



www.saveMIcity.org
#saveMIcity

Michigan Municipal Executives Summer Workshop



Charting a New Course for Michigan From Austerity to Investment The #SaveMIcity Strategy

Dan Gilmartin, CEO & Executive Director
Michigan Municipal League



An Unfortunate Continuum



1912

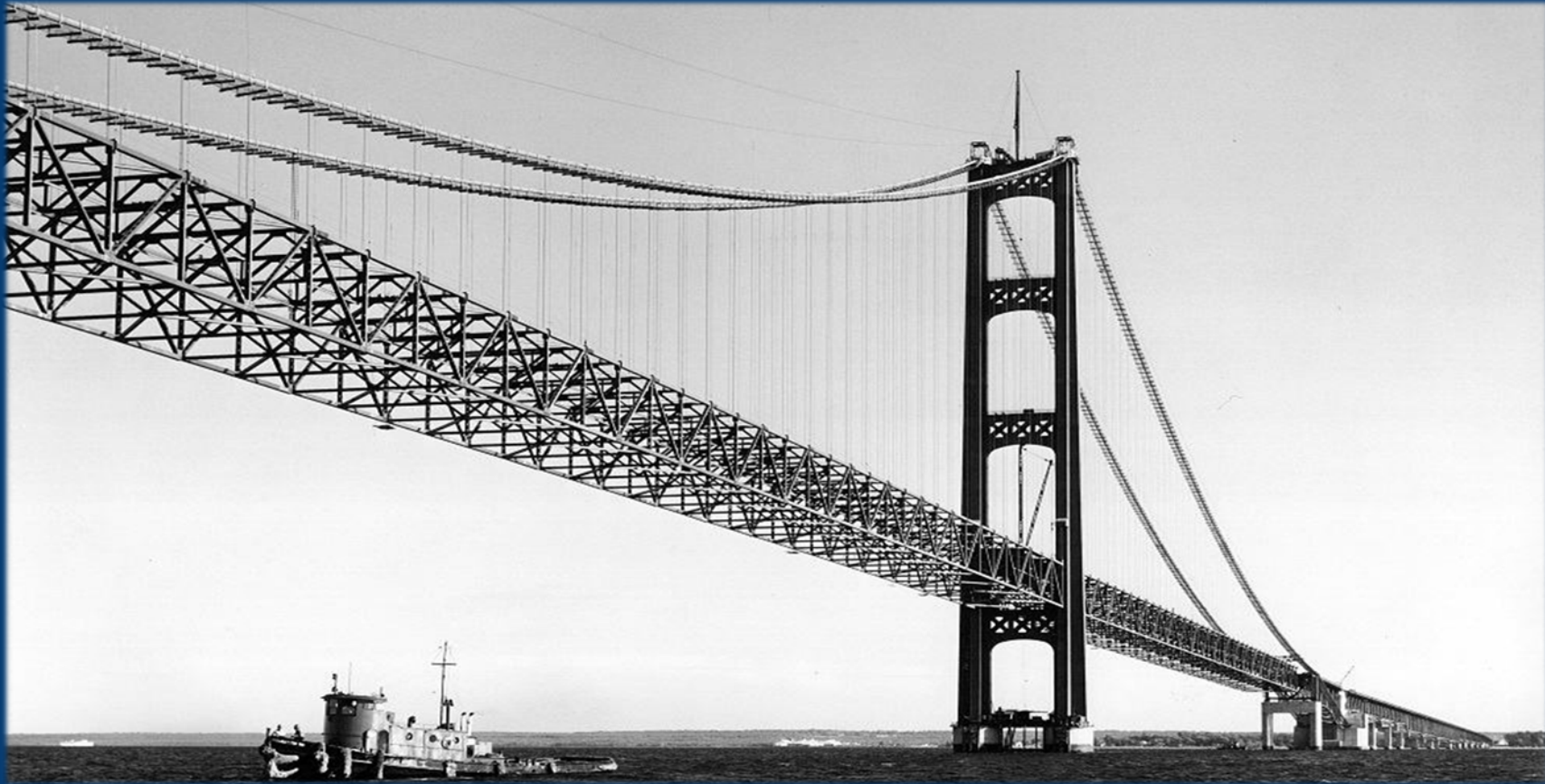


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An Unfortunate Continuum



1953

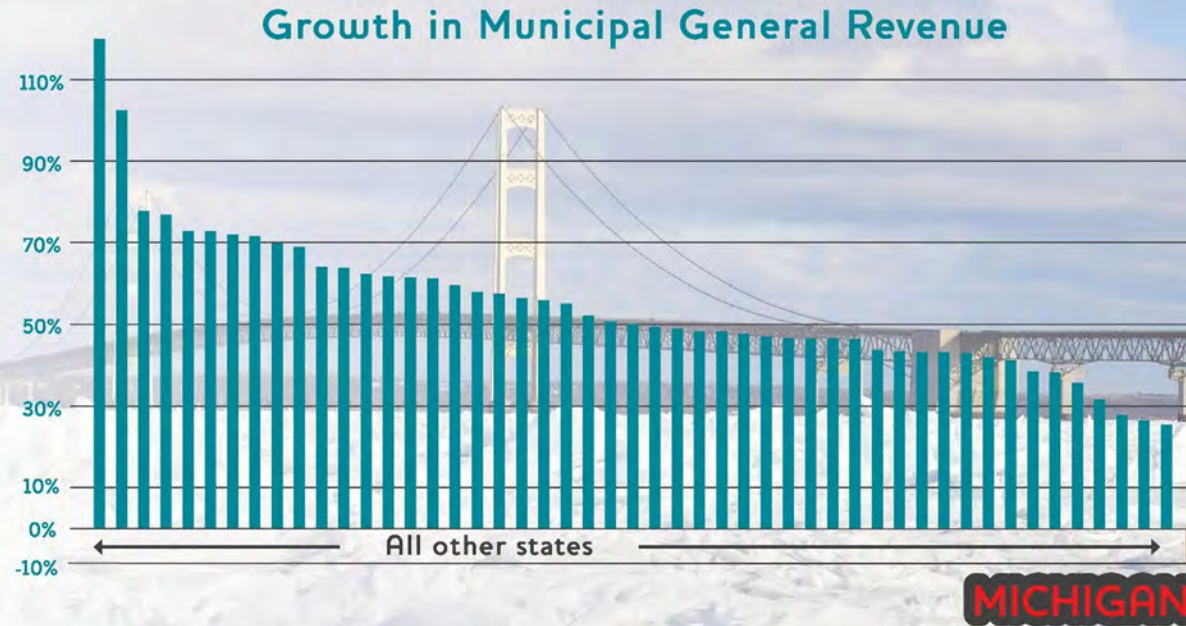


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Michigan ranks **DEAD LAST** in investing in its communities*



*Source: Compiled from U.S. Census Bureau data

2019

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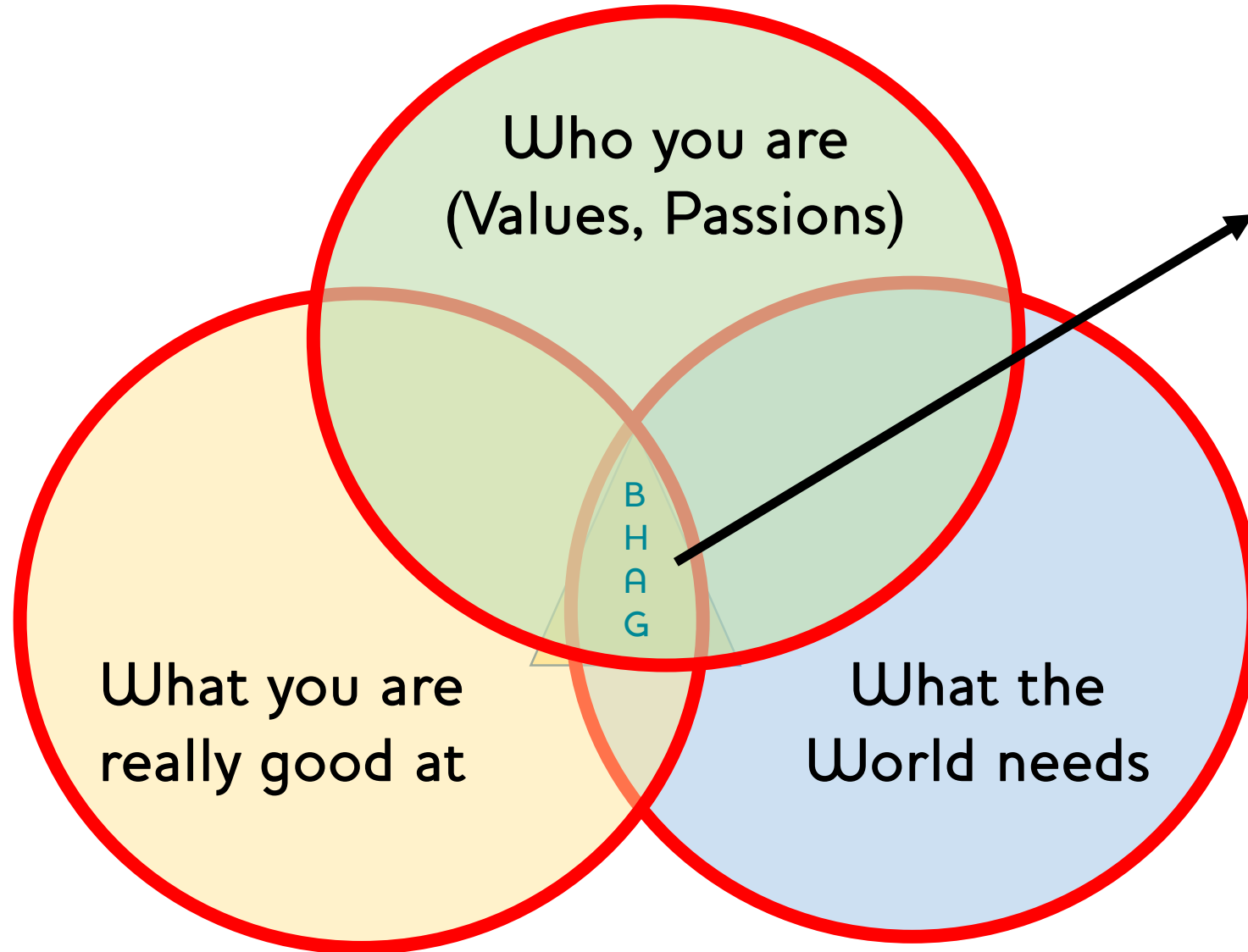
Michigan ranks **DEAD LAST** in:



- Growth in Education Funding
- State Government Accountability and Transparency
- Growth in Community Investment



League's Internal Philosophies – BHAG



Big
Hairy
Audacious
Goals

– Jim Collins

Innovation and Reinvention

1. Disrupt

2. Own

4. Connect


3. Simplify

5. Move



Disrupt

- Push boundaries by demonstrating a willingness to reimagine fundamental assumptions. Try disrupting with a purpose. Purposefully disrupting the status quo creates an opportunity for growth.



“This doesn’t necessarily mean topple the apple cart, although there is a time and place for everything.”

- Mike Bills, Pure Reinvention



Disrupt

TRAIL CLOSED

Great Lakes Economic Consulting

MICHIGAN'S GREAT DISINVESTMENT
HOW STATE POLICIES HAVE FORCED COMMUNITIES INTO FISCAL CRISIS

A GUIDE TO REVENUE SHARING
Invest. Support. Grow.

Save MI City
Invest. Support. Grow.

To learn more, please visit savemicity.org

Michigan's Broken Municipal Finance System:
Issues and Proposed Actions

January 2017

MICHIGAN IS DEAD LAST
In the U.S. when it comes to providing services to its citizens.

MICHIGAN IS NOT SUPPORTING ITS COMMUNITIES

YOUR CITY HAS LOST: \$101,000,000 SINCE 2002

Source	Percentage
Property	59%
State and Federal	27%
Revenue Sharing	14%

The Center for Local, State, and Urban Policy
Gerald R. Ford School of Public Policy • University of Michigan

Michigan local governments report first declines in fiscal health trend since 2010

Key Findings

- In 2016, for the first time in over a year, improvements in health overall have declined.
- Fiscal health has declined since 2010, with declines from 50% in 2015. Call their needs for more, up 10%.
- The overall decline in the production of every dollar of local revenue is relatively consistent across all categories, and currently expressing concern.
- Nearly a fifth (19%) of local governments are reporting a decline in fiscal health since 2015.
- Local governments with manufacturing reporting a decline in fiscal health since 2015.
- More local governments are reporting declines in fiscal health since 2015, with 20% of the Great Lakes region reporting declines in fiscal health since 2015.
- In addition, more private while most local leaders feel that the percentage of reporting declines in fiscal health since 2015, they will be increasing their jurisdictional fiscal needs.
- Although trends in maintaining to increase spending on public safety and infrastructure, money will have good news when it comes to their own jurisdiction. Only 20% believe that fiscal needs next year.

Creating 21st Century Communities
Making the economic case for place

Prepared by
Economic Consultant
www.economic.com
January 2018

“In the reinvention process, you have to get comfortable with being uncomfortable.”

- Mike Bills, Pure Reinvention

Own



- Disruption without ownership is—as you have probably experienced—incredibly counterproductive.
- The real reason to disrupt something is to throw it off center so you can guide it through the fray and into new territory.
- Owning the chaos caused by disruption of any type forces you to understand the problem—and motivates you to find a solution.



Press conference launching SaveMI City
- March 2016

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SaveMlCity Ownership Examples:



- League Board support—in concept & funding
- Half million dollars and growing in grant and in-kind support —C.S. Mott, Ralph C. Wilson, Jr. foundations
- Use of PR firms (Waymire, Vanguard, Resch)
- Use of advocacy firms (Midwest Strategy, MLC)
- Staff increase, legislative agenda, polling, news conferences, media outreach, web presence, videos, amicus briefs, original and legal research, bill drafting, dark stores



Simplify

- Simplify is the third fundamental to remind reinventors to apply thoughtful reduction to possible solutions.
- A process or methodology usually gets more complex over time. When a difficulty or new condition pops up, countermeasures are typically added to avoid the discomfort that the problem caused. Not using simple solutions slows everything down.

Keep it simple...

Simplify



“There are so many options, so much you can add to make things bigger, better and faster, that it’s easy to forget to simplify.”

- Mike Bills, Pure Reinvention





“... When (Proposal A) was passed, nobody anticipated 10 years or more of regressive degradation of property values, and the effect that has had, I think is measurable...” Reviewing Proposal A does not mean the Legislature will change it, Shirkey made clear, “but I think we have an obligation, it’s called oversight.”

- Senate Majority Leader Mike Shirkey, R-Clarklake
(Detroit News, March 4, 2019)

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Connect



- The first three fundamentals are all about subtracting the obvious and adding the meaningful. Next you need to dust off your imagination to come up with new and different ways to connect your ideas to deliverables.
- The ideas that make you cringe and sigh are exactly the possibilities you should be exploring.



Connect



- The more out-there or overwhelming the ideas seem at first, the higher the probability that you're on the road to uncovering something truly unique, exciting and sticky.
- To make these new connections, try taking a curious approach to traditional systems. Shifting away from obligatory answer-providing to thoughtful question-posing pushes you and your team to find more creative solutions. The magic is in the space that asking questions creates.



Connecting those you expect and those you don't



Move

- To lead sustainable change, a reinventor has to create a movement, or rather, many movements. You need to move and be moved.
- Whether it's closing the sale, designing a product or creating an unforgettable experience, if you want a reinvented outcome you have to move ideas into action.

Move:

“Real change is achieved by delivering on whatever it is you said you were going to do.”

- Mike Bills, Pure Reinvention



- All of the other Pure Reinvention fundamentals establish the momentum for your reinvention movement. A movement takes form when you have a group of people rallying behind an idea, or a mission.



Move: Changing the System



Invest, Attract, Grow

Our Four Solutions:

No. 1: Restore Michigan's Investment in Our Communities

No. 2: Ensure the Property Tax System Tracks with the Economy

No. 3: Provide More Local Funding Options

No. 4: Reduce the Cost of Government



Learn more at SaveMICity.org

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Successes So Far ... Changing the Narrative



- Dozens of articles on revenue sharing
- Shirkey comments
- Renaming of House Committee to include the words 'Municipal Finance'
- Over 100 presentations to thousands of local key stakeholders
- Recent articles on value of local investment
- Statement on House floor to restore revenue sharing
- Panel at Mackinac Policy Conference 3 years in a row; Involvement with BLM



Successes So Far ... Moving the Needle



Legislative Successes:

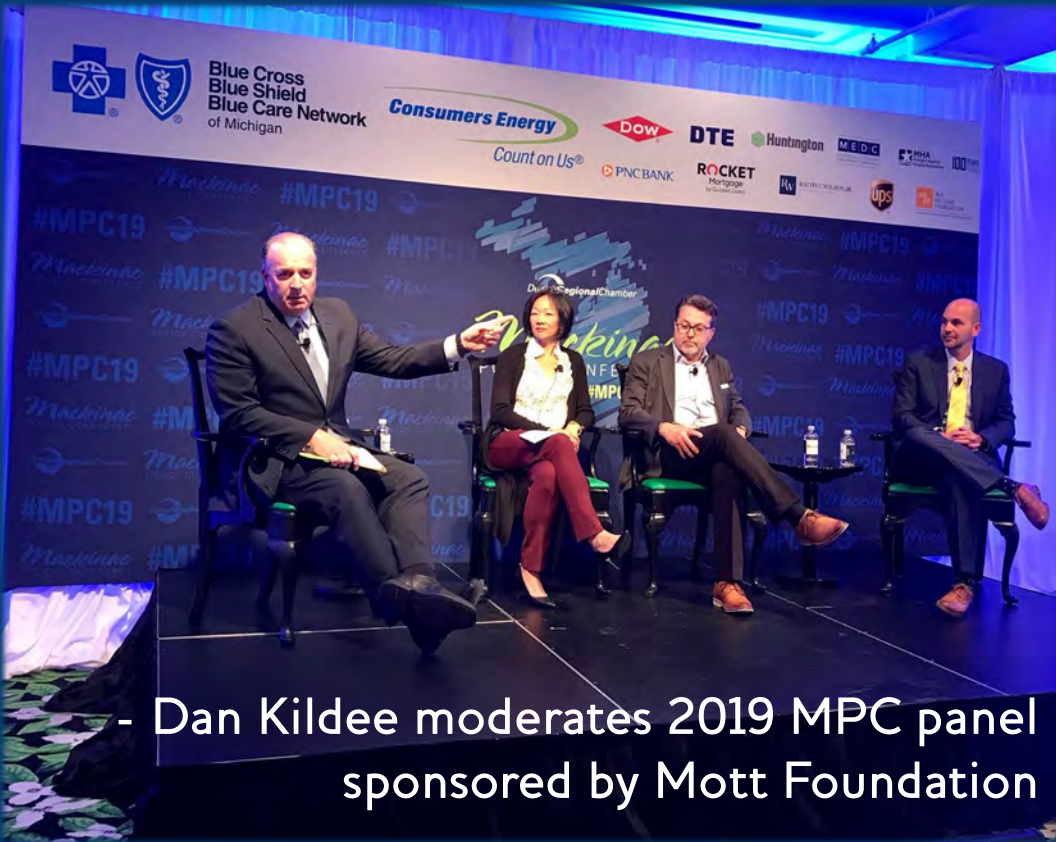
- Revenue sharing package of bills proposed
- OPEB reform/extensions
- Assessing reform
- Road funding debate
- Lawmakers who weren't talking about this a few years ago are now talking about it.

Fundraising Successes: Nearly \$500,000 in grants and in-kind contributions raised with additional support coming soon.



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Successes So Far ... Creating Space



“Are our cities struggling because our state is not growing, or is our state not growing because our cities are struggling?”

- U.S. Congressman Dan Kildee
2019 Mackinac Policy Conference





Questions?

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