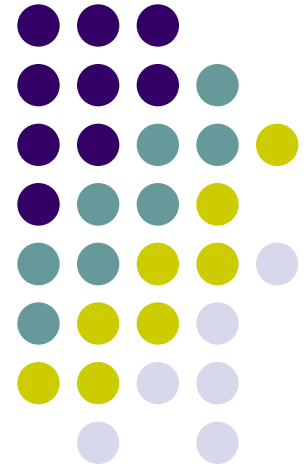
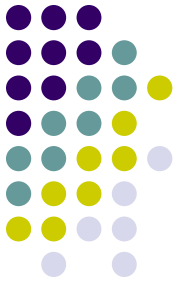




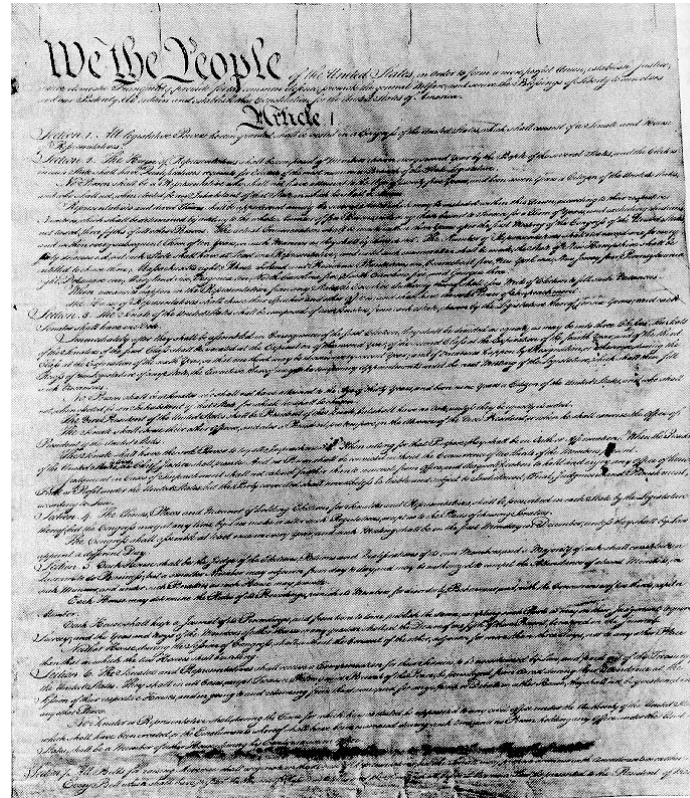
Charles Jones
KU Public Management Center
cfjones@ku.edu

Efficiency, Adaptation and Trust





Toward a more perfect union...



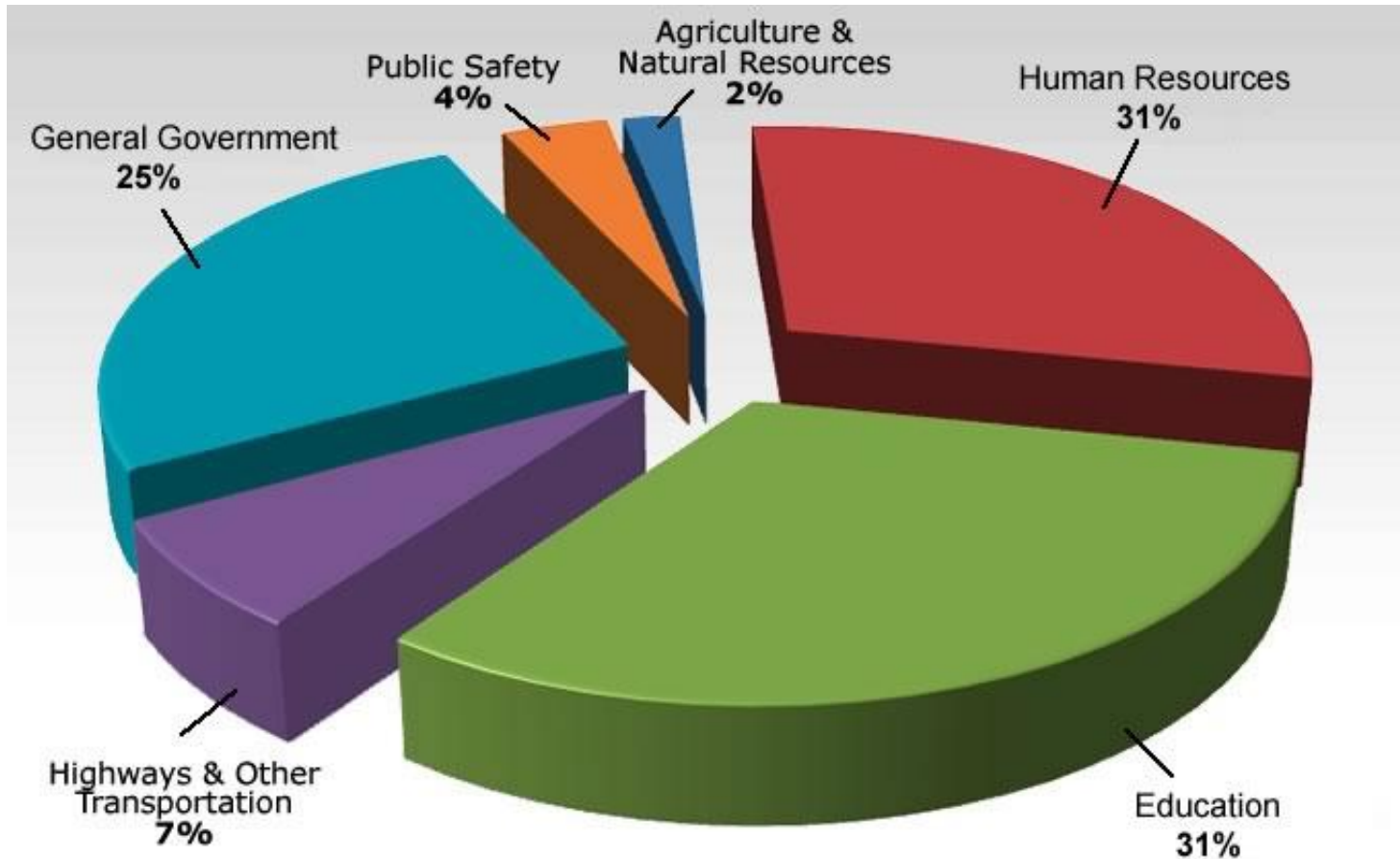
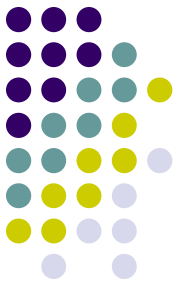
...in a time of enormous challenges.

Stresses in the Federal Budget

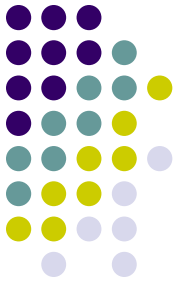


<i>FUNCTION</i>	<i>FYo8</i>	<i>FYo9</i>	<i>FY10</i>	<i>FY11</i>	<i>% of FY11</i>
<i>National Defense</i>	<i>494.4</i>	<i>494.3</i>	<i>507.4</i>	<i>522.7</i>	<i>16.1</i>
<i>International Affairs</i>	<i>33.5</i>	<i>34.0</i>	<i>34.4</i>	<i>34.8</i>	<i>1.1</i>
<i>Science, Space, Tech</i>	<i>26.6</i>	<i>27.8</i>	<i>28.7</i>	<i>29.3</i>	<i>.9</i>
<i>Energy</i>	<i>1.9</i>	<i>1.3</i>	<i>1.3</i>	<i>1.2</i>	<i>.0</i>
<i>Nat Res/Environment</i>	<i>29.5</i>	<i>29.3</i>	<i>29.1</i>	<i>29.0</i>	<i>.9</i>
<i>Agriculture</i>	<i>23.5</i>	<i>21.9</i>	<i>20.7</i>	<i>20.4</i>	<i>.6</i>
<i>Commerce & Housing</i>	<i>8.1</i>	<i>7.4</i>	<i>8.5</i>	<i>4.6</i>	<i>.1</i>
<i>Transportation</i>	<i>76.8</i>	<i>78.0</i>	<i>78.4</i>	<i>79.3</i>	<i>2.4</i>
<i>Community/Region Dev</i>	<i>21.1</i>	<i>20.7</i>	<i>16.2</i>	<i>14.1</i>	<i>.4</i>
<i>Education and Training</i>	<i>86.7</i>	<i>85.8</i>	<i>85.6</i>	<i>85.5</i>	<i>2.6</i>
<i>Health</i>	<i>293.6</i>	<i>308.7</i>	<i>326.0</i>	<i>347.3</i>	<i>10.7</i>
<i>Medicare</i>	<i>404.3</i>	<i>426.4</i>	<i>452.1</i>	<i>493.7</i>	<i>15.2</i>
<i>Income Security</i>	<i>375.6</i>	<i>383.1</i>	<i>392.1</i>	<i>407.2</i>	<i>12.6</i>
<i>Social Security</i>	<i>616.3</i>	<i>649.7</i>	<i>711.5</i>	<i>784.2</i>	<i>24.2</i>
<i>Veterans Affairs</i>	<i>79.0</i>	<i>81.5</i>	<i>83.8</i>	<i>90.6</i>	<i>2.8</i>
<i>Justice</i>	<i>42.4</i>	<i>42.6</i>	<i>42.8</i>	<i>43.8</i>	<i>1.4</i>
<i>General Government</i>	<i>22.8</i>	<i>18.8</i>	<i>18.9</i>	<i>18.5</i>	<i>.6</i>
<i>Net Interest on Debt</i>	<i>272.4</i>	<i>291.4</i>	<i>306.9</i>	<i>321.6</i>	<i>9.9</i>
<i>Offsetting Receipts</i>	<i>-98.1</i>	<i>-83.5</i>	<i>-84.9</i>	<i>-87.9</i>	<i>-2.7</i>
<i>TOTAL EXPEND billions</i>	<i>2813.6</i>	<i>2921.8</i>	<i>3060/9</i>	<i>3239.8</i>	

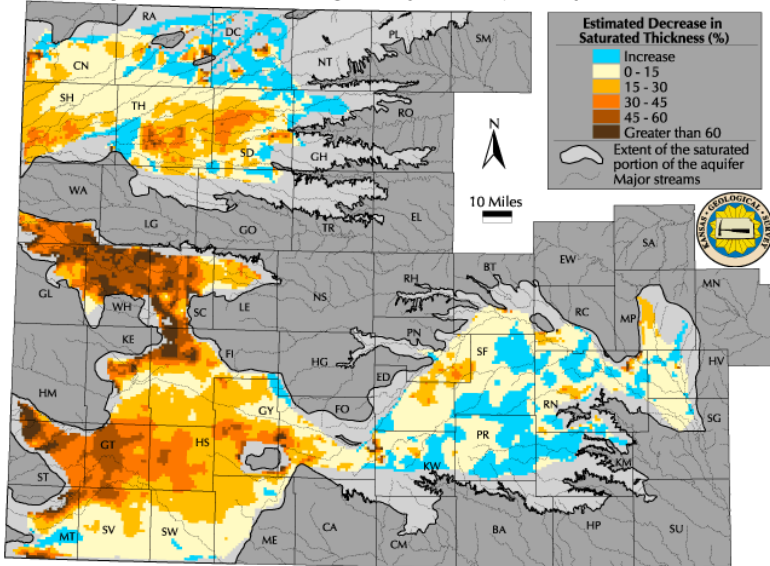
Stresses in State Budget



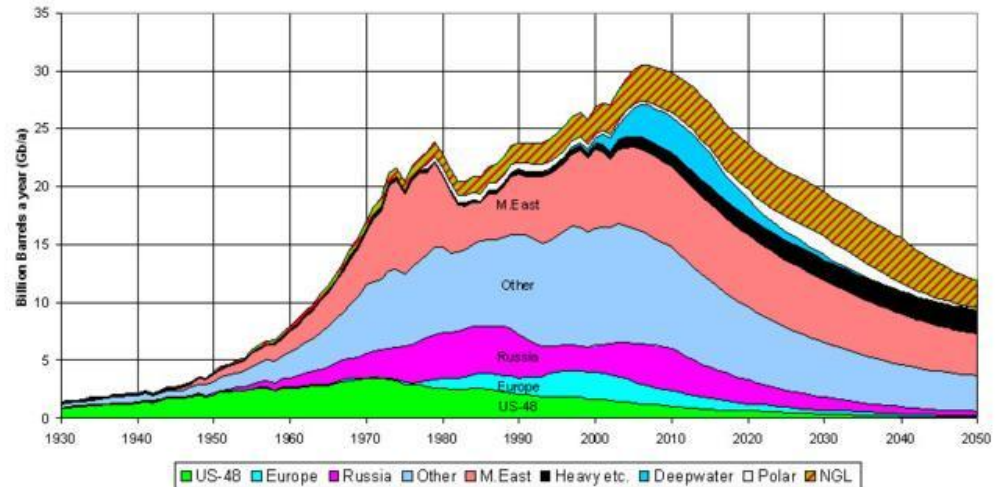
Stresses in Natural Resources



Percent Change in Saturated Thickness for the High Plains Aquifer in Kansas, Predevelopment to 1997-99

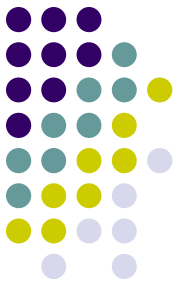


OIL AND GAS LIQUIDS 2004 Scenario



We'll overcome...but it will take time and there will be hardship.

Economic Volatility

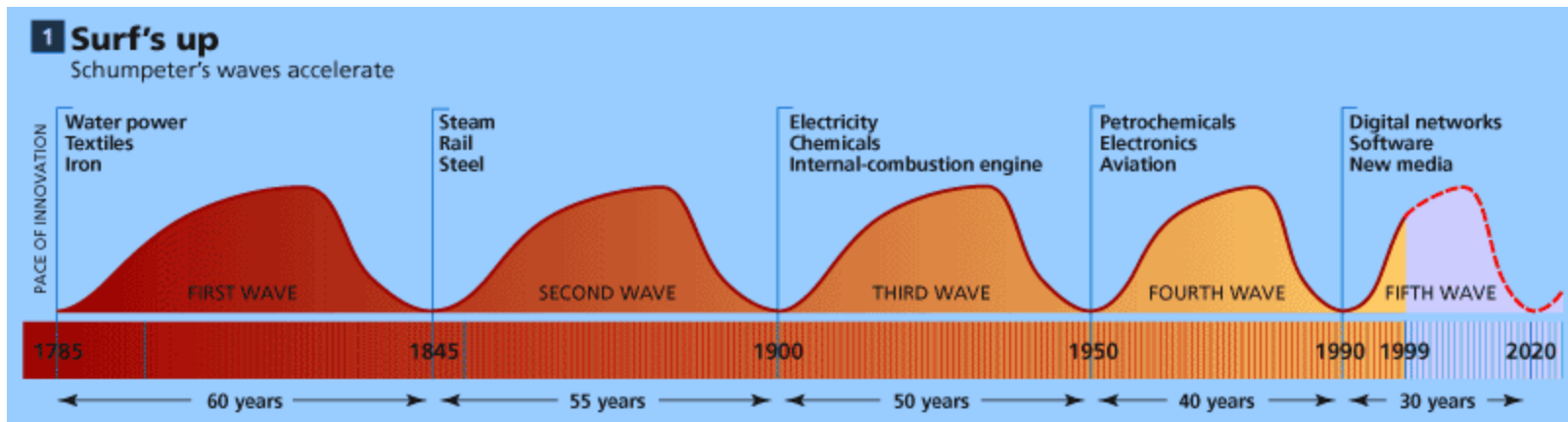


Secretary Duane Goossen

Dot Com Crash

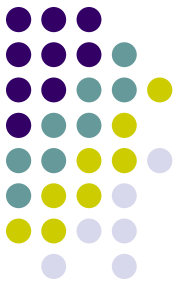
911

2008 economic collapse

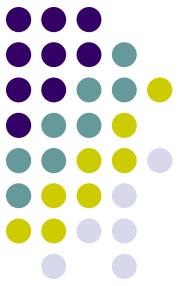


Innovation and Creative Destruction

It's an ill wind that blows no good.

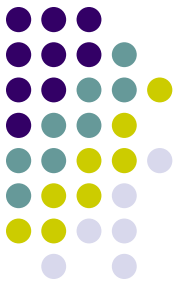


Attitude, vision, preparation...leadership

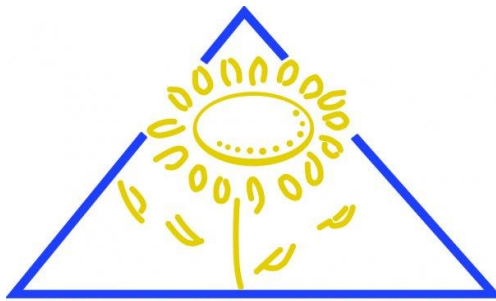


These stresses will call for heightened levels of:

- *Efficiency*
- *Adaptation*
 - *Trust*



Efficiency



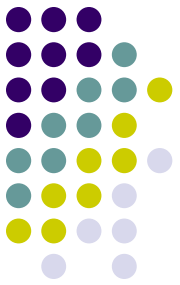
JOHNSON COUNTY
HEALTH DEPARTMENT

dedicated to the prevention of disease and
promotion of wellness for our community

*Hard times are the right times to
aggressively audit your own
operations.*

- *Savings and Resources*
- *Respect*
- *Positioning for Better Times*

Efficiency Questions



Refocus on core mission and purpose.

How efficiently are resources being used to accomplish goals?

cost per activity

productivity of resources used

activities by type: can we reduce activities and still meet core

resources/activity: can we reduce resources

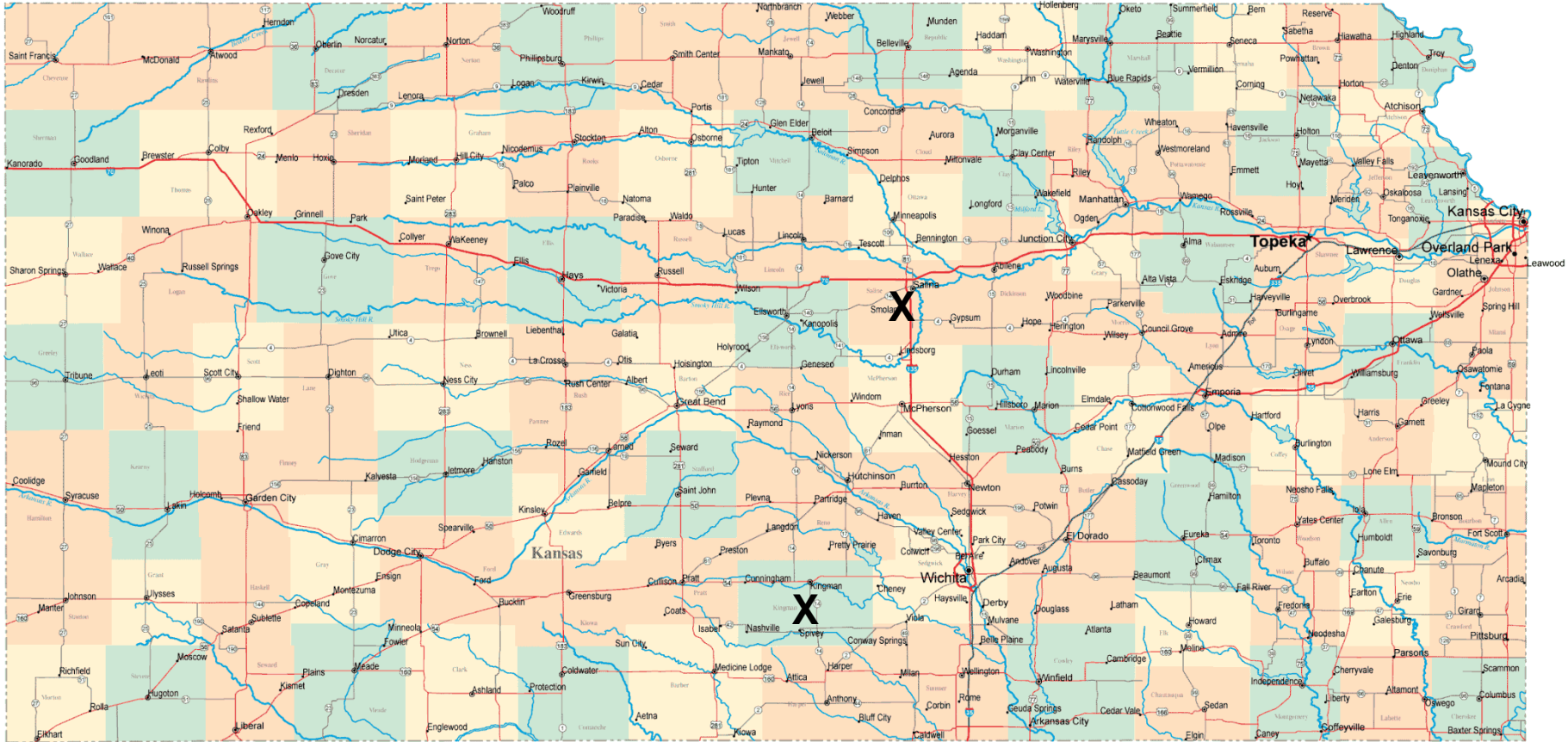
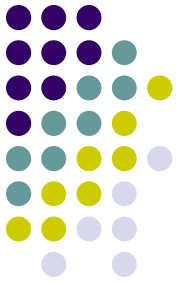
\$ resources/activity: can we pay less per activity

Averages of # and \$: can we get more productivity/resource

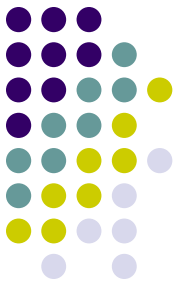
Who can answer these questions?

Who is on efficiency watch?

Two Counties

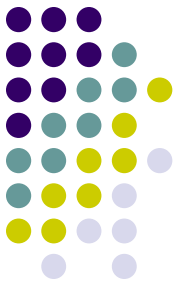


Efficiency gives way to Adaptation

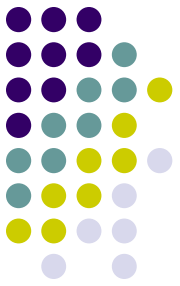


- *technical problems can be solved with existing knowledge and procedures*
- *adaptive change = new learning, innovation and patterns of behavior*

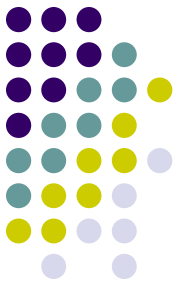
Recognizing the adaptive challenge:



- *solutions lie outside the current way of operating*
 - *demand adaptive learning*
- *shift responsibility from authority figures to stakeholders*
 - *distinguish between essential and expendable*
 - *demands experimentation*
 - *learning and adaptation take a long time*
- *an evolving concept...value clarifying and reality testing*

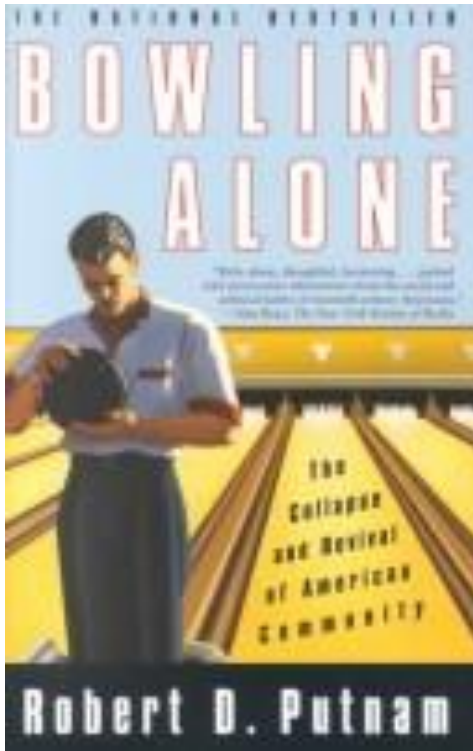
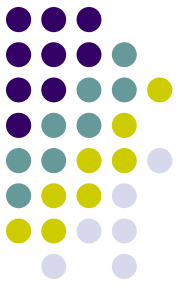


Making Adaptive Change



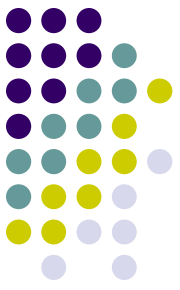
- *proactively seeking to clarify or develop new aspirations*
 - *the very hard work of innovation*
- *experimentation and cultural change to realize a closer approximation to those aspirations by which we would define “thriving”*
 - *public officials who tell the truth rather than pander when no easy answers are at hand*

Social Capital and Trust



Communities with greater social capital are better positioned to promote community well-being. According to studies regarding:

- *health*
- *economic development*
- *crime reduction, and*
- *child development.*



Measures of Social Capital

Social Connectedness:

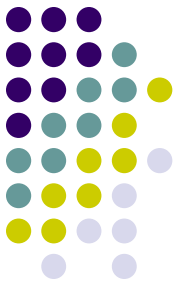
- *social networks and support*
 - *social interaction*
 - *interpersonal trust*
- *emphasis on bridging (vs. bonding)*

Community Engagement:

- *involvement in local organizations*
- *participation in organized activities*
- *volunteering and giving*
- *leadership*
- *involvement in the political process*

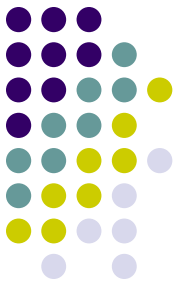
New forms of citizen engagement.

How do we build trust?



- *Tell the truth. If you can't, explain why. Small lies kill trust.*
- *Keep promises. Promise less and deliver more.*
- *Admit mistakes; and say you're sorry*
- *Trust others. To be trusted, you must first trust others.*
- *Don't micromanage, use rules to empower vs. distrust.*
- *Hire and promote integrity.*
- *Walk the talk.*
- *Respect the ideas of others.*
- *Say "no" clearly when you have to, but explain.*

Conclusion



- *The future will be challenging...but you have a lot to say as to whether that future is better or worse.*
 - *You'll need to find efficiencies.*
- *You'll have to adapt and reframe your work, maybe even renegotiate the social contract.*
 - *It all goes better where trust is strong.*

*Thank you for listening. For your public service.
And for carrying us “toward a more perfect union.”*