

Genentech design brings Facility of Year award to Ferguson Pape

By NATALIE WARDEL
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OCEANSIDE — Teamwork is what the designers and builders of Genentech's Oceanside product operations project credit to winning the ISPE winner of the overall Facility of the Year award.

The technique for the pharmaceutical manufacturing project was a "design-build hybrid" approach, meaning that every member vested in creating the project worked together in the same offices, collaborated in meetings and communicated more than they would in a sub-contractor environment — where various service providers show up to the site separately.

"At the end of the day, what could have been 50 e-mails was done with four discussions and a drawing on a white board," said Architect Kennon Baldwin of Ferguson Pape Baldwin Architects.

The team — which comprises contractors, architects and employees of the 521,000-square-foot biotech facility — felt a sense of collaboration in the five-year-long project, originally contracted by IDEC Pharmaceuticals. IDEC merged with Biogen Inc. to form Biogen Idec (Nasdaq: BIIB) — and Genentech (NYSE: DNA) purchased the facility from them.

Despite the buy-outs, construction continued on schedule due to the teamwork approach, according to Andy Williams, Genentech's senior director of manufacturing operations and technology.

"By having the structure that we had, it was relatively seamless," he said. "We weren't switching back and forth with the company moniker, we were still able to move forward as a team."

ISPE, a global not-for-profit association of 25,000 pharmaceutical manufacturing professionals, along with INTERPHEX and *Pharmaceutical Processing* magazine, established the Facility of the Year Awards (FOYA) program to recognize state-of-the-art pharmaceutical manufacturing projects that use new and innovative technologies to enhance the delivery of a quality project, as well as reduce the cost of producing high-quality



The Genentech campus in Oceanside won the ISPE 2007 Facility of the Year award for utilizing innovative technologies to improve product quality and reduce cost of production.

medicines.

Baldwin said the cost of this project was greatly reduced because it took five years to build a project that could have taken seven if the group hadn't cooperated as much as they did.

"It became really one team," Baldwin said. "It didn't matter that much who one of the team members someone worked for."

Baldwin said junior engineers worked alongside the head architects, both learning and offering advice.

It's the same way in the Genentech building, Baldwin said. The building was designed so employees of different departments pass each other in the hallway. Employees also mingle in the campus' cafeteria, walking trails, basketball courts and fitness rooms. A focus of the design was on improving quality of life for employees.

When IDEC was coordinating the design of the building, they wanted to process of pharmaceutical production to be transparent so it would serve as a feature of the

campus.

Baldwin said the architects arranged the production to be sealed with glass instead of sheet rock and plaster. That way, staff and visitors can watch the medicine — Avastin for colon and rectal cancer — being produced.

Avastin is used in combination with intravenous chemotherapy.

The drug inhibits angiogenesis, the process by which new blood vessels develop and carry vital nutrients to a tumor, according to Genentech.

The company is currently switching over to start producing Rituxan, a treatment for non-Hodgkin's lymphoma.

"We're switching to a different product to get our plant licensed for more than one product," Williams said. The building has three independent seed fermentation and inoculation fermentation trays.

The Genentech facility plans to produce several products on its campus — it was built to expand.

All of the buildings are designed to be part of a single column

"spine," which can be extended out so the new buildings create a mirror image of the current ones.

The spine also allows employees and product delivery to move between the buildings quickly.

Oceanside has already approved the finished, built-out project so the Genentech doesn't have to worry about hitting municipal roadblocks, Williams said.

The production technology used in the project also helps the company save money because its highly automated processes mean there's less risk of human error. It was also produced in a cost-effective way — in modules at the manufacturing site, called skids.

The pieces weren't shipped until the builders needed them — and because they were built where they were manufactured, they could easily be tested and trouble-shooted.

"It's much more automated than certainly anything in the Genentech network and probably in the industry," Williams said.

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