Annual Report 5/7/16 created by QuickP								2uick Plar
No. WBS			FINISH DAYS		IOURS % PHYS. CONTACT LAE	Cost  LABOR COST MAT. COST TO  \$584		Apr 2016  28   29   30   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31   01   02   03   04   05   06   07   08   09   10   11   12   13   14   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   20   21   22   23   24   25   26   27   28   29   20   21   22   23   24   25   26   27   28   28   28   28   28   28   28
	Perform Initial Planning  Review project file/lessons learned from last year's Annual Report process	<b>Thu, Apr 28, 2016</b> Thu, Apr 28, 2016	<b>Thu, May 5, 2016</b> Thu, Apr 28, 2016	6 18%  1 1.0 Strategic Planning Committee	8	<b>\$40</b> \$8		Perform Initial Planning  Review project file/lessons learned from last year's Annual Report process
3 1.2	Confirm changes, if any, to financial reporting requirements  Identify Annual Report Theme and Section Requirements	Fri, Apr 29, 2016	Fri, Apr 29, 2016	1 1.0 CFO/Controller	8	\$8	As Theme is identified, develop a list of stakeholders to be involved in theme content.	Confirm changes, if any, to financial reporting requirements  Identify Annual Report Theme and Section Requirements
	Confirm other sections to be added or removed  Confirm SEC filing and Annual Report Checkpoints				8	\$8 \$8	\$8 \$8	Confirm other sections to be added or removed  Confirm SEC filing and Annual Report Checkpoints
7 1.6 8 1.7	Selection of Internal Auditors Initial Planning Complete	Thu, May 5, 2016 Thu, May 5, 2016	Thu, May 5, 2016 Thu, May 5, 2016	1 1.0 Audit Committee 0		\$8	\$8	Selection of Internal Auditors  Hnitial Planning Complete
10 2.1	Assign resources to preliminary design		Fri, May 6, 2016	1 1.0 Strategic Planning Committee	8	<b>\$40</b> \$8	<b>\$40</b> \$8	Design Annual Report  Assign resources to preliminary design  Develop preliminary design and information requirements
12 2.3	Develop preliminary design and information requirements  Evaluate/Confirm Report Distribution Mechanisms  Evaluate/confirm Annual Report design and	Tue, May 10, 2016	Thu, May 12, 2016	3	<b>24</b> 8	<b>\$24</b> \$8		Develop preliminary design and information requirements  Evaluate/Confirm Report Distribution Mechanisms  Evaluate/confirm Annual Report design and communications vendor(s)
	Evaluate/confirm Annual Report design and communications vendor(s)  Evaluate/confirm corporate Web site design and integration requirements				8			Evaluate/confirm Annual Report design and communications vendor(s)  Evaluate/confirm corporate Web site design and integration requirements
	Evaluate/confirm Annual Report production and mailing vendor(s)  Report Distribution Mechanisms Confirmed				8	\$8	\$8	Evaluate/confirm Annual Report production and mailing vendor(s)  Report Distribution Mechanisms Confirmed
17 2.4	Plan/confirm production schedule	Fri, May 13, 2016		1 1.0 PR/IR Dept	8	\$8	\$8	Report Distribution Mechanisms Confirmed  Plan/confirm production schedule  Annual Report Design Complete
19 3 De Sc	Define SEC 10-K and Proxy Documentation Production Schedules	Sat, May 14, 2016 V	Wed, May 18, 2016	3 0 1.0 CFO/Controller	16	\$16	\$16	Define SEC 10-K and Proxy Documentation Production Schedules  Plan/confirm 10-K production schedule
21 3.2	Plan/confirm 10-K production schedule  Plan/confirm Proxy Statement production schedule  Identify process steps required to meet production sche	Tue, May 17, 2016	Tue, May 17, 2016	1 1.0 CFO/Controller	8	\$8 \$8	\$8 \$8	Plan/confirm 10-K production schedule  Plan/confirm Proxy Statement production schedule  Identify process steps required to meet production schedule
23 3.4	SEC 10-K and Proxy Documentation Production Schedules Complete	Wed, May 18, 2016		0		\$208	\$208	SEC 10-K and Proxy Documentation Production Schedules Complete  Develop Annual Report
		Thu, May 19, 2016	Fri, May 27, 2016	7	<b>48</b> 8	<b>\$208 \$48</b> \$8	\$208 \$48 \$8	Develop Theme production components  Schedule and hold Theme development sessions
27 4.1.2 28 4.1.3		Sat, May 21, 2016	Sat, May 21, 2016	1 1.0 PR/IR Dept 0 1.0 PR/IR Dept 1 1.0 PR/IR Dept	8	\$8	\$8	Gather Theme statistics/validate Theme messages  Interview Theme Stakeholders  Revelop initial Theme section writeups
30 4.1.5 31 4.1.6	Schedule Theme Photo and Web Site Design Sessions	Tue, May 24, 2016  Wed, May 25, 2016  Thu, May 26, 2016	Wed, May 25, 2016	1 1.0 PR/IR Dept 1 1.0 PR/IR Dept 1 1.0 PR/IR Dept	8 8	\$8 \$8 \$8	\$8 \$8	Develop initial Theme section writeups  Schedule Theme Photo and Web Site Design Sessions  Validate Theme facts
	Finalize Theme design and writeups with executive leadership	Fri, May 27, 2016	Fri, May 27, 2016	1 1.0 PR/IR Dept	8	\$8	\$8	Finalize Theme design and writeups with executive leadership
	Develop Letter to the Shareholders	Fri, May 27, 2016  Sat, May 28, 2016  Sat, May 28, 2016			32	\$32	\$32	Develop Letter to the Shareholders  Plan interview with Chairman/CEO
36 4.2.2 37 4.2.3	Conduct Interview	Sat, May 28, 2016  Tue, May 31, 2016  Wed, Jun 1, 2016	Tue, May 31, 2016	0       1.0       PR/IR Dept         1       2.0       PR/IR Dept; Chairman         1       1.0       PR/IR Dept	16	\$16 \$8	\$16 \$8	Plan interview with Chairman/CEO  Conduct Interview  Build and review letter
38 4.2.4 39 4.2.5	Review letter in context with audited financial results  Letter to the Shareholders Complete	Fri, Jun 17, 2016 Fri, Jun 17, 2016	Fri, Jun 17, 2016 Fri, Jun 17, 2016	1 1.0 PR/IR Dept 0	8	\$8	\$8	Review letter in context with audited financial  Letter to the Shareholders Complete
40 4.3 41 4.3.1 42 4.3.1.1	Define Public and Investor Relations Focused Compo	Fri, Jun 3, 2016 Fri, Jun 3, 2016	Fri, Jun 17, 2016 Fri, Jun 3, 2016	1	<b>128 8</b> 8	<b>\$128</b> <b>\$8</b> \$8	\$128 \$8 \$8	Define Public and Investor Relations Focused Components  Set PR and IR Milestones  Define major PR and IR milestones (alignment with deliverables)
42 4.3.1.1 43 4.3.2	deliverables)  Develop Public Relations Messaging	Fri, Jun 3, 2016	Wed, Jun 8, 2016	4	32	\$32	\$8 \$32	Develop Public Relations Messaging
44 4.3.2.1 45 4.3.2.2 46 4.3.2.3	Define PR messaging for inclusion in Annual Report  Define PR messaging about Financial Results  Refine distribution channels and timeline		Tue, Jun 7, 2016	1 1.0 PR/IR Dept 2 1.0 PR/IR Dept 1 1.0 PR/IR Dept	8 16 8	\$8 \$16 \$8	\$8 \$16 \$8	Define PR messaging for inclusion in Annual Report  Define PR messaging about Financial Results  Refine distribution channels and timeline
<b>4.3.2.3 47 4.3.3</b> 48 4.3.3.1	Develop Investor Relations Messaging	Wed, Jun 8, 2016  Fri, Jun 3, 2016  Fri, Jun 3, 2016	Fri, Jun 17, 2016	1 1.0 PR/IR Dept  11 2 1.0 PR/IR Dept	<b>88</b> 16	\$8 <b>\$88</b> \$16	\$8 <b>\$88</b> \$16	Develop Investor Relations Messaging  Define IR messaging for Annual Report
49 4.3.3.2 50 4.3.3.3	Define IR messaging for Annual Report  Define IR messaging about Financial Results  Confirm distribution lists and channels for Annual Report reporting	Tue, Jun 7, 2016	Wed, Jun 8, 2016	2 1.0 PR/IR Dept	16 16	\$16	\$16 \$16 \$16	Define IR messaging about Financial Results  Confirm distribution lists and channels for Annual Report reporting
51 4.3.3.4 52 4.3.3.5	Report reporting  Obtain financial results from CFO  Confirm mailing list acquisition and distribution	Fri, Jun 17, 2016	Fri, Jun 17, 2016	1 2.0 PR/IR Dept; CFO/Controller 4	8 <b>32</b>	\$8 <b>\$32</b>	\$8 <b>\$32</b>	Obtain financial results from CFO  Confirm mailing list acquisition and distribution process for shareholders
52 4.3.3.5 53 4.3.3.5.1 54 4.3.3.5.2	Confirm mailing list acquisition and distribution process for shareholders  Confirm institutional distribution list/process  Confirm brokerage distribution list/process	Fri, Jun 3, 2016	Fri, Jun 3, 2016		8	\$8	\$8 \$8	Confirm mailing list acquisition and distribution process for shareholders  Confirm institutional distribution list/process  Confirm brokerage distribution list/process
54       4.3.3.5.2         55       4.3.3.5.3         56       4.3.3.5.4	Confirm brokerage distribution list/process  Confirm individual investor distribution list/process  Confirm corporate Web site update/format/posting process	Tue, Jun 7, 2016	Tue, Jun 7, 2016	1 1.0 PR/IR Dept	8 8 8	\$8 \$8 \$8	\$8 \$8	Confirm brokerage distribution list/process  Confirm individual investor distribution list/process  Confirm corporate Web site update/format/posting process
57 4.3.3.5.5	Posting & Distribution Process Confirmation Com  Public and Investor Relation Message Development &	Wed, Jun 8, 2016	Wed, Jun 8, 2016	0				Posting & Distribution Process Confirmation Complete  Public and Investor Relation Message Development & Planning Complete
59 5 Pe	Planning Complete  Perform Financial Closing Activities  Define Financial Review Components and Related SEC	Thu, May 19, 2016	Fri, Jun 17, 2016	22 5	184	\$184 \$40	\$184 \$40	Public and Investor Relation Message Development & Planning Complete  Perform Financial Closing Activities  Define Financial Review Components and Related SEC Document Scheduling
	Document Scheduling			5  1 1.0 CFO/Controller	8	\$8	\$8 Base the schedule baseline on the time and resource effort needed to achieve milestones for closing the financial books, and producing	Define Financial Review Components and Related SEC Document Scheduling  Develop Financial Close Schedule
62 512	Develop and Confirm External Audit David	Fri, May 20 2010	Fri, May 20, 2016	1 2.0 CFO/Controller; External Auditors	16	\$16	financial statement information needed for the Annual Report and 10-K. In other words, determine the dates first, and work backwards to determine when you must start activities to support those deadline dates.	Develop and Confirm External Audit Review Schedule
62 5.1.2 63 5.1.3 64 5.1.4	Identify/Assign resources to develop and confirm Financial Statements and notes  Identify/Assign resources to develop and confirm 10-K	Sat, May 21, 2016	Sat, May 21, 2016	0 1.0 CFO/Controller	8	\$8	\$8	Develop and Confirm External Audit Review Schedule  Identify/Assign resources to develop and confirm Financial Statements and notes  Identify/Assign resources to develop and confirm 10-K Section
	Identify/Assign resources to develop and confirm 10-K Section  Identify/Assign resources to develop and confirm Proxy Statement Section				8	\$8	\$8	Identify/Assign resources to develop and confirm 10-K Section  Identify/Assign resources to develop and confirm Proxy Statement Section
66 5.1.6	Financial Review and Related SEC document scheduling complete	Wed, May 25, 2016  Thu, May 26, 2016		0 2	16	\$16	\$16	Financial Review and Related SEC document scheduling complete  Perform Financial Close
68 5.2.1	Close out fiscal year books  Perform review and approval of financial adjustments	Thu, May 26, 2016	Thu, May 26, 2016	1 1.0 CFO/Controller 1 1.0 CFO/Controller	<b>16</b> 8 8	<b>\$16</b> \$8 \$8	\$8 \$8	Perform Financial Close  Close out fiscal year books  Perform review and approval of financial adjustments (Accruals and reserves)
	(Accruals and reserves)  Develop financial results for inclusion in Annual Report, 10-K and Proxy Statement	Sat, May 28, 2016	Sat, May 28, 2016	0 1.0 CFO/Controller				Develop financial results for inclusion in Annual Report, 10-K and Proxy Statement
71 5.2.4 <b>72 5.3</b>	Develop Financial Statement Notes and SEC Documents	Tue, May 31, 2016		3	<b>24</b>	<b>\$24</b> \$8	<b>\$24</b> \$8	Develop Financial Statement Notes and SEC Documents  Draft Notes to Financial Statements
74 5.3.2 75 5.3.3	Draft 10-K	Wed, Jun 1, 2016	Wed, Jun 1, 2016	<ol> <li>1.0 CFO/Controller</li> <li>1.0 CFO/Controller</li> <li>1.0 Legal Department</li> </ol>	8	\$8 \$8 \$8	\$8 \$8	Draft Notes to Financial Statements  Draft 10-K  Draft Proxy Statement information
	Financial Statement Notes and SEC document drafts Complete	Thu, Jun 2, 2016		0	48	\$8 \$48	\$48 External Audit activities are performed throughout the year. These	Financial Statement Notes and SEC document drafts Complete  Perform External Audit
						ψ-70	\$48 External Audit activities are performed throughout the year. These activities focus on the year-end close leading up to the creation of the annual report and financial statements to be signed off by the external	Perform External Audit  Conduct Foreign and Subsidiary Financial Audits
	Conduct Corporate Financial Audit  External Audit Complete	Tue, Jun 14, 2016 Tue, Jun 14, 2016	Tue, Jun 14, 2016 Tue, Jun 14, 2016	1 1.0 External Auditors 0				Conduct Corporate Financial Audit  External Audit Complete
81 5.4.4 82 5.4.5	Review and Finalize Audit Results with Audit Committee  Sign off on Financial Statements/Obtain Senior  Management Certifications			<ol> <li>3.0 External Auditors; CFO/Controller; Audit</li> <li>2.0 Audit Committee; CFO/Controller</li> </ol>	24 16	\$24 \$16		Review and Finalize Audit Results with Audit Committee  Sign off on Financial Statements/Obtain Senior Management Certifications
	External Audit Complete  Perform Internal Legal Review	Fri, Jun 3, 2016		6	40	\$40	\$40	Perform Internal Legal Review
85 5.5.1 86 5.5.2	inclusion in Annual Report  Coordinate and review key significant events for				8	\$8	\$8	Coordinate and review key significant events for inclusion in Annual Report  Coordinate and review key significant events for inclusion in 10-K
	inclusion in 10-K  Coordinate/develop Proxy Statement development  Coordinate/review Message to the Shareholders	Tue, Jun 7, 2016	Tue, Jun 7, 2016	1 1.0 Legal Department	8	\$8 \$8	\$8 \$8	Coordinate/develop Proxy Statement development  Coordinate/review Message to the Shareholders
89 5.5.5 90 5.5.6	Coordinate/review Message to the Shareholders  Coordinate/review External Audit review and comments  Coordinate/review Senior Management certifications	Thu, Jun 9, 2016	Thu, Jun 9, 2016	1 1.0 Legal Department	8 8	\$8 \$8 \$8	\$8 \$8	Coordinate/review External Audit review and comments  Coordinate/review Senior Management certifications
	Internal Legal Review Complete  Publicly release financial results	Fri, Jun 10, 2016 Fri, Jun 17, 2016	Fri, Jun 10, 2016 Fri, Jun 17, 2016				\$16	Internal Legal Review Complete  Publicly release financial results
94 6 Pr	Produce Annual Report	Fri, Jun 17, 2016  Thu, Jun 9, 2016  Thu, Jun 9, 2016	Mon, Jun 20, 2016	1 8 10 PP/IP Doort	<b>64</b>	<b>\$64</b> \$8	<b>\$64</b> \$8	Produce Annual Report  Draft Annual Report Design Layout and Identify Placeholders
96 6.2	Prepare mockups for Executive Management	Thu, Jun 9, 2016 Fri, Jun 10, 2016 Sat, Jun 11, 2016	Fri, Jun 10, 2016	1 1.0 PR/IR Dept 1 1.0 PR/IR Dept 1 1.0 PR/IR Dept	8	\$8 \$8	\$8 \$8	Draft Annual Report Design Layout and Identify Placeholders  Prepare mockups for Executive Management  Iterate design/finalize production schedule
98 6.4	Finalize Annual Report Design and Placeholder data		Tue, Jun 14, 2016	1 1.0 PR/IR Dept  1 1.0 PR/IR Dept  1 1.0 PR/IR Dept  1 1.0 PR/IR Dept	8	\$8	\$8 \$8	Finalize Annual Report Design and Placeholder data  Produce Final Layout/Obtain Final Approval
100 6.6 101 6.7	Print Annual Report  Obtain 10-K document file	Thu, Jun 16, 2016 Fri, Jun 17, 2016	Thu, Jun 16, 2016 Fri, Jun 17, 2016	1 1.0 PR/IR Dept 1 1.0 PR/IR Dept	8	\$8 \$8	\$8 \$8	Print Annual Report  Obtain 10-K document file
103 6.9	Production of Annual Report Complete	Sat, Jun 18, 2016  Mon, Jun 20, 2016  Tue, Jun 21, 2016	Mon, Jun 20, 2016	1 1.0 PR/IR Dept 0 4	32	\$8 <b>\$32</b>	\$8 \$32	Obtain Proxy Statement document file  Production of Annual Report Complete  Distribute Annual
105 7.1	Obtain final mailing distribution lists	Tue, Jun 21, 2016  Tue, Jun 21, 2016  Wed, Jun 22, 2016	Tue, Jun 21, 2016	4         1       1.0       PR/IR Dept         1       1.0       PR/IR Dept	8	<b>\$32</b> \$8 \$8	\$32 \$8 \$8	Obtain final mailing distribution lists  Print 10-K's for Annual Report mailings
	Print Proxy Statements for Annual Report mailings	Wed, Jun 22, 2016  Thu, Jun 23, 2016  Fri, Jun 24, 2016	Thu, Jun 23, 2016	1 1.0 PR/IR Dept 1 1.0 PR/IR Dept 1 1.0 PR/IR Dept	8	\$8	\$8 \$8	Print 10-K's for Annual Report mailings  Print Proxy Statements for Annual Report mailings  Consolidate and mail Annual Report mailings
	Distribution Complete	Fri, Jun 24, 2016	Fri, Jun 24, 2016 Fri, Jun 24, 2016 Fri, Jun 24, 2016	0				Distributio Annual Report