**Transcript**

July 3, 2025, 3:30PM

 **Jonathan Aulson** 0:16  
I  
Hey, John.

 **Johnn Hesseltine** 0:18  
Hey John, hey man, give me two seconds to get something across the finish line just so you have my undivided attention.

 **Jonathan Aulson** 0:26  
Yeah, that's what.

 **Johnn Hesseltine** 1:30  
But John, you have my undivided attention.

 **Jonathan Aulson** 1:36  
Sweet. Um.  
So I am wanting to just kind of like get my head straight around what it is I'm talking to the client about as it relates to this, you know, kind of.  
Somewhat, somewhat major refactor to our approach, right? So I've I started and I don't know if this is gonna make sense. I was trying to.  
Quickly before this call sketch out like the.  
System in very sort of simple.  
Terms to talk about like the way it's set up now and the way we're gonna have to change to to to accommodate what they're talking about and.  
I'm I'm not well, so let me let me just so let let me talk about this so.  
Right now we have the UI and Dataverse and we have a API back end that that you know the the UI uses to interact with Dataverse. We've built this second API back end.  
In order to pull in budget data to the UI, and we did that because the data gateway has some constraints, so we didn't want to use that because this is a significant amount of data.  
And when this API pulls it in, what it actually does is it pulls in the budget data which is at aggregated at the monthly level and it chops it up into daily level.  
For the UI.  
So I'm illustrating this because I believe that there's some.  
Important decisions for us to make around how we're going to how we're going to accommodate what what you know this this idea of when when our system pulls in, you know quote UN quote pulls in budget data.  
What they really want us to do is first is use that budget data to calculate a year-long forecast and then persist that forecast for account managers to to to afterwards be able to come in and edit and that's that's really what they're kind of asking for.

 **Johnn Hesseltine** 4:11  
Mm-hmm.  
Yep.

 **Jonathan Aulson** 4:25  
So I think so, so.  
Because that's what they're asking for. My instinct is OK, what we're really talking about involves more than a little bit of budgeting. And so where where I want to go with this is a little bit of budgeting discovery.  
Because I think it matters. I think it matters that right now they budget at the monthly level.  
But I don't know that that's the way we want that to work next year. Once we've built up budgeting, I think maybe it's reasonable to say we need, you know, we want to budget at the daily level and.  
Because we forecast at the daily level and we're trying to use budgeted data to initialize our forecast.  
So I think it might make sense to say, OK, well, we know we're gonna budget at the daily level, so XYZ, right. And the reason I think it's a point is that we have a choice, right? We we don't.  
This API that right now is slicing this data into daily daily amounts. We could ETL the budget data out in its in its monthly form.  
To data verse and then.  
And then and then calculate the daily forecast based on the monthly aggregated budget data, right?  
So now this is like, you know, a grand total of like 15 minutes of thought before this call. So like I'm I'm looking I think first to say is the road I'm starting to head down, is it making sense from like a?  
Discovery perspective like should I? Should I take a few steps down the building Rd. here?

 **Johnn Hesseltine** 6:29  
I.

 **Jonathan Aulson** 6:30  
In order to answer some questions for forecasting, yeah.

 **Johnn Hesseltine** 6:37  
I think that's wise, John, I.  
And and by the way.  
You may find out that.  
It's.  
I'll call it not relevant or or or important. Um and uh.

 **Jonathan Aulson** 6:53  
Yeah.

 **Johnn Hesseltine** 7:00  
Well, I'll leave it at that. You may find out it's not important, or you might find that you may discover that this is the best thing you've ever.  
Thought, right? Like in terms of getting it, you know, in other words, you may uncover something where you're like, man, I'm so glad I had that conversation because the answer that I received is going to drive my immediate term.

 **Jonathan Aulson** 7:15  
Yes.

 **Johnn Hesseltine** 7:29  
Plan which by the way is going to save us and our client by the way millions of dollars in like unnecessary development. I don't I and I don't know right so like so the the if if if the question is just simply.

 **Jonathan Aulson** 7:35  
Right.  
Yeah.  
Right.  
Mhm.

 **Johnn Hesseltine** 7:47  
Is this a thread worth pulling at? It absolutely is, right? And I wanna say, you know, what is that thread? That thread is hey.  
Today, uh.  
Sounds like you guys budget at a monthly level. That's certainly the way the data is stored in the in the Town Park EDW and you know and so when we fetch it, we have to do some some gymnastics to get it to.  
A daily level, kind of, you know, call it, call it D aggregate, but um.  
And what we're wondering is.  
When we start thinking about budgeting down the road.  
Should you guys or or will you continue to budget at the monthly level rather than say the daily not so like here's what here's the thing that I don't yet get though that maybe we can wade into a little bit is.  
What if they say yes?  
They say, yeah, they say yes, I that's, you know, yes, all of a sudden that's where we wanna head. We wanna be budgeting at the daily level. That's our kind of.

 **Jonathan Aulson** 8:57  
Right.

 **Johnn Hesseltine** 9:07  
Goal and vision. Great. Why do we care right now? Why does that? Why is that important now?

 **Jonathan Aulson** 9:14  
I think, and this makes sense to me, you tell me if it actually makes sense. I think because it would mean instead of what we're doing now, which is slicing it up and putting it in the UI, we would slice it up and put it in Dataverse.

 **Johnn Hesseltine** 9:36  
We just let me think about what you just said.  
So um.  
So.

 **Jonathan Aulson** 10:16  
Can I expand on that?

 **Johnn Hesseltine** 10:18  
Sure.

 **Jonathan Aulson** 10:19  
So.  
Right now.  
We pull budget data, we display it in the UI. It doesn't become forecast data until a user comes in and clicks save, and then it only becomes forecast data for the time period that's on screen.

 **Johnn Hesseltine** 10:33  
Yeah.  
Yep.

 **Jonathan Aulson** 10:40  
I think this change.  
Would mean we're essentially using the same, at least a very similar operation to pull the pull budget data out, slice it into daily slices, but then it really needs to go like like maybe it's like this is better.  
Because it needs to go through a set of calculations that we're able to at this point.  
You know, pre account manager involvement and persist it as forecast data like we're no longer because we're and that's the big difference, right? Like we're.  
Today we're literally showing budget data, but that's not what they want. They want us to show forecast data that originated, you know, as budget, but has been transformed by calculations that our system can do.  
Even without, you know, or yeah, that's it.

 **Johnn Hesseltine** 11:46  
Um, so?  
So is is this just a?  
Is this just a timing question, John like?  
In other words, because like you described, right?  
Today.  
We're fetching budget data.  
We're doing some some wizardry on that data and we're visualizing it in the front end application.  
For the AM, for a limited amount of time, I think I'm hearing, but it doesn't actually get persisted as forecast data until that AM clicks save.  
That's that's just the way it works today now.

 **Jonathan Aulson** 12:57  
Right.

 **Johnn Hesseltine** 13:00  
Um.  
And so your comment, you might say that they're really looking at budget data in that moment if you really want to get pretty particular on it.

 **Jonathan Aulson** 13:16  
Yes.

 **Johnn Hesseltine** 13:18  
In the strictest sense, they're really looking at budget data. I OK, so I so I get that, but at the bottom line is this that.  
It it eventually like the the target, the destination that is is forecasting data, but there's two ways to think about it from in terms of how that data gets there. One way is again the current state is.  
It's really an AEM's action that causes that data to then be persisted. That's kind of coincidence and in the sense that.  
You know there's a number of ways you could scan this cat just like any technical problem or or any problem, technical or not, but any problem right? You could do something like.

 **Jonathan Aulson** 14:04  
Yeah.

 **Johnn Hesseltine** 14:11  
You know, Sally wants to load her site for the first time. Great. Well, what that really means is that there's going to be something in the back end that gets kicked off. And I'm and I'm talking super abstract terms. I'm not even really talking real meaningful technical implementation details, but something gets kicked.  
Kicked off that goes out and effectively persists. Um.

 **Jonathan Aulson** 14:32  
Yeah.

 **Johnn Hesseltine** 14:40  
Forecast data. Maybe it's even a year's worth. It's done based on the budget data. And then when the front end is done, well, when it's done and all while the front end application is saying like, hey, hang tight, right? We're getting your forecast data ready.  
Whenever that data is then visualized, once the processing is done, you're now actually looking at and potentially operating on actual forecast data.  
You could you could do it that way. You could you could as data is loaded into the town park EDW. You could have some sort of.  
Scheduled or and or more on a real time but like triggered.  
Logic, right? That says at at any time new budget data is loaded into the Optown Park EDW for a site, we kick off some back end process that then basically creates the corresponding forecast data. Think again, that could be scheduled, it could be triggered, who knows?

 **Jonathan Aulson** 15:53  
Yeah.

 **Johnn Hesseltine** 15:53  
I I guess, I guess what I'm. I think the thing that I'm.  
Well, but I and I know it just said a lot of words, but like to me that.  
It's kinda like.  
I'm really talking about like implementation choices and and they have different.

 **Jonathan Aulson** 16:13  
Yeah.

 **Johnn Hesseltine** 16:18  
Like duration implications, right? But which we should perhaps talk about, but in the end.  
It's um.  
I don't know if that's the question you're asking me, right? Like in terms of how we might do it. Maybe you are. I I don't. I'm not sure, right? And then that maybe that's what we need to get to, but it's like.  
The bottom line is this. If, well, OK, yeah, I mean, the bottom line is this, right? If they're wanting, if they're wanting.  
Forecast data.  
We have to change our approach now.

 **Jonathan Aulson** 17:06  
Yeah, yeah.

 **Johnn Hesseltine** 17:10  
Here like period, right? Like now what does change our approach mean?  
Does it mean a year's worth? Does it mean three months worth? I don't know. Those are requirements we can tease out.

 **Jonathan Aulson** 17:23  
Yeah.

 **Johnn Hesseltine** 17:28  
I mean, or does it like or like or does it mean a change, right? In other words, are they really certain? Like why? Why do they care about the current state approach we've taken? Why do they care about like in other words? And when I when I say why do they care, I just mean.

 **Jonathan Aulson** 17:43  
Yeah.

 **Johnn Hesseltine** 17:48  
I my, I think that that the fact that we're saying we're visualizing budget data in the front end.  
I think we're splitting hairs a little bit on that. Like, is that strictly true? Sure. Until they click the save button and then it's persisted as forecast data. Now now all of a sudden it's forecast data. Is that all strictly true? Sure it is.  
Is that a little bit of splitting hairs for me? I it feels like it. I'm open to being wrong about that idea, but I I guess like it's not clear to me.  
But what's the value we're really searching for? I'm not sure I'm I I I can. I fully understand it.

 **Jonathan Aulson** 18:32  
Yeah.

 **Johnn Hesseltine** 18:32  
And so maybe I'll stop for a second, John, 'cause I know I've said a ton of things, and I guess I'll just let you react to what you just heard. But these are the things that are rattling around in my head.

 **Jonathan Aulson** 18:43  
Yeah, yeah, no, that's helpful. I think part. So one thing I picked up in in listening to your reaction there, I'm I need to stay away from what the implementation.  
Of this change is going to look like. I don't care what that is, frankly, and I'm not the one to to make those decisions anyway, so, so.

 **Johnn Hesseltine** 19:04  
Yeah, sure.  
Yep.

 **Jonathan Aulson** 19:13  
Now to address your comment on.  
Uh, are we splitting hairs?  
The piece that seems significant to me.  
Is that?  
There's a step missing.

 **Johnn Hesseltine** 19:34  
Good.

 **Jonathan Aulson** 19:37  
When today an account manager logs in and they view what we're showing them in the UI that data.  
Has not.  
Considered.  
The contract details yet.

 **Johnn Hesseltine** 20:04  
OK, that's it.

 **Jonathan Aulson** 20:05  
We are literally showing them what, you know, the daily breakdown of their budget, but.  
You know, like, uh, and I'm gonna flip to the P&L view here.

 **Johnn Hesseltine** 20:15  
I.

 **Jonathan Aulson** 20:21  
If.  
If their budget is created in 2024, which it was right, and then in, you know, April of 25, the revenue share percentage changes.

 **Johnn Hesseltine** 20:28  
Yep.  
Yep.

 **Jonathan Aulson** 20:38  
We don't show that to them. And so that's the piece that is missing in it for me, right? Like that's that's where we have to change our approach from what we're doing, which I'm kind of characterizing as just showing the budget.  
To actually using budget data to calculate something and show them what I'm now calling forecast data.  
And I think that's why I was trying to monkey around with this business, because I'm trying to visualize in my head where that happens, where and when.

 **Johnn Hesseltine** 21:19  
So here's the thing I I need to. I need to get my head. I need to better understand so.  
You you describe the concept of hey, you know April rolls around and contract details change for reasons and that has implications I guess to.  
The forecast.  
Um.  
And you well.  
That has implications to the full.  
And is.  
If I don't have the forecast data.  
Then I couldn't like apply that change or well or calculate what it even means and so like there's a dependency on.  
I don't. Well, this is, this is, this is the part that I need to get on paper or something because I'm trying to keep it all in my head and I feel like I'm losing things, but like I guess you're saying.  
If I were to so April and maybe April's important because it's like.  
The first month of the second quarter, right. So in other words, in January, presumably I'm looking at my data, right, I'm on, which is the first three months of again, we start with budget data anyway.  
We save it because I've maybe I've edited it and I've saved it and so now I have three months worth, but then I'm starting to look at April.  
And as and I load it from in the from a UI perspective, I'm loading budget data from the Town Park EDW at least today and that's not going to have visualized in it any kind of implications for like hey by the way the contract's changing on April 1st or whatever.  
And to the and in fact, even when I save it, by the way.  
To make it forecast data for, let's just even call it Q2. I'm just making something up. Well, that saves not going to have any contract change applied to it or or a part of it.  
And so.  
Like, am I getting close, John?

 **Jonathan Aulson** 24:02  
You are and and not only what you said, right, April. So here we are before April. We know there's a change happening in April, but we don't see it reflected.  
Now we're in April, right? Well, I log in.  
Like, OK, so here and here this may may also help. They're they're doing their actual forecasting. The corporate forecasting doesn't happen in this tool. It happens in EDW. They look at the EDW forecast tables for all their reports.  
And and to to, yeah, so that's that's it. So they they are running their business off the forecast from EDW.  
O.  
So you know, but the way it works today, an account manager in April would have to come in to the system and save their forecast in April to pick up that change.  
But even when they do that, that does not affect May, June, July, like the rest of the year isn't affected. So we now, you know now we've corrected April, but the rest of the year.  
Is.  
It has just budget.

 **Johnn Hesseltine** 25:33  
Why is that true? Why is that true?

 **Jonathan Aulson** 25:38  
Because we only save forecast data, so so.  
The account manager logs in. You get it.

 **Johnn Hesseltine** 25:45  
Oh, oh, I think it finished the thought, but I think I get it.

 **Jonathan Aulson** 25:48  
Yeah, so so the our calculations run when the account manager logs in and saves their forecast. That's that's when they're actually because when they come to this PNL, this PNL view has an API that's pulling right out of BDW budget.

 **Johnn Hesseltine** 26:06  
Yep.

 **Jonathan Aulson** 26:07  
And it doesn't. So. So when they land on this page in April and they've and they've saved April, they have to save it first. By the way, they save April, then they go to their P&L, they'll see the correct April. But every you know from May forward is gonna still be budget.

 **Johnn Hesseltine** 26:25  
I mean, that just feels like, yeah, OK, so that that.

 **Jonathan Aulson** 26:30  
Yeah.

 **Johnn Hesseltine** 26:32  
Everything from May onward will just be budget.

 **Jonathan Aulson** 26:37  
Right.

 **Johnn Hesseltine** 26:39  
I I'm going to be, well, I want to be real careful here, John, because I don't, you know, because we keep on talking about.  
Where we've been talking about some of the implementations and the hows and like.  
I don't know if I want to talk a lot about that yet, like that is why we're talking.

 **Jonathan Aulson** 26:58  
Yeah.  
Yes.

 **Johnn Hesseltine** 27:03  
What you just described is is why we're even having this conversation. We can get to how we might solve it, but.

 **Jonathan Aulson** 27:10  
Right.

 **Johnn Hesseltine** 27:14  
Um, so.  
That said.  
I mean if I'm oversimplifying John and tell me but.  
Well.  
Did we miss here like?

 **Jonathan Aulson** 27:47  
Everything we talked about with Town Park started in this paradigm. As an account manager, I log in.

 **Johnn Hesseltine** 27:51  
Yep.  
Yep.

 **Jonathan Aulson** 27:58  
To to make my forecast.  
But that's not what they want.  
What they want is the forecasting system once budget is ready.  
Creates a 12 month forecast for account managers to then go edit.  
That's what they that's what they want. It's just it was never articulated that way and and you know we didn't pull it out that way. So did we miss I I'm not you know I won't answer that right now but but I think it's I you know it's a paradigm shift is what happened and.

 **Johnn Hesseltine** 28:30  
Yeah, yeah, yeah.

 **Jonathan Aulson** 28:36  
And we've been.  
But we finally learned, you know what what the real deal is so.

 **Johnn Hesseltine** 28:49  
But let's just even say.  
That we had.  
Already done this? Let's just even say for the sake of example that we had already.  
Implemented some scenario where, yeah, we save off, you know, the the year's worth of budget data.  
Or we take the year's worth of budget data and save it into the.  
Power Bill forecast data.  
We transform it right and we persist it into the power bill system as as the core test data for the year and then.  
AM's can go edit that as they want that sure, but.  
Even in that scenario, if I were to then.  
Change the contract details for a site. Did did we even, I mean are we able to support the concept of that would then update my forecasts? I mean well automatically or like?  
Would we have said, sure, go update the details, but you're now gonna have to go manually reflect that in your forecast through the end of the year.

 **Jonathan Aulson** 30:11  
The second one.

 **Johnn Hesseltine** 30:15  
Interesting.

 **Jonathan Aulson** 30:15  
Not, not. That's not a purposeful, by the way, outcome. That's the way that's that's what ended up happening. Um.  
The.  
Well, you know one, well frankly from from the start forecasts were kind of defined as a 90 day forecast, right. And and so that's the scope within we've been within which we've been working.

 **Johnn Hesseltine** 30:42  
Yeah.

 **Jonathan Aulson** 30:47  
What has come to light is that, well, actually it's a it's a 12 month forecast that they edit 90 days at a time.

 **Johnn Hesseltine** 30:48  
Yeah.  
John, that's a that's a that's a new requirement.

 **Jonathan Aulson** 31:01  
Yeah.  
Yeah.

 **Johnn Hesseltine** 31:04  
I mean.  
I'm not saying that 'cause I I think you don't understand that. I can only assume that you arrived at the same conclusion, but I in the.  
With respect to telling a story to our client, I don't. I mean, I don't.  
Maybe I've heard that now. Now we need to finalize the story, but like if they've not yet, if if they've either a not yet heard that comment or they heard it, they just don't understand it.  
That's a place to start like this is a.

 **Jonathan Aulson** 31:39  
Yeah.

 **Johnn Hesseltine** 31:40  
This is just a brand new requirement and listen, we're happy to go and deliver it, I think in the end if that's if that's what we prioritize.

 **Jonathan Aulson** 31:44  
Yeah.

 **Johnn Hesseltine** 31:48  
You know, but.  
It's just that's just a brand new requirement. Unless I unless I've missed something, I'm not in every conversation that you're in, so I'm kind of leaning on you to validate that assumption. But this feels like a brand new requirement to me.

 **Jonathan Aulson** 31:53  
Yep.  
Yeah, no, absolutely. It's and today. That's why today's so critical for me. I, you know, here's this is our.  
This is my this is our first.  
Reaction conversation right to to learning this requirement. And so I really need to like frame this with them correctly and just make sure everyone's on the same page. I don't. I don't think it'll be a problem.

 **Johnn Hesseltine** 32:29  
Yeah.  
I think.

 **Jonathan Aulson** 32:34  
'Cause there's certainly, I mean, you know, worst case scenario, right? There's no language anywhere that talks about a 12 month forecast. Uh.  
So this is this is certainly new, right? But but yeah.

 **Johnn Hesseltine** 32:45  
Yeah, yeah, yeah.

 **Jonathan Aulson** 32:50  
And I don't even think they really understood like that that what they're.

 **Johnn Hesseltine** 32:51  
Yeah, I.

 **Jonathan Aulson** 32:57  
That's it. I don't think they really understood that that's what they're asking for. Um.  
Because what they did previously was not a 12 month forecast. They were going into their forecasting file and forecasting like a month ahead, right? They're coming in the day before the month ends and trying to forecast the the next month, you know, that kind of crap, so.  
So I think this is like us all learning what what they want the future to be, you know?

 **Johnn Hesseltine** 33:28  
Yeah.  
And I think that's the story, right? Like.  
This is what I mean.  
This is what we understood to be.  
The requirement right? Is this?  
Um.  
Well, like I frankly, I think that.  
3-3 months, right? Was the requirement, was it not?

 **Jonathan Aulson** 33:59  
Correct. Yeah.

 **Johnn Hesseltine** 34:03  
Now.

 **Jonathan Aulson** 34:04  
And that's the requirement for the account manager, right? Like they were supposed to come in and forecast for three months forward period where they're they're asking for features that make that happen.

 **Johnn Hesseltine** 34:12  
Yeah.

 **Jonathan Aulson** 34:19  
Automagically, like without an account manager doing anything, they want us to make their budget more intelligent and save it as a forecast.  
Uh, you know as a as a process, so.

 **Johnn Hesseltine** 34:36  
Yeah, I mean, that feels like a net new ad.

 **Jonathan Aulson** 34:39  
Yeah, yeah.

 **Johnn Hesseltine** 34:42  
Which cool again, right? Like, I don't. Frankly, I don't even know that I dislike it. I just, I think it makes sense. Actually, I think it's just new, that's all.

 **Jonathan Aulson** 34:44  
Yeah.  
Yeah, it is.

 **Johnn Hesseltine** 34:58  
Am I helping, John?

 **Jonathan Aulson** 35:01  
I think so. Um.  
So yeah.

 **Johnn Hesseltine** 35:05  
Yeah, so like this, I don't know. I'm not sure certain I understand.  
Why they need to see it or or if you do feel like they need to see it, what they're supposed to get from it. I'm not. I don't follow it yet.

 **Jonathan Aulson** 35:10  
What?  
No, I this was mostly I was kind of trying to visualize it for myself to think about, OK, you know, this is where we're at. What would we change? What's the what's the shortest path to get where we need to go?

 **Johnn Hesseltine** 35:24  
Yeah.

 **Jonathan Aulson** 35:34  
But like I said, I need to stay away from this. It might.  
Be something I look at, but for them the conversation is really here and and the idea that you know, OK heard what you want to happen is a 12 month forecast.  
Automatically and then have the account managers edit it 90 days at a time. Um, yeah.

 **Johnn Hesseltine** 36:04  
Right. I mean like that's.  
Was I going to say like um?  
I just don't. I just think, I don't think they've they had articulated that prior to your point.

 **Jonathan Aulson** 36:27  
Yeah.

 **Johnn Hesseltine** 36:29  
Um.  
I mean.  
Again, it's almost as if we.  
To some degree.  
Kinda re you know re platformed the forecast file although.  
We did extend it to 90 days.  
But they're really looking and and articulating now and asking for now something even more than that.  
Which again, I don't, I actually think makes sense.

 **Jonathan Aulson** 37:08  
Yeah.

 **Johnn Hesseltine** 37:08  
By the way, but um.  
We need to. That's just a new requirement and.  
And we need to think about there are technical implications, right, that we need to think through, right, you know and but.  
But I guess like that's that's kind of the other part of the conversation is just, hey, helping them understand, making sure we're all aligned that like this is not.  
It's not a requirement that that you know was planned for, it's just unplanned.  
And so.  
If we really want this as a part of this phase.  
We need to make sure, well, either one, make sure the.  
The current state, you know, kind of design supports it, which I I don't think it does right and.

 **Jonathan Aulson** 38:12  
Yeah.

 **Johnn Hesseltine** 38:14  
And assuming that's the case, then we need to.  
You know, I think we can say listen we so if this is the if, if you really want to prioritize this, we need to come back to you with.  
You know what the corresponding effort would be and what the implications are for other items that now need to get pushed out, at least for this first phase. If they do, I I I'm I'm assuming that would mean that. Maybe it doesn't mean that I we're getting now again, we're getting into like this is we can't.

 **Jonathan Aulson** 38:43  
Yep.

 **Johnn Hesseltine** 38:50  
Possibly answer that question without knowing what the impact of doing this would be, right?

 **Jonathan Aulson** 38:56  
Yep, Yep, Yep.

 **Johnn Hesseltine** 38:58  
But.

 **Jonathan Aulson** 39:00  
Yep. So I think, I think this is good. I think this is crystallized like my approach and and and language around this issue, right. It also has.

 **Johnn Hesseltine** 39:12  
Yep, Yep.

 **Jonathan Aulson** 39:15  
I think clarified where I want to focus with them, which really is, is more around budgeting, frankly. I mean, I think I get what they're asking for. I'll confirm that with them, but then we need to explore budgeting and and what the future of that looks like.  
To understand what our best.  
Most you know what what kind of strategic changes we would we would make to support this and then obviously it's the the legwork of you know sizing and impact analysis.  
Which we can do so.

 **Johnn Hesseltine** 39:55  
Yeah.  
Yeah, 'cause I get, yeah, 'cause I I was just saying, 'cause I guess we're saying.

 **Jonathan Aulson** 39:57  
Yeah, I think, yeah.

 **Johnn Hesseltine** 40:02  
I mean after everything we just said, then the other consideration is.  
Looking down the road at budgeting.  
Is it? Um.  
Um.  
Is it a?  
Well, I don't know. I I maybe this is the dot that I'm still or the dots that I'm not fully connected. I mean, I'm not suggesting that that there's not value in talking about budgeting.

 **Jonathan Aulson** 40:39  
Yeah.

 **Johnn Hesseltine** 40:41  
But I'm still it's still like, so like, what? What are we gonna uncover, right? Like.

 **Jonathan Aulson** 40:47  
The big one for me is are you like I assume.  
That we're forecasting at a daily level and at a job code level, 'cause that, yeah, that's it. So you know or or rather what we're doing today is forecasting at A at A.  
Daily and job code level. Do you are it? But what you're budgeting is at a monthly and and job profile level.

 **Johnn Hesseltine** 41:19  
Yeah.

 **Jonathan Aulson** 41:20  
You know, let's line, let's figure out if that's gonna change or not, because I think it does. I think it has implications for how we would address it.  
In order to, you know, minimize, rework, et cetera.

 **Johnn Hesseltine** 41:37  
Yeah, I think you're, I think I'm with you there, OK.

 **Jonathan Aulson** 41:40  
OK.

 **Johnn Hesseltine** 41:41  
I like it.

 **Jonathan Aulson** 41:41  
All right. Well, thank you, Sir. I think this helps. Um.  
I know, just as a quick side note, Cesar is like putting thoughts down today and tomorrow around, you know, pieces of the architecture that we need to think about for this and ideas on how we would address it, et cetera.  
And I think that's gonna be a topic for us next week. I I heard we didn't do the architecture meeting this week, and I've been meaning to follow up with you there.

 **Johnn Hesseltine** 42:12  
That's on me. I just didn't have no that that's that's me. That's not him. I the two two items that I was gonna kind of review just just haven't reviewed. So that's that that's all that is.

 **Jonathan Aulson** 42:18  
OK.  
Got it. OK. OK. I I wasn't. I was relatively sure you knew I was gonna be out that day and just wanted to make sure it wasn't that as bad. Yeah.

 **Johnn Hesseltine** 42:34  
Oh no, no, we got and we got together, but whenever.  
I communicated that like, hey, I just don't have anything. Then we said great, let's get this time back. And that was it.

 **Jonathan Aulson** 42:46  
Yeah.  
Got it. OK. All right, man. Well, thank you for the help.

 **Johnn Hesseltine** 42:51  
All right. Thanks, John.

 **Jonathan Aulson** stopped transcription