

October 17, 2023

VICE PRESIDENTS, AREA RETAIL AND DELIVERY OPERATIONS
VICE PRESIDENTS, REGIONAL PROCESSING OPERATIONS

**SUBJECT: Operations Policy for the Veterans Day Holiday – Saturday, November 11, 2023
(Observed Saturday, November 11, 2023)**

This memorandum provides general operating policy and holiday planning guidance for the upcoming 2023 Veterans Day Holiday (observed on Saturday, November 11, 2023). Service levels for this holiday are displayed in Exhibit 125.22 of the Postal Operations Manual (POM).

Veterans Day is a non-widely observed holiday, which means that many businesses are open and producing outgoing mail. District Managers will coordinate with plant partners and perform full collections if cancellations are scheduled. Collection times must be performed as close to the latest posted pick-up time as possible. District Managers must also coordinate with Logistics to ensure adequate transportation is scheduled to transport all collected mail. Personnel on duty should check collection boxes at Post Office, lobby drops and Self-Service Kiosks (SSKs) for overflow Saturday, November 11, 2023.

Delivery Operations

All offices should carefully review their staffing plans for this holiday and adjust as necessary to meet the needs of their communities.

- All delivery units should act prior to this date to ensure units are in a current package and mail delivery status.
- For planning purposes, Post Offices should use recent mail volume trends, and adjust for any unforeseen local circumstances.
- The pre- and post-holiday surveys adhering to delivery compliance to these plans must be completed with accuracy.

Tuesday, November 7:

- Local management should review the Route Book for Night Owl scheduling for Saturday, November 11, 2023. Route Books will be sent from the External Customer Integration Team via the SharePoint below and My Post Office (MyPO) certification link:

[HQ External Customer Integration \(sharepoint.com\)](#)

- A delivery manager or supervisor must:
 - Post the holiday work schedules and review attendance patterns to be addressed.
 - Ensure compliance to the Triangulation Escalation play leading into the holiday weekend.

Friday, November 10:

In addition to regular delivery and collections, all delivery offices should:

- Take appropriate action to ensure units remain in a current status; the goal is to have zero delayed or curtailed mail volumes going into the holiday.

- Plan and schedule in alignment to address efficiencies to ensure overtime and penalty overtime impacts are reduced.

Veterans Day Holiday, "Non-Widely Observed", Saturday, November 11:

- There will be no regular delivery service except for Holiday Premium Priority Mail Express and Holiday Same Day Package Delivery (spoke structure).
- Amazon will drop to all Sunday Amazon HUB sites on Saturday for holiday HUB delivery; Night Owls will also be scheduled. Please review route-book drop times to schedule personnel to accept volume according to the scheduled drops.
- Walmart will drop to Sunday HUB sites on Saturday for holiday HUB delivery. Walmart will utilize the Sunday route book times for holiday drops.
- "Holiday" configuration must be used as day of week selection in PDTA
- Management should schedule based on Dynamic Routing (DRT) projections versus actual hours.
- Offices should maximize Holiday Same Day Package staff to deliver network packages and avoid any potential delays on Saturday.
- EAS must use Delivery Management System (DMS) to ensure proper scanning and delivery of Same Day parcels has been completed at all spoke locations.
- Offices presently in a "delayed" status, or those anticipating delays due to projected volumes, should develop delivery plans to ensure they are current.
- **Delivery of any product not committed** on this day will be designated by the Vice President for that assigned Region.
- Collection Operations:
 - District Managers will coordinate with plant partners and perform full collections if cancelations are scheduled.
 - Collection times must be performed as close to the last posted pick up time as possible.
 - District Managers will coordinate with Logistics to ensure adequate transportation is scheduled to transport all collected mail.
 - Collections must start and run-on time to meet the Dispatch of Value (DOV) to the mail processing facilities.

Sunday, November 12, 2023:

- Normal HUB Delivery on Sunday will be provided in delivery and collection operations including Sunday/Holiday Priority Mail Express and Sunday/Holiday Same Day Package Delivery (hub and spoke structure)
- EAS must use Delivery Management Systems (DMS), when available, to confirm proper scanning and delivery of Sunday parcels has been completed at all hub locations
- Delivery of any product not committed on this day will be designated by Headquarters Vice Presidents

Monday, November 13:

In addition to regular delivery and collections, all delivery offices should:

- Take appropriate action to ensure units remain in a current status; the goal is to have zero delayed or curtailed mail volumes.
- Review past performance and work with In-Plant Support and Network Operations on transportation.
- Plan and schedule in alignment to address efficiencies ensuring overtime and penalty overtime impacts are reduced.
- Delivery managers and supervisors should plan for additional mail volume and packages for delivery after the holiday.
- 6:00am to 9:00am Morning Package Plays **must** be utilized by all **Peak Identified Delivery Units** to eliminate potential delays and minimize late returns:
 - Evening package plays should be scheduled, as needed.
- Full local management engagement, to include reducing and eliminating telecoms during

morning operations, to support the front-line delivery teams.
Collections must start and run-on time to meet the DOV to the mail processing facilities

Retail and Post Office Operations

Management should review staffing plans and adjust as necessary to meet the needs of their communities using recent and SPLY retail sales trend information and mail volumes.

Management should ensure SSK consumables and supplies are fully stocked and mailing supplies (Expedited Packaging Supplies, ReadyPost, Greeting Cards, Gift Cards) are available for customers.

Offices should display proper “door cling” signage prior to the holiday. Visibly taped or handwritten signage is not acceptable. Advise customers of any Contract Postal Units (CPUs) or Approved Shipper (APS) locations where retail services will be available on the Veterans Day holiday and provide them with the hours of operation.

Friday, November 10: Normal service levels will be provided in Retail and Post Office Operations.

- **Remote Forwarding System (RFS)**: Ensure undeliverable parcels are processed timely to avoid backlogs through the holiday
- **Parcel Return Service (PRS)**: Dispatch PRS as scheduled. If needed, escalate non-picked up package issues to your Business Service Network (BSN) representative, and annotate in RADAR. For Return Delivery Units (RDU), follow the 48-hour rule before dispatching to the plant
- **Equipment**: Confirm all scanning equipment is operable and transmitting without incidents including: ADUS, SDUS, PASS, DSS, MDD-IO. Extra batteries should be kept on hand as needed. For ADUS and SDUS equipment, the holiday sort plan mimics the Sunday PDTAT configuration. Sites should verify their PDTAT files are correct. If changes are required, submit to ADUSSDUSSortPlanRequests@usps.gov by Wednesday, November 8
- **Notice Left Shelf**: Verify items receive notification or are returned according to the schedule. For post office box packages, if it fits, place in the PO box or parcel locker
- **MyPO Notifications**: Check MyPO notifications, including hold mail, package pickups and redelivery and ensure items are closed in MyPO timely. Carrier pickup requests are to be closed the same day as the request
- **'First In First Out' (FIFO)**: Use placards, signs, and lines for maintaining FIFO to manage volume and assist with applying the correct Delivery Day Indicator (DDI)
- **Delivery Day Indicator (DDI)**: Management oversight to ensure delivery units apply the correct DDI **BEFORE** scanning packages (see below). **REMINDER: After 11:00 AM, in conjunction with 30 minutes of idle time (no scans), the PASS and DSS machines will no longer have “Today” available as a DDI selection**
- **PM Parcel Distribution**: Review volumes, schedules, and work all available parcels in the PM to ensure unit is clean before the holiday
- **Sorting and Staging Area**: Confirm all processing equipment/containers are neat, in place, and ready for the following day. Check housekeeping: floors clear of debris, trash bins emptied, extra empty equipment staged ready for pickup
- Verify all major mailer route books for scheduled drop times over the holiday weekend
- Utilize the Amazon projections sent on Wednesday (11/1/23) for proper planning and scheduling
- Confirm users have the correct PDTA access to send for routing
- Ensure all MTE is prepped and dispatched back to plant partners
- Ensure all SSK alerts are cleared and consumables are filled before leaving COB (receipt tape and labels).

DDI Selections:

Date Packages are SCANNED	Date Packages will be DELIVERED	DDI Selection
Friday, November 10, 2023	Fri – November 10	Today
	Sat – November 11	Holiday
	Sun – November 12	Sunday
	Mon – November 13	Next Day *
Saturday, November 11, 2023	Sat – November 11	Holiday
	Sun – November 12	Sunday
	Mon – November 13	Next Day *
Sunday, November 12, 2023	Sun – November 12	Sunday
	Mon – November 13	Next Day *
Monday, November 13, 2023	Mon – November 13	Today
	Tues – November 14	Tomorrow

- *Used for processing packages on the current **day BUT have a Delivery Date for the “Next” Day**: Normal service levels will be provided Function 4 Staffing: Balance workhours to workload by reviewing VAP Gap tool to identify staff opportunities, assess holiday volume trend data and mail arrival times to schedule staff that coincides with the workload and performance expectations (=> 270 parcels per hour and OT <=1%)
- Collections: At the local level, confirm holiday-specific collection transportation schedules for the dispatching of collection mail. Clear collection points in front of and within the post office (e.g., collection boxes, inside lobby drops and self-service kiosks) prior to truck arriving and dispatch all available outgoing mail on first available truck. Follow local separation and MTEL placarding procedures when preparing mail for dispatch according to local holiday schedules

Saturday, November 11: Veterans Day Holiday, “Non-Widely Observed”:

- Retail services will not be available, except in those facilities normally open on this holiday
- Post offices should provide post office box access for customers to the maximum extent possible
- Post Office Operations personnel on duty should check and clear collection points in front of and within the post office (e.g., collection boxes, inside lobby drops and self-service kiosks) follow local separation and MTEL placarding procedures to prepare and dispatch all outgoing mail on first available truck
- District Integrated Operating Plan Specialists should review District and local surface and air transportation network holiday schedules. If networks are operating, ensure major mailers are contacted to make certain volumes are collected and inducted into the system in a timely manner
- District Integrated Operating Plan Specialists should work in conjunction with local processing and transportation personnel to ensure IOP agreements are being followed and MAQ/PAQ anomalies are being recorded properly
 - Amazon will drop to all Sunday Amazon HUB sites on Saturday for holiday HUB delivery; Night Owls will also be scheduled. Please review route-book drop times to schedule personnel to accept volume according to the scheduled drops.
 - Walmart will drop to Sunday HUB sites on Saturday for holiday HUB delivery. Walmart will utilize the Sunday route book times for holiday drops.

- “Holiday” configuration must be used as day of week selection in PDTA
- Ensure all MTE is prepped and dispatched to plant partners

Sunday, November 12: Normal (Sunday) service levels will be provided

- Normal HUB Delivery on Sunday
- Ensure all MTE is prepped and dispatched to plant partners

Monday, November 13:

- Return to normal service levels. Management should review the SSRD from 11/12/22 (FY22 day-after “observed” Veterans Day Holiday) and use recent sales trend information to adjust for local circumstances
- Check SSK consumables and clear alerts. Ensure supplies are fully stocked and mailing supplies (Expedited Packaging Supplies, ReadyPost, Greeting Cards, Gift Cards) are available for customers.
- Package pickup services should be provided at Dutch doors along with soft openings to reduce customer wait times to the fullest extent possible
- Function 4 Staffing:
 - Plan for additional mail volume and packages for post-holiday delivery
 - Review VAP Gap tool, post-holiday volume trend data, CSAW projections, mail arrival times and utilize F4 IVES Scheduler to plan for staffing that coincides with the projected workload and performance expectations
- Ensure all MTE is prepped and dispatched to plant partners

Processing Operations

This holiday presents an opportunity to consolidate and compress plant operations to generate savings while maintaining service performance levels. In order to take advantage of the savings opportunity, please adhere to the following guidelines:

- There will be NO cancellations on the Saturday Holiday.
- Opening Units kept at day zero for Letters and Flats.
- Advance all available pink and blue Marketing Mail for Friday delivery.
- Review IVES scheduling to match operating plans.
- Focus on RPG Compliance and P2P (Start Time & Throughput)
- Inhibit Delivery Point Sequence (DPS) sort program regeneration prior to the holiday and re-establish afterwards.
- Utilize an RPG model for DPS processing on Saturday and Sunday night that ensures an early DPS dispatch for Monday delivery.
- Ensure only one DPS run on Monday morning (no double runs of DPS).
- Communicate with Marketing and Logistics to leverage mailer volumes available for Holiday pick up and Outgoing processing.
- Decisions for Monday early collection plans will be determined locally by Region/Division. (See below instructions relative to processing and dispatching Commercial Mailings).

- Evaluate the processing of Outgoing Packages on the day of the holiday to avoid late clearance on Monday. (Sites not processing OG on the holiday must create an early collection plan to start outgoing operations earlier).
- Assign SWYB to avoid VAP issues to THS.

Processing NOCC

- Increased nightly oversight of plant performance to plan/capacity
- 24-hour coverage, including on the holiday, to provide assistance and escalation
- Increased monitoring of MMP performance to plan on Saturday & Sunday
- Increased monitoring of DPS performance to plan on Saturday & Sunday

Processing and Dispatch of Commercial Mailings

Specific planning activities should include:

- Coordination with Business Mail Entry Unit (BMEU) Managers.
- Coordination with Detached Mail Units
- Coordination with Business Service Network Managers.
- Notifying Commercial Mailers of BMEU Holiday hours and assurance that mail which is entered will be processed and dispatched.
- Adjusting Operating Plans and RPGs to include the anticipated Commercial Mail volumes.
- Ensuring that all processed mail is dispatched on scheduled transportation on Monday night and Tuesday morning.
- Ensure communication to field of FedEx and Dispatch Plan

Plant managers must commit that Parcel Return Service (PRS-569xx) operations will be staffed, and all returns sorted and available to PRS partners as agreed.

Plant managers are to ensure proper Priority Mail Open & Distribute (PMOD) process, especially ensuring all destinating volume receives it's stopped the clock Received at Opening Unit (RAOU) scan upon arrival.

Plant managers must ensure that Integrated Operating Plans (IOPs) between the BMEUs and Operations are updated to ensure timely induction, processing and dispatch of mail presented to the BMEU prior to and on holidays. BMEU managers must ensure that all staff at both the BMEUs and the Detached Mail Units are familiar with and execute their operations in accordance with the IOP. Local collection and cancellation plans must be coordinated with associate offices and must support achievement of 24-hour clock indicators. Managers and supervisors must plan for anticipated increased volumes after the holiday. It is vital to ensure all mail is finalized, prepared for assignment, and dispatched on the appropriate transportation network.

Plants must make plans to assure that destinating two and three-day volumes are processed to meet service goals before and after the holiday. All missorted, missent, return-to-sender and Postal Automated Redirection System (PARS) and Flat PARS volumes must be identified, finalized, prepared for assignment and dispatched on the appropriate transportation network on Saturday.

Reductions in FAST holiday constraints or facility closures will not be approved; every site must maintain appointment availability. Plants need to ensure timely acceptance of drop shipments. Please ensure that the local FAST facility profile contact information is current. The FAST Help

Desk will be authorized to contact local Plant Managers directly to resolve urgent acceptance issues.

If there is a need to deviate from this guidance, please work through the appropriate office for an exception.

International Service Center Operations

This non-widely observed holiday presents an opportunity to maximize processing to take full advantage of available lift and ensure service expectations are met. Please adhere to the following guidelines:

- Use the Run Plan Generator (RPG) for staffing operations.
- Clear any delayed volumes and advance mail where possible.
- Ensure coordination with Customs & Border Protection (CBP) to provide sufficient staffing to avoid backlogs.
- Ensure Customs belts are staffed sufficiently to maximize efficiency.
- Stop/Start the clock events are critical during holiday periods. Please ensure all employees are aware of processes for visibility and service protection.
- Ensure on-time clearance of FC SPRs to avoid surface volume rolling over.
- Ensure processing and dispatch of Priority throughout the holiday weekend to avoid exceeding lift.

Maintenance Operations

The Maintenance Technical Support Center (MTSC) will assist mail processing sites with planned power outages in accordance with the following knowledge base (KB) article.

Facility Planned Power Outages

MTSC [KB0012715](#)

Refer to the [Mail Processing Emergency Response Checklists](#) for critical actions and tasks.

Additional Information

- For all power outages, create a ticket on the [MTSC Web Ticket Portal](#) for the affected site and provide all relevant information about the outage.
- For **planned** power outages, sites must submit a Change Request (CR) form to FAP_Power_Outage_Notification@usps.gov. The CR form is available in the MTSC KB.

Upon receipt of the MTSC web ticket, the MTSC Network Operations Application Support (NOAS) team will contact Engineering to:

- Schedule graceful shutdowns of IDS, NDSS, and NGTC for **planned** outages.
- Validate functionality after power is restored for all outages.

If a system has issues going online after power is restored, then create a new ticket for the affected system and request NST assistance.

Non-Emergency Project Requests

MTSC will provide phone support 24 hours a day through the holiday but will curtail all non-emergency support activities to ensure sufficient HelpDesk coverage during the holiday scheduling period. Normal projects and supplemental support activities will resume in the week following the holiday.

Logistics Operations

Air Transportation Network

FedEx

Normal FedEx operations are planned during the Veterans Day period.

Holiday	Day of Week	Date	Day (x1)	Night (x67)	Comments
Day before	Friday	11/10/2023	YES	YES	
Veterans Day	Saturday	11/11/2023	YES	NO	
Day after	Sunday	11/12/2023	YES	NO	
	Monday	11/13/2023	NO	YES	

UPS

UPS will have normal operations during the Veterans Day period.

Holiday	Day of Week	Date	Postal Volume Tendered	Comments
Day before	Friday	11/10/2023	YES	Normal Friday Tender
Veterans Day	Saturday	11/11/2023	YES	Tender HNL-GUM and Coast to Coast
Day after	Sunday	11/12/2023	No	
	Monday	11/13/2023	No	

Supplemental Networks

The Supplemental network will operate on Saturday, November 11, 2023. There will be no Aloha (KH), AmeriJet (M6), Kalitta (K4) or Northern Air Cargo (NC) operations on Sunday, November 12, 2023. Amazon will operate on Sunday, November 12, 2023. Normal operations will resume on Tuesday, November 14, 2023.

Holiday	Day of Week	Date	Aloha	Amazon	AmeriJet	Kalitta	NAC
Day before	Thursday	11/9/2023	YES	YES	YES	YES	YES
Veterans Day	Friday	11/10/2023	YES	YES	YES	YES	YES
Day after	Saturday	11/11/2023	YES	YES	YES	YES	YES
	Sunday	11/12/2023	NO	YES	NO	NO	NO

CAIR

Holiday: Veterans Day

TSA

Date	11/11/2023	11/12/2023	11/13/2023	11/14/2023	11/15/2023	11/16/2023	11/17/2023
	SAT	SUN	MON	TUE	WED	THU	FRI
GUM (UA)	Y	Y	Y	Y	Y	Y	Y

MSA

Date	11/11/2023	11/12/2023	11/13/2023	11/14/2023	11/15/2023	11/16/2023	11/17/2023
	SAT	SUN	MON	TUE	WED	THU	FRI
DEN (AA, UA, DL)	Y	Y	N/A	Y	Y	Y	Y
ORD (AA, UA)	Y	Y	N/A	Y	Y	Y	Y
HNL (AS, DL, UA)	Y	Y	Y	Y	Y	Y	Y
LAX (AA, AS, UA, DL)	Y	Y	Y	Y	Y	Y	Y
SAN (DL)	Y	Y	N/A	Y	Y	Y	Y
PHX (AA, UA, DL)	Y	Y	N/A	Y	Y	Y	Y
MSP (DL)	Y	Y	N/A	Y	Y	Y	Y
ORD (AA, UA)	Y	Y	N/A	Y	Y	Y	Y
SFO (AA, AS, DL, UA)	Y	Y	N/A	Y	Y	Y	Y

AMK9

Date	11/11/2023	11/12/2023	11/13/2023	11/14/2023	11/15/2023	11/16/2023	11/17/2023
	SAT	SUN	MON	TUE	WED	THU	FRI
DFW (AA, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
IAH (UA, AA)	Y	Y	N/A	Y	Y	Y	Y
MSY (AA, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
BOS (AA, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
JFK (AA, AS, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
LGA (AA)	Y	Y	N/A	Y	Y	Y	Y
EWR (AA, AS, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
PHL (AA, DL)	Y	Y	N/A	Y	Y	Y	Y
SAT (AA)	Y	Y	N/A	Y	Y	Y	Y
AUS (AA, UA, WN)	Y	Y	N/A	Y	Y	Y	Y
ATL (DL, WN)	Y	Y	N/A	Y	Y	Y	Y
JAX (AA, DL)	Y	Y	N/A	Y	Y	Y	Y
MCO (AA, AS, DL, UA, WN)	Y	Y	N/A	Y	Y	Y	Y
TPA (AA, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
MIA (AA, UA, DL)	Y	Y	N/A	Y	Y	Y	Y
SJU (AA)	Y	Y	Y	Y	Y	Y	Y
BWI (AA, DL)	Y	Y	N/A	Y	Y	Y	Y
IAD (UA)	Y	Y	N/A	Y	Y	Y	Y

K2

Date	11/11/2023	11/12/2023	11/13/2023	11/14/2023	11/15/2023	11/16/2023	11/17/2023
	SAT	SUN	MON	TUE	WED	THU	FRI
PIT (AA)	Y	Y	N/A	Y	Y	Y	Y
CMH (AA, DL, UA, WN)	Y	Y	N/A	Y	Y	Y	Y
CVG (DL)	Y	Y	N/A	Y	Y	Y	Y
IND (DL)	Y	Y	N/A	Y	Y	Y	Y
DTW (DL)	Y	Y	N/A	Y	Y	Y	Y
SLC (DL)	Y	Y	N/A	Y	Y	Y	Y
PDX (AS, UA, DL)	Y	Y	N/A	Y	Y	Y	Y
SEA (AA, AS, DL, UA)	Y	Y	N/A	Y	Y	Y	Y
ANC (AS)	Y	Y	Y	Y	Y	Y	Y

Y = need canine team

N = do not need canine team

N/A = not scheduled

International Transportation Plan

Import/Export Plan for the ISC

Holiday	Day of Week	Date	JFK Export	JFK Import	ORD Export	ORD Import
Day before	Friday	11/10/2023	YES	YES	YES	YES
Veterans Day	Saturday	11/11/2023	YES	YES	YES	YES
Day after	Sunday	11/12/2023	YES	YES	YES	YES

Holiday	Day of Week	Date	LAX Export	LAX Import	MIA Export	MIA Import
Day before	Friday	11/10/2023	YES	YES	YES	YES
Veterans Day	Saturday	11/11/2023	YES	YES	YES	YES
Day after	Sunday	11/12/2023	YES	YES	YES	YES

Customs CBP opening plan and hours at the ISC

Holiday	Day of Week	Date	JFK CBP Open	JFK CBP hours	ORD CBP Open	ORD CBP hours
Day before	Friday	11/10/2023	YES	24/7	YES	06:15 – 14:15
Veterans Day	Saturday	11/11/2023	YES	24/7	YES	06:15 – 14:15
Day after	Sunday	11/12/2023	YES	24/7	YES	06:15 – 14:15

Holiday	Day of Week	Date	LAX CBP Open	LAX CBP hours	MIA CBP Open	MIA CBP hours
Day before	Friday	11/10/2023	YES	06:00 - 22:00	YES	06:00 - 20:30
Veterans Day	Saturday	11/11/2023	YES	06:00 - 22:00	YES	06:00 - 20:30
Day after	Sunday	11/12/2023	YES	06:00 - 14:00	YES	06:00 - 20:30

Surface Transportation Network

The Surface Transfer Centers (STC) will be normal operations during the Veterans Day Holiday.

Normal STC operations planned during the Veterans Day period to include transportation.

Dispatch Procedures

To avoid transportation delays, manage mail volume flow before, during, and after the holiday accordingly:

- Maximize utilization of available surface, commercial air, and FedEx transportation during the holiday period.
- Prioritization values established for planned routes will ensure commercial air capacity is utilized ahead of FedEx.

Please disseminate these policies and procedures to the appropriate personnel in your area. Your immediate attention to these details and dispatch procedures is appreciated.

Thank you for your assistance.

Tyrone Williams for Angela H. Curtis
Vice President
Delivery Operations

Elvin Mercado
Vice President
Retail and Post Office Operations

Robert Cintron
Robert Cintron
Vice President
Logistics

Digitally signed
by Robert Cintron
Date: 2023.10.11
15:51:57 -04'00'


Dane Coleman
Vice President
Processing & Maintenance Operations

cc: Joshua D. Colin, Ph.D.
Isaac S. Cronkhite