



December 14, 2020

To All HF Group Library Binding Customers,

We continue to hope for your health & safety as we (hopefully) approach the final stages of this Covid-19 pandemic. While vaccine news is extremely encouraging and we may very well have some return to normalcy by this summer, the next six months is going to bring continued “ab-normalcy”.

Many of your libraries have been impacted in different ways, and we know you have worked hard to stay open and process library binding orders the best way you can. We truly appreciate these efforts.

Most of our managers and staff have been faced with extraordinary circumstances just as you have. They have been willing to work both short work weeks and extra-long work weeks (in some cases, up to 60 hours) to maintain our normal delivery schedules. Unfortunately, we have been faced with the following obstacles:

1. Ebb and flow of quarantine periods for employees (for both positive and negative test results).
2. Stops and starts by many customers, which impacts the regularity of our scheduled pickups.
3. Some abnormally large swings in average shipment sizes from customers, as many are attempting to get orders prepared but have their own Covid interruptions to manage.
4. As year-end approaches, the unevenness of our calendar including short work weeks for Dec. 21<sup>st</sup> and 28<sup>th</sup> due to the holidays.

All of this will make for an inconsistent cycle for library binding and we must anticipate further hiccups. Please know that our goal is your goal, a return to a somewhat normal production and delivery cycle by Feb. 1<sup>st</sup>. From there, we are confident that we will return to a complete and reliable schedule later this spring and summer.

In the meantime, you may receive communication from your local facility and customer service staff about changes in truck schedules over the next 6-8 weeks.

Thank you for your support, understanding and patience. If you have any questions, please contact me or your direct customer service representative.

Sincerely,

*Jim Heckman*, Vice President – HF Group, LLC

cc: Eric Fairfield, Browns Summit, NC – Damon Osborne, Utica, NE – John Parisi, Charlestown, MA