Sharing Responsibility
The various elements of our society, including each level of government — from local to federal — possess a shared responsibility for elevating the health status of all Americans. Outside government, each voluntarily organized body and, indeed, each citizen should assume responsibility for respecting the value of good health and promoting it.

The purpose of this article is to express some thoughts about the key issues involved in promoting health that we citizens and employers must face as we enter a new century. These thoughts extend somewhat beyond our workplaces, as a majority of the employed spend many more hours away from than at the workplace. Workplace health care investigations must take into account the often greater influence on health of hours spent away from the workplace. In essence whole-life hours determine behavior patterns and health risks. How we deal with these issues today will determine how prepared we are for the year 2000 and beyond.

Throughout this article I have cited the specific example of one program, Healthy Workforce 2000, a Nashville Area Chamber of Commerce initiative, which begins to address behavior patterns and health risks in the workplace. The outcomes and data generated from studies such as this will provide invaluable insight and potential solutions for health-related issues for Middle Tennessee and other communities.

As we look at potential solutions, we must take multiple considerations into account, including broad health factors, personal liberty versus health, economic issues, the past and future, and the workforce, as well as the before- and after-workforce age groups.

Healthy Workforce 2000

Partners for a Healthy Nashville, an affiliate of the Nashville Chamber, sponsors a comprehensive health promotion program designed to employ and study various interventions on the health status of Nashvillians. The program will promote workforce health, prevention of accidents, modification of harmful behaviors (to self and others), elimination...
of environmental hazards, and early detection of disease.

Through this initiative, Healthy Workforce 2000, the chamber has taken up the challenge of raising health standards for a swelling workforce in Middle Tennessee. Healthy Workforce 2000 represents a consortium of major Nashville employers, along with certain civic-minded groups and institutions, joining together to study the impact of prevention and intervention programs on health status and health care costs.

All individuals and organizations involved in health-care delivery, either directly or peripherally, should cooperate with and support this worthwhile program, based on sharing of responsibility for health maintenance among employers, employees, designated health professionals, and counselors.

The workforce program and other chamber-sponsored health initiatives will be administered by outside resource partners, such as Gordian Health Solutions, Inc., a Nashville firm that specializes in designing and managing health improvement programs and measuring the impact of specific undertakings by employers to promote healthy lifestyles among employees.

Broad Health Factors

From a broad perspective, most factors relating to promoting and maintaining good health can be categorized under four basic headings, noted as follows:

Health Care Delivery System
This includes hospitals, doctors, dentists, and all other personal care specialists of a growing variety, as well as public health specialists engaged in preventive and curative activities, mostly for the economically deprived. Our health care system alone, however, may not raise our level of health appreciably, as its orientation is toward the treatment of diseases and injuries after they have occurred. The great opportunity for further advancement lies in added emphasis on prevention and wellness.

Lifestyle
Self-imposed risks to health are many, and undoubtedly represent an area to be investigated and targeted for improvement in the Healthy Workforce 2000 initiative. I believe it is safe for anyone to say life expectancy in America could be raised from three to five years immediately by a drastic improvement in lifestyles. We must not be attracted to health-damaging activities because they are cool, chic, or cute. Health, well-being, and longevity are “where it’s at.”

Our health care system’s orientation is toward the treatment of diseases and injuries after they have occurred.

The Environment
Our environment — in the home, the workplace, and the world at large — affects our health. It is of utmost importance to have clean air; clean water; safe roads; a hazard-free work place; and hazard-free homes, schools, and recreational venues. Under this heading can be categorized safety from the harmful acts of others, wherever and whenever we pursue any rightful, legal activities.

Recent revelations about the safety of our food supply have raised serious concerns. More attention must be given to this obviously risk-prone area. The low health status of many nations can in part be attributed to impure food and water sources, and some of these nations now export large quantities of foods to our nation. Risks are obvious.

Human Biology
This factor relates to the basic make-up of the human body, its weaknesses, and its susceptibility to disease. Certainly Healthy Workforce 2000 must address the needs of congenitally impaired and other disabled persons who may require special considerations at the workplace, regarding safety and workplace design.

Great strides have been made in recent years in human and animal genomics research. Herein lies hope that aging can be drastically slowed; physical and mental handicaps appreciably alleviated; and diseases, infectious and chronic, significantly reduced. It has been reported that, of factors required for people to reach their 80s as healthy individuals, only one-third can be attributed to genetics, and two-thirds to good lifestyles.

Personal Liberty versus Health

Americans have strong feelings about personal liberties, even if a specific activity can be statistically proven to increase appreciably risk of disease, injury, and even death. For example, smoking tobacco in all forms — cigarettes, cigars, pipes, et al. — has been shown to be seriously harmful, but those who engage in smoking are often assertive about their rights. Alcohol can be controlled in the workplace, but one’s right to booze it up off the job is often stoutly defended, regardless of the fact that valid research has proven the deleterious effects of excessive alcohol use. In such cases appropriate peer pressure may be applied and educational measures employed.

Freely to allow an employee to engage in a risk that has fatal consequences because it is his or her right belies the responsibility one human has to another. A neighbor, properly defined, will at least exhibit concern and put forth a helping hand on a continuing basis.

Economic Considerations

The U.S. has, by far, the most costly health care system in the world, and this cost contributes materially to the fact that we rank eleventh among industrialized nations in terms of life expectancy.\(^1\) Certainly we have the best diagnostic tools and treatment protocols in the world, but more than 40 million citizens cannot gain ready access to them, owing to economic considerations. Because companies spend 48.3 percent of after-tax profits on the provision of medical care for employees and their dependents,\(^2\) employers are demanding a reform of our health care system.

Nationwide, we are attacking the costs of our health care system in several ways, e.g., managed care, HMOs, Provider Sponsored Organizations (PSOs), and integrated systems. However, public costs continue to rise, and predictions foresee no end in sight. Why are health care costs still on the rise? Historically, the health care industry has focused on containing costs
associated with disease and acute illness. Likewise, health care providers and pay-
ers have made tremendous strides toward controlling costs by consolidating into
highly efficient delivery systems. These systems align financial incentives to steer
the patient through the system in the most economical and effective manner. How-
ever, there is a limit to how much money can be saved solely by controlling costs
rather than preventing illness and disease.

Without a doubt, it is imperative that costs associated with our health care deliv-
ery system should at least be slowed to the rate of inflation. Improvements in the areas
of lifestyle, environment, and human biology hold great promise for the future. 
Employers, insurers, health care providers, 
the government, the public sector, and others will explore ways to address these
areas. Possibly, answers to health-care cost problems of all age groups can be formu-
lated, based on pioneering programs at our nation’s workplaces.

The Past

Until now, we have largely depended on our personal health care delivery system — non-profit and for-profit institutions, along with privately practicing physicians — to keep us healthy. Public health services have helped to some extent. This approach has existed since World War II.

However, referring to the past, as far back as the 18th and 19th centuries, a histor-
ian and professor of social medicine at the University of Birmingham (England)
Medical School noted (circa 1973), “— in order of importance the major contribu-
tions to improvement [of health] in England and Wales were from limitations of
family size (a behavioral change), increase in food supplies and a healthier physical
environment (environmental influences), and specific preventive and therapeutic
measures.” Professor McKeown further related, “Past improvement [of health] has
been due mainly to modification of behaviors and changes in the environment, and it is to these same influences that we must look particularly for further advance.”

It has been said, “History repeats itself,” “What goes around comes around,” and, “One must keep track of the past for guidance to the future.” These oft-quoted observations seem fitting to keep in mind as we consider what we should do and what Healthy Workforce 2000 actually proposes to do.

Lifestyle
improvements, 
environmental
enhancements, and
biological discoveries
will certainly play a
greater role in
improving health.

The Future

We will continue to depend on our health care delivery system for diagnosis and treatment protocols related to diseases and injuries. However, lifestyle improve-
ments; environmental enhancements in the workplace, home, and world around us; and discoveries related to human biology will play a greater role in improving health.

Frequently discussed concepts that relate to these areas are as follows:

Prevention

One of the most sound concepts regarding human diseases and injuries of
every nature is that it is better to prevent them than to treat them.
• Prevention is less costly.
• Prevention eliminates suffering.
• Prevention reduces levels of morbidity and its accompanying agonies and inconveniences.

• Decreases in mortality and morbidity rates will result in a stronger, more productive workforce and nation.
Healthy Workforce 2000 has recognized the benefits of disease and injury prevention and through its programs will implement protocols as indicated.

Wellness

The concept of wellness, which includes personal avoidance of disease and injury as well as the attainment of a maximum level of health, is highly sound, as total prevention is not possible for many illnesses and injuries. High levels of wellness:
• beget personal confidence and satis-
faction
• result in greater stamina for increased levels of on-the-job pro-
ductivity
• decrease mortality rates and morbidity levels

Over the last several years, the topic of wellness has been considerably more talked about than acted upon by employers and individual citizens. Several studies have revealed our sedentary habits and growing obesity. With exemplary cooperation and maximum shar-
ing of responsibilities, Healthy Workforce 2000 represents a promising beginning in the effort to achieve higher levels of wellness in Middle Tennessee.

Reduction of Risks

This concept for attaining desirable lev-
els of health will gain face through the assessment of health risks of individual
employees in each company that participates in Healthy Workforce 2000.

Confidential reports will follow the risk assessment for each employee. Access to professional health counselors will be available, and individually tailored programs of risk reduction will be formulated.

A broad number of risks can be categorized as either self-imposed or environmental. Self-imposed risks are mostly determined through individual interviews and physical examinations. Environmental risks at the workplace and home can be easily identified and corrected, but area-wide environmental risks are more difficult to identify and usually even more difficult to correct.

Because self-imposed risks are largely those with which Healthy Workforce 2000 will be dealing, and because they are those which trouble society most, it seems prudent to note some of them here: tobacco usage, both chewing and smoking; excessive use of alcohol; use of illegal drugs; lack of exercise; use of unsafe transportation; improper diet; obesity; workaholic work routines; unsafe sexual activity; participation in dangerous sports or other recreational activities; and incidences of contact with persons carrying infectious diseases.

The term risk can also be construed to include pre-existing health problems, as well as those conditions that become limitations or actual illnesses over the course of a period of employment. With a health assessment for each employee and prospective employee, risk detection can be made on a timely basis with better assurance of continuous health and lowered incidence of lost time due to illness. Both employer and employee benefit in this win-win situation.

**Implementing Healthy Workforce 2000**

The health-enhancing program which Healthy Workforce 2000 has adopted involves various components, as follows:

**Health Risk Assessment** benchmarks a participating firm’s medical costs, defines individual participation incentive programs, captures individual health risk data (including family medical history and personal health history), reports individual results confidentially, provides education and awareness information to each individual, and provides company consolidated data to the participating employer.

**The Physician Referral Program** involves essentially what its name implies. Where indicated through assessments, individuals with appreciable risks will be guided to an appropriate physician, with confidentiality assured. This process is handled by a third party (in this case, an outside resource partner) for the purposes of maintaining confidentiality and tracking measured results.

**Health Risk Management** involves comprehensive health management and includes all activities of the health assessment process and physician referral program. This component involves close monitoring of individuals identified with moderate-to-high risk factors until a better health status is attained.

In each program, educational materials will be used to best advantage, under agreement with each employer. Incentive programs are developed in conjunction with each employer to help assure employees carry out efforts to maintain health.

The program is designed to encompass the efforts of multiple community partners. The employer obviously is a vital component. Health care providers participate by providing health screening services and workplace health promotion programs desired by the employer. Groups such as the American Dietetic Association, American Heart Association, and American Cancer Society will play a role in providing ancillary services to the overall project. An outside resource partner will provide essential tracking and measuring capabilities to gauge the effectiveness of various tools and programs. Individual company reports and community-wide participation reports will be provided. Participating employers will be represented on an Employer Advisory Committee to help determine the direction (and effectiveness) of the overall project.
Ages 0-21

Pre-workforce years are important in developing a healthy workforce. Habits formed in one’s teen years, good or bad, often are carried throughout one’s lifetime. Although there is no question the family itself bears primary responsibility for the development of an individual, what happens if the family falls apart or is poor or uneducated? What happens to children of unwed mothers or parents with life-damaging addictions?

Society has a responsibility to see that positive programs are sponsored to help most of us enter the workforce years healthy, free of addictions, and educated properly.

It is broadly recognized that reductions in infant mortality rates, due to reductions in family size, better obstetrical care, and better care of low-weight infants, have been a prime factor in raising life expectancy. Other nations still out-perform us in infant mortality rates. Among the industrial nations, we stand eleventh. Japan has four infant deaths per 1,000 live births, and we have eight.

Beginning with the pregnancy of a mother and ending when a person enters the workforce, each family should have a conscious responsibility for health, and our society should give emphasis to it. In addition to admonitions, every child should have a healthy and hazard-free environment, proper nutrition, and chances for optimal physical and mental development. Our educational system represents the greatest avenue for assurances that pre-workforce citizens will receive appropriate knowledge about the importance of health and how to achieve and maintain it. All firms are dependent on those coming into the workforce. Healthy Workforce 2000 must recognize this and cooperate and support civic efforts to raise the health of those in the 0-21 age group.

Ages 65 and Over

Health consciousness in the pre-workforce years, as well as our working years to the age of 65, will assure our society of a healthier retirement period. Expansion of a competent workforce has great potential within the great numbers of persons now 65 and older.

Society cannot be sure that the workforce will always be able to support all the retired over 65. Repeated studies have pointed out that, whereas in earlier years, there were five supposedly able-bodied workers to support each person 65 and older, the time may come when the number 65 and older will grow sufficiently to reduce this ratio to two-to-one.

The great opportunity for further advancement lies in added emphasis on prevention and wellness.

Although those voicing this fear have not taken into account the fact that our productivity per worker has been rapidly growing, owing to automation and a vast array of mechanical devices, we still must consider and respect this notion. If we might be forced one day to raise the retirement age (in consideration of Social Security), we will be better prepared if the workforce attains and maintains optimal health throughout whatever the new retirement age becomes. Meanwhile, raising the level of health of those 65 and over can provide a pool of qualified persons to augment the usual up-to-65 pool.

It is admirable that Nashville is entering a worthwhile program through its Healthy Workforce 2000 initiative, and those who are participating stand to reap appreciable economic and health benefits.

3. Ibid.
Can Prisons Be

by Doctor Crantz

Crime. It's a topic that's talked about every day on television, on radio, and in lurid detail in our newspapers. Best-selling novelists and screen writers can make comfortable livings selling stories about crime, conspiracies, and consequences. Society is bombarded from all sides about the latest murder and mayhem — from genocide in war-torn countries on the other side of the globe to random violence in schools and neighborhoods within our own communities. A recent news report warned us that a murder is

continued on page 26
More Efficient?

CCA's education and rehabilitation programs teach life skills including problem solving and anger management, personal accountability, responsibility, and honesty.

Courtesy CCA
committed every 20 minutes in this country, and a rape committed every six.

People react in different ways to the information — feelings range from anger and apathy to fear and despair. Thirty years ago, the traditional Sunday afternoon drive with the family was typically taken with much enthusiasm and camaraderie. Today, families may think twice about a Sunday drive for fear of taking a wrong turn or not getting back before dark.

Is more crime being committed, or are the media highlighting it more in an effort to beat out competitors?

Whatever the rationale, crime in the U.S. is a factor in the decisions people make daily. About half the people incarcerated in the world, including the highly populated People’s Republic of China, are in a jail or prison in the U.S. The most recent statistics from the U.S. Bureau of Criminal Justice show this country has 1.8 million individuals behind bars, not including people on probation, parole, or some type of community corrections program.

That 1.8 million figure coincides with the number of existing jail and prison beds. There is no more room at the inn. On the contrary, there are state corrections systems under federal court order to find more beds to hold more offenders, which is more easily said than done, considering the public’s general distaste for spending more tax dollars on prisons. Making compliance with the mandate even more difficult is the fact that prison sentences have increased in the last 15 years, reflecting the seriousness of crimes committed. The combination of a lack of prison beds and the rate of incarceration has forced most jurisdictions to release prisoners early in order to make room for new ones.

Consider other recent statistics from the U.S. Department of Justice: 35 million crimes are committed in this country every year. Ten million of those crimes are violent — murder, rape, armed robbery, and aggravated assault. Recent national news headlines assert this country’s crime rate is declining. Even so, the incarceration rate continues to rise, with large increases in drug-related crimes committed during the last 15 years. Of particular relevance to drug-related crime are the mandatory sentences associated with certain drug offenses. The sentence may be harsher and longer — good for addressing the influx of drugs in America, not so good for its effect on an already overcrowded prison system.

Even more disturbing is the increase in the volume and seriousness of juvenile crime. The courts are locking up youngsters barely into puberty for murder and other serious violent crimes.

In response to the 35 million crimes committed, law enforcement officials make 12 million arrests. With all those arrests, only about half a million people are actually sent to prison. That’s about one person imprisoned for every 20 violent crimes.

While those who have not been victimized by crime may not be concerned about the state of corrections in this country, everyone should be concerned about the costs. A recent National Institute of Justice study estimates the annual cost of crime to victims in the U.S. exceeds $500 billion. That’s far more than the approximately $90 billion spent annually on prisons, police, and courts or the $50 billion spent annually by citizens and businesses on door locks, guard dogs, protective firearms, and security systems.

The $500 billion cost to victims of crime includes both tangible and intangible costs. According to Mark A. Cohen, noted scholar and professor of economics at Vanderbilt University, crime costs each person in the U.S. between $400 and $500 in tangible costs — lost productivity, medical bills, and property losses. Another $1,500 or more is lost in intangible costs — the pain, suffering, and reduced quality of life — to victims of crime. Furthermore, the seemingly less heinous crimes of domestic violence, child abuse, and drunk driving account for more than one-third of the total cost of crime to victims. One doesn’t have to be robbed or cheated to be considered a significant part of the criminal justice cycle.

Where are all the pretrial and convicted criminal offenders going to be housed? How much is it going to cost taxpayers to address current and projected needs for prison beds? How much more is it going to cost taxpayers if nothing is done?

In the early 1980s, the private sector entered the corrections field as a viable, cost-effective solution for some governments. Specifically, Corrections Corporation of America (CCA) was founded in 1983 with a mission to provide quality correction, in partnership with government, at less cost to taxpayers. The Nashville-based company and the leader in private sector corrections, CCA grew from no beds under contract in 1983 to nearly 55,000 beds under contract in 1998. The company’s growth is due to multiple factors, but most important, it is a testament to governments’ acceptance of the private sector as a timely and less expensive way for government to address some of its corrections problems.
CCA is not the only kid on the private sector block. There are now 16 other private prison companies, and although the private sector manages just over 100,000 jail and prison beds in this country — a small number compared to the 1.8 million total prison beds — the number of beds under private contract continues to grow.

What has the private sector brought to the table that government traditionally has not been able to do? In a nutshell, the result is a new and different way of thinking and managing correctional institutions. When jails and prisons are operated more as businesses — providing flexibility instead of bureaucracy and incentives to be efficient rather than enforcing the status quo — the result is cost savings, ranging from five to 15 percent per year. As the private sector corrections industry has grown, governmental entities have become more experienced in the contractual process, often stipulating in the contract that the private service provider must save a specified percentage in the operation of an institution. The tax dollars saved as a result can be applied to other necessary and public services such as education, health care for the uninsured, child care, and job training.

While it may sound counterintuitive, the corrections service actually costs less when done well. As a first step toward cost savings, it is necessary to provide the inmates with a variety of programs to improve their educational and job skills.

A visitor to a CCA prison might see inmates sitting in front of computer screens mastering word processing, learning fundamental reading and writing skills, preparing to take a GED test, or participating in a self-help group for substance abusers. Education and job skills give inmates a sense of hope, making them easier to manage and translating into cost savings.

On the other hand, if inmates feel as though the time they are serving is completely wasted, they give up all sense of hope and spend time thinking of ways to instigate trouble inside the prison or plotting escape from the facility, possibly endangering other people’s lives outside the institution. Either way, these are costly and counterproductive.

Also keep in mind that correctional employees work in the same environment as the inmates. If correctional staff members spend most of their time resolving disturbances, breaking up fights, and questioning their career choice, operational costs skyrocket. In that type of setting, overtime budgets escalate, because employees don’t or won’t show up for work, property damage costs increase because of inmate destruction, and the associated workers’ comp claims and insurance costs rise.

In CCA’s case, the company’s philosophy is to invest well in its employees. Give them the proper tools, skills, and training to resolve inmate disputes effectively, provide a working environment in which they feel safe, and offer financial incentives as rewards for hard work and loyalty. It is CCA’s experience that the more opportunities exist for appropriate inmate programs, the busier the inmates are; the safer the correctional environment is for them, the employees, and the community; and the less costly it is to operate, resulting in greater government savings.

For government officials, suggesting free enterprise as a possible solution to a costly or ineffective corrections system is often risky because it represents a break from the status quo. The suggestion is perceived as a reprimand of the existing operation of the corrections system. Additional controversies are inadvertently ignited that have more to do with political pressures and posturing than with the true merits of a public/private partnership. It is the value of competition between public and private service providers that ultimately benefits everyone, most of all the taxpayers.

The questions remain. Where are criminal offenders going to be housed now and in the future? What can be done about operating correctional institutions more efficiently? While statisticians, academics, and politicians debate the issue, the numbers of victims will continue to rise, the callousness of crimes will worsen, and the tangible and intangible costs associated with crime will escalate.

In the meantime, the private sector will be an option, especially for governments looking for quality private service providers. While such companies could never claim to be the answer to the whole problem, they will continue to prove they are part of its solution.

When prisons are operated more as businesses, the result is cost savings.

Doctor R. Crantz is chairman of the board, president, and chief executive officer of Corrections Corporation of America, which he co-founded in 1983. A graduate of the U.S. Military Academy at West Point, he served two tours as a commissioned officer in the U.S. Army in Vietnam. Crantz received an MBA and law degree from Harvard University. Chairman of the board of CCA Prison Realty Trust, he is also a member of the West Point Society of Middle Tennessee, as well as the boards of directors of the Nashville Chamber and the Tennessee Vietnam Leadership Program.
Arts and En
in the New Millennium
When I moved to Nashville in 1969, it was a different place. “Broadway” meant a downtown street, not world-class entertainment. A “night at the theater” meant the Circle Players, the Barn Dinner Theatre, or to a majority of Nashvillians, tickets to the movies.

The visual arts were available at Cheekwood, the Parthenon, and the Vanderbilt and Fisk campuses, but there wasn’t much realistic hope for a central exhibition facility with the capability of hosting large shows for lots of people.

Nashville was “Music City USA,” but it was known as a creative and performing center for country music, not other musical forms. The Nashville Symphony performed maybe 25 times a year at the War Memorial Auditorium. Only industry insiders knew there were significant creators of jazz, rock, blues, and gospel here.

Today Nashville is vastly different; the pace of change and progress in the arts is breathtaking.

The magnificent Tennessee Performing Arts Center (TPAC) has enabled us to observe the world’s stage and served as a catalyst for the development of the excellent local theater, dance, and opera companies now considered mainstays. TPAC is only part of the progress Middle Tennessee has witnessed, which has been the work of many hands. A large number of visionary, dedicated individuals have worked to give rise to a multitude of institutions, events, and opportunities.

There are many fine new fixtures on Nashville’s cultural landscape:

A myriad of local theater groups exist, including Tennessee Repertory Theatre, Mockingbird Public Theatre, the American Negro Playwright Theatre, Nashville Shakespeare Festival, the Circle Players, and Nashville Children’s Theatre.

Nashville Ballet contracts with 16 full-time dancers and performs four different programs each season.

The Nashville Opera Association, the state’s largest opera company, will present four productions this season.

continued on page 30
The Nashville Symphony, with an operating budget in excess of $5 million, performs more than 50 public concerts each year, plus more than 100 performances for students. Programs providing dance include the Nashville Ballet, Tennessee Dance Theatre, and Uhuru Dance Company. Almost 200,000 people enjoyed TPAC’s annual “Broadway Series” this past season.

Vanderbilt University’s “Great Performances” Series has offered an eclectic series of performing arts presentations for more than 20 years. The Ryman Auditorium’s “Music of the World” classical series demonstrates Gaylord Entertainment Company’s commitment to promotion of its historic venue as the premier facility for acoustic music and a center for the performing arts and entertainment. Launched in 1995, Watkins Institute’s film school has met with tremendous success and is the fastest growing film school in the nation. The film program and Watkins’ interior design program now offer four-year accredited degrees. The visual arts are broadly practiced in the Nashville area. Not only are the artists involved in important individual work, but museums and galleries offer the rest of us a window on that work. The recently completed capital campaign at Cheekwood will fund new and expanded facilities and the Carell Woodlands Sculpture Trail.

The announcement and development of the Frist Center for the Visual Arts will give Nashville the key to hosting masterpieces in the visual arts for the benefit of children, students, and families.

Each constitutes a significant breakthrough in the art form involved. All these together present a broad tapestry of cultural growth in our region.

Why have these things happened? I believe the profound manner in which Nashville has moved forward is indicated in these seven vital ways:

**Artistic Development:** The level of artistry is dramatically higher. This happens when a “critical mass” is achieved through a concentration of talented people and appreciative patrons. A community of excellence creates inspiration and a ferment that produces great work.

**Facilities:** The many venerable older stages, halls, and galleries in the Nashville area include the Ryman Auditorium, the Parthenon, and the War Memorial Auditorium. Nashville’s explosive growth as an entertainment mecca came about with the advent of significant large, technologically-advanced venues, beginning with the opening of MTSU’s Murphy Center in the ’70s, the establishment of the state-of-the-art facilities of the new Opry House and the Nashville Network at Opryland, and the opening of TPAC in 1980. Important venues now include the Nashville Arena and, in the not so distant future, a state-of-the-art stadium.

**Economic Impact:** Only recently have we measured the economic impact of the arts, with the help of the Nashville Area Chamber of Commerce, the Metropolitan Nashville Arts Commission, and MTSU’s Business and Economic Research Center. The most recent conservative analysis shows the arts in Nashville and Middle Tennessee have an economic impact in excess of $55 million (source: Metro Nashville Arts Commission). This helps persuade policymakers that arts programs are widely supported and economically important.

**Education:** Local government recently made an important commitment to the future by introducing art and music teachers to Metro Schools. TPAC’s Humanities Outreach in Tennessee (HOT) and the Nashville Institute for the Arts continue to provide high quality arts experiences for children and support to area teachers and school systems.

**Stability:** The growing recognition of the importance of the arts to education and the economy has helped bring about increasing levels of support from local government. The $1.4 million provided for arts grants this past year by Metropolitan Government in Nashville is not a huge part of the city budget, but these relatively few dollars, distributed in more than 52 grants to 43 arts organizations in 1998, are significant. These grants and support from foundations, corporations, and individuals have helped contribute a measure of stability to this vital sector of our community. It is essential to understand that all arts organizations are economically fragile creatures. The arts will struggle at the highest level the community will allow. In Nashville, there has been a high degree of fiscal responsibility evidenced
through the high percentage of earned revenues by almost every group and the low level of debt carried by the industry.

**Arts Community Cohesiveness:** Much real recent progress in community support has come about because of a determined strategy involving all local arts organizations working together, facilitated by the Nashville Arts Coalition.

**Partnerships:** Valuable joint efforts in progress today combine the abilities of diverse sections of the community and within the arts community itself. Nashville’s music industry is a valuable source of ideas and national connections that have helped elevate the recognition of the city’s arts and entertainment resources. Corporate sponsors and other business allies are critical to the survival and success of arts providers. In programs and print advertisements, you will see the names of leading businesses that know how important these programs are.

What does the future hold? By 2008, here’s my vision for growth in the arts:

**The Frist Center for the Visual Arts** will present opportunities to view masterworks of significant artists such as Cezanne, Picasso, Wyeth, and Rembrandt, as well as the work of local and regional artists. The center will forge alliances with world-class art centers including the Chicago Art Institute, High Museum in Atlanta, and Kimbell Art Museum in Fort Worth.

**The Country Music Hall of Fame** will flourish at its new address next door to the Nashville Arena.

**The Tennessee State Museum** will be in a brand new, state-of-the-art facility on the Bicentennial Mall, within walking distance of the Tennessee State Archives, Nashville School of the Arts, and residential and commercial development.

**TPAC will expand into the former Tennessee Museum space**, with a new 650-seat multi-purpose theater; additional rehearsal, support, and office spaces; and renovated lobby and restrooms. Elevators, escalators, gift shops, and restaurants will make TPAC even more popular. The War Memorial Auditorium will be remodeled and could again become the home of the Nashville Symphony. A 600-car parking garage will open.

Fifth Avenue, from the arena to Jefferson Street, will be known as the **Avenue of the Arts**, home to Nashville’s most popular cultural and entertainment facilities, restaurants, coffee houses, art galleries, and retail establishments.

The Nashville Library system’s new **Central Library on Church Street** will be a hub of cultural and educational activities, making it one of the busiest and most active community centers.

The **Red Grooms Tennessee Fox Trot Carousel** at the end of Broadway will be a popular destination for tourists and locals. Public art projects and sculptures will have been installed and constructed throughout the city, including major works at the arena, stadium, Metro Courthouse, and Nashville Public Library.

The **Bicentennial Mall Amphitheater** will be the site for annual summer theater and music presentations. The amphitheater and mall will be prime sites for a new annual visual and performing arts festival.

**Regional arts will flourish.** Arts offerings and participation will grow in the communities within a 100-mile radius of Nashville. We will see increased attendance for Nashville arts organizations’ presentations from citizens of nearby communities, as well as larger, more diverse audiences at events such as the Franklin Jazz Festival, the Middle Tennessee Symphony concert series, and community festivals in area towns.

**Nashville’s prominence as a center of film and video will grow.** As the Watkins Film School grows, more students will make better films, there will be frequent student film premieres. As the students move into professional careers, more of their works will be produced and first exhibited in Nashville.

We can’t predict the future with certainty, but all these visions are possible and can and should be fulfilled if current and future arts leaders are effective in the pursuit of audiences and resources to support these worthy artistic endeavors.

Our industry and offerings will continue to grow if we expand and improve our facilities and cultural infrastructure. We must achieve a broader commitment to financial support, participation, and volunteerism from the public and private sectors.

I believe we have real opportunities and challenges that will test our regional community’s true commitment to excellence.

Some speak fondly of earlier times. In my line of work, this is the time to be alive, and Nashville is the place to be.

Steven J. Greil is president and chief executive officer of the Tennessee Performing Arts Center Management Corporation and former Executive Director of The Nashville Symphony Association. Prior to his years as an executive in the performing arts, he worked in the commercial music and entertainment industry as a concert promoter, artist manager, and television producer. He is the current chair of the Nashville Convention Center Commission, and among many other civic involvements, he has served the Nashville Chamber as its vice chair for arts, entertainment and music.
Coordinated efforts of public and private sectors have made Chattanooga’s downtown revitalization, shown here during Riverbend, a national model for quality development. Such partnerships are vital to the success of midstate development.

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Partnering, a popular buzzword, has a variety of connotations. In the field of construction, partnering is a concept of formalized cooperation and communication among the owner, designer, and contractor for a building project. Partnering is defined in an article by Trudie Wetherall in the Military Engineer as “a collaborative, consensus-based, strategic planning and problem prevention process focused by building solid working relationships. It needs commitment, honesty, trust, cooperation, and communication.”

Partnering is also a concept for the unification of government and the private sector for a common goal. I am a firm believer that partnering between different levels of government, between agencies within levels of government, and between government and the private sector can not only benefit each party but also have a synergistic effect. Webster’s defines synergism as “cooperative action of discrete agencies such that the total effect is greater than the sum of the two or more effects taken independently.”

The authors of The Economics of Amenity: Community continued on page 34
Futures and Quality of Life conclude, “For many cities the critical success factor will be the quality of their public and private institutions and their ability to collaborate effectively,” and, “Public-Public partnerships are as important as Public-Private partnerships.”

There are excellent examples of successes of such partnerships. The Pennsylvania Avenue Development Corporation in Washington combined the efforts of the federal government, the District of Columbia government, and the private sector into a highly successful and productive development. In 1970, Chattanooga began to revitalize its downtown through the combined efforts of the City of Chattanooga, Hamilton County, the state, the private sector (through the formation of the River City Company, now River Valley Partners), and a riverfront/downtown planning and design center. By the early ‘90s, with the opening of the Tennessee Aquarium, Ross Landing Park and Plaza, and the Tennessee Riverpark, Chattanooga was attracting national attention as a model for quality development.

In Nashville, the partnership between the state and the private sector in the ‘70s led to the development of the Tennessee Performing Arts Center and its operation by the Tennessee Performing Arts Foundation. “Government privatization,” government funding and oversight of traditionally government-provided services performed by the private sector, is generally considered a success conceptually and much in vogue in this country. According to a Council of State Governments publication, Private Practices: A Review of Privatization in State Government, 1997, “Privatization is becoming a tool states use to save money and provide better services. With broader support from political leaders, most state officials indicate that they have privatized more government services over the past five years — a trend they expect will continue for the next five years. While few officials are monitoring cost savings closely, many view privatization as a practical, cost-saving management tool.”

It is pleasant to reflect upon success stories, but I intend to focus on those non-success stories, analyze the reasons for their failures, and address proactive measures.

In the early ‘70s the state funded a regional correctional facility for West Tennessee. Adjacent to the state land, the federal government was constructing a federal prison — a perfect opportunity for partnering. I suggested a common boiler plant for the two facilities. The combination of both facilities’ loads would render the plant economically attractive. I envisioned common laundry facilities and recreation areas, resulting in great savings. But federal regulations had already dictated package heating and cooling units in accordance with standard procedures, and the concept of establishing shared costs for mutually owned facilities was so foreign that no serious consideration was ever given by either party. No one was willing to compromise construction schedules to investigate these possibilities.

Why is partnering not easily accepted and implemented, when it appears logical and is supported in concept?

The state is developing four signature golf courses at state parks through a partnership effort whereby the state provides initial funding, but the courses will be developed and managed by the private sector. Initial costs will be amortized by rental payments by the private developer. Once the successful proposer was identified in the request-for-proposal process, it took nine months to negotiate an acceptable contract insuring the state investment’s protection against possible lack of performance by the developer. If time had been critical, the project would probably never have gotten off the ground.

For several years state leaders worked with federal leaders to agree to build a medical research building at the U.S. Veterans Administration (VA) Medical Center in Johnson City, Tennessee, to be used by East Tennessee State University medical students in a cooperative arrangement. Congress appropriated $29 million, and Tennessee’s legislature appropriated $18 million, for construction of the project.

The VA indicated the state’s $18 million would need to be credited to the VA’s account before the VA could enter into its construction contract. VA officials cited the Antideficiency Act, which requires U.S. government officials not to obligate the government in an amount exceeding that available in appropriations or funds.

VA officials indicated they lacked the authority to pay interest on non-VA funds. The state paid its funds up front without earning interest. This was a perfect example of allowing federal legislation to interfere with prudent business practice.

As a pilot project under the umbrella of the Council of State Governments, a proposal was developed to allow bulk purchasing on a multistate basis for economic savings. After years of developing strategies and concepts, the effort eventually failed due to the inability of the individual states to overcome existing laws, policies, procedures, and ways of doing business.

Statistics show significant growth in population and economy in the Nashville/ Davidon County Metropolitan Statistical Area (MSA). Proper development calls for coordination among these counties in order to provide services needed for the region.

An example is the recognized need for an arts magnet school. Bill Wise, director of schools for Metro Nashville Public Schools, sees that in order to obtain the critical mass of students for a first-class arts magnet, the school must draw on students from the surrounding MSA. The logistics of funding and operating such a facility with counties providing their fair share would be difficult, considering all the roadblocks.

Why is partnering not easily accepted and implemented to everyone’s benefit, when it appears logical and is supported in concept? The major reasons are lack of trust, protection of boundaries, and inability to overcome inertia to change existing laws, policies, procedures, forms, and the status quo.

Lack of trust is probably the major deterrent. In an article entitled “Restoring the Bridges of Trust: Attitudes of Community Leaders Toward Local Government,” published by the Council of State Governments and the American Society of Public Administrators, Evan Berman states, “In recent years, public cynicism about government has been widespread. Negative attitudes include distrust in the ability of government to lead or contribute to solving complex societal issues, as well as concern about the integrity of public officials. These trends imply a need to ensure trust among community leaders in government, if public officials are to be regarded as credible and legitimate leaders in collaborative efforts. Broad-based trust in officials is also necessary if they are to play a role in bringing together factious commu-
nity organizations.”

He adds his “findings imply that efforts to build and maintain bridges of trust between city government and community leaders must go beyond responsiveness to narrow, albeit important, concerns of ethical wrongdoing…. Broader approaches must be incorporated in government operations. Communication, consultation, and collaboration ought not to be separate functions of government (e.g., ethics offices, public relations departments, and so forth): rather they need to be integral parts of the manner and philosophy in which government programs and policies are designed and implemented. However, studies of bureaucratic resistance and organizational change suggest that agencies often adopt new efforts in a token manner. To overcome resistance, it is necessary to increase awareness about the high cost of distrust (e.g., the lack of cooperation, inadequate access to community resources, frequent complaints and litigation).”

It is important to emphasize this “high cost of distrust.” A study proved the cost of purchasing, installing, operating, and maintaining sophisticated security systems in a state college library far exceeded the cost of book replacement incurred due to theft under a less secure system, which might have the added advantage that students would actually read the stolen books.

The State of Minnesota passed a Local Government Efficiency and Cooperation Act, creating a board of local government innovation and cooperation, whose duty is “to make recommendations to the legislature regarding the elimination of state mandates that inhibit local government efficiency, innovation, and cooperation.”

In an article entitled “Public Integrity: Perspectives from Home and Abroad,” Max J. Skidmore states, “It has traditionally been popular to scorn politicians, as opposed to Statesmen (Statesmen, of course, being those politicians as Lincoln who are sufficiently successful — hence, respected — as to be shorn of the label ‘politician’). Accompanying the attitude toward participants in the rough and tumble of electoral politics is a great disdain for those other officials who carry out the public business, the non-elected civil servants.”

Skidmore notes that “although popular attitudes have long harbored suspicion, distrust and disdain for public servants, such attitudes have varied from time to time in their intensity … but the public perceives integrity in government now to be especially lacking.”

In summary, the greatest deterrent for successful partnering is the underlying distrust of public servants, both by the public and by fellow public servants, which can best be improved by better education, communication, and involvement by private citizens in the government process.

The greatest deterrent for successful partnering is the underlying distrust of public servants.

Early education cannot be emphasized enough. Skidmore sums it up, “Perhaps a serious public concern for ethical issues — one conceived broadly in terms of personal integrity, not merely as negative strictures as to what cannot be tolerated — would lead also to improvement in ethical standards for elected officials. A public discussion of civic responsibilities as complementary, not opposing, individual rights would seem similarly to be in order, and should be included as an integral part of elementary and secondary curricula.”

In turn, government needs to use the media to promote perceptions of a positive, ethical, and responsible government.

Then, and only then, can barriers be eliminated, allowing partnering to be as effective and beneficial as I believe it can.