



# City of Del Mar Staff Report



TO: Honorable Mayor and City Council Members

FROM: Kathleen A. Garcia, Planning and Community Development Director  
Via Scott W. Huth, City Manager

DATE: June 1, 2015

SUBJECT: City Hall/Town Hall/Civic Plaza Architects' Open House for Concept Design and Environmental Impact Report Scoping Meeting

## REQUESTED ACTION/RECOMMENDATION:

Staff requests that the City Council receives the architect's report on Concept Design Ideas, staff report and public testimony and direct the design team on further refinement for the City Hall/Town Hall/Civic Plaza site arrangements in order to refine and return at the June 15, 2015 City Council meeting. Comments on the Scope of the Environmental Impact Report (EIR) will also be taken at this forum.

## DISCUSSION/ANALYSIS:

The Miller Hull Partnership, architects for the City Hall project, have used community input, coupled with their site investigations, site visits with adjacent residential property owners, and analysis of previous studies to synthesize their thoughts into ideas of how best to arrange uses on the 1050 Camino del Mar site.

### **Community Input**

On May 4, 2015, the Miller Hull Partnership conducted a Meet & Greet with the community to gather input as they began their design process. This input was as summarized at both the May 4 and May 18, 2015 City Council meetings. An inventory of the comments can be found in the staff report online at: <http://www.delmar.ca.us/AgendaCenter/ViewFile/Agenda/05182015-833> (Item 18).

To respond with sensitive design solutions and expanding upon the community's Meet & Greet feedback, the architects have also met personally with the residential property owners whose homes abut 1050 Camino del Mar. The adjacent residents have provided their concerns for potential mass and bulk adjacent to their homes, glare, light, security, air quality and noise concerns and traffic impacts which are informing design decisions.

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City Council Action:

To better understand the Del Mar community and history, the architects have also reviewed past planning and design documents, the Design Review Ordinance (DRO) and Zoning Code, visited the Alvarado House and toured cherished Del Mar landmarks, The Powerhouse Community Center and the Library, to help form their impression of community character.

**Program**

To start the planning for the City Hall/Town Hall project, the City Council first reviewed development program recommendations from two architectural firms (Carrier Johnson Architects and Leeger Architecture) on April 21, 2014. On May 5, 2014, the City Council reviewed options for Town Hall sizes, ranging in size from 75 persons (2,316 SF) to 175 persons (5,256 SF). Following its June 9, 2014 workshop, the City Council again addressed the draft program on June 16, 2014 which resulted in Resolution 2014-58, adopted on July 7, 2014 (Attachment A). Complete meeting minutes, staff reports and supporting documentation can be found at <http://delmar.ca.us/agendacenter> for each of these City Council meetings and workshops.

After an additional workshop, City Council deliberation, a survey, and discussion during the Master Planning phase, the City Council, at its March 2, 2015 meeting, made refinements to the development program for the site and adopted Resolution 2015-11 (Attachment B), which identified the following program and project costs to initiate the design phase:

| <b>Program Element</b> | <b>Amount</b> (SF = Square Feet)                    |
|------------------------|---|
| City Hall              | 9,250 SF (+10%)                                     |
| Town Hall              | 3,200 SF (±10%) with seating for 100 to 150 persons |
| Civic Plaza            | 15,000 SF   |
| Parking                | 160 stalls  |
| Flexible Space         | 11,000 SF to 20,000 SF of area                      |
| Project Cost           | \$12.4 - \$16.4 million                             |

**Flexible Space**

At its May 18, 2015 City Council meeting, the City Council asked staff to return with a discussion of five potential items that could be accommodated as part of the “flexible space” at the City Hall Site:

1. Larger Town Hall Assembly Space for greater occupancy (up to 250 persons at tables), or as a 250-seat performance space appropriate for musical gatherings or special events. The larger Town Hall could include a kitchen (catering or commercial)
2. Alvarado House, the 800 SF home of historic note (built in 1885)
3. Additional space for Law Enforcement facilities beyond the current Park Ranger office space
4. Office space for non-profit organizations (Del Mar Community Connections and Del Mar Foundation, currently located at Shores Park)

## 5. Emergency Operations Center (EOC)

Attachment C outlines the range of space needs for these various potential program elements, parking requirements and potential costs.

### **Next Steps**

On June 1, 2015, the Miller Hull architectural team is presenting their thought process and initial design responses to the community input received. Community feedback and City Council direction will allow them to refine these ideas in order to present a preferred direction for the arrangement of program elements on the site at the June 15, 2015 City Council meeting. Following this review and direction by the City Council, the architects will develop this concept into a schematic design, to be reviewed, per the adopted schedule, at the July 20, 2015 City Council meeting. On June 1, 2015, the EIR Consultant, RECON, will also be hearing comments regarding the scope of the EIR for incorporation into their environmental analysis.

### FISCAL IMPACT:

The City Hall project efforts to date, including design and EIR, are funded in the adopted FY 2013 - 2014 and 2014 – 2015 Operating and Capital Budget.

### ENVIRONMENTAL IMPACT:

The City Hall project is undergoing an EIR currently pursuant to the regulations of the California Environmental Quality Act (CEQA). The Open House is intended to serve as a forum for the interested parties to express their comments on the scope of the EIR.

### PRIOR CITY COUNCIL REVIEW:

On April 6, 2014, the City Council initiated the Design phase of work for the City Hall project. A complete list of City Council discussions is included in Attachment D.

### ATTACHMENTS:

Attachment A – Resolution 2014 - 58  
Attachment B – Resolution 2015 - 11  
Attachment C – Space Needs for Programmatic Elements beyond Adopted Program  
Attachment D – Chronology of City Council Meetings regarding City Hall/Town Hall

RESOLUTION NO. 2014 - 58

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DEL MAR, CALIFORNIA, AFFIRMING THE DEVELOPMENT OF A NEW CITY HALL/TOWN HALL AND DIRECTING STAFF TO PROCEED WITH EFFORTS RELATED TO PLANNING FOR AND DEVELOPING THE NEW DEL MAR CIVIC CENTER LOCATED AT 1050 CAMINO DEL MAR

WHEREAS, the City of Del Mar has been planning for a new City Hall since the purchase of the old St. James Academy property at 1050 Camino del Mar in 1975; and

WHEREAS, since the purchase of the property, the existing St. James Academy buildings have served as the City's primary administrative offices and community meeting space, of which 40 percent of the buildings are unusable due to public safety concerns; and

WHEREAS, over the last 40 years, the City has completed several studies to identify, finance, and develop a feasible space to house the City's administrative offices and community meetings; and

WHEREAS, between June 17, 2013 and September 3, 2013, the City Council initiated the planning phase for a new City Hall and committed itself to improve the conditions of public buildings for community users and City employees within a three-year timeframe; and

WHEREAS, the City Council further affirmed that the existing site at 1050 Camino del Mar being used as a City Hall and Town Hall is antiquated, does not provide adequate space for community meetings and City administrative functions, and presents safety concerns to the public and staff; and

WHEREAS, in consideration of potential sites to locate new City facilities, the City Council developed detailed assessment criteria to evaluate community values, and operational and regulatory factors; and

WHEREAS, the City Council found that retrofitting the existing City Hall/Town Hall buildings to provide structural and energy efficiencies was infeasible due to building age and cost; and

WHEREAS, on September 3, 2013, the City Council prioritized the replacement of City Hall/Town Hall and recognized that input from the community would play a critical role in identifying and prioritizing issues related to redevelopment, including input and recommendations for potential sites; facility needs; and potential uses to consider in addition to a new City Hall/Town Hall; and

WHEREAS, on December 2, 2013, the City conducted a community workshop to evaluate potential locations and makeup of a new City Hall/Town Hall, financial aspects of development, and an implementation program; and

WHEREAS, on February 18, 2014, the City completed a citywide survey to further evaluate potential locations and makeup of a new City Hall/Town Hall, financial aspects of development, and an implementation program; and

WHEREAS, the City's Finance Committee, Financial Advisor, and staff evaluated the City's financing capacity and provided recommendations to the City Council; and

WHEREAS, on May 19, 2014, the City Council re-evaluated redevelopment scenarios at various public and privately-owned properties, including estimated costs for redevelopment and use, the City's financing capacity, and considered scenarios related to public-private partnerships and the highest and best economic use of 1050 Camino del Mar; and

WHEREAS, on June 2, 2014, the City Council re-examined all potential sites considered for a new City Hall/Town Hall, and determined that 1050 Camino del Mar was considered the highest and most feasible site for a new City Hall, Town Hall, plaza, and associated parking; and

WHEREAS, on June 9, 2014, the City conducted a second community workshop to further evaluate and refine the program for a new City Hall/Town Hall, address incorporation of additional public parking beyond the minimum required by the Del Mar Municipal Code, and identify community interests for other desired uses that could be developed at 1050 Camino del Mar; and

WHEREAS, on June 16, 2014, the City Council reviewed the results of the June 9, 2014 community workshop and future Master Planning and Design Phases of work and directed staff to initiate the Master Planning Phase of work; and

WHEREAS, on June 16, 2014 the City Council amended the Adopted Operating and Capital Budget for Fiscal Years 2013-2014 and 204-2015 to allocate funds from the Capital Improvement Reserve Fund in an amount not to exceed Four Hundred and Thirty-one Thousand Dollars (\$431,000) for consultant fees and expenses to prepare both the Master Planning Phase and Design Phase efforts; and

WHEREAS, the City Council approved an amount not to exceed One Hundred Thousand Dollars (\$100,000) from that allocation for the Master Planning Phase.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Del Mar, California, that the development of a new City Hall/Town Hall is hereby affirmed to proceed as a priority.

BE IT FURTHER RESOLVED, that staff is hereby directed to proceed with efforts related to the next steps in master planning for the new Del Mar City Hall and Town Hall subject to the following:

1. Location: Pursue redevelopment of a new City Hall and Town Hall at 1050 Camino del Mar.
2. Municipal Program: Proceed with a development program that incorporates the following:
  - a. Approximately 9,250 square foot City Hall that includes adequate and flexible space for public counters, lobby, conference rooms and public restrooms.
  - b. Town Hall (Approximately 3,200 square foot) that has seating for 100 persons in a flexible space that accommodates a Council Chambers/TV Studio, community meeting rooms, and space for Del Mar TV.
  - c. A minimum requirement of 51 parking stalls or as pursuant to the Del Mar Municipal Code.
  - d. Approximately a 15,000 square-foot public plaza to be used for various events.

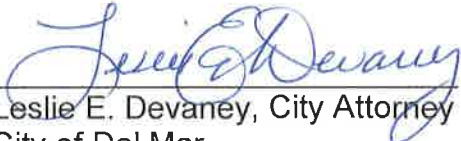
BE IT FURTHER RESOLVED, that staff is hereby directed to initiate the Master Planning Phase, consisting of developing conceptual alternatives that explore various programmatic and use options through site planning.

BE IT FUTHER RESOLVED, by the City Council of the City of Del Mar, California that an amount not to exceed One Hundred Thousand Dollars (\$100,000) is appropriated for the Master Planning Phase.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Del Mar, California, at a Regular Meeting held on the 7<sup>th</sup> day of July, 2014.

  
LEE HAYDU, Mayor  
City of Del Mar

APPROVED AS TO FORM:

  
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Leslie E. Devaney, City Attorney  
City of Del Mar

ATTEST AND CERTIFICATION:  
STATE OF CALIFORNIA  
COUNTY OF SAN DIEGO  
CITY OF DEL MAR

I, ANDREW POTTER, Administrative Services Director/City Clerk of the City of Del Mar, California, DO HEREBY CERTIFY, that the foregoing is a true and correct copy of Resolution No. 2014-58, adopted by the City Council of the City of Del Mar, California, at a Regular Meeting held the 7<sup>th</sup> day of July, 2014, by the following vote:

AYES: Mayor Haydu, Deputy Mayor Corti, Council Member Mosier,  
Parks and Sinnott  
NOES: None  
ABSENT: None  
ABSTAIN: None

  
\_\_\_\_\_  
Andrew Potter, Administrative Services Director/City Clerk  
City of Del Mar

RESOLUTION NO. 2015 - 11

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DEL MAR, CALIFORNIA, AFFIRMING THE DEVELOPMENT OF A NEW CITY HALL/TOWN HALL DEVELOPMENT PROGRAM AND DIRECTING STAFF TO PROCEED WITH EFFORTS RELATED TO THE DESIGN AND ENVIRONMENTAL REVIEW OF THE NEW DEL MAR CITY HALL/TOWN HALL LOCATED AT 1050 CAMINO DEL MAR

WHEREAS, the City of Del Mar has, between June 17, 2013 and June 16, 2014, conducted the planning phase for a new City Hall/Town Hall at 1050 Camino del Mar and committed itself to improve the conditions of public buildings for community users and City employees within a three-year timeframe; and

WHEREAS, on June 16, 2014, the City Council reviewed the results of the planning phase and directed staff to initiate the Master Planning Phase of work; and

WHEREAS, on June 16, 2014, the City Council amended the Adopted Operating and Capital Budget for Fiscal Years 2013-2014 and 204-2015 to allocate funds from the Capital Improvement Reserve Fund in an amount not to exceed Four Hundred and Thirty-one Thousand Dollars (\$431,000) for consultant fees and expenses to prepare both the Master Planning Phase and Design Phase efforts; and

WHEREAS, the City Council approved an amount not to exceed One Hundred Thousand Dollars (\$100,000) from that allocation for the Master Planning Phase; and

WHEREAS, between June 16, 2014 and March 2, 2015, the City undertook the Master Planning Phase, including analysis of a variety of options for additional uses, preliminary cost estimates and options for site development; and

WHEREAS, on October 27, 2014, the City conducted a community workshop to review different scenarios for development; and

WHEREAS, the City further solicited the input of registered voters between February 2, 2015 and February 20, 2015 with a Voice Your Choice Poll to determine community preference on three options; and

WHEREAS, on March 2, 2015, the City Council received the results of the poll which garnered 980 responses and determined to move forward with the City Hall, Town Hall, Plaza, public parking for 160 cars and flexible space for 11,000 to 20,000 square feet of area for future development/expansion, with an estimated development cost of between \$12,400,000 and \$16,400,000; and

WHEREAS, on March 2, 2015, the City Council directed staff to initiate the Design Phase (Schematic Design and Design Development) and the Environmental Review process, consisting of review of the proposed project according to the California Environmental Quality Act (CEQA); and

WHEREAS, on March 2, 2015, the City Council amended the Adopted Operating and Capital Budget for Fiscal Years 2013-2014 and 2014-2015 to allocate additional funds from the Capital Improvement Reserve Fund in an amount not to exceed Five Hundred and Forty Six Thousand Dollars (\$546,000) for consultant fees and expenses to prepare the Design Phase of the municipal program, including structured parking for 160 cars and flexible space for future expansion, the Environmental Review of the project and associated tasks.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Del Mar, California, that the Schematic Design, Design Development and Environmental documentation of a new City Hall/Town Hall is hereby affirmed to proceed as a priority.

BE IT FURTHER RESOLVED, that staff is hereby directed to proceed with efforts related to the next steps in designing and environmental review the new Del Mar City Hall and Town Hall subject to the following:

1. Development Program: Proceed with a development program that incorporates the following subject to CEQA review:
  - a. Approximately 9,250 square foot ( $\pm 10\%$ ) City Hall that includes adequate and flexible space for public counters, lobby, conference rooms and public restrooms.
  - b. Town Hall (approximately 3,200 square foot ( $\pm 10\%$ )) with a minimum of 100 seats, with flexibility to go up to 150 seats with workshop seating that accommodates a variety of uses as a Council Chambers/TV Studio, community meeting rooms, and space for Del Mar TV.
  - c. Approximately 160 parking stalls.
  - d. Approximately a 15,000 square-foot public plaza to be used for various events.
  - e. Area (between 11,000 and 20,000 square feet) for future expansion.

BE IT FURTHER RESOLVED, that staff is hereby directed to initiate the Design Phase, consisting of developing schematic design and design development for the development program.

BE IT FURTHER RESOLVED, that staff is hereby directed to initiate the Environmental Review process, consisting of review of the proposed project according to the California Environmental Quality Act.


BE IT FURTHER RESOLVED, by the City Council of the City of Del Mar, California that an amount not to exceed Five Hundred Forty Six Thousand Dollars (\$546,000) is appropriated for the Design Phase and Environmental Review process.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Del Mar, California, at a Regular Meeting held on the 2<sup>nd</sup> day of March, 2015.



AL CORTI, Mayor  
City of Del Mar

APPROVED AS TO FORM:



Leslie E. Devaney, City Attorney  
City of Del Mar

ATTEST AND CERTIFICATION:  
STATE OF CALIFORNIA  
COUNTY OF SAN DIEGO  
CITY OF DEL MAR

I, ANDREW POTTER, Administrative Services Director/City Clerk of the City of Del Mar, California, DO HEREBY CERTIFY, that the foregoing is a true and correct copy of Resolution No. 2015-11, adopted by the City Council of the City of Del Mar, California, at a Regular Meeting held the 2<sup>nd</sup> day of March, 2015, by the following vote:

AYES: Mayor Corti, Council Members Mosier, Sinnott and Worden  
NOES: None  
ABSENT: Deputy Mayor Parks  
ABSTAIN: None



Andrew Potter, Administrative Services Director/City Clerk  
City of Del Mar

### Space Needs for Programmatic Elements beyond Adopted Program

| Item   | Size  | Parking Required   | Estimated Project Cost Premium  | Notes  |
|--|---|--|---|--|
| <b>Larger Town Hall</b> , sized for banquets up to 250 persons at tables (4,500 SF <sup>*1</sup> ).  | Additional 3,000 SF for a total of 6,200 SF Town Hall | Additional 30 parking stalls (1:5 seats) for a total of 50 parking stalls required for Town Hall | \$411/SF <sup>2</sup> x 3,000 SF = additional $\pm$ \$1,233,000 for a new Town Hall total: $\pm$ \$2,548,400  | Adopted program for Town Hall is 100 - 150 persons in: 1,500 SF meeting room for total of 3,200 SF (including 600 SF Del Mar TV, restrooms, lobby, circulation), plus 20 parking stalls. Adopted Town Hall project costs: \$1,315,400. |
| <b>Town Hall as Performance Space</b> , sized to accommodate up to 250 persons in flat floor, theater style seating (2,100 SF <sup>1</sup> ), plus additional stage/storage area (400 SF). | Additional 1,000 SF for a total of 4,200 SF Town Hall | Additional 30 parking stalls (1:5 seats) for a total of 50 parking stalls required for Town Hall | \$411/SF <sup>2</sup> x 1,000 SF = additional $\pm$ \$411,000 for a new total: $\pm$ \$1,726,400 plus AV and specialty costs for performances in Town Hall. | Adopted program for Town Hall is 100 - 150 persons in: 1,500 SF meeting room for total of 3,200 SF (including 600 SF Del Mar TV, restrooms, lobby, circulation), plus 20 parking stalls. Adopted Town Hall project costs: \$1,315,400. |
| <b>Catering Kitchen</b>  | 500 SF of kitchen and small storage                   |  | \$686/SF <sup>3</sup> x 500 SF = $\pm$ \$343,000  | No kitchen is included in adopted Town Hall program. <sup>4</sup>  |
| <b>Commercial Kitchen</b>  | 1,000 SF of kitchen area with storage                 |  | \$686/SF <sup>3</sup> x 1,000 SF = \$686,000  | No kitchen is in adopted Town Hall program. <sup>4</sup>   |

<sup>1</sup> Building Code Requirements for Occupancy per Miller Hull Architects: Table seating: 15 NSF per occupant + 20% circulation (18 SF); Chair seating: 7 NSF per occupant + 20% circulation (8.4 SF)

<sup>2</sup> Town Hall Costs based upon \$411/SF total project costs per McCarthy Contractor Estimates 2014 (Project costs include construction costs and "soft" costs (design/engineering/permitting/FF&E/etc.)

<sup>3</sup> Kitchen SF costs of \$686/SF reflect \$411/SF shell cost plus \$275/SF for the supply and installation of the kitchen equipment, per Miller Hull Architects

<sup>4</sup> Powerhouse catering kitchen is approximately 200 SF with storage.

| Item   | Size   | Parking Required  | Estimated Project Cost Premium  | Notes   |
|--|--|---|---|---|
| <b>Alvarado House</b>  | 800 SF House; area of site: $\pm 1,800$ SF @ .45 FAR | 3 parking stalls (if used as museum at 1:250 SF)                            | Undetermined  | Evaluation of Alvarado House by architect/contractor necessary to determine costs                               |
| <b>Law Enforcement Facility<sup>5</sup></b> (assumes 20 staff on 3 shifts)                                   | 1,800 SF (does not include holding cell)             | 7 secured parking for police vehicles + 7 staff parking = 14 parking stalls | \$455/SF <sup>6</sup> or \$819,000 plus equipment and specialty furnishings | Adopted program includes $\pm 200$ SF of Ranger office and Sheriff work space (replacing $\pm 150$ SF existing) |
| <b>Non Profit Office Space:</b><br>Replacement Only, assumed to be office space similar to City Hall offices | Additional 1,831 SF                                  | 6 parking stalls (if used as office at 1:300 SF)                            | \$455/SF <sup>6</sup> or \$833,100  | DMCC and DMF currently occupy 1,831 SF at Community Bldg. in Shores Park <sup>7</sup>                           |
| <b>Expanded Non Profit Office Space:</b> Enlarged by 30% (550 SF) from existing facility.                    | Additional 2,380 SF                                  | 8 parking stalls (if used as office at 1:300 SF)                            | \$455/SF <sup>6</sup> or \$1,083,000  | DMCC and DMF currently occupy 1,831 SF at Community Bldg. in Shores Park  |
| <b>Emergency Operations Center</b>   | Town Hall Meeting Room to be used as EOC             | N/A   | Incorporated into adopted cost estimate                                     | Generator planned in existing program   |

<sup>5</sup> Based upon recommendations in the Ralph Andersen & Associates report: "Evaluation of Law Enforcement Services," presented to City Council on November 18, 2013.

<sup>6</sup> City Hall Office Costs based upon \$455/SF total project costs per McCarthy Contractor Estimates 2014

<sup>7</sup> DMCC = Del Mar Community Connections; DMF = Del Mar Foundation

### **Chronology of City Hall Council Discussions/Directions to Date:**

- June 1, 2015: Open House Workshop on Concept Design Ideas/Scoping Meeting
- May 18, 2015: Meet & Greet Input Report
- May 4, 2015: Meet & Greet with Miller Hull Architects
- April 20, 2015: Revised Schedule
- April 6, 2015: Recommendation of Architect and CEQA Consultant
- ★ March 2, 2015: Results of Poll and Authorization for Design Phase
- February 2, 2015: Schedule for Design/Construction; Poll open
- January 20, 2015: Poll Questions and Design Team Selection Committee Appointment
- January 5, 2015: Confirmation of DRB/CPP process
- December 15, 2014: Development Options, Voting Methods, Design Services RFQ
- December 1, 2014: Discussed the development options for a public poll
- ★ November 17, 2014: Review of Workshop Results and Direction for Polling Options
- October 27, 2014: City Hall/Town Hall Council Workshop #3 - Scenarios Review
- ★ October 20, 2014: Financial Analysis of Master Planning Scenarios
- October 6, 2014: Master Planning – Mixed-Use Scenarios Review
- ★ July 7, 2014: City Hall Mixed-Use Goals & Assessment Criteria; Program Resolution
- ★ June 16, 2014: Program discussion; Direction to prepare alternative scenarios; Master Planning Phase initiation
- June 9, 2014: City Hall/Town Hall Council Workshop #2
- ★ June 2, 2014: City Hall Funding Program; City Hall Sites Assessment report; Current City Hall Renovation Costs
- ★ May 19, 2014: Highest and Best Economic Use Analysis for 1050 Camino del Mar; Public Private Partnership Overview; Opinion of Probable Construction Costs, City Financing Bond Capacity;
- ★ May 5, 2014: City Hall Revised Schedule and Recommended Program
- April 21, 2014: City Hall Program Verification
- April 7, 2014: Community Forum
- March 17, 2014: Space Planning and Cost Estimate Consultant Selection
- March 3, 2014: City Hall Planning Schedule
- ★ February 18, 2014: Survey Results
- January 6, 2014: Draft Community Survey
- ★ December 9, 2013: City Council Workshop Report and Next Steps
- December 2, 2013: City Council Workshop #1
- September 3, 2013: Site Selection to redevelop 1050 Camino del Mar

Attachment D  
June 1, 2015

- ★ July 15, 2013: Preliminary Space Needs; Priority to replace City Hall
- July 1, 2013: Goals and Criteria for Success for evaluation of Alternative Sites.
- ★ June 17, 2013: Process for Facility Planning