# Good Design Practices for GMP Pharmaceutical Facilities



edited by Andrew A. Signore Terry Jacobs

## Good Design Practices for GMP Pharmaceutical Facilities

Andrew A. Signore

IPS

Lafayette Hill, Pennsylvania, U.S.A.

Terry Jacobs Jacobs/Wyper Architects Philadelphia, Pennsylvania, U.S.A.



The views expressed in this book are solely those of the authors and are not the views of their companies or affiliations. Statements of Codes and Regulations are authors' interpretations and need to be verified with the applicable governing authorities for final acceptance and applicability. We cannot accept responsibility for any outcomes resulting from the application of any views, opinions, data and general content presented in this publication. The Editors and The Publisher

Published in 2005 by Taylor & Francis Group 6000 Broken Sound Parkway NW, Suite 300 Boca Raton, FL 33487-2742

© 2005 by Taylor & Francis Group, LLC

No claim to original U.S. Government works Printed in the United States of America on acid-free paper 10 9 8 7 6 5 4 3 2 1

International Standard Book Number-10: 0-8247-5463-8 (Hardcover) International Standard Book Number-13: 978-0-8247-5463-1 (Hardcover)

This book contains information obtained from authentic and highly regarded sources. Reprinted material is quoted with permission, and sources are indicated. A wide variety of references are listed. Reasonable efforts have been made to publish reliable data and information, but the author and the publisher cannot assume responsibility for the validity of all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access www.copyright.com (http://www.copyright.com/) or contact the Copyright Clearance Center, Inc. (CCC) 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

**Trademark Notice:** Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloging-in-Publication Data

Catalog record is available from the Library of Congress



Visit the Taylor & Francis Web site at http://www.taylorandfrancis.com

### Good Design Practices for GMP Pharmaceutical Facilities





#### DRUGS AND THE PHARMACEUTICAL SCIENCES

#### Executive Editor James Swarbrick

PharmaceuTech, Inc. Pinehurst, North Carolina

#### **Advisory Board**

Larry L. Augsburger University of Maryland Baltimore, Maryland Harry G. Brittain Center for Pharmaceutical Physics Milford, New Jersey

Jennifer B. Dressman Johann Wolfgang Goethe University Frankfurt, Germany Anthony J. Hickey University of North Carolina School of Pharmacy Chapel Hill, North Carolina

Jeffrey A. Hughes University of Florida College of Pharmacy Gainesville, Florida

Ajaz Hussain U.S. Food and Drug Administration Frederick, Maryland

Trevor M. Jones The Association of the British Pharmaceutical Industry London, United Kingdom

Hans E. Junginger Leiden/Amsterdam Center for Drug Research Leiden, The Netherlands

Vincent H. L. Lee University of Southern California Los Angeles, California

Stephen G. Schulman University of Florida Gainesville, Florida

Jerome P. Skelly Alexandria, Virginia

Elizabeth M. Topp University of Kansas School of Pharmacy Lawrence, Kansas

Geoffrey T. Tucker University of Sheffield Royal Hallamshire Hospital Sheffield, United Kingdom

Peter York University of Bradford School of Pharmacy Bradford, United Kingdom

#### DRUGS AND THE PHARMACEUTICAL SCIENCES

A Series of Textbooks and Monographs

- 1. Pharmacokinetics, Milo Gibaldi and Donald Perrier
- 2. Good Manufacturing Practices for Pharmaceuticals: A Plan for Total Quality Control, Sidney H. Willig, Murray M. Tuckerman, and William S. Hitchings IV
- 3. Microencapsulation, edited by J. R. Nixon
- 4. Drug Metabolism: Chemical and Biochemical Aspects, *Bernard Testa* and *Peter Jenner*
- 5. New Drugs: Discovery and Development, edited by Alan A. Rubin
- Sustained and Controlled Release Drug Delivery Systems, edited by Joseph R. Robinson
- 7. Modern Pharmaceutics, edited by Gilbert S. Banker and Christopher T. Rhodes
- 8. Prescription Drugs in Short Supply: Case Histories, Michael A. Schwartz
- 9. Activated Charcoal: Antidotal and Other Medical Uses, David O. Cooney
- Concepts in Drug Metabolism (in two parts), edited by Peter Jenner and Bernard Testa
- 11. Pharmaceutical Analysis: Modern Methods (in two parts), edited by James W. Munson
- 12. Techniques of Solubilization of Drugs, edited by Samuel H. Yalkowsky
- 13. Orphan Drugs, edited by Fred E. Karch
- 14. Novel Drug Delivery Systems: Fundamentals, Developmental Concepts, Biomedical Assessments, *Yie W. Chien*
- Pharmacokinetics: Second Edition, Revised and Expanded, Milo Gibaldi and Donald Perrier
- Good Manufacturing Practices for Pharmaceuticals: A Plan for Total Quality Control, Second Edition, Revised and Expanded, Sidney H. Willig, Murray M. Tuckerman, and William S. Hitchings IV
- 17. Formulation of Veterinary Dosage Forms, edited by Jack Blodinger
- 18. Dermatological Formulations: Percutaneous Absorption, Brian W. Barry
- 19. The Clinical Research Process in the Pharmaceutical Industry, edited by Gary M. Matoren
- 20. Microencapsulation and Related Drug Processes, Patrick B. Deasy
- 21. Drugs and Nutrients: The Interactive Effects, edited by Daphne A. Roe and T. Colin Campbell
- 22. Biotechnology of Industrial Antibiotics, Erick J. Vandamme
- Pharmaceutical Process Validation, edited by Bernard T. Loftus and Robert A. Nash

- 24. Anticancer and Interferon Agents: Synthesis and Properties, edited by Raphael M. Ottenbrite and George B. Butler
- 25. Pharmaceutical Statistics: Practical and Clinical Applications, Sanford Bolton
- 26. Drug Dynamics for Analytical, Clinical, and Biological Chemists, Benjamin J. Gudzinowicz, Burrows T. Younkin, Jr., and Michael J. Gudzinowicz
- 27. Modern Analysis of Antibiotics, edited by Adjoran Aszalos
- 28. Solubility and Related Properties, Kenneth C. James
- Controlled Drug Delivery: Fundamentals and Applications, Second Edition, Revised and Expanded, edited by Joseph R. Robinson and Vincent H. Lee
- 30. New Drug Approval Process: Clinical and Regulatory Management, edited by Richard A. Guarino
- 31. Transdermal Controlled Systemic Medications, edited by Yie W. Chien
- 32. Drug Delivery Devices: Fundamentals and Applications, edited by Praveen Tyle
- 33. Pharmacokinetics: Regulatory Industrial Academic Perspectives, edited by Peter G. Welling and Francis L. S. Tse
- 34. Clinical Drug Trials and Tribulations, edited by Allen E. Cato
- 35. Transdermal Drug Delivery: Developmental Issues and Research Initiatives, edited by Jonathan Hadgraft and Richard H. Guy
- 36. Aqueous Polymeric Coatings for Pharmaceutical Dosage Forms, edited by James W. McGinity
- 37. Pharmaceutical Pelletization Technology, *edited by Isaac Ghebre-Sellassie*
- 38. Good Laboratory Practice Regulations, edited by Allen F. Hirsch
- 39. Nasal Systemic Drug Delivery, Yie W. Chien, Kenneth S. E. Su, and Shyi-Feu Chang
- 40. Modern Pharmaceutics: Second Edition, Revised and Expanded, edited by Gilbert S. Banker and Christopher T. Rhodes
- 41. Specialized Drug Delivery Systems: Manufacturing and Production Technology, *edited by Praveen Tyle*
- 42. Topical Drug Delivery Formulations, edited by David W. Osborne and Anton H. Amann
- 43. Drug Stability: Principles and Practices, Jens T. Carstensen
- 44. Pharmaceutical Statistics: Practical and Clinical Applications, Second Edition, Revised and Expanded, Sanford Bolton
- 45. Biodegradable Polymers as Drug Delivery Systems, edited by Mark Chasin and Robert Langer
- 46. Preclinical Drug Disposition: A Laboratory Handbook, Francis L. S. Tse and James J. Jaffe

- 47. HPLC in the Pharmaceutical Industry, edited by Godwin W. Fong and Stanley K. Lam
- 48. Pharmaceutical Bioequivalence, edited by Peter G. Welling, Francis L. S. Tse, and Shrikant V. Dinghe
- 49. Pharmaceutical Dissolution Testing, Umesh V. Banakar
- 50. Novel Drug Delivery Systems: Second Edition, Revised and Expanded, Yie W. Chien
- 51. Managing the Clinical Drug Development Process, *David M. Cocchetto* and *Ronald V. Nardi*
- 52. Good Manufacturing Practices for Pharmaceuticals: A Plan for Total Quality Control, Third Edition, *edited by Sidney H. Willig and James R. Stoker*
- 53. Prodrugs: Topical and Ocular Drug Delivery, edited by Kenneth B. Sloan
- Pharmaceutical Inhalation Aerosol Technology, edited by Anthony J. Hickey
- 55. Radiopharmaceuticals: Chemistry and Pharmacology, edited by Adrian D. Nunn
- New Drug Approval Process: Second Edition, Revised and Expanded, edited by Richard A. Guarino
- 57. Pharmaceutical Process Validation: Second Edition, Revised and Expanded, *edited by Ira R. Berry and Robert A. Nash*
- 58. Ophthalmic Drug Delivery Systems, edited by Ashim K. Mitra
- Pharmaceutical Skin Penetration Enhancement, edited by Kenneth A. Walters and Jonathan Hadgraft
- 60. Colonic Drug Absorption and Metabolism, edited by Peter R. Bieck
- 61. Pharmaceutical Particulate Carriers: Therapeutic Applications, edited by Alain Rolland
- 62. Drug Permeation Enhancement: Theory and Applications, edited by Dean S. Hsieh
- 63. Glycopeptide Antibiotics, edited by Ramakrishnan Nagarajan
- 64. Achieving Sterility in Medical and Pharmaceutical Products, Nigel A. Halls
- 65. Multiparticulate Oral Drug Delivery, edited by Isaac Ghebre-Sellassie
- 66. Colloidal Drug Delivery Systems, edited by Jörg Kreuter
- 67. Pharmacokinetics: Regulatory Industrial Academic Perspectives, Second Edition, edited by Peter G. Welling and Francis L. S. Tse
- 68. Drug Stability: Principles and Practices, Second Edition, Revised and Expanded, *Jens T. Carstensen*
- 69. Good Laboratory Practice Regulations: Second Edition, Revised and Expanded, edited by Sandy Weinberg
- 70. Physical Characterization of Pharmaceutical Solids, *edited by Harry G. Brittain*

- 71. Pharmaceutical Powder Compaction Technology, edited by Göran Alderborn and Christer Nyström
- 72. Modern Pharmaceutics: Third Edition, Revised and Expanded, edited by Gilbert S. Banker and Christopher T. Rhodes
- 73. Microencapsulation: Methods and Industrial Applications, edited by Simon Benita
- 74. Oral Mucosal Drug Delivery, edited by Michael J. Rathbone
- 75. Clinical Research in Pharmaceutical Development, edited by Barry Bleidt and Michael Montagne
- 76. The Drug Development Process: Increasing Efficiency and Cost Effectiveness, edited by Peter G. Welling, Louis Lasagna, and Umesh V. Banakar
- 77. Microparticulate Systems for the Delivery of Proteins and Vaccines, edited by Smadar Cohen and Howard Bernstein
- 78. Good Manufacturing Practices for Pharmaceuticals: A Plan for Total Quality Control, Fourth Edition, Revised and Expanded, *Sidney H. Willig and James R. Stoker*
- Aqueous Polymeric Coatings for Pharmaceutical Dosage Forms:
   Second Edition, Revised and Expanded, edited by James W. McGinity
- 80. Pharmaceutical Statistics: Practical and Clinical Applications, Third Edition, *Sanford Bolton*
- Handbook of Pharmaceutical Granulation Technology, edited by Dilip M. Parikh
- 82. Biotechnology of Antibiotics: Second Edition, Revised and Expanded, edited by William R. Strohl
- 83. Mechanisms of Transdermal Drug Delivery, edited by Russell O. Potts and Richard H. Guy
- 84. Pharmaceutical Enzymes, edited by Albert Lauwers and Simon Scharpé
- 85. Development of Biopharmaceutical Parenteral Dosage Forms, edited by John A. Bontempo
- 86. Pharmaceutical Project Management, edited by Tony Kennedy
- 87. Drug Products for Clinical Trials: An International Guide to Formulation Production Quality Control, edited by Donald C. Monkhouse and Christopher T. Rhodes
- 88. Development and Formulation of Veterinary Dosage Forms: Second Edition, Revised and Expanded, edited by Gregory E. Hardee and J. Desmond Baggot
- 89. Receptor-Based Drug Design, edited by Paul Leff
- 90. Automation and Validation of Information in Pharmaceutical Processing, edited by Joseph F. deSpautz
- 91. Dermal Absorption and Toxicity Assessment, edited by Michael S. Roberts and Kenneth A. Walters

- 92. Pharmaceutical Experimental Design, Gareth A. Lewis, Didier Mathieu, and Roger Phan-Tan-Luu
- 93. Preparing for FDA Pre-Approval Inspections, edited by Martin D. Hynes III
- 94. Pharmaceutical Excipients: Characterization by IR, Raman, and NMR Spectroscopy, *David E. Bugay and W. Paul Findlay*
- 95. Polymorphism in Pharmaceutical Solids, edited by Harry G. Brittain
- 96. Freeze-Drying/Lyophilization of Pharmaceutical and Biological Products, edited by Louis Rey and Joan C. May
- 97. Percutaneous Absorption: Drugs-Cosmetics-Mechanisms-Methodology, Third Edition, Revised and Expanded, *edited by Robert L. Bronaugh* and Howard I. Maibach
- 98. Bioadhesive Drug Delivery Systems: Fundamentals, Novel Approaches, and Development, edited by Edith Mathiowitz, Donald E. Chickering III, and Claus-Michael Lehr
- 99. Protein Formulation and Delivery, edited by Eugene J. McNally
- 100. New Drug Approval Process: Third Edition, The Global Challenge, edited by Richard A. Guarino
- 101. Peptide and Protein Drug Analysis, edited by Ronald E. Reid
- 102. Transport Processes in Pharmaceutical Systems, edited by Gordon L. Amidon, Ping I. Lee, and Elizabeth M. Topp
- 103. Excipient Toxicity and Safety, edited by Myra L. Weiner and Lois A. Kotkoskie
- The Clinical Audit in Pharmaceutical Development, edited by Michael R. Hamrell
- 105. Pharmaceutical Emulsions and Suspensions, edited by Francoise Nielloud and Gilberte Marti-Mestres
- 106. Oral Drug Absorption: Prediction and Assessment, edited by Jennifer B. Dressman and Hans Lennernäs
- Drug Stability: Principles and Practices, Third Edition, Revised and Expanded, edited by Jens T. Carstensen and C. T. Rhodes
- 108. Containment in the Pharmaceutical Industry, edited by James P. Wood
- Good Manufacturing Practices for Pharmaceuticals: A Plan for Total Quality Control from Manufacturer to Consumer, Fifth Edition, Revised and Expanded, Sidney H. Willig
- 110. Advanced Pharmaceutical Solids, Jens T. Carstensen
- 111. Endotoxins: Pyrogens, LAL Testing, and Depyrogenation, Second Edition, Revised and Expanded, *Kevin L. Williams*
- 112. Pharmaceutical Process Engineering, Anthony J. Hickey and David Ganderton
- 113. Pharmacogenomics, edited by Werner Kalow, Urs A. Meyer, and Rachel F. Tyndale
- 114. Handbook of Drug Screening, edited by Ramakrishna Seethala and Prabhavathi B. Fernandes

- 115. Drug Targeting Technology: Physical Chemical Biological Methods, edited by Hans Schreier
- 116. Drug-Drug Interactions, edited by A. David Rodrigues
- 117. Handbook of Pharmaceutical Analysis, edited by Lena Ohannesian and Anthony J. Streeter
- 118. Pharmaceutical Process Scale-Up, edited by Michael Levin
- 119. Dermatological and Transdermal Formulations, *edited by Kenneth A. Walters*
- 120. Clinical Drug Trials and Tribulations: Second Edition, Revised and Expanded, edited by Allen Cato, Lynda Sutton, and Allen Cato III
- 121. Modern Pharmaceutics: Fourth Edition, Revised and Expanded, edited by Gilbert S. Banker and Christopher T. Rhodes
- 122. Surfactants and Polymers in Drug Delivery, Martin Malmsten
- 123. Transdermal Drug Delivery: Second Edition, Revised and Expanded, edited by Richard H. Guy and Jonathan Hadgraft
- 124. Good Laboratory Practice Regulations: Second Edition, Revised and Expanded, *edited by Sandy Weinberg*
- 125. Parenteral Quality Control: Sterility, Pyrogen, Particulate, and Package Integrity Testing: Third Edition, Revised and Expanded, Michael J. Akers, Daniel S. Larrimore, and Dana Morton Guazzo
- 126. Modified-Release Drug Delivery Technology, edited by Michael J. Rathbone, Jonathan Hadgraft, and Michael S. Roberts
- Simulation for Designing Clinical Trials: A Pharmacokinetic-Pharmacodynamic Modeling Perspective, edited by Hui C. Kimko and Stephen B. Duffull
- 128. Affinity Capillary Electrophoresis in Pharmaceutics and Biopharmaceutics, edited by Reinhard H. H. Neubert and Hans-Hermann Rüttinger
- 129. Pharmaceutical Process Validation: An International Third Edition, Revised and Expanded, edited by Robert A. Nash and Alfred H. Wachter
- 130. Ophthalmic Drug Delivery Systems: Second Edition, Revised and Expanded, edited by Ashim K. Mitra
- 131. Pharmaceutical Gene Delivery Systems, edited by Alain Rolland and Sean M. Sullivan
- 132. Biomarkers in Clinical Drug Development, edited by John C. Bloom and Robert A. Dean
- 133. Pharmaceutical Extrusion Technology, edited by Isaac Ghebre-Sellassie and Charles Martin
- Pharmaceutical Inhalation Aerosol Technology: Second Edition, Revised and Expanded, edited by Anthony J. Hickey
- 135. Pharmaceutical Statistics: Practical and Clinical Applications, Fourth Edition, Sanford Bolton and Charles Bon
- 136. Compliance Handbook for Pharmaceuticals, Medical Devices, and Biologics, *edited by Carmen Medina*

- Freeze-Drying/Lyophilization of Pharmaceutical and Biological Products: Second Edition, Revised and Expanded, edited by Louis Rey and Joan C. May
- 138. Supercritical Fluid Technology for Drug Product Development, edited by Peter York, Uday B. Kompella, and Boris Y. Shekunov
- 139. New Drug Approval Process: Fourth Edition, Accelerating Global Registrations, *edited by Richard A. Guarino*
- Microbial Contamination Control in Parenteral Manufacturing, edited by Kevin L. Williams
- 141. New Drug Development: Regulatory Paradigms for Clinical Pharmacology and Biopharmaceutics, *edited by Chandrahas G. Sahajwalla*
- 142. Microbial Contamination Control in the Pharmaceutical Industry, edited by Luis Jimenez
- 143. Generic Drug Product Development: Solid Oral Dosage Forms, edited by Leon Shargel and Izzy Kanfer
- 144. Introduction to the Pharmaceutical Regulatory Process, edited by Ira R. Berry
- 145. Drug Delivery to the Oral Cavity: Molecules to Market, edited by Tapash K. Ghosh and William R. Pfister
- 146. Good Design Practices for GMP Pharmaceutical Facilities, edited by Andrew A. Signore and Terry Jacobs
- 147. Drug Products for Clinical Trials, Second Edition, edited by Donald Monkhouse, Charles Carney, and Jim Clark
- 148. Polymeric Drug Delivery Systems, edited by Glen S. Kwon

#### **Contributors**

James P. Agalloco Bruce F. Alexander Todd Allshouse David Barr Michael Bergey Eric Bohn Jack C. Chu Robert Del Ciello Stuart Dearden Phil DeSantis David Eherts Jon F. Hofmeister Terry Jacobs Dave Kerr William Kesack David Lonza Daniel Mariani Art Meisch Joseph Milligan Miguel Montalvo George Petroka Denise Proulx Andrew A. Signore Charles Sullivan Ed Tannebaum William B. Wiederseim George Wiker Julian Wilkins Peter Wilson Gary V. Zoccolante

#### **Advisors**

Peter T. Bigelow Robert E. Chew Jim Dougherty John Dubeck A.J. (Skip) Dyer Anthony Felicia Robert J. Hoernlein Thomas Jeatran Sterling Kline Larry Kranking Brian Lange James Laser Stanley F. Newberger George Petroka Joseph X. Phillips Wulfran D. Polonius Denise Proulx Hank Rahe Eric Sipe Teri C. Soli Ashok Soni

#### Preface

Ask any busy pharmaceutical facility professional about their work and invariably you will hear, among a series of everyday challenges, such responses as "there's just too little time for me to do a good job," "new regulations keep coming but budgets aren't increasing," and "I simply do not have a enough experienced staff to achieve stated objectives." Designing a modern, compliant pharmaceutical facility is a daunting task within an increasingly complex and demanding business environment.

Successful pharmaceutical facilities are continually challenged to respond to evolving developments in technology and external regulation. This book aims to help the facility professional provide facility services that deliver faster, better, and more valued products to market. We herein provide useful tools in the form of relevant materials, practical advice, lessons learned, and insights into prevailing practices.

Good Design Practices (GDPs) provide a set of essential references for planning and delivering business-aligned, capital projects. GDPs, which include Good Manufacturing Practices (GMPs), form an essential aspect of project delivery and, when applied properly, help organizations deliver facilities that "perform and conform" to the growing body of regulatory requirements and business imperatives.

Webster defines "design" as "intentional functionality." GDPs offer a framework and a mindset to achieve acceptable functionality while meeting stringent tests of "fitness for purpose" in pharmaceutical facilities. Imaginative and effective application of GDPs can also achieve prudent risk management for manufacturing operations. GDPs also incorporate non-pharma specific public statutes, including environmental, occupational, safety, health, and local business code issues.

Pharma manufacturing facilities are increasingly considered strategic assets. Whether the firm meets its production requirements through fully integrated inhouse manufacturing operations or obtains goods and services through external, third-party sources, pharma manufacturing facilities occupy a growing strategic role for the enterprise, where the bar is being raised for global compliance and competitive achievement.

GDPs also offer a framework for quality assurance to ensure that products are consistently produced and controlled by application of appropriate standards to their intended use as required by marketing authorization. GMP issues are also clearly a part of a quality program and form essential elements of facility planning. GDPs and, in turn, GMPs raise the importance of documentation and the process by which facilities are designed, built, and validated to demonstrate their ability to meet intended functionality and to confirm that what has been done is in accordance with what was planned. In addition to including GMPs, GDPs also help projects align with business objectives as captured in design standards and procedures, and assist the firm to achieve speed to market, flexible capacity, and conformance to other standards of care at acceptable cost and risk. Facilities professionals can increase

their contributions through prudent application of GDPs where techniques provide additional tools to deliver valuable services.

It was not our intent to definitively and comprehensively treat all aspects of underlying engineering and science upon which good design practices are built. This book, however, does gather current practice and offers a convenient source of information provided by practicing professionals who are experts in their respective fields. Our contributors also encourage a strong awareness of the vital role that manufacturing plays in the modern firm and how prudent application of GDPs can increase the impact that each facility can have on the success of the firm and society as a whole through delivery of safer, cost-effective medicinal products.

Our approach encouraged each author (i.e., chapter expert) to frame their materials in the context of why the information was relevant to good design practices; how cost, schedule, and related project management issues are affected; and how historical insights and emerging trends can be highlighted for possible future development.

The successful application of scientific and engineering principles to the task of "practical design" remains a lifelong professional challenge. Incorporating affordable innovation into business-aligned facility solutions at acceptable risk is a worthy goal. We trust this book will prove helpful to those who set out on the wonderful "facilities" journey and will put to good use the wisdom inherent in "good design practices."

Andrew A. Signore, PE Terry Jacobs, AIA

#### **Acknowledgments**

We had a wonderful journey compiling this book. The many rich opportunities to discuss, challenge, and interact with our group of contributing experts were exciting and immensely enriching. We truly thank our authors and advisors for their involvement and the deep insights given into the evolving practices of our profession. We are indebted to the openness and generosity of the team who persevered to see this project through, all the while remaining committed to their full time professional endeavors (day jobs).

On the production side we owe a deep debt of gratitude to a few dedicated individuals who helped produce the work. Our sincerest thanks are due on the administrative side to Jackie Bachowski, Terry Kane, and Rose Ottaviano who provided many hours of able support in compiling the text and helping to corral our book team. Gracious acknowledgments are warmly due Kim Goodman, Joanne Melero, and Shannah Schodle for their professional assistance, especially in gathering and producing the images, graphics, and other special touches. Thanks also to Lynne Stankus, our web master, who provided invaluable support in creating and maintaining our web site that helped the book team stay in touch. And of course, we would be remiss without thanking our dear wives and life sponsors, Annemarie and Sally, for their understanding and loving support through the many hours of intellectual separation required to prepare this work.

A.A.S. T.J.