



CITY CONFERENCE MINUTES  
ATHLETIC DIRECTORS & ADMIN DESIGNEES  
TUESDAY, JANUARY 21, 2025 – 8:30 AM  
CANYON HILLS HIGH SCHOOL  
[PARKING PASS](#)

**SANDIEGO**  
CITY CONFERENCE

**PRELIMINARY**

**FUNCTIONS.....**

**(ITEMS 1-3)**

Meeting was called to order at 8:35AM.

SDCC MEMBERS PRESENT: .....Listed by school alphabetical order

J. Pisapia, Y. Liew, C. Cope, J. Briggs, R. Hoffman, A. Nowak, A. Brooks, K. Butcher, R. Villery, J. Boertmann, V. Stahley, M. O'Kelley, J. Sachs, A. Quesnell, B. Hester, D. Fai, N. Floyd, R. Mabanta, R. Peters, R. Jackson, J. Fowler, R. Lardizabal, J. Palacios, E. Leszynski, M. Lincoln, K. Soares, J. Clark, J. Pacofsky, M. Diaz, R. Matuk, P. Coover, J. Stepner, R. Parra, T. Wilson, M. Haupt, A. Villalobos, D.

Asuncion, J. Heinz, S. Giusti, S. Srsic, L. Jones, K. Escriba, D. Rogers and J. Stanley

All full member schools present

1. President's Message.....Scott Giusti, City Conference President
  - a. Mission Fed Fall Student Athletes of the Year ([click here](#))
  - Shared the fall student athletes of the year and congratulated the selected schools.
  - Reminded everyone that winter nominations are due to S. Giusti as the Conference President by Friday, February 21st.
  - Late submissions are better than not submitting at all so the conference would appreciate receiving any missing information so the students can be recognized.
    - b. Status on Signs for the Branding of SDCC and SDUSD at CIF Championships ([click here](#))
    - Thanked everyone for their support and shared this was a great branding opportunity for the conference.
    - Please reach out to D. Rogers before winter playoffs if there are any issues with signs or any are missing.
      - c. Proposal from LJHS: SD City Conference proposes to move the start date for all fall sports to July 30 (earliest date possible). Reasoning: This will help recoup lost practice time due to the new 5 day acclimation period. CIF timeline ([click here](#))
    - This is going to the CIF Board of Managers meeting tomorrow as a first read.
    - The conference will need to work with CIF to change the language of the proposal.
    - State CIF is also exploring common start dates, as well as common sit out period dates.
      - d. Coach Contact Information ([click here](#))
    - Requested that Athletic Directors update the coach information for winter sports.
    - J. Stanley will continue to monitor to make sure the information is up to date for each season.
    - S. Giusti's expectations as Conference President are that 1) the information is updated when J. Stanley reaches out and 2) athletic directors let her know that it's been updated.
    - Like last year this will be done at every SDCC meeting.
      - e. CIF Student Advisory Council Status Update
    - S. Giusti will be checking in with school sites.
      - f. Miscellaneous
    - A brief update was provided on the Lincoln High School girls basketball program.
    - Congratulated and thanked R. Jackson for his time serving as the Madison High School Head Football Coach.
    - Advice was given for Athletic Directors to have conversations with coaches about policy change rumors versus school/district policies. Any updates or information will be shared upon receipt.
  2. CIF  
Message.....CIFSDS Representative
    - a. Discussion Items for CIF Board of Managers Meeting on 1/22/2025
    - CIF Commissioner J. Heinz wanted to bring items on the agenda to the conference's attention.
    - This includes a draft of the 2025-26 CIF Master Calendar, league champions and hosting first round playoff games, which if it passes it will be implemented in the upcoming winter and spring seasons, the 2026-27 CIF State calendar is in the works, first read implementing State championship for boys and girls soccer, looking at disciplinary transfers, and adding an additional cross country division at the State level per the San Joaquin Section to close the gap.

- The football playoff format and structure is also being discussed, if there are significant changes then it would come back to governance.
  - b. 2024-25 Winter Sports Score and Schedules Deadlines
- J. Stanley forwarded a reminder email from CIF on Friday, January 10th.
- Some schools required follow up so sites should plan accordingly each year to ensure CIF's deadlines are met.
- CIF Commissioner J. Heinz thanked schools for their submissions and support and shared that wrestling is being asked to upload dual sheets.
  - c. Status Update On Next Steps In SDCC All-League and All-CIF Per the CIF Green Book Bylaws
- This was discussed at the last Conference Presidents meeting, a committee is going to be put together to discuss.
- Fall All-CIF teams are posted and will be printed for student-athletes soon.
  - d. Additional CIF Items
- A couple reminders were shared, including that bylaw 600.2 needs to be followed.
- A discussion was held related to 7th and 8th grader participation in out of season sports/AAU.
- The San Diego Unified School District outside season of sport committee will reconvene to take another look and invites anyone else who is interested to join.
- Bylaws 510 and 207 related to pre-enrollment are going to change.
- CIF will be clearing fall sports transfers starting July 1st. The priority is clearing spring, then fall and winter.
- America's Finest Charter School is applying for full CIF membership, it is going forth to the Board of Managers. They were not approved when they last went through this process in 2019.
- R. Jackson asked about the overlap in the dates on the CIF Master Calendar for winter/spring but not in fall/winter. It can be discussed if needed.
- M. Haupt asked about sit out period fairness referencing basketball tournaments and eligibility.

3. Approve City Conference Meeting Minutes from 10/15/24 ([click here](#))

- 1<sup>st</sup> by T. Wilson, 2<sup>nd</sup> by R. Lardizabal, no discussion, no opposition, no abstentions, all in favor, approved unanimously.

## PRESIDENT AND DIRECTOR'S INFORMATION

### ITEMS.....(ITEMS 4-8)

4. Quick Hits
  - a. SDUSD Transportation Stories and Potential Impacts of 2025-26
  - D. Fai is requesting assistance with the after hours access phone number.
  - S. Giusti will be requesting a meeting to discuss pricing for 2025-26 and any other potential impacts.
  - K. Butcher asked if having an extra license would allow for vans of more than ten people to be driven, S. Srsic will ask and share the response with K. Butcher.
  - M. Diaz asked about charter buses.
  - S. Giusti shared there are plans to put together a transportation committee.
    - b. SDUSD 2025-26 Athletic Eligibility Grading Period Dates ([click here](#))
  - S. Giusti shared this document was emailed to Principals and will be posted to the SDUSD Athletics website soon.
  - A reminder was provided about the long break at the end of the first semester.
    - c. Miscellaneous
  - San Diego Unified schools were asked if they received a \$5,000 grant from the NFL.
  - Students will be live broadcasting at the following basketball games: High Tech High San Diego High at San Diego, Patrick Henry High at San Diego High, Madison High at Patrick Henry High, and Point Loma High at Mission Bay High. Additional information will be shared via email.
5. Sport Specific Items
  - a. SDCC Officials, Supervision, Winter Season Things To Think About
    - i. Email Winter Season Things to Think About- email sent Wed 10/23 10:33am ([click here](#))
  - Please keep these items in mind throughout the winter season.
    - ii. Officials Handbook
  - School site athletics staff was reminded to review the officials handbook if that had not already been done.
    - iii. Admin Supervision ([click here](#)- will make available the day of the meeting)
  - S. Giusti shared examples and reminders.
  - M. Lincoln expressed concerns with fans related to officials.
  - S. Giusti recommended utilizing stay away letters when and where needed.
    - b. SDCC Soccer- Change Fees
  - Referred back to the officials handbook and encouraged sites to be informed about potential fees.
    - c. SDCC Cheerleading: SDCC Sponsored Exhibition Recap
  - Thank you to everyone who attended and helped with the event.

- It was very successful for the first run.
  - d. SDCC League Basketball Contest on 2/13/2025: Thursday night game, Friday night format due to holiday weekend
- Reminder of the Friday night format per the Blue Book due to the holiday.
  - e. SDCC Wrestling: Weight Assessments
- An update was shared that this is not moving forward due to all of the unknown factors at this time.
- R. Jackson shared a wondering about how long the people that are trained will be around and the impacts that turnover could have.
  - f. SDCC Tackle Football:
    - i. SDUSD Status Update on LIGHT Helmet Pilot
- Four schools are each piloting four helmets, La Jolla, Lincoln, Mira Mesa, and San Diego.
- The company will be performing the reconditioning on these helmets.
  - ii. SDUSD 2024-25 Riddell Equipment Inventory Management (email sent by S. Giusti on Tues 5/14)
- A reminder was shared of the email that was sent that included key dates and the process.
  - iii. 2026-27 All Conference Football Cross League "Battle of the Conferences"
- J. Briggs asked a clarifying question if there would be a cross league game if there is a cross conference game. The answer is no.
- A straw vote was taken and the majority were in favor of cross conferencing.
  - iv. SDCC Cross League in Football
- S. Giusti provided clarity and direction of how cross-leaguering would work.
- The cross league contests are non-league contests and are as follows: Lincoln vs. La Jolla, Cathedral vs. Point Loma, Scripps Ranch vs. Christian, and University City vs. Madison.
- If both schools that are playing each other decide that they don't want to play they simply need to provide S. Giusti as the Conference President notice with both schools site administrator signatures stating approval of cancelling the match up. If both sides don't agree then the game stays as is.

## 6. Facilities

- a. SDUSD NFHS Pixellot & Hudl Reviews ([click here](#)), Field Support and Survey Results
- Athletic Directors have been asked to review the difference in the cameras and provide feedback.
- The Athletics Office worked with district IT and moving forward, anytime IT support is needed an IT Help Desk Ticket needs to be submitted.
- K. Escriba will now be supporting school sites in this area from the Athletics Office.
  - b. SDCC City Facilities Status Update on Morley Field & Golf Courses
- Checked in with the conference on how things were going, everything appears to be all set and running smoothly.
  - c. SDUSD and the City of SD Beach Volleyball Agreement
- The district is working on an around \$7,000 per year agreement with the City that will go to the Board of Education for approval to have access to City of San Diego beach volleyball courts.
  - d. SDUSD Sites Scheduled for Replacement Turf for 2024-25 & 2025-26
- Shared that the following schools/facilities are scheduled for the summer of 2025: Morse stadium, Mira Mesa stadium, and the Point Loma baseball field located at Dana Middle School.
- Also shared that the following schools/facilities are scheduled for the summer of 2026: Kearny stadium and the Mission Bay stadium.
- Pictures reflect that Lincoln's field is in progress.
  - e. SDCC 2024-25 Facility Impacts: Lincoln (stadium all year), Clairemont (tennis courts resurface Jan-Feb), Canyon Hills (no track March-July)
    - i. Track: City League who is responsible for running/paying for meets ([click here](#))
- Asked for any updates or changes.
- Lincoln shared their stadium won't be able to host lacrosse and track during the spring season.
- Canyon Hills shared their baseball field will also be down in addition to their track for the spring season.
- Clairemont's tennis court information can be removed.
- Wondering about landscaping impacts to SDUSD for 2025-26.

## 7. Financial Items

- a. Blue Book Bylaws For Charging
- The conference only charges for league football games and basketball Friday nights (and the one Thursday due to the holiday).
- Conference schools have the option to charge for non-league basketball games but need to follow district policy.
- Reach out if you have questions on how it has to be done to be in compliance.
- For basketball, the conference moved the start time back this season but the Blue Book was not updated to reflect this. It is understood that the Blue Book currently says 5:30pm and then schools can charge for league, but it also states that the conference doesn't charge for weekday league basketball games.

- The Blue Book will be updated at the end of year to reflect this accurately.
  - b. SDCC Football Game Recaps
- SDUSD is reviewing and will return the electronic football gate recap to the school sites with any required revisions via email the week of January 20, 2025.
  - c. SDCC Basketball Game Recaps
- The SDUSD basketball gate recaps are due to the district Friday, February 28, 2025.
  - d. 2024-25 CSADA Conference ([click here](#))
- Conference attendees are just about set, there will be some committee pre-work in preparation for the conference.
  - e. SDCC Cheer Entry Fee Invoices - Payment Status Update
- Per the Conference Secretary/Treasurer, the conference is still waiting on entry fee payment from Cathedral and Coronado.
  - f. SDUSD Athletic Reimbursements Checklist ([click here](#))
- Reviewed who has not submitted proof of their monthly athletic reimbursement submission.

## 8. Resources

*A reminder of available resources to reference when needed.*

- Available resource links that are intended to be easy to use when needed.

|  |   |  |
|--|---|--|
| <a href="#">SDUSD Athletics Website</a>                    | <a href="#">SDCC/SDUSD Athletics Calendar</a>   | <a href="#">CIF Master Calendar/Max Contacts</a> |
| <a href="#">SDUSD Grading Periods</a>                      | <a href="#">SDCC Website</a>                    | <a href="#">CIF Green Book</a>                   |
| <a href="#">SDUSD Out of Season Sports</a>                 | <a href="#">SDCC Blue Book</a>                  | <a href="#">CIF Playing Matrix</a>               |
| <a href="#">SDUSD AD Handbook</a>                          | <a href="#">SDCC Mtg Attendance</a>             | <a href="#">CIF Advisory Mtg Dates</a>           |
| <a href="#">SDUSD Coaching Education</a>                   | <a href="#">Athletic Council Mtg Attendance</a> | <a href="#">CIF Sit Out Period Dates</a>         |
| <a href="#">SDCC Pre/Postseason Coaches Mtg Attendance</a> |   |  |

## CONFERENCE COMMITTEE

### REPORTS.....(ITEM S 9-12)

9. SDCC Leaguering Committee: Cathedral, La Jolla, Lincoln, Madison, Mira Mesa, Morse, Point Loma, Saints, Athletics Office
  - a. Potential Review if we are able to Secure the Two Year N. County Cross League Agreement
  - b. Commitment to Eastern/Western Cross League
- This was covered earlier in the agenda, checked to see if there was anything else the conference wanted to address related to leaguering.
- There wasn't anything.
10. SDUSD Playoff Compensation Committee: Canyon Hills, La Jolla, Mira Mesa, Mission Bay, Point Loma, San Diego
  - Excited to share that the committee did an outstanding job for the fall playoffs as the numbers were almost spot on.
11. SDUSD End of Season Student Survey Committee: Canyon Hills, Clairemont, Henry, La Jolla, Mira Mesa, Morse, Point Loma
  - Issued for fall, will discuss in more detail with the team.
  - Will also be issued for winter, plan accordingly once that email is received.
12. SDUSD Human Resources: Crawford, Lincoln, Mission Bay, San Diego, Athletics Office
  - The committee will revisit with Human Resources in March as preparations are made for 2025-26.

## ACTION

### ITEMS.....(ITEMS 13-14)

- 1<sup>st</sup> by J. Pisapia, 2<sup>nd</sup> by T. Wilson
- 13. 2025-26 Fall Leagues
  - Football: was already approved at the last meeting.
  - Girls Tennis: three options were proposed 1) UTR Power Rankings proposal 2) CIF's proposal 3) San Diego High's proposal
  - Discussion included P. Coover sharing their proposal took seniors out of the equation, D. Asucnion shared the conference uses Power Rankings for all sports, J. Palacios shared there is recognition that the Power Ranking system is flawed for tennis, P. Coover asked for San Diego to stay in the Western League based on the strength of their individuals, M. Diaz from Point Loma is in favor of the third proposal, R. Lardizabal, who is also the City Conference Scheduler, clarified the proposal for the Western League, J. Pisapia shared their coach from Canyon Hills is in favor, J. Palacios pointed out that generally the ask is to

move down but San Diego's request is to move up, D. Asuncion asked if this would mean a reseed for playoffs and CIF said yes.

- Approved Proposal 1- 0
- Approved Proposal 2- 0
- Approved Proposal 3 - 22 Canyon Hills, Cathedral, Christian, Clairemont, Coronado, Crawford, Hoover, HTHSD, Kearny, La Jolla, Lincoln, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, San Diego, Scripps Ranch, University City
- Abstained- 1 Saints
- Motion will move to the Athletic Council.

  

- Girls Volleyball: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- Discussion included flipping High Tech High San Diego and Lincoln, D. Asuncion asked about High Tech High San Diego, R. Jackson referred to Power Rankings, A. Nowak asked if there is a Power Rankings issue like tennis, K. Butcher asked if this meant University City should be moved to Western League and also asked about competitive equity, V. Stahley shared that it could be applicable to every sport.
- Approved flipping High Tech High San Diego and Lincoln - 21 Canyon Hills, Cathedral, Christian, Clairemont, Coronado, Crawford, Hoover, HTHSD, Kearny, La Jolla, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, San Diego, Scripps Ranch, University City
- Opposed- 1 Lincoln
- Abstained- 1 Saints
- Motion will move to the Athletic Council.

  

- Girls Flag Football: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved- 17 Canyon Hills, Cathedral, Clairemont, Crawford, Hoover, Kearny, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, San Diego, Scripps Ranch, University City
- Opposed- 1 Lincoln
- Abstained- 5 Christian, Coronado, HTHSD, La Jolla, Saints
- Motion will move to the Athletic Council.

  

- Field Hockey: two options were proposed via email to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved Option 1- 1 Clairemont
- Approved Option 2- 10 Canyon Hills, Cathedral, La Jolla, LMEC, Mira Mesa, Mission Bay, Patrick Henry, Point Loma, Scripps Ranch, University City
- Abstained- 12 Christian, Coronado, Crawford, HTHSD, Hoover, Kearny, Lincoln, Madison, Morse, OLP, Saints, San Diego
- Motion will move to the Athletic Council.

  

- Boys Water Polo: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved- 13 Canyon Hills, Cathedral, Clairemont, Coronado, HTHSD, La Jolla, LMEC, Mira Mesa, Mission Bay, Patrick Henry, Point Loma, Scripps Ranch, University City
- Opposed- 0
- Abstained- 10 Christian, Crawford, Hoover, Kearny, Lincoln, Madison, OLP, Saints, San Diego, Morse
- Motion will move to the Athletic Council.

  

- Cross Country: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved- 23 Canyon Hills, Cathedral, Christian, Clairemont, Coronado, Crawford, Hoover, HTHSD, Kearny, La Jolla, Lincoln, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, Saints, San Diego, Scripps Ranch, University City
- Opposed- 0
- Abstained- 0
- Motion will move to the Athletic Council.

  

- Girls Golf: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.

- Approved- 15 Canyon Hills, Cathedral, Christian, Coronado, HTHSD, La Jolla, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, San Diego, Scripps Ranch, University City
- Opposed- 0
- Abstained- 8 Clairemont, Crawford, Hoover, Kearny, Lincoln, LMEC, Madison, Saints
- Motion will move to the Athletic Council.

14. 2025-26 Fall Schedules

- Football: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved- 22 Canyon Hills, Cathedral, Christian, Clairemont, Coronado, Crawford, Hoover, HTHSD, Kearny, La Jolla, Lincoln, LMEC, Madison, Mira Mesa, Mission Bay, Morse, Patrick Henry, Point Loma, Saints, San Diego, Scripps Ranch, University City
- Opposed- 0
- Abstained- 1 OLP

- Girls Tennis: is tabled to the next meeting to allow time for a schedule to be created for proposal 3.
- Girls Volleyball: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- Discussion included a reminder that High Tech High San Diego and Lincoln need to be flipped so approval includes that one change.
- Approved - 22 Canyon Hills, Cathedral, Christian, Clairemont, Coronado, Crawford, Hoover, HTHSD, Kearny, La Jolla, Lincoln, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, San Diego, Scripps Ranch, University City
- Opposed- 0
- Abstained- 1 Saints

- Girls Flag Football: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved- 20 Canyon Hills, Cathedral, Clairemont, Coronado, Crawford, HTHSD, Hoover, Kearny, Lincoln, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, San Diego, Scripps Ranch, University City
- Opposed- 0
- Abstained- 3 Christian, La Jolla, Saints

- Field Hockey: approving option 2 based on the league vote.
- No discussion.
- Approved Option 2- 10 Canyon Hills, Cathedral, La Jolla, LMEC, Mira Mesa, Mission Bay, Patrick Henry, Point Loma, Scripps Ranch, University City
- Opposed- 1 Clairemont
- Abstained- 12 Christian, Coronado, Crawford, HTHSD, Hoover, Kearny, Lincoln, Madison, Morse, OLP, Saints, San Diego

- Boys Water Polo: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- No discussion.
- Approved- 13 Canyon Hills, Cathedral, Clairemont, Coronado, HTHSD, La Jolla, LMEC, Mira Mesa, Mission Bay, Patrick Henry, Point Loma, Scripps Ranch, University City
- Opposed- 0
- Abstained- 10 Christian, Crawford, Hoover, Kearny, Lincoln, Madison, OLP, Saints, San Diego, Morse

- Cross Country: proposal emailed to athletic directors, associate principals over athletics, and CIF/league reps on Thurs 1/16.
- Discussion included a reminder that the bye week might change due to the Mt. Sac Invitational, it hasn't been scheduled yet and therefore could change the schedules.
- Approved- 23 Canyon Hills, Cathedral, Christian, Clairemont, Coronado, Crawford, Hoover, HTHSD, Kearny, La Jolla, Lincoln, LMEC, Madison, Mira Mesa, Mission Bay, Morse, OLP, Patrick Henry, Point Loma, Saints, San Diego, Scripps Ranch, University City
- Opposed- 0
- Abstained- 0

- Girls Golf: the schedule is still to be determined based on court availability.
- Discussion included J. Briggs sharing that Christian plans to have a girls golf team, R. Lardizabal, the City Conference Scheduler, was asked to ensure they are in the lowest league.

## ANNOUNCEMENT OF NEXT MEETING/ADJOURNMENT

15. Tuesday, March 18, 2025 8:30AM at Canyon Hills HS

- Reminder was shared that the next meeting will be on March 18th at Canyon Hills.

16. Roundtable

a. After SDCC ends there is a 10 minute break and then SDUSD training will start

- B. Hester asked if any schools had availability for Lincoln to use their track as D. Fai shared a reminder that they are unable to host due to construction.
- A. Villalobos asked if the athletic director sideletter would be included in the next round of bargaining, R. Lardizabal will check with SDEA.
- V. Stahley asked about how different track leagues handle timing systems, and wondered if others were being asked to pay.
- R. Lardizabal asked schools to pick up their fall all-league certificates to take with them.
- R. Peters asked if there was any movement in the District regarding using Venmo or ApplePay, S. Srsic shared Venmo is still a no because it is an outside bank account and that is not allowed but that ApplePay is now accepted via the credit card reader devices.
- R. Jackson asked other schools to please share the email with Madison's rules with student-athletes and their families ahead of traveling to Madison for a contest.

17. Meeting Ends

- Meeting adjourned at 10:55AM.

## **SDUSD AD Training Tues 1/21 (start 10 minutes after SDCC concludes, meeting ends at 2:00pm)**

- Mandatory Training for SDUSD Athletic Directors (non-SDUSD and SDUSD APs are welcome to stay)
- Lunch will be provided
- Agenda: [https://docs.google.com/document/d/1vdwBlfqXyulk3VBHE8wSfyU7WvI44kNY918EpuHda\\_g/edit](https://docs.google.com/document/d/1vdwBlfqXyulk3VBHE8wSfyU7WvI44kNY918EpuHda_g/edit)