with the boy perhaps 30- 60 days (time permitting) after the project is completed to see how the write-up is proceeding.
- Eagle Project Reports commonly lack the Variance Reports, and Local Tour Permits are often forgotten.
- Make sure that his Eagle Rank Application is complete and legible. An on-line version is available at [http://www.bsa-dpvc.org/boy\\_scouting/eagle\\_scout.htm](http://www.bsa-dpvc.org/boy_scouting/eagle_scout.htm).
- Plan to participate in the Eagle Board of Review for your assigned candidate. *Eagle Review Board Helps* are available from the Program Secretary or the Council Advancement Chairman for this.
- Eagle mentors are de facto members of the Council Advancement Committee Eagle Process sub-committee.
- **The Council Advancement Chairman is always available to provide support as needed.**

### **Special Notes:**

- For evaluation of “canned” projects such as Blood Drives, structured Forest Preserve cleanup projects, etc. please contact Council Advancement Chairman for guidance.
- Watch out for hospital beneficiaries. Some are not-for-profit, some are for-profit! For instance, MacNeal Hospital is no longer a nonprofit. Advocate and Adventist hospitals are nonprofit, however.
- For projects in Cook County which involve food preparation, such as BEDS dinners, etc.: A Cook County Health Dept. permit is now required to cover the kitchen facilities and food preparers.

### **Advancement Committee Representative Q & A:**

*What is the basic difference between the new program and the old?*

The responsibility for Eagle Project Plan approval has moved from the district level to the council level.

*Have the guidelines for what makes an acceptable project changed?*

No. This is governed by National Policy.

*Eagle Rank Information/Project Plan Approval Guidelines*

*At what point in the planning process should the Eagle candidate request a Mentor?*

There is no predetermined point for this, but generally speaking, the earlier in the process the better. If the Scout is at the “I’ve got this idea for a project” stage, call for a Mentor.

*Will a Mentor be assigned to a particular troop or will there be a different Mentor for each Scout?*

Each Scout will work with a different Mentor.

*Will there be a list of Mentor’s e-mails and phone numbers published so Scouts can make direct contact?*

The system is not set up to work like that. Each Mentor works with only one assigned Scout, so publishing a list similar to say, the Merit Badge Counselors’ list, would not be of any use.

*Will the role of the Scoutmaster and/or the Unit Committee in the Life to Eagle process be changed under this new system?*

No. The only change from the system formerly used is that the Eagle Mentor will be the candidate’s resource for project plan approval, and will support him as he works his project.

*How do you wish Eagle Coaches to interface with this program? We are used to working in the background to encourage and coach with the Scout making all the contacts and copying us on correspondence.*

We would like to see the Mentors stay in touch during the process, but they are not there to do your job. Please continue to support the Scout just as before. You, or the candidate, could contact the Mentor if any questions or problems arise, or if direction is needed.

*Will the Eagle Mentor stay actively involved as the project proceeds?*

The Mentors are asked to keep in touch with the Scout following plan approval, and will support the boy as required.

*Is the Mentor reviewing and commenting on the project planning workbook? Does the Mentor wish to see drafts or just the final product?*

Yes, The Mentor would like to see both.

### **Questions from Mentors:**

*I’m already an Eagle Mentor. If an Eagle Scout candidate from my troop requests that I be their Mentor, is that allowable?*

The Mentor needs to be from a different troop if for no other reason than to provide some perspective on the project, and the boy. A given troop could be too hard on a boy, or too easy on the boy. Similarly, their idea of a project could be too hard or too easy. The mentor from a different troop promotes consistency. You could, however, serve as the candidate’s Eagle Coach.

*Eagle Rank Information/Project Plan Approval Guidelines*

*For my Eagle Scout, his project is less than a mile from the Troop's meeting location.*

- 1. Do they need a tour permit?*
  - 2. Do they need permission slips?*
- Are either mandatory, or merely advisable?*

Mandatory. Why?

1. Required for BSA insurance protection- liability and accident. Assurance of proper adult leadership, vehicle use, etc.
2. Assures that parents know where their children are. Also provides medical information on each boy, if applicable.

**Copies of the tour permit (or the application) and the permission slip(s) should be included in the Project Plan.** If dates are not firmed up, the date fields could be left blank and filled in later. The Scout need not necessarily prepare these documents himself. As a leader, he should use his resources and request that the troop committee member responsible for outings help with them.

*My assigned Eagle Candidate would like to do a project that involves rehabbing or redecorating. This seems to be too much like maintenance to me. Are there any guidelines as to what determines the difference between common maintenance and a good project?*

The maintenance or not issue seems to occupy a grey area, and may be more than a little subjective. The dictionary says maintenance is "The work of keeping something in proper condition; upkeep." This suggests that maintenance work would be of a repetitive nature, and would be performed at regular intervals. Cleaning, mowing, trimming, etc. comes to mind here. Painting (or redecorating) could be considered to be a form of maintenance, but it is usually performed at irregular (and sometimes great) intervals. Also, the work of redecorating, including planning and scheduling, purchase of tools and supplies, removal of items and fixtures from a room, wall preparation, masking, etc. and subsequent restoration of contents involves a significant effort in all but the smallest of cases. This argues for the case that painting is a job outside the pale of maintenance.

Regardless of semantics, it seems that the most important thing to consider here is: is the project of sufficient scope to demonstrate the Scout's leadership of others? If this is indeed the case, it may be worthy of consideration. If his efforts are his own and he has the opportunity to direct a crew of helpers towards a worthy goal, he may complete a good project. Preparation of a good Project Plan, including the Project Helpers and Project Materials tables would be of paramount importance here.

Bottom line? Leadership is what we want these boys to demonstrate. If you feel that the project is more than a make-work job, and has some substance to it, let the Scout run with it.

*When I first contacted my Eagle Candidate, he had already completed his Project Plan, and had previously received the other three signatures required for approval. However, when I evaluate the plan, it appears to fall short of national requirements in several areas. What would you suggest?*

Several Eagle Mentors have walked in to this "shotgun project approval" situation recently. And quite often, the Project Plan was not suitable for approval, even in troops with experienced leadership to help the boy. This is somewhat disquieting, to say the least. In any case, stepping back for a review is a good idea. Do not feel pressured. If you do not feel that the completed plan meets requirements, work with the Scout to revise it appropriately.

*I have reached an impasse in the process and really do not know how to proceed. What would you suggest?*

Contact the Council Advancement Chairman immediately. He is always available to provide any assistance and support necessary.

**Resource Materials**

**Table 1: Project Plan Materials**

Planned materials and tools					
Item	#	Unit of	Cost per	Planned	Source
	Needed	measure	unit	cost	
<b>Materials</b>					
Plywood 4' x 8'	2	each	\$ 20.00	\$ 40.00	Purchase
Nails	1	lbs.	\$ 2.50	\$ 2.50	Purchase
Stain	2	gallons	\$ 12.50	\$ 25.00	Purchase
Sandpaper	6	sheets	\$ 1.25	\$ 7.50	Purchase
4" x 4" Posts	4	6' long	\$ -	\$ -	- Donated
Plexiglas sheets 4' x 4'	1	each	\$ 22.00	\$ 22.00	Purchase
Sand	3	bags	\$ 3.00	\$ 9.00	Purchase
Gravel	2	bags		\$ -	- Donated
Concrete	2	bags	\$ 6.00	\$ 12.00	Purchase
Shingles	1	bundle	\$ 20.00	\$ 20.00	Purchase
<b>Subtotal Materials</b>				\$ 138.00	
<b>Tools</b>					
Hammers	3		\$ -	\$ -	- Borrow
Screwdrivers	2		\$ -	\$ -	- Borrow
Shovels	2		\$ -	\$ -	- Borrow
Post hole digger	1		\$ 65.00	\$ 65.00	Rent
Power saw	1		\$ -	\$ -	- Borrow
Power sander	2		\$ -	\$ -	- Borrow
Goggles	6		\$ 6.00	\$ 36.00	Purchase
Work gloves	6		\$ 4.00	\$ 24.00	Purchase
<b>Subtotal Tools</b>				\$ 125.00	
<b>Total Budget</b>				\$ 263.00	

## Resource Materials

Table 2: Project Materials Variance

Planned materials and tools							Variance	Comments
Item	#	Unit of	Cost per	Planned	Actual	Actual-		
	needed	measure	unit	cost	cost	Plan cost		
<b>Materials</b>								
Plywood 4' x 8'	2	each	\$ 20.00	\$ 40.00	\$ 60.00	\$ 20.00	needed extra plywood sheet	
Nails	1	lbs.	\$ 2.50	\$ 2.50	\$ 3.29	\$ 0.79		
Stain	2	gallons	\$ 12.50	\$ 25.00	\$ 22.50	\$ (2.50)		
Sandpaper	6	sheets	\$ 1.25	\$ 7.50	\$ 9.00	\$ 1.50		
4" x 4" Posts	4	6' long		\$ -	\$ -	\$ -		
Plexiglas sheets 4' x 4'	1	each	\$ 22.00	\$ 22.00	\$ 44.00	\$ 22.00	broke one Plexiglas sheet	
Sand	3	bags	\$ 3.00	\$ 9.00		\$ (9.00)		
Gravel	2	bags		\$ -	\$ -	\$ -		
Concrete	2	bags	\$ 6.00	\$ 12.00	\$ 12.00	\$ -		
Shingles	1	bundle	\$ 20.00	\$ 20.00	\$ 25.00	\$ 5.00		
Metal Brackets					\$ 25.00	\$ 25.00	needed brackets to keep display vertical	
<b>Subtotal Materials</b>				\$ 138.00	\$ 200.79	\$ 62.79		
<b>Tools</b>								
Hammers	3			\$ -	\$ -	\$ -		
Screwdrivers	2			\$ -	\$ -	\$ -		
Shovels	2			\$ -	\$ -	\$ -		
Post hole digger	1		\$ 65.00	\$ 65.00	\$ 72.50	\$ 7.50		
Power saw	1			\$ -	\$ -	\$ -		
Power sander	2			\$ -	\$ -	\$ -		
Goggles	6		\$ 6.00	\$ 36.00	\$ -	\$ (36.00)	borrowed from another family	
Work gloves	6		\$ 4.00	\$ 24.00	\$ 24.00	\$ -		
<b>Subtotal Tools</b>				\$ 125.00	\$ 96.50	\$ (28.50)		
<b>Total Budget</b>				\$ 263.00	\$ 297.29	\$ 34.29		

## Resource Materials

Table 3: Project Plan Helpers

Project Helpers				Planned
Step		# of people	Hours/ person	total hours
1	Project Planning		1	10.0
2	Prepare the site		4	1.5
3	Dig holes for posts		4	4.0
4	Cement posts		6	5.0
5	Build display booth		4	5.0
6	Build roof		4	3.0
7	Install booth/roof		6	6.0
8	Sanding and prep.		4	2.0
9	Stain		4	2.0
10	Install Plexiglas door		4	3.0
11	Site clean up		4	2.0
	<b>Total hours</b>			<u>166.0</u>

Table 4: Project Helpers Variance

Project Helpers			Planned	Actual	Variance	
Step		# of people	Hours/ person	total hours	hours for step	Actual- Plan
1	Project Planning	1	10.0	10.0	17.0	7.0 took longer to get signoffs
2	Prepare the site	4	1.5	6.0	5.0	-1.0
3	Dig holes for posts	4	4.0	16.0	20.0	4.0 hit more rocks than expected
4	Cement posts	6	5.0	30.0	25.0	-5.0
5	Build display booth	4	5.0	20.0	30.0	10.0 hard time aligning
6	Build roof	4	3.0	12.0	15.0	3.0
7	Install booth/roof	6	6.0	36.0	28.0	-8.0 great crew, went quickly
8	Sanding and prep.	4	2.0	8.0	5.5	-2.5
9	Stain	4	2.0	8.0	12.5	4.5 took three coats
10	Install Plexiglas door	4	3.0	12.0	14.0	2.0
11	Site clean up	4	2.0	8.0	6.5	-1.5
	<b>Total hours</b>			<u>166.0</u>	<u>178.5</u>	<u>12.5</u>