

# WOODY'S WORLD

Merry Christmas  
AND HAPPY NEW YEAR

In order to allow our employees precious time to share with loved ones this Christmas season, our last day of work in 2019 will be **TUESDAY, DEC. 24**, and our first day of work in 2020 will be **THURSDAY, JAN. 2**.

## WPG UPDATES: FOURTH QUARTER

BRYAN WOOD, PRESIDENT & CEO

It is once again time for us to reflect back on another passing year. It was a year that threw an abundance of challenges our way – challenges that were felt at every level of the company. While experiencing high demand, we struggled to learn how to function on a completely new ERP system. We also found ourselves confronted with compliance challenges associated with existing equipment in the European market while at the same time dealing with a multitude of new troubleshooting issues that go along with introducing a revolutionary new power system on our equipment. As a result we encountered many frustrations that not only put our production well behind schedule, but also consumed a lot of our engineering resources.

Throughout the year we have learned a lot about the capabilities of our new ERP system. Early

on, lack of knowledge about how to track the need for materials and ability to properly schedule workflow through production often resulted in chaos. Finally in the fourth quarter we are starting

**Both our 3-week and 6-week delivery percentages are back above our goal levels.**



to work our way back to the type of on-time delivery performance numbers we became accustomed to before the transition to M1. Both our 3-week and 6-week delivery percentages are back above our goal levels. This is an indication that many of the deliveries that are not making their scheduled

delivery dates are only missing the mark by a couple days (unlike earlier in the year, when deliveries were far less predictable). The steady upward trend in on-time delivery performance is getting us closer to our goal of 97%.

I'm pleased to say that we have developed and are in the process of implementing solutions to the compliance issues we faced in our European markets. We have also made substantial progress towards understanding and overcoming issues with the new DC3 power system.

The world is constantly changing and it is inevitable that companies like ours will periodically be faced with adversity. Sometimes these adversities are brought on by factors completely outside our control and sometimes they are the result of decisions we have made.

continued on page 2



QUALITY &  
CONSISTENCY  
ARE A TEAM  
EFFORT



## JANUARY BIRTHDAYS

Allison McDonald	1/01
Joshua Riwai-Couch	1/02
Scott Sandler	1/03
Nate Kibbe	1/03
Aaron Cherry	1/05
Daniel Waggoner	1/06
Justin Smith	1/10
Claire Roundface	1/19
Holly Anderson	1/25
John Schriver	1/27
Keith Wood	1/28
Josh Eickhoff	1/30

## FEBRUARY BIRTHDAYS

Shelby Elmore	2/03
Cheyenne Kraft	2/04
Samantha Kisch	2/06
John Waters	2/08
Ed Michael Jr	2/10
Jeremy Brockel	2/11
Georgia Brester	2/15
Gordon Ryder	2/15
Joseph Hogue	2/16
Eli Indreland	2/21
William Johnson	2/18
Duane Asay	2/22
Daniel Craig	2/23
Dave Spina	2/26
Carol Hicks	2/28
Lacey Thompson	2/28



## FOURTH QUARTER (CONTINUED)

Regardless of the cause, how we handle adversity ultimately defines whether or not we have the right people in place to survive the test of time. By no means have we completely cleared our current hurdles and are achieving world-class performance. However, because we've refused to be consumed by the frustrations of our challenges this year, we have clearly proven ourselves capable of moving forward in the face of adversity. This makes me very optimistic about the future.

## COMMUNITY HOPE ADOPT-A-FAMILY FOR CHRISTMAS

LEE ANN WOOD, MARKETING ASSISTANT

Once again, through Adopt-A-Family, we are sponsoring families in the Laurel community. These families were chosen by local nonprofit organization Community Hope, which keeps in contact with them. Community Hope knows their situations – and knows that their struggles are real.

In 2018, we sponsored a family that included a father who was in need of a kidney. When the mother saw the donated items being delivered, she cried. She had been dreading Christmas, as she had nothing for the children. I personally saw where all of the families live – none of them were doing well. You made the difference in their lives.

We received a letter from one of the families we are sponsoring this year. Their needs are typical of the other two families, but the simplicity of how this letter was put together speaks volumes:

*First of all Thank you from the bottom of my heart.*

*Ben is 10 years old. A very smart boy. He is size 12-13 pants, medium shirts. Socks 12 - 13 size. He is growing so tall. He wants legos, Transformers, Pokemon cards, and a couple of Pokemon Plushies. Stocking Stuffers*

*My name is Samantha. I wear a size 20-22 pants. A 1Xlg shirts. Size 8-9 socks. (I can't keep socks in the house & Ben steals*

*mine all the time.) I don't want anything frivolous, except maybe a gift card for Amazon. There are a few books I want to order. The only things I want/need are household goodies - cleaners, Tupperware, bathroom items - shampoo conditioner, deodorants,*

ornament to the package – this way, we will know the need has been filled and we will know who to distribute it to. Put the package in the box near the tree. FYI: I will be wrapping anything that isn't wrapped before the packages go to the families.



*body wash, and scrubbies. Items like that. We do have two dogs. This Christmas was going to be rough this year, so again, Thank you so much for Adopting us.*

There are two ways you can give to the Adopt-A-Family program:

**1** Choose an ornament off the tree in the coffee room, then shop for the item(s).

The ornaments list a family member's name and what is needed. When you return the package (wrapped or unwrapped), please attach the

**2** Donate cash in the box next to the reception desk.

All funds donated will be matched by Wood's Powr-Grip, so you will be giving double. We will then do the shopping for you.

**All donations must be received by Dec. 6.**

This gives us time to get the shopping done, everything wrapped and distributed to the families (also, I could use extra help when it's time to wrap gifts). Thank you in advance for being so awesome!

# LEAN MANUFACTURING

KAZZ SIEWING, LEAN PROCESS ENGINEER

Since joining WPG at the beginning of this November, it can be seen that the House of Lean has been implemented and some big changes have occurred in the last couple of years. Reducing wastes, implementing 5S and visual controls contribute to a steady foundation of a lean production area but also knowing it is always a nonstop climb for improvement.

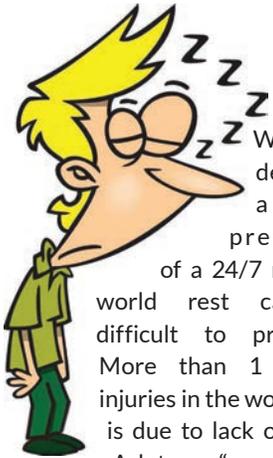
Building a lean culture requires change that is willing to champion and sustain the concept throughout the journey. Diving deeper into the three areas of lean transformation (Culture, Techniques, and Leadership) everyone envisions WPG to continually grow to new heights while producing quality products.

Woody's lean Word of the month  
**"Poka-Yoke"**

These are two Japanese words that translate into mistake-proofing or fool-proofing. Poke-Yoke uses simple devices, fixtures and procedures to eliminate errors and ensure 100% defect free products. Developed by Shigeo Shingo as a tool to achieve zero defect, it is to take over repetitive tasks or actions that depend on tribal knowledge or memory. Poke-Yoke can free a worker's time and mind to pursue more creative and value-adding activities. If you have any ideas for a Poka-Yoke we would love to hear about them. The best ideas usually come from you, the people that are doing the work.

# SAFETY TIDBITS

LES FISCHER, SAFETY AND TRAINING SPECIALIST



## Fatigue

With the demands and pressures of a 24/7 modern world rest can be difficult to prioritize. More than 1 in 10 injuries in the workplace is due to lack of sleep. A lot say "people who value rest are not as ambitious" because we have been failing to recognize that we all need a good amount of sleep to be able to work and focus on the tasks we are given. When you fill out the paper work for an incident not very many people ask how much sleep you got or how many hours you have worked up until the incident occurred. "The failure to prioritize rest

is a growing concern and taking a toll on U.S. workers" according to Whitcomb. Night shift workers are more prone to fatigue because it is against our minds natural clock. Our bodies and brains evolved to relax and shut down at night when it is darker and to wake up when it gets lighter out. What we can do is educate ourselves on the need for sleep and the hazards it can cause possibly limiting how much we work in one shift. Another thing we can practice is scheduling a minimum of 18 hours of sleep before we start a four day 10 hour shift. With that being said we all just need to pay a little more attention to how much sleep we are getting and how it can affect us both physically and mentally.

# TIME OFF REQUESTS

We've all asked for time off. Typically in person, by phone, or with paper forms.

But did you know there's an online option?

The internet form has a few key advantages:

- **Make a request from anywhere, anytime.**
- **Select what type of leave you'd like to use.**
- **Request fixes for missing, early, or late punches.**
- **It's easier to fill out than the paper forms.**

The request will go to the supervisor or manager you indicate, as well as to Payroll. **So it's convenient for everyone involved.**

We hope you find it useful - give it a try!



## HOW TO USE THE FORM:

On your phone/computer, bookmark

[wpg.com/time-off](http://wpg.com/time-off)

- or -

1. Visit [wpgteam.com](http://wpgteam.com)
2. Login with
  - a. Username: Your employee ID #
  - b. Password: If you haven't updated it yet, it's still "change\_me"
3. Click "Forms and Guidelines" > "Schedule Deviation Request"

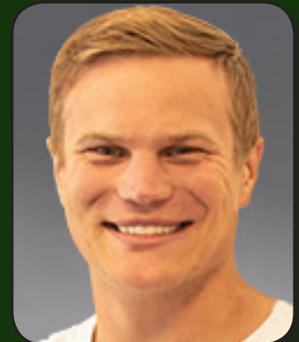
# NEW EMPLOYEES



AMBER RIDDLE  
Night Shift



DANIEL CRAIG  
Maintenance



KAZZ SIEWING  
Lean Process Engineer



APRIL ACOSTA  
Handcup Assembly

## NEW EMPLOYEES



FOREST SUDA  
Powder Coating



RUBEN ESTIEN JR.  
Molder

*Now hiring!*

- 1 Full-Time Drafter
- 1 Full-Time Prod. Technician Frame Assembly
- 1 Full-Time Prod. Technician Machining
- 2 Full-Time Prod. Technicians HC Assembly

## MARKETING UPDATE

BARRY WOOD, VP MARKETING AND COMMERCIAL DEVELOPMENT

It's often interesting to compare something that's important to one department with something that's important to another. A prime example is the opportunity to get a photo of a hand cup. There are about a dozen people reading this who could literally reach in their back pocket, grab their phone, and snap a photo of a hand cup at any time. But if you're in marketing, a photo of a hand cup in use is like gold. Lee Ann recently had (took initiative and created) the opportunity to take photos at two job sites in Billings. The main goal was to get photos of hand cups in use, but she was able to see an MRTA811LDC3 in use, as well. We in Marketing are excited to see these new photos put to good use.

As luck would have it, the new images are available just in time for the development of next year's advertising campaigns. It's the time of year that we need to start developing ideas for next year's magazine ads. This task is a Marketing team effort that has traditionally started with Lisa. As anyone who knows Lisa is aware, she has left the company to pursue a different career path. The team has since welcomed Barb Murphy to fill her position. Barb has added a new dimension to the department. She's done a really good job of taking advantage of free "advertising" opportunities. If you follow us on any social media, you have noticed that WPG accounts have been much

more active recently. She's been able to get us a few press releases (i.e. free magazine articles), as well. The other task Barb has been working on is engaging customers using surveys. We will be working with other departments to share survey data and solicit information internally so that we can develop ad campaigns for 2020.



Another way that we will be interacting with other departments is the way that product instructions will be created and managed. I hesitate to say how long we've been working on the project, but a major focus for Marketing has been learning and implementing a program called FrameMaker. Traditionally, instructions have been written in Microsoft Word, the standard word processing program for nearly everything – except instructions – used by

nearly everyone. Unfortunately, the demands of our instructions put Word in a very unstable situation, and it crashes A LOT. So again – exciting for Marketing, not the rest of the world – we are looking forward to the implementation of FrameMaker. This new program from Adobe is only on a couple of desktops, so it will be necessary to work with engineers to establish a new process for reviewing instructions as changes are made or Design to Order product is sold.

One of the biggest projects Marketing has undertaken since I made the move to the department is redesigning the website. It was a huge task that took over a year (two years, if you consider the implementation of various languages). Recently, we were able to get the German site up and the final language, French, is underway. However, as the light at the end of the tunnel approaches, we've been hit by a curve ball: Starting in June 2020, one of the Content Management System (CMS) programs that's used to build our website will be obsolete. Despite WPG being a small company, our website is pretty complicated, which means it has utilized two different CMS programs to function. Ultimately, the site isn't go away – it just won't be considered "secure." So even before we put the wrap on the last project, we are starting a new one.

## TRAINING WORKSHOPS

HOLLY ANDERSON, TECHNICAL SALES/ TRAINING COORDINATOR

We hosted our regularly scheduled training class on November 6-7 where three companies each sent two representatives to the class. This was a standard repair class in terms of the material we covered. Thanks again to everyone for continuing to make our guests feel welcome! We're going to be starting the New Year off with a group of 10 visiting from Permasteelisa and I'm working on booking another class for March, but don't have anything solid at this time.



# NPD UPDATES

BRYAN STROBEL, NEW PRODUCT DEVELOPMENT MANAGER

It seems like one of the greatest challenges in developing new products is not the process of designing something new, but deciding what we want to create. What problem are we trying to solve? What benefits can we offer? What does the customer want? Does the customer really know what they want? How many customers want the same thing? There are plenty of ideas but we're always short of information when it comes to actually specifying what will best help the largest number of customers at a price at which we can produce it and the customer is willing to pay for.

The New Product Development department is currently working on several product ideas that are at the stage of gathering whatever information possible, to refine each basic concept and determine if it will be a profitable product for us. The first of those products is a derivation of the vertical handle that is commonly used in the automotive industry. We have reason to think that customers in this industry would benefit from additional hand grip positions. We had refined a design, made multiple prototypes, and had received quotes from the company

that would mold the parts for us – then we received new information from a potentially large buyer who suggested a significant design change. Back to the drawing board and creating more prototypes for further evaluation.

**There are plenty of ideas but we're always short of information when it comes to actually specifying what will best help the largest number of customers at a price at which we can produce it and the customer is willing to pay for.**



The second product concept we are looking at is a vacuum lifter that mounts rigidly to a piece of equipment (rather than hanging from a hook). We've done some forklift-type lifters before, but

they have been quite limited in their ability to move the load in many different directions to quickly position it during the installation process. We know there is some demand for both indoor manipulators and outdoor versions, but we are uncertain if either is a market that we should pursue. Several of the engineers in the Product Engineering department are working on a very large custom lifter of this type that will hopefully be a springboard for a smaller design that will appeal to a large customer base.

Lastly, we are reinvestigating the potential of making a battery-powered hand cup. With advances in battery chemistries and improved performance of small vacuum pumps, we think it should be practical to make a robust automatic version of a hand cup at a reasonable price. We are still determining the balance of battery life, attachment speed, size, weight, cost and durability.

I am sure of one thing: Whatever specifications we choose to design around will not be what everyone wants. I guess that will give us more opportunities in the future. 😊



## How WellVia Works:

### 1. PATIENT CALL

The patient calls our Patient Care Center, 24/7/365, to request a consultation.

### 2. PATIENT TRIAGE

A Patient Care Coordinator populates or updates the patient's personal health information with symptoms via our secure member portal.

### 3. THE DOCTOR CALL

A board-certified, state-licensed physician consults with the patient within a matter of minutes (average callback time is 16 minutes). A WellVia physician recommends treatment and, when appropriate, will issue a prescription.

### 4. PHYSICIAN UPDATE

The physician notes and updates to member's secure portal with a recommended treatment regime.

### 5. PATIENT FOLLOW-UP

24-48 hours after the doctor consultation, a Patient Care Coordinator will follow up with the patient to ensure patient quality.

Access your account and request a consultation anytime, anywhere.



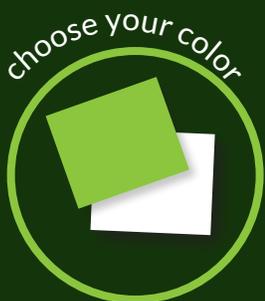
**Discount Hotels**  
save money, and still have a great stay!

Are you traveling for the holidays? Do you have friends or relatives visiting?

Did you know that WPG gets discounts on both local hotels and national chains as well as rental cars? We would love to pass those savings on to our employees!

See Lee Ann Wood for more details, and to start saving!!

**WPG SHIRTS!**



You can order shirts at [wpgteam.com](http://wpgteam.com) under Benefits!

# UPDATING 401K BENEFICIARIES ONLINE

KELCIE LOHOF, FINANCE MANAGER/CONTROLLER

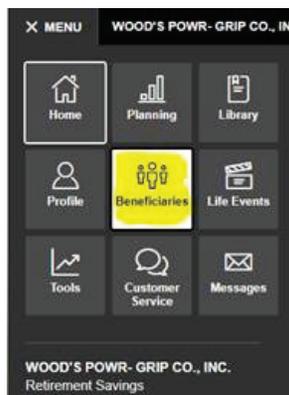
Below are some basic instructions on how to update 401k beneficiaries online. Remember, the paper forms are now VOID!! There is a computer available in the break room to log in and make these changes.

Also, it looks like the list to meet with Tarra next Tuesday is filling up fast, so please get signed up if you haven't already but would like to. Thanks!!

1. Login in to your Fidelity NetBenefits account.



2. Click on the Menu bar at the top left hand corner of the page, and select "Beneficiaries".



3. Click on the blue "Get Started" button.



4. You should be taken to a page that looks like this one below to enter all of your beneficiary information. Make sure to SAVE once you've entered the information.

**Assign Beneficiaries to your Benefits**  
 Complete the list below to ensure all of your plans have been assigned beneficiaries.  
 Progress: 0%

▼ Verify your Marital Status  
 Are you married?  Yes  No

2. Assign Beneficiaries to your WOODS'

3. Review and save your choices



Tarra from TTG Financial will be in the building the afternoon of Tuesday, Dec. 10 from 1:00-7:00 pm

to meet with individuals interested in signing up for the 401k plan, adding the ROTH option to their portfolio, updating online beneficiaries (remember - the paper ones will no longer be valid as of 12/1), and any other questions you may have regarding the plan. She is blocking off 30 minute meeting slots on a first come first serve basis (the last three meetings are reserved for night shift employees), with a wait list if there is additional time. If we have more interest, she has mentioned coming out again in January, or you are always more than welcome to schedule an appointment with her at her office in Billings.

The sign-up sheet is at reception.

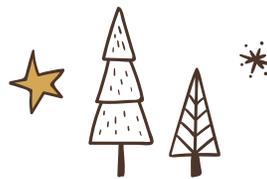
## UPDATING W4 FORMS

If you wanted to change your marital status or withholding allowances on your W4 for the new year, you can turn in the changes now. You can get a form from Katie or Brenda.

Brenda can also email you an electronic version to complete if you'd prefer that. Just a reminder, you can change your W4 at any time. You do not have to wait for the new year. Thanks!

# METALCON

BARRY WOOD, VP MARKETING AND COMMERCIAL DEVELOPMENT



The Metalcon tradeshow for 2019 was held Oct. 16-18 in Pittsburgh. WPG had a booth and was represented at the show by Holly Anderson and Barry Wood.

If you have been here more than a year, you may remember from previous articles that Metalcon is dedicated to the steel industry – in particular, for commercial construction of steel buildings and roofs. Traditionally, we have

serviced only a small portion of the industry because our products are not suitable for what they call “single skin”. We target only people who are installing insulated panels (two sheets of metal with insulating foam blown in between them). I heard several times how the insulated panel portion of the market is growing, and I heard about three different companies who are planning on building

plants in the near future to make insulated panels.

The other interesting thing about this market is that people need to move sheet metal around in their facilities. This is something else that we can do, but we have not been trying to fill the need. So, with some effort, there may be another section of the market that we can service as well.

## GETTING TO KNOW SOME OF OUR NEW-ER EMPLOYEES

I apologize that I have forgotten to feature some of our new employees over the past months. Please enjoy getting to know them a little better.

**KEELAN HOFFERBER** joined Wood’s Powr-Grip a few months ago, and calls his new position in Technical Sales “enjoyable.”

“I am very grateful for the welcoming and friendly atmosphere. ... Thank you to everyone.”

Raised and educated in Laurel, Keelan returns after being employed by BestBuy in Billings, —where he worked in

the majority of the sales departments and was a member of the store’s Geek Squad. Keelan said it was “where I acquired my start in sales and learned a lot about computers and various technology of today.”

That experience fit right into Keelan’s hobby of building and repairing computers. He also

likes composing and playing music, as well as photography and astronomy.



**JODI SCHREINER** has been WPG’s receptionist since November 2018, coming to the company after working many years as a pharmacy tech – first at the hospital in Lewistown and later in the Laurel area.

Jodi, who grew up in Laurel, is married to her high-school sweetheart, Ken – “we just celebrated our 33rd wedding anniversary,” she said. Together, she and Ken have three grown children, including son Joshua, who works at WPG as an assistant supervisor on the night shift. They also have six grandchildren, ranging in age from 2 to 14 – “they are so fun,” she says. (see photo on page 8)

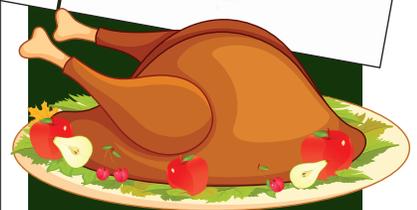
Jodi earned her college degree in medical coding “later in life,” graduating from MSU-Billings in 2010. As far as spare time goes these days, Jodi has a keen interest in travel and new destinations while Ken

A special *thank you* from the Flakes!



Giving back to Billings ~ with your help and support.

Your the Best Thanks For your Help!



\$590.00 raise by employees and matched by WPG for a total of \$1,180.00 going to the Flakesgiving fundraiser!

**USGlass**

**Wood's  
Powr-Grip  
won a 2019  
USGlass  
Readers'  
Choice  
award in the  
Equipment  
Handling  
category.**

Winners were selected in several categories based on a survey sent out to USGlass subscribers that asked them to select products that appeared in the pages of USGlass in 2019 based on quality, innovation, convenience, etc.



## NEW-ER EMPLOYEES (CONTINUED)



loves camping and fishing. But most of all, Jodi points out, "WE BOTH enjoy spending time with our kids and grandkids."

**BARB MURPHY** started at WPG heading into July, so she's already been with us for several months and is "feeling right at home" with the WPG Marketing team.

She and her husband, Mike, moved back to her hometown of Billings after being away from Montana for over 20 years. Barb's career led her and her family (she and Mike have 2 boys) east after Buttrey Food and Drug – the company she worked for in Great Falls – was sold to Albertsons.

Barb brings a wealth of experience in her profession to WPG, having held many corporate marketing leadership

positions in small and large companies (Famous Footwear, Sears Holding Inc., and Flexsteel among them) and other regional chains, including her own specialty furniture retail stores.

"They say you can never go back home, but I disagree," said Barb, who's making sure that the house she calls home in Montana is one that she loves. Barb has taken on an extensive remodel of a 1955 ranch-style home, and is turning it into her modern vision. The couple, along with Mike's brother, have been "tearing down walls, windows, doors, ceilings, stairs, putting in beams and cutting holes in the floor for new stairs!"

While it's still not 100% complete, Barb is happy to share a few before-and-after photos here. Stop by Marketing and visit her – she'll be happy to share her remodel challenges with you!



## HIGHWAY CLEANUP

Thank you to everyone that came and helped with Hwy Cleanup on August 8th. We had a record turnout with around 50 helpers! Once we got loaded up, it only took us about 30 minutes to get our 2 mile stretch cleaned up. We ended up with 15 bags of trash. After the work was done, we all came back to the shop and enjoyed some pizza and socializing!

We are planning to do it again in the Spring but it depends on the construction progress in that area.



# HALLOWEEN Costume CORNER



SUBMITTED BY JODI SCHREINER



SUBMITTED BY JODI SCHREINER



SUBMITTED BY JODI SCHREINER



SUBMITTED BY ALLISON MCDONALD



SUBMITTED BY HOLLY ANDERSON



SUBMITTED BY LACEY THOMPSON



SUBMITTED BY KATIE WHITMOYER



SUBMITTED BY KATIE WHITMOYER



From: Chris Hodkinson  
Sent: Tuesday, October 8, 2019 4:27 PM  
To: Lacey Thompson  
Subject: RE: Safety Checklist

Thank you, this is extraordinarily helpful.

You guys are a great company to work with, high fives all the way around!

Best regards,

Chris Hodkinson  
Operations Manager

[www.blackcombglass.com](http://www.blackcombglass.com)  
[www.blackcomb.tech](http://www.blackcomb.tech)  
[www.raico.de](http://www.raico.de)



# 2020 HOLIDAY CLOSURE & SHUTDOWN SCHEDULE

JAN 1	WEDNESDAY	NEW YEAR'S DAY
APRIL 10 & 13	FRIDAY & MONDAY	GOOD FRIDAY & EASTER MONDAY
MAY 25	MONDAY	MEMORIAL DAY
SEPT 7	MONDAY	LABOR DAY
NOV 26-27	THURSDAY-FRIDAY	THANKSGIVING
DEC 24, 2020 (THURS.) - JANUARY 3, 2021 (SUNDAY) WINTER SHUTDOWN		

Note: The last day of work before Winter Shutdown will be Wednesday, December 23, 2020. Off 11 days - Thursday, December 24, 2020 through Sunday, January 3, 2021. Return to work on Monday, January 4, 2021.]

## HOLIDAY CLOSURES

If an employee is scheduled to work on a posted holiday, they will receive the day off and the paid holiday benefit for that day. If an employee is not scheduled to work on a posted holiday, they will not receive the paid holiday benefit.

All full-time employees who are employed as of January 1, 2020 and work the entire calendar year of 2020 will receive 80-hours of paid holiday for 2020. Reduced-hour full-time employees, regular part time employees, and employees who have not worked the entire year, will receive a proportional number of holiday hours based on their scheduled work hours in 2020.

## WINTER SHUTDOWN

The number of paid holiday hours an employee will receive during the winter shutdown will be determined by the number of paid holiday hours they received prior to the shutdown. Each employee will be paid the balance of any eligible hours of paid holiday remaining for the year, during the shutdown, taking into account their full-time, reduced full-time, or proportional part-time status.

Vacation or Personal Leave may be used to cover any non-paid days/hours during the winter shutdown. Employees who do not have sufficient paid leave must take the remaining days/hours as approved time without pay.

MON-FRI (8 HOUR DAYS)	MON-THU (10 HOUR DAYS)	TUE-FRI (10 HOUR DAYS)
7 Holidays before Shutdown	5 Holidays before Shutdown	4 Holidays before Shutdown
3 Holidays during Shutdown (12/24-12/15; 12/28)	3 Holidays during Shutdown (12/24; 12/28-12/29)	4 Holidays during Shutdown (12/24-12/25; 12/29-12/30)
3 UNPAID days during Shutdown (12/29-12/31)	2 UNPAID days during Shutdown (12/30-12/31)	1 UNPAID day during Shutdown (12/31)
Use 1 2021 Holiday (Fri. 1/1/21)	No Fri. 1/1 Paid Holiday 2021	Use 1 2021 Holiday (Fri. 1/1/21)