

# Reimagining the Atlanta City Detention Center (ACDC)



## Task Force Report June 2020

The Task Force Report is the comprehensive outcome of local community members, stakeholders, and experts who passionately committed their time, expertise, and thought leadership to direct the visioning and planning processes and to advise how to best transform the ACDC facility into a Center for Equity.

Prepared by Task Force Co-Chairs with support from the Reimagining ACDC Planning Team on behalf of efforts completed by the full Reimagining ACDC Task Force.



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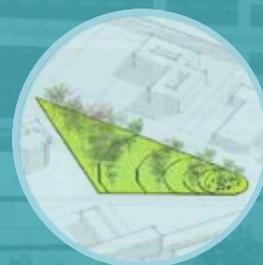
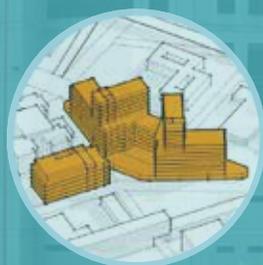
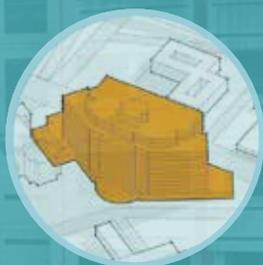
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# Letter from the Task Force Co-Chairs

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**Dear Honorable Mayor Keisha Lance Bottoms,**

It has been our sincere honor to serve as Co-Chairs of the Task Force to Reimagine the Atlanta City Detention Center (“ACDC”) for the past year. We want to first thank you for having the vision for all the people of Atlanta and for truly envisioning what a redeemed Atlanta can look like. We thought it would be important to write this cover letter together. We are three people from Atlanta who could not be from more different backgrounds – who, today, after spending many months together collaborating on this initiative – respect each other’s perspective and represent a collective voice. It is the “Atlanta Way” to come together, to listen and learn, and to make our city better. Although from different paths, we recognize a history in Atlanta that needs to be redeemed. Redeemed Atlanta looks like a place where we can transform systemic barriers of harm and inequality and reimagine our city jail into a Center for Equity.

Like most of the world, we are sick of the murder of people of color while engaging in everyday activities. We are tired of poor people being fined, arrested, and jailed because of offenses tied to poverty. We recognize the influence of national news media and leadership driving messages of fear and threat of those who are different. We live and work in communities that suffer from poverty, lack of economic opportunity, drugs, incarceration, depression and hopelessness. We are sick of it all. We must work together toward real solutions.

Witnessing countless town halls, workgroup sessions, and Task Force meetings of community members sharing their stories represented to us a symbol of hope. We gave space to the faces and voices who are often overlooked and go unheard. We believe that replacing the Atlanta City Detention Center with a Center for Equity is a public safety strategy. We should not waste money and punish people who are poor and in need of support. People need services, not jail cells.

So, how do we do this? The best way to make our city safer is to make it an equitable city. To ensure that opportunities, jobs, and wellness are available to all our city’s residents, including the most vulnerable and marginalized. People do not steal food from the grocery store because they love committing crimes - they steal because they are hungry. It is in everyone’s interest to allow all people to have economic opportunity.



We thank you, Mayor Bottoms, for listening and your willingness to be a change agent for the City of Atlanta and the United States. We are excited that the Center for Equity will forever change Atlanta and how we provide for our most marginalized populations. The nation is watching.

It is our recommendation that ACDC be closed, demolished, and replaced with the Center for Equity to support the many Atlantans that need its services.

**Sincerely,**

**Marilynn B. Winn**

Reimagining ACDC Taskforce  
Co-Chair

Co-Founder & Executive Director,  
Women on the Rise GA

**Rashad Taylor**

Reimagining ACDC Taskforce  
Co-Chair

Senior Advisor to the Mayor,  
City of Atlanta

**Bill McGahan**

Reimagining ACDC Taskforce  
Co-Chair

Chairman,  
Georgia Works!



**“It is in everyone’s interest to allow *EVERYONE* to have economic opportunity. When a person has a job - and hope for a career with increasing pay - that person has the money to pay their rent, their child support, and, they don’t commit crimes. It is not because of some character flaw that people commit crimes - it is because we have boxed them in and they have no other choice. We need to provide a better way.”**

**- Bill McGahan**



# Initiative Background

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The ACDC, located in the heart of Atlanta at Peachtree Street NW and Memorial Drive SW, is an 11-story, 471,000 square foot active detention and arrest processing center. Construction of the current ACDC facility occurred in 1995 and the building has the capacity to detain approximately 1,300 people. However, as of May 2020, the daily population averages less than 30 people per night because of Mayor Bottoms' and community-led successful efforts to address the most common uses of the ACDC. Together, Mayor Bottoms and community organizers reclassified marijuana possession under 1 ounce, expanded the Atlanta/Fulton County Pre-Arrest Diversion Initiative, reformed municipal cash bail, and ended a long-term contract with U.S. Immigration and Customs Enforcement. These combined efforts both reduced crime in our city while reducing the population at the ACDC.

In May 2019, Mayor Keisha Lance Bottoms signed legislation creating a Task Force to reimagine the use of the Atlanta City Detention Center (ACDC) as a vibrant services hub that will restore and strengthen the social and civic life of Atlanta's communities which have been disproportionately harmed by our society's history of over-incarceration and punishment.<sup>1</sup> This legislation came as a result of formerly incarcerated community organizers in Atlanta and broader community members advocating that the ACDC facility was unnecessary to address the justice reform needs in the City of Atlanta.

**“On May 20, 2019 when you signed the legislation, I was overcome with emotions. My face became drowned in tears. I thank you, Mayor Bottoms, for your willingness to be a change agent for the City of Atlanta and the United States, and also one who listened. ”**

**- Marilynn B. Winn**

<sup>1</sup>Refer to the Appendix to view a copy of the signed legislation that created the Reimagining ACDC Task Force.

It is a top priority of Mayor Bottoms to put this underutilized facility to more productive use as a multi-faceted center for wellness and healing, skills-building, economic mobility, and crime prevention for people, families, and communities most impacted by tough-on-crime policies. By converting this space, we seek to invest in people and to address the cycle of poverty while at the same time improving public safety practices and opportunities that reduce recidivism and rebuild lives.

The Reimagining ACDC Task Force was charged with creating proposals to convert the ACDC facility into a Center for Equity that would be physically feasible and financially sustainable, to define the programs and activities within it, and to determine the policy changes needed to support the Reimagining ACDC Initiative.

## The goals of this initiative are to:

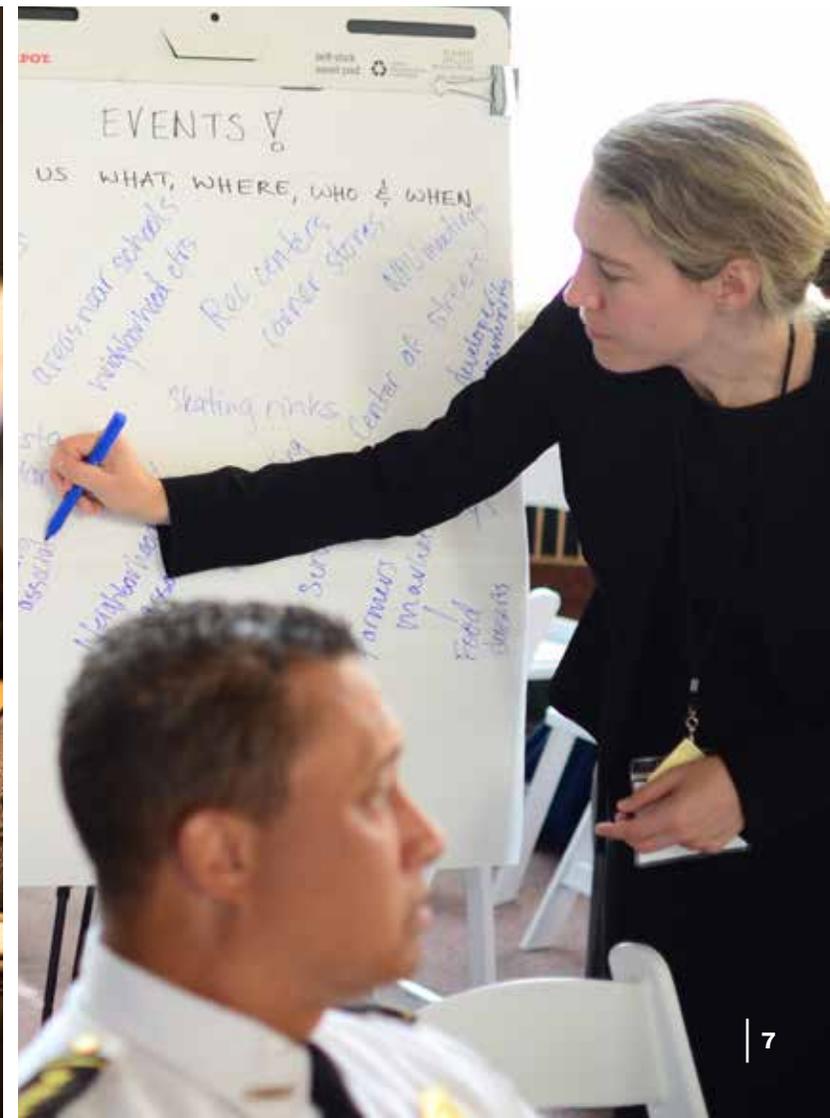
- 1. Eliminate the need for the ACDC facility** as an arrest processing and detention center;
- 2. Establish a dynamic and vibrant Center for Equity** that will advance racial and economic equity, promote restorative justice, and invest in the well-being of individuals, families, and communities;
- 3. Engage individuals, families, and communities** impacted by incarceration and ensure openness and transparency in the planning process; and
- 4. Create a Center for Equity that is financially sustainable** in the long term.



# Task Force Phase One Process

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To accomplish a transparent, community-driven, and collaborative effort to reimagine the space, Phase One of this initiative focused on determining preliminary possibilities to transform the ACDC facility. The City established the Reimagining ACDC Task Force, comprised of local stakeholders and experts selected through an application process<sup>2</sup>. Over 200 individuals from the community organizing, business, education, government, law enforcement, and nonprofit sectors applied, demonstrating collective excitement for the movement. All Task Force Meetings were open to the public.



Throughout this process, Task Force and community members have invested countless hours participating in Task Force meetings, workgroup meetings, community engagement meetings, town halls, tours of neighborhoods, and outreach efforts across the city of Atlanta. Without exception, the tone of the conversations reflected the values of Atlanta - thoughtfulness, willingness to listen, empathy, kindness, and the valuing of opinions of those who come from different backgrounds.

Engaging with over 600 residents across the city, individuals leading the community engagement process gathered data from a wide swath of Atlanta residents. We thank all Task Force members and individuals who contributed their time, wisdom, thoughts and experience to making our process and city a better place.

All who were involved in this process worked tremendously hard, providing the Task Force with knowledge, increased thoughtfulness, and various deliverables. This collective effort was an impressive feat, and we thank everyone who contributed their perspective, efforts, and expertise.

*<sup>2</sup>Refer to the Appendix for the Framework and Parameters document, which outlines the full charge of the initiative and the expectations of the Task Force.*



# Reimagining ACDC Task Force Members

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## Task Force Committee Co-Chairs

**Bill McGahan**, Georgia Works!

**Rashad Taylor**, City of Atlanta

**Marilynn Winn**, Women on the Rise GA

## Task Force Committee Members

**Yussif Abubakar**, Georgia Detention Watch

**Attyiah Ali**, A Loving Act Inc.

**Devin Barrington-Ward**, Black Futurists Group

**Antonio Brown**, Councilman, City of Atlanta  
(Appointed by the Chair of the Committee on Public Safety and Legal Administration)

**Jill Cartwright**, Southerners On New Ground

**Eugene Cooke**, Grow Where You Are

**Shan Cooper**, Atlanta Committee for Progress

**James Curran**, Emory University

**Scrapp DeLeon**, Rapper & Actor

**Derek Duncan**, Trinity Community Ministries

**Burrell Ellis**, Attorney

**Benjamin Graham**, Motivation Forward Inc.

**Shafeka Hashash**, Georgia Coalition Against Domestic Violence

**Alvin Kendall**, Attorney

**Kyle Kessler**, Center for Civic Innovation

**Amber Lawson**, Aspire Construction and Real Estate Consulting

**Steven Muhammad**, Minister

**Adelina Nicholls**, GA Latino Alliance for Human Rights

**Alexis Rhodes**, Millennials for Progress

**Tiffany Roberts**, Southern Center for Human Rights & the Progressive Atlanta Working Group Criminal Justice Task Force

**T.I.**, Rapper & Actor

**Rodney Turner**, Mount Vernon Baptist Church

**Sharon Turner**, Save Kids of Incarcerated Parents

**Gail Tusan**, Fulton County Superior Court

**Matthew Westmoreland**, Councilman, City of Atlanta  
(Appointed by the City Council President)

**Toni-Michelle Williams**, Solutions Not Punishment Collaborative

**Elizabeth Wilson**, Georgia Micro Enterprise Network

### **Task Force Ex Officio Committee Members**

**Raines Carter**, City of Atlanta, Solicitor

**Ken Days**, City of Atlanta, Chief Public Defender

**Jason Esteves**, Atlanta Public Schools, Board of Education Chair

**Keith Gammage**, Fulton County, Solicitor General

**Natalie Hall**, Fulton County, Commissioner

**Bill Hawthorne**, City of Atlanta, Chief Equity Officer

**Nina Hickson**, City of Atlanta, City Attorney

**Paul Howard, Jr.**, Fulton County, District Attorney

**Tim Keane**, City of Atlanta, Commissioner of City Planning

**Patrick Labat**, City of Atlanta, Office of Corrections Chief

**Vernon Pitts**, Fulton County, Public Defender

**Christopher Portis**, Municipal Court of Atlanta, Chief Judge

**Erika Shields**, City of Atlanta, Chief of Police

**Joshua Williams**, City of Atlanta, Chief Operating Officer

### **Task Force Advisory Committee Members**

**Xochitl Bervera**, Racial Justice Action Center

**Lindsay Caulfield**, Grady Health System

**David Dreyer**, Georgia State Representative

**Raphael Holloway**, Gateway Center

**Moki Macias**, Pre-Arrest Diversion Initiative

**Bryant Marks**, Morehouse College

**Aaron Nicholson**, Atlanta Police Foundation

**Ashlee Starr**, Partners for Home

**Vassane Tinsley**, DeKalb County School District

**We would also like to thank all of the Task Force Members' delegates who came to countless meetings, participating and contributing greatly when Task Force Members were not able to attend.**

# Planning Team Members

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The Task Force’s work was furthered greatly by the Planning Team, whose members met weekly since the signing of the legislation in order to drive the delivery of design proposals, manage the Task Force workgroups, and **engage the community in the City’s most transparent, grassroots-led initiative.**

**We thank all of the 24 Planning Team members** for making themselves available to answer questions, lead discussions, obtain requested information, craft designs, plan and carry out meetings, and drive this initiative forward.





# The 24 person planning team consisted of the following:

## City of Atlanta



**Rashad Taylor**,<sup>†\*\*</sup> Senior Advisor to the Mayor

**Jon Keen**,<sup>\*</sup> Deputy Chief Operating Officer

**Sheryl Ude**, Senior Project Manager to COO/Reimagine ACDC Strategic Lead

**Maria Russo**, Reimagining ACDC Program Manager

**Bill Hawthorne**,<sup>\*</sup> Chief Equity Officer

**Reese McCranie**,<sup>\*</sup> Deputy Chief Equity Officer

**Megan Sparks**, Senior Director, Programs & Strategic Partnerships

**Amber Robinson**,<sup>\*</sup> Senior Assistant City Attorney



## Community Partners

**Marilynn Winn**,<sup>\*\*‡</sup> Co-Founder & Executive Director, Women on the Rise GA

**Bill McGahan**,<sup>\*\*‡</sup> Founder & Chairman, Georgia Works!

**Xochitl Bervera**, Director, Racial Justice Action Center

**Che Johnson-Long**, Community Engagement Specialist, Racial Justice Acton Center

**Moki Macias**, Director, Pre-Arrest Diversion Initiative

**Deanna Van Buren**, Co-Founder, Designing Justice Designing + Spaces

**Kyle Rawlins**, Co-Founder, Designing Justice + Designing Spaces

**Shelley Davis Roberts**, Architectural Associate, Designing Justice + Designing Spaces

**Tonyel Stewart**, Project Manager, Designing Justice + Designing Spaces

**Brandi Mack**, Community Liaison, Designing Justice + Designing Spaces



## Bloomberg Associates

**Linda Gibbs**, Principal

**Tamiru Mammo**, Associate

**Robin Ried**, Associate

**Mariama N'Diaye**, Associate

**Clara Raugei**, Project Manager

**Niobli Armah IV**, Associate



<sup>†</sup>Co Chairs of the Reimagining ACDC Task Force   <sup>\*</sup>Workgroup Leads   <sup>\*\*</sup>Authors of this report

# Workgroups

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To accomplish the process to develop informed, community-driven recommendations to the Mayor for proposed alternative uses of the ACDC facility, including strategies and further steps that may be considered by the City to increase public safety, Task Force members divided their work into three key workgroups: **Policy, Program, and Building**. Workgroups met regularly in between Task Force meetings to conduct research, brainstorm ideas, and produce preliminary recommendations to inform the work of the larger Task Force.

## The Policy Workgroup

**The Policy Workgroup** reviewed City Ordinances and State Statutes that carry criminal penalties and lead to detention at the ACDC with the objective of recommending legislative amendments or deletions to enhance public safety. The Policy Workgroup divided into a City Ordinance Subgroup and State Statute Subgroup and successfully:

- Recommended stakeholders to be consulted in the community engagement process
- Reviewed current City Ordinances that carry criminal penalties resulting in ACDC processing or detention
- Reviewed State Statutes that carry criminal penalties resulting in ACDC processing or detention
- Gathered and reviewed data related to arrests, detentions, and incarcerations for City ordinances and traffic violations
- Made determinations for each provision: retain, delete, amend, or convert to civil
- Calculated potential impact on arrests and detentions
- Calculated potential impact on fines, fees, and revenue
- Produced recommendations for repeal and/or conversion/reclassification of municipal and state criminal offenses

To position the City of Atlanta to effectively close the ACDC while also addressing the needs of public safety and wellbeing, the Policy Workgroup submitted recommendations in three areas: City Code, State Legislature, and Municipal Agency Responsibilities.

## The Program Workgroup

**The Program Workgroup** explored services and activities that could be housed in the building that would best advance well-being consistent with the vision for the Center for Equity. The Program Workgroup engaged several strategies to assess these potential services and activities, including:

- o Engaged in thoughtful conversations through workgroup meetings to define target population(s)
- o Interviewed over 50 local subject matter experts and service providers
- o Conducted a scan of best practice programs and services currently offered to target populations
- o Summarized needs assessments, research, data, and best practice programs
- o Identified gaps and opportunities in Atlanta-area programs and service offerings
- o Explored uses that are compatible to the goals of the Center for Equity<sup>3</sup> (non-profits, city agencies, private sector, revenue-generating businesses, etc.)
- o Developed preliminary program recommendations

These methods and activities produced a diverse set of ambitious programmatic options for the Center for Equity to improve services and supports for vulnerable and disadvantaged populations, while acknowledging a focus on services for children, youth, and families. Community engagement sessions, town halls, and other activities undertaken by City staff and consulting teams provided further data about the high-priority issue areas and/or services that residents wish to see in a Center for Equity.

<sup>3</sup>Compatible uses are defined as: a harmonious arrangement of uses which provide a mix of functionally well-integrated purposes that meet general social and economic needs.



# The Building Workgroup

**The Building Workgroup** analyzed the building capacity for adaptive reuse as a Center for Equity and envisioned design scenarios that could achieve that vision. The Building Workgroup:

- Reviewed relevant studies and information related to the ACDC facility including the land use, code, and zoning analysis; preliminary market analysis; and building assessment
- Provided initial review of the work of consultants, including preliminary feasibility analysis and conceptual design, building assessment, market analysis, and others; shared comments and recommendations with the Task Force
- Provided guidance and input to the Program Workgroup and Designing Justice + Designing Spaces (DJDS) as the programs developed<sup>4</sup>

These efforts, in collaboration with the efforts of DJDS, culminated in the creation of a Building Program Report, which outlines the options for what the building could become.

<sup>4</sup>It should be noted that the Task Force had planned to engage local real estate and design industry professionals through a focus group in partnership with the Urban Land Institute but was required to postpone this session until further notice due to the circumstances of COVID-19.



# Community Engagement Process

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The Reimagining ACDC Initiative community engagement process was a collective effort to collect data from a broad base of residents. This data was used to develop design proposals for the repurposing of the Atlanta City Detention Center into the Center for Equity. The Reimagine ACDC community engagement team thanks the following stakeholders for your work in reaching Atlanta residents:

- **Reimagine ACDC Planning Team** for leading the ACDC Taskforce and centering the input of Atlanta Residents
- **Atlanta Office of the Mayor** for co-hosting the General Public Town Hall, ensuring City presence at all community engagement events, and supporting communications activities
- **Racial Justice Action Center** for coordinating and driving the community engagement efforts
- **Designing Justice + Designing Spaces** for designing and building the community engagement tools including: Menu Cards, A Seat at the Table, and the Finance “Bubble” Game
- **Bloomberg Associates** for conducting the service provider stakeholder Interviews
- **Che Johnson-Long** for facilitating the Community Engagement Workgroup and leading community engagement efforts



During our work we made a concerted effort to go across the city of Atlanta and to listen to people. We wanted to hear from a broad base of Atlanta residents and ask their thoughts about the repurposing of the ACDC, and what types of programs and activities they wished to see.<sup>5</sup> The responses were collected through various formats, including:

- **Community Listening Sessions.** Community listening sessions were held with 25 organizations and agencies across Atlanta representing a wide span of investment in repurposing the Atlanta City Detention Center. The primary goal of these sessions was to gather input from Atlanta residents about a reimagined ACDC building with programs and a physical space that serves the needs of Atlanta residents.
- **Community Town Halls.** Community town halls and community sessions were held reaching over 400 Atlanta residents and offering a historical narrative of the Reimagining ACDC Initiative as well as gathering input from those impacted by the Atlanta City Detention Center directly and indirectly. Through innovative design activities participants developed programmatic and building design recommendations.
- **Provider Stakeholder Interviews.** The Program Workgroup of the Reimagine ACDC Task Force held interviews with over 50 service providers and experts from the following fields: housing and homelessness; justice reform; workforce development, employment and financial empowerment; and health, mental health and behavioral health.

During all sessions, individuals, organizations and agencies discussed programmatic priorities for the Center for Equity. Groups shared feedback on building use, as well as the surrounding neighborhood which reflected the needs of their unique community. Each collected response was coded and analyzed to inform the three design proposals (later developed into four) for potential future uses of the building.

<sup>5</sup>Refer to the Appendix to view the full Community Engagement Report.



## The community engagement process had distinct goals to:

- 1. Gather input** from a diverse swath of Atlanta residents on the reimagined physical space and programming of the Center for Equity for the purpose of developing design proposals by April 2020
- 2. Share the Task Force's progress** with the community and filter data collected from the community back to **inform the workgroups' progress**
- 3. Message** the Reimagining ACDC Initiative **as a public safety initiative**

The community engagement process intended to reach as many Atlanta residents as possible, with specific focus on various geographic and identity-based demographics. Some groups we reached include, but are not limited to:

- o Formerly Incarcerated People
- o LGBTQ Community
- o Youth
- o Immigrant Communities
- o Civic Organizations
- o Downtown Businesses & Small Businesses
- o Individuals Experiencing Homelessness
- o Department of Corrections Staff
- o Faith-based Communities
- o Real Estate Owners
- o Community Groups
- o Neighborhood Associations
- o ...and many more!



# Overview of Phase One Recommendations

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A major component of the Reimagining ACDC initiative was the development of recommendations through three workgroups – **Policy, Program & Building**. They were led by City of Atlanta staff who organized and supported the work. The three workgroups' recommendations are outlined below:

## Policy Workgroup

### Recommendations to City Ordinances:

- Because officers have the discretion to make arrests that can be processed under state jurisdiction, it is recommended to repeal quasi-criminal city ordinances where the behavior prohibited by the ordinance is already criminalized by a parallel state statute.
- Repeal of City-only ordinances related to animal control.
- Repeal of a city ordinance regarding discharge of a firearm within City limits, recognizing other, more severe, criminal charges are now better employed to address this dangerous behavior.
- Repeal of open container on a sidewalk ordinance.
- Conversion from quasi-criminal to civil of city ordinance violations relating to housing, building code, zoning, and other business and land use-related ordinances.
- Conversion to civil of City-only ordinances which relate to violating public park rules and other public space violations.



## Recommendations to State Statutes:

- o Conversion to civil of traffic violations which do not present an immediate public safety concern.
- o Repeal of statutes relating to use and possession of marijuana.

## Recommendations to Municipal Agency Responsibilities:

- o For violations that would be converted to civil, it is recommended that the Atlanta Municipal Court retain jurisdiction to adjudicate these cases as civil matters.
- o Those actions converted to civil violations retain the assignment of counsel through the City of Atlanta Public Defender's office.

If adopted, the recommendations would provide the opportunity to reduce the number of people arrested under the affected laws and would diminish bookings and detentions to a fraction of the number seen today. For a more detailed understanding of these recommendations, we encourage viewing the full [Policy Workgroup Report](#).

## Program Workgroup

### Stakeholders envisioned a Center that:

- o Can be used as a multi-service center that could bring a holistic and client-centered approach to the work.
- o Would create housing opportunities in a range of forms - affordable housing, supportive housing, sobering beds, shelter beds, safe-haven beds, or crisis-intervention beds for people experiencing a behavioral health episode that does not require hospitalization.
- o Represents hope and could better serve our communities, especially those who have been most directly harmed by practices of mass incarceration and/or from historical disinvestment.
- o Would house compatible uses (defined as: revenue-generating activities that are consistent with the mission and values of the space).\*

Please see the full [Program Report](#) for more details.

\*Examples include community business development for impacted communities, followed by supportive housing, gardening and food services, and cultural activities, among others.

# Building Workgroup

## Recommendations of Four Design Options:

With a focus on the built environment and real estate financing, DJDS worked with the Building Workgroup, representatives from the Mayor’s Office and all of its community partners to engage key stakeholders and communities in defining what the Center for Equity should include, what it would cost, how it would be financed, and what it should look and feel like. Embedding the themes from a coded analysis of the community engagement responses, surveys and service provider interview data, analysis informed the three design proposals (later developed into four designs). DJDS formulated two repurposing strategies and two new build strategies:

### 1. Equity Podium

Initially Estimated  
Development Cost:  
**\$40,040,000**

### 2. Downtown Anchor

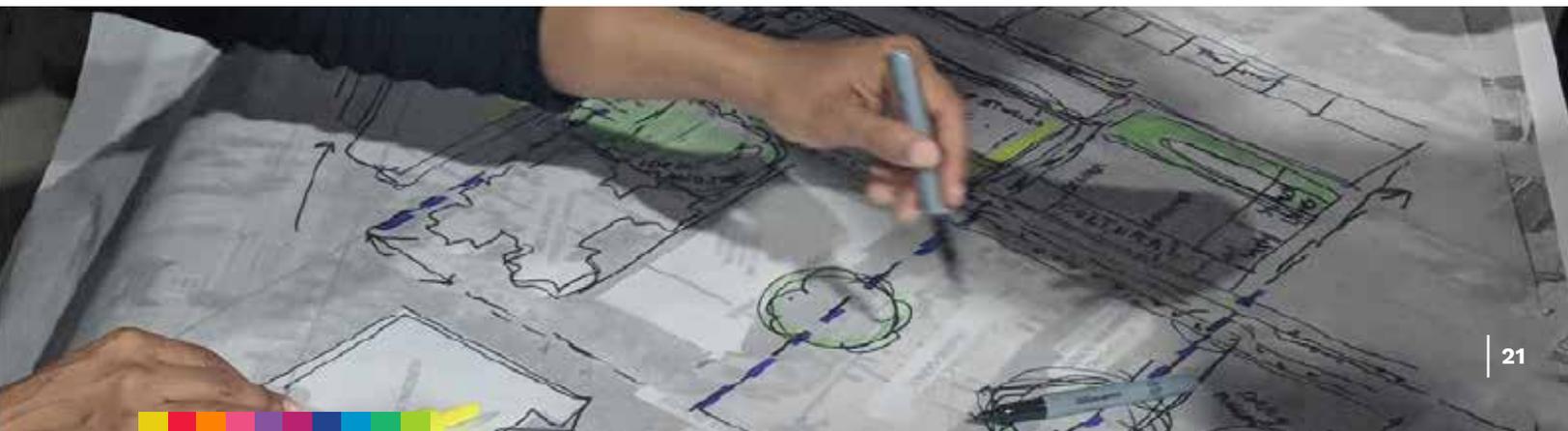
Initially Estimated  
Development Cost:  
**\$65,440,000**

### 3. Center For Equity Campus

Initially Estimated  
Development Cost:  
**\$108,080,000**

### 4. Distributed Equity Undetermined to date<sup>6</sup>

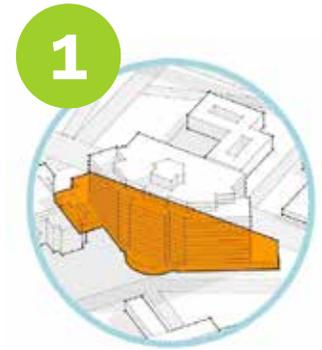
<sup>6</sup>More research on this design option is needed to determine costs.



# Four Design Options

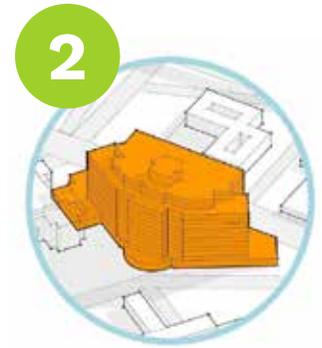
## 1. Equity Podium

- > Limit construction cost
- > Reduced development period
- > Strategic demolition
- > Facade replacement
- > Split tenancy — Center for Equity and non-center tenants
- > Attract non-center tenants with complementary uses
- > Positive cash flow from non-center area is used to finance development of the Center.
- > Preserve option to expand Center in a second phase
- > Tenant fit-out costs = \$77 - \$177 / SF



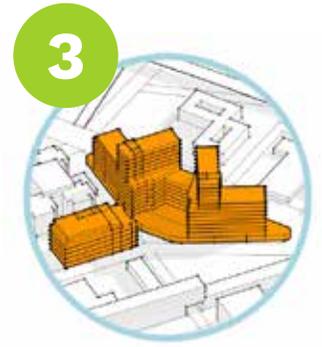
## 2. Downtown Anchor

- > Incorporation of all desired programmatic uses
- > Catalytic project for South Downtown
- > The change of use carries complexity. Increased contingencies (time and money)
- > Anticipated development costs and uses create a financing gap
- > Creative financing structures can cover some development costs
- > A bold project vision can attract additional resources (strategic partnerships, philanthropy)
- > Tenant fit-out costs = \$77 - \$177 / SF



### 3. Center For Equity Campus

- > Demolition of the existing structure
- > Incorporation of all desired programmatic uses
- > Fresh start reduces construction complexity, development contingencies, and architectural compromises
- > Significant opportunities for multi-phased development and innovative ownership structures
- > Relies heavily on the strength of financial/transactional deal-making
- > Tenant fit-out costs = \$77 - \$177 / SF



### 4. Distributed Equity

- > ACDC is demolished and site is developed as a park, memorial, urban farm or seed bank
- > Service model pivot. A decentralized network of smaller Centers for Equity replaces the concept of a single center.
- > Site selections could be based upon which communities were most impacted by ACDC and would most benefit from accessible resources.
- > Smaller, neighborhood-oriented Centers improve ability to execute by reducing the execution risks associated with large-scale projects, while offering greater flexibility to customize by neighborhood
- > Through the development of the modules, a small format Center for Equity is estimated to be 75-100K SF (20% of the size of the current ACDC)
- > Depending on desired site locations, Centers could be new construction or repurposed buildings
- > The current ACDC site could pilot the small format Center for Equity with new construction



For a more detailed understanding of these recommendations, we encourage viewing the [Building Progress Report](#) and the [Final Feasibility Report](#).



## Community Engagement Recommendations

The community engagement efforts of 2019 revealed great opportunity for future engagement with Atlanta residents. The response from Atlanta residents was overwhelmingly positive from all stakeholders and while there remain implementation questions, there was very little opposition to the initiative itself. Participants largely wanted to know where they could learn more about the initiative and how to share information with their networks.

The following community engagement recommendations were produced to further efforts of the education and outreach throughout the Reimagining ACDC initiative.

1. Develop a media platform for Reimagining ACDC including social media, print media, mailers, radio, and billboard ads to further the narrative of the initiative and raise consciousness amongst the broadest base of Atlanta residents.
2. Conduct messaging training for the next iteration of planning to ensure community members' input is appropriately received, considered, and reported on.
3. Continue to engage with those who are likely to utilize the Center for Equity to ensure the Center is built to meet the needs of its target population.



# Next Steps

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**We recognize that a nimble, yet strategic approach is necessary for continued progress and sustainability of the initiative in Atlanta. With this in mind, we recommend the following as immediate next steps:**

- Deliver the Task Force Report to the Mayor
- Set and announce jail closure date
- Pursue City and State policy recommendations
- Conduct a deeper dive analysis to refine top program service areas
- Select a preferred building option
- Explore finance & funding options, including providing resources to ensure the initiative's continued progress
- Continue to engage future users of the Center for Equity

We encourage readers to further review the materials in the Appendix that were developed throughout the course of the Task Force.



# Appendix

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## **Documents and Materials Available at [Reimagining ACDC website](#)**

// [Reimagining ACDC Signed Legislation](#)

// [Reimagining ACDC Task Force Framework and Parameters](#)

// [Full Reimagining ACDC Task Force Roster](#)

// [Reimagining ACDC Policy Workgroup Report](#)

// [Reimagining ACDC Program Workgroup Report](#)

// [Reimagining ACDC Building Workgroup Report](#)

// [Center for Equity Final Feasibility Report](#)

// [Reimagining ACDC Community Engagement Report](#)

// [Market Analysis: Emory University, Goizueta Business School](#)

// [Decarceration and Decriminalization Alternatives Report:](#)  
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