# Memo

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| Date: | March 13, 2023 |
| Project: | Sawgrass Expressway (SR 869) |
| To: | CRAVE Team Members |
| From: | Jose Theiler, PE, CVS® |
| Subject: | Cost Risk Assessment and Value Engineering Study |

Congratulations!!! You have been chosen to participate in this Cost Risk Assessment (CRA) and Value Engineering (VE) study because of your expertise and valuable contributions to the project.

This memo is to introduce some of the expectations for the upcoming VE study. I’m looking forward to working with you on this endeavor. My hope is that this memo will provide information about the project and expectations on working together.

If you have any questions, please contact me, Jose Theiler, at 561-386-3879 (cell), or e-mail: [jose.theiler@hdrinc.com](mailto:jose.theiler@hdrinc.com).

### CRAVE Study Dates and Location

The CRAVE study will be a hybrid approach, as follows:

Risk Assessment:

* Rachel Bernhard and I (co-facilitators) will be in person in Auditorium B, FDOT Turnpike Headquarters at Turkey Lake Plaza, on March 28-30, 2023 – 8:00 to 5:00
* VE team will attend virtually on March 28 from 8:00 to 12:00

VE Workshop:

* April 17-20, 2023 – 8:00 to 5:00 all VE Team members will be in person at HDR’s facilities in Orlando, FL,. We will use Microsoft Teams as a collaboration platform.
* April 21, 2023 – 8:00 to 5:00 PM in Auditorium B, FDOT Turnpike Headquarters at Turkey Lake Plaza.

### What to Bring

Be sure to bring your normal tools of the trade (e.g., calculator, laptop computer, scale, etc.). Bring a creative and open mind. VE studies are a lot of work, but if you bring your creativity and sense of humor you will have a good time and a rewarding experience.

### Ground Rules

1. A CRAVE study follows a prescribed process that has been proven over many years to produce the best results. This process requires the team members be fully engaged and have an open mind to “step” outside of the box throughout the week.
2. To maintain our schedule and provide the best results to the project team, I ask that we follow some basic ground rules:
   1. We will use Microsoft Teams as a holding place for conversations, notes, documentation, etc. Follow the link [Sawgrass Expressway Teams](https://hdrinc.sharepoint.com/:f:/r/teams/DL10364152/Shared%20Documents/General?csf=1&web=1&e=pOXeYK) to make sure you have access and become familiar with the site.
   2. Please be prepared to attend the entire duration of the workshop. You were selected to assist on this team based on your expertise. If you cannot be in attendance for the entire time, then please notify me prior to the study. When team members leave part way through, or come and go frequently, the VE team can lose its momentum and cohesiveness. We understand that conducting business virtually is different and typical interruptions or noise background is expected at times. Please minimize disruptions by muting your phone or asking for a break.
   3. Avoid multitasking during the study. Unless it is information to assist the team, please try to wait until breaks to return phone calls, check on messages, or sort through e-mails.
   4. Dress code. I want everyone to be comfortable. Some of us will attend from our homes; please dress appropriately (business casual).
   5. A laptop is required for the workshop. We will develop recommendations using templates in Word format and will exchange and share files throughout the workshop.
3. Our success will be evaluated based on the level of contribution that we bring to the project. Remember that the goal of any CRAVE study is to add value to the project; saving money is just a byproduct. We want to make recommendations based on solid engineering judgment that will result in an improved project.

## Value Methodology Job Plan

The VE team will employ the eight-phase VM job plan in analyzing the project. This process is recommended by SAVE International® and AASHTO, and is composed of the following phases:

**Preparation Phase –** Prior to the VE study, the Project Manager and the VE facilitator carry out the following activities:

* Initiate study – identify study project and define study goals
* Organize study – conduct pre-VE study meeting to establish team members, logistics and parameters to analyze the project
* Prepare data – Collect and distribute data and prepare cost models

**Information Phase –** The objective of this phase is to obtain a thorough understanding of the project’s design criteria and objectives by reviewing the project’s documents and drawings, cost estimates, and schedules.

As part of this phase, we will hold a 3-day CSRA (risk assessment); on the morning of the first day we will go over the following:

* Overview of the VE process
* Understanding of study objectives
* Project Overview and Briefing by the Design team
  + Provide insight on project history, design concepts, environmental issues, etc.
  + Discuss any design concerns and new concepts involved with the project.
  + All appropriate project disciplines should be discussed.
  + Discuss/identify any risks or issues that the VE team should concentrate on.
  + Provide VE team with any specific project constraints.
  + Q&A – Presenters answers questions from the VE team.
* Risk Elicitation: a risk elicitation session will follow for three days. The purpose is to identify and quantify the risks of the project. This information may provide an opportunity for the VE team to develop response strategies in the form of recommendations.

**Function Analysis Phase –** Identifying each of the key functions of the project is the most important phase of value engineering, as it is the basis for unlocking the creativity of team members. As part of this phase, the team performs the following tasks with the assistance of the VE Facilitator:

* Defines project and risk functions and assigns them to key project components.
* Classifies functions as either “basic” or “secondary.”
* Sequence functions to understand their relationships using the Function Analysis System Technique (FAST).
* Establishes performance measures.
* Creates the project’s cost model.

**Creativity Phase –** During this phase the team will employ creative techniques such as team brainstorming to develop a number of alternative concepts that satisfy the project’s basic and supporting functions, and mitigate project risks.

**Evaluation Phase –** The purpose of this phase is to evaluate the alternative concepts developed by the VE team during the brainstorming sessions. To that purpose, the team discusses advantages and disadvantages, and uses a number of tools to determine the qualitative and quantitative merits of each concept.

**Mid-point Review With Management Team**: At this point, the VE team holds a meeting with the project team, management, and other stakeholders, to validate the direction of the team and that ideas moving forward to the development phase do not step outside the boundaries set forth by project constraints.

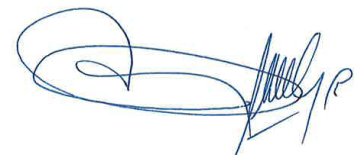
**Development Phase –** Those concepts that ranked highest in the evaluation are further developed into VE recommendations. Recommendation narratives, additional advantages and disadvantages, drawings, calculations, and life cycle cost analysis are prepared for each recommendation.

**Presentation Phase –** The VE team presents their finding during an oral presentation to the owner and the project team. Following the workshop, a written report is submitted that summarizes the study, its findings, and recommendations.

**Implementation Phase –** The project team is then charged with reviewing the report and may hold a Disposition Meeting with management and other stakeholders, to determine which recommendations will be implemented in the design. The project team then tracks their implementation into the plans.

I’m looking forward to working with you on this VE study and I really appreciate each of you blocking time out of your busy schedules to participate. Please don’t hesitate to call or e-mail me if you have any questions.

Sincerely,



Jose Theiler, PE CVS®

*HDR - Principal*

*Project Risk Management and Value Engineering*

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# Agenda

**CSRA Location (In-Person):** Auditorium B, FDOT Turnpike Headquarters (Turkey Lake Plaza)

**CSRA Location (Virtual): Microsoft Teams meeting**

**Join on your computer, mobile app or room device**

[Click here to join the meeting](https://teams.microsoft.com/l/meetup-join/19%3ameeting_N2FiNjg5MzgtMDk3ZC00NTUyLWFhOWItNDRjYzM2YjI4YTJi%40thread.v2/0?context=%7b%22Tid%22%3a%223667e201-cbdc-48b3-9b42-5d2d3f16e2a9%22%2c%22Oid%22%3a%22c10317f4-b043-43f8-b2a0-dcfba1856e8d%22%7d)

Meeting ID: 295 583 407 357   
Passcode: hPxPSR

[+1 402-513-9026,,886974422#](tel:+14025139026,,886974422# )   United States, Omaha

[(833) 255-2803,,886974422#](tel:8332552803,,886974422# )   United States (Toll-free)

Phone Conference ID: 886 974 422#

**Risk Leads:**

Jose Theiler, PE, CVS – HDR

Dallas DeFord - HDR

**Cost Leads:** Ryan Solis-Rios

Brett Rabatin, HDR

**Schedule Lead:** Ryan Solis-Rios

Jose Theiler, PE, CVS, HDR

Attendees attending virtually must have video capabilities

**CSRA Meeting Objectives:**

* Project Overview
* Review the latest base cost assumptions
* Confirm base schedule assumptions
* Identify and quantify new risks by components for the project

**CSRA Workshop Participants** (**Core Group identified to participate in all sessions are in bold below**).

* FDOT: (One expert by discipline)
  + Environmental & Permitting -
  + Stormwater and Drainage -
  + Public & Stakeholders -
  + ITS, TSM&O, Signalization -
  + Roadway/Geometrics/Interchange Design -
  + Structures (Bridge, Wall, Culverts) and Geotechnical -
  + Right of Way and Utilities -
  + Construction -
  + Market Conditions, Management and Funding, Contracting:
* Project / Design Team: (PM/Designer/Lead)**, Ryan Solis-Rios, Jazlyn Heywood** and task leads/technical support team members as noted in the breakout sessions below

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| **Day 1 – March 28, 2023** |
| **Location – Auditorium B, FDOT Turnpike Headquarters (Turkey Lake Plaza)**  **Objective for the day: Project Overview and begin Risk Assessment** |

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| TIME | TOPIC | **LEAD/ ATTENDEES** | |
| **8:00** | Welcome, Sign in MS-Teams, Roll Call, Introductions | **CRAVE Lead** **Jose Theiler**  **All Workshop Participants** | |
| **8:15** | Process Overview and Workshop Expectations  * CRAVE Process Overview: an instructional presentation on the principles of value engineering and their application to the project | **CRAVE Lead Jose Theiler**  **All workshop Participants** | |
| **8:45** | Project Team Briefing  * Purpose and need of the project * Goals and objectives of the project * Basis of design * Virtual site visit * Key issues, constraints, and controlling decisions * Questions and answers | **Project Manager & Designer**  **Ryan Solis-Rios and Jazlyn Heywood**  **All workshop Participants** | |
| **9:45** | **Break** | | |
| **10:00** | Performance Attributes  * Review attributes * Prioritize attributes | **CRAVE Lead**  **Jose Theiler**  **All workshop Participants** | |
| **10:30** | Base Schedule Discussion  * Review project schedule * Finalize base schedule for CSRA | **Risk Lead & Schedule Lead**  **Ryan Solis-Rios and Jose Theiler**  **All workshop Participants** | |
| **10:55** | **Break** | | |
| **11:00** | Base Cost Validation Discussion  * Presentation of base cost estimate and uncertainty ranges * Review prior costs to date   Finalize base cost estimate for CSRA | **Risk Lead & Estimates Eng.**  **Ryan Solis-Rios and Brett Rabatin**  **Cost Estimate SMEs:** | |
| **12:00** | **Break for Lunch** | | |
| **1:00** | **Risk Elicitation – Inflation and Market Conditions**   * Identify Risks * Screen and Quantify Risk Events | | **Risk Leads**/ **Jose Theiler & Core Team**  **Inflation/Market Conditions SMEs:** |
| **1:30** | **Risk Elicitation – Environmental and Permitting**   * Identify Risks * Screen and Quantify Risk Events | **Risk Leads**/ **Jose Theiler & Core Team**  **Environmental & Permitting SMEs:** | |
| **2:30** | **Break** | | |
| **2:45** | **Risk Elicitation – Stormwater and Drainage**   * Identify Risks * Screen and Quantify Risk Events | | **Risk Leads**/ **Jose Theiler** **& Core Team**  **Drainage/Hydraulics SMEs:** |
| **3:45** | **Break** | | |
| **4:00** | Risk Elicitation – Management and Funding  * Identify Risks * Screen and Quantify Risk Events | | **Risk Leads**/ **Jose Theiler & Core Team**  **Management & Funding SMEs:** |
| **5:00** | **Adjourn** | | |

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| **Day 2 – March 29, 2023** |
| **Location– Auditorium B, FDOT Turnpike Headquarters (Turkey Lake Plaza)**  **Objective for the day: Project Overview and begin Risk Assessment** |

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| TIME | TOPIC | **LEAD/ ATTENDEES** | |
| **8:00** | **Risk Elicitation – Roadway Design**   * Identify Risks * Screen and Quantify Risk Events | **Risk Lead**/ **Jose Theiler & Core Team**  **Roadway SMEs:** | |
| **9:30** | **Risk Elicitation – Interchanges design and alternatives**   * Identify Risks  Screen and Quantify Risk Events | **Risk Leads**/ **Jose Theiler & Core Team**  **Planning Traffic SMEs:** | |
| **10:00** | **Break** |  | |
| **10:10** | Risk Elicitation – Tolling and ITS (Design and Construction)  * Identify Risks * Screen and Quantify Risk Events | **Risk Lead**/ **Jose Theiler & Core Team**  **ITS / Tolling SMEs:** | |
| **11:00** | Risk Elicitation – Structures and Geotechnical  * Identify Risks * Screen and Quantify Risk Events | **Risk Leads**/ **Jose Theiler & Core Team**  **Structures & Geotech SMEs:** | |
| **12:30** | **Break for Lunch** | | |
| **1:30** | Risk Elicitation – Utilities and Railroad  * Identify Risks * Screen and Quantify Risk Events | **Risk Lead**/ **Jose Theiler & Core Team**  **Utilities SMEs:** | |
| **2:30** | **Break** | | |
| **2:45** | **Risk Elicitation –Right of Way**   * Identify Risks * Screen and Quantify Risk Events | **Risk Leads**/ **Jose Theiler & Core Team**  **Right of Way SMEs:** | |
| **3:45** | **Break** | | |
| **4:00** | Risk Elicitation – Contracting and Procurement  * Identify Risks * Screen and Quantify Risk Events * FHWA’s P3 Assessment Form Review | | **Risk Lead/ Jose Theiler & Core Team**  **Contracting & Procurement SMEs:** |
| **5:00** | **Adjourn** | | |

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| **Day 3 – March 30, 2023** |
| **– Auditorium B, FDOT Turnpike Headquarters (Turkey Lake Plaza)**  **Objective for the day: Project Overview and begin Risk Assessment** |

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| TIME | TOPIC | | **LEAD/ ATTENDEES** |
| **8:00** | Risk Elicitation – Construction, Constructability / MOT & Maintenance  * Identify Risks * Screen and Quantify Risk Events | **Risk Lead**/ **Jose Theiler & Core Team**  **Construction SMEs:** | |
| **10:00** | **Break** | | |
| **10:15** | Risk Elicitation –Public and Stakeholders  * Identify Risks * Screen and Quantify Risk Events | | **Risk Leads: Jose Theiler & Core Team**  **Public & Stakeholders SMEs:** |
| **11:30** | **Risk Workshop Wrap Up**   * Parking lot items * *Action items* | | **Risk Leads/** Core Group |
| **12:00** | **Adjourn** | | |

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| **Monday, April 17, 2023**  **Location – HDR Inc, Orlando, FL – 315 Robinson Street, Ivanhoe Conference Room** | | |
| **Day 4** | **Objective for the day: Function Analysis, Brainstorming Ideas** | |
| **8:00**  *Information Phase* | Connect to Microsoft Teams   * Roll call * Recap | VE team facilitated by  Jose Theiler, PE, CVS |
| **8:30** | Project Observations |  |
| **9:00**  *Function Analysis Phase* | Function Analysis   * Review Functions * Complete Function Analysis * Build a FAST diagram | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **11:00** | **Break** | |
| **11:15**  *Creative Phase* | Roll call  Creativity Phase   * Brainstorm alternative ways to perform key functions * Brainstorm ways to improve value of key functions | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **12:00** | **Lunch** | |
| **1:00**  *Creativity Phase* | Roll call  Creativity Phase continues | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **4:00** | **Break** | |
| **3:15**  *Evaluation Phase* | Roll call  Begin Evaluating Ideas   * Discuss advantages and disadvantages for each idea * Score ideas based on predetermined criteria to develop further into recommendations | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **5:00** | **Adjourn** | |

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| **Tuesday, April 18, 2023**  **Location – HDR Inc, Orlando, FL – 315 Robinson Street, Ivanhoe Conference Room** | | |
| **Day 5** | **Objective for the day: Evaluate Ideas and Begin Developing** | |
| **8:00** | Connect to Microsoft Teams  Roll call | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **8:15**  *Evaluation Phase* | Evaluate Ideas continues | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **12:00** | **Lunch** | |
| **1:00** | Roll call  Mid-point review (as needed) | Facilitator, Value Engineer, PMs |
| **2:00**  *Develop-ment*  *Phase* | Roll call  Develop Ideas into Recommendations   * Individual/team assignments * Development of recommendations:   + Test design feasibility   + Design analysis   + Technical narratives   + Further discussion on advantages and disadvantages   + Cost analysis (life cycle cost comparison) | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **5:00 PM** | **Adjourn** | |

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| **Wednesday, April 19, 2023**  **Location – HDR Inc, Orlando, FL – 315 Robinson Street, Ivanhoe Conference Room** | | |
| **Day 6** | **Objective for the day: Continue Development of Recommendations** | |
| **8:00** | Connect to Microsoft Teams  Roll call | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **8:05**  *Development Phase* | Check-in every hour   * Technical write-up * Sketches * Life cycle cost estimate | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **12:00** | **Lunch** | |
| **1:00**  *Development Phase* | Check-in every hour | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **5:00** | **Adjourn** | |

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| **Thursday, April 20, 2023**  **Location – HDR Inc, Orlando, FL – 315 Robinson Street, Ivanhoe Conference Room** | | |
| **Day 7** | **Objective for the day: Continue Development of Recommendations and  Draft the Closing Presentation** | |
| **8:00** | Connect to Microsoft Teams  Roll call | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **8:05**  *Development Phase* | Check-in every hour   * Technical write-up * Sketches * Life cycle cost estimate | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **12:00** | **Lunch** | |
| **1:00**  *Development Phase* | Check-in every hour | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **3:30**  *Development Phase* | Finalize recommendations  Peer review of recommendations | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **5:00** | **Adjourn** | |

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| **Friday, April 21, 2023**  **Location – Auditorium B, FDOT Turnpike Headquarters (Turkey Lake Plaza)** | | | |
| **Day 8** | **Objective for the day: Deliver Closing Presentation** | | |
| **8:00** | | Connect to Microsoft Teams  Roll call | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **8:05**  *Development Phase* | Evaluate performance attributes of recommendations | | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **10:30** | | **Break** | |
| **10:45**  *Presentation Phase* | Finalize Close-out Presentation   * Team rehearsal | | VE team facilitated by  Jose Theiler, PE, CVS and Rachel Bernhard, PE, VMA |
| **12:00** | | **Lunch** | |
| **1:30** *Presentation Phase* | Presentation of VE Findings   * Team presents recommendations to management * Questions and answers | | All audiences:  Project owner, management, stakeholders, designers, etc. |
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