



## 191 National Business Park

Annapolis Junction, MD

### In Today's Presentation...

- Introduction
- Depth Study: Construction in Secure Environments
- Breadth Analysis: Elevated Floor System
- Breadth Analysis: Sensitive Compartmented Information Facilities (SCIF)
- Conclusions

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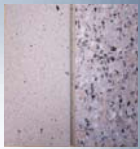

Introduction	<b>Background Information...</b>	
Construction in Secure Environments	<u>Location:</u>	2691 Technology Drive Annapolis Junction, Maryland
Elevated Floor System	<u>Building Size:</u>	101,960 square feet
SCIF	<u>Number of Stories:</u>	4
Conclusions	<u>Type of Building:</u>	Office and Light Testing Facility Secure Facilities Building Use Group: "B" (Business)
	<u>Delivery Method:</u>	Design-Bid-Build
	<u>Dates of Construction:</u>	April 2004 – July 2005

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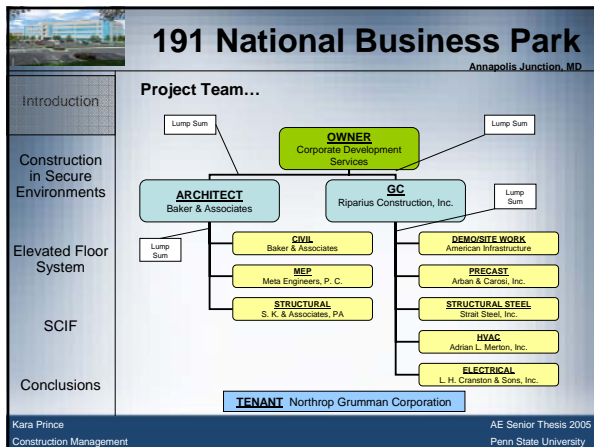
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Introduction	<b>Background Information...</b>	
Construction in Secure Environments	<u>Lighting/Electrical:</u>	<u>Architecture:</u> Exterior Precast Panels Exterior Glass/Aluminum Curtain Wall System
Elevated Floor System	3000A Main Switchboard 2'x4' and 2'x2' Recessed Fluorescent Lights	  
SCIF	<u>Structural:</u> Steel Braced Frame CIP Concrete Slabs Spread & Column Footings	
Conclusions		<u>Mechanical:</u> 5 Rooftop AHUs Fan powered VAV boxes Electric Water Heaters

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### Costs...

All cost information was held due to confidentiality.

Construction in Secure Environments	Base Building Estimate \$19 million
Elevated Floor System	General Conditions Estimate \$762,100
SCIF	Structural Systems Estimate \$9 million

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Introduction	<b>Site Layout...</b>	<b>Congestion and Security Issues</b>
Construction in Secure Environments		<p>This area is an asphalt parking lot for the use by the surrounding buildings.</p> <p><b>LEGEND</b></p> <ul style="list-style-type: none"> <li>Site Fence</li> <li>Fire Hydrant</li> <li>Electrical Connection</li> <li>Water Main</li> <li>Property Line</li> <li>Wetlands Buffer Line</li> </ul> <p><b>CONSTRUCTION SITE PLAN</b> 191 National Business Park Annapolis Junction, MD</p> <p><b>GENERAL SITE PLAN</b> Kara Prince Advisor: Messner November 3, 2004</p>
Elevated Floor System		
SCIF		
Conclusions		
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Introduction	<b>Focus for my depth and analyses...</b>	
Construction in Secure Environments	<h1>Construction and Security Requirements</h1>	
Elevated Floor System		
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Introduction	<p>Security has always been an issue.</p>	
Construction in Secure Environments		
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Introduction	<p>Security has always been an issue.</p> <p>There are countless papers and articles written about security and buildings, including "DoD Minimum Antiterrorism Standards for Buildings", but...</p>	
Construction in Secure Environments		
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Introduction	<p>Security has always been an issue...</p> <p>There are countless papers and articles written about security and buildings, but...</p> <p>There is limited text addressing construction in secure environments.</p>	
Construction in Secure Environments		
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Introduction	<p><b>Research...</b></p> <p><u>Two Methods of Research:</u></p> <ol style="list-style-type: none"> <li>Survey</li> <li>Literature Review</li> </ol> <p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>Create a potential listing of problem areas.</li> <li>Determine if security requirements decreases level of productivity.</li> <li>Determine if schedules become unreliable due to security.</li> <li>Create a listing for strategies that may be implemented.</li> <li>Create a guide that may be used by industry members.</li> </ul>	
Construction in Secure Environments		
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Introduction	<b>Survey Participants...</b>		
Construction in Secure Environments	<b>Question</b>	<b>Responses</b>	<b>Most Frequent Response</b>
Elevated Floor System	<b>Years of Experience in the Industry</b>	Range from 3 years to 27 years	[REDACTED]
	<b>Years of Experience with Secure Environments</b>	Range from less than 1 year to 5 years	
SCIF	<b>Projects</b>	Federal Building, Office Building, Laboratory, Research and Development Center, Data Center, Hospital	Office Building
	<b>Owners</b>	Federal, Government Contractor	Federal
Conclusions	<b>Project Delivery Methods</b>	Design-Bid-Build, Design-Build, Construction Management	Design-Build

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Introduction	<b>Potential Listing of Problem Areas...</b>		
Construction in Secure Environments			
Elevated Floor System	<p style="font-size: x-small;"> <span style="color: blue;">■</span> Mobilization      <span style="color: red;">■</span> Material Deliveries  <span style="color: green;">■</span> Communication      <span style="color: purple;">■</span> Worker Availability  <span style="color: orange;">■</span> Preconstruction/Planning      <span style="color: brown;">■</span> Estimating  <span style="color: pink;">■</span> Substructure/Superstructure      <span style="color: grey;">■</span> Worker Training  <span style="color: yellow;">■</span> Interior Finishes      <span style="color: black;">■</span> Excavation  <span style="color: lightblue;">■</span> Foundations      <span style="color: darkblue;">■</span> Subcontractor Pool  <span style="color: lightgreen;">■</span> Swing Space Availability         </p>		
SCIF			
Conclusions			

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Introduction	<b>Percent Reductions...</b>		
Construction in Secure Environments	<b>Construction Activity</b>	<b>Range of Percent Responses</b>	<b>Average Percentage</b>
Elevated Floor System	Material Deliveries	10% to 50%	30%
	Mobilization	5% to 10%	9%
SCIF	Worker Training	0% to 10%	5%
	Communication	0% to 25%	13%
Conclusions	Worker Availability	0% to 33%	18%
	Preconstruction/Planning	0% to 5%	4%
	Interior Finishes	0% to 400%*	57%
	Staff transitions/Turnover	0% to 30%	15%
	Estimating	-	-
	Excavation	-	-
	Foundation	-	-
	Substructure/Superstructure	-	-
	Safety Training	-	-
	Subcontractor Pool Impacts	-	-

\*This percentage is restricted to one particular case.

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Introduction	<b>Security Aspects Most Problematic...</b>		
Construction in Secure Environments			
Elevated Floor System	<p style="font-size: x-small;"> <span style="color: red;">■</span> 10.5%      <span style="color: blue;">■</span> 26%  <span style="color: green;">■</span> 16%      <span style="color: purple;">■</span> 21%  <span style="color: orange;">■</span> 16%         </p>		
SCIF			
Conclusions	<p style="font-size: x-small;"> <span style="color: red;">■</span> Material Deliveries      <span style="color: blue;">■</span> Escorts      <span style="color: green;">■</span> Badging/De-badging  <span style="color: orange;">■</span> Processing onto Site      <span style="color: purple;">■</span> Clearance Forms      <span style="color: brown;">■</span> Worker Availability         </p>		

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Introduction	<b>Security effects on Schedules and Communication...</b>		
Construction in Secure Environments	<ul style="list-style-type: none"> <li>❑ Schedules shown to be UNRELIABLE for most cases!</li> <li>❑ Communication hindered due to...             <ul style="list-style-type: none"> <li>"X-raying" mail</li> <li>Email attachment limitations</li> <li>Confidentiality of drawings and specs</li> </ul> </li> </ul>		
Elevated Floor System			
SCIF			
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Introduction	<b>Strategies to manage security...</b>		
Construction in Secure Environments	<ul style="list-style-type: none"> <li>❑ Before going onsite, the team must have a complete understanding of all security requirements.</li> <li>❑ Coordination between workers and security agency is key to process quickly.</li> <li>❑ Create a separate facility on site to handle all security.</li> <li>❑ Convey detailed expectations and the impacts of security to workers.</li> <li>❑ Dedicate one individual to handle security only.</li> <li>❑ Develop a highly detailed schedule including all tasks and activities.</li> </ul>		
Elevated Floor System			
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Conclusions			

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Introduction	<h3>Literature Review...</h3> <ul style="list-style-type: none"> <li>□ Vulnerability analysis, Risk assessment, Technology requirements, and Design of the systems → ACCURATE COST</li> <li>□ Handle documents properly → AVOID REPERCUSSIONS</li> <li>□ Use fewer personnel to handle documents → PROVIDE SAFETY AND SECURITY</li> </ul>
Construction in Secure Environments	
Elevated Floor System	
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Conclusions	
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Introduction	<h3>Overview of Breadth Analysis I...</h3> <p>Existing Elevated Floor System:</p> <ul style="list-style-type: none"> <li>6" Total Slab</li> <li>20 Gauge Metal Decking</li> <li>3" Lightweight Concrete</li> <li>WWF – 6"x6" W 2.9 x W2.9</li> <li>Chairs 1" from top of slab</li> </ul>
Construction in Secure Environments	
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Introduction	<h3>Overview...</h3> <p>Existing Elevated Floor System:</p> <ul style="list-style-type: none"> <li>6" Total Slab</li> <li>20 Gauge Metal Decking</li> <li>3" Lightweight Concrete</li> <li>WWF – 6"x6" W 2.9 x W2.9</li> <li>Chairs 1" from top of slab</li> </ul> <p>Lightweight concrete?</p> <ul style="list-style-type: none"> <li>- Higher fire rating, smaller slab thickness, smaller member sizes</li> </ul> <p>(according to the engineers)</p>
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Introduction	<h3>Vibration Analysis...</h3> <p><u>Preliminary Assessment (Hanagan):</u></p> <ul style="list-style-type: none"> <li>Concrete Weight – Light weight Concrete</li> <li>Steel Frame Type – Rolled beams/girders</li> <li>Construction Type – Composite</li> <li>Deck Type – Composite</li> </ul> <p>C1 = 0.449 (from chart based on deck thickness and total slab thickness)</p> <p>C2 = 0.120 (from chart)</p> <p><math>C1 + C2 = 0.449 + 0.120 = 0.569 &gt; 0.5</math></p> <p><b>UNACCEPTABLE FOR VIBRATION!!!</b></p> <p>However, <b>original structure is structurally sound</b> (based on calculations made from LRFD).</p>
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Introduction	<h3>Vibration Analysis...</h3> <p><u>Re-design of Elevated Slab (Hanagan):</u></p> <ul style="list-style-type: none"> <li>Concrete Weight – Normal Concrete</li> <li>Steel Frame Type – Rolled beams/girders</li> <li>Construction Type – Composite</li> <li>Deck Type – Composite</li> </ul> <p>C1 = 0.343 (from chart based on deck thickness and total slab thickness)</p> <p>C2 = 0.102 (from chart)</p> <p><math>C1 + C2 = 0.343 + 0.102 = 0.445 &lt; 0.5</math></p> <p><b>ACCEPTABLE FOR VIBRATION!!!</b></p> <p><b>Re-designed structure is structurally sound</b> (based on calculations made from LRFD).</p> <p>*Note: Other concerns (fire protection, HVAC, etc) must be considered for a full re-design but were not researched in this thesis.</p>
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Introduction	<h3>Schedule Impacts...</h3> <p>Original Schedule</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: x-small;"> <thead> <tr> <th>Activity</th> <th>Duration (days)</th> <th>Start</th> <th>Finish</th> </tr> </thead> <tbody> <tr> <td>FRP CIP 2nd Floor Slab &amp; Cure</td> <td>30</td> <td>30-Aug-04</td> <td>08-Oct-04</td> </tr> <tr> <td>FRP CIP 3rd Floor Slab &amp; Cure</td> <td>38</td> <td>01-Sept-04</td> <td>22-Oct-04</td> </tr> <tr> <td>FRP CIP 4th Floor Slab &amp; Cure</td> <td>15</td> <td>20-Sept-04</td> <td>08-Oct-04</td> </tr> <tr> <td>FRP CIP Roof Slab &amp; Cure</td> <td>11</td> <td>24-Sept-04</td> <td>08-Oct-04</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>94</b></td> <td></td> <td></td> </tr> </tbody> </table> <p>Note: Schedule is coordinated with precast erection.</p> <p>Schedule durations <i>remain the same</i> for both light weight and normal weight concrete slabs.</p>	Activity	Duration (days)	Start	Finish	FRP CIP 2nd Floor Slab & Cure	30	30-Aug-04	08-Oct-04	FRP CIP 3rd Floor Slab & Cure	38	01-Sept-04	22-Oct-04	FRP CIP 4th Floor Slab & Cure	15	20-Sept-04	08-Oct-04	FRP CIP Roof Slab & Cure	11	24-Sept-04	08-Oct-04	<b>TOTAL</b>	<b>94</b>		
Activity		Duration (days)	Start	Finish																					
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Construction in Secure Environments																									
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### Schedule Impacts...

If schedule needs to be driven for any reason:  
**76 Days Saved in the Schedule!!**

#	Area	1	2	3	4
1	F2 S1				
2	F2 S2				
3	F2 S3				

#	SIPS Activity
1	Edge Form
	Chairs
	WWF
2	Place Concrete
	Finish Concrete

Activity	Duration	Start	Finish
FRP CIP 2 <sup>nd</sup> Floor Slab	9	30-Aug-04	09-Sept-04
FRP CIP 3 <sup>rd</sup> Floor Slab	9	02-Sept-04	14-Sept-04
FRP CIP 4 <sup>th</sup> Floor Slab	9	07-Sept-04	17-Sept-04
FRP CIP Roof Slab	9	10-Sept-04	22-Sept-04
TOTAL	36		
ACTUAL TOTAL DURATION	18		

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### Cost Impacts...

Light weight concrete is an additional \$2.75/CY  
(According to RS Means 1999)

Cost of Original: Lightweight	Cost of Revised: Normal Weight	Difference In Cost
\$7,657,000	\$5,702,000	\$1,955,000

Normal weight concrete costs significantly less!

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### Value Engineering...

Light weight Concrete - versus - Normal weight Concrete

- Light weight is *harder to place* during construction
- Light weight concrete *costs more*
- Light weight is *harder to achieve the same level of quality*

Therefore Normal Weight Concrete is a better value engineering idea!!!

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### Security: Sound Attenuation...

- Sensitive Compartmented Information Facilities (SCIF) require:  
Sound Transmission Class (STC) 45 or greater  
(Director of Central Intelligence Directive)
- DCID requires a minimum of 8" thick reinforced concrete construction of walls, floor, and ceiling.
- Northrop Grumman constructs SCIFs using *permanent drywall construction*.  
This is allowed because they have immediate response force within their facilities.

*More about SCIFs in next section...*

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### Security: Sound Attenuation...

**Question:** Is the 6" total normal weight slab enough to prevent sound attenuation through the elevated floor system?  
**Answer:** YES!  
According to Director of Physical Security at Northrop Grumman, 6" total slab is ideal and exceeds STC 45.

**Question:** Are there other ways to increase the STC rating for the SCIF space?  
**Answer:** YES!  
Sound masking devices, structural enhancements with high density building materials, and/or a stand off distance could be implemented.

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### Sensitive Compartmented Information Facilities (SCIF)

"room or area in which Sensitive Compartmented Information (SCI) may be stored, used, discussed, or processed"

### Sensitive Compartment Information (SCI)

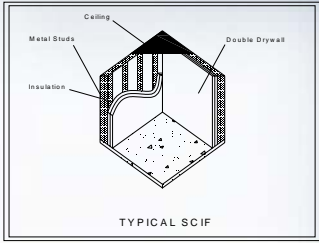
"any information that is classified by the United States government"

Important to understand the construction, mechanical, and electrical requirements of a SCIF...

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Introduction	Construction Requirements...
Construction in Secure Environments	Walls, ceiling, and floor must be permanently constructed and attached to each other (DCID).
Elevated Floor System	 <p>TYPICAL SCIF</p>
SCIF	
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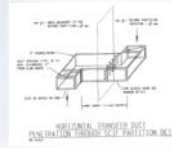
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Introduction	Construction Requirements (According to DCID)...									
Construction in Secure Environments	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>General Requirements</th> <th>Types of Materials</th> </tr> </thead> <tbody> <tr> <td>Doors</td> <td> <ul style="list-style-type: none"> <li>Only one primary entrance allowed.</li> <li>Exit door may be required.</li> <li>Doors must be closed at all times unless for emergencies.</li> <li>Must be plumb in frame and of sufficient strength.</li> <li>Need automatic door closure, GSA approved combination lock, and access control device.</li> <li>Hinge pins located exterior of the SCIF will be treated to prevent removal.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Solid wood core door, min 1 1/2" thick</li> <li>16 gauge metal cladding over wood or comp materials, min 1 1/2"</li> <li>Metal cladding continuous and cover entire front and back.</li> <li>Metal fire or acoustical protection doors, min 1 1/2"</li> <li>Joined metal rolling door, min 22 gauge</li> </ul> </td> </tr> <tr> <td>Windows</td> <td> <ul style="list-style-type: none"> <li>Windows which allow visual surveillance must be made opaque or covered with items such as blinds to prevent surveillance.</li> <li>Windows at ground level will be covered with materials to prevent entry.</li> <li>Perimeter windows at ground level shall be covered by an Intrusion Detection System.</li> </ul> </td> <td></td> </tr> </tbody> </table> <p style="text-align: center; font-size: small;">General Construction Requirements for SCIF Doors and Windows</p>		General Requirements	Types of Materials	Doors	<ul style="list-style-type: none"> <li>Only one primary entrance allowed.</li> <li>Exit door may be required.</li> <li>Doors must be closed at all times unless for emergencies.</li> <li>Must be plumb in frame and of sufficient strength.</li> <li>Need automatic door closure, GSA approved combination lock, and access control device.</li> <li>Hinge pins located exterior of the SCIF will be treated to prevent removal.</li> </ul>	<ul style="list-style-type: none"> <li>Solid wood core door, min 1 1/2" thick</li> <li>16 gauge metal cladding over wood or comp materials, min 1 1/2"</li> <li>Metal cladding continuous and cover entire front and back.</li> <li>Metal fire or acoustical protection doors, min 1 1/2"</li> <li>Joined metal rolling door, min 22 gauge</li> </ul>	Windows	<ul style="list-style-type: none"> <li>Windows which allow visual surveillance must be made opaque or covered with items such as blinds to prevent surveillance.</li> <li>Windows at ground level will be covered with materials to prevent entry.</li> <li>Perimeter windows at ground level shall be covered by an Intrusion Detection System.</li> </ul>	
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Elevated Floor System										
SCIF										
Conclusions	Kara Prince Construction Management									
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Introduction	Mechanical Requirements...
Construction in Secure Environments	<p><b>Physical protection of Vents, Ducts, and Pipes (DCID)</b></p> <ul style="list-style-type: none"> <li>All vents, ducts, and similar openings in excess of 96 square inches that enter or pass through SCIF must be protected with either <b>bars, grilles, or commercial metal duct sound baffles</b> that meet appropriate sound attenuation.</li> <li>Based on TEMPEST accreditation, it may be required that all vents, ducts, and pipes have a non-conductive section installed at the interior perimeter.</li> <li>No access point to allow visual inspection of the protection in the vent or duct should be installed inside the secure perimeter of the SCIF. If the port is installed outside the perimeter of the SCIF, it must be locked.</li> </ul>
Elevated Floor System	 <p>If light can be seen in an area outside SCIF, sound transfer is great.</p> <ul style="list-style-type: none"> <li>Return ducts use Z boot</li> </ul>
SCIF	
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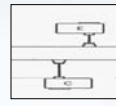
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Introduction	Electrical Requirements...
Construction in Secure Environments	<ul style="list-style-type: none"> <li>Panel boards must be located inside room.</li> </ul> 
Elevated Floor System	<ul style="list-style-type: none"> <li>Dielectric is required for all conduits running through SCIF space. Dielectric is any medium that does not allow the passage of electric force through.</li> </ul>
SCIF	<ul style="list-style-type: none"> <li>For SCIFs that require less than 100 kVA, a UPS and transformer is required to change the voltage.</li> </ul> <p style="text-align: right; font-size: small;">(Manager of Electrical Engineering at Northrop Grumman)</p>
Conclusions	Kara Prince Construction Management
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Introduction	Mechanical Re-design...									
Construction in Secure Environments	<ul style="list-style-type: none"> <li>Current system does not account for security concerns of a SCIF (aka no man bars and sound attenuators)</li> </ul>									
Elevated Floor System	<ul style="list-style-type: none"> <li>Two fan powered VAV boxes giving off 2200 CFM in area</li> </ul> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">1300 CFM</td> <td style="text-align: center;">+</td> <td style="text-align: center;">900 CFM</td> </tr> <tr> <td colspan="3" style="text-align: center;">-----</td> </tr> <tr> <td colspan="3" style="text-align: center;">2200 CFM</td> </tr> </table> 	1300 CFM	+	900 CFM	-----			2200 CFM		
1300 CFM	+	900 CFM								
-----										
2200 CFM										
SCIF	<ul style="list-style-type: none"> <li>Using Hourly Analysis Program (HAP) Version 4.20a, 1445 CFM needed for room</li> </ul> <p style="text-align: center; color: blue;">DIFFERENCE OF 755 CFM!!</p>									
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Introduction	Mechanical Re-design...
Construction in Secure Environments	<ol style="list-style-type: none"> <li>Existing duct (38x14) removed and new duct (40x16) will be manufactured and installed- this will include man bars, sound lining, and reducers</li> <li>1300 CFM VAV box removed</li> <li>900 CFM VAV box will be re-used for new duct</li> <li>755 CFM VAV box will be manufactured for new duct</li> <li>545 CFM VAV box will be manufactured and installed elsewhere in open floor space</li> <li>Return duct (20x14) manufactured since there is no existing - Return duct sized using Trane's Ductulator</li> <li>Z boot will be manufactured and installed in new duct</li> </ol>
Elevated Floor System	
SCIF	
Conclusions	Kara Prince Construction Management
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### Value Engineering...

Cost for HVAC: Renovating Existing versus Installing Secure HVAC Initially

Renovation of Original System	Initially Installing Secure System
<p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Existing duct and VAV boxes must be removed</li> <li>• New duct manufactured and installed – including reducers, sound lining, and man bars</li> <li>• 900 CFM VAV box installed</li> <li>• 545 CFM VAV box manufactured and installed</li> <li>• 755 CFM VAV box manufactured and installed</li> </ul> <p><b>Costs:</b></p> <ul style="list-style-type: none"> <li>• Removal of existing supply duct - \$500</li> <li>• Removal of VAV box - \$340</li> <li>• Supply Duct Manufactured - \$1000</li> <li>• Return Duct Manufactured - \$1700</li> <li>• Man bars - \$560</li> <li>• 900 CFM VAV box - \$650</li> <li>• 545 CFM VAV box - \$550</li> <li>• 755 CFM VAV box - \$650</li> <li>• Installation of supply duct - \$480</li> <li>• Installation of return duct - \$630</li> <li>• Installation of VAV boxes - \$480</li> <li>• Supply diffusers - \$60</li> <li>• Return diffusers - \$40</li> <li>• Z boot - \$510</li> </ul> <p style="text-align: right;">Total Cost: \$7500</p>	<p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Duct manufactured and installed – including reducers, sound lining, and man bars</li> <li>• 900 CFM VAV box manufactured and installed</li> <li>• 545 CFM VAV box manufactured and installed</li> <li>• 755 CFM VAV box manufactured and installed</li> </ul> <p><b>Costs:</b></p> <ul style="list-style-type: none"> <li>• Supply Duct Manufactured - \$1000</li> <li>• Return Duct Manufactured - \$1700</li> <li>• Man bars - \$560</li> <li>• 900 CFM VAV box - \$700</li> <li>• 545 CFM VAV box - \$550</li> <li>• 755 CFM VAV box - \$650</li> <li>• Installation of supply duct - \$480</li> <li>• Installation of return duct - \$630</li> <li>• Installation of VAV boxes - \$480</li> <li>• Supply diffusers - \$60</li> <li>• Return diffusers - \$40</li> <li>• Z boot - \$510</li> </ul> <p style="text-align: right;">Total Cost: \$7360</p>
<p>Cost Difference: \$140</p>	

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### Value Engineering...

However,

costs did not take into consideration the additional planning costs needed to renovate the existing system versus initially installing a secure HVAC duct.

Therefore,

initially installing a secure system is a better value engineering idea.

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### Conclusions...

Security must be addressed in all aspects of building engineering (Structural, Mechanical, Electrical, Construction)

- Survey and literature review provided valid insights into better understanding construction in secure environments and strategies that can be implemented for a construction job.
- Elevated floor slab needed to be re-designed for vibration. The re-designed 6" slab provided a sufficient STC rating for the SCIF however STC ratings may be improved through additional methods.
- SCIFs have many security requirements. The existing mechanical system needed to be renovated to meet the standards.
- Value Engineering: Normal weight concrete and initially installing a secure duct.

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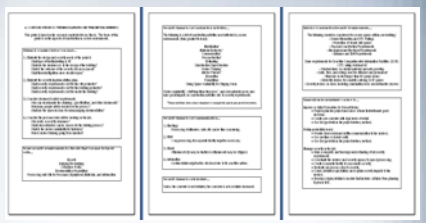
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### Goal Fulfilled...



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- My AE peers (Jon, Emily, & Holly) and friends
  - Most importantly: Mom, Dad, and Ryan


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### Questions?



"This dog ate my dog."

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