



The Atlanta Story:

QUAL ECONOMIC

A Demonstration

OPPORTUNITY

of Talent, Service,

PROGRAM REPORT

Diversity and

Commitment



The Atlanta Committee for the Olympic Games

The Atlanta Committee for the Olympic Games



Atlanta 1996

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# *F* ORWARD

## The Atlanta Committee for the Olympic Games *March 1996*

We are pleased to provide this summary report of The Atlanta Committee for the Olympic Games' Equal Economic Opportunity Plan (EEO), our voluntary program heralded for achieving unprecedented levels of minority and female participation in producing the Olympic Games in Atlanta.

The power of the Olympic Movement is most dramatically observed in the heroic performances of the athletes, as they overcome adversity and tremendous difficulty in pursuit of excellence. However, we believe our commitment to inclusion in preparing for the Games is also a powerful statement of opportunity and excellence, one that also may inspire the viewing world. And so, with the excitement and anticipation building to the Centennial Olympic Games—which are only a few months away—we have documented our approach and highlighted our achievements in equal economic opportunity before the focus shifts, as it should, to the athletes who will compete.

Since pursuing the first Olympic Games ever to be held in the American South, we have applied the best of ourselves. Atlanta is a community largely of African-Americans and whites, both with shared power and influence, who have worked together in pursuit of a common dream. And, while the prevailing view may be that this is a difficult combination, our success shows it can be otherwise.

We hope, therefore, to convey to both the public and private sector, that people historically and culturally different, when working together, can achieve a success for all of them. Although circumstances may differ in other cities and countries, we believe that this approach has potential wherever historical and cultural differences are challenging.

As a result of our cooperative efforts, we fully expect to fulfill our shared dream: to deliver the best Games in Olympic history, without financial burden to the City, in a manner truly reflective of who we are in the Atlanta area. The results summarized in this report go a long way in explaining why we are confident that the Centennial Games, by every measure, will exemplify the Olympic ideals of opportunity and excellence.

Clockwise:

*William Porter Payne, President and CEO,*

*Bob Holder, Co-chairman, and*

*Andrew Young, Co-chairman*





## INTRODUCTION

Since 1991, The Atlanta Committee for the Olympic Games, Inc. (ACOG) has voluntarily pursued an Equal Economic Opportunity Plan (EEO Plan) to ensure meaningful participation of a diverse pool of employees and contractors in staging the Centennial Olympic Games.

The EEO Plan is a multifaceted program applicable to all employment and business opportunities arising directly from ACOG's organizing activities. It provides for female and minority participation reflective of local workforce and business capacity. It also requires that companies providing products and services to ACOG demonstrate that their employment practices are inclusive. And, it is supported by a broad range of outreach and training activities, aimed at making citizens and businesses in the Atlanta community aware of and prepared to take advantage of ACOG opportunities.

Currently 30.1% of ACOG's workforce is minority, and 52.1% is female. Additionally to date, minority and female businesses have received 32.1% of \$387 million in ACOG procurement expenditures. In the construction area, Minority Female Business Individuals (MFBI) have commitments representing 35% of the \$297 million in design and construction-related contracts already negotiated; and diligent efforts are being undertaken to ensure that a high level of MFBI participation is achieved in all remaining construction activities.

Significantly, these participation levels have been achieved without quotas or set-asides. Instead, we have relied upon proactive management and state-of-the-art procurement and monitoring techniques. This approach has generated results that we believe are unprecedented in the private sector.

However, as impressive as these participation levels are, they do not tell the whole story. Many of the program's anticipated benefits lie in the future. They will accrue from a more robust local minority and female business community, and from the longer-term value of venture relationships some of these businesses have formed with each other and with majority businesses. And, although ACOG will wind down its operations shortly after the Games, future employment opportunities will result from training and outreach efforts, such as the Neighborhood Job Training and Employment Program and Host Broadcasting Training Program.

But, perhaps an even greater potential legacy lies in the message: When people with historical and cultural differences are pursuing a common purpose, there can be power in inclusion that enhances—not diminishes—the quality of the work product. While this particular

program was tailored to the demographics of Atlanta, where African-Americans are the largest minority group, the principle of combined strength with the pursuit of a common purpose can be applied wherever historical and cultural differences exist.

This report documents our approach and highlights our achievements in implementing the EEO and pursuing related activities. First, we tell why we made equal economic opportunity a cornerstone of our operating philosophy. We also explain how our approach benefited from, and built upon, the history of public-sector affirmative activism in Atlanta. Then, we describe the program and related initiatives and how they have been implemented. And, we discuss the results we have achieved, benchmarking them to the City of Atlanta's own fine public record of achievement. Along the way, we provide a qualitative perspective, with profiles of various individuals and companies that have participated and contributed. Finally, we distill some key insights which others may find useful in pursuing their own equal economic opportunity (EEO) initiatives.



*Ginger Watkins, Linda Stephenson, Shirley Franklin, and Cecelia Hunter*

### **Profiles and Perspectives**

ACOG's achievement is indeed impressive, but the numbers do not tell the whole story. A better way to evaluate the program's qualitative dimensions is from the perspectives of minority and female entrepreneurs who have done business with ACOG.

The companies profiled here are providers of a broad array of products and services, from design and construction, to legal and information management services. They represent a size range, from small to substantial. They have done business with ACOG ranging from a few thousand to millions of dollars. But there also are similarities: Each has had an opportunity to compete for ACOG's business, even if they did not get all the business they sought; every one has succeeded in meeting or exceeding performance expectations; and most expect to derive future benefit from their ACOG opportunity. In these respects, they exemplify and validate ACOG's commitment to equal economic opportunity.



## REALIZATIONS

Ensuring that minorities and women share in the economic opportunities generated by the organizing effort has been a cornerstone of ACOG's operating philosophy since its inception.

Billy Payne, ACOG's president and CEO, realized that Atlanta's Olympic dream could only be realized by applying the best talent and resources the city had to offer. And so, he committed himself early to the goal of ensuring that, if Atlanta's bid were successful, the organizing effort would be inclusive.

"It became clear that what we need to do and be, at the time of the Olympic Games, was as simple as being a reflection of who we are—an honest statement of our community," Payne says. "When you draw that conclusion, it is inevitable that the minority component has to be a very major part of our leadership, of our organization, of our shared opportunity."

Payne also realized that a commitment to inclusion was fundamentally consistent with the Olympic ideals of opportunity and excellence and, therefore, could provide an inspirational vision for Atlanta's organizing effort.

According to Payne, "The power of the Olympic Movement is most dramatically observed in the heroic performances of the athletes, as they overcome adversity and tremendous difficulty. But, if we could figure out how to convey it, so too would be the message that, here we are—a community of diversity, with shared power and influence; and yet, while the world would think that it is a difficult combination that inevitably and invariably would not work, we could show otherwise. And the conveyance of that message, in terms of creating hope for the viewing world, would be as powerful as the athletic achievements."

After Atlanta was successful in its Olympic bid, Payne assured the current mayor, Maynard Jackson, that Atlanta's Olympic Organizing Committee would adopt a comprehensive equal economic opportunity program. Payne vowed that the commitment to inclusion would be fundamental and substantial.

He said simply, "This is the way it's going to be," committing to "do it right...to achieve historic levels of participation, without sacrificing—in fact, enhancing—the quality of the work product."

Accordingly, in the statement of principles in support of its mission, ACOG has given deliberate emphasis to inclusion, stating that its plan and desire are:

- to enhance and share the positive forces that emanate from involvement in the Olympic Movement with the people of the community, the region, the country and the world; to bring the people of the world closer together through bonds of sincere friendship harnessing the awesome power and potential from this cooperative effort to uplift the human spirit and create a positive influence for children and young adults;
- to celebrate the Centennial Olympic Games with great respect for the contributions of the past and great hope for the future by demonstrating the full potential of the Olympic Movement, emphasizing the common bonds that unite the family of man, not the differences that divide us; and
- to, above all, recognize its obligation to conduct the Centennial Olympic Games in a spirit of equality and fairness that will be the standard against which all decisions and actions are judged.

As a result, the commitment to inclusion is clearly reflected in ACOG's mission:

- to conduct the Centennial Olympic Games with sensitivity, integrity, fiscal responsibility and commitment to the needs of the athletes;
- to share with the world the spirit of America, the experience of the American South and the vision of Atlanta;
- to leave a positive physical and spiritual legacy and an indelible mark upon Olympic history by staging the most memorable Olympic Games ever.



## APPROACH

In developing its comprehensive EEO, ACOG drew upon Atlanta's rich base of public-sector experience with EEO initiatives. With this foundation to build upon, ACOG created its voluntary private-sector program which incorporates state-of-the-art procurement and monitoring techniques.

As a municipality, Atlanta has a long historical record of successful equal economic opportunity initiatives, a record that demonstrates that minority business enterprise (MBE) development initiatives do work.

### 1974-1981

During Mayor Jackson's first two administrations, from 1974 through 1981, a period in which over \$600 million in contract dollars were expended, the City raised its MBE percentage of city contract expenditures from less than 1% to an average of 24%, reaching a high of almost 39% in 1978, during the height of construction activity at Hartsfield International Airport.

This early record of achievement can be attributed to the City officials and administrators who were proactive in addressing the issues presented by a depressed minority economic sector. In those eight years, nine separate pieces of legislation aimed at ensuring minority economic participation were adopted by the City Council and signed by the mayor.

The initial legislation authorized affirmative action (AA) to implement EEO in hiring, training and promoting City employees. In 1974, EEO sections were incorporated into the City charter. Also in 1974, the Atlanta Plan, which ensured EEO in all City activity underwritten by federal funds, was adopted to satisfy U.S. Department of Labor contract compliance requirements.

Later the same year, the City extended its AA/EEO efforts to include City contractors. The significant piece of legislation was the Finley Ordinance, which required that firms doing business with the City adopt and implement an EEO plan. It also established the Office of Contract Compliance (OCC) to regulate the AA/EEO process for City contractors. Since its inception, the OCC has played a significant role in implementing EEO policy and monitoring minority business participation on city contracts.

The next phase of legislation focused less on minority employment and more on minority economic development. It began in 1975, with a resolution requiring prospective bidders on the Hartsfield Airport construction to prequalify by submitting an MBE joint venture or

subcontracting plan. This approach was made more generally applicable in the Joint Venture Policy Statement in 1976, which approved joint ventures as a preferred vehicle for pursuing MBE development in City procurement activities. This period of activity culminated in the Minority and Female Business Enterprise (MBE) Ordinance adopted in April, 1982, Atlanta's first legislative effort to institutionalize MBE, as well as female business enterprise (FBE), participation in City procurement.

#### **1982-1990**

For the next nine years under Mayor Andrew Young's administration, the City's MBE participation levels averaged 28% of a total of \$825 million in city contracts awarded. A significant event during this period was the *Croson v. Richmond* decision in 1989, which held that a municipality needed to establish a record of prior discrimination in an area of procurement in order to establish goals for MBE and FBE participation. Prior to the *Croson* decision, the MBE percentage of city contract dollars had risen above 35%, the level the City had set as its MBE participation goal. After *Croson*, the City adopted a voluntary, non-goal-based approach and saw MBE percentages decline to 25%.

#### **1991 Brings Olympic Success**

In 1991, the City adopted an Equal Business Opportunity Ordinance, which was narrowly tailored and supported by a factual record of discrimination ("The Brimmer-Marshall Study" established the record), to conform to requirements mandated by the U.S. Supreme Court in *Croson*.

To complement its own efforts, the City looked cooperatively to ACOG to apply policies of inclusion in its organizing efforts. The Games will have an estimated \$5.1 billion impact on Georgia's economy, most of it in Olympic venue areas, with a substantial amount generated by ACOG and ACOP (Atlanta Centennial Olympic Properties, responsible for marketing, sponsorships and licensing). Given ACOG's business-generating potential, its policies would have a critical impact on the economic outlook of the local residents as well as the minority and female business community.

Payne assured Mayor Jackson that ACOG was committed to voluntarily developing a comprehensive EEOP, seeing it as an important challenge to demonstrate, by example, that such initiatives could be undertaken in the private sector and managed to achieve perhaps unprecedented results, and without sacrificing—even enhancing—business performance.

In developing its EEO, ACOG was able to assemble a knowledgeable working team of policy advisors with first-hand knowledge of the mechanisms of the City's EEO programs. This group included attorneys Lloyd Sutter of King and Spalding; Marva Jones Brooks, former City Attorney and currently a partner in the law firm of Arnall, Golden & Gregory; Shirley Clarke Franklin, former chief administrative officer for the City of Atlanta and currently senior policy advisor to Payne, ACOG; and David J. Miller, former director of Contract Compliance for the City of Atlanta and currently president of the consulting firm of D. J. Miller & Associates.

This team sketched out the broad dimensions of ACOG's EEO, with the following parameters:

#### **1. Multidimensional**

*Horse Park*

It would contain one component addressing EEO in internal staffing; another governing procurement of goods and services and construction-related contracts; and a third for reviewing the EEO and AA policies of ACOG's contractors to determine consistency with ACOG's policies.

#### **2. Broad and inclusive**

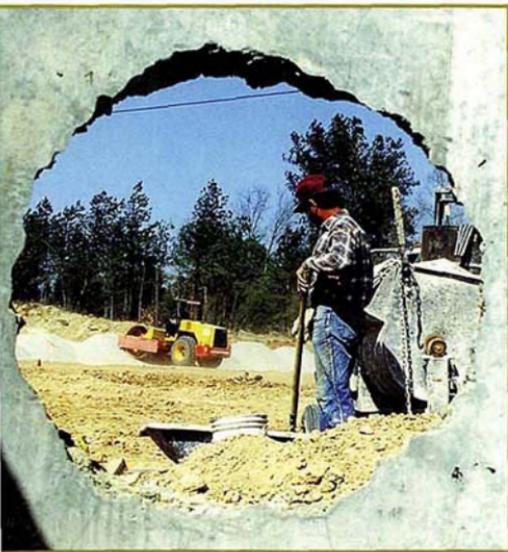
To be truly reflective, it would seek to include as many cultural, gender and special-needs segments as practical. As a matter of policy, women and MBE's would receive attention. African-Americans would receive focus as the largest minority group, although diligent efforts would be undertaken to include other minority groups.

#### **3. Atlanta-focused**

To maximize the program benefits in the Atlanta area, ACOG would look first to Atlanta, then beyond on a needs basis, when seeking employees and suppliers.

#### **4. No quotas or set-aside provisions**

Although comparative standards would be applied to evaluate performance, no goal objectives would be deemed as quotas and





*Olympic Stadium*

no job or procurement categories, or any portion of them, would be set aside for minorities and females. Results would be commitment- and effort-driven only.

#### **5. Rigorous certification and continuous monitoring**

Procedures would be instituted to verify minority and female business ownership. Both employment levels and contractor payments would be monitored regularly to track participation.

#### **6. Generalized management responsibility**

Program performance would be driven by all managers as part of their responsibilities.

#### **7. Adequate support resources**

To assist managers in implementing the EEOP policy, support would be provided by an EEOP department, which would report to Shirley Franklin, ACOG's senior vice president for External Relations.

D. J. Miller & Associates was commissioned to prepare a program draft complying with this approach. After review and some modification of the draft, a program was finalized. On July 23, 1991, six months after ACOG's incorporation, ACOG's board unanimously adopted the EEOP.



## COG'S EQUAL ECONOMIC PLAN

ACOG's stated intent with its EEOP is "to assure that the benefits of all trade, commerce and employment opportunities of the Corporation are as widely and equitably distributed as possible, consistent with applicable law and the requirement of competition and quality performance, such that significant minority and women involvement as employees, prime contractors and consultants, subcontractors and consultants, and suppliers is maximized."

The EEOP has three components:

- **Contractors' Employment Practices Review.** ACOG also enacted the "Equal Employment Opportunity/Affirmative Action plan (EEO/AA)" requiring that contractors submit EEO/AA information with any bid or proposal.
- **ACOG's Employment Opportunities.** ACOG voluntarily adopted an "Affirmative Action Plan (AAP)" to create a diverse workforce representative of greater Atlanta, the host city, and indicative of the Olympic spirit.
- **Business Opportunities for Minorities and Females.** As a private corporation, ACOG voluntarily adopted a plan to govern all procurement and contracting of goods and services under its control, called the "Minority and Female Business and Individual Opportunity Plan (MFB/IOF) for Construction and Non-Construction Contractors."

### Contractor Equal Employment Opportunity and Affirmative Action (EEO/AA) Review Process

ACOG's efforts to pursue its affirmative action goal of a balanced workforce are not limited only to internal opportunities. To leverage its commitment to EEO/AA, ACOG included a Contractor EEO/AA Review Process component in the EEOP to determine that potential contractors and suppliers support and pursue equal employment opportunity.

According to Payne, "ACOG firmly believes it is entitled to decide, as a private entity, with whom it is willing to contract commercially."

The organization's policy is to conduct business only with ethically and socially responsible companies. ACOG considers the EEO/AA policies and practices of potential contractors and suppliers as a factor in determining with whom it will contract.

ACOG reviews the employment policies and practices of potential contractors, be they businesses or individuals, to determine if their employment acts and practices adhere to EEO/AA principles. The EEO/AA plan contains a process for reviewing a potential contractor's EEO/AA plans and performance. Under this process, the contractor is required to document its utilization of minorities and women within its workforce, and submit its non-discrimination policy for review.

Notice of the EEO/AA review process is included in bid specifications, requests for proposals and bids, quotations and qualifications. Information and data submitted by prospective bidders and contractors evidencing their commitment to EEO/AA is then reviewed. As appropriate, the director of EEO/AA meets with prospective bidders and contractors to explain the requirements, and address all questions and concerns.

The EEO/AA contractor review component is a procedural requirement and, therefore, has no quantifiable goals. All ACOG departments review contractors' EEO policies, procedures and records before awarding contracts. However, ACOG does not attempt to monitor female and minority employment on every contract, which would be impractical to undertake.



*Doris C. Isaacs-Stallworth,  
Managing Director of  
Administration*

## **Affirmative Action Plan (AAP)**

ACOG adopted a policy of inclusion in employment to achieve a balanced workforce—one reflective of the demographics of greater Atlanta.

According to Payne, “A visitor should perceive no difference at ACOG from the mix of citizens he or she would encounter on the streets of Atlanta.”

ACOG’s EEO/AA policy is to provide equal opportunity for all qualified applicants and employees; to prohibit discrimination in employment because of race, color, religion, national origin, sex, age, disability or military status; and to promote the full realization of equal employment opportunity through an AA program.

This policy applies to every position, irrespective of the funding source of the position. It also encourages, where appropriate, employing qualified minorities, women and individuals with disabilities not currently in the workforce, thereby increasing the employment of these population groups.

Although ACOG’s program is entirely voluntary, it was modeled to comply with certain Department of Labor, Office of Federal Contract Compliance regulations, which reflect the prevailing wisdom on AA efforts. In so doing, ACOG affirmed the view that “affirmative action” is not a synonym for “preferential treatment” or “reverse discrimination.” In other words, ACOG does not see it as a tool for favoring one group over another. Accordingly, the AAP does not rely upon quotas or set-asides. Instead, goals have been established as targets which are deemed reasonably attainable through good faith effort.

The AAP prescribes four activities which are fluidly interactive: utilization analysis and goal setting; identification of problem areas; development and execution of action plans; and audit and reporting systems. This process helps to focus the implementation effort on the areas of greatest opportunity and need. It also helps to identify needs sufficiently in advance to allow for targeted recruiting initiatives.

### **I. Utilization Analysis and Goal Setting**

The AAP includes an analytical process which forms the core of an OFCC-based affirmative action plan. The section provides a foundation for goal setting, based upon workforce, job classification and availability analyses:

ACOG's existing workforce is analyzed by race and sex within departments and job classifications throughout the organization. The workforce is further classified by job groups within the Bureau of Labor Statistics' standard categories (i.e., officials and managers, professional and administrative support).

- Separately, ACOG developed external "availability" estimates for each group using percentages by race and sex computed from the 1980 U.S. Census and 1989 Georgia Department of Labor statistics for the Atlanta MSA and eight Southeastern states. A methodology was employed which weighted several factors to determine availability, including: population, unemployment, labor force availability, and the requisite skills pools locally and within the recruiting area.
- ACOG's workforce composition figures are regularly compared with external availability to assess whether there are areas of underutilization.

To establish goals, women and minority groups—including African-Americans, Hispanics, Asians and Native Americans in the immediate labor force—were considered. Specific goals were established for women, minorities and for African-Americans, the only ethnic group constituting more than two percent of greater Atlanta's population. However, ACOG's policy has been aggressively to pursue inclusion of all minorities, to develop a truly balanced workforce.

## **2. Identification of Problem Areas**

Based upon an initial internal audit, when ACOG was in its start-up phase, no significant problem areas were identified, nor were any anticipated. However, it was deemed prudent to incorporate a monitoring and reporting process to ensure early identification of problems and potential opportunities.

## **3. Development and Execution of Action Plans**

The AAP also enumerates specific techniques which ACOG uses to ensure it achieves its AAP goals and objectives. These include: outreach efforts with educational institutions and community organizations to find qualified minorities and females; internal monitoring to ensure that requirements are job related; encouragement of all managers to look conscientiously for qualified minorities and females to fill future vacancies; and encouragement of qualified minority and female applicants to apply for these vacancies.

To ensure the AAP's effectiveness, steps are prescribed for disseminating the EEO/AA policy. *Internally, the EEO policy is prominently displayed, and appropriate references to the policy are made in all new employee orientations, personnel policy and standard practice manuals*



*Ellie Witherspoon,  
Manager of Purchasing,  
Minority Conference, '93*



*Gary Walker, Former Director,  
Equal Economic Opportunity  
Program*

and directives, at regular management meetings, as well as in the annual report.

Externally, the policy is reflected in recruitment documents and advertisements, and is included in correspondence with all agencies and institutions through which ACOG recruits. Additionally, efforts are made to reflect diversity in articles and advertising features.

#### **4. Audit and Reporting Systems**

Overseeing the implementation resides with Shirley Clarke Franklin, former senior vice president for External Relations, and now senior policy advisor to Payne. She is assisted by the EEO Department, formerly under the direction of Gary S. Walker, and currently led by Arthur Girard Geeter. The Managing Director of Administration, Doris Isaacs Stallworth, is responsible for day-to-day administration of the AAP, as well as for quarterly reports and an annual update of the plan.

All ACOG managers are expected to be familiar with the AAP and to conduct their particular function's personnel activities in conformity with it. Finally, the AAP calls for ACOG management and consultants to review the plan's performance quarterly and annually. The director of the EEOP Department and the manager of Personnel Programs report quarterly on EEOP performance to the EEOP committee of ACOG's Board of Directors.

## **Minority and Female Business and Individual Opportunity Plan (MFB/IOP) for Construction and Non-Construction Contractors**

The MFB/IOP component of the EEOE seeks, to the fullest extent possible, the participation of firms owned and controlled by minorities and women, as well as minorities and women individually employed by majority-owned and -controlled firms, in all areas of business opportunity associated with organizing the Games.

ACOG employment represents a temporary opportunity, given that the corporation will conclude its operations after the Games; however, business participation is likely to have a longer-term economic impact.

According to Payne, "The individual and commercial relationships which develop hold the promise of being one of the greatest legacies ACOG can leave our city and state. I am convinced that people and companies who work together on the Olympic Games will build personal and commercial relationships which will last well into the 21st century."

The MFB/IOP aims to provide MFBIs the opportunity for both quantity and quality participation across the increasingly broad spectrum of ACOG's needs for goods and services. The total dollar value of the contract awarded the MFBI is counted toward MFBI participation under certain guidelines: The MFBI must have a necessary and useful role; the dollar value of joint venture contract is attributed to the MFBI in proportion to its ownership and control of the joint venture; and consideration is given to crediting a percentage of the MFBI's expenditures for materials and supplies from its regular dealers and suppliers without regard to MFBI status.

The quality of MFBI involvement is reflected in the MFBI's level of management responsibility for executing the contract or project. ACOG endeavors to provide ways for MFBIs to participate to their individual capabilities, and, in combination with other companies, often beyond their capabilities. MFBIs can participate as prime contractors, joint venture partners, subcontractors, suppliers, account managers and executives for majority firms, or as individuals.

The MFB/IOP procurement strategy considers the availability of MFBIs and encourages their participation through good faith efforts by all ACOG contractors. It mandates a strategy which specifies allowing the prime contractor maximum flexibility to consider the potential

for significant involvement of MFBIs at the subcontractor level. And, it looks to create opportunities for MFBIs to work directly with ACOG as prime or joint venture contractors.

Similarly to the AAP, the MFB/IOP does not utilize quotas or set-asides, but relies instead upon a process designed to maximize participation. The MFB/IOP procurement strategy considers the availability of MFBIs and encourages their participation through good faith efforts by all ACOG contractors.

The MFB/IOP implementation process continually involves six essential program activities: outreach to MFBIs; qualification of bona fide MFBIs; non-financial technical assistance; contractor MFB utilization review; contract award review; and performance evaluation.

#### **1. Outreach**

A traditional barrier faced by MFBIs has been their limited awareness of marketplace opportunities. Many otherwise qualified minority and female businesses do not have staff

*Minority Conference, '95*

or resources to undertake effectively the sales and marketing efforts needed to identify and pursue opportunities within a large organization such as ACOG. Because of the general lack of visibility of MFBIs, the marketplace often assumes that MFBIs capable of providing the required goods and services are unavailable.

To address this issue, ACOG reaches out to minority and female professional business associations, trade organizations and community agencies to encourage their members to pursue contracting opportunities with ACOG. In large part because of these efforts, ACOG has assembled a vendor database that includes over 2,800 MFBIs across a broad spectrum of needs, and almost 600 of them have done business with ACOG.

#### **2. Qualification of Bona Fide MFBIs**

A minority or female business is considered qualified for MFB status if the enterprise is at least 51% owned, and daily business operations are substantially controlled, by minorities or females. Bona fide minority group membership is established on the basis of an individual's claim that he or she is a member of



a minority group recognized in the EEOP and is so regarded by that particular minority community. Substantial control is established by independent ownership and decision-making on day-to-day matters of management, policy and operations.

### **3. Non-financial Technical Assistance**

To assist MFBIs in pursuing business opportunities, ACOG provides non-financial technical assistance and information in a variety of ways, including ACOG bid procedures; prerequisites, if any, for bidding or submitting proposals; information on proposed procurement contract opportunities; identification of appropriate ACOG staff to contact regarding bid documents and information on procurement needs; information relative to the types of goods and services needed; the requirements of responsive and responsible bids and proposals; and instructions regarding contract performance requirements. When appropriate, ACOG also schedules briefings with potential contractors to provide them with information regarding the operations, procedures and programmatic objectives of the MFB/IOP.

### **4. Contractor MFB Utilization Review**

In developing procurement strategies, ACOG considers the availability of MFBIs to deliver goods and services which are needed, and seeks ways to maximize their participation.

To facilitate this process, ACOG identifies opportunities in 10 activity categories: planning, financing, designing, constructing, equipping, marketing, merchandising, programming, operating, and licensing and concessions. Specific procurement strategies are developed for each significant procurement opportunity, employing a variety of activities, including aggressive outreach; comparisons with similar contracts within ACOG and other organizations; consultation with local minority and female business organizations on opportunities; and consideration of any relevant information.

Routine reviews of the MFBI utilization proposals are conducted during the solicitation and award phases of the procurement process. In evaluating bids and proposals solicited, lowest price is only one of several factors considered, including the extent to which firms have demonstrated good faith efforts to use available MFBI.

#### 5. Contract Award Review

ACOG policies require appropriate contract language to ensure that all persons who enter into contracts with ACOG are aware of its commitment to MFBI participation and is responsible for encouraging MFBI involvement.

Wolf Creek  
Shooting Complex



All ACOG managers who engage in procurement are responsible for implementing the MFBI/IOP. They are required to notify the director of EEO of their procurement needs; include the MFBI/IOP policy in all external bid solicitation documents; provide plans and specifications to prospective MFBI and their trade and business associations; and obtain the review by the director of MFBI aspects of bid responses.

Whenever the contract, purchase or work order permits subdivision of the work, ACOG contractors, whether or not they are MFBI, are required to submit an MFBI utilization plan, or a description of good faith efforts they have taken and will take to provide for MFBI participation. Where advisable, the EEO Department assists contractors in identifying available MFBI.

#### 6. Performance Evaluation

ACOG also reviews progress toward achieving MFBI/IOP objectives throughout contract administration. This process regularly reviews actual payments to MFBI against the anticipated level of MFBI participation contemplated in a contract.

Quarterly reports on the quantity and quality of MFBI participation are evaluated by the EEO Committee of ACOG's Board of Directors. The reports also address any areas of concern and offer appropriate recommendations. As well, quarterly updates of the program's performance are made available to all managers.

Overseeing implementation resides with the senior policy advisor to Payne, Shirley Clarke Franklin, who is supported by the director of EEOP and his staff.

#### **Construction Program Management**

MFBI policy administration for the Olympic Facilities Construction Program is performed under management contract to ACOG by the Program Services Group and administered by Michael H. Ross, president, and staff from MHR International. (MHR is an Atlanta-based management consulting firm and minority business enterprise specializing in construction program management, MFBI program implementation and community development.) Within ACOG, MHR functions as the Construction MFBI Administration Department.

In accordance with ACOG's policies, the department implements procedures designed to achieve maximum participation of MFBI in construction and related activities, including:

- **MFBI participation contractual commitments.** Developing MFBI contract documents committing contractors to specific plans to utilize MFBI.
- **MFBI utilization plans.** Assisting ACOG's Construction Division in obtaining specific contractual commitments for MFBI participation in all phases and all levels of construction activity.
- **Monthly reports.** Regularly reviewing submitted MFBI reports to monitor billed-to-date, paid-to-date, and signed payment activity, to confirm that MFBI are participating at anticipated levels.
- **On-site visits.** Visiting sites to observe and confirm MFBI participation on venue construction sites.
- **Desk audits.** Providing summary analysis of monthly MFBI results to ACOG program managers and general contractors.
- **Action plans.** Working with contractors to establish action plans as necessary to address any MFBI-related concerns.

These procedures are performed by MFBI coordinators who participate on each project team. Additionally, they are responsible for verification of information on each MFBI; attending weekly design/construction meetings; dispute resolution; and reviewing change orders to assess the impact on MFBI contractual commitments.



# Profile

ACCESS, INC.  
LANCE HERNDON, PRESIDENT

Lance Herndon, an African American, is President and sole owner of ACCESS Inc., the largest minority-owned information systems consulting/contracting firm in the southeast.

Herndon has demonstrated his computer programming skills and his business acumen from the early age of 17, graduating with distinction from a special Brooklyn, New York, high school program aimed at producing the country's next leaders in the field of engineering. While attending City University of New York in the evenings, earning his Bachelor and Master of Science degrees in Computer Science with highest honors, he became, at 19, the youngest consultant ever to work in IBM's research center at CUNY. After graduating in 1978, Herndon came to Atlanta, bent on starting his own company.

An only child, Herndon was exposed to entrepreneurship through his father, who started a trucking company in his forties. Herndon says, "That was the reason for starting the whole entrepreneurial thing early, because my father was really unhappy that he started that at 40. And at 25, you really get a chance to make a lot of mistakes before moving down the road, as opposed to having a family, cars, etc.—when you are alone, you can be pretty slim, pretty quick." Herndon chose Atlanta because in the area of information systems, it pays to be located in larger cities. The favorable political climate and family environment made Atlanta the obvious choice. And after consulting with a local firm for a couple of years, he opened the doors of ACCESS in 1980.

ACCESS has been recognized for its impressive business success. In 1988, the company was listed in INC. magazine as one of America's 500 fastest growing private firms. The company was also presented the "National Service Firm of the Year" Award by President George Bush. With 66 full-time consultants and revenues expected to exceed \$5 million next year, the company is more than holding its own in a field that ranges from small concerns to giants like IBM. "We are out there every day trying to set ourselves apart, to be different, in order to go forward."

Herndon quickly seized the opportunity to do business with ACOG. He wanted to contribute to the organizing effort, not only for the business, but also to be part of this important event in the city's development. "That's why being a part of the Olympic Games is critical for us. Being fortunate to be elected an 'Outstanding Atlantan' and to be a part of the Games—it all comes together for me."

ACCESS has provided ACOG with a wide range of custom-designed software packages, some of a confidential nature. Many are critical to operations like the tracking and management of licensing and ticketing revenues; venue equipment planning; hospitality and volunteer programs; accreditation and security systems; cultural and creative services; and archiving activities.

When asked whether he thought his firm would have gotten ACOG's business, were it not for the EOOP, Herndon responded, "I think so, but it's a close call."

## INFORMATION SYSTEMS CONSULTING

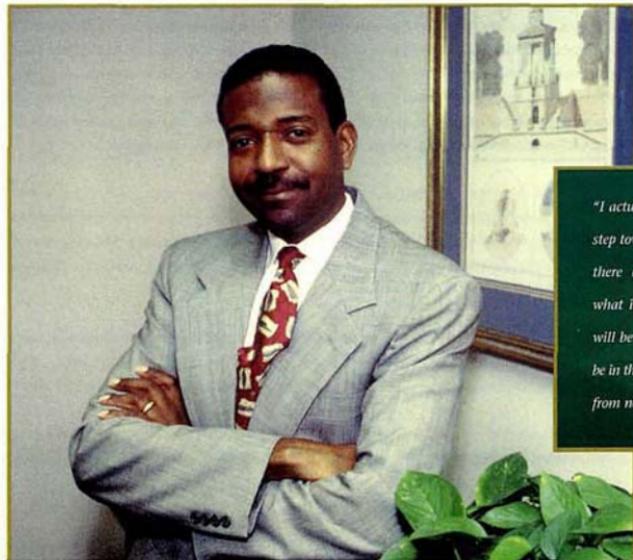
Atlanta, Georgia

In many cases, ACCESS has gotten business from clients who did not know until later that the company is minority-owned. "We've been counted as participants in some companies' programs after they realized we were minority-owned, and so we've participated on the back end sometimes."

However, Herndon is sure that the EEOP is validated by the participation of companies like ACCESS. "When you mention the word 'minority' business, in a lot of (minds) you still have something that is substandard. But I believe, and I know, the things we've done here at ACOG were of a superior quality, and they are extremely happy with what occurred. So, from a program standpoint, when they reflect on this, they need to carry forward the reasons to work with a minority firm—and quality is right up there."

Herndon expects his company's ACOG association to help in securing future business, pointing with justifiable pride to a stack of endorsement letters from blue-chip clients. "Those are the things that separate us from the competition...Just the fact that we can say that we are doing work with the Games—there are a lot of clients that would take that as a real positive, and so do we."

His firm is already looking towards the Olympic Games in Australia. Because they are likely to use similar technology systems, ACCESS's Olympic experience will be readily transferable. ACCESS is only one of the businesses Herndon is a part of, or owns. But the determined Herndon is far from done.



*"I actually consider ACCESS to be a step toward something else, although there are different avenues about what it might be. I can't imagine I will be doing the exact same thing, or be in the exact same position, 20 years from now."*



# Profile

ALEXANDER & ASSOCIATES  
JOSIE ALEXANDER, ESQ., MANAGING PARTNER

Alexander & Associates, a 100% minority/female-owned and managed firm, engages in the practice of law, including litigation, trial work and appellate advocacy. The firm specializes in civil litigation with particular emphasis on commercial, employment discrimination and personal injury matters.

The firm's founder and managing partner is Josie Alexander, an African-American woman. A graduate of Duke University, magna cum laude, and Duke University School of Law, excelling in oral advocacy, Ms. Alexander was drawn to practicing law, because "the law has the ability to change people's lives." After clerking with a U.S. District Court Judge, and six years as a litigator in a major Southeastern law firm, a boutique litigation firm and a national labor law firm, she established Alexander & Associates.

According to Alexander, her firm was selected by ACOG in early 1992 on the basis of its reputation. "At the time, I had been in Atlanta for 10 years, had a substantial amount of trial work, and was building a diverse employment practice. Based on our reputation and experience in employment matters, we were asked to handle an area of the law which was new at the time, the Americans with Disabilities Act (ADA). We were handling some similar matters in our private practice, but no one in the country was actually an expert on the ADA, because it had just been enacted." Because the ADA encompasses so many different areas, the firm has performed a broad range of legal and consulting services for ACOG—from ticketing to transportation. A great deal of its services has focused on construction. The firm has provided legal advice concerning the construction and modification of ACOG's venues to ensure that they are accessible to people with disabilities. On an ongoing basis, the firm has represented ACOG in discussions concerning compliance of its venues with the ADA. Although ACOG's intention always has been to exceed the ADA's legal requirements, the ambiguity of the law and the absence of a history of judicial opinion have invited differences in interpretation. Moreover, given the number and complexity of some of the construction projects, such as the Olympic Stadium and the Aquatic Center, the number of design details to review has been quite large.

Likewise, the firm has provided advice on auxiliary aids and services for people with disabilities to assist them in receiving the benefit of ACOG's public events and programs. The firm has also advised ACOG on how to make its transportation and ticketing systems accessible to people with disabilities, how to train ACOG volunteers to interact with people with disabilities, and on ADA operational procedures.

Employment policy was also an early focus since ACOG was hiring employees and wanted a diverse workforce, including people with disabilities. The firm advised ACOG on the proper policy to follow in its hiring and management processes in order to provide equal opportunity and fair access.

In addition, the firm has worked with ACOG on community relations. For instance, it has been involved in assisting CODA (Committee On Disability Access), a group of disabled

## LEGAL SERVICES

Atlanta, Georgia

community activists whose help ACOG solicited to advise on disability issues. Comprised of 40 to 50 individuals, CODA has established five committees which work closely with ACOG managers in the areas of operations, transportation, communication, construction and special events. Alexander cites efforts like these as evidence of ACOG's commitment to wanting disabled individuals to participate and experience the Games.

ACOG has helped to triple her firm's revenues, and ACOG's impact on her firm's practice has been "priceless." She says, "I think the most valuable part of the contact has been the people I've met—people like Betty Bridges (ACOG's EEO/ Department) and her staff, Marva Brooks (Arnall, Golden & Gregory) and her staff, Horace Sibley (King & Spalding) and his staff. The legal part of it has given me the opportunity to work with some of the best lawyers in Atlanta—that, in and of itself, has been quite an invaluable experience."

The ACOG association has opened numerous doors for her as a minority lawyer. "I don't think the contacts I've made, the people I've met, will end with the Games. I have worked with these people for 4 to 5 years on a daily basis, and when the Games are over, I will still know these people."

Having ACOG as a client has already helped in generating new business. "People around the country are interested in the Olympic Games and want to be a part, to participate. They often see me as an ambassador for ACOG. Instantly, there is rapport, and I think there are cases in which we have been able to get business I don't think we would have been able to attract before. Most importantly, the experience the firm has gained regarding the ADA provides a solid foundation for developing an ongoing consulting practice in this important and growing area."

She would advise other corporations to "examine the model that ACOG instituted, and adopt it, because when you have a diverse workforce, you have a strong workforce. Given the changing face of America, companies simply cannot afford to ignore talent because of artificial barriers such as race or gender."



*Regarding ACOG's EEO/ Alexander said, "ACOG was very innovative in setting up the EEO. It is a private institution, so it did not have to comply with any affirmative action regulations in this area. Even so, ACOG decided that it should draw upon all its resources and saw diversity as a plus."*



# Profile

ALTAMIRA DESIGN  
AND COMMON SENSE, INC.  
GERMAN T. CRUZ, PRESIDENT

German Cruz, a native of Colombia, South America, is founder, President, and majority owner of Altamira Design and Common Sense. A self-described "man possessed with a romantic dream," Cruz and his colleagues are committed to improving the fabric and quality of civic life through planning and design.

In 1965, after completing high school in Colombia, Cruz came to the U.S. for what he thought would only be a summer vacation in Boston. However, he was intrigued by the complexities of the culture and the architecture. He decided to stay, eventually moving to Chicago.

By 1970, Cruz earned his bachelor's degree in landscape architecture from the University of Illinois—the first in his family to graduate from college.

His affinity for community life and his passion for design merged in his desire to design communities. During the next seven years, he worked on a number of Chicago community projects, including the design of the Southside Band Shell.

After receiving a master's in design from Boston University in 1980, Cruz began working with Post, Buckley, Schuh & Jurgens in Tampa, Florida, where he was in charge of planning. When the company decided to expand operations to Atlanta, Cruz relocated here. He left the firm in 1988.

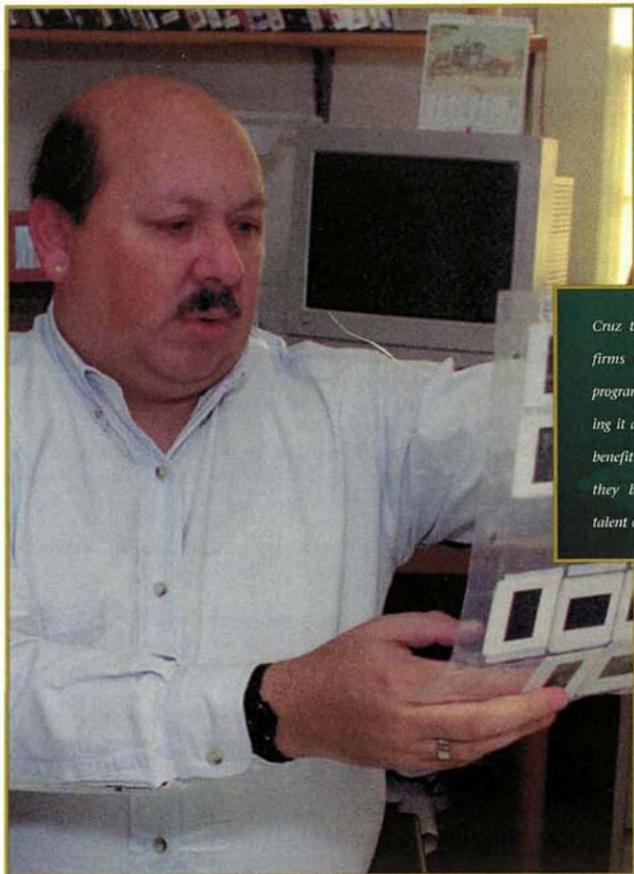
In 1989 Cruz founded Altamira Design and Common Sense—a name that speaks volumes about the man, his mission and approach. Cruz explains, "Altamira means 'high view,' in homage to my father, as it is the name of our farm in Colombia; 'Design' because design is not particular to any discipline; and 'Common Sense', because I don't like bureaucracy."

Cruz believes in getting involved in community design and development from the early stages. As an example, Cruz has worked pro bono with the Summerhill community (the neighborhood surrounding the Olympic Stadium) for a number of years, helping to develop and implement a community plan. Cruz says he "is very good at giving away free work," but loves what he does.

When Atlanta won the Games, Altamira joined several teams that submitted proposals to design venues, but did not win. However, the firm did win the prime design contract for renovation of Cheney Stadium — in the heart of the Summerhill community — which will serve as a warm-up track for the Games.

The Cheney Stadium renovation project was easily handled by Altamira's 10-person staff and five CAD stations. But the impact of the ACOG association on the firm's fortunes is much greater than the size of the project. It has given the firm credibility with banks,

URBAN AND RECREATION DESIGN, AND LANDSCAPE ARCHITECTURE  
Atlanta, Georgia



*Cruz thinks it is up to individual firms to make the most out of programs like ACOG's EEO, describing it as "an opportunity which can benefit firms long-term—so long as they bring value and emphasize talent over other factors."*

helping to ease cash flow constraints. Also, it has provided the opportunity to establish professional relationships which may be beneficial in the future. And, it is likely to accelerate the firm's move into the private arena, which Cruz hopes eventually will represent 60% to 80% of Altamira's business.



# Profile

DEVELOPMENT CONCEPTS, INC.  
GEORGE SMITH, PRESIDENT

George Smith, an African-American, started his office and storage supply business in 1991. A native of Spartanburg, South Carolina, and an electrical engineering graduate of South Carolina State, Smith was eager to go into business for himself. He took early retirement from Southern Bell, following a 20-year career in engineering, facilities and personnel management positions.

"I didn't really have a clear idea of what I wanted to do, but I knew I wanted to run some kind of business and sell something. I started out looking at all kinds of businesses—computers, retail furniture. And during the process, I went to a lot of seminars."

After deciding on office and storage supply, he attended an entrepreneurial workshop put on by Black Enterprise, where there were ACOG representatives. He later applied to be an ACOG vendor and was certified as a minority vendor.

By December, 1991, ACOG asked if he would be interested in submitting a bid on office furniture. When the bid package arrived, it revealed a potential \$2-\$3 million opportunity—a "giant leap," to say the least, for a company only a few months old.

Huddling with his suppliers over the Christmas holidays, Smith labored over his bid. To his great satisfaction, it was well-received by ACOG—DCI was one of the last two bidders considered. Ultimately, he did not get the business.

However, this contact led to what has become a steady volume of business with ACOG. Smith says ACOG is now his largest and most consistent customer.

DCI's specialty is shelving and lockers, and his is the only minority business he knows that does turnkey installation. "Some of my competitors are also my customers, because they don't do what I can do."

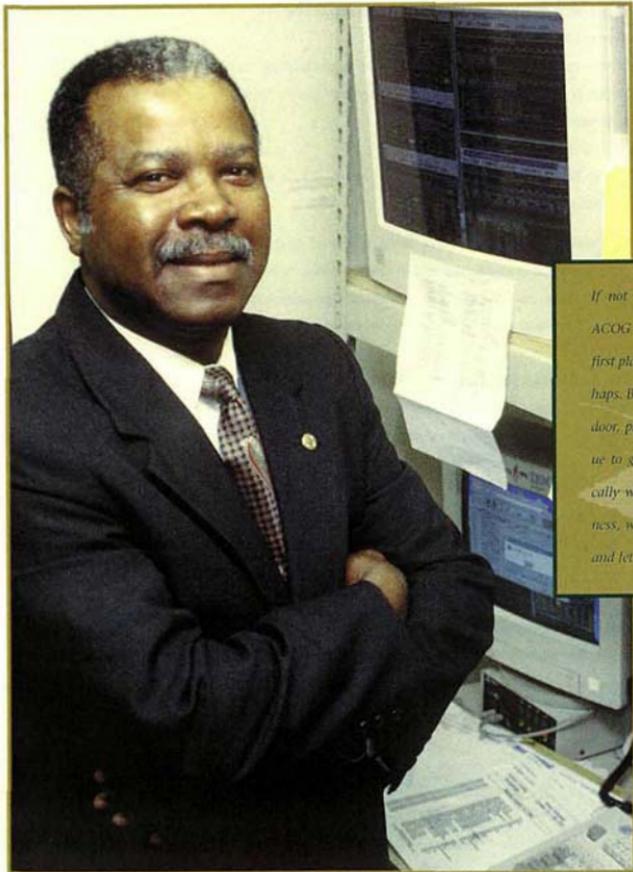
As DCI's capabilities have grown, Smith has shifted his focus from selling pieces to selling solutions. This approach recently paid off with the contract to install the equipment room for the Carolina Panthers' new training facility.

Smith credits his doing business with ACOG for giving his company credibility in the corporate community. "They have given me a basis for dealing with other corporations, in terms of dealing with buyers on a larger scale. I think it has helped me lay a foundation so that I can go after bigger and better jobs."

He credits the relationships he has developed with people at ACOG and his ability to produce for such a large corporation, almost on an on-call basis.

## OFFICE AND STORAGE SYSTEMS

Atlanta, Georgia



*If not for the EEOI, Smith doubts ACOG would have called him in the first place. "That opened the door perhaps. But it's up to me to walk in that door, provide the service, and continue to get that business. That's basically what I, or anyone in my business, would ask—let me in the door, and let me show you what I can do."*

The steady volume of ACOG business also has helped him solidify his relationships with his major suppliers, which in turn will help him better serve other customers. "It's also helped me get a couple of new customers, because some of the items I've supplied to ACOG, I've also supplied to other customers."



# RESULTS

## Equal Employment Opportunity

### Overall Performance

In the growth and management of its organization, ACOG in fact has achieved Payne's vision of being, at the time of the Olympic Games, "a reflection of who we are—an honest statement of our community."

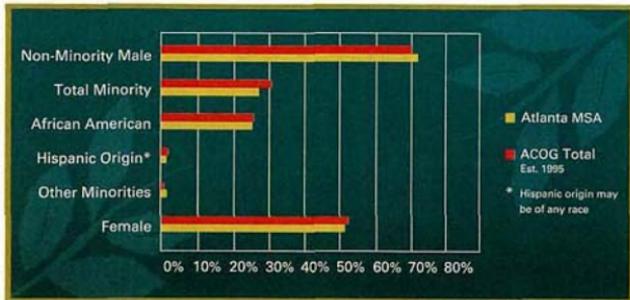
Today, ACOG's total workforce composition closely mirrors the demographics of the greater Atlanta population.

This balanced workforce has been achieved despite the challenge of extremely rapid organizational growth. Since the end of 1991, when there were 81 employees, ACOG's organization (including ACOP and Retail Operations) has grown to over 1,200 in 1995—an average yearly growth in direct employment of 97% per year!

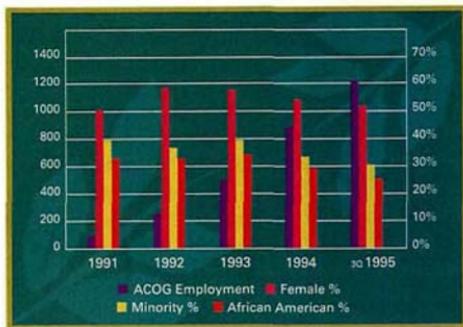
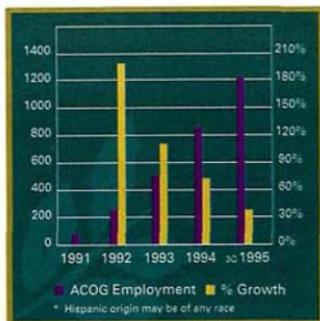
The mounting complexity of the organizing effort has been uniquely challenging—in many respects more challenging than managing the organization's rapid growth. As the Games draw nearer, more specialized skills and backgrounds, many unique to the Olympics, must be acquired. This increasing specialization need has made it more challenging to find people, especially women and minorities, with the necessary skills and experience. As a result, the percentage participation of women and minorities has tended to decline over time, notwithstanding ACOG's continuing diligence and best efforts.

Despite these percentage declines, ACOG has maintained consistently high levels of minority and female participation throughout the history of the organizing effort. As a result, the number of women and minorities employed by ACOG has increased every year.

Comparison of ACOG Workforce Profile and Atlanta MSA Population

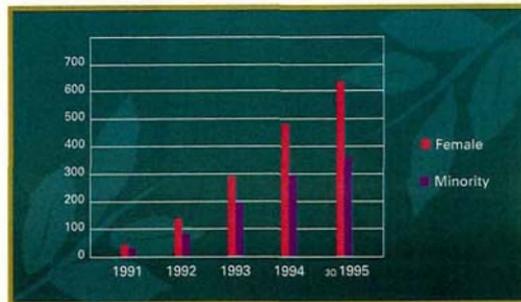


ACOG Employment and  
Percentage Growth



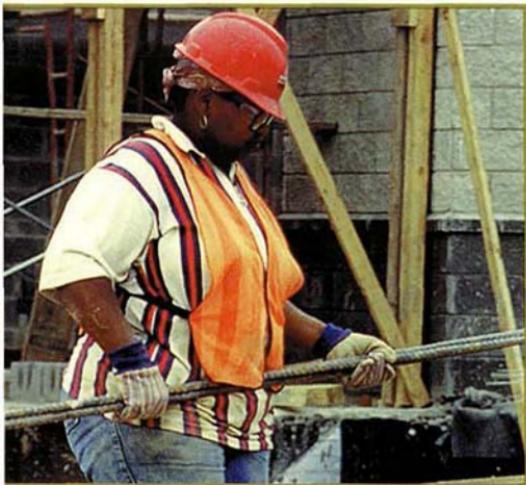
ACOG Workforce  
Size and Comparison

ACOG Employment:  
Women and Minorities



## Job Category Performance

In achieving these impressive overall levels, ACOG has employed significant numbers of qualified women and minorities at all levels of the organization. In fact, when judged by the standard of the workforce availability estimates established when the EEOP was adopted, ACOG's performance has significantly exceeded expectations.

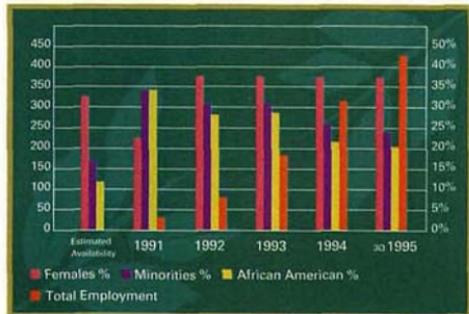


The following graphs profile the ACOG workforce, according to Office of Federal Contract Compliance Program job classification categories, against estimated workforce availability when the EEOP was adopted. Every year, in virtually every category, ACOG has attracted a higher percentage of women and minorities than they represent in the Atlanta area workforce.

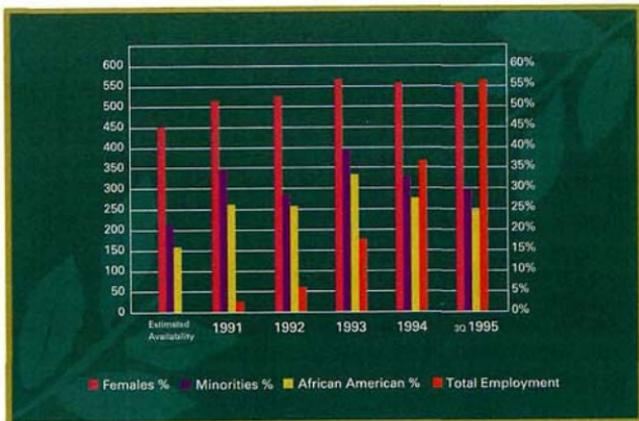
These results further suggest that ACOG has succeeded in employing qualified women and minorities not currently in the workforce, thereby serving as a catalyst to increasing the employment of these population groups.

Top: Olympic Stadium

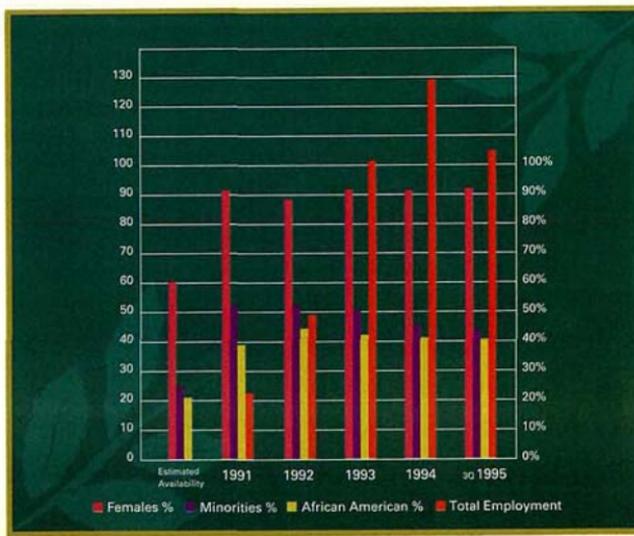
Right: Officials and Managers: Composition and Estimated Availability



ACOG Professional  
Workforce Composition,  
Estimated Availability



ACOG Administration  
and Clerical Workforce  
Composition, Estimated  
Availability



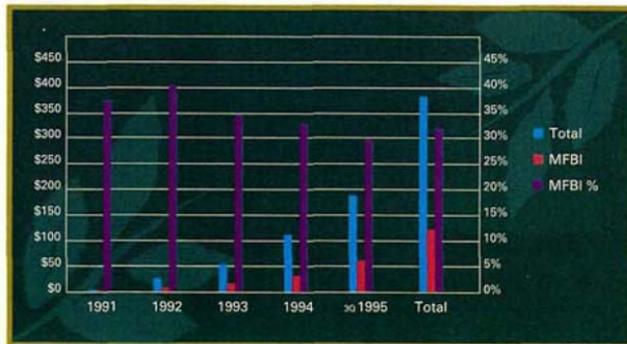
## MFBI Procurement

### Overall Results

Although ACOG employment represents a temporary opportunity, business participation is likely to have a longer-term economic impact.

The MFB/IOP authorizes affirmative steps to ensure that MFBIs have the opportunity to compete for business in which ACOG has decision-making control and which are generated by ACOG's efforts in organizing the Games. Some of the efforts undertaken, and the results achieved, are highlighted below:

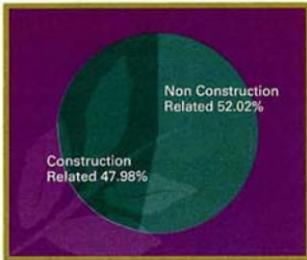
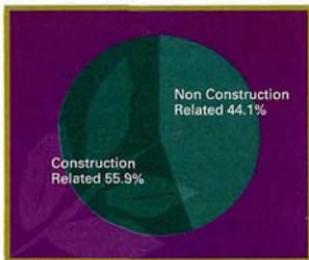
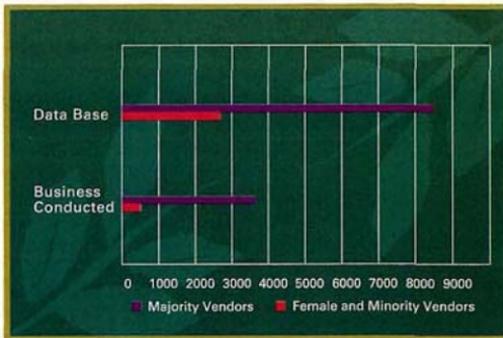
- All ACOG managers have received training in the MFB/IOP (and AAP).
- Of ACOG's vendor data base of 11,400 vendors through September 1995, 25% (2,800) are MFBIs who have been qualified through the certification process administered by the EEO Department.
- An MFB registry containing over 1,700 MFBIs, organized by business area, was published in 1994 to provide ACOG managers with names of qualified MFBIs for consideration in procurement.
- As part of the outreach effort, the EEO Department conducted over 300 workshops aimed at women, minorities and small businesses on how to do business with ACOG. Additionally, the department made a concerted effort to reach and involve the Hispanic business community.



ACOG Procurement Expenditures: Total \$, MFBI \$ and Percent

As a result of its efforts, ACOG has obtained goods and services from 583 MFBI's, representing 13.5% of the 4,300 vendors which have done business with ACOG since its inception in 1991.

More significant than the number of MFBI's doing business with ACOG is the amount of business they have generated. Of the \$387 million in cumulative procurement expenditures from ACOG's inception through the third quarter of 1995, MFBI's have generated \$124.1 million, or 32.1% of the total.

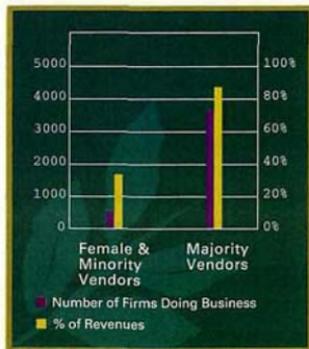


Top: ACOG Vendor Data Base and Vendors Doing Business with ACOG

Left: ACOG Procurement, 1991-3Q 1995

Right: MFBI Payments, 1991-3Q 1995

Comparison of MFBI Percentage of Firms Doing Business and Cumulative Procurement Expenditures



The fact that MFBI's share of procurement revenues is more than twice their percentage of the contractor pool is demonstrative of the high quality level of MFBI participation.

ACOG has achieved these impressive overall results by pursuing a policy of maximizing MFBI participation in both construction and non-construction-related areas of procurement. However, construction has been a primary opportunity driver, accounting for \$59.5 million, or 48% of cumulative MFBI procurement dollars through the third quarter of 1995.

## Construction-Related Procurement

On \$296.8 million in construction projects under contract, commitments to MFBI represent 35.0% overall, reflecting diligent efforts to implement the EEOP in three broad areas of construction-related activities: design, construction and temporary and portable facilities. Results in each area are presented below:

### Design Services

Under its EEOP, ACOG aggressively and successfully has pursued MFBI participation in Design Services. Under contractual commitments, MFBI will receive 44.8% of \$25.3 million in design services. As the following chart indicates, MFBI design contract participation ranges from a low of 18% on the yachting venue to a high of 93% on the preliminary basketball venues.

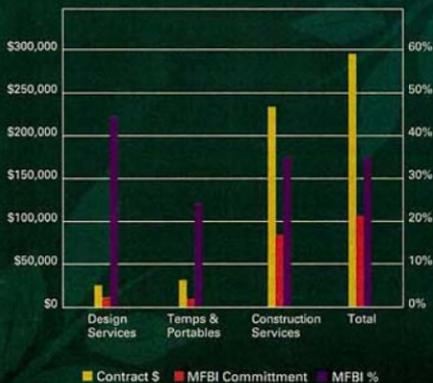
### Construction Services

In construction services, which accounts for the bulk of ACOG's construction-related expenditures, MFBI have commitments amounting to 35.5% of the \$237.4 million currently under contract. As the following chart indicates, MFBI participation ranges from a low of 25% on the tennis venue to a high of 40% on the Olympic Stadium, ACOG's largest venue construction project. (An MFBI commitment for the yachting venue construction has yet to be negotiated.)

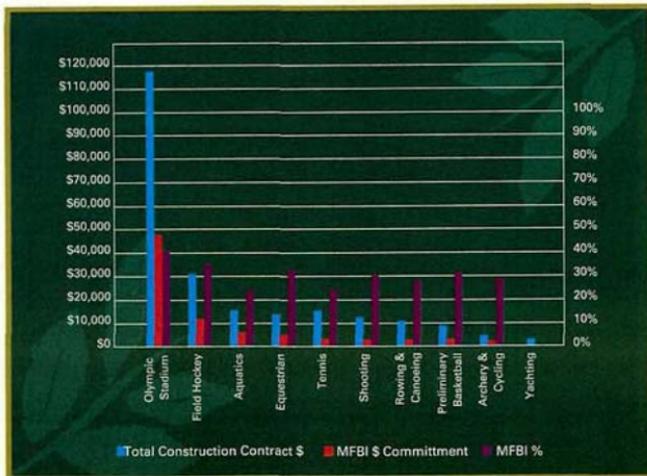
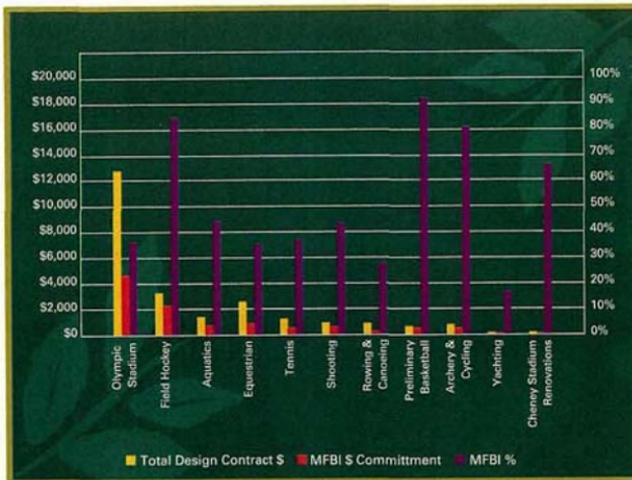
*ACOG Construction-Related Contractual Commitments: \$262.8 Million through 3Q 1995*

### Temporary and Portable Facilities

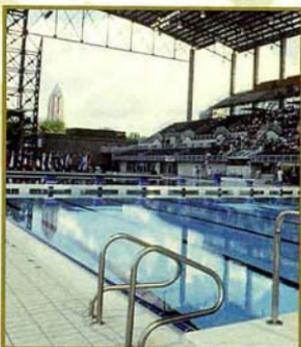
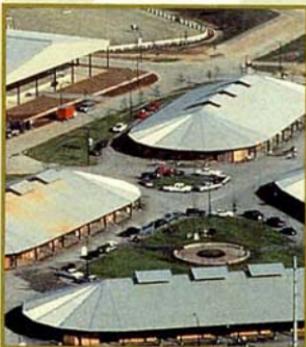
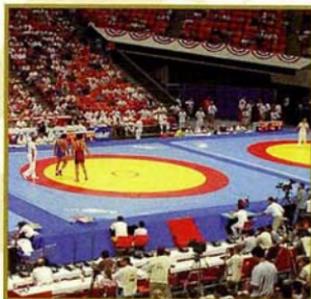
ACOG also has extended its EEOP program into another construction-related area, temporary and portable facilities, where MFBI participation historically has been extremely limited. (This area includes commodities such as seats, trailers, tents, toilets, electric generators and other assorted items.) Because of the wide variety of needs subsumed by this category, it is a very difficult area to address under the EEOP. This notwithstanding, contractual commitments for MFBI participation representing 34.1% of design services and 22.6% of construction services have been secured. Overall, MFBI will account for 24.1% of the \$34.1 million under contract for temps and portables.



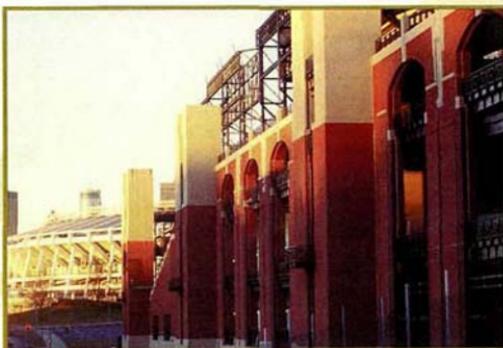
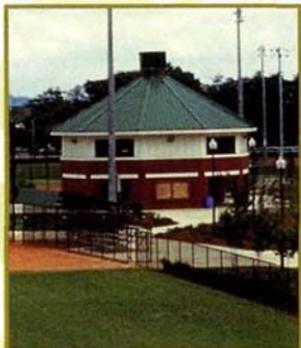
ACOG Venue Design  
Contractual Commitments  
for MFBI Participation



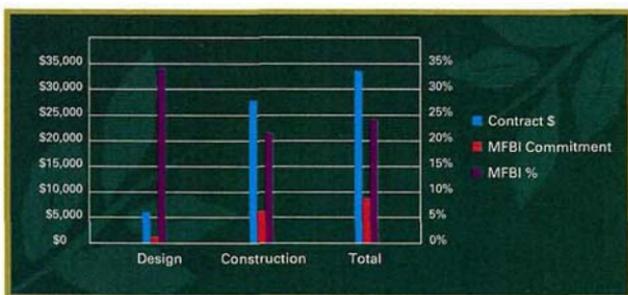
ACOG Venue Construction  
Contractual Commitments  
for MFBI Participation



Clockwise:  
Wrestling, Cycling, Aquatics,  
Equestrian, Canoe/Kayak



Clockwise:  
Softball Venue, Olympic Stadium,  
Yachting Venue, Morris Brown,  
Clarke Atlanta University  
Field Hockey



As of this writing, only \$296.8 million of the projected construction budget in excess of \$400 million has been placed under contract. However, based upon continuing diligent efforts, ACOG expects to maintain high levels of MFBI participation throughout the remainder of its construction program.

These construction-related results are being achieved principally through MFBI participation as primes and joint-venture partners. All of the design awards and eight of 10 construction projects are either MFBI prime contracts or joint ventures.

Such opportunities are likely to enhance these firms' long-term viability and success by providing access to capital, scale benefits from large-project work, and the chance to develop and demonstrate their capabilities. In particular, joint venture arrangements are allowing many firms to co-manage projects of a scope normally beyond their means and capabilities, thus providing opportunities for them to learn from cooperative association with larger, more experienced entities, and to build business relationships of future value.

## Licensing

Through ACOP, the sponsor and licensing operation, ACOG provides exclusive licensing representation and trademark protection for the names, symbols, emblems, designs, colors, trademarks and designations of the 1996 Olympic Games through a unified program.

The licensing program provides revenues for ACOG and promotes the 1996 Games through sales of licensed products. While merchandise sales have already exceeded \$300 million, the overall goal, according to Bob Hollander, ACOP's vice president of licensing, is \$1 billion in retail sales, which would generate more than \$75 million in revenues for ACOG.

Unlike other procurement areas where ACOG pays for goods and services provided by vendors, licensing is an area where ACOG receives revenues, in the form of royalties on licensed properties. To maximize the potential return from licensing arrangements, ACOG seeks the leading manufacturers and distributors of retail and premium products. Licenses are then granted to national, local and minority manufacturers who produce merchandise featuring ACOG properties.

To date, 115 companies have received licenses in apparel, headwear, sporting goods, gifts and novelties, household products, toys and games, electronic software, publishing and food.

The EEO Department provides ongoing assistance to ACOG in identifying opportunities for MFBIs. To date, more than 10 direct and sublicensees have been awarded to MFBIs, including three Atlanta-area manufacturers who have entered into sublicensee agreements with the Sara Lee Corp. (Champion and Hanes brands.)



*Official Licensed Products*

## **Future Procurement Activities**

As the Games approach, ACOG's procurement emphasis is shifting from construction-related to operational activities. Games Services, Atlanta Olympic Broadcasting 1996, Communications, Operations and ACOG likely are the sources for most economic opportunities remaining through the Games.

Aware of this shift in activities, ACOG is gearing up to ensure that MFBIs receive similar consideration in the increasing range of operational planning and services activities conducted by these departments. The growing challenge is to identify opportunities for goods and services that may not have been traditionally considered, but which nonetheless can be, areas of MFBIs opportunity.

According to Payne, "In instances where we fall short of our historical achievements, in every case it will be due to last-minute additions or specialized goods and services not available in abundance in the MFBIs world. When we identify these needs significantly in advance, then we have time to educate, seek out, and actively and pervasively petition the minority and female business community."



# Profile

DUCKETT AND ASSOCIATES, INC.  
KAREN DUCKETT, PRESIDENT

Founded in 1985 by an African-American woman, Karen Duckett, the design firm of Duckett and Associates, Inc. is celebrating its tenth year. One of only a handful of minority/female-owned and managed interior design companies in the country, the firm has grown from three to 20 professionals and staff, and generates about \$1.5 million in annual revenues.

Ms. Duckett, a married mother of three children, and a professional woman with degrees in architecture, public administration and law, has learned the design profession from many perspectives.

After graduating with a bachelor's degree in architecture from Ohio University in 1969, she began working for a major multinational corporation, where she came face-to-face with the racism in the corporate culture of those years. Although she had reached the pinnacle of the design world at the early age of 24, the painful and frustrating encounters with racial attitudes led her to seek more meaningful and rewarding work in the public sector.

The direction she took was through the prestigious National Urban Fellows program, where she began working with the City of Flint, Michigan, as an urban planner. As a Fellow, she also studied public administration at Yale University and Occidental College in Los Angeles, earning a master's degree in urban studies. She was the first African-American planning official in a major U.S. city.

In 1975, Duckett came to Atlanta, where she administered the non-housing Community Development Block Grant program for the city. She resigned in 1978 to pursue her law degree and work as an independent consultant in urban planning, law and design. Seven years later, she started Duckett and Associates.

Her strategy has been to specialize primarily in the design of courthouses, making Duckett and Associates the only African-American female-owned firm in the country with this specialization.

She has received accolades from the judiciary for her unique approach to courthouse design. "You have to work from the inside out," she explains, "to allow for unobstructed views for judge and jury. The whole structural basis of how that building is going to configure takes shape on how you plan the courtroom with its support spaces. Then you develop the building around that. By taking this approach, our buildings don't just look good; they work well."

In designing courthouses, as well as medical and civic facilities, the firm emphasizes functional, and not just aesthetic dimensions, of the built environment. "Our first priority is what makes a facility work efficiently, what makes it a productive—and not a frustrating—environment," she says. "We don't do interior decorating—we do interior architecture. You basically have the guts of an interior space—there are no walls, there is no ceiling, no lighting, no electrical—we do it all."

## ARCHITECTURAL DESIGN

Atlanta, Georgia

Like most minority-owned architectural firms, Duckett and Associates traditionally has been excluded from private-sector commercial design work, although the firm is beginning to see progress in that area. Duckett relates that, on one bid for the design of private corporate offices, which she won over seven other firms, the client received a number of calls admonishing him not to use Duckett & Associates because it was a minority firm and had been primarily a government contractor. The project surpassed the owner's expectations and was constructed under budget.

Duckett's bid for Olympic business, like other minority architectural and design firms, began even before the Games were won by Atlanta. Unfortunately, it was relatively late in the selection process. Atlanta had, with the assistance of Georgia Tech, prepared the venue concepts it was to present in support of the City's bid.

However, Duckett became a member of several teams bidding to design specific venues, ultimately joint-venturing on the winning bid for the design of the Georgia International Horse Park in Conyers, Georgia, and subcontracting to another minority design firm that won the bid on the Wolf Creek Shooting Complex in Fulton County.

The most satisfying aspect of the firm's Olympic experience is being on a joint-venture team that has worked well together from the beginning.



*"In the first place, it was great being a significant partner, instead of a subcontractor, because the firm had a voice in the overall development and management of the project. Also, in forming the joint venture, we defined the roles of each team member before the project started. You knew from the beginning what your contribution would be and that your participation in the design of the Olympic venue would be meaningful."*



# Profile

## GASTON-THACKER, GENERAL PARTNERS

JERRY W. THACKER, SENIOR VICE PRESIDENT

Gaston-Thacker is a two-year-old partnership between two minority construction companies: Birmingham, Alabama-based A.G. Gaston Construction Company and Thacker Engineering in Atlanta. According to Jerry Thacker, Senior Vice President, "It was a good opportunity for us to come together."

Thacker Engineering began in 1969 as Thacker Construction Co. Then based in Illinois, the company paved streets and sidewalks, eventually working on larger-scale highway projects. In 1978, the company moved to Atlanta and took part in the expansion of Atlanta's Hartsfield Airport, a job that helped develop the capabilities necessary to participate as construction managers on subsequent projects. The company has always been family-owned and managed. Since 1989, Gary Thacker has been CEO, and younger brother Jerry has been legal counsel and CEO since leaving his Atlanta law practice last year.

Gaston Construction is a subsidiary of Booker T. Washington Insurance Company, in Alabama. Gaston, the founder, is now 103 years old, and Kirkwood Balton is now CEO. The company was built on insurance, but then expanded into operating funeral homes and a radio station and, recently, the construction business.

With Thacker being in the marketplace longer, CEO Gary Thacker thought a pooling of the two companies' experience and resources would benefit both. "It was a good match," Jerry Thacker says. "On the Thacker side, you have the younger and more ambitious, I guess, and on the Gaston side, they're subtler and older. It's kind of a balancing of the scales."

The partnership is working very well, as the companies have secured business in Miami, Orlando and New Orleans, in addition to Atlanta, over the last two years. The combination creates what is, in minority terms, a large business, but by industry standards, a relatively small construction company. Still, the partnership is capable of handling projects in excess of \$50 million.

Gaston-Thacker partnered with Whiting-Turner Contracting Company, a large majority-owned construction company based in Virginia, to win ACOG's bid to construct the Aquatic Center. The construction cost for the center is \$16.5 million—a substantial project, but not one to stretch the partnership's capabilities. However, the Aquatic Center was the first new venue to be completed and tested, which meant the G-T/W-T venture team had to, and did, deliver against a challenging time-line.

Despite the manageable size of the project, Jerry Thacker doubts that his company would have gotten the work had it not been for the EEOC. "It has put, not only myself, but a lot of other minority contractors on jobs," he says. "At least now it's a level playing field."

The construction industry historically has been difficult for minorities to penetrate. Too

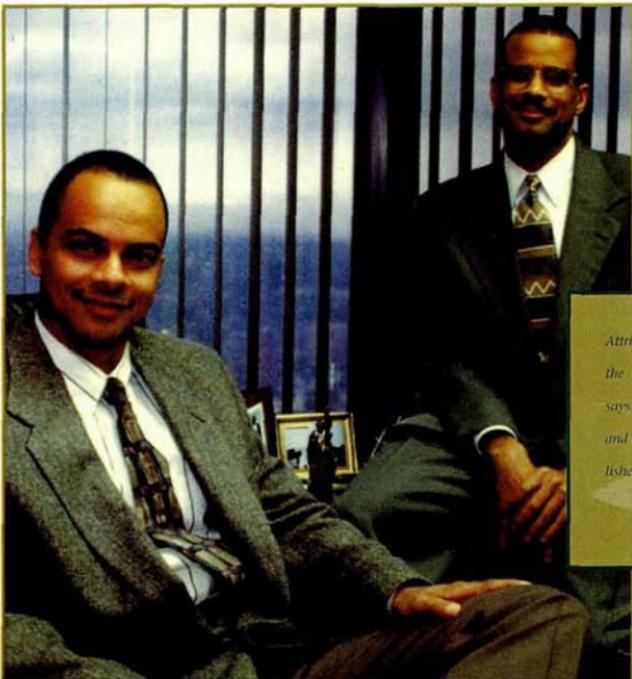
## CONSTRUCTION SERVICES

Atlanta, Georgia

often, they are denied the opportunity for employment by restrictive union tactics and practices. They are also inhibited from assuming construction and project management roles because of out-of-reach bonding requirements and the lack of materials purchasing clout. Often, the only way for a minority firm to participate is with a majority partner.

There can be a problem in relying on such partnerships, however, according to Thacker. "Large white companies, in general, want to utilize minority companies on public work where they have to meet minority goals and things of that nature. But when it comes down to taking me to their private clients and saying, 'This is my minority counterpart and they want to do some work,' well, we just don't get that opportunity too often."

"The greatest asset of a job such as that over at ACOG is the visibility that you get from the project," he says. The Aquatic Center will get worldwide exposure during the Olympic Games, and has already begun to generate some business opportunities. Their work on the facility led to a separate construction project on the Georgia Tech campus and a business relationship with the Board of Regents. The relationship with the Board may lead to future construction and program management opportunities.



*Attributing these possibilities to the firm's ACOG business, he says, "The working relationships and referrals are being established now."*

Jerry Thacker



# Profile

HENRY-AARON, INC.

HENRY AARON, AARON TURPEAU, PARTNERS

"If there ever was any time to get involved in business, it was now, for the Olympic Games," was the thought behind the formation of Henry-Aaron, Inc., a minority-owned licensed apparel marketing company. The founders and owners: Aaron Turpeau, a 17-year veteran of Atlanta city government in various administrative roles, including chief of staff for Mayor Maynard Jackson and commissioner of Administrative Services for Mayor Andrew Young; and Henry Aaron, the Baseball Hall of Famer and all-time major league home run hitter.

The company is a sub-licensee of Hanes for Olympic knit apparel, and also supplies T-shirts under licenses from Major League Baseball and World Championship Wrestling. Turpeau says the partners decided to focus on the T-shirt business, after reading a report about Olympic merchandising that indicated that 82% of the items bought at past Games were T-shirts. Identifying this opportunity, they made a commitment. "If you think you're good, you have to go out and try and do it," says Turpeau.

The company sold T-shirts during the Barcelona Olympic Games by working with a majority firm, doing enough business to learn some of the ropes. Later, they were able to take advantage of a licensing opportunity with Major League Baseball, successfully selling baseball T-shirts all over the country.

Armed with a track record, the partners pursued being the Olympic direct licensee for knit apparel. But Sara Lee's licensing proposal was far superior to anything they could offer ACOG. After this strong dose of business reality, they redirected their efforts to becoming a Hanes Division sub-licensee.

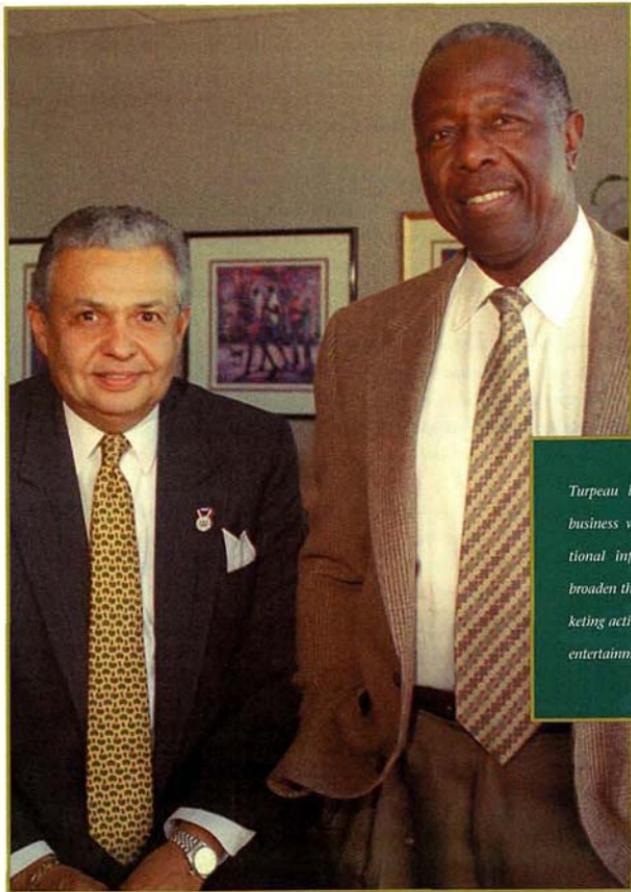
Then, as now, Henry-Aaron has no printing capability; but neither does Hanes. Turpeau told them, "I want to do just like you do. You subcontract, I want to subcontract. Fortunately we convinced them that we wanted to start at a certain level, and that we would never get there if we started out by printing T-shirts."

Currently, Henry-Aaron is Hanes's largest sub-licensee. The company's Olympic business has offset the downturn in baseball merchandise volume due to the baseball strike's impact. But the company has additional capacity available from its three subcontractors, and is looking for ways to do more business.

Turpeau thinks the company's approach greatly benefits these subcontractors. "Small businesses don't think in big enough terms as to how to approach the whole market, in terms of staffing, management and, of course, marketing — be they black or white. It tends to be a reactionary business, instead of a planning business." Henry-Aaron provides the managing and marketing capability that generates larger scale, more consistent business for these subcontractors."

## LICENSED APPAREL MARKETING

Atlanta, Georgia



*Turpeau believes that the ACOG business will help build the operational infrastructure necessary to broaden the company's licensed marketing activities into other sports and entertainment markets.*

Remarking on the assistance ACOG's EEOP Department provided, Turpeau says, "When it was time for them to be an advocate for us internally, they did; but they were always clear that business was business. All they could do is set the table."



## *R*ELATED ACTIVITIES

In addition to the EEOP, ACOG has engaged in a number of other programs and activities which help the Olympic organizing effort include and reflect the City of Atlanta, as well as create social, economic and physical legacies that will continue to benefit the city. Below, some of these programs and activities are highlighted.

### **Training, Education and Employment**

#### **Neighborhood Job Training and Employment Program (NJTEP)**

Preparation for the 1996 Games provides hundreds of construction jobs in Atlanta. Early in the Olympic organizing effort, ACOG and community leaders recognized that this opportunity could provide training and jobs for residents of the neighborhoods and communities of the venue sites.

The Neighborhood Job Training and Employment Program (NJTEP) began as an effort to recruit and train construction workers from neighborhoods nearest the Olympic Stadium, and has grown into a citywide project that will give more than 350 workers from economically disadvantaged neighborhoods an opportunity to gain occupational skills and employment in constructing Olympic venues.

The NJTEP stands upon a unique foundation of neighborhood-based leadership and a network of public and private support. It is neighborhood-managed, providing jobs on construction projects in close proximity to neighborhood residents who participate. Arthur Bright/KAAB developed and is a consultant to the NJTEP.

*Host Broadcasting  
Training Program*



Key features of the program include: neighborhood recruitment and outreach by community leaders; screening of applicants, which includes drug and aptitude testing; six weeks of intensive pre-employment training; on-the-job training; job placement; and job-site monitoring.

ACOG and the Private Industry Council provided more than \$300,000 in seed money to begin this program, which has now attracted nearly \$3 million in additional funding from private industry, the City of Atlanta, Georgia Department of Training and Education, and a number of state and federal agencies. The U.S. Department of Labor is providing nearly \$1 million in additional financing, including a grant of \$300,000 to train 60 women from venue neighborhoods.

By providing employment opportunities on projects under way and for years to come, the NJTEP is expected to generate \$4.7 million in wages for program participants.

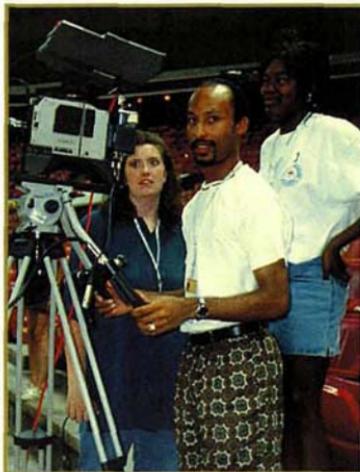
In another construction-related program, more than 60 college, high school, middle school and elementary school students have participated in internship programs designed by the lead architects and engineers for each venue project.

#### **Host Broadcasting Training Program (HBTP)**

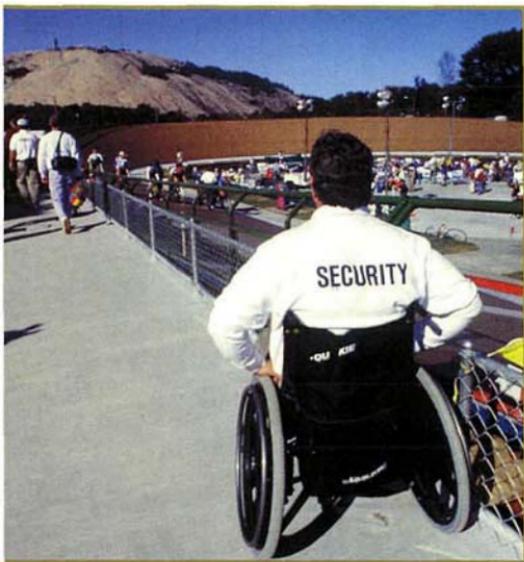
ACOG and Clark Atlanta University have established a program to train 1,200 students in state-of-the-art broadcast and telecommunications technology. The students are recruited from the Atlanta University Center and other Georgia colleges and universities, and will train for specific jobs with Atlanta Olympic Broadcasting 1996 (AOB 1996), which will provide the international television signals that are the basic coverage of the Games.

In addition to training interns to work on the international broadcast of the Games, the HBTP already has facilitated the modernization of video and telecommunications equipment in Clark Atlanta's television studios, employing the digital video technology donated by Olympic Games sponsor Panasonic that will be used during the 1996 Games broadcast.

This combination of high-level training and experience will provide the HBTP students a significant head start in their communications industry careers.



*Host Broadcasting  
Training Program*



### **Volunteers**

ACOG will enlist approximately 40,000 volunteers to help stage the 1996 Games. Currently, volunteers assist in all departments of ACOG, providing support in public information, merchandising, guide and driver services for visitors, coordination of special events, etc.

In the spring of 1994, ACOG recruited 200 volunteers who will serve as envoys during the Centennial Olympic Games and the six weeks of the Olympic Village's operation. The highly trained envoys will serve as liaisons to all of the National Olympic Committees (NOCs) and the administrative chiefs of the Olympic teams. Training, consisting of weekly two-hour sessions, began in July 1994 and will continue through July 1996.

*Volunteers* formation of "The Olympic Force," made up of civic, community and corporate groups in Georgia that pledged community service above and beyond their existing activities. By June 1995, the Force had signed up more than 1,800 groups representing over 770,000 volunteers. Each group has assigned a volunteer coordinator to work with ACOG. The Olympic Force Volunteer Advisory Council defines community programs for the Olympic Force. In addition, 16 Georgia corporations have agreed to train a number of their own employees as volunteers.

### **Youth and Education**

In addition to volunteerism, ACOG also emphasizes young people—in roles ranging from Olympic-related classroom instruction to sports training and opportunities for students to serve as goodwill ambassadors.

By joining in partnership with schools and youth groups, the Youth and Education Program will use the opportunity of hosting the Games to motivate the youth of Georgia to strive for excellence in all areas of their lives. Below are some of the programs:

- The "Olympic Day in the Schools Program," targeted to students in Kindergarten through eighth grade, makes available curriculum guides and sports training manuals for teacher and classroom use. Speakers are available through this program, and schools may request visits by *IZZY*, the official Games character. Students also are invited to create posters and submit entries for an Olympic poster competition. "Georgia Olympic Day" is a special highlight of this program in which middle schools throughout the state select two students each year to participate in a day of academic and athletic competition.
- The "Dream Team" program involves high school students in preparing for the Games. Each year through 1995, ACOG has selected 100 young people from schools throughout the state who promote the spirit and ideals of the Olympic Movement.
- The "Olympic Band," which was formed in 1992, is composed of 250 high school and college musicians and 50 color guard members. Led by Georgia Tech Band Director Bucky Johnson, the band enjoys high visibility in Atlanta and throughout Georgia. The band also performed in the Inaugural Parade for President Bill Clinton in Washington, D.C. in 1993, and during Macy's Thanksgiving Day Parade in New York City in November 1994.
- "Olympic Youth Camps" are one of the proud traditions of the Olympic Movement. ACOG will invite 500 students between the ages of 16 and 18 from around the world to share in a once-in-a-lifetime cultural exchange. The Olympic Youth Camp will be held from July 17 to July 31, 1996, at Berry College in Rome, Georgia, 65 miles from Atlanta. On-campus activities will range from student-produced performances and cultural exchange programs to sports competitions and the creation of a daily newspaper.

Left: Georgia Olympic Day  
in the Schools



Right: Olympic Band





Left: *Mexico A Cultural Tapestry*



Right: *Celebrate Africa!*

Bottom: *Morehouse College*

ACOG has committed to the most expansive Cultural Olympiad ever, a four-year arts, culture and entertainment festival that precedes the 1996 Centennial Olympic Games and culminates in the nine-week Olympic Arts Festival, June 1-Aug. 4, 1996.

The Olympic Arts Festival will be one of the largest multidisciplinary arts festivals ever to take place in the American South. Representing a broad spectrum of talent and tastes, the festival will feature more than 3,000 performers and artisans in free and ticketed events, ranging from rock 'n roll to opera, contemporary art of famed international treasures, and world premieres to time-honored classics.

Comprising 19 exhibitions, 17 public art works and nearly 200 ticketed performances by regional, national and international artists, the 1996 Olympic Arts Festival is one of the most integrated cultural programs ever produced in conjunction with the Olympic Games. Most of its 29 venues are located within the Olympic Ring in downtown Atlanta.

## Physical Legacies

### Atlanta University Center

The Atlanta University Center (AUC), the country's oldest and largest consortium of historically black colleges and universities, will receive the only physical legacy left to private institutions by ACOG. Working in concert with the presidents of the six AUC institutions—Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, the Morehouse School of Medicine, Morris Brown College

## Cultural Olympiad

Since their beginnings in ancient Greece, the Olympic Games have been a celebration of the highest achievements of humanity—a celebration of mind, body and spirit. This is inclusive not only of sports, but also arts and culture. Impressed by this spirit, the International Olympic Committee calls in its Charter for an arts and culture festival for the period preceding and during the Games.



and Spelman College—ACOG has committed to contributing \$51 million in physical and operational enhancements to these historic campuses. The physical projects include a 15,000-seat stadium at Morris Brown, a 5,000-seat stadium at Clark Atlanta, a conference center at ITC, a new basketball arena at Morehouse, medical laboratory facilities at the Morehouse School of Medicine and tennis training facilities at Spelman. These facilities will be donated to the institutions at the close of the Centennial Olympic Games.



#### **Centennial Olympic Park**

The Centennial Olympic Park began as Payne's vision for a park in downtown Atlanta to be used as a gathering place for the numerous visitors during the 1996 Games. That vision turned into reality in the fall of 1994, with the announcement that resources were available to develop the area.



The Park will change the face of downtown

Atlanta by adding green space to enhance the quality of life for the residents, improve the aesthetics of the City, and serve as a catalyst for economic and housing development in the area.

*Top: Morris Brown*

During the Games, ACOG will utilize the permanent Park and additional acreage for a major gathering place, which will include the Centennial Fountain, landscaped topography, paths and resting places. Additional features include public art, a sponsor village and a festival site that features sponsor exhibits and live entertainment as part of the Cultural Olympiad's "Southern Crossroads."

*Bottom: Centennial Olympic Park, North View*

After the Games, the state of Georgia, through the Georgia World Congress Center Authority, will continue to develop a permanent, 21-acre commemorative park to be named Centennial Olympic Park. The commemorative park, with its magnificent plaza, Rings fountain, brick walkways and green space, will be a permanent reminder to Georgians and Atlanta of the honor of hosting the 1996 Centennial Olympic Games.



## BENCHMARK EVALUATIONS

The EEO and its related activities have been heralded as the most comprehensive and successful programs to achieve equal economic opportunity ever undertaken in the private sector. This is a difficult proposition to prove, however. Because of the nature of the private sector, there is very limited quantitative data publicly available to substantiate the scope and success of private EEO initiatives.

In the absence of such data on private-sector programs, we compare ACOG's performance against the high standard of public-sector achievement established by Atlanta city government, based upon the City's over 20 years of EEO experience. Such a comparison with the City's record demonstrates that ACOG has fulfilled Payne's promise, to "do it right... to achieve historical levels of participation, without sacrificing, in fact, enhancing, the quality of the work product."

### Equal Employment Opportunity

In comparison with the Atlanta city government, ACOG's organization has a lower percentage of minorities and a higher percentage of women.

However, these differences in workforce profiles are largely explained by the demographic characteristics of the communities from which their respective workforces are primarily recruited. The City's workforce more closely reflects the city of Atlanta, with its large African-American community, while ACOG's is more representative of the larger Atlanta metropolitan area.

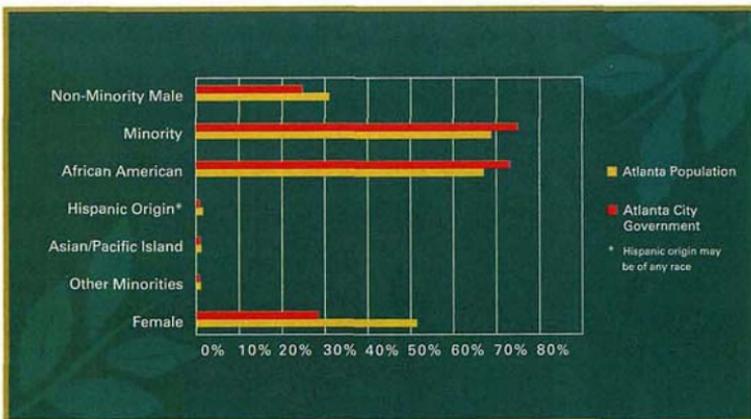
These comparisons indicate that ACOG has done at least as well as Atlanta's city government in achieving the goal of a balanced workforce, one representative of its workforce community.



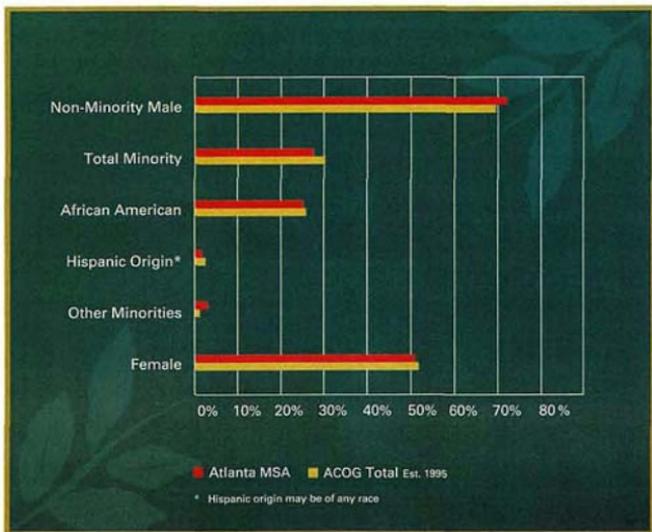
Left: Comparison of ACOG and City of Atlanta Workforces

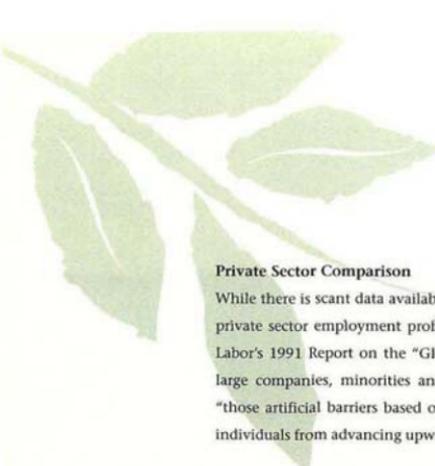
Right: Total Employment: ACOG and Atlanta City Government

Comparison of Atlanta  
Government Workforce Profile  
and Atlanta Population



Comparison of ACOG  
Workforce Profile and  
Atlanta MSA Population





### **Private Sector Comparison**

While there is scant data available on private sector EEO initiatives, there is data on typical private sector employment profiles. Among the most revealing is the U.S. Department of Labor's 1991 Report on the "Glass Ceiling Initiative." The report concluded that in most large companies, minorities and women typically encounter a glass ceiling, defined as "those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management level positions."

In a random sample of 94 reviews conducted of corporate headquarters of Fortune-1,000 sized companies, the Department found that:

- Of 147,179 employees at these companies, women represented 37.2% and minorities, 15.5% of all employees; and
- Of 31,184 employees in all levels of management, from clerical supervisor to chairmen, 16.9% were women and 6% were minorities.

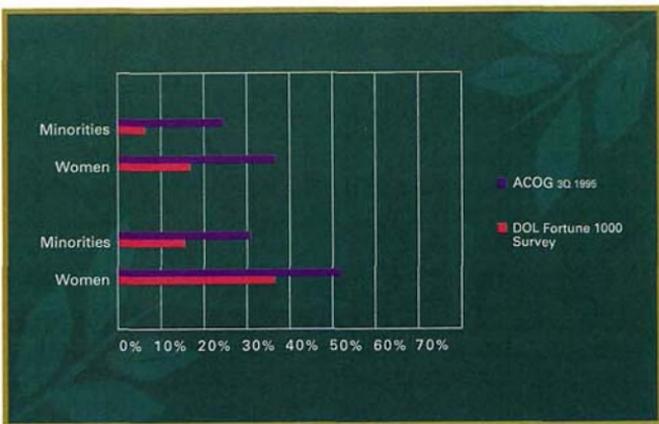
Taking this as indicative of the typical private sector performance, ACOG has achieved minority and female participation rates up to four times higher, as the following comparisons indicate.

The comparison demonstrates that there is no "glass ceiling" at ACOG. Since the beginning, ACOG has selected women and minorities as senior managers, performing such roles as: senior policy advisor to the CEO, deputy chief operating officer, associate general counsel, managing directors (5), and numerous directors.

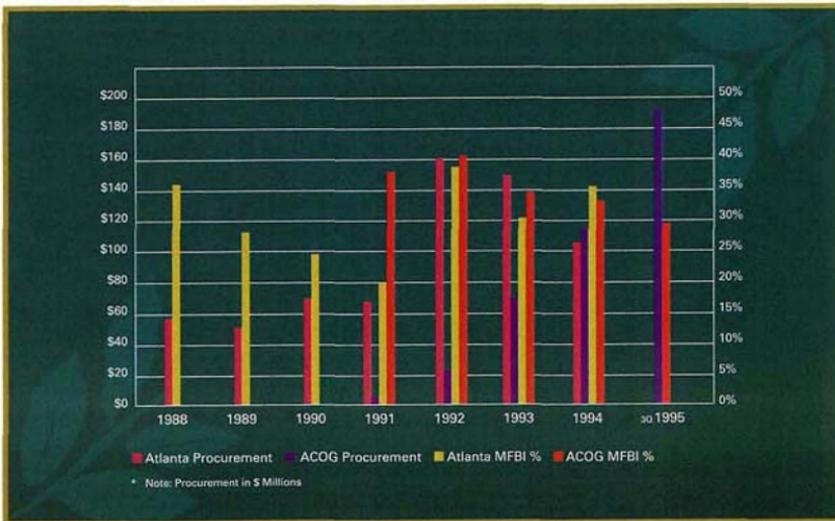
### **Equal Business Opportunity**

ACOG's equal business opportunity program results demonstrate that MFBIs have had the opportunity to compete for, and excel in doing, business with ACOG. Without quotas, goals or set-asides, historical levels of minority and female business participation have been achieved through the diligent efforts of all ACOG managers and the state-of-the-art procurement and monitoring techniques employed.

Comparison of ACOG and  
DOL Fortune 1000 Survey:  
Women and Minorities in  
the Workforce



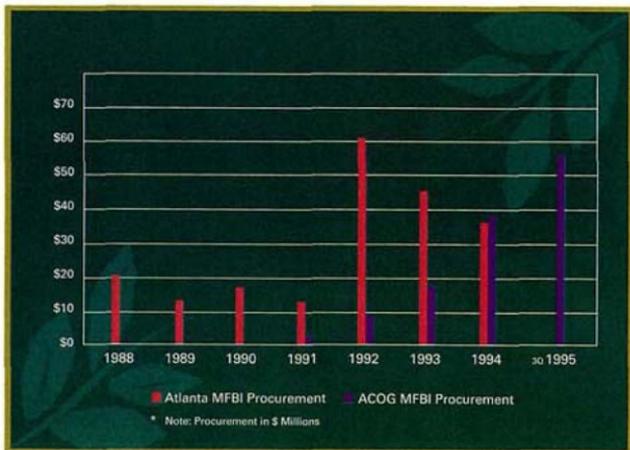
Comparison of City of  
Atlanta and ACOG:  
Procurement Expenditures  
and MFBI Participation



Against the benchmark of Atlanta city government's fine EEO record, ACOG's achievements include:

- A record level of MFBI participation. The 40.4% of annual procurement expenditures achieved by MFBI with ACOG in 1992 surpassed the City's all-time high of 38.6% participation in 1978, and last 10-year high of 38.4%, also in 1992.
- Since 1991, an average rate of MFBI participation higher than the City's. For the four years for which comparable data exists, 1991-1994, MFBI ACOG procurement participation averaged 34.7% over \$195.7 million in expenditures, compared to the City's MFBI procurement participation rate over the same period of 32.5% on cumulative expenditures of \$482.6 million.
- Aggregate payments by ACOG to MFBI in recent years surpass payments to MFBI by the City. In 1994, MFBI generated more revenues, \$38 million, from doing business with ACOG than they did doing business with the City, \$36.8 million. Given the significant increase in ACOG expenditures in 1995 (\$56.2 million through the third quarter of 1995), it is highly likely that MFBI revenue levels in 1995 will surpass the City's all-time high of \$61.1 million achieved in 1992.

*MFBI Procurement Expenditures: City of Atlanta and ACOG*



### Future Benefits

Impressive as these results are, they do not tell the whole story. Many of the program's anticipated benefits lie in the future. They will accrue from a more robust local minority and female business community and the longer-term value of the venture relationships some of these businesses have formed with each other and with majority businesses. And, after the Games, future employment opportunities will result from ACOG's training and outreach efforts, such as the NJTEP and HBTP.

### Benchmark Value

Overall, these public and private sector comparisons help to substantiate the opinion held by many, that ACOG's EEOP and related activities represent the most comprehensive and successful effort of its kind.

Significantly, these participation levels have been achieved without quotas or set-asides. Instead, ACOG has relied upon proactive management and state-of-the-art procurement and monitoring techniques. This approach, solidly grounded in the public-sector EEO experience in Atlanta, has generated results that we believe are unprecedented in the private sector.

ACOG is justifiably proud of this record of achievement, but hopes that these accomplishments will be eclipsed by even more impressive results generated by public and private sector initiatives, inspired by the example of ACOG's commitment, approach and success.



Top: Terry Manufacturing Plant



Left: Cycling Venue



# Profile

JONES WORLEY DESIGN, INC.  
CYNTHIA R. JONES, PRESIDENT

Cynthia Jones, principal owner and co-founder of Jones Worley Design, Inc., remembers being asked by a family friend at the age of 18 what she wanted to be when she grew up. When she answered "graphics designer," the friend admonished her to pursue another career—because there were no role models to suggest that, as an African-American woman, she could make her own way in the design field. But, Jones is as disciplined and determined as she is artistically talented, and she stayed her course.

Jones is a graduate of Georgia State University, where she majored in visual arts, with a concentration in graphics design. A native Atlantan, she says she got her talents from her father, who is the owner of a small construction business and "who is also very creative with his hands." She says, "Because of my education, I have learned to be a designer, but I am naturally an artist."

After graduation, Jones worked for two of Atlanta's leading architectural firms. Recognizing that she could fill a niche in the design industry as an African-American female, Jones realized a lifelong dream and ventured out on her own in 1988. At times, she would hire Barry Worley, a former colleague, as a subcontractor. In 1989, Jones invited Worley to strategize on how best to combine their strengths, leading to the creation of Jones Worley Design (JWD) in 1990. Jones Worley provides comprehensive design services, including print graphics (logos, brochures and other collateral materials) and environmental graphics (way finding, signage, exhibits and banners).

Celebrating its sixth year in business, Jones Worley has a full-time staff of 12. Jones is principal owner and manages business development and finances. Worley oversees production and the environmental graphics division.

Jones Worley's Olympic-related participation has ranged from the design of print collateral to the development of wayfinding and signage systems for seven newly constructed venues, including the Olympic Stadium and the Aquatic Center. The firm is part of six local and national firms selected from almost 500 companies to design the "Look of the Games," which will be found on such items as tickets and programs, equipment, vehicles and uniforms and television graphics. Jones was also contracted to work on the "Application of the Look of the Games" kit of parts, as well as the "Partner/Sponsor Recognition" design for corporations supporting the Games. Participating in ACOG's Poster Program, the firm designed a poster tying the Ancient Games to Atlanta. They even coordinated the production of this document — ACOG's EEOP report.

Working with the City of Atlanta, the firm is involved in the urban redevelopment of several streetscape projects, including Peachtree Street, as well as developing the design standards for citywide streetscape projects for CODA (Committee for Olympic Development in Atlanta). The firm also designed and coordinated the installation of the Olympic Countdown Clocks located over the I-75/85 connector in downtown Atlanta. Operated by

## PRINT AND ENVIRONMENTAL DESIGN CONSULTANTS

Atlanta, Georgia

IOC, the Olympic Museum Exhibit was also designed and updated by Jones Worley to represent Atlanta's efforts.

Jones believes the firm's Olympic-related business has been instrumental in ensuring their success in its first five years. "The growth of revenues, the ability to upgrade our technology, and to increase our personnel have been important factors in accomplishing our goals. But these are short-term benefits because they must always be replenished." The long-term benefits are quite significant. Jones explains, "The relationships developed from having been on more than 40 teams, locally and nationally, will live on long after the Games. Having been involved in way-finding and signage systems for several stadia complexes has carved out a niche for us as graphics experts in the sports arena industry. The amount of positive media coverage received as a result of our Olympic association has elevated the firm's recognition in the design community."

Jones thinks the EEO was a significant factor in the firm's success in securing ACOG business. "I think it takes a conscientious effort to make inclusiveness happen. It will not happen without a serious commitment from the top of the organization to reach out and bring in minorities and women who provide high-level services — and there are a lot of us out there."



*"After the Games, when we drive through the city with our family, friends and clients, we can see our contribution. Years from now, when people are developing future Olympic Games in other cities and countries, and they review what happened in Atlanta in 1996, I am hopeful they will see Jones Worley's name again, and again," says Jones.*



# Profile

MULTI-MEDIA PARTNERS, LTD.  
BONNIE NELSON SCHWARTZ, PRESIDENT

Bonnie Nelson Schwartz, co-founder and owner of MULTI-MEDIA PARTNERS, is a producer in theatre, film, radio and television with over 100 plays, films, television programs, specials and concerts to her credit.

A native of Wisconsin and a graduate of the University of Wisconsin in theater and communications, Schwartz began her career in regional theater, eventually settling in Washington, D.C. After receiving a B.S. in education from Bowie State College in Maryland, she taught in the local artists-in-school program.

She also began a continuing relationship with the Smithsonian Institute, where she created and taught a film making and film animation program for families, which produced over 50 films based upon museum exhibitions and their extensions.

In 1979, Schwartz began a five-year association with The American Film Institute, where she produced national seminars and workshops in film and television around the country.

And, in 1983, she founded the Washington Theatre Awards Society to recognize theatrical achievement in Washington, D.C., and became its first Executive Director. Schwartz also has produced several of the Helen Hayes Awards shows, sponsored by the society.

Because Schwartz was doing well professionally as a freelancer, she credits her accountant with inspiring her to found MULTI-MEDIA PARTNERS. The firm is managed by the three-person professional staff, all of whom are women.

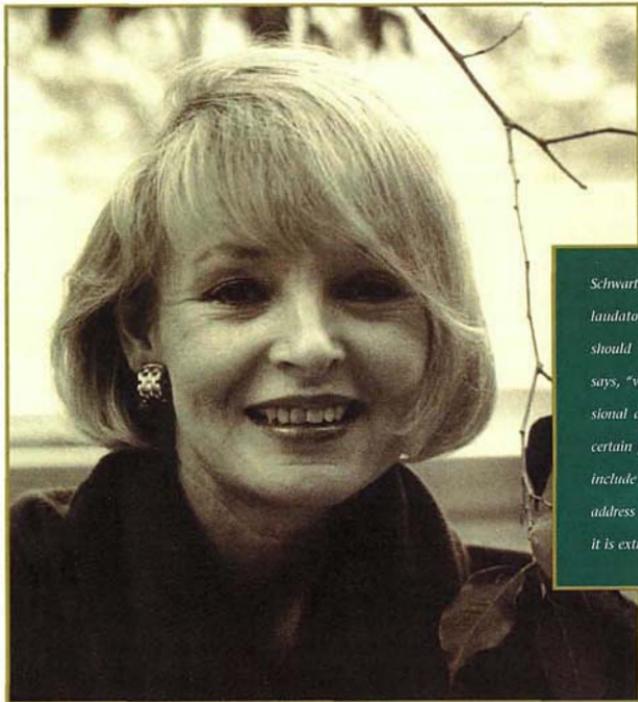
Although relatively small, the firm can augment its capacity by subcontracting with as many as 50 to 60 freelancers, as well as by participating on project teams with other producers and developers. The combination of a small full-time staff and expandable capacity gives MULTI-MEDIA the flexibility to be selective in the kinds of projects it undertakes.

Schwartz's reputation and professional connections led to her engagement by ACOG as producer of the Atlanta segment of the Closing Ceremony at the 1992 Barcelona Olympic Games.

While in Barcelona, she and a partner began to reflect upon the presence of women in the Olympic Games and how important the focus seemed to be. "We began at that time to develop a concept, called the "Olympic Woman," which was an exhibition, a television special and a book. We presented that to (ACOG), and they seemed to think the idea was wonderful."

About the same time, Dr. Johnnetta Cole, President of Spelman College of the Atlanta University Center, was thinking that it would be appropriate for Spelman, as an historical black college for women, to find a way to highlight the role and importance of women to the Olympic Games.

THEATRICAL, FILM AND TELEVISION ENTERTAINMENT PRODUCTIONS  
Washington, D.C.



*Schwartz thinks ACOG's EEOP is a laudatory effort other companies should emulate. "Otherwise," she says, "what you get is a one-dimensional approach that comes from a certain point of view, that does not include everyone, that does not address all concerns. And so, I think it is extremely important."*

After meeting, Schwartz and Cole decided to join forces, to work and support each other in the development of this idea. As a result, "The Olympic Woman" exhibition will be donated to Spelman at the conclusion of the 1996 Games.

During the Games, "The Olympic Woman" exhibition, produced by MULTI-MEDIA and underwritten by Olympic sponsor Avon Products, Inc., will be presented in Alumni Hall at Georgia State University. It will be interactive and multimedia.

According to Schwartz, "It is constructed as a series of time environments, so that you actually walk through that time period...and you get a whole sense of the environment in which women lived, competed, and became a part of the Olympic Games."



# Profile

PERFECT IMAGE, INC.  
IRA JACKSON, PRESIDENT

Ira Jackson, Jr. is a young African-American entrepreneur with a dedication to producing the Perfect Image. His company by that name is a multimillion-dollar commercial printing operation servicing the specialty printing needs of over 100 business customers.

There are about 1,100 commercial printing companies in Georgia, but Perfect Image is the only one with four-color process capability which is owned and operated by an African American—one reason the company stands out in a crowded field. But what truly differentiates the company, and what keeps customers coming back, is its combination of quality, service and delivery. With Jackson's leadership and an outstanding group of employees, the company has carved a niche in the regional specialty printing market, having received more than 80 awards from the Printing Industry Association of Georgia in the past five years.

A native Atlantan, Jackson attended Rhodes College in Memphis, Tennessee. Upon graduation in 1987, he worked for Digital Equipment Corporation in sales. After seven years with DEC, he was comfortably "Digit-ized," but began to think about future options, including attending business school or getting in to business for himself.

He found himself gravitating towards the idea of owning a manufacturing business, "because at the end of the day, when you asked me what I did for you, I wanted to be able to say, 'This is what I did; did you like it; and if not, show me why.'"

After researching a number of business opportunities, Jackson found his company, Perfect Image. At the time in 1991, the company had been built up from a quick-copy operation into a high-quality process printing operation, but was now in financial distress. The printing company was bleeding red ink and in danger of losing its 13-person production staff, which was a critical company resource.

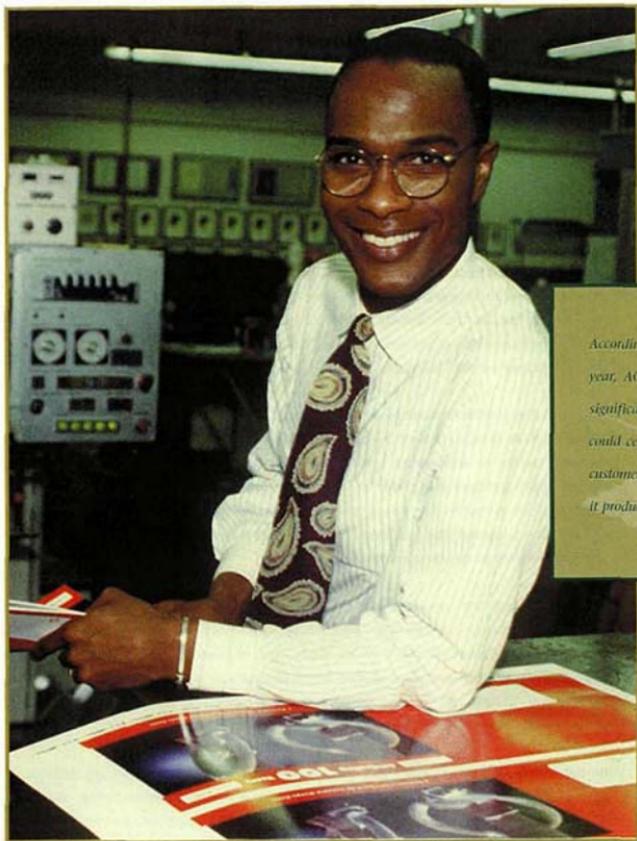
After five months of due-diligence review, business planning and financing from a local bank, Jackson became owner in May 1991.

Today, his business has grown to employ 30, including half of the original staff. His priority is on marketing and client relations, while the highly-trained production team delivers the product. His niche is small and medium specialty printing runs, such as advertising and promotional material, posters, rack brochures and pocket folders.

So far, Perfect Image has done a small volume of business with ACOG. However, as the Games draw nearer, the company hopes to see its ACOG business increasing, based upon its ability to deliver quality and meet special needs. The report you are now reading is an example of Perfect Image's capabilities—they printed it.

## PRINT PRODUCTION

Atlanta, Georgia



*According to Jackson, "In the next year, ACOG could very well have a significant impact on our business, it could certainly be one of our 25 top customers, because a lot of the product it produces is tailor-made for us."*

The potential future benefits of ACOG and other Olympic-related business are clear to Jackson. "Our business is image. People want to know that NationsBank is our second largest customer. They want to know that we have strong relations with Fannie Mae, Turner Broadcasting and ACOG. They like to see the types of pieces that we are producing. When you put work for clients like these in your portfolio, it looks great."



# Profile

TERRY MANUFACTURING COMPANY, INC.  
ROY AND RUDOLPH TERRY, PARTNERS

Terry Manufacturing Co., Inc. is the nation's largest African-American owned and operated apparel manufacturer with over \$20 million in revenues, and is the first minority business to obtain a direct license from ACOG. The company is owned and managed by brothers, Roy and Rudolph Terry, both business graduates of Morehouse College in Atlanta. Terry Manufacturing has a 32-year history of seeking and successfully meeting the challenges of survival and growth in the highly competitive apparel marketplace. The company employs over 300 people in its Roanoke, Alabama manufacturing operations and opened an Atlanta facility to provide capacity for its Olympic business.

In the early years following its founding in 1963, the company operated exclusively as a subcontractor, essentially selling its labor to apparel manufacturers and suppliers. But the Terry brothers soon realized that for the company to grow, they would have to find a way to become a value-added supplier. With the same determination needed to become successful entrepreneurs, the brothers identified and successfully pursued the government apparel market, supplying medical uniforms to the Veterans Administration, as well as military uniforms to armed service branches.

Importantly, the company participated in the Small Business Administration's 8(a) program in the late 1960s, which allowed Terry to establish sufficient lines of credit to finance the investment needed to become an apparel manufacturer. According to Rudolph Terry, the company would not have been able to bridge from labor subcontractor to manufacturer—a hurdle that few minority businesses navigate successfully—without this assistance. By the late 1970s, the company had graduated from the 8(a) program and was competitively bidding on its own for government contracts.

By the early 1980s, the company was established as a successful government contractor. However, with cutbacks in military budgets, the prospects for future growth in this segment were diminishing. Consequently, the brothers began expanding into other markets with greater growth potential, such as uniforms for McDonald's, as well as fire-retardant clothing for firefighters. Today, Terry manufactures 50% of McDonald's uniforms nationwide, and their fast food uniform business is as big as their government business.

When the Terry brothers set their sights on the Olympic Games, they saw a huge opportunity to expand into yet another area—specialty apparel and licensed products. In the summer of 1992, they initiated discussions with ACOG, bringing their capabilities and track record to the table. However, because Terry's experience was primarily with centralized customers, ACOG questioned whether the company could handle the enormous marketing and distribution logistics that would be required of an ACOG direct licensee.

The Terrys were introduced to representatives of Champion, who offered the company a deal to develop Olympics-related designs to be sewn on Champion apparel and distributed in Georgia

## APPAREL MANUFACTURING AND MERCHANDISING

Roanoke, Alabama and Atlanta, Georgia

retail markets. The deal made the company a Champion sublicensee for the Games. Speaking of the benefits of the Champion relationship, Rudolph Terry says, "The combination makes an outstanding opportunity for us, because we build a lot of relationships. And, a relationship is a [real] relationship; they call us both for Champion products and for our direct-licensed products. And it is the same market. They become comfortable with our Champion product, and they are more receptive to our own line."

While this was a good deal for the company, the brothers were not deterred from the pursuit of a direct license for woven apparel, which was still available. The effort required navigating "the most exclusive and most difficult to penetrate licensing process in the world," says Rudolph Terry, but the company was able to provide ACOP with the required letters of credit and royalty guarantees to secure the direct license. Additionally, as part of its bid the company proposed to open, and is now operating, a manufacturing facility in Atlanta which will employ up to 50 people. The direct license has provided an effective way to put the Terry brand name into the retail world, and their sublicense arrangement with Champion has provided marketing leverage.

For the Terrys, the Olympic Games is the ultimate opportunity for penetrating the specialty apparel and licensing market, an area this concept-driven company has targeted to provide future growth for the company. And the relationships and visibility the company achieves by doing Olympic business will pay both current and future dividends.

The Terry brothers believe that they will soon secure non-Olympic Games business resulting from their demonstrated quality and service to ACOG. They hope that business they do for Olympic Games sponsors will carry over into corporate accounts for promotional apparel. And the Olympic Games association will help build their collegiate- and professional-licensed product lines, as well. As a result, they expect that specialty and licensed apparel will grow to be the company's third major business division.



*The message in their own experience, according to Rudolph Terry, is that "Minority businesses should not be limited in what they are allowed to do because of the limits of what they have done previously. There is a level of achievement which can only be reached, when we (minority businesses) are allowed the opportunity to take the step beyond past performance."*



## KEY INSIGHTS

While ACOG's EEOP was tailored to the demographics of greater Atlanta, where African-Americans are the largest minority group, the underlying principle of combined strength with the pursuit of a common purpose can be applied wherever historical and cultural differences exist.

The greatest potential legacy of ACOG's EEOP lies in the message: When people with historical and cultural differences are pursuing a common purpose, there can be power in inclusion that enhances, not diminishes, the quality of the work product.

As guideposts for any who may be interested in pursuing a similar program to achieve equal economic opportunity, we offer the following list of elements we believe are critical to success.

- **Committed senior leadership.** The commitment should be voluntary, heart-felt, and based upon belief in the power of cooperative efforts, bridging differences, to achieve common goals.
- **Compelling vision.** The vision should be inspiring so that the philosophy of inclusion can be embraced by all parts of the organization.
- **Strong business rationale.** Providing opportunity to all segments of the workforce and business community enhances a company's ability to secure the highest-quality employees and vendors. In short, opportunity produces excellence.
- **Well-conceived program.** ACOG's experience suggests that a multi-dimensional approach is most effective—one that addresses employment, business opportunities, education and training. In scope, it should be as broad and inclusive as practical, seeking a fair distribution of economic opportunity among the groups represented in the affected communities. Whenever possible, incorporate innovative approaches, like joint-venture arrangements, to maximize the participation of traditionally under-represented groups. Build in strong outreach-certification-procurement-monitoring processes.
- **No quotas or set-asides.** Although it is helpful to have goals or standards by which to judge program performance, these should not be deemed quotas and no job or procurement categories, or any portion of them, should be set aside on the basis of racial or gender preference. Results should be commitment- and effort-driven only.

- **Generalized management responsibility and accountability.** EEO policy should be the responsibility of every manager. It should be a regular topic of business review meetings and the subject of quarterly senior management review.
- **Adequate support resources.** The success of a program such as ACOG's is due largely to the dedicated efforts of EEOP, procurement and contract administration, and their support staffs. They are critical for an effective management of the outreach-certification-procurement-monitoring process.

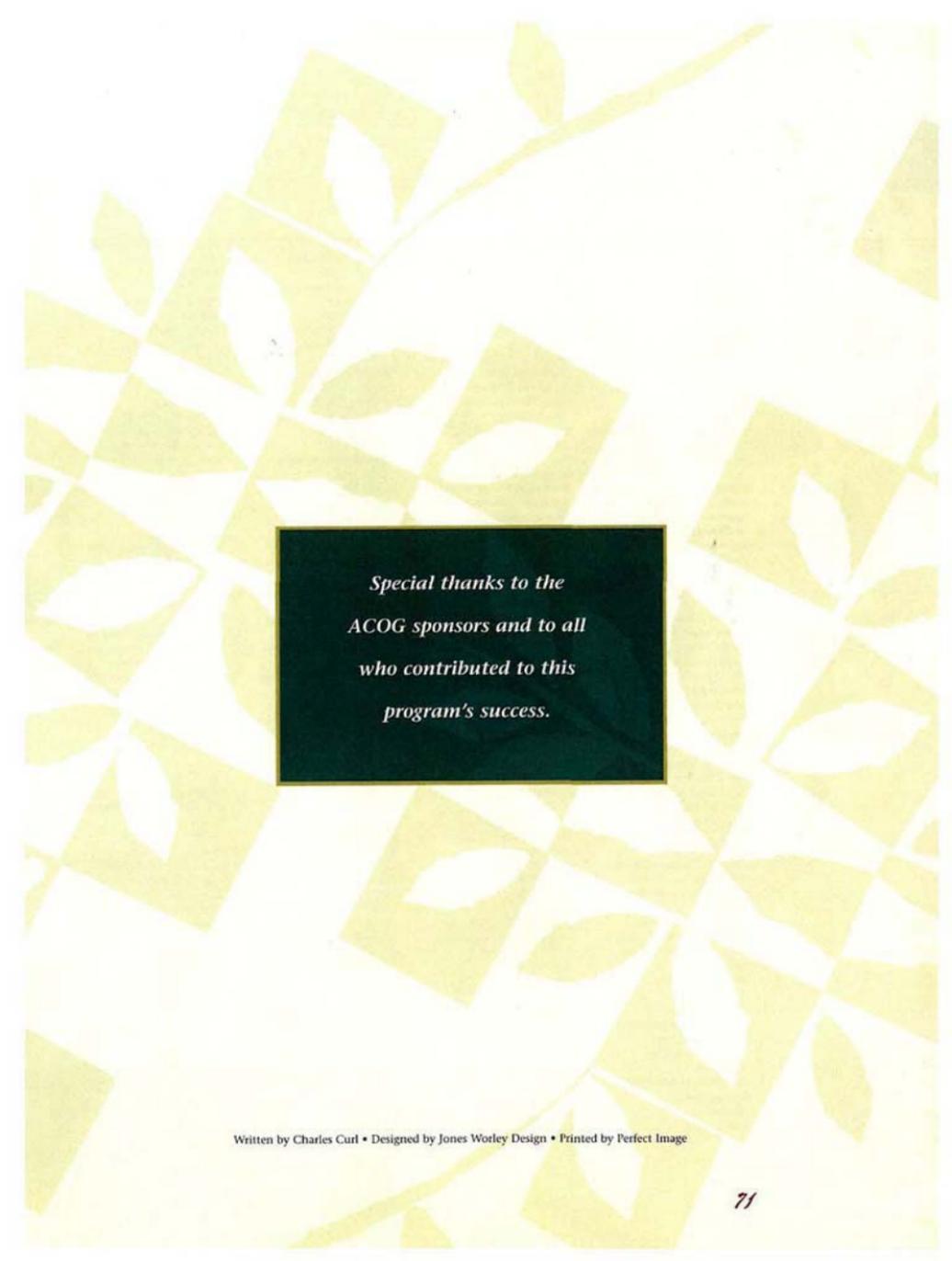


*Two-Year Out Staff*

Never in the history of the Olympic Movement and perhaps never again will the types of opportunities presented by these Games exist for minority and female businesses on such a grand scale. While the Olympic Games may not be and indeed cannot be all things to all people there is no question of the tremendous impact it will have on all who are involved. It is a catalyst for change and for those able to accept the challenge, it can set the stage for many positive results beyond 1996 and into the next century.



Atlanta 1996<sup>®</sup>



*Special thanks to the  
ACOG sponsors and to all  
who contributed to this  
program's success.*



# W

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Katrina McClain  
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Urban Architects, Inc.  
USATREX INTERNATIONAL, INC.  
Valley Crest Landscaper/Urban  
Vanguard Distributors, Inc.  
Vargas Flores & Amigos  
Venus M. Ashley  
Vespermann Glass Studio Inc.  
Vicki Burrow  
Victoria Durant-Gonzalez  
Vincor Rose  
VT Construction Co.  
Watson/Winter Joint Venture  
Wigman Associates, Inc.  
Wheelers Accessible Van Rental  
Will Design, Inc.  
William H. Grant, III  
Williams, Russell & Johnson  
Willis' Flowers & Memorials  
Winter Construction Co.  
Wolf Creek Design Group  
Wolkelec  
Zachariah Anderson



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