UNITED STATES POSTAL SERVICE

November 6, 2024

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

SUBJECT: **Operations Policy for the Thanksgiving Day Holiday**
            Thursday, November 28, 2024

This memorandum provides general operating policy and holiday planning guidance for the upcoming 2024 Thanksgiving Day Holiday. Service levels for this holiday are displayed in Exhibit 125.22 of the Postal Operations Manual (POM).

Thanksgiving Day is a widely observed holiday, which means that many businesses are closed and not producing outgoing mail. There will be no regular delivery service except for Holiday Premium Priority Mail Express and Sunday/Holiday Same Day Package Delivery. Personnel on duty should check collection boxes at Post Office, lobby drops and Self-Service Kiosks (SSKs) for overflow Thursday, November 28, 2024.

<u>**Delivery Operations**</u>

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 that 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 and integrity.

Tuesday, November 19, 2024:
- Local management should review the Route Book for the following week's holiday drop times by our same day mailers. 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 prior to the holiday.
  - Ensure compliance to the Triangulation Pull Up Play Escalation leading into the holiday.

Sunday, November 24, 2024:
- Normal (Sunday) service levels will be provided in delivery and collection operations including Sunday/Holiday Priority Mail Express and Sunday/Holiday Same Day Package Delivery (spoke structures).
- Management should schedule based on Dynamic Routing (DRT) projections versus actual work hour usage:
  - Carriers should not be scheduled prior to 10:00 am local time/Distribution Up Time (DUT).
  - Carriers should be loading their vehicles within 15 minutes of their begin tour.
  - Carriers should be delivering packages within 45 minutes of their begin tour.
- EAS must be present during morning office and loading operations.
- EAS must use Delivery Management Systems (DMS), when available, to confirm proper scanning and delivery of Sunday parcels has been completed at all locations.
- Delivery of any product (including delayed mail delivery) not committed on this day will only be approved by the Vice President for that assigned Region with prior notification provided to the Chief, Retail and Delivery Officer.

Wednesday, November 27, 2024:
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.
- There will be no Amazon Night Owl drops Wednesday night into Thursday.

Thanksgiving Day Holiday, "Widely Observed", Thursday, November 28, 2024:
- There will be no regular delivery service except for Holiday Premium Priority Mail Express:
  - Delivery of any product (including delayed mail delivery) not committed on this day will only be approved by the Vice President for that assigned Region with prior notification provided to the Chief, Retail and Delivery Officer.
- There will be Amazon and Walmart Thanksgiving drops at all Amazon and Walmart Destination Delivery Unit (DDU) locations:
  - Offices are not required to deliver Amazon or Walmart on the holiday.
  - Regular Amazon Night Owl drops resume Thursday night into Friday morning and should be staffed.
- Please review all major mailer Route Books for holiday drop times.
- There will be no regular collections:
  - Collection boxes located in front of post offices, lobby drops and SSK's should be monitored and collected to prevent overflow situations.

Friday, November 29, 2024:
Return to normal service levels.
- Ensure planning and scheduling with craft and EAS are in alignment to reduce splitting open assignments while addressing efficiencies, eliminating late carriers, service and scanning failures and minimizing overtime and penalty overtime accumulation.
- 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.
- Full local management engagement, to include reducing and eliminating telecoms during morning operations, to support the front-line delivery teams is required.
- 6 am to 9 am 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.
- Plan and schedule in alignment to support leave and return times without conducting 6 am to 9 am package deliveries in offices that are not *Peak Identified Delivery Units.*

- Delivery managers and supervisors should plan for additional mail volume and packages for delivery after the holiday without pre-touring carriers in offices that are not *Peak Identified Delivery Units.*
- 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 same period as last year (SPLY) retail sales trend information and mail volumes.

Management should ensure SSK consumables and supplies are fully stocked and postage stamps/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 Thanksgiving Day holiday and provide them with the hours of operation.

Offices should ensure their facilities are cleaned and maintain their daily PS Form 4852/Line H requirements for custodial operations.

Wednesday, November 27: 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 ADUSSDUSS or PlanRequests@usps.gov by Friday, November 22
- 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 in MyPO, otherwise they will be reported as failed.
- '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 15 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 Tuesday (11/19/24) 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
Wednesday, November 27, 2024	Wed – November 27	Today
	Thurs – November 28	Holiday
	Fri – November 29	Next Day *
Thursday, November 28, 2024	Thurs – November 28	Holiday
	Fri – November 29	Next Day *
Friday, November 29, 2024	Fri – November 29	Today
	Sat – November 30	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.
- Normal Delivery on Wednesday.
- 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 procedures when preparing mail for dispatch according to local holiday schedules.

Thursday, November 28: Thanksgiving Day Holiday, "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.
- This is not a HUB delivery day. Amazon and Walmart will be 100% entry into ALL Monday to Saturday individual drop locations for acceptance. Review the Monday route-book drop times to schedule personnel to accept drops in the morning.

- There will be NO night owl drops Wednesday night, into Thursday morning for Thursday, November 28th delivery. Night owls will resume Thursday night into Friday morning for delivery on Friday, November 29th.
- Ensure all MTE is prepped and dispatched to plant partners.

Friday, November 29:
- Return to normal service levels. Management should review the SSRD from 11/24/23 (FY23 day-after "observed" Thanksgiving Day Holiday) and use recent sales trend information to adjust for local circumstances.
- 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. To take advantage of the savings opportunity, please adhere to the following guidelines:

- Ensure Operating Plan Precision Targets are met throughout the holiday.
- Opening Units kept at day zero for Letters and Flats
- Advance all available Violet & Yellow Marketing Mail for Wednesday 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 Wednesday & Thursday night that ensures an early DPS dispatch for Friday delivery.
- Ensure only one DPS run on Friday morning (no double runs of DPS)
- Communicate with Marketing and Logistics to leverage mailer package volumes available for Holiday pick up and Outgoing processing.
- Decisions for Friday 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 Priority & 1st class on the day of the holiday to avoid late clearance on Friday. (Sites not processing Priority on the holiday must create an early collection plan to start outgoing operations earlier)
- Assign SWYB to avoid VAP issues to THS.

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- 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 Thursday.
- Increased monitoring of DPS performance to plan on Thursday.

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 Saturday night and Monday 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 Wednesday.

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 coordinator profile information is current. The FAST Help Desk will be authorized to contact local Plant Managers directly to resolve urgent acceptance issues.

Network Distribution Centers (NDCs) also have an opportunity to consolidate and compress operations to generate savings while maintaining service performance levels. NDCs must utilize the RPG tool to staff operations. NDCs must schedule drop shipment acceptance hours to ensure timely induction, processing, and dispatch of mail.

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.

Logistics Operations

Air Transportation Network

Lives Acceptance:
The last day for Live animal shipments will be Tuesday day - Tuesday night November 26, 2024. Live animal shipments will not be accepted Wednesday, November 27, 2024. Live animal shipments will resume back on Monday, December 2, 2024.

UPS

UPS will operate on Wednesday, November 27, 2024. There will be no UPS operations on Thursday, November 28, 2024. UPS will return to a normal schedule on Friday, November 29, 2024.

Holiday	Tender Day	Date	Postal Volume Tendered	Comments
Day before	Wednesday	11/27/2024	YES	Normal Operations
Thanksgiving Day	Thursday	11/28/2024	NO	No Mail Tender on Thanksgiving Day
Day after	Friday	11/29/2024	YES	Normal Operations Resume
	Saturday	11/30/2024	YES	Normal Operations Resume

Supplemental Networks

There will be no Amazon (A1), AmeriJet (M6) or Northern Air Cargo (NC) operations on Thursday, November 28, 2024, or Friday, November 29, 2024. Normal operations will resume on Saturday, November 30, 2024.

Holiday	Day of Week	Date	Amazon	AmeriJet	NAC
Day before	Wednesday	11/27/2024	YES	YES	YES
Thanksgiving Day	Thursday	11/28/2024	NO	NO	NO
Day after	Friday	11/29/2024	NO	NO	NO
	Saturday	11/30/2024	YES	YES	YES

FedEx

FedEx will operate a normal schedule on Wednesday, November 27, 2024. There will be no FedEx operations on Thursday, November 28, 2024. FedEx will return to a normal schedule on Friday, November 29, 2024.

Holiday	Day of Week	Date	Night (x67)	Comments
Day before	Wednesday	11/27/2024	YES	Night-turn aircraft will return to destination on Friday morning
Thanksgiving Day	Thursday	11/28/2024	NO	No Night-turn on Thanksgiving Day
Day after	Friday	11/29/2024	YES	

CAIR

Commercial air will operate a normal schedule throughout the holiday period. The canine screening operation schedule for the holiday period is shown below:

Holiday: Thanksgiving Day

Global							
Date	11/23/2024	11/24/2024	11/25/2024	11/26/2024	11/27/2024	11/28/2024	11/29/2024
	SAT	SUN	MON	TUE	WED	THU	FRI
LAX (AA, AS, UA, DL)	Y	Y	Y	Y	Y	Y	Y

AMK9							
Date	11/23/2024	11/24/2024	11/25/2024	11/26/2024	11/27/2024	11/28/2024	11/29/2024
	SAT	SUN	MON	TUE	WED	THU	FRI
DEN (AA, UA, DL)	Y	Y	N/A	Y	Y	Y	Y
ORD (AA, UA)	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
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)	Y	Y	N/A	Y	Y	Y	Y
ATL (DL)	Y	Y	N/A	Y	Y	Y	Y
JAX (AA, DL)	Y	Y	N/A	Y	Y	Y	Y
MCO (AA, AS, DL, UA)	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
PIT (AA)	Y	Y	N/A	Y	Y	Y	Y
CMH (AA, DL, UA)	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
GUM (UA)	Y	Y	Y	Y	Y	Y	Y
HNL (AS, DL, UA)	Y	Y	Y	Y	Y	Y	Y

Y = need canine team

N = do not need canine team

N/A = not scheduled

*Noted: Yes on Monday for offshore markets and LAX/ORD

International Transportation Plan

Import/Export Plan for the ISC

Holiday	Day of Week	Date	JFK Export	JFK Import	ORD Export	ORD Import
Day before	Wednesday	11/27/2024	YES	YES	YES	YES
Thanksgiving	Thursday	11/28/2024	YES	YES	YES	YES
Day after	Friday	11/29/2024	YES	YES	YES	YES

Holiday	Day of Week	Date	LAX Export	LAX Import	MIA Export	MIA Import
Day before	Wednesday	11/27/2024	YES	YES	YES	YES
Thanksgiving	Thursday	11/28/2024	YES	YES	YES	YES
Day after	Friday	11/29/2024	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	Wednesday	11/27/2024	YES	24/7	YES	06:00 – 15:00
Thanksgiving	Thursday	11/28/2024	YES	24/7	YES	06:00 – 15:00
Day after	Friday	11/29/2024	YES	24/7	YES	06:00 – 15:00

Holiday	Day of Week	Date	LAX CBP Open	LAX CBP hours	MIA CBP Open	MIA CBP hours
Day before	Wednesday	11/27/2024	YES	06:00 - 22:00	YES	06:00 – 22:00
Thanksgiving	Thursday	11/28/2024	YES	06:00 - 14:00	NO	Closed
Day after	Friday	11/29/2024	YES	06:00 - 22:00	YES	06:00 – 22:00

Surface Transportation Network

Surface Transfer Centers will operate as normal. Transportation out of the STCs will run as scheduled.

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

- 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.

Elvin Mercado
Acting Vice President
Delivery Operations

Raj Sanghera
Acting Vice President
Retail and Post Office Operations

Robert Cintron

Digitally signed by
Robert Cintron
Date: 2024.10.31
13:19:29 -04'00'

Robert Cintron
Vice President
Logistics

E-SIGNED by DANE.A COLEMAN
on 2024-11-04 16:26:33 EST

Dane A. Coleman
Vice President
Processing Operations

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