

# 1996 ATLANTA OLYMPICS

REGIONAL & SPECIALIZED · TECHMUN VIII



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# LETTER FROM THE DIRECTOR

Hey everyone!

My name is Aairah Bhatti, and I am so excited to serve as your director for the Atlanta Olympic Committee at TechMUN 2026! I'm a first-year Biological Sciences major here at Georgia Tech, and I've been involved in Model United Nations for several years in both competitive and leadership roles—so don't be afraid to ask for advice or just yap about MUN in general! MUN has always been more than just debate to me; it's been a way to use my voice to impact others and exercise my right to help bring about meaningful change. Outside of MUN, I spend my free time (whenever I can) horseback riding, roller skating, and speaking.

The Olympic Games are often portrayed as a celebration of unity, excellence, and international cooperation. However, beneath the spectacle lies a complex history of political interests, national pride, economic pressures, and ethical dilemmas. This committee challenges you to look beyond the medals and ceremonies and instead confront the realities that shape global sporting events—diplomacy, conflict, corruption, protest, and the responsibility that comes with representing an entire nation on the world's largest stage.

As delegates, I encourage you to think critically about your roles—not just as athletes or officials, but as political actors operating in a high-stakes environment. Bring your creative ideas, but make sure they remain realistic. Use strategic thinking, collaborate with one another, and treat your fellow delegates with respect. Strong committees are built not only on bold ideas, but on collaboration, adaptability, and thoughtful engagement.

I'm so excited to see what you all bring to the table, and I hope you leave this conference having learned something new. Best of luck, and I look forward to welcoming you all to Tech in February! :)

Sincerely,

*Aairah Bhatti*







## INTRODUCTION TO COMMITTEE

The Atlanta Olympics Committee, held in 1996, consists of a historical, stakeholder-based committee aimed at stimulating the planning and execution of hosting the Centennial Olympic Games. As opposed to traditional representation of nation-states, delegates will be tasked with making decisions in the shoes of an actor, and will have the task of shaping the outcomes of the Games. Within these stakeholders, actors can include athletes, corporate sponsors, federal officials, community representatives, and of course, members of the International Olympic Committee. With this structure in mind, the committee will be able to create an environment that closely mirrors that of the Atlanta Olympics with multi-actor decision-making.

This committee will focus on the economic, social, and political challenges faced in Atlanta leading up to and following the Olympics. Delegates are expected to engage with these issues from multiple angles, including but not limited to public housing, international expectations, security concerns, and redevelopment for the purposes of the Games. Delegates are allowed to explore this issue from multiple angles, ultimately giving them the power to approach the issue from a historical but realistic framework.

This committee will function as a specialized committee. Delegates are expected to collaborate, negotiate, and respond to situations through proposals, directives, and crisis responses tailored to their specific role. Both short and long term consequences are expedited from decisions made in committee, specifically to the Games and the city image as a whole. Thus, it is imperative that delegates balance competing priorities, weighing the importance of economic growth and prestige against public safety, social responsibility, and the overall impact from the broader community.

## DISCLAIMER

Model United Nations provides an opportunity for delegates to engage diplomatically with topics of global importance and explore possibilities for conflict resolution in a meaningful way. Many of the topics at hand may involve sensitive or controversial subject matter. We ask delegates to be respectful and professional when engaging with their committee and communicating with fellow delegates and TechMUN Conference staff. The content warning below is meant to warn you of potentially controversial topics that are present in the content of this background guide, as well as content that may appear in other aspects of the committee (e.g. debate, speeches, directives), so that you can prepare yourself before reading this background guide and participating in the committee.

- 6 At TechMUN, we take equity violations very seriously and require delegates to fully comply with our equity guidelines. Failure to do so will result in an immediate disqualification from awards, and you may be asked to leave the conference. Please remain respectful in committee, and avoid overgeneralizations as well as take into account individual differences and contexts during your speeches. If you have any questions regarding our equity guidelines, we encourage you to review our extended conference policy located on our website and/or contact one of our staff members. If, because of this committee's content warning, you have any questions or concerns please feel free to reach out to our staff via email at [techmunconference@gmail.com](mailto:techmunconference@gmail.com).

Due to the nature of this committee, the following topics contain specific guidelines on how to what extent delegates may address them in/outside of committee:

Like many hosts of the Olympics, The 1996 Atlanta Olympics were used as an opportunity for massive, rapid redevelopment. While mega-event style redevelopment has historically caused displacement of residents, the 1996 Olympics was responsible for the displacement, homeless dumping, demolition and illegal arrests for thousands of Atlantans primarily in Black and low-income neighborhoods. While this is a historical committee and will explore these topics in relation to development, TechMUN has a zero-tolerance policy towards racial and class discrimination. Delegates are not permitted to, for any reason, to use racial-based or class-based as reasons for demolition or redevelopment purposes.

## KEY TERMS AND ACRONYMS

<b><i>Centennial Olympic Games</i></b>	The official name of the 1996 Atlanta Summer Olympics, commemorating the 100th anniversary of the modern Olympic Games.
<b><i>International Olympic Committee</i></b>	Governing body responsible for selecting host cities and overseeing the planning and execution of the Olympic Games.
<b><i>Olympic Legacy Program</i></b>	Redevelopment initiative tied to the 1996 Games that focused on urban renewal projects, including the demolition and replacement of public housing.
<b><i>Urban Redevelopment</i></b>	Demoliting and reconstructing existing buildings or infrastructure within urban infill areas/any existing urban service areas.
<b><i>Displacement</i></b>	An individual/group is forced to leave their homes/communities, usually because of reasons they didn't choose.
<b><i>Legacy Housing</i></b>	Housing created or promised as a long-term benefit.
<b><i>Gentrification</i></b>	Process by which urban redevelopment increases property values and living costs, often leading to the displacement of low-income residents.
<b><i>Public-Private Partnerships</i></b>	Collaborative agreements between government entities and private corporations used extensively in funding and organizing the Olympic Games.
<b><i>Stakeholders</i></b>	Individuals or groups with specific interests in the Olympic Games, including residents, athletes, sponsors, government officials, and organizers.

# INTRODUCTION TO THE TOPIC: ATLANTA OLYMPICS

The 1996 Atlanta Summer Olympics, given the name “The Celebration of the Century,” commemorated its 100th anniversary of the 1896 Olympic Games held in Athens, Greece. In 1990, it was awarded to Atlanta. The Olympic games is a testament to its defining moment for the city, focusing a heavy emphasis on it globally. Preparations for the games involved large-scale urban redevelopment, expansion of green spaces, construction of living units, and accommodation for both public and private properties throughout the city and surrounding areas. In order to hold a successful hosting of the Olympics, the city had to progress and modernize to meet local and international standards.

8 Hosting the Olympics in any given city requires an intense amount of effort and coordination. Although Atlanta benefited from the tourism and investment into the city, it also suffered deep social and political tensions. The Olympics placed a burden on public housing, causing living costs to rise and residents to be displaced. This particularly impacted low-income and marginalized communities. Additionally, the idea of safely transporting an intense volume of people concerned multiple people, especially due to bombing threats. This challenged the unity of the people and raised important questions on the preparedness of the city.

In committee, delegates should navigate the 1996 Atlanta Olympics from all angles, tackling the issues of stakeholders, sponsors, federal officials, athletes, and members of the International Olympic Committee itself. Through debate, delegates should confront

these issues from all perspectives, considering the importance of national security and the benefit of social and economic processes. All in all, delegates should understand the advantages and burdens for hosting the Olympic Games in Atlanta, and how this ties into the overall, broader world.

## HISTORY OF THE COMMITTEE

The 1996 Atlanta Olympics Committee is rooted from Atlanta’s successful bid to essentially host the Centennial Olympic Games, granted permission by the International Olympic Committee in 1990. This bid was a crucial opportunity to represent Atlanta as a globally competitive location. It was given the importance of showcasing the modern Olympic Games 100th anniversary. In Atlanta, there were multiple preparations for the Games by redeveloping the Olympics on a large scale, engaging in public-private partnerships and using the Games as a means for economic growth and possibility.

Leading up to the event, there was immense amounts of focus on developing adequate amounts of infrastructure for use, especially the Centennial Olympic Park, which remains to be a prominent site today. City officials also expanded transportation to different locations, and revisited the development of downtown Atlanta. This can be seen with public housing complexes, especially the Clark Howell Homes, aiming to replace any poverty areas with mixed-income housing. Due to this change, hundreds of residents were forced to displacement mechanisms. This increased the importance of advocating for housing equity and the responsibility of the environment surrounding the city.

Furthermore, the committee was further

shaped by security processes to keep athletes and attendees safe. One of the most prominent concerns of this was the Centennial Olympic Park bombing, which occurred on July 27, 1996. The bombing marked a turning point in Olympic history, showcasing the vulnerabilities of such a large-scale event's implemented security, specifically with its crowd management and law enforcement. Nonetheless, the Games continued, but government officials reassessed and changed necessary protocols for the remainder of the Games.

Considering these actions, the committee should emphasize the importance of global image and development during this period, and how all these changes impacted marginalized communities and underserved areas. Even today, debates continue to revolve around the 1996 Atlanta Olympics, influencing debates on urban development, housing, and security planning for future host cities.

## THE ORIGINS OF THE ATLANTA OLYMPICS (1996)

Atlanta's interest in hosting the Olympics can be traced back almost 20 years before it would get the opportunity to host in the '70s when Dennis Berkholtz, an olympic handball player, started a campaign to encourage Atlanta to bid for the 1984 games (Dylla). This campaign led the mayor's office to conduct a study of the bid's potential feasibility and a cost-benefit analysis. Previous games had created more conflict than reward, leading Atlanta to not pursue the 1984 bid. With zero competition, Los Angeles not only won the bid, but used the lack of cities interested in hosting to break typical hosting traditions and become the first modern Olympics to be profitable.

After LA 1984, cities all over the world became re-interested in hosting the Olympics. By 1987, former UGA quarterback, Billy Payne began campaigning for Atlanta to host the Olympics, creating the Atlanta Nine, a team of "lawyers, real estate executives, business leaders, fundraisers, and event planners" to help Mayor Andrew Young navigate how the city could manage a bid, prepare to host the games, and build local support (Dylla). With federal funding for cities declining, many American cities like Atlanta recognized the benefit of hosting the Olympics, as it presented the opportunity to become an international city that could spur large-scale urban redevelopment and boost tourism (Dylla). Studies conducted prior to 1996 games "estimated that the Atlanta Games would create 77,026 jobs and pump \$5.14 billion into the state economy in the period from 1991 through 1996" (French and Disher 380). Externally, Atlanta faced competition from southern neighbors like Nashville and Minneapolis-St. Paul; big cities like San Francisco; and global namestays like Athens, the first host of the Modern Olympics. Locally, they faced opposition from grassroots and community organizations, who feared negative consequences of rapid redevelopment for mega events, and local citizens skeptical of Atlanta's ability to host.

Facing strong opposition from several angles, the Atlanta Organizing Committee (AOC) had to create and present a standout bid. Like LA, they emphasized existing infrastructure that would save construction costs for some of the required sports facilities, with promises to build only a few event centers (French and Disher 383). Additionally they designated an 'Olympic Ring' containing all events to the following

# We Still Say **NO** to the **Olympic Stadium!**



## **We DO NOT want our grandchildren to pay for**

...the cancer of more surface parking lots  
...our neighborhoods to be further destroyed  
...any further suppression of working and poor people's needs and  
aspirations for equality, freedom and social justice!

## **We DO want a New and Different Quality of Life!**

We are going to build a Poor People's Village prior to the Olympic Stadium  
Groundbreaking Ceremony on Saturday, July 10th.

We know that you are concerned about the future of the central city and  
want to begin to change it! Let's start with Tent City!!!

Newsletter article on opposition to the Olympics (Dylla and Leake)

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counties: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale, which kept all the events within a 2 hour range of Atlanta, unlike its predecessors (French and Disher 381). The bid also took a no-tax pledge, in which no new taxes could be introduced to fund the games (French and Disher 381). Billy Payne had also promised that games would be entirely privately funded, raking in heavy criticism for this seemingly impossible task (Beaty 14–15). Additionally, they agreed to partner with the university system to create the Olympic Village housing, which would later become dormitories as a part of its legacy program. The AOC also played into southern hospitality and good weather to present itself as a great location for the visitors. Going above and beyond at every step to showcase Atlanta's determination, including hand-deliverance of its bid-book to the IOC and commissioning computer scientists from Georgia Tech to create an

interactive video presentation to sell their bid (Dylla). On September 18th, 1990, Atlanta persevered as the underdog host, becoming the first American city to win a contested bid and honor of hosting the Centennial games (M. Davis).

However, while the bid made big promises of what Atlanta had and was willing to do, Atlanta has many issues not included that need to be fixed before the Games arrive—city infrastructure, poor sewage management, neighborhood redevelopment, safety/security measures, and more. To bring these games to life, representatives from the city of Atlanta, Atlanta Committee for the Olympic Games (ACOG), the Metropolitan Atlanta Olympic Games Authority (MAOGA), the University System of Georgia (USG), the Corporation for Olympic Development in Atlanta (CODA), Georgia World Congress Center Authority (GWCCA), Metropolitan Atlanta Rapid Transit Authority (MARTA), major sports facilities, grassroots organizations, and more come together to transform the city in time for the Centennial anniversary of the Olympics.

## **CURRENT SITUATION**

Following the International Olympic Committee's announcement in Tokyo, Japan, the city of Atlanta has now been awarded the right to host the Centennial Modern Olympics in September 1990. Starting in at the beginning of the following year, the Atlanta Committee for the Olympic Games and the Metropolitan Atlantic Olympic Games Authority have formed and called on representatives from all across the country and all over the city— federal secretaries, city officials, state corporations, American athletes, etc.— to come together and plan the Olympics and transform Atlanta into a

premier international city.

Many questions surround this first meeting (Committee Session 1, January 1991), and many different voices are divided on how to start. A briefing on the state of the city has been provided as a starting point, but delegates should also be cognizant of issues not listed.

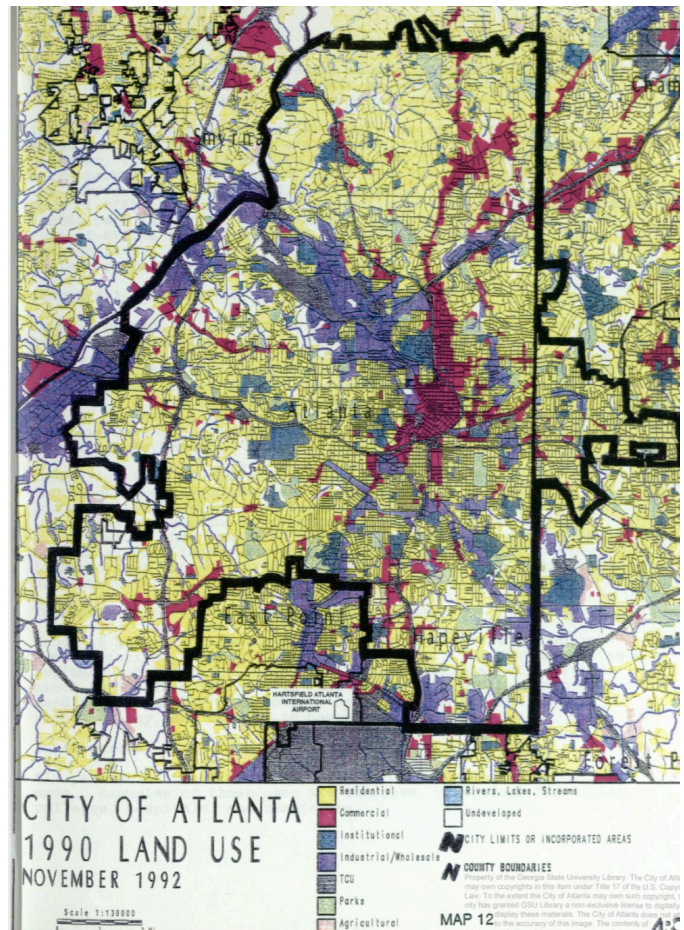
## STATE OF THE CITY, 1991

In the early '90s, the city of Atlanta zoning code designated most of its territory as single-use residential, with some light commercial, industrial/wholesale uses. Compared to previous hosts, Atlanta and its surrounding metro area contained by the Olympic Ring, zoning code denotes single-use zoning policy, which can make redevelopment efforts difficult. With the support of the city, revisiting the zoning code might prove useful in the long-run.

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For the decade preceding the games, Atlanta had experienced a mass exodus of residents into the suburbs and city outskirts, especially among white middle-to-high income residents, decreasing the tax base (Beaty 5). By the '80s, Atlanta had seen significant deterioration to its highly vacant public housing making the public housing an interest for redevelopment. Despite the decreasing population in the city, housing has remained increasingly unaffordable for its lower income residents, with residents estimated to need to earn up to 80% of the Area Median Income to live in the city (Beaty 9, 12). As such, homelessness in the city has only increased within recent years—and remains an issue that games' planners will need to address before the world sets their eyes on the city.

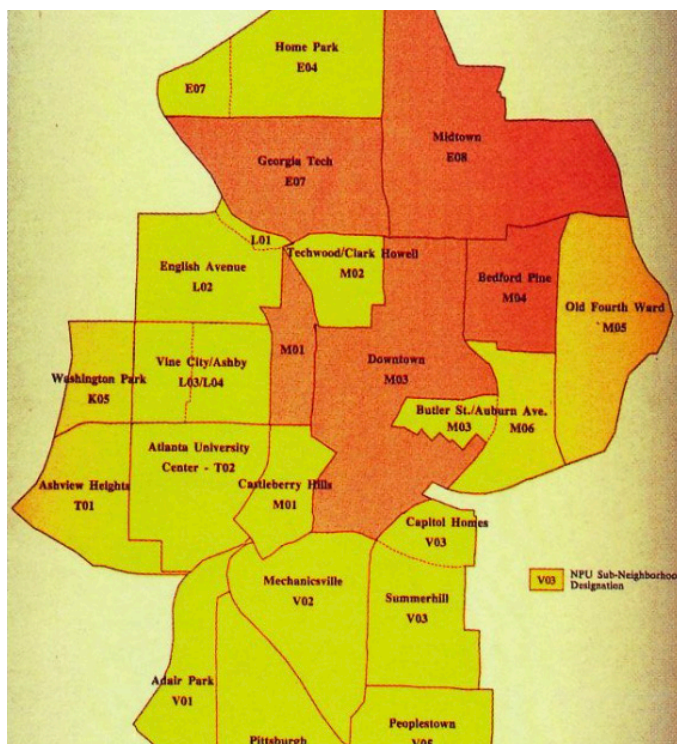
Crime also remains a prevalent issue in



Map of the City of Atlanta Zoning Land Use  
(Atlanta Department of Budget and Planning)

Atlanta. In 1989 and 1990, Atlanta held the highest crime rate in the country (“Crime Image Haunts Atlanta”). Mayor Maynard Jackson has sought an increase in police force by 600 new personnel. Over 88,000 crimes were reported within the last year; the majority of reported crimes were property crimes—burglaries, auto-theft, etc. (“Crime Image Haunts Atlanta”). With a high level of crime, improving safety is a prime concern for Olympic planners who want to ensure that millions of guests visit and want to return to the city; However, an increase in police personnel may not be received well by residents.

Neighborhood redevelopment and revitalization remains one of the biggest discussions for Olympic planning. 15 neighborhoods within the city were designated as ‘Olympic Ring’ neighborhoods,



Inner City Olympic Ring Neighborhoods (CODA)

12 with these areas standing to receive the most economic and cultural impacts (CODA). The following neighborhoods were outlined in the Neighborhood Revitalization Program for Olympic Ring redevelopment: Adair Park, Ashview Heights, Atlanta University Center, Butler St./ Auburn Avenue, Castleberry Hill, English Avenue, Home Park, Mechanicsville, Old Fourth Ward, Peoplestown, Pittsburgh, Summerhill, Techwood/Clark Howell, Vine City/Ashby, and Washington Park (CODA). However, due to years of destructive urban design planning and white flight, many of these neighborhoods have fallen into a state of disrepair. With many of these neighborhoods surrounding the main events, revitalization efforts are a priority in shaping the city to host the games.

Improving business districts also remains a priority. Downtown has remained the subject of many Olympic redevelopment discussions, with the hopes of bringing new attractions that would extend the neighborhood's activity and foot traffic past 5

pm (The Campaign for Coda 2–3). Likewise, corridors like Auburn Avenue, Abernathy Boulevard, etc, have been eyed for their tourism potential, with MLK Jr.'s residence and Abernathy Square being located within these corridors.

## CURRENT DEVELOPMENTS

Leading up to the 1996 Atlanta Olympics, previous host cities were in charge of providing important information regarding security, societal influence, and redevelopment mechanisms for hosting the Games successfully. Previous Games shaped expectations for the public, so they revealed the benefits and risks of hosting such a large-scale sporting event. This section aims to understand the lessons acquired from the Olympics and show how the world learned from it.

## CASE STUDY: BARCELONA, 1992

During the 1980s, Mayor Narcis Serra along with his deputy mayors surveyed the possibility of hosting the Olympics in Barcelona for the 1992 edition of the games (Smart Cities Dive). After securing the bid, the city got to work on infrastructure that improved the city's connectivity through already existing infrastructure, giving the city a much-needed update while expending less resources (Smart Cities Dive). Additionally, planners focused on using the Olympics to rejuvenate neighborhoods like Poblenou through the Olympic Village ("6 Ways"). Barcelona's style of redevelopment came to be known as the "Barcelona Model" utilizing a "technocratic pattern in order to define zoning and uses, standards and measures, . . . emphasis was put on public space as the urban linking device, . . . [and an] agreement

between the public administration and the private sector” (Montaner 49). Moreover, the city focused on increasing sports participation among various demographics for improved health outcomes within the city with its “Sports for All” program (“Barcelona 1992”).

However in the period following the Games in 1992, the Barcelonian economy struggled as public funding dwindled alongside a global recession (East Carolina University). As public funds for the Olympics, Barcelona’s dependence became clear as job cuts started to rise (East Carolina University). Additionally, new projects to balance development throughout the city faced strong opposition as they increased gentrification risks and greenery loss (East Carolina University).

- 13 As a result of strategic planning, Barcelona leveraged its host position to increase tourism from 1.7 million tourists a year in 1990, to over 10 million tourists per year in the years following the games. Additionally, redevelopment efforts brought long-term improvement to citizens, such as public transport lines. However, the city’s poor economic development planning resulted in a period of economic downfall following the games (“6 Ways”). Barcelona’s legacy showcases the importance of long-term planning for megaevents can spur both positive and negative legacies.

## CASE STUDY: SEOUL, 1988

Following a period of intense political turmoil in the ‘70s and ‘80s, the Seoul 1988 Olympics became a chance for the country to reshape its image into one of economic achievement and harmony. Winning the bid in 1981, development projects began en masse, from event venues to support the games,

public transportation to shuttle visitors/athletes around the city, to beautification projects to lure tourists (Hanguk), with hope that when the Olympics arrived, the world would see how South Korea had progressed.

While the state had a history of forced evictions pre-dating and following the 1988 games, a period of redevelopment and eviction focused on removing ‘substandard’ housing within the city limits. Like many host cities, Seoul lacked the infrastructure necessary to support a mega event: major airports, wide roads, transit, reliable power grids, waste management, state-of-the-art venues, olympic villages, accommodations for visitors—and promised to build it before the games started. At the time, most urban housing lacked running hot water, electricity, or indoor plumbing—all of which were considered Western standards (L. K. Davis). Moreover, as the administrative capital, the national government’s influence held a strong presence over the redevelopment, wanting to dissuade images of its militaristic dictatorship and poverty. Demolition and redevelopment of low-income housing became considered a necessary action by the South Korean government to support and impress international competitors and visitors for the Olympics (L. K. Davis). Additionally, planners focused the redevelopment as an opportunity to redesign the parts of the city supporting Olympic events in favor of the middle-to-upper-middle class residents with car-centric lanes, leisure space, and luxury apartments.

When the Olympics arrived, Seoul, and South Korea by extension, was able to present itself to the world in a new manner in large part due to its rapid redevelopment. This presentation shifted its global perceptions away from the political turmoil-shaped by

the Korean War, and into one of prosperity (“Seoul 1988”). Furthermore, the state used the Olympics as an opportunity to solidify new diplomatic and economic connections thanks to its new image. However, the benefits of the games were not shared by all of its city residents. In preparation for the games, over 720,000 residents were forcibly displaced to not only make room for new venues and accommodations, but also clear-out slums that would make the city appear undesirable. Additionally, rather than addressing the city’s affordable housing shortage, they focused on developments that prioritized beautification. For example, to advance beautification goals, unhoused populations were commonly moved out of the city to preserve a clean city image.

The Seoul 1988 Olympics legacy is a story of two tales. One half of its legacy tells the successful story of how a mega event like the Olympics can not only rebrand a city, but a country at large. It gives the host the opportunity to craft its own narrative of the city is or has the potential to become. However, Seoul’s legacy showcases how political priorities override community protection, when redefinition supersedes citizen’s needs.

## CASE STUDY: LOS ANGELES 1984

After decades of cities going into debt over the Olympics, and subsequent dwindling interest in hosting, Los Angeles 1984 Olympics made history becoming the first of the Modern Olympics to turn a profit. Raking in over \$233 million USD (worth roughly \$717 million USD today) in surplus, the games reinvigorated desires to host creating a new financial model. LA implemented several strategies to reduce costs, often

breaking traditional hosting norms. Where most cities went into thousands and millions of dollars in debt constructing new stadiums and supporting infrastructure, LA instead repurposed universities and other existing facilities. Moreover, LA transitioned into a private funding model with corporate sponsorships, television rights, licensing agreements, and exclusive rights to be associated with the games footing the budget, moving away from unpopular, traditional tax-funded financing. Once the only city willing to bid for the Olympics in 1978, LA proved that the Olympics could be a worthy investment for cities and profitable.

Furthermore, the Games would continue to be record-breaking in the number and variation of sports. Two of today’s most watched events made their debut at the 1984 Olympic Games, and both exclusively female sports—Synchronised Swimming and Rhythmic Gymnastics alongside women’s versions of shooting, road cycling, 400m hurdles, and marathon, making way for a new wave of female athletes. In addition, tennis and baseball made a return to the games with newfound popularity. The expansion of events led to a record number of over 6,000 athletes from 140 countries.

As the city aims to recreate its strategies from the 1984 Olympics, LA 1984 showcases how boldness in decision-making and willingness to expand what the games could be from host cities can create a strong Olympic legacy.

## COMMITTEE MECHANICS

The 1996 Atlanta Olympics Committee is a specialized committee. Delegates will be expected to use elements of General Assembly and Crisis committees as well as novel mechanics provided below. There also

may be other mechanics and new challenges introduced within the committee session. This committee is meant to test delegates' ability to adapt to non-traditional challenges and whilst championing diplomacy. If there are any questions, feel free to reach out to [techmunconference@gmail.com](mailto:techmunconference@gmail.com) with the subject line 1996 Atlanta Olympics.

is passed, the plans detailed in the document will go into motion (i.e. a stadium will begin construction, etc.), so earlier planning directives can impact the flow of committee. These documents will form Atlanta's comprehensive re-development plan which will be completed prior to the final update, the opening day of the 1996 Atlanta Olympics.

## PRESS CONFERENCE & BRIEF

As a specialized body, this committee will use crisis updates to highlight major turning points and updates during the planning and execution of the Olympic Games. After a timed crisis update is given, this committee will enact a press conference response mechanic, in which crisis staff will turn into reporters and ask the delegates questions about the update, requiring them to take a stance on certain issues pertaining to redevelopment and Olympic planning. Following the press conference, delegates will be required to draft a press memo to inform and clarify the statements and promises they made in the press conference. Statements made in the press conference will carry heavy weight to the news outlets and the public, so it advised that delegates choose their words wisely. Additionally, it is expected that these statements should be incorporated into following planning directives.

## PLANNING DIRECTIVES

As this a planning committee, delegates are expected to draft shorter planning directives, rather than resolutions, outlining specific actions their stakeholder will take regarding housing, security, infrastructure, sports inclusion, media response, or coordination with other actors. After a planning directive

## DIRECTIVES / QARMAS

Why is it important for Atlanta to host the Olympics, what does the city hope to gain from this event long-term?

What infrastructure does a city need to support a mega event like the Olympics? How can planners utilize the event to develop the city's long-term future?

How can a city use a mega event to rebrand? What does it mean to become an international city? What global image does Atlanta want to have?

What are the economic implications of hosting the Games? How can the city use the event to leverage investment, tourism, and job creation?

With no available Olympic tax funds, how will planners manage existing public funds and secure private funding? What makes a private partnership worth pursuing?

How can a small city like Atlanta manage the large-scale security challenges of the Olympics?

How do domestic issues or international perceptions in/of the United States impact Atlanta's planning? How should the committee manage external voices?

What social implications does rapid-redevelopment have? How can the city ensure low-income residents are not disproportionately impacted by redevelopment?

What does it mean to host a Centennial mega event? What games are worthy of being showcased at an anniversary event? How can Atlanta honor the Olympics legacy?

# CHARACTER DOSSIER

## ATLANTA ORGANIZING COMMITTEE (AOC)

- **Andrew Young (Chair):** Andrew Young is the Co-Chair of ACOG and former Atlanta Mayor and AOC Chairman. Young is responsible for securing the city's official endorsement of the bid, whilst his backgrounds and connections appealed to the IOC.
- **Billy Payne (President & CEO):** Billy Payne is a graduate of UGA Law and chief administrator for the Olympics, along with numerous titles, including the Vice Chairman of Bank of America and the Chairman of Centennial Holding Company.
- **Gerald Bartels:** Gerald (Jerry) Bartels is the President and CEO of the Atlanta Metro Chamber of Commerce and financially supported the initial cost of the international marketing campaign for the 1996 Summer Olympics.
- **Bob McCullough:** Bob McCullough is an Australian sport administrator who is the President of the Australian Paralympic Federation and has experience marketing and fundraising strategies, and has been brought on as a paralympic consultant.

## PRIVATE SECTOR

- **Roberto Crispulo Goizueta Cantera:** Roberto Crispulo Goizueta Cantera is the Chairman and CEO of the Coca-Cola Company who is a philanthropist.
- **Phil Knight:** Phil Knight is the founder and CEO of Nike. While Nike is not an official sponsor of the games, their advertisement presence has begun to increase in Atlanta.
- **Richard Rosenberg:** Richard Rosenberg is the new CEO of the Bank of America, a major American banking corporation, especially in the South. Rosenberg is known for his work at Wells Fargo popularizing the stagecoach logo and for turning a profit in BoA operations in California. Rosenberg was brought on by former BoA Vice Chairman Billy Payne.
- **Kay Lee:** ACOG member and Georgia Power representative that helped secure the Atlanta '96 bid. Kay Lee has been selected to represent Georgia Power interests within the committee.
- **Herman J. Russell:** Herman J. Russell is the founder and CEO of the construction and real estate company H.J. Russell and Company. H.J. Russell focuses on commercial and residential development alike.
- **Ronald W. Allen:** Industrial Engineering Georgia Tech graduate Ronald Allen is the Chairman of Board, CEO, interim-President of Delta Air Lines, an Atlanta-headquartered airline and long-time sponsor airline of several Olympic teams. Allen has helped Delta navigate numerous challenges and partnerships, and will represent the corporation in committee.

## ATHLETES

- **Dennis Berkholtz:** Olympic Handball player, who helped relocate USA Handball to Atlanta and ACOG member. Berkholtz has been a staunch, and first major, advocate for Atlanta to host the Olympics since the 1970s.
- **Amanda Kathleen Borden:** Amanda Kathleen Borden is Team Captain of Magnificent 7, first women's gymnastics team at Olympics and wins. Her leadership could carry the American women's gymnastics team to victory.
- **Hubert Raudaschl:** Hubert Raudaschl is an Austrian athlete who has competed in the most Olympic games of any athlete thus far. Raudaschl first participated in 1964 and finished 5th in the Finn class, he then switched from solo vessels to two- and three-person boats, in which he is continuing at the 1996 Atlanta Games.

## STATE & FEDERAL OFFICIALS

- **Dan Graveline:** Dan Graveline is the first Executive Director of the Georgia World Congress Center Authority (GWCCA), a state agency overseeing Georgia's developments in international trade and events. Graveline also serves as the ACOG treasurer.
- **Major General William P. Bland:** Maj. Gen William Bland is the Georgia Adjutant General of the Georgia National Guard and oversees state security. With an event of this scale, Maj. Gen will be leading security efforts.
- **Robert Helmick:** American lawyer Robert Helmick serves as the current president of the United States Olympic Committee. Following his time as president of the International Swimming Federation, Helmick boasts a notable career in sports administration and will be overseeing the US national image in the 96' games.
- **Pierre Howard:** Freshly-elected Lt. Governor Pierre Howard has been selected to represent the state on this committee. With a history of 18 years in the State Senate as a public servant, Lt. Gov Howard hopes to ensure that the benefits of hosting the games is shared across the State,

## UNIVERSITY REPRESENTATIVES

- **Michael Edwards:** Michael Edwards is the Sports Facility Planning and Management director at Georgia Tech who works as a liaison between the Atlanta Committee for the Olympics Game (ACOG) and Georgia Tech.
- **Joseph Earl Thompson Sr.:** Executive Director of the Atlanta University Center, Civil Rights Activist, Minister, and ACOG Member. As the Executive Director of the AUC, Thompson oversees the AUC's involvement in the Olympics.

## ATLANTA COMMITTEE FOR THE OLYMPIC GAMES (ACOG)

- **Robert M. Holder Jr.:** Co-chairs of the Board; the founder and chair of the board of Holder Corporation - one of Atlanta's leading construction companies

- **Adolphus Drewery Frazier Jr.:** A.D. Frazier is Chief Operating Officer of ACOG, overseeing logistics and operation management of the Games. Prior to this position, Frazier got a start as a lawyer, then worked at the White House and Executive Office of the President, before transforming Georgia Public Broadcasting into state agency as a chairman.
- **Shirley C. Franklin:** Shirley C. Franklin oversees the Atlanta Committee for the Olympic Games (ACOG)'s equal opportunity program, whose goal is to increase the partnerships with companies owned by minorities and women. Franklin also serves as the Mayor's Commissioner of Cultural Affairs.
- **Charlie Battle:** Atlanta Nine Olympic bid member, Charlie Battle is the ACOG Managing Director for Internal Relations. Battle's experience as a public finance lawyer was instrumental in navigating financing outlined in the bid, and new role in internal relations will help guide the committee and IOC relations.

## METROPOLITAN ATLANTA OLYMPIC GAMES AUTHORITY (MAOGA)

- **George Berry:** George Berry is the state commissioner of Industry, Trade, and Tourism and Senior Vice President of Cousin Properties, one of Atlanta's largest property development firms. Berry has become heavily invested in the economic growth and redevelopment of Atlanta and the State overseeing industry, trade, and tourism impacts of the Games.
- **Mayor Maynard Jackson:** 54th and 56th Mayor of Atlanta, and first African American mayor of any major city in the South. Jackson has had a long career as public servant in the city tackling crime, racial tensions, and labour rights. As the current mayor, he has also been a public face for the Olympics.
- **President Marvin Arrington Sr.:** Atlanta City Council President: Marvin S. Arrington Sr. serves as President of the Atlanta City Council after being elected to the Atlanta Board of Aldermen in 1969. As one of the first two Black students admitted into Emory University Law School in 1965, he would become a pioneer in breaking barriers and a dedicated public servant.
- **Walter R. Huntley Jr.:** Starting in 1988, Walter R. Huntley Jr. serves as the President of the Atlanta Economic Development Corporation, a non-profit, quasi-public corporation designed to promote economic development. Previously, Huntley has worked on Maynard Jackson's campaign and the 1996 bid, traveling globally to promote the Games.
- **Chief Eldrin A. Bell:** Appointed in 1990, Eldrin Bell is the new Atlanta Police Chief following a major city government restructuring with the dept. of public safety being abolished. Chief Bell has been a member of Atlanta's force for over 30 years. Prior to this appointment, Bell served as the Assistant Police Chief, with his most notable case being the Atlanta Youth Murders.
- **Ken Gregor:** Ken Gregor is the new Metropolitan Atlanta Rapid Transit Authority

(MARTA) executive and successor to Alan Kiepper. As a MARTA executive, Gregor will be responsible for any Olympic plans regarding the city's public transit service.

## COMMUNITY MEMBERS & GRASSROOTS ORGANIZERS

- **Joseph Echols Lowery:** Joseph E. Lowery is a Civil Rights leader who helped lead the Montgomery bus boycott, co-founded and is President of the Southern Christian Leadership Conference, and the co-founder and President of the Black Leadership Forum. He is also the pastor of Cascade United Methodist Church in Atlanta.
- **Ivan Allen Jr.:** Former Mayor of Atlanta during the Civil Rights Movement, Ivan Allen Jr., oversaw massive economic development and growth in Atlanta during his time as mayor. Due to this expertise and involvement in the community, Allen has been brought onto the committee as an advisor.
- **Horace Sibley:** Horace Sibley is former member of the Atlanta Nine and a well-connected lawyer and partner of law firm King and Spalding and now serving as a member of this committee. Outside of his law career, Sibley has acted as a staunch advocate for reducing homelessness in Atlanta.
- **Marcella Maguire:** Marcella Macguire is an activist with the People for Urban Justice coalition in Atlanta. Macguire was a key member in the 1990 demonstration at the Imperial Hotel and has been brought on as a housing justice consultant.

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