

# International Facility Management Association



IFMA - Atlanta Chapter

P.O. Box 43306

Atlanta, Georgia 30336-0306

May 1998 Issue

## 1998 EXECUTIVE BOARD

**President:** Sheryl Yetsko  
Long, Aldridge & Norman  
(404) 527-8332

**V. President:** Matt Dawson  
Alston & Bird  
(404) 881-7000

**Secretary:** Kathy Farley  
King & Spalding  
(404) 572-4934

**Treasurer:** Dave Flory  
Cort Furniture Rental  
(770) 751-1110

**Past President:** Kathy O. Roper  
Sprint Communications  
(404) 649-5011

## 1998 SUSTAINING PATRONS

AirCond Corporation  
APCO  
Atlantic Business Systems, Inc.  
Bonitz Flooring Group, Inc.  
Canthers-Wallace-Courtenay, Inc.  
Cathcart Allied Storage Co., Inc.  
Cecil Malone Company  
Choate Construction Company  
Contract Marketing  
Cort Furniture Rental  
COVAN Worldwide Moving, Inc.  
DeKalb Office Environments  
ReGeneratten  
DuPont Flooring Systems  
Egan Visual, Inc.  
Farrington Design Group  
General Building Maintenance  
Hardin Interior Services  
Haworth, Inc.  
Gensler  
Herman Miller, Inc.  
Interface, Bentley, Prince Street  
Knoll  
Meridian, Inc.  
Milliken & Company  
National Furniture Liquidators  
Pointe Services, Inc.  
Rite Way Service, Inc.  
Royal Cup Coffee, Inc.  
Shaw Contract Group  
Steelcase, Inc.  
Wegman Associates

## Monthly Meeting

Wednesday, May 20, 1998 • REACH

**Topic:** REACH/Community Service Project - Bring Your Boss

**Time:** 11:30 a.m. - 1:30 p.m.

**Cost:** \$20 Member; \$25 without advanced registration

\$35 Guest; \$40 without advanced registration

**Location:** REACH

**Reservations:** IFMA Office (770) 489-7727, ext. 23 or FAX (770) 489-7729

\*\*\* Please call by **Friday, May 15, 1998** to make your reservations.

Please note: Cancellation of your reservation must be made 48 hours or more in advance of the meeting. A \$5.00 service charge will be added to all no-show invoices.

A year and a half ago, IFMA Atlanta began a new initiative in a community service. Your Chapter envisioned the refocusing of our efforts to give to the community that which we do best...facility management. The decision was made to identify and assist one or more United Way agencies which owned properties but lacked the financial resources and/or wherewithal to meet facility amangement needs.

Through a process you will hear more about, IFMA Atlanta was linked with REACH in what became an IFMA Atlanta/REACH Partnership. With the considerable efforts and contributions of the IFMA/REACH Partners, very substantial accomplishments have been realized!

Come hear REACH Executive Director, Brian Riley, elaborate on the impact IFMA Atlanta has had on the facilities of REACH and its ability to serve clients with cerebral palsy.

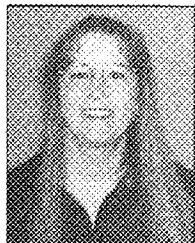
This will be a meeting unlike any other in the 15+ year history of IFMA Atlanta. It is also "Bring Your Boss Day" at IFMA Atlanta. If there was ever a time when you want to reinforce the value of IFMA to your boss and workplace colleagues...this is the time, this is the place, this is the meeting! Accordingly, it will be prudent to make your reservation(s) early. Weather permitting, the meeting will take place in an open tent in the Cator Woolford Gardens at REACH, Atlanta's "secret garden."

Following Mr. Riley's address, the meeting will conclude with a special tour of the REACH facilities to permit IFMA members and guests an opportunity to see first hand the changes IFMA Atlanta has made possible. You will not want to miss "the tour."

This is the first IFMA meeting with a guarantee! What you hear and see is guaranteed to leave a lasting and very positive impression on all attendees. You will leave with a renewed sense that you are part of a most worthwhile organziation...IFMA Atlanta!

**DIRECTIONS:** Ponce de Leon EAST past the old Sears complex (City Hall East) into Druid Hills. Continue along the park (on the right) to Clifton Road. Turn RIGHT onto Clifton Road and then make an immediate LEFT onto SOUTH Ponce de Leon. REACH will be on the RIGHT (look for the sign). Turn RIGHT into the property driving through the forseted area of the gardens to the parking lots at the rear of the property.

## President's Message



by Sheryl Yetsko

Well, we've made it through the first quarter of 1998—can you believe it!! I wonder— is work as busy for all of you as it has been for me? I must say, however, that my membership in IFMA has made my job easier. For example, I needed to

accommodate some of my attorneys in Wisconsin for a trial, so I called Doug Aldrich (in Wisconsin), and that networking saved me a considerable amount of time! Several of our local chapter members have also assisted me in resolving pressing issues within my office in a timely manner. That is one real value of my membership!

Have we "made it to your refrigerator" yet this year? If your schedule has been too hectic, I hope this quarter will allow you time to take advantage of the opportunities you have available to you through your IFMA membership. There are still openings on several of the committees, and I can guarantee—you will get more return on your membership if you invest more personally.

I had the privilege of attending our Educational Committee's breakfast on April 21st at Holiday Hospitality. It was a great kickoff for our Educational Program thanks to our Committee and Audrey Keppler for providing the facilities. I would like to specially thank Ed Rondeau (AIA, CFM, IFMA Fellow, IFMA Foundation Trustee, past Atlanta and International President, and Award Winning author) for taking time from his busy schedule to address our group. There were 18 of our members in attendance and we were certainly enlightened on aspects of the CFM program and education in general. I would also like to thank another of our members, Carole Dortch, who shared her insights at the meeting about her recent experience with the CFM exam. Ann Steele, our Education Chair, will be following up with further information regarding the CFM process in the near future!

I hope I can encourage you to broaden your base of knowledge—whether that be by taking the CFM exam, attending World Workplace, taking classes or seminars on facility related subjects. We will try to keep you advised of upcoming educational opportunities, both at our meetings, through our Newsletter and on our Home Page. I also welcome those "learned" among our members to share their knowledge, because by doing so, you help us to secure the future for facility management professionals.

I look forward to seeing you at the May meeting. I believe

that you will be very proud to be a part of a chapter that has endeavored to "give back" to the community, through our specific area of expertise.

As always, if you have questions, comments or suggestions for our chapter, please do not hesitate to call me at (404) 527-8332 or E-mail me at syetsko@lanlaw.com.

## Associate Committee Update

As Chairperson for the Associate members, I want to thank IFMA for giving me the opportunity to serve on this year's board. I am looking forward to another great year. The economy is booming and membership is growing. These are exciting times to be associated with IFMA. The Associate Committee that I serve on acts as a liaison between IFMA's Professional members and Associate members. Associate members are made up of vendors, consultants, contractors, designers, etc., who basically help support Facility Managers through their services. IFMA has a policy of keeping the membership's ratio 75% Professionals to 25% Associates. As a result of these ratios, a waiting list had to be established for potential Associate members. The Associate committee helps maintain that list and tries to answer any questions that people may have concerning our chapter. There are currently 27 people on the waiting list. The good news is that membership is growing, especially Professional members. This creates a good opportunity for the people on the waiting list to join. Every time we add three Professional members, someone on the waiting list is given an opportunity to join. As Associate members, we should all encourage and invite a Facility Manager to one of our monthly meetings. If you have any questions about the Associate committee, or if you would like to serve on the committee, please let me know. There are several informative and interesting programs coming up. I hope to see you there.

—Steve Sperling, Associate Liaison

**FACILITY  
RESOURCES  
INCORPORATED**

*Providing solutions  
for today's facility  
management challenges*

1117 Perimeter Center West #N311 Atlanta, GA 30338  
770.393.4700 • fri@facilityres.com

## Calendar of Upcoming Events

DATE	EVENT/CONTACT	LOCATION
June 1-2	<i>11th Symposium on Improving Building Systems in Hot &amp; Humid Climates</i> - Call: Dawna Rosenkrantz, 409-847-8950	Fort Worth, TX- Radisson Plaza Hotel
■ June 17 11:30-1:30PM	<i>Atlanta - Master Plan</i>	Villa Christina
■ July 15 11:30-1:30PM	<i>Transportation Issues, Options &amp; The Future</i>	103West
July 16 5:30-7:30PM	<i>Prospective &amp; New Member Orientation</i>	TVS Interiors
■ August 19 11:30-1:30PM	<i>Build vs. Lease Analysis</i>	The Depot
■ September 16 11:30-1:30PM	<i>Motivational Speaker - Bring Your Boss</i>	Villa Christina
October 18-20	<i>World Workplace 98</i>	Chicago, IL
■ October TBD 11:30-1:30PM	<i>Technology Infrastructure</i>	Cobb Area
November 12-13	<i>Fifth Annual IFMA Asian Conference on Facility Management</i> Call: 1-713-623-4362	Hong Kong
■ November 18 11:30-1:30PM	<i>Alternative Office solutions - Professional Point of View</i>	103 West
■ December 16 11:30-1:30PM	<i>Awards Banquet</i>	TBD

■ Denotes monthly IFMA meeting. RSVP: Ginger Walker, 770/489-7727 x23

### Kudos to CFM Exam Takers

The Atlanta Chapter of IFMA would like to recognize those members who have successfully taken the CFM exam. The members below can be a vital resource for other members interested in taking the CFM exam. Let's congratulate the following:

Donald G. Austin	Donald M. Brumbelow	Joanne Cole
Fred Errigo	L. Carter Parish	Robert Flinn
Gary Gustafson	Thomas Jones	Caillie M. King
Jerry Koenig	Mark Lackey	Linda S. Leathers
Diana J. Marshman	Philip E. Martin	B.J. McCue
Christine H. Neldon	Martha L. Osborne	Keith B. Pressley
Edmond P. Rondeau	Kathy O. Roper	Robert Shuffield
Brenda J. Smith	Julian A. Tablada	Hary Vann
Tommy W. Vernon	Cheryl L. Waybright	

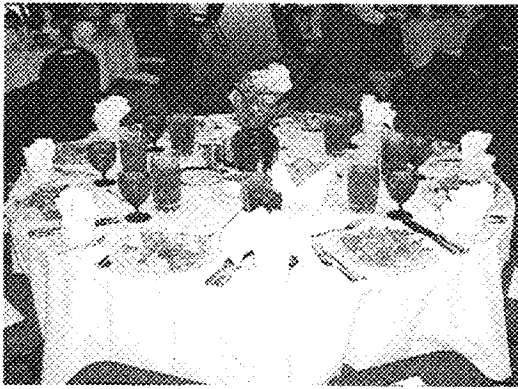
### April Meeting Recap

KATHLEEN COLLINS  
SUCCESSFUL IMAGES

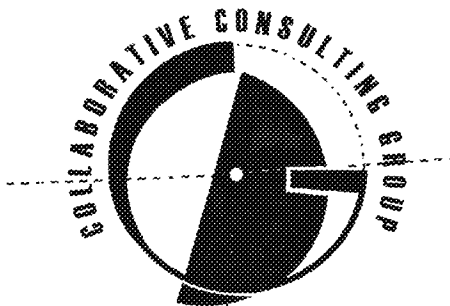


If you've ever wondered whether your appearance agrees with the image that you would like to project, April's monthly meeting was not one to miss!

Kathleen Collins, founder of Successful Images, and a nationally recognized expert on image, had a fascinating presentation on the subtle nuances of image. In the corporate world, the concern on appearance was originally focused on the executives, but companies have come to realize that all associates who interact with others reflect the image of the company. As a result, there is a much greater focus now on corporate image throughout the company. One of the primary factors of image is first impression, and more than a few were surprised to hear that an initial impression is formed within the first 3 seconds of an encounter. Involved in that impression is not only the impression of the other person, but also their perception of how you perceive yourself. It's important, therefore, to dress in a manner that you feel comfortable with, rather than to impress others. Her presentation was highly interactive as she wandered through the audience, and sited examples of subtle changes that had a big impact, like where someone parted their hair, or the color of the frames on their glasses, or what kind of knot was tied in their tie. Other interesting topics were the importance of attitude in success, body architecture, tips on tailoring clothes for a more professional look, and body language. If you want to know more about how to make those subtle changes that have a big impact, pick up a copy of Kathleen's book, *Your Mirror Image*. Here's looking at you!



April IFMA  
Meeting photos



**Are your floor plans up to date? Probably not.**

Perhaps your plans only reflect your last big renovation. Now you are facing another big move.

CCG can help. We'll bring your plans up to date and keep them current for you. Every week, month, quarter - you name it - you'll get as-built drawings or CAD files to use with your facilities staff, contractors and consultants. Even if you have no floor plans at all right now. We can save you thousands of hours of frustration and thousands of dollars in change orders and fees. Just ask us.

**Call Judy Clements**  
404.876.0097 • [jcc@ccg-llc.com](mailto:jcc@ccg-llc.com)

GIVING  
YOU  
**A BRILLIANT ALTERNATIVE**  
TO  
YOUR  
LANDSCAPERS SAME OLD FLOWERS!

**GUARANTEED!**

Call Erin Mann today at  
770-822-9706

color  burst  
your seasonal flower contractor



We designed the furniture,  
you design the price tag.  
You can vary your Relevant  
investment by varying the  
materials you specify: wood  
veneers, laminate, or both.

## Relevant fits your budget.

RELEVANT COLLABORATING WORKSETTING IN NATURAL CHERRY AND BLACK LAMINATE: LOW-BOY PEDESTAL WITH THREE BOX/FILE UNITS, BREADBOARD WORKSURFACE, EXTENDED CORNER SHELL, OPEN HUTCH, OVERHEAD BINDER BIN, SHIELD-TOP WORKSURFACE, LOW-BOY PEDESTAL WITH BOX/FILE UNIT, TALL-BOY CABINET AND WARDROBE. DESK CHAIR IS ASCOT™ IN ONE+ONE TROUT 2258-102 TORTOISE FABRIC WITH NATURAL CHERRY FINISH BASE.

## Relevant fits your **technology**.

Relevant provides simple and convenient methods of supporting the most sophisticated technology.

You'll never outdistance its capabilities – no matter how fast technology races ahead in the coming years.



For further information please call **1-800-333-9939**  
or see us at our website [www.steelcase.com](http://www.steelcase.com)

**Steelcase**®  
WOOD FURNITURE

# Wherever **change** is status quo, Relevant fits.



Do you know how many employees you'll add in the next six months? What projects will crop up in the next year? How technology will change the way people work in five years? Neither do we – but we do know that Relevant will adapt quickly and efficiently to whatever changes are in store. By giving you today what you may need tomorrow,

Relevant protects your furniture investment  
for years to come.

**Steelcase**<sup>®</sup>  
WOOD FURNITURE

For further information please call **1-800-333-9939**  
or see us at our website [www.steelcase.com](http://www.steelcase.com)

The workplace has changed  
more in the past five years  
than in the previous fifty.  
You need office furniture that  
will keep up the pace.  
You need Relevant.

RELEVANT WORKSTATIONS IN MEDIUM NATURAL OAK: LOW-BOY MOBILE PEDESTAL WITH THREE BOX/FILE UNITS, BOWED TRANSITION SHELL, OPEN HUTCH WITH SLATWALL, OVERHEAD BINDER BIN AND SHIELD-TOP WORKSURFACE, WARDROBE, TALL-BOY CABINET. ELECTIVE ELEMENTS PANELS. DESK CHAIR IS GENTRY IN ONE+ONE SORELLA 2259-203 TOPAZ FABRIC WITH BLACK WALNUT FINISH BASE.



The Leader in Visual Systems  
...and more

**Evolution happens.** TooGo Task Furnishings address this reality. Quality mobile products for both tasks and communication. Freestanding privacy screens easily reconfigure. Flexible solutions that meet your changing requirements.



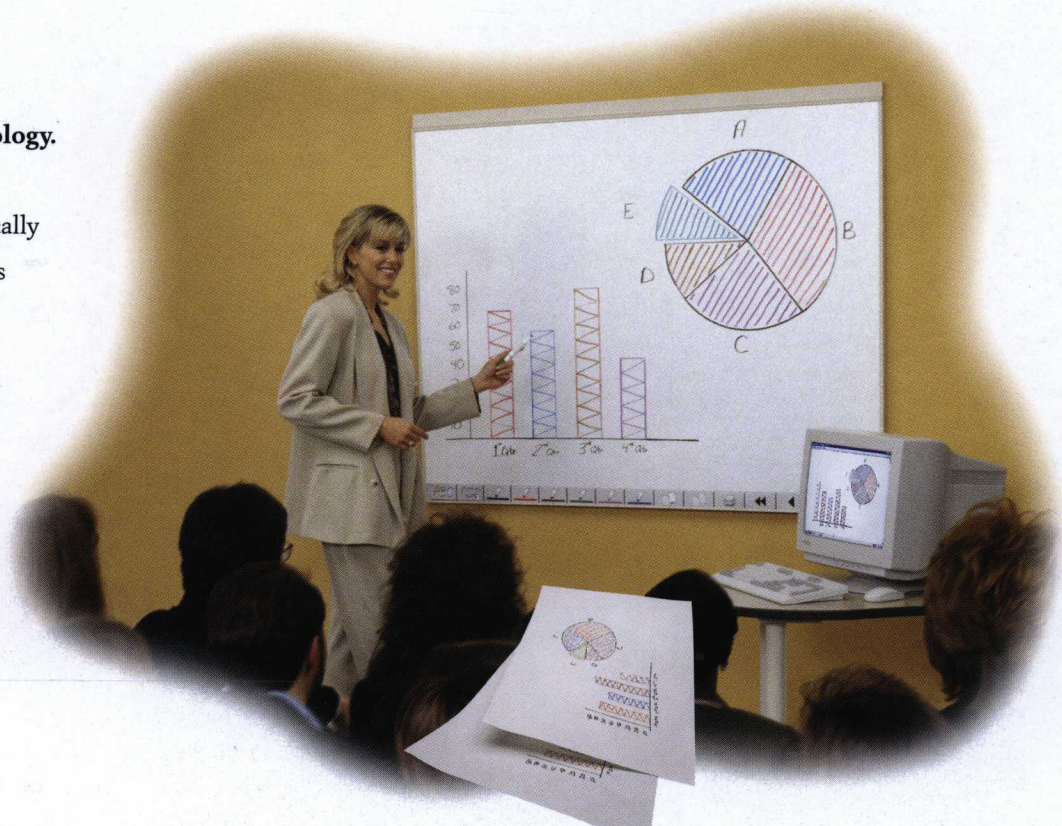
# Evolving Workplaces

## New Communication Technology.

Capture notes and drawings electronically. Communicate locally or via the Internet. TeamBoard's interactive projection screen turns your finger into a mouse. Simple, effective and affordable configurations.



An Egan Company



**The future is coming to you.** Presentation vehicles have been designed to provide both TeamBoard demonstrations and new Egan product introductions. A valuable 30 minute learning experience.

For further information on the evolving workplace, call 1-800-263-2387 or e-mail [marketing@egan.com](mailto:marketing@egan.com)  
Visit our website: <http://www.teamboard.com>

# Welcome New IFMA Members!

## New Professional & Associate Members as of April 1998.

### NEW PROFESSIONAL MEMBERS (11)

Rachel Blankenship .....	DFI Aeronomics
Kerri Dodson .....	CAPS Logistics, Inc.
Leonard Erickson .....	John Wieland Homes & Neighborhoods
Howard Hall .....	General Services Administration
Keely Hayes .....	Nordson Corporation
Earl Jeter .....	BellSouth Telecommunications, Inc.
Dean Jones .....	AMVESCAP
Thomas Lathe .....	Servicemaster, Inc.
Betty Noyes .....	Harbinger Corporation
Robert Rendl .....	Johnson Controls, Inc.
Tom Smith .....	The Coca-Cola Company

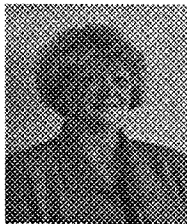
### NEW ASSOCIATE MEMBERS (7)

Joe Burns .....	Color Burst
Tommy Carnes .....	DuPont Flooring Systems
Chris Eckl .....	Archer Management Services
Phyllis Sherard .....	FilterFresh
Patty Goffe .....	Pacific Crest Mills, Inc.
Edward Hosch .....	Open Plan Systems
Mark Lackey .....	Graibel Atlanta Movers, Inc.

## Member Profiles

### Existing Member

Name: ANN HOLBROOK



**Company/Profession:** Partners Design Group

**Membership Date:** 3/97

**Hobby/Interest:** Design & Art - Teaching Design - "Soccer Mom"

**What is your funniest Facilities Management experience?**

Presenting a design scheme to the wrong client and getting everyone to laugh about it! (years ago)

### New Member

Name: MAUREEN A. JAMES



**Company/Profession:** Milliken & Company

**Membership Date:** 12/97

**Hobby/Interest:** Golf, Tennis

*If you are interested in submitting a member profile, please contact Christina Parks at 770/471-9695.*

## IFMA Membership Drive

### 1998 TOTALS

Professional Members - 28  
Associate Members - 19

HELP OUR CHAPTER IN  
QUALITY AND QUANTITY!

*Our objective  
is to add*

*30 professional members  
from  
June 1 to August 31.*

- Prizes will be awarded for recruiting new members.
- A special prize will be awarded to the person who recruits the most new members.
- Call Ginger Walker at the Association Office for applications : 770/489-7727.
- Look for more details next month.

EXPLORE THE  
WORKPLACE FROM  
ALL PERSPECTIVES

Only one event makes it possible to explore the various aspects of a productive workplace. Attend World Workplace '98 to learn and discuss the latest ideas for providing effective work environments.

WORLD WORKPLACE '98



Chicago, IL, USA  
Oct. 18-20, 1998

For more information, call 1-713-623-4562 or send an e-mail to [events@ifma.org](mailto:events@ifma.org).



## Available Position

IDRC has been contacted by Johnson Controls, Inc. with an available position for a **Project Director**, for their Integrated Facility Management (IFM) group. IFM is a leading provider of outsourced facility management services for major corporations throughout North America and the world, with over one billion square feet under management. Currently IFM is seeking to fill this key position for a major blue chip company located in Silicon Valley.

### SCOPE:

The Project Director is responsible to achieve high levels of customer satisfaction by consistently delivering operational excellence that profitably meets and exceeds the client's expectations across multiple sites and states. In addition, contributes to developing the client relationship that will result in increased business for the broad portfolio of Integrated Facilities Management services.

### KEY RESULTS:

With an in-depth understanding of Facilities Management, leadership of employees and client relationships, and the business plans for our client, develops an organization that consistently delivers on time and on budget for requested and agreed upon services. Leads the development, measurement and execution of all operating plans with emphasis on the selection, development and succession planning of all human resources. Establishes an ongoing two way communication process with client management and our employees to ensure understanding of expectations and our performance to those expectations. Selects and manages all vendor contracts to achieve excellence in customer satisfaction and manages all operations to comply with applicable federal, state and local laws.

### QUALIFICATIONS:

Facilities management professional with a Bachelors degree in Business, Engineering or other related discipline. Must have a minimum of eight years experience and a successful record of results in facility or property management with direct supervision of multiple, large departments, excellent communications, customer and employee relations skills and budget development and management.

Those interested in this position can contact Bob Rendl at 1-800-726-0504 or e-mail to ifmaresume@dcs.com.

# TVS interiors

interior design  
facilities management

2700 Promenade Two

1230 Peachtree Street, N.E.

Atlanta, GA 30309-3591

Phone: 404/888-6600 Fax: 404/888-6700

## ASD®

Data, Voice and Fiber Optic Cabling Services

**Specialists in Company  
Relocations & Expansions**

Certifications & Authorizations

BICSI - RCDD  
Symphony  
Design

Bay Networks  
Mod-Tap  
Consulting

3Com  
Siemon  
CAD

*Warranties of 15 years and lifetime on  
performance and workmanship*

770.740.2300 ext. 227

Ask for Jeff Kling, Account Manager

## Career Corner

The Career Services Committee is always looking for new and potential positions to announce in the newsletter. If you are aware of any job opportunities, please contact Marty Mason, Career Services chair (770-952-9200 FAX) with a brief description of each position. The following positions are available to interested candidates. If interested, please contact the employer indicated directly.

### JOHNSON CONTROLS:

#### • MANAGER, OPERATIONS ANALYSIS & ESTIMATING - ATLANTA, GA

Responsible for managing the technical estimating function to ensure all technical estimates meet IFM operational goals and objectives; ensure all proposals validate staffing, define scope of services, and develop process improvements for operations & maintenance. Seven years experience in facility operations & maintenance or equivalent combination of education and experience required. Travel required. Attn: DE98002

#### • SENIOR PROPOSAL SPECIALIST - ATLANTA, GA

Candidate will be an integral part of our Sales and Marketing Process, developing proposals, sales presentations, marketing collaterals and other materials that demonstrate the value that we provide to over 300 clients worldwide. Experience in technical or creative writing, and in a proposal environment is needed. Must obtain a Bachelor's degree in Accounting or Business Administration. Attn: DE97018

#### • MANAGER, COMMERCIAL PRICING - ATLANTA, GA

Responsible for managing all pricing activities in support of marketing, developing and maintaining pricing models, strategies, and conducting financial analysis as necessary to quantify value offered by Johnson Controls. Must obtain a Bachelor's degree in Accounting or Business Administration. Attn: DE97014

For these 3 positions, please fax a résumé including salary requirements to Johnson Controls, Inc., HR Dept, 770/392-4148

### MRI:

#### • PROJECT MANAGER - ATLANTA, GA

Atlanta Based Contract Office Furniture Manufacturer looking for an ASID and/or CQID certified designer. 40% travel, working directly with sales group and clients. Customer service skills a must. Call or Fax résumé to Bob Brown 404/252-1983; FAX 404/252-1984 or e-mail: mrisandy@msm.com

### BOEING MISSILE SYSTEMS:

#### • FACILITIES PROJECT ENGINEER - DULUTH, GA

Boeing Missile Systems in Duluth has an exceptional opportunity for an experienced Facilities Project Engineer. Successful candidate will be responsible for planning and administering all phases of major facilities projects or sub-projects within a total facilities complex; providing guidance for planning, acquisition, allocation, modification, and construction of facilities projects; preparing appropriation requests and job orders for a total project; and coordinating the preparation/issuance of criteria, specifications, estimates, and schedules for a total project. Candidate will be the facilities and operations focal for the preparation and cost management of the division capital budgeting process. Requires a Bachelor's degree in Industrial Engineering or related technical degree; at least six years related experience, including project management; and strong PC software (Microsoft Office), AUTOCAD 13/14 and verbal/written communications skills.

We offer a competitive salary and complete benefits package. Please mail or fax your résumé to: Human Resources L-B, Boeing Missile Systems, 1800 Satellite Blvd., Duluth, GA 30097-4099; FAX: 770/497-5101. No Phone Calls, Please. An Equal Opportunity Employer Supporting Diversity in the Workplace.

### SALES TECHNOLOGIES:

#### • FACILITIES MANAGER - ATLANTA, GA

Senior Level experience (5-10 years) in the areas of space planning, office relocation, third party vendor negotiations, general knowledge of A/E design, furniture/office supply inventory control and security. Responsibilities include managing of existing facility staff, implementation of facilities procedures and managing day-to-day facility operations. Requirements include related degree, working knowledge of Microsoft Project, Excel, and Work plus electronic space planning program(s) (CAD).

Please forward résumé to: Sales Technologies, 3445 Peachtree Road, Suite 1400, Atlanta, GA 30326, Attn: Human Resources/Job Code FM

### RENU ENTERPRISES, INC.:

#### • PROJECT MANAGER - ATLANTA, GA

Requires one year experience in Cad and AutoCAD and knowledge of Steelcase System Furniture, Production, Layout, Installation, Punch, Dealing with Customer from beginning to the end. Must be flexible, sharp and hard worker. This is a permanent, full-time position, 8:00 am - 5:00 pm, Mon.-Fri., salary to be discussed at interview. Please call for appointment or fax résumé to Lee Fukartas, President at TEL 404/885-9000 or FAX 404/885-9969.

# Everyone sits at a used desk. Why pay new prices?

You can purchase brand  
name preowned furniture at  
prices 80% less than new.



*Specializing in Herman Miller  
and Steelcase office furniture.*

*NFL has Atlanta's largest  
inventory of used workstations,  
desk chairs and files.*

## NATIONAL FURNITURE LIQUIDATORS

151 14TH STREET • SUITE 102 • ATLANTA, GEORGIA 30318  
404.872.7280 • Fax 404.872.7044 • [www.nflinc.com](http://www.nflinc.com)



International Facility Management Association  
Atlanta Chapter  
P.O. Box 43306  
Atlanta, Georgia 30336-0306



### DIRECTORY UPDATE

Note corrections to  
mailing label at right  
(include phone/fax  
numbers).