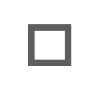
**Interview, Resource Management Program, Project Air Force, July 22, 2025.**

**Transcript**

July 22, 2025, 5:33PM

 **Todd Helmus** started transcription

 **Anna Jean Wirth** 0:03  
More often it will. If you have. Do you have whatever it's called, copilot. If you record a meeting, it will give you like a like. If you join a meeting midway through, it'll summarize what you missed.

 **Todd Helmus** 0:03  
Does it?

 **Anna Jean Wirth** 0:15  
It's great.

 **Todd Helmus** 0:16  
Where's copilot?

 **Anna Jean Wirth** 0:17  
Do you have to sign up?  
You have to sign up for the pilot. You have to sign up for the pilot.

 **Todd Helmus** 0:18  
I I'm still figuring out this stuff.

 **Anna Jean Wirth** 0:20  
But you can't.

 **Todd Helmus** 0:21  
I'm gonna do that.

 **Anna Jean Wirth** 0:22  
The pilot of copilot.  
The meeting stuff is cool though.  
Anyway, sorry. Please let's continue.

 **Todd Helmus** 0:28  
I I realize there's like a lot I don't know.  
I'm not.  
I'm not like AI methods expert though. I'm learning I'm trying.

 **Anna Jean Wirth** 0:35  
Same, yeah.

 **Todd Helmus** 0:36  
Like I'll immediately after this I will sign up for copilot.  
So I I I I do my due diligence when I hear about it.  
So OK, so tell me about.  
Tell me about the the unit that you and staff run.  
We're really interested in, you know, for that particular line of work, what methods really sort of stand out if to the extent that any particular ones stand out.

 **Anna Jean Wirth** 0:50  
Yeah.

 **Todd Helmus** 0:58  
Out.

 **Anna Jean Wirth** 0:59  
Yeah. So our our unit is quite diverse.  
So we run the resource management program within ran Project Air Force. From a topic standpoint, this covers resilience base resilience, which can be a lot of different things like bombs to like floods. So range of things that you would want to be resilient to.  
We do.  
A lot of cost analysis work, acquisitions policy, defense, industrial base policy.  
And logistics, it's a it's a wide portfolio.  
So we also use a really wide range of methods. I would honestly say we use almost all the methods except for like the whole category of methods that are like really people centric. There's like the whole category of like people, stuff that like economists do very often we.

 **Todd Helmus** 1:50  
Like what's that?

 **Anna Jean Wirth** 1:50  
Just, you know like like.

 **Todd Helmus** 1:52  
When you said people stuff, I was thinking like qualitative, like interview.

 **Anna Jean Wirth** 1:55  
No, no, no, no, no, no.  
I mean like, like personnel data analysis.

 **Todd Helmus** 1:59  
Oh, OK, yeah.

 **Anna Jean Wirth** 2:00  
Or, you know, like recruitment, like, you know that there's like this whole category of like may or may not need to be in a cold room. People, military personnel related data. We don't do anything that will but we pretty do pretty much do everything else so to give.

 **Todd Helmus** 2:12  
Mm-hmm.

 **Anna Jean Wirth** 2:16  
You an idea?  
Starting with the qualitative, we do literature reviews, we do interviews.  
Sometimes we do focus groups, but the full range of qualitative.  
Methods.  
Where we're doing expert elicitation to less formal qualitative methods.  
So just, you know, doing structured interviews, interview coding using deduce or other sorts of methods.  
Structured reviews of policy documents policy review. We do all of that, all of that kind of research. We also do quite a lot of like desk research, right?  
So if you're doing defense industrial based research, doing that desk research of you know what companies are doing, what and what's the you know.  
All that kind of I don't what to call it other than like desk research, find out information about topics in a structured way.

 **Todd Helmus** 3:04  
Yeah.

 **Anna Jean Wirth** 3:06  
So that's that's one category of things that we do.  
We also do quite a lot of cost analysis work and this is very much its own discipline, which is why I'm treating it as such. It is quantitative analysis.  
Using largely linear relationships between established cost and parameters of systems.  
To broadly predict the overall, you know future cost of another system, broadly speaking that is cost analysis. Then we do like a whole other set of work I would call.  
Miscellaneous quantitative analysis. I'm not sure.  
So this could include modeling and simulation.  
We have several bespoke models or end simulations that we use in our program that have, you know, been made for a particular purpose that are used over and over again.  
We have a lot of like off the cuff, quantitative analysis.  
You know, I have seven different kinds of data. They don't talk to each other.  
One's qualitative put them all together into a meta model and come up with an answer that's as quantitative as possible.  
Kind of stuff.  
And then we also have a whole range of natural hazards work, which tends to have its own very specific flavor.  
Also very quantitative and that's looking at sort of like the geographic and time trends of things like flooding and wildfires and you know things of that nature which tends to be much more data sciency.

 **Todd Helmus** 4:37  
Hmm.

 **Anna Jean Wirth** 4:40  
So very robust.  
Deep data sources.  
That are being compiled to generate statistical insight.  
So that leads much more statistics, I think.  
That's it.  
I think it's everything I think we do everything, almost everything.

 **Todd Helmus** 4:54  
It's everything.  
Yeah, that's that's the common answer I get.  
Which which is, I think reassuring in some ways that applying a lot of different tool sets to a variety of different problems.

 **Anna Jean Wirth** 5:07  
Yes.

 **Todd Helmus** 5:07  
Which is I think, a string, a strength that Rand.  
And having that that that large quiver.

 **Anna Jean Wirth** 5:14  
Steve.

 **Todd Helmus** 5:14  
To to address issues as as as need be. Is any of those like? I don't know. I I I it's always a funny question because.  
The answer is vary a lot, but do do you have any sense? Are are some methods more important than others, or do some methods yield a more actionable outcomes more?  
Important outcomes more. I don't know how to. You know how you would phrase it, but do do you.  
Do you have sort of a sense? Are any methods like particularly critical to your line to your line of work?

 **Anna Jean Wirth** 5:50  
Umm.

 **Todd Helmus** 5:51  
And you get and you can answer that anyway you want frequency, robustness, importance.

 **Anna Jean Wirth** 5:54  
Yeah. So let's talk about frequency first.

 **Todd Helmus** 5:55  
Well, yada, yada yada.

 **Anna Jean Wirth** 5:59  
I think every single project relies on some degree of qualitative methods because you know, in an FFRDC in particular, but particularly in our unit.  
Most of us at Rand do not know the problem well enough to just, like, throw our like, whatever big Rand brains and whatever great ideas we have to solve the problem that is usually going to be wrong. So they're always.  
Always has to be a lot of talking to people who know things because we do not know things.  
I mean, we know things, but we don't know the right things, right?  
So I think an element that always falls across all of this is some degree of structure discussions with subject matter experts and then figuring out how to translate.  
You know what has been said into.  
Not just actionable insights for the client, but also actionable insights as to like what methods to apply.  
What data sets do we need?  
You know how to actually scope the problem.

 **Todd Helmus** 6:56  
Yeah.

 **Anna Jean Wirth** 6:58  
So that's gonna happen across every like every single project should be doing that.  
And if they're not?  
That so that's that's one unifying thing I think across the board.

 **Todd Helmus** 7:10  
And I feel I should, I should say like it. It seems like that sort of applies randwide to a lot of different things.  
I mean, not every project is like that.

 **Anna Jean Wirth** 7:18  
Yeah.

 **Todd Helmus** 7:19  
Some projects are pretty, you know, right off the bat you kind of know you need to do XY and Z and it's none of those things.

 **Anna Jean Wirth** 7:27  
Yeah.

 **Todd Helmus** 7:28  
It's particularly health projects I think sometimes, but but it seems like that that could apply to a lot of different units. So I really like that description.

 **Anna Jean Wirth** 7:31  
Yes.  
I think it depends.  
I I tend to like client driven versus grant driven. I think are two very different things. If it's a client driven project, there has to be quite a lot of talking to the client and then we go back and figure out how to like do the thing and.  
Do the research, but like there has to be quite a bit more dialogue and all the FFRDC work almost exclusively is client driven.  
So that's why that's so important, but.  
I think I couldn't possibly choose a quantitative some of the more.  
Quantitative methods for the toolbox because we have like such a disparate portfolio that like there is a critical tool for every portion of the portfolio, right?  
So if we're doing cost work, then like all the classic cost analytic tools that that is it, right? If we're doing resilience work, there are a couple of bespoke models that we have up on the high side that are really, really critical to being able to do that.  
Work.  
Or or skill sets.  
So it would be very difficult for me.  
I could write it out for you.  
But it's not gonna be like I can't narrow it down to a single one just because of how diverse our portfolio is.  
And yeah, there's not.  
There's nothing that's really cross cutting other than, like, vaguely like quantitative things, which is I think, not specific enough to be useful to you.

 **Todd Helmus** 8:53  
Yeah. So the, the, the quantitative work you do is highly variable, highly heterogenous.

 **Anna Jean Wirth** 8:59  
Yes, very heterogeneous, yeah.

 **Todd Helmus** 9:02  
Yeah. And and.  
Have you and out of curiosity like thinking about the work stream on the qualitative stuff as it applies to you guys?  
Like.  
If we can dive into into that a little bit.

 **Anna Jean Wirth** 9:16  
Sure. Yeah.

 **Todd Helmus** 9:19  
I.  
I mean is it?  
Is it structured interviews?  
Are they generally semi structured conversations?

 **Anna Jean Wirth** 9:26  
Yes.  
Both. Yeah, both. Both are really important, I think.  
The the the.  
Yeah, structured and semi structured.  
Interviews are incredibly important.  
I would also say if we're just gonna group into qualitative category and I do think this is like a specific thing, if we're thinking about like tools, AI tools that we need like review specific review and parsing of DoD policy documents is a very specific thing that we.  
Do all the time, but because the language is kind of like its own thing.  
It can be a little bit hard to do that with some of the off the shelf AI tools if we're sort of starting to extend into thinking about applications.  
So I think it's relevant to separate that.

 **Todd Helmus** 10:16  
Like doctrine? Or is it?

 **Anna Jean Wirth** 10:18  
It can be doctrine, doctrine, policy or like in in the Air Force they're called techniques, tactics and procedures TTPS.  
Policy memos, even if we wanted to expand it to just like reviewing materials provided by the military.  
That sounds very vague, but it is not, because the language used by the military can be different.  
It is its own thing, so it can be quite difficult to, for example ask.  
I have tried without a lot of success asking LLMS. To summarize, you know, stuff that's coming straight out of the military.  
Sometimes it works, sometimes it doesn't because it is like its own language. I know that this is like a specific problem I know is Nelson Lim on your list of people to talk to?  
You probably should. He'll have thoughts.  
It's something that he has tried to to to fix a little bit, but it's it's not. It's not easy.  
So the content of what is being reviewed and like a document, literature, whatever review for military focused material I think is its own category.

 **Todd Helmus** 11:24  
Is the is the issue for those that like you that you get you get a tranche of documents from the sponsor or from other places?  
Now they're like, OK.  
Now we have this big tranche of documents we have to do something with it.  
Or do you have to go out and search documents?

 **Anna Jean Wirth** 11:38  
Both. It's a really great day when we get a huge tranche of documents from the sponsor.  
That's like easy mode.

 **Todd Helmus** 11:43  
They always promised the documents.

 **Anna Jean Wirth** 11:47  
You don't always get them.  
Yeah. Yeah. I had one sponsor on a not for this unit who gave me, like, literally like 1000 documents off the the get go, which was both like a blessing and a curse, right?  
But at least we didn't have to go looking.  
Gave it to us all, but that's it's it's both of those things, yeah.

 **Todd Helmus** 12:09  
So. So in that sense, one could imagine like to the extent that there's you have to search for documents then then if the documents are given to you, then that's great, that step's taken care of.  
But otherwise the first step is is is searching for the relevant documents and not all these are on the Internet I bet.

 **Anna Jean Wirth** 12:25  
They're not.

 **Todd Helmus** 12:26  
So it's not like it's not like you your search engine's gonna play a role on that.

 **Anna Jean Wirth** 12:31  
Yeah, for some things it does. Others it doesn't.  
There are a few sites like.  
All, all unclassified Air Force doctrine is in one place, conveniently, which is nice.  
But it's not like super friendly to search for it like you have to kind of know what you're looking for.  
But like all the documents are there.  
But yeah, I would just say like a category of thing that we often have to do is assimilate a bunch of information from the military about military things.  
That has been provided to us or we need to go forth and try to make sure we didn't miss anything like some policy or some memo from the Secretary of Defense that speaks to this thing.  
And it's the same problem that you know, someone would have on a health project, right?  
But it's a specific genre.  
And way of describing things.  
Yeah.

 **Todd Helmus** 13:27  
And and and so when you when you get these documents is it are you looking for like?  
Nails in it. Is it nail in a haystack?  
Is that it?  
Pin in the haystack is that the? Is that the phrase? Is it?

 **Anna Jean Wirth** 13:40  
Sometimes, yeah.

 **Todd Helmus** 13:42  
Is it? You're like looking for, like little little Nuggets here and there to try and tell a story or or or try to understand the policy.

 **Anna Jean Wirth** 13:50  
Sometimes.

 **Todd Helmus** 13:50  
Or is it more like OK, we have all these documents now we need a structured approach to analyze all of these documents.

 **Anna Jean Wirth** 13:57  
It can be both of those things.  
I'll give you a couple of range of use cases, so one of the most simple ones would be like I'm trying to make a model of some logistics thing like how to move thing from point A to point B or how to fly this many planes in this.  
Period of time. I need to know what a reasonable number is to assume for how fast a particular plane flies, or how long it takes to put gas in it or all these things.  
All these planning factors are.  
Somewhere. Maybe it's like, oh, the Air Force didn't exercise and gave us a PowerPoint, and they had a dude with a stopwatch. And look how convenient they've recorded all these steps for you. And maybe that's like half of your answer and maybe the rest is in this, like.  
TTP on aircraft refueling and it gives like planning factors or maybe the rest are in this training document for pilots to like whatever. So you're you're pulling together like OK.  
What are credible sources to fill in all the parameters of my model so that I can est?  
How long it's gonna take me to fly from here to there to go do work.  
So that is a use case like finding numbers to put into models is a whole that is looking for a very specific thing.  
Another category is like a much less structured question, like how does the Air Force depot?  
Which is the place where they repair a lot of do really difficult repairs for a lot of different kinds of aircraft.  
How does the Aircraft Depot plan for surge?  
It turns out that like there are seven different organizations within the depot, there's one big Daddy plan.  
And then every every organization has their own little plan that falls into the big one.  
And they're all kind of written the same way.  
And if we just wanted to know, like, what's the plan for going to war for the depot, we'd have to comb across all these documents.  
But they're all a little bit different.  
Who talks to who?  
Like we would want to try to interrogate who's who is responsible for doing this thing.  
To try to paint a picture of like how that planning works by synthesizing a lot of documents that were, you know, designed by humans at varying levels of quality and attention to detail, right.  
So that is another very common use case and then another use case that sort of in between those two extremes would be like what is the rule?  
Like how much money am I allowed to spend before this acquisition rule kicks in?  
And that would be like looking for a more qualitative piece of information, but about a specific thing.  
So there's like this big synthesis. Like, how does this process work?  
What's going on? There's looking for specific parameters, and then there's like looking for specific pieces of information.  
I think that's the the range of ways that we interrogate these documents.

 **Todd Helmus** 16:45  
That that was, by the way, that was an amazing description.  
I was.  
That was really helpful for for for me.

 **Anna Jean Wirth** 16:51  
I'm fine.

 **Todd Helmus** 16:54  
That that makes a nice little chart.  
And I imagine that the number of documents varies as well, right?  
Sometimes it's a large trove.  
You gotta you gotta weed through and other times.  
It's just a small number of documents that you sort of know what you have to to pull from.

 **Anna Jean Wirth** 17:13  
Yeah, I mean, I'm looking at like, I'm just gonna pull up one of my projects right now.  
I happen to be leading a very qualitative project that, alas, we thought was gonna be quantitative but was not.  
And I'm gonna just to give you an idea of how many.  
Can tell you.  
I think we have something like.  
There are 22 and this is like the filtered version.  
There are 22 policy and guidance documents and various levels of the document or of the government that we felt were important enough to our problem to review closely, like really closely.  
That's actually a lot of documents.

 **Todd Helmus** 17:59  
Like you're reading, you're reading them line by line and pulling, highlighting and pulling stuff out.

 **Anna Jean Wirth** 18:01  
Read reading them line by line extracting information.

 **Todd Helmus** 18:05  
Do you use deduce?  
How do you like?  
Do you use any sort of software to help with that or is it just?

 **Anna Jean Wirth** 18:10  
So I'm not a qualitative researcher.  
I rely on other people who do this for a living. I would say deduce I've seen some. It's it's preference.  
Some people use deduce.  
Honestly, a lot of people because not everyone.  
It's not always easy to get a deduce license right? Like you know, you have to actually download the software.  
A lot of people do coding in Excel.  
I've seen a lot of like very effective ways of coding in Excel.  
And that's what I've seen the most within my sphere.

 **Todd Helmus** 18:39  
If you have an Excel spreadsheet, you have an Excel spreadsheet like these are the 20 documents and you have like 10 parameters and you're like reading the documents and filling in the things.

 **Anna Jean Wirth** 18:46  
Exactly.  
Yeah. Or it's like, OK.  
Here's the Excel sheet that's like reviewing the document like we've just we've chosen.  
We're extracting information on these like 20 to 40 things.  
Here's the excerpt.  
Like you know, just exactly the way that deduce does it.  
But you know, in a in an Excel format. So I think it's personal preference. I have never personally.  
Like orchestrated this other than like I tell someone on my team to do it and they do it and I don't really tell them how to do it, but deduce I think is the most commonly used tool. Broadly at Rand, yeah.

 **Todd Helmus** 19:18  
Interstate.  
And did you say that you've tried to use LL miss for some of these tasks?

 **Anna Jean Wirth** 19:27  
I have a little bit. I will say I get.  
I have gotten very frustrated, so it hasn't been like the most productive use of my time.  
I think.  
The unfortunately, for better or worse, the RAM tools are getting better, but like it is still like the the tools that are available like outside of the RAN ecosystem are just like a lot better than what we have inside.  
Still I it's.  
I know it's it's takes time to adopt though.

 **Todd Helmus** 19:56  
I mean, it makes sense, right?  
I mean, they got a, you got a whole like economic engine there updating and pulling in.

 **Anna Jean Wirth** 19:59  
Yeah.  
Yeah, right.  
So that's part of the reason 'cause I get I get sort of annoyed by that, but there are.  
There can be real challenges in like I've noticed I do work across the division. So for example I am doing work right now.  
I'm a scientist. By trainings I'm actually doing some science work right now over in the other division, which has been really nice.  
I've been using LLMS a lot to help with that and the depth and specificity of information I can get for science so much better.  
Than the depth and like the depth of information I can get.  
On anything on the military side?

 **Todd Helmus** 20:38  
What do you what do you mean like would like?

 **Anna Jean Wirth** 20:41  
So like basically any if I were to say like you know, could you please explain to me how like military logistics planning's works for some specific thing it will give me an answer that is not particularly helpful.  
It is very, very superficial level like even.

 **Todd Helmus** 20:59  
And this is after you've fed the documents into the system.

 **Anna Jean Wirth** 21:01  
No, no, no, no.  
This is just like in general, just like trying to summarize information or search for information.

 **Todd Helmus** 21:04  
OK.

 **Anna Jean Wirth** 21:07  
Are like, you know, get get my try to learn more about something.  
You know, that's another mode, right?  
Of like rather than using Google search trying to use an LLM to sort of like kick. Start thinking about a problem on the military side.  
It's just very shallow, whereas like I can ask like very specific questions like how does next generation?  
I literally ask today, how does next generation sequencing work today and how would I apply it to like wastewater detection and I.  
Got a very good answer, but there's no equivalent way like this the.  
Depth of the search I guess is just much shallower.

 **Todd Helmus** 21:39  
The documents just don't know the military world very well.

 **Anna Jean Wirth** 21:41  
I don't.  
Yeah. Yeah, it's just.  
It's just, it's just like superficial. It'll be like like the equivalent scientific answer I would have gotten back was, like, next generation sequencing is a new form of sequencing.  
It's more efficient than old versions, and that's like it, right?

 **Todd Helmus** 21:55  
Thank you.

 **Anna Jean Wirth** 21:56  
Rather than like, oh, it uses this specific protein and you can get down to this specific, you know, it's just different that I have found between the two. But I haven't looked at this rigorously, but that's part of the reason I haven't adopted a lot.  
Jose.

 **Todd Helmus** 22:08  
And the military documents that you guys are looking at, how much, how often are those cui?

 **Anna Jean Wirth** 22:14  
Very often.  
If especially, especially if we get a data dump from the sponsor, I would say.  
At least half of the time, at least one of those documents that we get will be cui.

 **Todd Helmus** 22:24  
OK.  
So the operating assumptions that any tool that you would be using for this needs to be able to manage CUI.

 **Anna Jean Wirth** 22:31  
100 percent 100%.

 **Todd Helmus** 22:32  
OK.

 **Anna Jean Wirth** 22:34  
Yeah.

 **Todd Helmus** 22:35  
So 5 minutes left.  
This was just like amazingly helpful description, and I assume on the qualitative stuff, I mean, I've had some conversations on the qualitative side.  
I mean, you need to think through just the research process.  
Tell me if I'm missing something, but you come up with your research question and then you.  
Come up with interview questions that you need to ask.  
Get them through HSPC and then you do your interviews and then you have typewritten notes based on those interview questions, according to sources. And then I imagine some people are doing.  
A subset of people do qualitative coding on those, and a subset don't. Depending on how many interviews you're doing, right. If you're only doing a few interviews and you don't need to do that.

 **Anna Jean Wirth** 23:14  
Yep.

 **Todd Helmus** 23:18  
But I imagine some people are are like applying deduce like codes to that data.

 **Anna Jean Wirth** 23:19  
Yeah, that's right.

 **Todd Helmus** 23:25  
And extracting it and then writing a like a a chapter based on a set like 152030405060 interviews, right?

 **Anna Jean Wirth** 23:25  
And others are not.  
Mm-hmm.  
Right. That's right.

 **Todd Helmus** 23:35  
OK.  
Yeah, I got.  
I got, yeah.  
So we've had.  
I have to add some conversation with qualitative folks and I'm I'm a qualitative person myself, so I understand intuitively that process more than maybe this systematic document search.  
So in the last few minutes. Any suggestions?  
Where do you think ran should be focusing? Like? Any thoughts about anything regarded to like investments on these topics?

 **Anna Jean Wirth** 23:55  
Yeah.  
Yeah. So I think it is huge.

 **Todd Helmus** 24:03  
To help the researchers.

 **Anna Jean Wirth** 24:04  
Yeah, I think the to the degree possible focusing on tools that are trained.  
And designed for the military problem set.  
And you really have to start getting service specific here would be incredibly helpful.  
So, like, ask Army, whoever came up with that idea was a really, really good idea, right?  
That chat bot that like talks about Army doctrine, that kind of stuff is helpful, I think.  
Like a huge amount of.

 **Todd Helmus** 24:32  
Is there ask Air Force document? Is there an ask Air Force One?

 **Anna Jean Wirth** 24:34  
So I think you should talk to Nelson Lim.  
He's been tracking this really well.  
If there is one, it's not working that well yet 'cause it hasn't made it into prime time.  
Or maybe it's trained on just a subset of documents or something, but I think these kinds of investments are really important.  
I think a lot of time is wasted on the FFRTC side just figuring out like.  
What? What is this problem?  
What? What do I look for?  
Like making sure you're not missing stuff or saying something that's really dumb.  
Because you just don't know something that, like everyone in this, you know, corner of the military service knows anything we can do on the front end to make it easier to find that information and get researchers connected to that information will be helpful.  
But until there's like cui, friendly military jargon, friendly tools, I think we're gonna have very slow AI adoption on the FORTC side.  
Which is not because people don't wanna.  
Do it.  
It's just of limited.  
It can be of limited utility.

 **Todd Helmus** 25:41  
Yeah.

 **Anna Jean Wirth** 25:41  
So that that would be my strongest recommendation is really focusing on that.

 **Todd Helmus** 25:44  
And the interviews you guys are doing are mostly cui as well, or oftentimes or can be.

 **Anna Jean Wirth** 25:50  
Often we have to be really careful because sometimes like we'll write a report and we'll think it's unclassified and it'll get bumped up to CUI. So in general, we really just have to assume that we should.  
It's good practice to at least treat everything as CUI unless you're really sure it's not CUI.

 **Todd Helmus** 26:08  
Yeah, much of that.

 **Anna Jean Wirth** 26:10  
Yeah.

 **Todd Helmus** 26:12  
Wow, this has been awesome. Thank you.

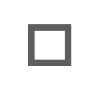
 **Anna Jean Wirth** 26:14  
No problem.  
Nice to talk to you.

 **Todd Helmus** 26:15  
That was you.  
You really do have a nice way of of of describing these things in a very systematic linear fashion.  
So I appreciate that.

 **Anna Jean Wirth** 26:25  
I strive to be linear linearity for the win.

 **Todd Helmus** 26:27  
Yeah, it makes it makes the looking at those a lot easier. So thank you.

 **Anna Jean Wirth** 26:28  
Thank you. Yeah.  
No problem.  
Thank you, Todd.  
Have a good one. Bye.

 **Todd Helmus** stopped transcription