2015 ASHRAE Region VIII Chapters Regional Conference Fort Worth, TX



Arkansas Chapter Report

Terry Jacks, P.E.

Chapter President

| ARKANSAS CHAPTER OFFICERS | | | | | | | | | |
|--|------------|-----------|-----------------------------|-----------|--|--------------------------------|--------------------------|--|--|
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| Chapter Board of Governors | 7/1/2014 | 6/30/2015 | Mr L Steve Keen | 5088337 | Powers of Arkansas | skeen@powersar.com | Member | | |
| Chapter Board of Governors | 7/1/2014 | 6/30/2015 | Mr James W Monk, Jr | 2015061 | Aircon Experts | jmonk@airconexperts.net | Member | | |
| Chapter Board of Governors | 7/1/2014 | 6/30/2015 | Mr Samuel D Cummings | 159975 | Pettit & Pettit Consulting Engineers, Inc. | scummings@pettitinc.com | Fellow | | |
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| Chapter Technology Transfer Chair | 7/1/2014 | 6/30/2015 | Mr Michael F Moseley | 8015977 | Airetech Corporation | Forrest@airetechcorp.com | Member | | |
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| Chapter Membership Promotion Chair | 7/1/2014 | 6/30/2015 | Mr Ron McCarty | 8178481 | Powers of Arkansas | rmccarty@powersar.com | Member | | |
| Chapter Research Promotion Chair | 7/1/2014 | 6/30/2015 | Mr Mark Mizell | 8112354 | Cromwell Architects Engineers | mmizell@gmail.com | Member | | |
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| Chapter Student Activities Chair | 7/1/2014 | 6/30/2015 | Mr Joshua Neal Faulkner | 8224397 | Hobbs & Assiociates | jfaulkner@hobbsassociates.com | Associate | | |
| Chapter Grassroots Government Activities Chair | 7/1/2014 | 6/30/2015 | Mr William A Harrison | 304465 | Harrison Energy Partners | waharrison@trane.com | Presidential Life Member | | |
| Chapter Historian | 7/1/2014 | 6/30/2015 | Mr Russell Black | 8077742 | Air Filter Systems Inc | russell@airfiltersystems.com | Associate | | |
| Chapter Electronic Communications Chair | 7/1/2014 | 6/30/2015 | Mr Steven M McConnell | 5219019 | Lewis Architects Engineers | smcconnell@lemvrw.com | Member | | |
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| Chapter Administrator | 7/1/2014 | 6/30/2015 | Mr Chris Ritchie | 8240764 | Sys-Kool | chris@sys-kool.com | Associate | | |
| Chapter Refrigeration | 7/1/2014 | 6/30/2015 | Mr Thomas J Hanlon | 5130137 | Cromwell Architects Engineers | thanlon@cromwell.com | Member | | |
| Chapter Publicity | 7/1/2014 | 6/30/2015 | Mr Tony DeMarco | 5154293 | Facilities Design And Management | tony@airetechcorp.com | Member | | |
| Chapter Sustainability | 7/1/2014 | 6/30/2015 | Mrs Melanie C Richardson | 8044277 | Brown Engineers LLC | mrichardson@brownengineers.net | Member | | |
| Chapter YEA | 7/1/2014 | 6/30/2015 | Mr Phillip C Watson | 8201110 | TME, LLC | pwatson@tmecorp.com | Associate | | |
| Chapter Nominating Committee | 7/1/2014 | 6/30/2015 | Mr Christopher J Ahne | 5193681 | Hobbs & Assiociates | cahne05@yahoo.com | Member | | |
| Chapter Nominating Committee | 7/1/2014 | 6/30/2015 | Mr Jay Chance Hollingsworth | 5138269 | Airetech Corporation | chance@airetechcorp.com | Member | | |
| Chapter Nominating Committee | 7/1/2014 | 6/30/2015 | Mr Michael F Moseley | 8015977 | Airetech Corporation | Forrest@airetechcorp.com | Member | | |
| Chapter Nominating Committee | 7/1/2014 | 6/30/2015 | Mr Rick L Sellers | 5049567 | Pettit & Pettit Consulting Engineers, Inc. | rsellers@pettitinc.com | Member | | |
| Chapter Nominating Committee | 7/1/2014 | 6/30/2015 | Ms Kimberly C Koch | 8020724 | TME, LLC | kkoch@tmecorp.com | Member | | |



Introduction

The Arkansas Chapter faced a tough challenge for the 2014-2015 chapter year. We have been, and continually seek to be one of the premier chapters in the Region, if not Society, so how can we continue to improve? The solution to that question was delivered at last year's CRC when Society President Tom Phoenix introduced his presidential theme for Society, "People, Passion, and Performance." We needed passionate volunteers who saw the benefit in performing at a high level as a chapter. Recruitment of the right people was emphasized during committee chair selection, as well as committee formation. Because of that emphasis, those who served put forth effort and produced results that far exceeded that of normal volunteers and provided great value to our chapter as a whole.

Nowhere is this more evident than in our Northwest Section. Thanks to their leadership group, which is in its 2nd year of existence, large strides were taken in increasing the reach of the chapter into Northwest Arkansas. After attending CRC in Little Rock last year, the leadership team made great strides toward becoming a chapter during the 2014-2015 year. There are currently 12 members serving in different roles within the Northwest Section, with the Section President, President-Elect, Treasurer, and Secretary all registered to attend CRC again this year in Fort Worth. During this learning process, there has been an enthusiasm and passion for ASHRAE within the Northwest Section that has not existed to date in that corner of the state.

The committees are the foundation of our chapter and have been very diligent in their roles this year. The following is a synopsis of chapter activity in key areas.

Chapter Technology Transfer

The Arkansas Chapter Technology Transfer Committee worked very hard to uphold the high standards of bringing superior programs to our chapter that would add value to chapter members. We feel that providing valuable programs is pertinent to maintaining current member interest in ASHRAE as well as promoting future membership growth. With this in mind, the CTTC Committee Chair M. Forrest Moseley, pulled together a diverse group of committee members to provide input on chapter programs. GGAC Chair (Past Society President) Mr. Bill Harrison, Membership Promotion Chair – Ron McCarty, YEA Chair – Phil Watson, Student Activities Chair – Zach Buckmiller, Refrigerant Chair – Tom Hanlon, and Northwest Arkansas CTTC Chair – Davin Hicks were all members of the CTTC committee, and are due much credit. The committee was able to pull the chapter programs together early, and finalized the program list by October 1st.

We were very fortunate and thankful to have hosted several esteemed speakers, most notably 2014-2015 ASHRAE Society President Tom Phoenix and ASHRAE Distinguished Lecturer Robert Baker. The following is a list the 2014-2015 chapter year programs and the presenters in chronological order:

- "HVLS (High Volume Low Speed) Fans" by Barry Warner with Macroair
- "Brewery Refrigeration" Site Tour with presentation by M. Forrest Moseley, CTTC Chair
- "People, Passion, Performance" by Tom Phoenix, Society President (2014-2015)
- "Demand Control Ventilation Strategies for Improving Kitchen Exhaust" by Mike Morgan with Captiveair
- "Arkansas Building Authority Successes and Lessons Learned" by Clint Harper, State of Arkansas Deputy Building Operations Administrator / Energy Manager.
- "Green Maintenance Required to Keep HVAC Systems Green" by Robert Baker, OPMP, ASHRAE Distinguished Lecturer, Joint Meeting with AIA, USGBC, and BOMA.
- "Energy Efficiency Considerations in Building Heating System" by Terry Stohs with Viessmann Manufacturing
- "Developments within Supermarket Refrigeration and the Cold Chain" by Richard Royal, PE with Walmart.

Overall meeting attendance this year exceeded last year's attendance by 12.50%. The largest attended meeting this year exceeded our average attendance by 46%. This success was attributed to utilizing our Distinguished Lecturer and their program wisely. The DL Program, "Green Maintenance Required to Keep HVAC Systems Green" by Robert Baker, was AIA and USGBC approved for continuing education credits, which offered opportunity for partnering with the



Arkansas Chapters of AIA and USGBC. Though significant coordination was required between the AIA and USGBC offices in Central Arkansas and Northwest Arkansas, both meetings were highly attended and extremely successful.

This year we made sure to put an emphasis on the "R" in ASHRAE. This was evident by the number of programs and tours we were able to provide to our members. We had **three (3) separate brewery tours** (2 of which with technical programs), **(1) ice rink tour with technical program**, and **(1) stand-alone refrigeration technical program**. We were fortunate to have Mr. Richard R. Royal, P.E, Senior Design Manager for the U.S. Design and Construction for Wal-Mart Stores Inc., provide a program on "Developments within Supermarket Refrigeration and the Cold Chain".

Our commitment to continuing education has been evident throughout the chapter year as well. To reward attendance, our chapter offered PDH certificates at every technical meeting. We were also able to issue USGBC and AIA Continuing Education credits at our joint meeting held in February. Our chapter will also host a free viewing of the ASHRAE webcast "New Tomorrows for Today's Buildings: Existing Building Commissioning." This will be hosted by one of our vendors in Central Arkansas and in Northwest Arkansas. Being that this program was approved by AIA and USGBC for continuing education credits, this invite was extended out to these organizations as well.

The highlight of our year comes at Past President's Night in May, as a select few of our esteemed members are inducted into the 3rd Class of the Arkansas ASHRAE Hall of Fame. This has become a very special event in which we not only honor the historic leadership of our Past Presidents, but we also honor those who have through the years shown the highest and most extraordinary service to the chapter.

The Arkansas Chapter continues to show its commitment to sustainability. All Central Chapter meetings were hosted at Camp Aldersgate, a centrally-located, LEED Gold facility. The lease fees benefit a non-profit camp for special needs children. Any left-over food catered to the facility for the meeting was donated to the Dorcas House Women's Shelter or Arkansas Dream Center charities. Additionally, this year the Arkansas Chapter partnered with Habitat for Humanity of Pulaski County and provided a team of ASHRAE members to help deconstruct a home in Little Rock. The building materials salvaged from this project were sold at a Habitat for Humanity ReStore that uses the proceeds to fund their overhead expenses when building sustainable homes for the less fortunate. In addition to providing a curriculum on sustainability, we reflected those values in our meetings themselves.

We were very pleased to have been able to submit **four (4) technical award submission applications** for innovative projects at the chapter level. In addition to the chapter level submission, the projects will be submitted for regional and society awards.

In April the chapter decided to move forward with the implementation of a StarChapter chapter management website that will now allow us to perform multiple chapter operations under one concise program that will meet all of our needs.

Grassroots Government Activities

ASHRAE established the Grassroots Government Activities Committee to support local chapters becoming active in local and state public policy discussions concerning issues of interest to our members. The Arkansas Chapter committee consists of Bill Harrison, Sam Cummings, Ed Ellis, Josh Faulkner and Josh Robinson, our YEA member. Our recent activities include:

- Developing a comprehensive list of Arkansas State Government officials responsible for codes, standard and regulations affecting the buildings industry.
- Meeting with Mitchell Simpson, Deputy Director of the Arkansas Energy Office, to present ASHRAE Std.
 189.1-2011 and the Advanced Energy Design Guide for 50% Energy Reduction in K-12 Schools.
- Meeting with Terry Granderson, Deputy Director for Facilities for the Arkansas Division of Public School Facilities and Transportation, to discuss ASHRAE's Standard 180-2012 could be used to help school districts plan effective maintenance programs



- Meeting with Steve Haralson, PE, Executive Director of the Arkansas State Board of Registration for Professional Engineers and Professional Surveyors, to discuss ASHRAE's interest in model codes related to HVAC design.
- Meeting with Bob Higginbottom, Executive Director of the Arkansas Heating, Ventilating and Air Conditioning Licensing Board, to discuss ways that ASHRAE Standards 90.1 and 189.1 can be used to improve the energy efficiency provisions of the Arkansas HVACR contractor licensing examinations.
- Meeting with Clint Harper, Energy Manager for the Arkansas Building Authority regarding ASHRAE Energy Standards. As a result of the meeting, Mr. Harper was scheduled as the program speaker for the January Arkansas ASHRAE chapter meetings. His talk, titled "ABA Successes and Lessons Learned", described ABA efforts to reduce energy use in state buildings and told how some had been very successful and others had failed to produce desired results.
- Chapter President Terry Jacks speaking at a meeting of the Arkansas Association of Energy Engineers where he advocated the use of ASHRAE energy standards. Several government officials were present including the energy manager for Little Rock Air Force Base and the energy program director for Arkansas Department of Human Services.
- Establishing liaison relationships with advocacy contacts for the Arkansas Chapter USGBC, Arkansas Chapter AGC, Arkansas Association of Healthcare Engineers, Arkansas Association of Energy Engineers, and the Arkansas Advanced Energy Association.
- Being active and influencing bills regarding construction and governing energy conservation law for the state. Chapter members wrote more than 100 letters to legislators regarding bills.

Membership Promotion

Membership Promotion has continued to be an overall positive highlight for the Arkansas Chapter by posting positive membership growth at a time when the Region as a whole is experiencing negative growth. This year, our overall number of new members was very good with a total of **24 new members** with **2 reinstated members** and **3 student transfers**. Our YEA membership has seen great growth of **20 new members**. Additionally, we have seen another great year in participation in our student chapters, as we added **57 new student members**.

Delinquencies were an area of focus for the year by the committee. The Membership committee has been very active in communicating with the membership and the members have been very response to the communication. Currently there are 16 unpaid members in the Arkansas chapter, putting the chapter's delinquency percentage at 4.8%. Another area of focus for the committee was Membership upgrades. The Membership committee far exceeded its goal of 5 upgrades for the year with **19 total upgrades**.

Student Activities

Student Activities has truly been a highlight of the Arkansas Chapter this year, in large part due to the devotion of Student Activities co-chairs Zac Buckmiller and Josh Faulkner. We continue to support 4 strong student chapters who are headed up by dedicated student advisors. In order to better serve the K-12 community in Arkansas, a dedicated K-12 co-chair, Josh Robinson, was appointed this year to champion K-12 initiatives.

For the 2nd year in a row, the chapter supported students and advisors from 3 of the student chapters to Winter Meeting in Chicago. The transportation and lodging for this group required a total of \$8,800 dollars funded in large part by chapter funds with some help from Region VIII as well as a fundraiser Zac arranged and the students ran. The efforts of each student advisor and their work within the ASHRAE student chapters were highlighted in the President's Message of the March Enginaire Newsletter, and these newsletters were personally emailed to the department head for each of the student advisors, with special thanks to the university and department head for their support of the work of the student advisors. Chapter President Terry Jacks hosted a facility tour at Arkansas State University's new Humanities and Social Sciences building that was attended by 17 students, ASU's student advisor, and ASU's interim Dean of Engineering. Terry also visited his high school alma mater, Arkansas Baptist High School, to visit the Physics and Calculus classes, as well as two 7th grade Pre-Algebra classes to discuss engineering as a career path. Several K-12 activities were



planned during Eweek, but were forced to reschedule when winter weather closed schools in Arkansas that week. Those events are tentatively scheduled for May.

YEA

While the Arkansas Chapter has a rich and lengthy history, the youth movement within the chapter leadership continues to grow. For the 2014-2015 chapter year, **75% of the chapter officers** and nearly **85% of all new members** were YEA members. The year's activities began with a PE Study Review session to help YEA members prepare for their upcoming PE Exam in the Fall. To date, every examinee who attended the PE Study Review prior to their exam has received a passing grade. This event has become a trademark of the Arkansas Chapter due to its great success. There were four (4) additional social events ranging from an event at a local trampoline park, a trip to the Little Rock Climbing Center, a bowling outing, and a poker tournament that benefitted Resource Promotion. In addition to these events in Central Arkansas, the Northwest Section also hosted its first ever YEA event, and had 16 attendees. Several of the attendees were noted as having never attended an ASHRAE meeting before.

From an educational standpoint, YEA members were also given the opportunity to tour a modular chiller plant that was recently installed for the Verizon Office Complex in Little Rock, AR. This technical tour had by far the best attendance of any YEA event and seemed to be very eye-opening to all who attended. In addition to the ASHRAE members that attended this tour, **four members of the local chapter of NAWIC (National Association of Women in Construction)** saw the value of this event and requested to attend. The tour was a great opportunity for all attendees to network with other young professionals, while getting the opportunity to learn more about modular chiller plant technology.

Resource Promotion

Prior to attending the Resource Promotion CRC workshop and the centralized training in Tucson, RP Chair Mark Mizell had never heard the terms "LYBUNT" and "SYBUNT." The training proved beneficial, though, as he came back with a much better understanding of ASHRAE RP and effective fundraising fundamentals. He knew what his first order of business would be: get good help. Mark called on former committee chairmen Chance Hollingsworth, Bill Simpson (YEA), and Steve Keen in order to integrate their past success. In addition to these, Chapter President Terry Jacks (YEA), Section President Sam Browning, and Treasurer Mark Eley also serve on Arkansas Chapter's RP Committee.

Arkansas Chapter fundraising campaigns benefit largely from three golf tournaments each year – two in the Little Rock area and one in Northwest Arkansas, organized by the chapter's section. Proceeds from this chapter year's tournaments allowed the chapter to make \$15,000 in contributions to Research and the Foundation. \$3,000 of that total was on behalf of the Northwest Arkansas Section, and \$2,000 of it was made as an honorarium to the immediate past president.

Other RP fundraising events this year have included proceeds from co-hosting a NEBB Certification training event, several in-chapter raffles, a poker tournament, and a bowling tournament. All were met with great enthusiasm among the members and resulted in proceeds ranging from \$240 to \$1200 each.

The remainder (and bulk) of Arkansas Chapter's fundraising comes the old-fashioned way: letters, phone calls and handshakes. A mass email was sent out before the end of the year in hopes to secure funds from those looking for last-second tax deductions. From there, follow-up phone calls, emails and personal visits (and follow-ups to the follow-ups) have been ongoing to date. The result is that Arkansas Chapter as of April 20, 2015 has raised \$42,095.68 (\$126.03/member) toward its assigned goal of \$56,000 with 13 SYBUNT donors and 5 new donors. In addition, the chapter will receive \$5,393.30 or so in disbursements from Foundation endowed funds. There are quite a few who have promised to donate, and the committee is tracking them for further follow up. Many are waiting for their membership renewal dates. Arkansas Chapter expects to exceed goal by the June 30th deadline. With no individual Golden or Platinum Circle donor, Arkansas Chapter will do remarkably well to achieve a goal set at \$167.67 per member. This success comes from many faithful long-term investors. We are proud of the members who help make Arkansas Chapter an undying success.



Chapter History

The Chapter Historian role for the Arkansas Chapter has typically been an area where there was little innovation and effort put it, but this certainly changed in 2014-2015. Chapter Chair Russell Black went above and beyond the call writing articles for the newsletter, including an article celebrating the Arkansas Chapter's Golden Gavel History of (9) historic awards in the November 2014 issue. The Chapter celebrated History month in January 2015 with a full display of important artifacts from the chapter's history archives. Finally, in March 2015, Life Members were honored by recognizing them in a newsletter article and inviting them, at a special discounted rate, to attend the March meeting.

Though this work would have been much greater than what has been performed in previous years, immediately following our February chapter meeting, Russell arranged to film Leadership Recall Interviews with two of our most distinguished Arkansas ASHRAE members: Bill Harrison and Sam Cummings. Chief among their many distinctions as members of ASHRAE, Bill was ASHRAE President in 2008-09, and Sam is an ASHRAE Fellow, as well as being a former Arkansas ASHRAE President.

Finances

The Arkansas Chapter remains very sound financially. The Chapter's main operating account has a current balance of over \$17,000. Financial successes this year include not only Central Arkansas meetings, golf tournaments and other events, but also new and successful events in our Northwest Arkansas Section. The chapter auditing committee reviewed the financial accounts for the 2013-14 year and completed the audit in April 2015. The committee reported that the financial records were in good order, and all Chapter accounting appeared to be correct. The chapter taxes were filed on time, and there have been no issues with the filing thanks to the diligence of our accountant.

Opportunities for Improvement

Despite all the successes experience by the chapter this year, there will always be areas in which we can improve.

- We continue to struggle to recruit new members within the Northwest Section, though we anticipate that to improve as their leadership receives more training.
- Chapter communications have always been a struggle with multiple email lists managed by multiple chapter chairs. The chapter's implementation of StarChapter for the 2015-2016 should vastly improve communications because StarChapter allows all chapter functions to be managed by a single source.
- We continue to push for greater student attendance at chapter meetings, but Wednesday's at noon have proven difficult for student attendance.
- Our interaction with the community on sustainability has been limited to a work day with Habitat for Humanity and contact with local officials promoting ASHRAE 90.1 and 189.1. This could certainly be improved upon with a chapter our size.
- Finally, though we intend to exceed goal in RP by June 30th, we could certainly start the calling campaign much earlier in the year.

Conclusion

Due to the efforts of the Chapter Leadership and the devotion of the membership, the Arkansas Chapter has had another strong year. There is always room for improvement, and the history of the Arkansas Chapter has shown that past deficiencies become strengths when they are identified and addressed. However, **our greatest strength as a chapter continues to be a highly motivated membership group who push the leadership to provide great value to the members**. As long as that continues to be true, the Arkansas Chapter will continue to be a leader in Arkansas, in Region VIII, and in Society as a whole.

2014-2015 SPRING CRC CHAPTER SUMMARY REPORT

| REGION | VIII | | | |
|---|---|------------------------|----------------------|--------------------|
| CRC LOCATION | FORT WORTH | | | |
| CHAPTER | ARKANSAS | | | |
| CHAPTER NUMBER | 062 | CHAPTER WEBSITE: | www.arkansasashrae.o | |
| 1. MEMBERSHIP PRO | DMOTION | YTD/REPORTED 2014-2015 | REPORTED 2013-2014 | REPORTED 2012-2013 |
| NUMBER OF AREA-ASSIGNED MEMBERS (AAM) | | 335 | 334 | 316 |
| NUMBER OF CHAPTER DUES PAYING MEMBERS (CDPM) | | 199 | 245 | 188 |
| NUMBER OF NEW ME | EMBERS TO DATE (AAM) | 24 | 22 | 31 |
| NUMBER OF MEMBER | RS DELINQUENT TO DATE (AAM) | 16 | 27 | 18 |
| 2. STUDENT ACTIVIT | IES | | | |
| NUMBER OF NEW ST | UDENT MEMBERS | 57 | 19 | 71 |
| NUMBER OF ACTIVE STUDENT BRANCHES | | 4 | 4 | 4 |
| 3. CHAPTER TECHNO | DLOGY TRANSFER | | | |
| NUMBER OF REGULA | IR MONTHLY MEETINGS WITH TECH PROGRAM | 16 | 16 | 16 |
| MONTHLY MEETING | ATTENDANCE (TOTAL/AVERAGE) | 714 / 89 | 632 / 79 | 832 / 104 |
| | RS, ALI COURSES, TOURS OR OTHER MS OUTSIDE REGULAR MONTHLY MEETING | 5 | 6 | 15 |
| NUMBER OF TECHNIC TECHNOLOGY | CAL PROGRAMS ON REFRIGERATION | 5 | 2 | 4 |
| | EVENTS SEPARATE FROM A TECHNICAL F, MEMBER'S NIGHT OUT, ETC.) | 12 | 8 | 13 |
| NUMBER OF ADVOCA | ACY MEETINGS AND OTHER ACTIVITIES | 12 | 9 | 15 |
| NUMBER OF TECHNOLOGY AWARD SUBMITTALS TO CHAPTER/REGION | | 4/4 | 1/1 | 7/7 |
| 4. RESEARCH PROM | OTION/FUNDRAISING | | | |
| CHAPTER GOAL | | \$56,000 | \$56,000 | \$56,000 |
| TOTAL DOLLARS COI | NTRIBUTED | \$42,095 | \$33,299 | \$47,879 |
| 5. CHAPTER HISTOR | Υ | | | |
| CHAPTER HISTORICA | APTER HISTORICAL DISPLAY AT CRC | | YES | YES |
| CHAPTER HISTORY N | MOVED TO WEB SITE | YES | YES | YES |
| 6. FINANCES | | | | |
| TOTAL FUNDS BALAN | ICE | \$17,000 | \$18,235 | \$27,450 |
| CHAPTER DUES | | \$35 | \$35 | \$35 |
| MEMBER COST OF MEALS | | \$20 | \$20 | \$20 |
| DATE OF LAST CHAP | TER AUDIT | APRIL 2015 | APRIL 2014 | APRIL 2013 |

SPRING CRCs – ENTER DATA FOR THE CURRENT YEAR IN THE "YTD REPORTED" COLUMN AND ENTER YTD RESULTS OF PREVIOUS YEARS IN THE LAST TWO COLUMNS.

FALL CRCs – ENTER DATA FOR THE YEAR JUST COMPLETED IN THE "YTD REPORTED" COLUMN AND ENTER DATA FOR YEAR-END RESULTS OF PREVIOUS YEARS IN THE LAST TWO COLUMNS.