



September 30, 2025

Joseph Davis, Director
Department of Real Estate & Asset Management
Fulton County Government
141 Pryor Street
Suite G-119
Atlanta, GA 30303

Re: Project 24RFP072424K-JA – Change Order to Add Programming and Program Site Feasibility/ Phasing Services; ACDC Facility Conditions Assessment; Addition of Interim Housing Management to the Jail CIP

Dear Mr. Davis,

ACR Partners appreciates the opportunity to submit this Change Order to our Contract Agreement dated December 11, 2024. The scope of work is to provide programming and site feasibility/ phasing services for the Fulton County Rice Street jail campus, ACDC Facility Conditions Assessment, and the addition of Interim Housing management to the Jail CIP. An outline of the Change Order is provided below:

Programming

Project Understanding

The programming phase will establish the detailed space requirements, operational strategies, and facility performance goals necessary to inform subsequent phases of planning, design, and delivery.

The programming effort will:

- Assess current and projected jail population trends based on inmate classification.
- Define operational and housing models aligned with best practices in corrections, mental health, and special populations management.
- Establish detailed space needs, including core services, housing units, support services, medical/behavioral health, and administrative spaces.
- Incorporate stakeholder input from County leadership, Sheriff's Office, correctional staff, judiciary, and community representatives.
- Ensure compliance with applicable standards (e.g., ACA, PREA) and local/state requirements.
- Support funding justification and inform site selection and construction delivery method.

Scope of Work

Task 1: Project Initiation & Data Collection

- Conduct kickoff meeting with key stakeholders.
- Review existing documentation: facility assessments, population forecasts, operational reports.
- Develop project schedule and communication plan.

Task 2: Needs Assessment & Operational Analysis

- Analyze current jail operations, population demographics, and trends.
- Interview leadership, corrections staff, medical/mental health providers, judiciary, and other key stakeholders.
- Identify gaps in current facilities and operational constraints.
- Develop a mission statement, vision, and guiding principles to shepherd the development of all component areas in their function, operation, and staffing.

Task 3: Stakeholder Engagement Workshops

- Facilitate interactive workshops with key stakeholder groups to define:
 - Custody classifications and housing requirements.
 - Programmatic needs (education, treatment, reentry services).
 - Medical and behavioral health provisions.
 - Technology and security system needs.
 - Provide recommendations on timing and type of engagement with community representatives and advocacy groups. Where applicable, take the lead on any engagement effort.

Task 4: Space Programming & Adjacency Diagrams

- Develop high-level scenarios to capture the operations and movement of all users to guide the development of the narrative description and spatial requirements of each program space. Each functional space will be defined in narrative according to its role and relationship (critical adjacency) to other spaces, general security conditions, staffing support, and any special conditions needed will be described in the narratives for each space.
- Develop detailed space program quantifying square footage for all functional areas.
- Prepare functional and spatial adjacency diagrams.
- Include recommendations for flexibility, scalability, and future expansion.

Task 5: Site and Facility Planning Parameters

- Define site planning criteria including access, security setbacks, transportation, and utilities.
- Define building systems criteria including mechanical, electrical, plumbing, fire alarm and fire protection.
- Define building security and radio communication system criteria.
- Define building vertical transportation criteria.
- Identify sustainability and energy performance targets.

Task 6: Programming Report & Deliverables

- Compile findings into a comprehensive Architectural Programming Report, including:
 - Space program and area summaries.
 - Operational narratives.
 - Functional and spatial relationship diagrams.
 - Preliminary staffing projections based on direct supervision, indirect supervision or a hybrid operation.
 - Building systems criteria (basis of design).
 - Site planning recommendations.
- Present report to client and key stakeholders for validation and approval.

Deliverables

The programming process will culminate in a comprehensive package of materials specifically structured to support the County's preparation of future RFP documentation for design, construction, of the new Special Purpose Facility. Deliverables will include:

- Kickoff Meeting Summary
- Project Schedule
- Stakeholder Workshop Summaries
- Draft (50% & 90%) and Final Architectural Programming Report
 - Architectural Program & Space List
 - Operational Narrative
 - Basis of Design
- Preliminary Cost Estimate (Capital and Operating)
- Presentation Materials for Stakeholders and Leadership

Program Site Feasibility/ Phasing Plan

Project Understanding

The Fulton County jail system faces challenges related to aging infrastructure, overcrowding, evolving inmate profiles (including mental health and special needs populations), and changing correctional standards. A well-defined Feasibility and/or Phasing Plan for the Fulton County Jail campus will provide a strategic framework to:

- Assess and plan for current and projected space needs.
- Optimize land use across the entire campus footprint.
- Improve operational efficiency and safety for staff and inmates.
- Plan phased development to accommodate growth and modernization.
- We also recognize the importance of integrating supportive services, healthcare, treatment, and reentry programs into the campus vision to support rehabilitation and community safety.

Scope of Services

Task 1: Project Initiation & Data Collection

- Conduct project kickoff meeting with key stakeholders.
- Review all relevant documentation: facility assessments, population forecasts, prior planning efforts, operational data.
- Conduct site visits to evaluate existing facilities, campus infrastructure, circulation patterns, and site constraints.

Task 2: Operational Needs Assessment

- Assess inmate population trends, classifications, and custody levels.
- Analyze operational workflows, staffing, and functional adjacencies.
- Identify gaps in existing facilities relative to ACA, PREA, and other applicable standards.
- Evaluate support services (medical/behavioral health, educational programs, visitation, legal services).

Task 3: Stakeholder Engagement & Visioning

- Facilitate structured workshops with County leadership, Sheriff's Office, correctional staff, judiciary, and community representatives.
- Define core values, guiding principles, and campus performance goals.
- Gather input on service priorities, treatment programming, and community integration.

Task 4: Campus Development Strategy & Options

- Develop alternative site planning scenarios that consider:
 - Phased development strategies.
 - Campus circulation, security zoning, and access control.
 - Utility infrastructure capacity and expansion needs.
 - Opportunities for sustainability, energy efficiency, and resilience.
- Prepare conceptual feasibility/ phasing plans illustrating each scenario (maximum of three).

Task 5: Preferred Site Feasibility/ Phasing Plan Development

- Refine the preferred development approach based on stakeholder feedback.
- Produce site concept plan diagrams, land use allocations, and future growth areas.
- Establish implementation strategies including phasing, budget considerations, and risk factors.

Task 6: Final Site Feasibility/ Phasing Plan Report & Presentation

- Deliver a Site Feasibility/ Phasing Plan Report detailing:
 - Needs assessment findings.

- Operational and facility recommendations.
 - Final site feasibility/ phasing plan.
 - Development and demolition phasing plan.
 - Preliminary cost estimates for each phase.
- Present findings to County leadership, stakeholders, and public (if applicable).

Deliverables

The site feasibility/ phasing process will culminate in a package of materials specifically structured to support the County's long term planning and development of the Rice Street jail campus. Deliverables will include:

- Kickoff Meeting Summary
- Project Schedule
- Stakeholder Engagement Summary Reports
- Site Feasibility/ Phasing Plan Options
- Preferred Campus Site Feasibility/ Phasing Plan (graphics and narrative)
- Preliminary Cost Estimates
- Final Site Feasibility/ Phasing Plan Report
- Presentation Materials for Leadership and Public Engagement

Facility Condition Assessment (ACDC)

The ACR team will conduct a visual walkthrough of existing buildings to identify condition deficiencies. The assessment shall be accomplished with a view toward identifying major visible deficiencies that need correction based on provided information and our visual walkthrough. The expected duration of fieldwork is 6-8 hours. The ACR team will collect and develop recommendations based on performing a walk-through survey, dialogue with facility staff (where available), as well as conducting research of supplied information.

Assessments will not include inventory or collection of asset or nameplate information. Information collected during the process will provide a summary of key findings and an associated cost to correct the deficiencies for the facility under study.

The scope of our assessment of ACDC as well as our deliverable will align with the Scope of Work identified in Exhibit C of our Contract Agreement with Fulton County. The report will also include opinions of cost for identified material deficiencies.

Addition of Interim Housing Management to Jail CIP

ACR Partners will add management of an Interim Housing capital project within the Fulton County Jail Capital Improvement Program per Phase II Services of the Scope of Work in Exhibit C of the Contract Agreement.

The Interim Housing is intended to offset or eliminate outsourcing needs between expiration of the existing outsourcing lease agreement with the City of Atlanta for partial use of the Atlanta City Detention Center and completion of the Special Purpose Building. Permanent and temporary solutions will be explored for viability and alignment with the County's objectives.

Scope Assumptions

Below are our assumptions regarding these services:

- (1) The schedule will be accelerated as much as possible within the constraints of the County's procurement policies, permitting requirements, and lead times for materials and equipment.
- (2) Demolition of existing structures within the footprint of the temporary housing facility will be managed by Fulton County.
- (3) Assumption of need is no more than 700 beds in alignment with the current lease agreement with the City of Atlanta for the Atlanta City Detention Center.
- (4) Site for Interim Housing will be at the Rice Street Campus, unless otherwise authorized by Fulton County.

- (5) Type of structure will be determined during the planning and design phases (pre-engineered metal building, pre-manufactured panelized building system, renovation of existing facility, etc.).
- (6) Housing design/layout will be determined based on classification parameters and cost analysis of options.
- (7) Project will be delivered via an alternative delivery method, likely Design-Build or CM At-Risk with Design-Assist.
- (8) Potential repurposing of Interim Housing facility materials, products, and equipment for the Special Purpose Facility as well as future use of the Interim Housing structure will be part of the design phase of the project.

Compensation

Below is our price proposal for the above scope of services, and associated assumptions.

Programming		
Discipline	Hours	Fee
Architecture and Project Management	830	\$208,843.00
Programming (Justice Planners)	314	\$84,395.00
Structural	242	\$47,103.00
Civil	124	\$28,346.00
Geotechnical	94	\$24,423.00
Mechanical	160	\$36,867.00
Electrical	136	\$36,685.00
Plumbing	96	\$20,983.00
Fire Alarm	82	\$18,852.00
Fire Protection	80	\$20,717.00
Telecommunications/Radio Comms	115	\$26,527.00
Security Systems	128	\$24,691.00
Vertical Transportation	108	\$23,273.00
LEED (Checklist Review Only)	136	\$28,066.00
Environmental	82	\$17,290.00
Food Service and Laundry (John Gimesh)	97	\$21,283.00
Clinical Spaces (Falcon Inc.)	94	\$21,783.00
Cost Estimating	194	\$41,783.00
Subtotal	3,112	\$731,910.00

Program Site Feasibility/ Phasing Plan		
Discipline	Hours	Fee
Architecture and Project Management	2,025	\$431,506.00
Engineering (civil, electrical, environmental etc.)	Included in programming fee above.	Included in programming fee above.
Cost Estimating	207	\$55,624.00
Subtotal	2,232	\$487,130.00

Facility Condition Assessment (ACDC)		
Discipline	Hours	Fee
Existing Data Review	106	\$16,796.70
Draft Findings & Recommendation	78	\$13,476.70



Final Findings & Recommendation	32	\$5,776.70
Subtotal	216	\$36,050.10

Interim Housing Management		
Phase	Hours	Fee
Planning	324	\$74,785.32
Team Procurement	600	\$137,841.26
Design & Preconstruction	1,552	\$338,384.70
GMP & Permitting	960	\$204,034.74
Construction	4,608	\$994,008.94
Occupancy	570	\$129,186.48
Subtotal	8,614	\$1,878,241.44

Programming & Site Feasibility	5,344	\$1,219,040.00
Change Order Subtotal		

Facility Conditions Assessment	216	\$36,050.10
Change Order Subtotal		

Interim Housing Management	8,614	\$1,878,241.44
Change Order Subtotal		

Change Order Total	14,170	\$3,133,331.54
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We request a cost increase to our Agreement with Fulton County for the value of \$3,133,331.54, with evidence of actual hours spent to be provided with invoicing. Our revised fees for our services for Year 1-3, inclusive of this Change Order, are shown in the table below. The adjusted value of our overall services under this Agreement is \$13,084,149.48.

	FY 2025		FY 2026		FY 2027		Total Year 1-3
Programming & Site Feasibility	80%	\$975,232.00	20%	\$243,808.00	0%	\$0	\$1,219,040.00
Facility Conditions Assessment (ACDC)	100%	\$36,050.10	0%	\$0	0%	\$0	\$36,050.10
Interim Housing Management	9%	\$167,920.14	68%	\$1,270,518.99	23%	\$439,802.31	\$1,878,241.44
Total Increase		\$1,179,202.24		\$1,514,326.99		\$439,802.31	\$3,133,331.54
Base Contract		\$1,740,749.38		\$2,032,953.58		\$2,059,038.33	\$5,832,741.29
Revised Contract		\$2,919,951.62		\$3,547,280.57		\$2,498,840.64	\$8,966,072.83

Schedule

Program Site Feasibility/ Phasing Services; ACDC Facility Conditions Assessment

ACR Partners estimate that from kickoff to completion, the architectural program and basis of design development will take 4.5 months to complete, and the program feasibility/ phasing plan scope of work will take 3 months to complete, depending upon availability of project stakeholders for interviews, workshops and security escorts for site visits.



The architectural program and basis of design will serve as foundational components of the procurement package for the selection of an Architecture/Engineering (A/E) firm. To support this process, we have outlined the forthcoming activities for the FCJCIP in the *Next Steps* section below, which provides a structured roadmap as the program advances into the procurement phase.

Interim Housing Management

ACR Partners estimate that from kickoff to completion, the project will take approximately 79 weeks to complete. Approximate durations of individual phases are below. These phase durations are subject to change based on selection of a capital solution by Fulton County. It is our understanding that time is of the essence and a solution that provides accelerated delivery of the Interim Housing facility is desired by Fulton County, within the County's procurement requirements and all applicable laws.

Task	Approximate Duration
Planning	6 weeks
Design-Build Procurement	10 weeks
Design	16 weeks
Bid Package & Permitting	8 weeks
Construction Administration	36 weeks
Transition & Occupancy	3 weeks
Total	79 weeks

I have the authority to bind ACR Partners to the terms of the contract. We are grateful for this opportunity to provide this proposal. Please contact me with any questions.

Thank you for your review and consideration.

Sincerely,

ACR Partners

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ASSUMPTIONS

The proposed level of effort was prepared based on the following assumptions:

- Our schedule assumes that project stakeholders will be available to complete all required interviews within the first two months.
- Our schedule assumes security escorts will be available to complete the site visits to the Fulton County Main Jail within the first month.
- Staffing estimates will be based on the process outlined in the Staffing Analysis Workbook for Jails, second edition developed by the National Institute of Corrections. This process is the "industry standard" process for determining appropriate staffing for local detention facilities.
- Our team understands that site visits will occur between regular business hours.
- All the information to be delivered is intended to provide planning level information to support future investment decisions and is specific to the date and time the analysis was conducted.
- Services performed by our team will be conducted in a manner consistent with the level of care and skill ordinarily exercised by members of the same profession currently practicing in the same locality under similar conditions.
- No expressed or implied representation or warranty is included or intended in our reports, except that our services were performed, with the customary thoroughness and competence of our profession.

EXCLUSIONS

- This fee proposal does not include design nor construction administration services, only programming and program site feasibility services.
- This proposal does not include any abatement investigation services.
- This proposal assumes that all environmental and geotechnical investigation required for design purposes will be contracted directly by Fulton County. ACR Partners will coordinate environmental studies, surveying, and geotechnical subsurface investigation at the direction of Fulton County.



STAFF LIST

Firm	Name	Role Description	Hourly Rates (assumes approximately 3.3% Per Year (CPI))				
			Year 1	Year 2	Year 3	Year 4	Year 5
AECOM	Salim Atileh	Sr. Structural Engineer	\$248.78	\$256.99	\$265.47	\$274.23	\$283.28
AECOM	Andrew Keane	Structural Engineer	\$190.86	\$197.16	\$203.66	\$210.39	\$217.33
AECOM	Faruk Apaydin	Sr. Mechanical Engineer	\$260.70	\$269.30	\$278.19	\$287.37	\$296.85
AECOM	Ed Gurtatowski	Sr. Electrical Engineer	\$319.86	\$330.42	\$341.32	\$352.58	\$364.22
AECOM	Grace Buckley	Sr. Plumbing Engineer	\$219.08	\$226.31	\$233.78	\$241.49	\$249.46
AECOM	Igor Aramian	Sr. Fire Alarm Engineer	\$229.14	\$236.70	\$244.51	\$252.58	\$260.92
AECOM	Igor Kitagorsky	Sr. Fire Protection Engineer	\$288.26	\$297.77	\$307.60	\$317.75	\$328.24
AECOM	Garima Kaushal	LEED Consultant	\$223.87	\$231.26	\$238.89	\$246.77	\$254.92
AECOM	Vanessa Goh	LEED Advisor/QC	\$176.58	\$182.41	\$188.43	\$194.64	\$201.07
AECOM	Sarah Ens	Environmental Scientist	\$200.10	\$206.70	\$213.52	\$220.57	\$227.85
AECOM	Karen Trujillo	Ecologist	\$156.14	\$161.29	\$166.62	\$172.11	\$177.79
AECOM	Larry Cushman	Sr. Environmental Engineer	\$227.37	\$234.87	\$242.62	\$250.63	\$258.90
AECOM	Christine Moran	Environmental Engineer	\$170.55	\$176.18	\$181.99	\$188.00	\$194.20
AECOM	Steven Holliday	Sr. Civil Engineer	\$250.14	\$258.39	\$266.92	\$275.73	\$284.83
AECOM	Eric Ross	VT Manager	\$259.66	\$268.23	\$277.08	\$286.22	\$295.67
AECOM	Marty Flanagan	Sr. VT Engineer	\$257.71	\$266.21	\$275.00	\$284.07	\$293.45
AECOM	Ronnie Daou	VT Engineer	\$169.51	\$175.10	\$180.88	\$186.85	\$193.02
AECOM	Luis Moscoso	Sr. RF Engineer	\$227.03	\$234.52	\$242.26	\$250.26	\$258.51
AECOM	Michael Cassell	Director RF Engineering	\$327.93	\$338.75	\$349.93	\$361.48	\$373.41
AECOM	Ivan Rodin	Sr. Comms Security	\$290.09	\$299.66	\$309.55	\$319.77	\$330.32
AECOM	Andrew Kartalis	Comms Security	\$141.89	\$146.57	\$151.41	\$156.41	\$161.57
AECOM	Chet Dicke	Geotechnical Engineer	\$244.78	\$252.86	\$261.20	\$269.82	\$278.73
AECOM	Lisa Tsang	Justice Planner	\$306.39	\$316.50	\$326.95	\$337.73	\$348.88
AECOM	Poorva Mali	Architectural Strategist	\$91.99	\$95.03	\$98.16	\$101.40	\$104.75
AECOM	Ferdinem Bartolon	Architectural Strategist	\$86.45	\$89.30	\$92.25	\$95.29	\$98.44
CPS	Denise McNally	Justice SME	\$299.00	\$308.87	\$319.06	\$329.59	\$340.47
CPS	Taylor Williams	Project Controls & Reporting	\$127.81	\$132.03	\$136.39	\$140.89	\$145.54
CPS	Scott Dowdy	Construction Director	\$225.78	\$233.23	\$240.93	\$248.88	\$257.09



NEXT STEPS

Special Purpose Facility Contract Procurement

Our team will provide end-to-end procurement and project management services to support the County throughout both the design and construction phases of Special Purpose Facility. Specific next steps include:

1. Architect/Engineer (A/E) Procurement and Oversight
 - a. Prepare all procurement documentation, including detailed scope of work, required for the solicitation of an A/E firm, ensuring alignment with County standards and procurement policies.
 - b. In close collaboration with the County, manage the solicitation process, including bid issuance, proposal and interview review, evaluation, and award recommendation.
 - c. Assist the County in fee negotiations.
 - d. Act on behalf of the County to oversee the performance of the selected A/E firm, ensuring that the design is developed in strict accordance with the approved architectural program and design intent.
 - e. Coordinate stakeholder engagement by managing input, facilitating reviews, and ensuring timely resolution of feedback to maintain alignment across all project partners.
2. Construction Manager Procurement and Oversight
 - a. Develop and prepare all documentation required for the procurement of the Construction Manager.
 - b. Collaborate with the County to manage the solicitation, bid issuance, proposal and interview review, evaluation, and award process in compliance with County procedures.
 - c. Assist the County in fee negotiations.
 - d. Represent the County in managing the performance of the Construction Manager, ensuring that construction activities are executed in full compliance with the contract requirements and in alignment with the project's goals and objectives.

Program Management Tools Procurement

To support effective project delivery and streamline County oversight, we will assist in the evaluation, selection, and procurement of key technology tools:

1. Design Review Software
 - a. Procure design review software to enhance document collaboration, markup, and version control. Based on our experience, ACR Partners recommends Bluebeam Revu as the preferred solution due to its proven functionality, industry adoption, and compatibility with County needs.
 - b. Provide procurement support to ensure licensing, implementation, and training are aligned with project requirements.
2. Program Management Software
 - a. Procure program management software to provide the County with a centralized platform for scheduling, reporting, document control, and performance tracking.
 - b. Assess available solutions, identify the best fit for the County's operational objectives, and facilitate the procurement and implementation process.